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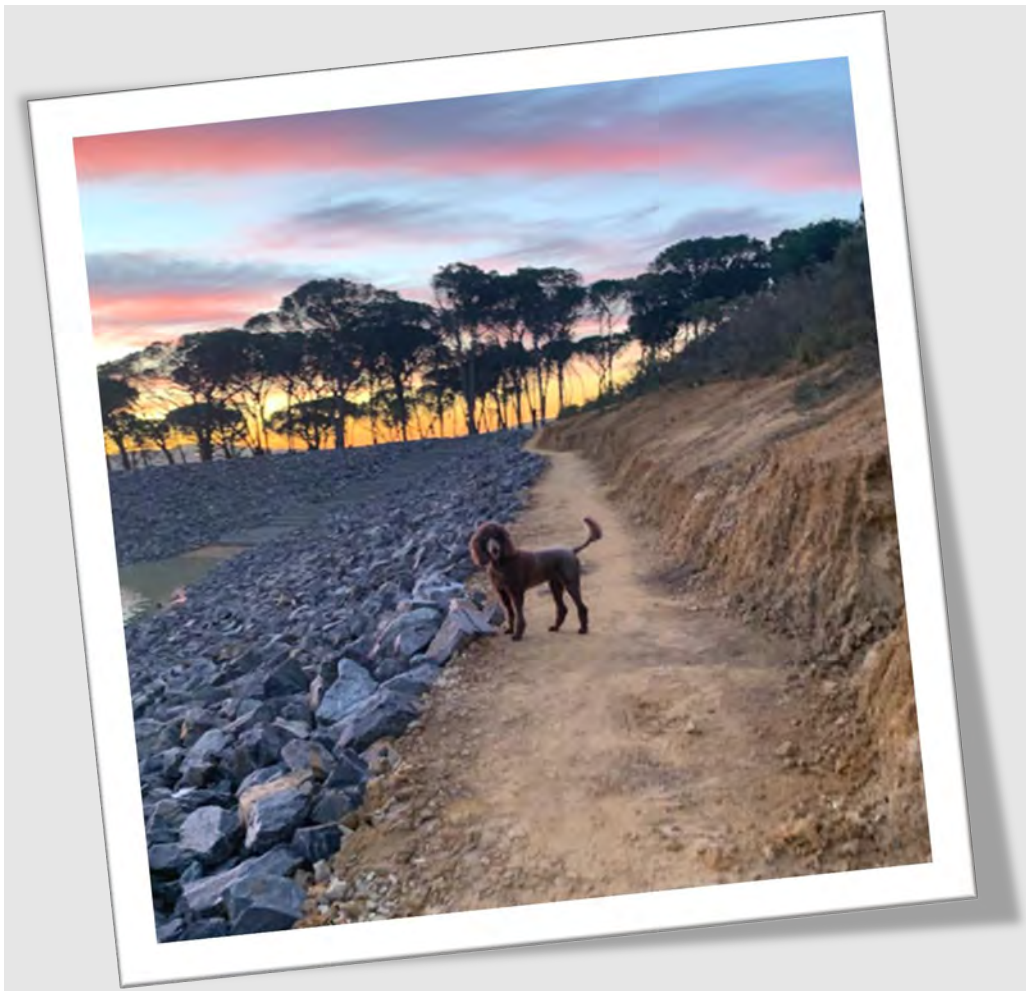
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REPORT TO COUNCIL 2020/21

NAME OF RESPONSIBILITY CENTRE: Operations and Finance

RESPONSIBILITY CENTRE HEAD: Stan du Plessis

DATE: 9 September 2021



ACKNOWLEDGEMENTS

It is with great appreciation and a big thank you to the heads of our Responsibility Centre's five divisions and their teams for another year of working in unusual and challenging circumstances that I submit this report to Council; it is their work that this report covers, and they provided much of the written content. The division heads are:

- Manie Lombard from the Finance Division,
- Nicolette van den Eijkel from Facilities Management,
- Anita Nel from Innovus and SUNCOM,
- Ilhaam Groenewald from Maties Sport, and
- Attie Juyn from Information Technology.

The work of this RC is not possible without the effort of colleagues in all the RC's and faculties. Petro Mostert, Communications Specialist in the RC, wrote the bulk of the report. My gratitude to all these colleagues for their outstanding work.

Looking back over the last year I am grateful for the significant achievements reported here, despite the major disruption of the ongoing pandemic. On the one hand, business continuity was a priority while ensuring that our staff and students work and learn in a safe environment. I am proud to be part of a team that has once again demonstrated that they can overcome difficulty in the most adverse circumstances.

Thank you each and all of you.

Stan du Plessis
Chief Operating Officer

I. INTRODUCTION

In the Responsibility Centre: Operations and Finance, we identify especially closely with the following section of SU's mission: delivering "a world-class environment; a place connected to the world". I report here on the five divisions that drive this RC, namely the divisions of Finance, Facilities Management, Information Technology, Innovus (including SUNCOM) and Maties Sport.

The report describes how we deliver on Stellenbosch University's strategy through a dedicated and committed staff corps, through good governance and by maintaining effective networks.

Since the COVID-19 pandemic entered our lives in March 2020, the RC Operations and Finance had to dig deep to transform our operational structures and processes to adapt to an environment that changed overnight. We had to fast-forward SU's digitalisation strategy to ensure that our students could study without interruption. Our lecturers could lead their students seamlessly through new hybrid online technology, and our staff could communicate and effectively solve problems from any destination.

We mourn the loss of our staff members who passed away, and we celebrate those people who recovered fully. Our world will never be the same again, but I know that our RC has people of substance who gave more than was expected to complete projects, innovate where out-of-the-box thinking was required and solve complex problems effectively.

This report showcases the tremendous effort and is a testimony of a dedicated team that can stand together to keep the wheels of our institution turning.
Andrew Carnegie sums it up:

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organisational objectives. It is the fuel that allows common people to attain uncommon results."

Stellenbosch University's Strategic Framework 2019–2024 articulates our vision, mission and strategic choices, and provides a broad framework within which the University positions itself as a leading research-intensive university. The content of this report is aligned to this framework and where relevant, the appropriate icon (see *Figure 1*) is featured at the beginning of a topic.

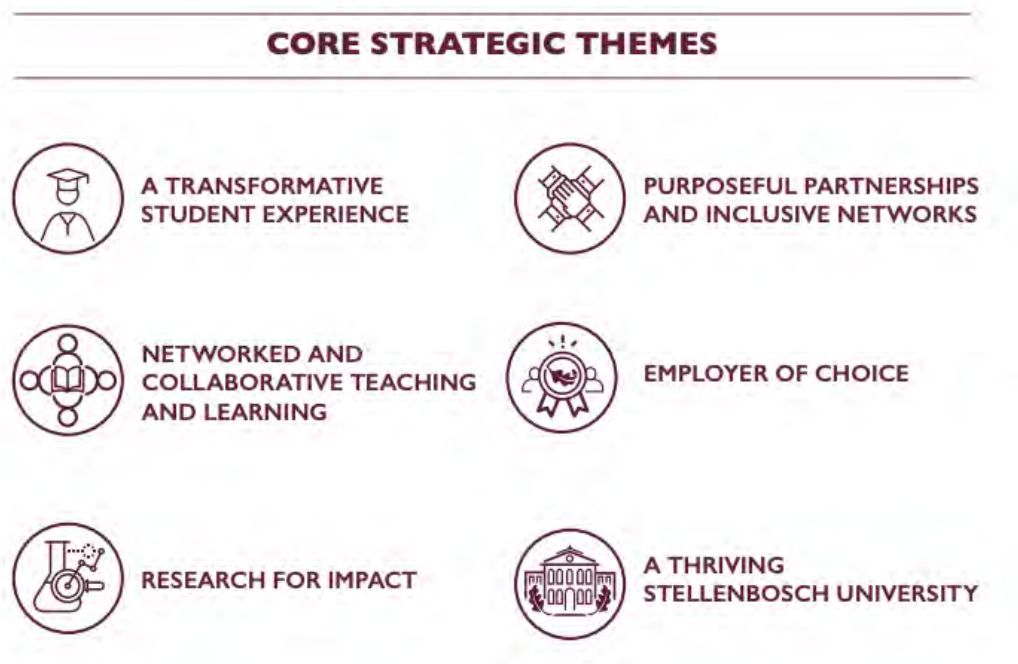


Figure 1: SU's core strategic themes (icons used in this report).

2. RC OPERATIONS AND FINANCE: OUR MANAGEMENT TEAMS

The RC: Operations and Finance comprises five divisions with a total staff complement of 675.

Our five management teams are:

Facilities Management team:

Chief Director Nicolette van den Eijkel heads up the management team of Facilities Management. She is in her second five-year term as Chief Director at the University. The FM team comprises 190 staff members.

Facilities Management leadership team members are (Figure 2):



Nicolette van den Eijkel (Chief Director: Facilities Management)



Madeleine Malan (Director: Business Management), Francois Swart (Director: Development Planning and Design) and Japie Engelbrecht (Director: Project Management).



Dan Prata (Director: Facility Services), Nadeem Gafieldien (Director: Property Services), and Viljoen van der Walt (Director: Risk Management and Campus Security)

Finance team:

Manie Lombard, Chief Director: Finance, heads up the Finance Division with its 144 staff members.



Figure 3: Finance Division management, in front from left to right: Brendon Gindlay-Whieldon (Financial Controller), Annemi Murray (Director: Financial Planning and Budgeting), Reinet Uys (Director: Financial Services), Manie Lombard (Chief Director: Finance), Werner Abrahams (Deputy Director: Student Fees and Debtors), Riaan Basson (Director: Purchasing and Provision Services) and Arrie Hanekom (Deputy Director and Head: Centre for Undergraduate Bursaries and Loans) (since retired). Back from left to right: Pieter Weaver (Director: Transport Services), Elizebeth de Beer (Deputy Director: Financial and Management Systems) and Caro Olivier (Deputy Director: Funds and Asset Management).

Innovus (including SUNCOM) team

The management team of Innovus, led by Anita Nel, Chief Director: Innovation and Business Development, is pictured in Figure 4. They lead the Innovus and SUNCOM teams consisting of 87 staff members.



Figure 4: Innovus and SUNCOM management, from left to right: Anita Nel (Chief Director: Innovation and Business Development), Carol Kat (Head: Copyright, Trademarks and Short Courses), Madelein Kleyn (Director: Technology Transfer), Hein Swanepoel (Senior Director: SUNCOM) and Doris Peters (Operations Coordinator: Spin-out Companies and Product Development).

Information Technology Team

Senior Director Attie Juyn heads up the management team at Information Technology who manages the division's 151 staff members.



Figure 5: Information Technology (IT) management team members are from left to right: Ralph Pina (Director: IT Institutional Software Solutions), Johann Kistner (Director: Academic IT), Attie Juyn (Senior Director: IT), Joe Smit (Director: IT Infrastructure) and Zenobia Davidse (Director: IT General Support Services).

Maties Sport

Ilhaam Groenewald, Chief Director, leads the management team at Maties Sport. Altogether 81 staff members work in the division.



Figure 6: Maties Sport senior management team, from left to right: Gustav Venter (Head: Centre for Sport Leadership), Andy de Bruin (Accountant: Financial Planning and Asset Management), Ilhaam Groenewald (Chief Director), Sean Surmon (Head: High Performance), and Jerry Laka (Director: Support Services).

2.1 Staff transformation

The RC's demographic profile is shown in Figure 7 below. The RC adopted a well-defined employment equity plan in 2018 and there is considerable diversity in the staff component. All of the divisions implement their Employment Equity plans and in this area we made the following progress in 2020 and 2021: in 2020 and 2021 (to date) 64 full time appointments were made in the RC, of which 48, or 75%, were BCI appointments. Over the same period 22 colleagues were promoted, including 14, or 64%, BCI colleagues. However, progress towards greater diversity – especially at senior level –remains too slow.

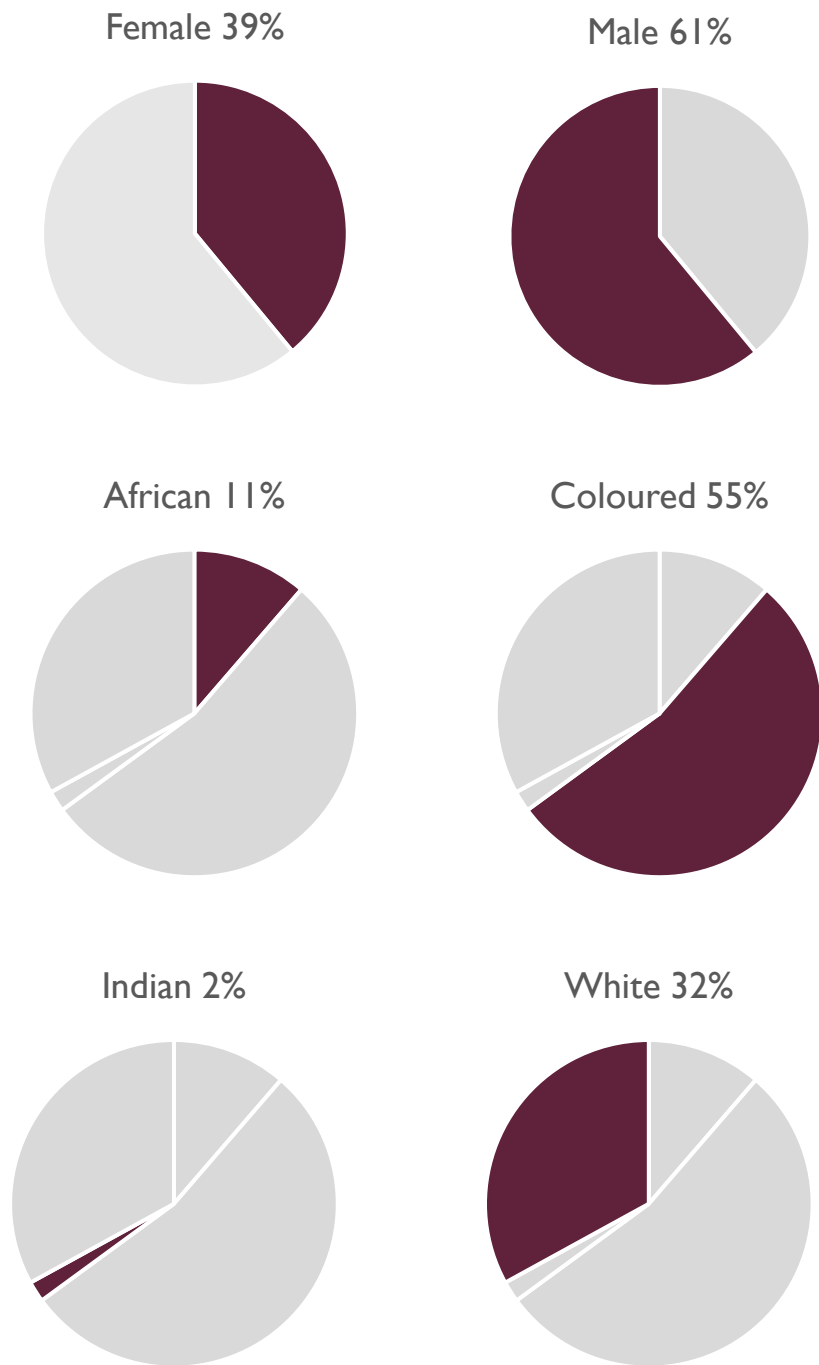


Figure 7: Staff composition by gender and race

3. INSTITUTIONAL COMMITTEE FOR BUSINESS CONTINUITY (ICBC)

3.1 General

Since early March 2020, Stellenbosch University has operated under unprecedented uncertainty. The COVID-19 pandemic and the national policy response to the risk the virus poses to public health has led to the disruption of the academic programme at SU and the closure of four of the University's five campuses depending on the national risk level.

Despite this disruption, the management of SU is committed to delivering the successful conclusion of the 2021 academic year (as we were in 2020) while prioritising the health and well-being of students and staff.

Stellenbosch University manages unexpected and disruptive events by constituting an appropriate Contingency Committee, with SU Senior management and colleagues from the divisions within the University affected by the disruption. In recent years such committees were used to manage the disruptions caused by, amongst others, the Huis ten Bosch fire and the drought crisis in the Western Cape. The University has gained considerable experience in the mitigation of such disruptions.

On the 15th of March 2020, President Cyril Ramaphosa declared a national state of disaster to contain the spread of COVID-19. It included travel restrictions, a ban on gatherings of more than 100 people, and school closures until Easter weekend. At that stage, the COVID-19 pandemic and the associated state of national disaster declared in South Africa presented a more complex disruption than mentioned above. The Rector decided to convene an extended version of the usual Contingency Committee structure. An overarching Institutional Committee for Business Continuity (ICBC) led by Chief Operating Officer Prof Stan du Plessis was convened to oversee and synthesise input from 11 (later 12) subcommittees, each focusing on the University's key activities affected by the pandemic. These are: facilities and security, international matters, student housing, Registrar's matters, human resources, student affairs, communication, online learning and assessment, IT, medical issues, and research. (A sub-committee for social impact was added on the 30th of March 2020.)

The ICBC included all Vice-Rectors, a representative from the Deans and Faculty Managers, the SRC Chairperson, SU's Chief Directors, and other senior management responsible for areas of particular interest to the functioning of the ICBC and its subcommittees. While this contingency structure had broad participation and inclusion merit, it became unmanageable, especially with electronic meetings.

On the 2nd of April 2020, the Rector approved a more focussed ICBC structure served by a Medical Advisory Committee and seven workstreams: learning and teaching; staff; communication, social impact and external relations; research; student services; finance and legal; and campus operations. The members of the reconstituted ICBC are as shown in table 1 below.

Name	Designation	Role
Prof. Wim de Villiers	Rector and Vice Chancellor	Vice Chancellor
Prof. Stan du Plessis	Chief Operating Officer	Chairperson
Prof. Hester Kloppe	Vice Rector (VR): Strategy and Internationalisation	Chair: Communication, social impact and external relations work stream
Prof. Eugene Cloete	VR: Research, Innovation and Postgraduate Study	Chair: Research work stream
Prof. Deresh Ramjugernath	VR: Learning and Teaching	Chair: Learning and Teaching work stream
Prof. Nico Koopman	VR: SI, T&P	Chair: Staff work stream
Dr. Ronel Retief	Registrar	Chair: Student services work stream
Xola Njengele	SRC Chair	Student Representative
Mohamed Shaikh	Executive manager: Rectorate	
Christelle Feyt	Senior Director: Corporate Communications	Communications
Gerhard Lipp	Senior Director: Legal Services	Legal advice and compliance
Manie Lombard	Chief Director: Finance	Chair: Finance and Legal work stream
Nicolette van den Eijkel	Chief Director: Facilities Management	Chair: Campus operations work stream
Dr. Viljoen van der Walt	Director: Risk Management and Campus Security	Risk management and scenarios
Beire Kramer	Coordinator: Project (Registrar's division)	Secretariat

Table 1: ICBC members

3.1.1 Workstream Reports

The following paragraphs describe the major decisions recommended by the various workstreams.

Workstream 1: Student services

Chair: Dr Ronel Retief

The most important aspects and decisions of the Workstream for Student Services (WSS) during September 2020 – August 2021 are:

Student services moved online during the “hard lockdown” which commenced in March 2020 and an online booking system was implemented early in 2021 during the registration period once staff could return to the office to limit and monitor the number of people in Admin A at any given time.

Students for whom it was essential to return to campus as of August 2020 as part of the first third of the student body allowed to return in terms of the HE Directions at the time, were identified and invited to return via an online application platform which enabled the University to track the numbers of students in residences and on campus for reporting purposes.

Academic exclusions were waived at the end of 2020 to recognize the disruption caused by the pandemic and in anticipation of large numbers of applications for readmission that would cite the pandemic and related factors as reasons for poor performance during 2020.

A concessionary submission date (1 March 2021) was approved for M and D students who were on track to complete by the end of 2020 (December or March graduation) but were delayed by COVID. In 2021 a mechanism for the retrospective awarding of PG qualifications was introduced to accommodate some of these students whose marks were submitted in time for the official reporting to the DHET on qualifications obtained in 2020. Individual faculties adopted this concession to a lesser or greater degree.

The WSS was responsible for drafting and implementing guidelines and protocols for invigilated assessments in November/December 2020 to align with the Higher Health requirements.

The December 2020 and March/April 2021 graduation ceremonies took a hybrid form, with PhD ceremonies taking place in face-to-face mode and the rest online.

The A4 assessments in January 2021 were supported via the WSS by the Timetable Office and the Assessment Office, respectively. Similar scheduling and logistical support was rendered during the A4 assessment period in August/September 2021.

The 2020 Almanac was adjusted to reflect the extensive rescheduling of academic and other activities during the 2020 academic year. The A1 assessments during the first semester of 2021 was a combination of invigilated and online modes, but the A2 assessment cycle was moved fully online after its first week and the A3 assessment cycle was also conducted fully online.

Due to the recent national unrest that affected SU students who had returned home during Adjusted alert level 4, the ICBC responded to the difficulties encountered by students to complete A2 and A3 assessments online from the affected areas. Given the difficulty of determining and confirming which students have indeed been affected by the unrest, an additional A4 round of assessments were provided to all first-semester modules (with a few exceptions, communicated by specific faculties).

A4 provides an assessment opportunity for students who missed an A2 or A3 assessment required for the completion of a semester module and were conducted in a combination of invigilated and online modes.

Workstream 2: Learning and teaching

Chair: Prof Arnold Schoonwinkel (until end of 2020), Prof Deresh Ramjugernath (since January 2021)

The workstream for learning and teaching (WLT) focuses on the continuation and adaptation of learning and teaching amidst the COVID-19 pandemic, as well as on student care. Risks are reported to the ICBC and SU's Audit and Risk Committee as they arise. The WLT meets approximately every second week, or as and when required, to determine which learning and teaching related approached need to be adjusted and determines the information to be communicated to students and staff.

Issues dealt with by the WLT for the period September 2020 – August 2021:

- Creating resources for and training lecturers in online learning.
- Equipping support staff and tutors for online learning.
- Creating online learning resources for students, including answers to frequently asked questions (FAQs).
- Provide loan laptops to students in need.
- Arranged for the provision of free data via mobile operators for all students until the end of 2020 and again for certain periods in 2021 (e.g., during Adjusted Risk Level 4). Students in residences who were impacted by load shedding also received data bundles from September 2020 onwards.
- Arranged A4 assessments in January 2021 for students who underperformed or were adversely affected by the pandemic in the June/July 2020 examination, and again in August 2021 for students who were adversely affected by the pandemic and national unrest in the June/July 2021 examination.
- Under Alert Level 1, more students who had difficulty to study at home, were allowed to return to their residences in 2020.
- A software application to enable synchronised test/exam writing during load shedding has been developed. This software is currently in a pilot testing phase.
- An online onboarding programme for all differently prepared students have been compiled in conjunction with faculties and the SU Welcoming Programme Committee and the 2021 Welcoming Programme had to be adapted to comply to COVID-19 protocols.
- Augmented Remote Teaching Learning and Assessment (ARTLA) kicked off with the start of classes on 15 March 2021 until the end of the first semester. The WLT recommended the continuation of ARTLA in the second semester but suggested that there should be fine-tuning to address the challenges students are facing. Faculties were reminded to take into consideration the value proposition for students returning to campus when deciding on mode of classes in ARTLA. The option of fully online is therefore not the ideal option because it does not provide the value proposition for students who have returned to campus.
- SUNLearn has been zero-rated since 2020, but MS Teams is not. If students watch a class recording on SUNLearn, it will be zero-rated, but if they attend an online class on MS Teams, they will need data.
- A Code of Conduct for Students Returning to Campus has been compiled in 2021 and distributed to students.
- All faculties engaged on arrangements with regards to the approved deviation from the language implementation plan for the first and second semesters of 2021.

Workstream 3: Staff (human resources, health and well-being)

Chair: Prof Nico Koopman

The Workstream for Staff (WS) advises on staff matters against the backdrop of COVID-19, within the framework of the University's values of excellence, compassion, accountability, respect and equity.

Vaccinations

COVID-19 vaccination opportunities have been made available for staff over the age of 35 via Higher Health and the comprehensive post-school education and training (PSET) COVID-19 vaccination strategy. All SU staff aged 35 years and older – including full-time, part-time and contract staff as well as postgraduate students/fellows who teach at the University – are eligible for two initiatives – the first at any of more than 2 000 public health vaccination sites nationwide between 27 and 30 July 2021 and the second at the Momentum mass vaccination facility at Parc Du Cap in Bellville between 30 July and 16 August 2021. SU staff members also have the option to register for vaccination opportunities at the Cape Peninsula University of Technology. The University also launched its own vaccination site at the Lentelus Clubhouse on 10 August 2021 which will be open to staff and students (when the latter become eligible for vaccination in September 2021).

Leave

Regular appeals were made to staff during the reporting period to take leave in order to advance staff health and wellbeing. Line-managers were encouraged to ensure that staff take leave at appropriate times to advance the health and wellbeing of individuals and SU as a whole. The ICBC extended the 2020 annual leave expiry date by a month – from 31 December 2021 to 31 January 2022. This means staff will be able to utilise remaining leave from the 2020 cycle in January 2022, particularly in the week of 3 to 7 January, when meetings and other University functions will be limited as far as practicable. However, this extension does not apply to staff whose employment terminates on 31 December 2021 – naturally, their leave cannot be carried over to January 2022.

Performance Management

A memo advising on the performance management of staff during this period was sent to managers on 6 November 2020.

Procedure for dealing with a situation where an employee refuses to return to the workplace

Line managers liaised with staff about their return to campuses, and how this will take place. The return of staff is being managed in terms of Health and Safety directives issued by government (The Occupational Health and Safety Directives of October 2020) that guide employers on the reintegration of staff to the workplace. These directives also provide for a process to deal with situations where staff refuse to return to the workplace (procedure for dealing with a situation where an employee refuses to return to the workplace). We are pleased to report that current hybrid work arrangements are working well.

Lessons learned, insights gained, and guidelines provided during the pandemic

The workstream reflected on the unprecedented and compelling challenges of COVID-19 and the opportunity to re-imagine how we work and to re-think old and embedded practices. This vast and expedited social experiment has yielded many lessons and insights. The insights and recommendations covered the following categories: pooled intellectual effort; leadership; SU work and operations; communication; wellbeing; and transformation. The workstream also provided guideline documents on practices for online meetings, email practices, guidelines for facilitating breaks and switching off when taking leave, and critical matters impacting staff wellbeing.

SU's new Employee Assistance Programme (EAP)

A new externally provided electronic staff health and wellbeing programme to strengthen the current EAP was implemented from 1 November 2020, by Life EHS – Careways. The service is available 24 hours per day and seven days a week every day of the year. The service enhances our current Employee Assistance Programme in the following ways:

- Face-to-face and/or virtual counselling on matters such as: personal difficulties; family and relationship concerns; alcohol or drug abuse; gambling or other addictions; stress and life changes; violence and trauma; the impact of acute and chronic illness; grief and work-related concerns;
- Debt counselling: personal budgets; managing debt and retirement;
- Health information: general health and wellbeing guidance, including dietary information;
- Legal assistance: professional telephonic legal support and assistance with drafting of basic legal documents, such as wills and testaments, power of attorney, residential leases and general sales agreements.

Decisions pertaining to the 2021 Academic year

In preparing for the 2021 academic year the Workstream for Staff confirmed various points of departure. The notion that works that can be done from home, should not be employed in a legalistic manner and nullify the capacity of the University and line managers to request staff to return to campus. A constellation of factors that calls for a phased and diversified return to campus in various environments and by different individuals should rather be considered based on amongst other things, the local and national health situation and the contextual needs of environments and staff.

Decisions pertaining to Risk Levels 1 & 2 (2020), and Adjusted Risk Levels 4 & 3 (2021)

The Institutional Committee for Business Continuity (ICBC) approved the recommendation by the Workstream for Staff that staff members should continue to work from home as far as possible, and as arranged with their respective line managers. Where environments and line-managers require staff to return to the office, specific health and safety measures and protocols are to be followed. The assumption is that where line managers require staff to return to office, the purpose should be to ensure that institutional aims are advanced.

Workstream 4: Communication, social impact and external relations

Chair: Prof Hester Kloppe

The ICBC Workstream for Communication, Social Impact and External Relations (WCSIER), chaired by Prof Hester Kloppe (DVC: Strategy and Internationalisation), brought together members from a wide range of divisions, i.e., Research Development, Development and Alumni Relations, Corporate Communication and Marketing, Social Impact, Human Resources, Student Affairs, Student Recruitment, SU International, the SRC, and Tygerberg Campus. The work of this workstream has been focused on creating structures, protocols and frameworks for communication to a range of stakeholders, both locally and internationally, regarding SU's response to the COVID-19 pandemic, especially to foster SU's community impact and external relations.

During the reporting period, the WCSIER focused on discussions and drafting of key documents to guide communication to SU's stakeholders regarding the pandemic. Its initial work included the development of the Framework for SU's Response to the COVID-19 Pandemic, containing information regarding SU's work and responses related to the pandemic in the fields of research, teaching and learning initiatives, social impact, and human resources.

Other guiding documents that were developed included a communication grid document (scheduling communication from SU and the Rectorate to staff and students); protocols for the use of SU communication channels, communication by the ICBC, and communicating staff and student deaths and bereavement notices; as well as narrative documents relating SU's support to students and its social impact support during the pandemic.

A major project has been the development and continuous updating of SU's COVID-19 website as a single central source for reliable information for SU's stakeholders. It is currently the third most visited SU website, and as communication needs change, the website is also adapted. An important addition has been SU's own COVID-19 statistics webpage, containing the latest infection figures for staff and students (<http://www.sun.ac.za/english/Pages/COVID-19-infections.aspx>), and a link to the webpage to the SA COVID-19 Modelling Consortium Epidemic Explorer website.

Currently, the WCSIER's focus is towards further implementation of communication tactics for advocacy and awareness of COVID-19, aimed at the campus community and external stakeholders. These included an integrated campus campaign for mask awareness, including posters for campus and residences, to consistently raise awareness around COVID-19.

Workstream 5: Campus operations (COWS)

Chair: Ms Nicolette van den Eijkel

Over the last twelve months COWS continued with their weekly meetings to engage and discuss with the respective role players from the various SU environments, COVID-19 related matters, issues and risks, find and implement solutions and report back to the ICBC.

COWS repeatedly amended and updated the COVID-19 protocols and toolkit documentation as changes to the national alert levels occurred to ensure that the SU documentation aligned with the latest national and higher education protocols. Dr Leslie van

Rooi represents SU at the Municipal Joint Operation Centre (JOC) and continues reporting back to COWS from this centre weekly.

In the last quarter of 2020, COWS engaged with the faculties to develop a guideline for the preparation and readiness of lecture halls, rooms and learning spaces for the return of students in 2021. This guideline consisted of 22 items to assist the faculties; some of the more essential items contained in the guideline document are listed below:

- A system of demarcating seating with coloured dots/tape is used to indicate the seating placement per lecture/session. It shows even hours and odd hours for lecture times. This is also being used for tests and examinations.
- No physical screens or barriers are required, but the demarcation of seating with different coloured dots or tape is essential in all lecture rooms/classrooms to ensure physical distancing of a 1,5-meter radius.
- Facilities Management maintained all air conditioning systems. A Standard Operating Procedure (SOP) that adheres to safety protocols required for COVID-19 was put in place.
- In classrooms/lecture rooms/offices where air conditioning systems are available, there is no need to open windows as this hampers the system's functionality.
- In classrooms/lecture rooms/offices, etc., where there is no air conditioning, and it is possible to open windows for ventilation, windows are opened for cross ventilation and closed on leaving or after the daily lecture sessions are complete.
- Faculties have the required sanitiser and protocols in place for access to the respective buildings and awareness posters, and the like. Replenishment of sanitiser spray was implemented for students at the respective faculties.
- Students were made aware that they are also responsible for their own safety and, if possible, to have their own sanitiser and mask if they do not wish to use those made available by SU. Wearing of a mask is compulsory.
- Arrangements were made for increased sanitising (at least four times a day) to high touch areas such as ablution door handles, taps, wash hand basins, tops etc.
- Regular awareness and communication to students to do their daily health check screening via the Higher Health screening tools before coming to campus (students must be able to show their screening via their phones/laptops/tablets when requested by the faculties).

To prepare for the return of students to the residences in 2021, COWS liaised and engaged with the Centre for Student Communities and SUNCOM to discuss and implement the following before the end of February 2021:

- All residence heads were requested to redo their "Walkthrough risk assessments" to align with the adjusted COVID-19 alert level at the time (alert level 3) to ensure the mitigation of risks due to the increased number of students returning to residences.
- All residence completed the new (more detailed) return to residence plan to ensure it aligns with their walkthrough risk assessment.
- Where required, new appointments for Covid Compliance Officers were done.
- Centre for Student Communities and resident heads discussed as a priority and found solutions for the location of COVID-19 isolation and quarantine areas in their respective facilities.

- As a priority, a solution was found for opening the kitchens and dining facilities for returning students under Lockdown Level-3 due to the regulation limiting the number of people in a dining facility, no matter how big, to fifty people.
- A project was started to secure the ground floor by installing burglar screens to bedroom windows that can open. This measure enables students in these rooms to open windows and have fresh air ventilation while being safe.
- SUNCOM engaged and coordinated with their cleaning service providers to increase cleaning and high touch area sanitisation within the residence environment.

With stricter COVID-19 controls and regulations in place relative to venues, meetings, and events in early 2021, a document for booking of venues, meetings and events was developed. SU environments use this document to book and get their events and meetings approved by line managers with the assistance of COWS. This document and process was also implemented for use in the student community environment for student societies and/or other student community meetings/events or gatherings. COWS assisted and liaised between the role players to allow a quicker turnaround time for approximately 109 applications between March and June 2021.

During the exam periods, there has been close liaison and collaboration between COWS representatives and the Exam Office to coordinate and ensure COVID-19 compliance at exam venues, with the following having been implemented:

- An examination and test protocol document has been communicated to all students.
- We held daily Teams meetings between the exam office, faculty representatives and COWS for feedback, discussions and solutions to any issues or matters arising at the exam/test venues.
- Scheduled sanitising of work surfaces and high touch areas prior and post the respective morning and afternoon exam sessions.

COWS continued their engagement and liaison with Facilities Management to ensure operations, maintenance, and projects continued on various campuses. Facilities Management engaged their cleaning service providers and implemented the following:

- Scheduled sanitising of work surfaces and high touch areas before and after each exam, test or assessment.
- After hours and early morning cleaning to lecture venues and learning spaces due to the increased use of venues to align with national regulations limiting the number of people in venues. Cleaning would normally have been done during the day, but the increased frequency of use of the venues did not allow for normal cleaning to continue.
- Extended cleaning and sanitising were done in Computer User Areas (CUA's) 7 days a week.

COWS have continued their liaison with SU Purchasing and Provision Services to ensure that there is sufficient stock of PPE and a continuation of the vetting, liaison and coordination of

the respective SU environments amendments to their return to workplace plans and reporting weekly on the positive COVID-19 cases.

Workstream 6: Finance and Legal

Chair: Mr Manie Lombard

The workstream for finance and legal (WFL) is tasked with managing the financial and legal implications of COVID-19.

Cash flow projections are managed on a daily, monthly and annual basis as and when new information regarding COVID-19 becomes available. Longer-term projections have been made up until 2027. Management is satisfied that the measures taken to date are adequate to ensure financial sustainability over a six-year planning horizon.

The payments for COVID-19 from the Contingency Reserve for the period September 2020 to August 2021 amounted to R186 million and the current balance of the reserve is R21,2 million. The major items were:

- student laptops and data to the value of R23,2 million;
- student accommodation shortfall of R33,7 million;
- bursary support for students to the value of R29,9 million;
- costs to establish the Extended Learning Spaces (ELS) project of R78,6 million; and
- other costs, which include loss of research income of R20, 6 million.

The decisions approved by the ICBC for this period can be summarized as follows:

- 10-11-2020 - The recovery of parking fees for 2021 for staff continue as in 2020 due to the fixed cost of providing parking.
- 15-02 2021 - The embargo on balance funds for 2019 and 2020 will continue to ensure financial sustainability.
- 24-03-2021 – The 2020 approved “no stay - no pay” approach to residence fees was changed to a discount model. For the first part of 2021 when the country moved to Lockdown Level 3, the “no stay – no pay” decision was still adopted for Tygerberg residents. The cost to the University of this approach was R8,192m. The variable cost discount model will be the most fair and transparent approach with the basic principle of this approach that a base cost is required to keep the facility running, even if no students occupy the facilities. This cost must be recovered. The variable cost component can be discounted, based on the levels of occupation. The budget for 2021 can be broken up into the following key drivers:
 - 43% - Staff cost, fixed contracts, and financing cost (Fixed)
 - 27% - Maintenance and upkeep of facilities (Fixed)
 - 6% - Municipal Services (Fixed)
 - 4% - General Expenses (Fixed)
 - 12% - Municipal Services (Variable)
 - 8% - General Expenses (Variable)
 - The residences are managed on a breakeven budget and therefore costing is directly related to the actual fees charged. For a variable cost approach discounts can only be applied to the 12% Municipal Services and 8% General Expenses (20%

- of the budget) components to the extent of the occupancy levels at the time. Therefore, the discounts for 2021 will be:
 - 0% Occupation: 20% discount
 - 33% Occupation: 13% discount
 - 66% Occupation: 7% discount
- 28-07-2021 – The financial support from the Contingency Fund for research contracts will be discontinued and managed by the environments as the embargo on balance funds will also be lifted now.
- 5 August 2021 – The embargo on balance funds was lifted with approval by the Rectorate. The limits on balance funds will now be applied according to the budget model.

Workstream 7: Research

Chair: Prof Eugene Cloete

During 2020, on recommendation of the Research Workstream, the ICBC approved the re-opening of the Library and Information Services and CAF to render certain services to the research community/students to finish their studies.

The Division for Research Development (DRD) was able to render their services remotely and kept the research community up to date with research-related processes and opportunities via regular circulars. The DRD aligned our internal deadlines with that of the NRF's; and DRD is in continues consultation with the NRF to clarify and address challenges related to NRF awards and is monitoring its impact on SU.

Covid-19 Contingency Funds for Research Contracts:

The University acknowledged the difficulties that researchers are experiencing in terms of continuation of research contracts, due to the impact of the COVID-19 lockdown. In most cases, the funders are lenient and understanding and agree to extend the research contract periods, however no additional funds are made available for this extended period. A large number of our research contracts involved research contract appointments and these personnel's employment are directly dependent on the funding from research contracts.

In April 2020 the Division for Research Development conducted an impact study to determine the potential impact of a short-term lockdown (3-6 months) vs a longer-term lockdown (12 months) on the research portfolio of SU. More than 300 research projects were recorded and from this information SU's contingency fund prepared for assisting researchers, where in serious need for funds. A co-contribution from the direct environment (department and faculty) was required.

In 2020 COVID-19 contingency fund applications for 42 research contracts were submitted to the value of R8 006 450.10, of which R7 975 096 was awarded. In 2021 applications for 13 research contracts were submitted to the COVID-19 contingency fund to the value of R4 095 90, of which the R3 662 430 was awarded. The total amount awarded for 2020 and 2021 is R12 101 640,77 in support of 55 research contracts.

Postgraduate Office (PGO)

Postgraduate Bursaries

An amount was made available by the ICBC through the Contingency Fund to assist PG Students who faced difficulties in completing their degrees due to the impact of COVID-19.

Postgraduate Data bundles

The committee advised the ICBC also made data bundles available to the Postgraduate students on request.

Postdoctoral Office (PDO)

A postdoc survey was completed to assess postdoctoral challenges. The general concern expressed by postdocs was that they will have to request extensions to their fellowships because they will not be able to finish their research projects as scheduled.

Ethics Review Committees

The request for clinical trials to resume was reviewed by the HREC committee. A position statement regarding the resumption of clinical trials was issued and placed on the HREC web and it was also communicated to researchers. A request to the research community to become involved in the ethics committees, resulted in 16 new volunteers serving on the REC: SBE and 7 new volunteers for the HRECs.

Medical Advisory Committee

Chair: Prof Eugene Cloete

The Medical Advisory Committee had the ability to contribute towards the finalisation of the protocol on Quarantine and Self-Isolation and a general information document.

Protocol on Quarantine

A protocol was developed explaining to students and staff the difference between quarantine and isolation. The main objective of quarantine is to prevent transmission of the infection to others. The document explained what quarantine is, when and how you should quarantine and when staff may return to work and students return to class.

Protocol on Self-Isolation

A self-isolation protocol was developed and recommended to the ICBC to implement. The document explained what isolation was and why a person should isolate. It briefly set out the time period one should isolate to prevent the transmission of the infection to others.

General information doc

A general information document was prepared and submitted for approval to the ICBC. The approach was to use the best available scientific knowledge about the transmission of COVID-19, with regards to the following topics:

- what the measures are to effectively stop the transmission of the virus;
- when deciding on whether a person should self-isolate;
- it is the responsibility of every person at SU to take co-responsibility for applying health measures;

- promote repeated conversations in residences to help the student community to understand how to handle different situations, and how measures are applied in their immediate environment; and
- a list of frequently asked questions from student communities.

Wastewater research project

The discussion of a wastewater research project resulted in the project being approved for funding by the Deputy Vice-Chancellor: Research, Innovation and Postgraduate Studies. The study entails the use of wastewater to determine the presence of RNA in the wastewater. It can then be used to determine whether there might be new positive cases, a new outbreak of the virus and to help pinpointing where on campus the problem is. The research will be done under the leadership of Proffs W Preiser and G Wolfaardt. The project is already bearing fruit.

Mask vs Face Screen

The committee advised that the wearing of masks is preferred above the face shield for protection of lecturers during in-person classes.

Ventilation vs Screen

The committee advised that ventilation is more important than putting up a screen/partitions in rooms and should be given priority. The opening of windows to provide proper ventilation is encouraged, where appropriate given the facility's air conditioning system.

Positive communication

Our communication should motivate and encourage the personnel and students.

4. THE OPERATIONAL NETWORK FOR A LARGE PUBLIC UNIVERSITY

The RC: Operations and Finance is responsible for essential networks that enable the University to operate optimally. These networks span all SU's campuses.

4.1 Facilities Management

Stellenbosch University Facilities Management Division (SUFM) is the custodians of the buildings, infrastructure and sports fields across campuses located in Stellenbosch, Tygerberg, Bellville Park and Worcester. SUFM employs 214 people and, through a business model of in-house and contracted service provision, manages and services the portfolio. The portfolio covers a variety of facilities management's various buildings and infrastructure such as residential, academic, commercial, office buildings and sporting, recreational and agricultural facilities.

SUFM consists of six departments:

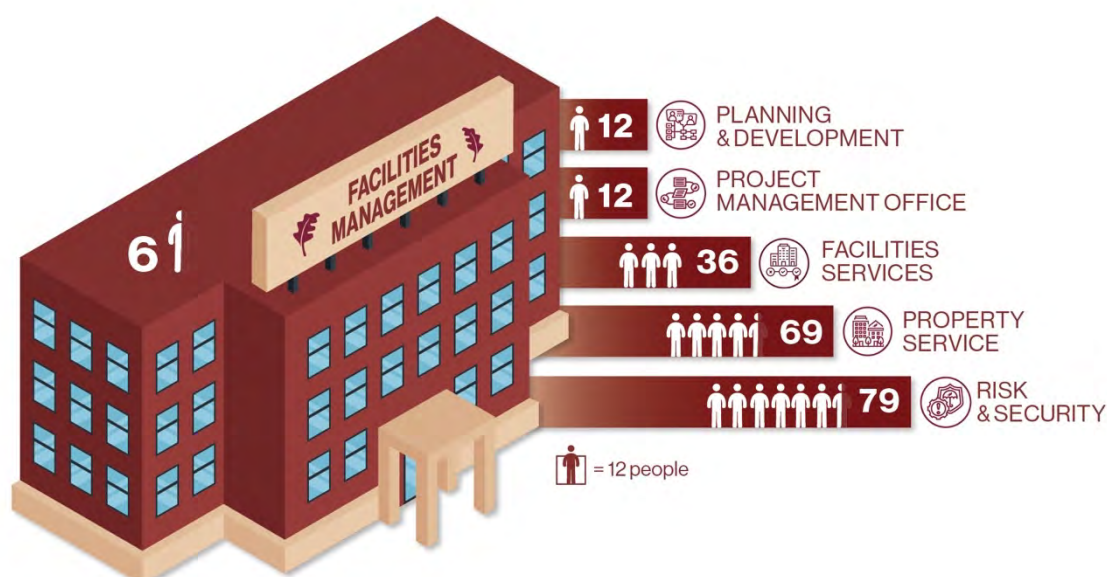


Figure 8: Facilities Management structure with number of staff in each department.

Even though the past year has been an unusual one, SUFM has still managed to achieve the objectives set for it by the Institution. SUFM has played a vital role in ensuring that the University could move to online learning and teaching. In 2021, the University successfully implemented a hybrid model of face-to-face and online teaching and learning (ARTLA – Augmented Remote Teaching Learning and Assessment). SUFM reprioritised considerable resources to focus on the safe implementation of COVID-19 protocols to ensure the safe and successful completion of academic year 2021. We are proud of our staff and service providers who have continued to work during the pandemic.

The pandemic, and the University's highly co-ordinated response to it, demonstrated the symbiotic role for the PASS environments and facilities management to achieve our ambitious agenda in collaboration with our ten faculties. The past 18 months have shown

that SUFM was crucial to the safe return to campus and the implementation of hybrid teaching and learning.

The significant changes we saw, implemented and needed to cope with as a division, also presented SUFM with the opportunity to reflect on how the pandemic has affected us.

Some of the encouraging aspects identified in this reflection and on which we wish to build include:

- We were innovative, adaptive, collaborative, and most have shown a "can-do spirit".
- SUFM was pushed front and centre in coping with the demands of the rapidly changing environment in which we worked and studied. The Chief Director became SU's COVID Compliance Officer and the chair Campus Operations Workstream of the ICBC: a structure that has performed exceptionally well. It has allowed us to make decisions across the University very quickly and efficiently across silos.
- We implemented hybrid learning in four weeks: SU executed a hybrid learning strategy that we thought would take several years to implement in only four weeks.
- SU currently has projects with a value of nearly R2 billion in construction. We knew that we had to restart these projects as quickly and safely as possible after the hard lock down to save our own money, but also because people and jobs were at stake. We did so safely and successfully.
- We saw that it was hard but doable to merge work and home life. Nobody collapsed when someone said: "I need to go and help my child or hang up the washing," and no one flinched when the dog popped up on the screen.
- Technologies helped us manage the spread of the virus; for example, our water department is measuring sewage out of our residences to help detect the virus.
- We saw that our employees care and that there are many examples of our team members who started community schemes to assist people with food and groceries.

SUFM also identified areas where they wish to work differently in the future.

- We need leadership at all levels. We need people that can assess a situation quickly, adapt quickly, anticipate and then act. We saw in the past months that staff at all levels were able to cope with working very independently and had what it took, but we also saw some that did not have the capacity needed. It taught us that we have to ensure that our staff are trained and appropriately skilled, understand risk and have the internal strength to trust their judgement and act. It will also require us as leaders to look at how we measure and reward our staff and, for that matter, our service providers.
- We saw with the drought and the response to COVID that we can overcome all sorts of challenges by collaborating - a collaboration between the University, local and provincial authorities and consultants. We saw that we were able to make decisions to the benefit of all. This is how we should deal with all future challenges, because siloed, self-interest decision making is no longer an option. Such collaboration will challenge us on contracting, provision of information, privacy

issues, but we will need to address them to ensure we have a world and future that we all want and need.

- Our sustainable sourcing process is robust, but we need to work on how we partner with our service providers to make agile and efficient changes as we will need to into the future. It will ensure job security for SU employees and those of contracted companies but will also allow for the sharing of risk and responsibility.
- We have to look after the well-being of staff. Whether it's worrying about a drought, violence in society, financial strain, our people are struggling with a lot. We need to have workplace practices that allow for flexibility and support. We need to ensure that our staff have access to well-being support services, and as leaders, we need to consider these external stressors when managing our people.
- We will have to influence our building occupiers with social behaviour strategies, to behave specifically in appropriate and safe ways. The Minister of Higher Education refers to the "social compact".
- We have to work with others in our institutions to see that COVID and environmental sustainability responses are primarily human behaviour issues. We cannot police social distancing or recycling; for example, these matters must be ingrained in how we do things around here.
- We will have to review our design specifications and design for extremes: whether weather-related or a result of an airborne virus. Our design thinking will have to incorporate environmental sustainability from the concept phase throughout the construction period, operation of the building until the building eventually gets demolished. In this way, we will ensure that throughout the whole life cycle of the building – from the cradle to the grave – we make the right choices regarding sustainability, functionality, adaptability and budget. Similarly, we have to design buildings and spaces that are adaptable and agile. We have seen a hospital built in four weeks at the CTICC in Cape Town. Coined The Hospital of Hope, this temporary hospital constructed at the CTICC, was the biggest COVID-19 temporary field hospital in Africa and was completed in less than a month.
- So, we can respond quickly to changes in the way we work, live and teach.
- Of course, as a university, we will need to see how successful online learning was. It seems students are, at least for now, doing well. But the university's role in shaping people to become citizens of Africa and the world is more than lectures, and that will require face to face interaction.
- We are already doing a lot at SU to have data-driven decision making. During hard lockdown, we could save millions on proactively managing water, gas and electricity consumption as part of our vision for a smart and sustainable campus.
- We are going to have more screening and measurement required of occupational hygiene factors to act effectively and reassure staff and students. Occupation and use of facilities are all the more necessary for us to measure.
- Finally, we need to build on the reputation created during the COVID response: namely that of a collaborative facilitator and enabler. SUFM is one of the facilitators and enablers of hybrid learning that keeps our campuses operational in and out of Lockdown. We also played an essential role in facilitating the safe return of staff and students into residences and academic buildings. Finding ourselves in a position where we had to make quick and effective decisions, we

now have the knowledge and experience to build on these successes and ensure further efficiencies as we progress into the future.



Figure 9: SUFM figures illustrated

4.1.1 Facilities Management: Funding

Stellenbosch Facilities Management (SUFM) reports annually on all funding received from internal and external sources and the application thereof. The report reflects the total funding SUFM utilises and shows what is spent on salaries, consultants, and operating costs. This allows SUFM to measure the ratio of value-added spend on infrastructure to spending on enablers. For the past two years, this ratio has been 12:1. In 2018 the ratio was 8,5:1.

The detailed funding and expenditure are further broken down (per environment) into the categories: Facilities Services (Maintenance, Cleaning and Security), Minor Works and Capital Projects.

4.1.1.1 Sources of funding and SUFM enablers

Expenditure on SU facilities		Expenditure on SUFM enablers	
Source of funding	2020 (R'000)	Application of funding	2020 (R'000)
Campus renewal	1 799 837	Staff costs	81 580
DHET	668 049	Consultant costs	8 248
Main budget	534 717	Operating costs	2 497
Housing and Commercial services	242 811	Equipment costs	837
Faculties & departments	670 282	System costs	1 579
Total funding available	3 816 696	2020 Total enablers	94 778
2020 Expenditure	1 095 998		
Value-added expenditure*	1 001 220		

Ration of value-added expenditure to enablers 12:1

*Value-added expenditure comprises 2020 total expenditure on facilities, minus expenditure on SUFM enablers

Table 2: SUFM sources of funding and enablers

Funding allocated to SUFM increased by 26% from R3 017 959 000 to R3 816 696 000 in 2020, mainly due to additional Campus Renewal Project funding. However, total expenditure has decreased by 2% compared to 2019, mostly because of COVID-related issues and shortage of resources world-wide.

SUFM endeavours to spend the entire annual allocation from faculties, but due to the nature of projects it is not always possible to complete the planning and execution within one year. Certain projects are also of such a vast scope that funding must be allocated across multiple financial years.

2020 was especially challenging with the initial hard lockdown and then only gradual opening up of building sites. Projects were frequently forced to stop or slow down due to COVID cases. The worldwide shortage of certain building materials such as steel, copper and aluminium and the backlogs of imported goods experienced at ports also caused unexpected delays. In 2020, 97% of the allocation was utilised. The balance from previous years constituted projects in planning (funds already allocated to fixed financial commitments of R39m and identified projects of R57m).

Most SUFM enablers are fixed costs, e.g., salaries, systems' licenses and maintenance agreements. Consultants' services had to be procured due to vacancies in the Project Management Office and a need for additional resources to execute projects. The SUFM Systems Support Team had to quickly set up staff members to access SU's systems from home. Many desktop computers had to be substituted with laptop computers to enhance remote connectivity. On the other hand, working from home resulted in a reduction of just over 50% in operating costs (e.g., stationery, printing, refreshments, vehicle expenditure, telephone costs, year-end functions).

Total value-add spend decreased slightly to R1 001 220 000 from R1 030 080 000 even though COVID-19 had a significant impact on SUFM's ability to proceed with projects. Even after the hard lockdown was lifted, the projects had to be started up gradually, and it was a stop-start with the identification of positive cases on-site. Core maintenance teams continued to work on campus throughout all levels of lockdown.

4.1.1.2 Contingency funding

Extraordinary events such as COVID-19 and the ongoing struggle of Eskom to provide adequate power directly impact SUFM's operations and allocation of additional funding from the Contingency Fund was obtained to assist SU in continuing its core business.

SUFM has several generators on all campuses that provide emergency power during load-shedding. The rental of generators at R560 000 per month is an ongoing expense until SUFM can obtain alternative resources such as PV and the consolidation of emergency power supply. Other expenses in the funding allocated included the procurement of three diesel bowzers to refill the generators during load-shedding and battery backup to external doors and fire panels. Property Services is currently busy with a project to link all generators to the Building Management System to monitor the fuel levels, overheating and start-up and shut down the units.

COVID-related funding includes the shortfall on the DHET allocation relating to cost implications on capital projects in the construction of R329 000, and funding of Safety Ambassadors (±R65 000 per month) and Computer User Area monitors (±R150 000 per month). This year, SU's students returning to campus were introduced to the new Extended Learning Spaces Project (ELS) as part of SU's fast-track learning and teaching digitalisation strategy, including hybrid learning. The project provides an integrated and consistent solution to enable a teaching model supporting simultaneous in-class and online learning. Phase 1A of this project received COVID-related funding in the amount of R78,5 million.

4.1.2 People management

SUFM has a total staff complement of 214, with 32 vacancies at the beginning of 2021. Of these, 15 vacancies have been filled, of which 73% are African, Coloured or Indian. Seven of the 15 vacancies have been filled by our own staff that were promoted, emphasising SUFM's vision to "grow our own timber".

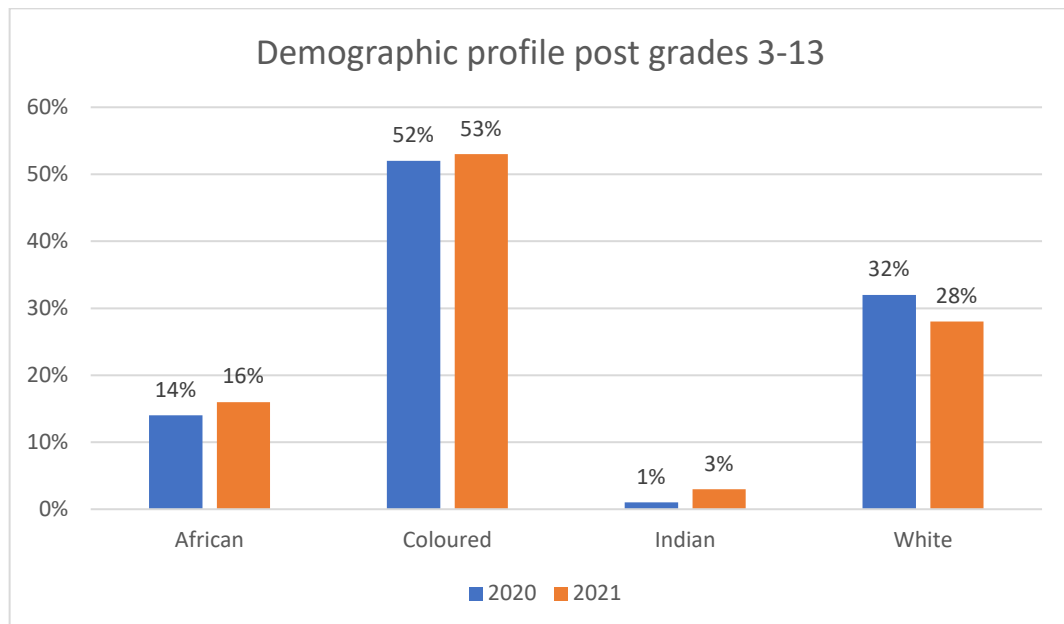


Figure 10: Demographic profile post grades 3-13

The Demographic profile of our staff at SUFM shows an improvement towards a more representative profile of the South African population, with more people being employed from the African, Coloured and Indian population groups in 2021 than in 2020, as shown in figure 10.

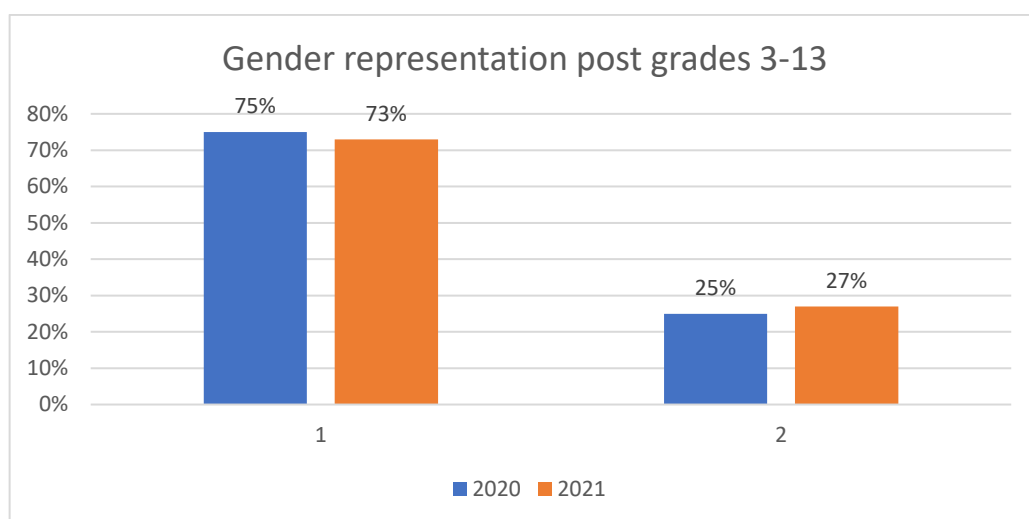


Figure 11: Gender representation post grades 3-13

Figure 11 shows an improvement in gender representation in 2021, with a 2% increase in female employees and fewer male staff being employed than the previous year.

Apart from contributing to formal technical and compulsory CPD training, SUFM also supports several staff members to further their careers with academic qualifications from Unisa and accredited Academies for Facilities Management.

4.1.3 Systems renewal

The integration of Planon with Oracle Cloud Financials (i.e., SUNFin) that started in 2020 has reached the final stages. Whilst the focus was on completing this task, only minor tweaking was done in the Planon operational program. Other developments enhancing the client experience and assistance with reporting and day to day management and monitoring will resume once the resources are released from the integrations project.

The Project Management Office uses Smartsheet to assign tasks, track project progress, manage calendars, share documents, and manage work. Smartsheet will improve cost control, management reporting, statistical data, and document management of capital projects.

Since the beginning of February 2021, all capital project payments are registered on Smartsheet. The functionality includes uploading invoices, listing purchase orders and goods received notices, generation of payment advices that are approved electronically, and finally recording payments and uploading of proof of payment by Finance. The process is tracked so that we can trace outstanding payments easily to the responsible department. Smartsheet has enabled the Projects Office to work from home as all these transactions are being processed online. It saves time and frustration of following up on queries and saves printing and paper costs.

The central monitoring of all alarms by Campus Security is now conducted only via one system, which is the Patriot alarm system. This system includes general alarms such as fire and burglar alarm activations mostly. The break-glass alarm system, which Campus Security also monitors, is now integrated with the CCTV Milestone system. This system provides pop-up of any CCTV camera situated close by to where a break-glass is triggered, allowing the controller to visualise the operational centre and establish why the alarm triggered. Both these systems, regarding alarm monitoring, allow for the flow of effective time management in the response time by both the controller and the responder.

4.1.4 Development planning and design

4.1.4.1 Status SU integrated Spatial Development Framework (SDF)

Stellenbosch University's Facilities Management Division (SUFM) presented a final concept for the integrated Spatial Development Framework (SDF) for Stellenbosch Campus to the Rectorate on 1 June 2021.

The vast scope of the integrated Spatial Development Framework (SDF) for Stellenbosch Campus reflects the commitment of the University to deliver on the key objectives contained in our Strategic Framework 2019–2024, notwithstanding the debilitating effects of the coronavirus pandemic. It is clear evidence that we remain on course, agile and resilient to deal with whatever challenges and volatility the ever-changing environment may hold.

Several discussions have already taken place with various local authority directorates and key internal stakeholders. These discussions with the relevant authorities and stakeholders will remain ongoing as we review and consider future proposed development of the campus.

The proposed framework is flexible and can be adapted as needs and technology and the way we work change over time. The framework only provides guidelines for future development and identifies key spatial, planning and institutional informants which guide future built environment needs. Aspects such as the specific character of the campus/town, use of open green spaces and sustainability are of utmost importance and included in all the principles [1] with a holistic and cohesive overview for future built-environment planning.

Once all comments and suggestions have been received and collated, specific stakeholder groups will be identified for further consultation as the next phase before finalising the SDF report document for Rectorate approval.



Figures 12 and 13: ISD framework video

[1] Stellenbosch University Spatial Development Framework Principles: Campus Excellence, Campus Identity, Accessible Campus, Innovative and Inclusive Campus, Recognised Campus, Integrated Planning and Evolving Campus.

4.1.4.2 SU non-motorised transport (NMT) route and universal access

Victoria Street is a two-lane avenue lined on either side by a '*leiwater sloot*' and rows of large London Plane trees. It is an iconic part of the identity of Stellenbosch University and connects the campus with the town's CBD. It serves as a main axis through the central campus, creating a spine between the academic campus and the residential precinct.

In 2019/ 2020, the proposed water and IT infrastructure to be installed along Victoria Street and in front of the residences between Marais and Bosman streets resulted in an excellent opportunity to establish the first international NMT route on Stellenbosch Campus. It is an all-inclusive route with tactile paving for sight-impaired persons, a bicycle lane and a pedestrian lane to be used as an all-inclusive route by all persons, including persons with mobility constraints. The path accommodates the requirements of the Disability Unit. It includes tactile paving, hard landscaping, street furniture and pedestrian crossings, accessibility for wheelchair users, the visually impaired, cyclists, etc.

The installation of a non-motorised route (NMT) encourages walking, cycling and accessibility for all forms as part of the sustainability strategy to reduce carbon emissions on campus. Phase I of the Victoria Street NMT route is 95% complete as the final work includes the reinstatement of the landscape areas to soften the route. This consists of the installation of irrigation and plants on both sides of the NMT route. The overall strategy was to improve the stormwater retention in the adjacent landscape, thereby encouraging more water to penetrate the ground feeding the trees. Minor works are also underway to install visible signs on bollards for the visually impaired and safety of all users.

Victoria Street NMT Phase 2 is currently underway and entails preparing a Masterplan to continue the new NMT route along Victoria Street between Bosman and Andringa streets to complete the entire avenue and link the campus with the central business district of the town. We did a topographical survey of the whole area to assist with planning and will liaise with the Disability Unit to consider all needs for persons with mobility constraints in the design.



Figures 14 and 15: The NMT lane in Victoria street consists of two demarcated lanes, one for cycles and the other for pedestrians. It is marked with icons as indicated on these photos.



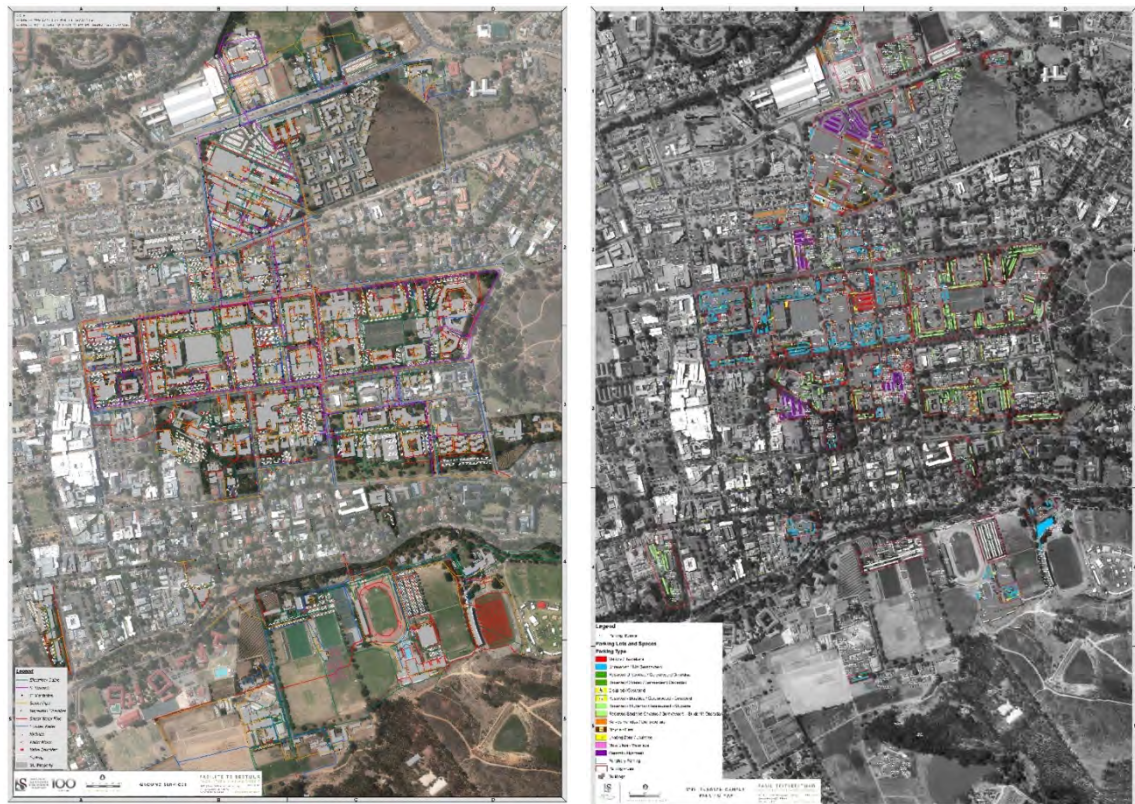
Figure 16: SU does the planning of their NMT routes in close collaboration with the municipality. To be more sustainable and promote NMT on the Stellenbosch campus, the first phase of the NMT route to Victoria Street, the primary east-west link between SU and the central business core of the town, has been completed. The second phase to complete the Victoria Street route is already underway, and detailed planning has kicked off.

4.1.4.3 Geographic information management systems (GIS)

In modern society, people spend most of their waking and sleeping hours inside of buildings. Buildings are man-made or artificial ecosystems, vast assemblages of interdependent living and non-living components. Such facilities have become the primary habitat for humans.

Stellenbosch University has hundreds of buildings on thousands of hectares of land. Every one of these buildings has assets and components to track, and GIS makes this possible by visualising information through multiple platforms and multiple systems so that all these components come together in one place.

ArcGIS simplifies this process to ensure effective management and informative decision making.



Figures 17 and 18: ArcGIS enabled view of SU's campus: The image on the left is of the Geographic Information Management (GIS) dataset of all parking on campus. The image on the right indicates infrastructure services. Facility management uses GIS as a tool in managing physical facilities. The benefits of using GIS are cost savings resulting from greater efficiency; better decision making; improved communication, better geographic information recordkeeping, managing geographically; and integration with other systems.

Compared with other universities in South Africa Stellenbosch University has been at the forefront with the application of this GIS system. In this way we modernised previously fragmented systems into an integrated computer-aided facilities management system.

The GIS successfully integrated with other SUFM workplace management systems. GIS being the source of information for SU, providing spatial information and tabular information to systems like asset management, finance (Oracle), SUNStudent, BIM etc. The integration of systems will allow information to be shared more timeously and accurately across all divisions.

Data already captured and managed in the GIS system includes datasets such as:

- Infrastructure services stormwater
- Infrastructure services electrical
- Infrastructure services potable water
- Irrigation services
- Spatial information per room level
- Cadastral info
- Building footprint info
- Landscaping info (hard and soft surfaces)
- Tree inventory
- Crime info
- ICT services info

These data sets are continuously updated and feed into our project management methodology.

With the return of SU students to campuses during the adjusted risk level 1 & 2 at the start of 2021, we used the SU interactive campus map as a platform to communicate, inter alia, WiFi Access Points, streaming venues, and the WiFi coverage per building. This SU interactive campus map is based on the GIS info and is an example that demonstrates the effectiveness of an integrated information system for facilities management.

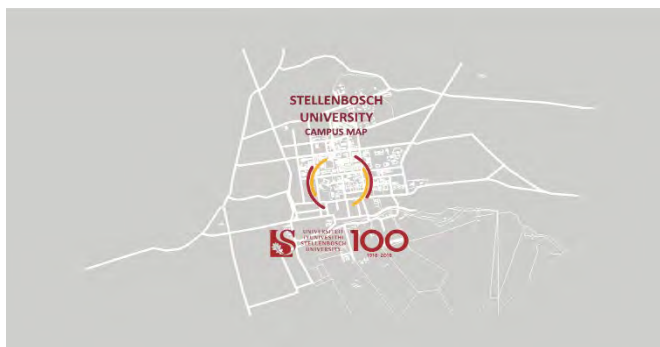


Figure 19: SU campus map

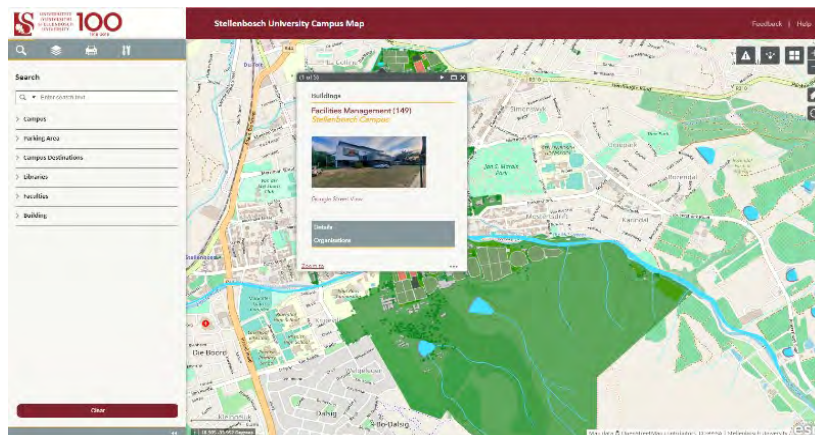


Figure 20: SU campus map: Properties

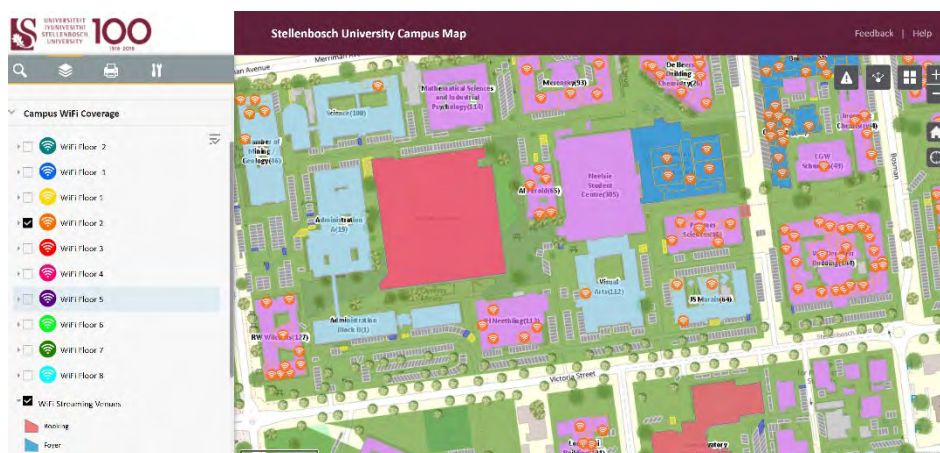


Figure 21: SU campus map: Wifi coverage

4.1.5 Property services

4.1.5.1 Property services execution strategy

Property Services (PS) has evolved from a maintenance-based service provider to a service assurer-based department. Last year a large part of our service provision focused on utility management and environmental sustainability. Property Services has installed several smart devices and systems to meet these objectives.

The impact of these fast-evolving electronic systems at SU requires a specific skill set within a new PS matrix to manage such a complex environment.

The staff complement will reflect this change in the organisational focus with the appointment of staff to manage and monitor these complex systems (such as utilities), which represents a significant operational cost to the institution. It includes appointing an electrical, mechanical, technical efficiency manager, Plumbing, Electrical Foremen and Utilities Technicians.

4.1.5.2 Data warehouse

SUFM has many systems that operate in silos, and SU's institutional data is stored in various formats by both internal and external sources (service providers). This represents a risk to the institution. We need to address it systematically and functionally to consolidate all institutional information on a SU system, thereby mitigating this risk.

For this purpose, we created a systems technical workgroup comprising of SUFM, IT, Centre for Business Intelligence, Mechatronic Automation & Design reference group (Mechanical and Mechatronic Engineering) and consultants with a brief to investigate and report on the creation of a data warehouse to store all relevant institutional information. SUFM registered a new project with ITC in April 2021 to investigate and execute the request.

The initial planning meeting was held, and members of the committee were selected by both SUFM and ITC.

4.1.5.3 Steps to attain Net Zero Carbon

In June 2021 SU received the first Carbon Footprint Report. The report indicated that the institution was required to pay an **estimated R1 million for Carbon Tax** in the 2019/20 tax year.



Co-generation by use of PV

The new Environmental Sustainability Plan targets 20% energy to be procured from sustainable sources by 2025 using 2019 as the base of consumption.

In May 2021, SU has received the first large PV installation with an estimated generation capacity of 393 kW peak. These panels were installed on the Neelsie's

roof. This PV installation is the first of a series of similar installations on roofs across the University. The PV system is estimated to produce 25% of the current electricity load of the Neelsie and exceeds the targets set in the renewable energy plan.



Figure 22: *The PV panels on the Neelsie's roof*

Electricity Performance Certificate (EPC)

SU's Admin B building received the first Energy Performance Certificate in SA on 18 March 2021. Another 50 SU buildings will be certified within the next eight months.

Stellenbosch University building achieve A-rating energy efficiency certificate



Stellenbosch University (SU) received the very first Electrical Performance Certificate (EPC) for any building in South Africa, with its Admin B building receiving an A-rating for electrical consumption of 48 kWh per square metre.

Figure 23: One of many articles in the media on Admin B becoming the first building in SA to receive an EPC.

Building Information Modelling (BIM)

One of the critical components to all these systems are that they are dependent on the data of ArcGIS (our single source of the truth). The ArcGIS system provides information (data) regarding the location of assets (buildings) on each campus. The system has now been developed to include bulk services.

Building Information Modelling or BIM provides granular information of each object/equipment/plant within a building. We have integrated our BIM system with ArcGIS in two pilot projects:

1. Natural Sciences Scan 2 BIM at Stellenbosch Campus

A BIM digital model, representing a digital twin of the Natural Science Building, was delivered with a level 1 data specific plant and building envelope.

In addition, three documents were delivered, which paves the way for all future BIM projects:

- Organisational information requirement
- Asset information requirement
- Employer Information requirement

The above covers both Scan 2 BIM in figure 24 of all infrastructural assets and the one of the new developments and renovations (figure 25).

2. BMRI new building and refurbishment at Tygerberg Campus

This BIM digital model negates the need for 2D paper plans as all the data resides within this new BIM.

The model will allow us to manage this building better and reduce operational costs. It further offers an opportunity to integrate other systems such as alarms, BMS, energy and gas.

A BIM technical workgroup was formed comprising of representatives from Property Services, Development Planning and Design, PMO and subject specialists. The workgroup's mandate was to investigate and recommend the best way forward to implement BIM on existing and new buildings.



Figure 24: This image of the Natural Science is a Scan to BIM of an Existing Building.

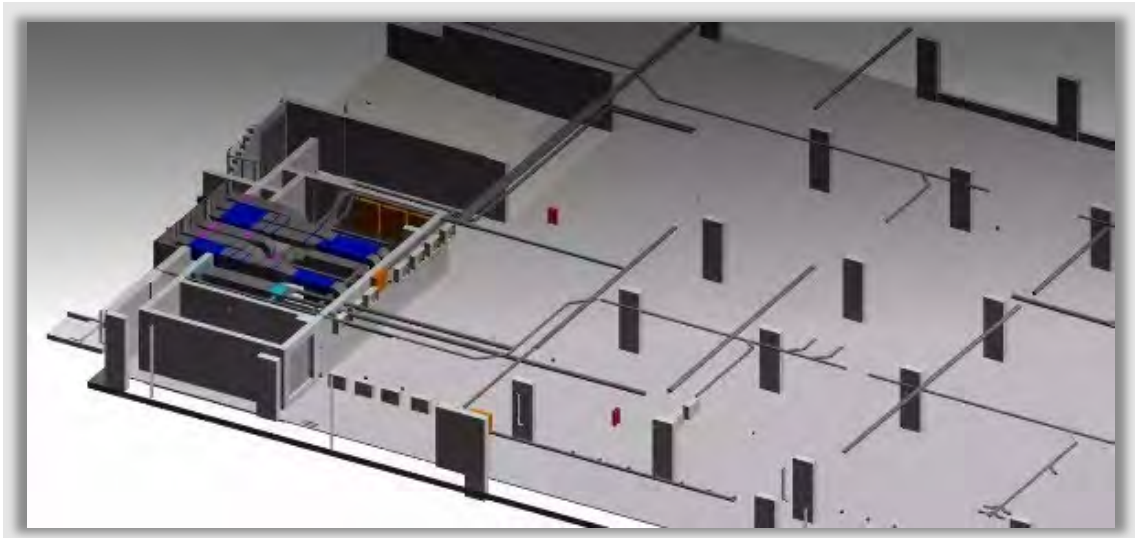


Figure 25: This scan of the BMRI is a new design and an example of how the project incorporates all BIM principles and Data.

Digitisation of Urban Landscape

In using their division as a living laboratory, Stellenbosch University's Facilities Management (SUFM) has since 2015 been putting systems and processes in place to start paving the way for the Institution to become a smart campus where data-led decision-making will result in solving problems and providing solutions for the future.

SUFM has been working hard to put digital systems and infrastructure in place to measure our utilities such as water and electricity. Our smart metering systems provide us with valuable usage data which ensure that we can make effective decisions and react to real-time problems as and when they happen.

SU has implemented a new Digitised Irrigation System including soil probes to optimise water consumption (see figure 26). All tree data on the central campus is stored on a new online platform which integrate with GIS. The digitalisation of SU's irrigation system forms part of the overarching BIM system in that this system's dashboard information will form part of the integrated system where the various information streams will be monitored and analysed to ensure optimal management of the efficiencies.

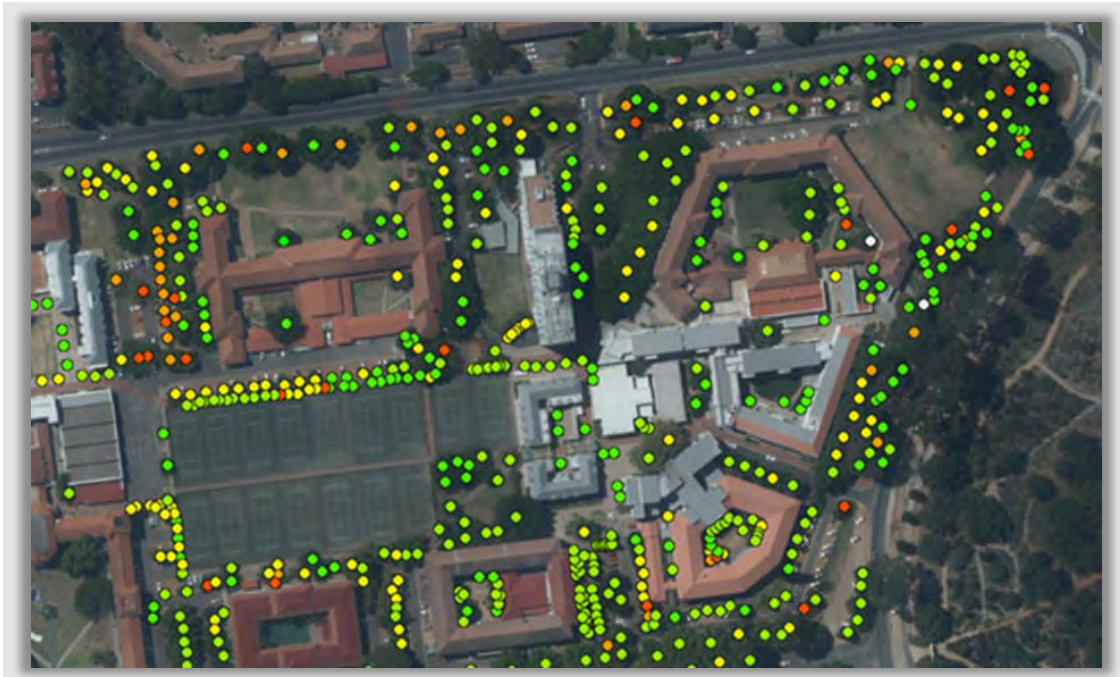


Figure 26: SU's digitised irrigation system

4.1.6 Project Management

4.1.6.1 Impact of COVID-19 on the built environment over the past year: Contractual impact

The hard lockdown impacted all SU's construction sites. Construction programmes were significantly affected and delayed by two months. Since then, the contractual obligations have been dealt with. Most of the construction contracts are protected by a "Force Majeure" clause.

However, some contracts, like the General Conditions of Contract (GCC), do not protect contracting parties, and SU had to negotiate preliminary and general claims by the contractors. Fortunately, SU could recover these claims from the contracts' contingency allowances or the additional COVID-19 allowances that the Finance Committee and the Rectorate approved as part of the DHET contribution received for this purpose.

4.1.6.2 Impact of COVID-19 on the built environment over the past year: Material Shortages

The most significant impact currently is the shortage of steel and, more specific, rolled flat steel used in the manufacturing of roof sheeting. The closing of some steel manufacturing plants, and the slow start-up of the remaining steel plants had a significant impact on the manufacturing of flat steel, with the result that the industry cannot meet the demand.

The shortage of structural steel also impacted construction programmes, and contracts have had to be adjusted to allow for the long lead times of structural steel

to alleviate and, where possible, avoid the claims for standing time by principal contractors.

The shortage of flat steel supply impacted some prices by up to 40%.

The current proven price increases for structural steel are up to 25%.

The cost of other metal commodities like copper has increased by up to 60%.

The mid-2021 predictions for cost price adjustment predictions for building contracts are 4,5%. On average, this constitutes a 1% increase above the estimated CPI index for the year.

4.1.6.3 Project management office statistics: June 2020 to July 2021

TENDERS		
		Total Value
22 Tender processes completed and awarded in this period		R 260 017 657
58 Projects in construction during this period. (Some projects span over multiple years)		R 2 391 233 992
Stellenbosch	42 projects	R 908 532 871 R 1 177 794 824 R 304 906 296
Tygerberg / Bellville Park	10 projects	
Engineering Campus Renewal	6 projects	
COMPLETED		
45 Projects completed in this period. (Some projects span over multiple years)		R 1 236 434 594
NUMBER OF CURRENT ACTIVE REGISTERED PROJECTS		
65 Active current registered projects. (Some projects span over multiple years)		R 2 018 810 080 R 278 728 733 R 1 041 492 000 R 698 589 347
Stellenbosch	49 projects	
Tygerberg / Bellville Park	7 projects	
Engineering Campus Renewal	9 projects	
NUMBER OF INACTIVE/ON HOLD REGISTERED PROJECTS		
Nine inactive registered projects on hold subject to technical and financial investigations.		

Table 3: Project management office statistics

4.1.6.4 Projects' progress: June 2020 – July 2021

I. New Decanting facility

Total Project Budget: R128 756 694,12

The project achieved practical completion on 24 November 2020, and the first tenants – the Civil Engineering Department – moved in during early December 2020.

This facility provides office space with 200 seats and includes a new gatehouse to the precinct and mini substation.

Minor defect repairs and HVAC adjustments are currently underway in preparation for final completion.



Figure 27: Southeast elevation. *



Figure 28: South elevation. *

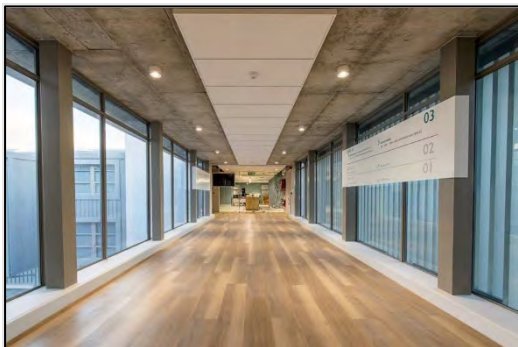


Figure 29: Interior passage. *



Figure 30: Interior reception. *



Figure 31: Decanting gatehouse.



Figure 32: New mini substation.

*(Photo credit TV3)

2. Silvertrees Parking

Total project budget: R37 588 447,06

Practical completion: 9 December 2020

Final completion: 21 June 2021

The scope of work included the bulk services facilitating the Decanting facility and extended bulk services to the Goldfields - and two new proposed Residences sites, irrigation and landscaping, and the electrical substation and related electrical network services in the Goldfields area.

The parking area provides 167 parking bays.



Figure 33: Silvertrees parking area.



Figure 34: Parking area & rain garden.

3. JH Neethling building upgrade

Total project budget: R38 028 913,76

Project completion: 14 May 2021

The project was originally registered for the upgrade of Lecture room 1027 (105 seats) and alterations of the existing ablution facilities (Rooms 1020 and 1022) on the ground floor of the JH Neethling building for the Faculty of AgriSciences, Viticulture and Oenology department. DHET funded the major internal refurbishment in 2007. SUFM funded the exterior upgrade in 2015 and all reactive maintenance calls to date.

However, there were statutory compliance issues within the building, and due to the increase in staff and student numbers, this required mitigation steps and, therefore, the need to register a project.

The project included the following scope of works:

- Refurbishment of lecture rooms and ablution facilities;
- Construction of two new LAN rooms;
- Resolution of all fire safety requirements for the entire building;
- Resolution of all mechanical ventilation problems;
- Construction of new fire escape stairs and fire escape routes; and
- Construction of new disabled access ramps and audio-visual equipment as part of the ELS project, to enable remote teaching.

The upgrade of the existing gas installation to comply with the latest SANS regulations will now be implemented as an extension of scope within the approved project budget.

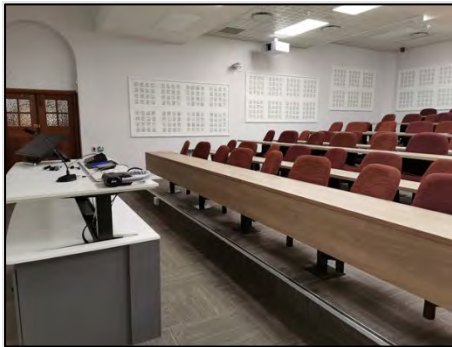


Figure 35: Upgraded lecture facilities.



Figure 36: new emergency staircase



Figure 37: new wheelchair lift

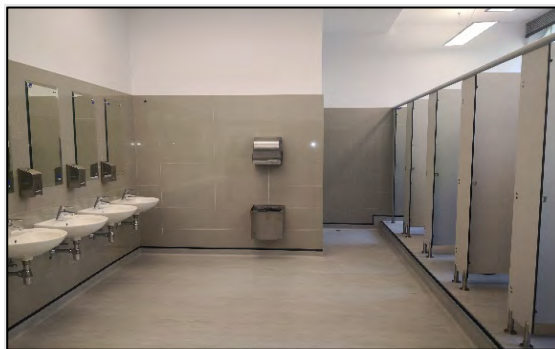


Figure 38: Upgraded bathrooms.



Figure 39: New wheelchair access ramp at northern entrance

4. Helshoogte residence upgrade

Total project budget: R106 015 636,50

Practical completion: 10 February 2021

All three phases of the Helshoogte men's residence upgrade have been completed and final completion activities are underway.

The project included upgrading 323 student bedrooms, refurbishing the dining hall and kitchen, and upgrading all bathrooms. All services were completely replaced (electrical, mechanical, ICT, sewer & potable water) as part of this project. The residence was also equipped with a new greywater installation. New services for the building are fully compliant with SANS 10400 requirements.

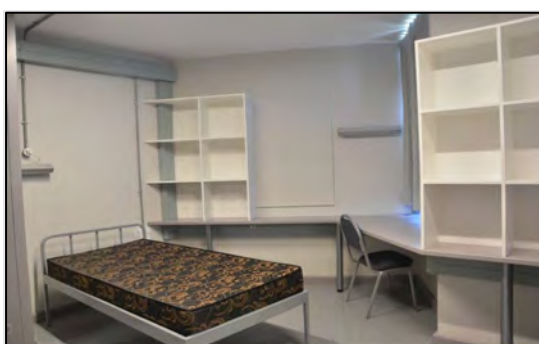


Figure 40: refurbished bedrooms

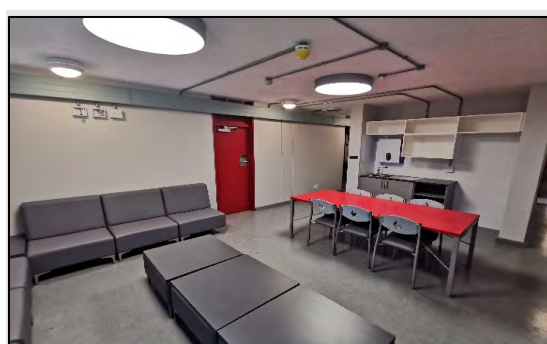


Figure 41: Refurbished break away space



Figure 42: Refurbished dining hall

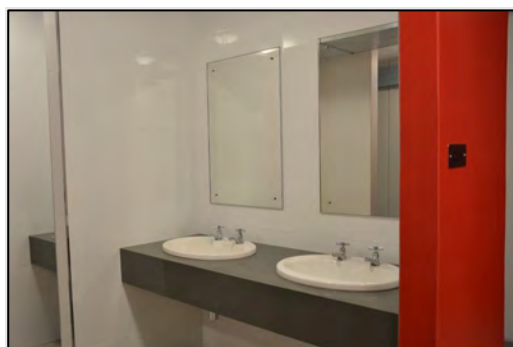


Figure 43: Refurbished bathrooms

5. Conservatorium building foyer upgrade and renewal (incl. ICT)

Phase I total project budget: R2 663 364,76

Phase I of the Conservatorium building foyer upgrade project was completed on 14 December 2020. During this phase, the foyer carpeting was replaced. Phase I also includes the replacement of the ablution tiling. This work will be completed towards the end of 2021.

The ICT Master planning for the Conservatorium building is still in progress.

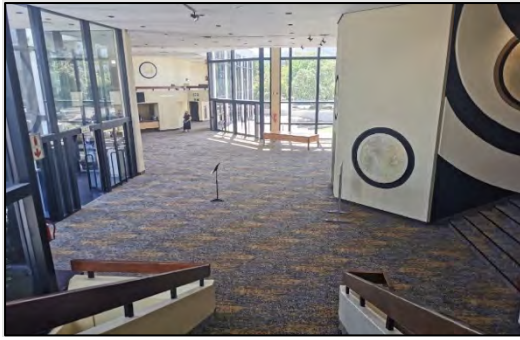


Figure 44: New carpet in main foyer

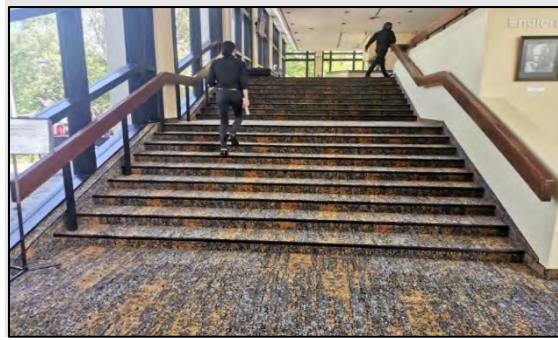


Figure 45: New carpet on stairs

6. GG Cillie ICT and CRP Masterplan phase I

Total project budget: R17 556 100,00

Phase I of the GG Cillie ICT and CRP master plan was initiated because the building was no longer statutory compliant and required upgrading.

During the project, all statutory requirements (fire detection, fire suppression, fire escape routes, handrail heights and openings on staircases and walkways) were addressed. At the same time, the project addressed ICT shortcomings.

The project further included the upgrade of lecture rooms and teaching laboratories, new undercover walkways that allow universal access to the building, installing new turnstiles to improve building security, and installing the latest audio-visual equipment to enable remote learning according to the ELS standard.



Figure 46: Refurbished lab space.



Figure 47: New covered courtyard walkway.

7. Old Main Building upgrading

Total project budget: R15 732 550,00

Practical completion: 29 April 2021

The project was registered for the upgrading of lecture hall 2027. During design development it was found that the building was not compliant with the latest statutory requirements for universal access and fire regulations.

The project was therefore designed and completed with the following scope of works:

- Upgrade of Lecture Hall 2027;
- New HVAC system servicing lecture rooms 2027 and 1023;
- Installation of a new platform lift for disabled people;
- New disabled bathroom for level 2 of the building; and
- Construction of an additional emergency escape staircase and installation of the latest audio-visual equipment to enable remote learning (ELS).



Figure 48: Refurbished lecture hall 2027



Figure 49: New emergency staircase

8. Al Perold building improvement of ablution facilities

Total project budget: R1 800 000,00

Practical completion: 27 May 2021

The project was registered to address the inadequate bathroom facilities within the Al Perold building due to the number of building users and the lack of gender-neutral ablutions.

Through the project, additional bathroom facilities were created on level 0 and the bathrooms on levels 1 and 2 were densified and refurbished with new sanitary ware and finishes.

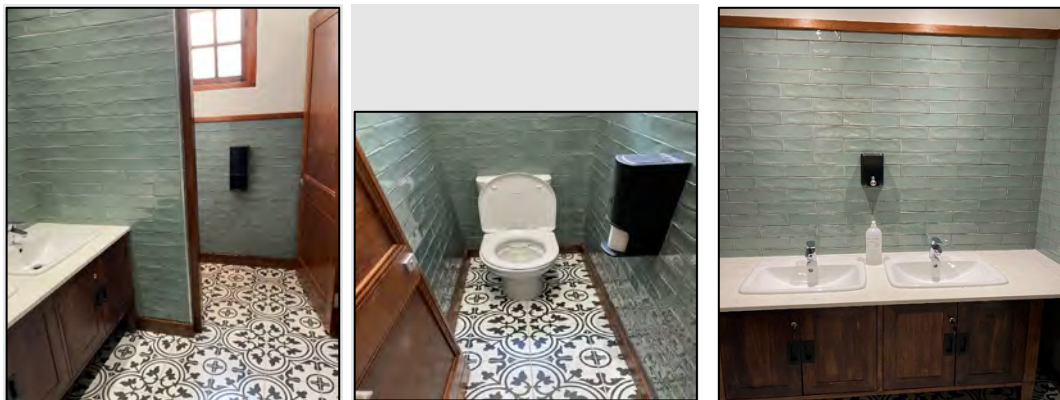


Figure 50: New bathroom facilities

9. Natural Sciences building upgrade of Annex lecture room

Total project budget: R12 331 598,00

Practical completion: 1 December 2020

Final completion: 1 March 2021

The Natural Sciences building Annex lecture room - a double volume space - was divided horizontally by constructing a new structural steel and concrete lightweight floor to provide a new lecture room on level two of the Annex with two new entrance and exit doors. The remainder of the lecture room below was converted into a new multi-use tutorial room.

A new LAN room was constructed and equipped in the Natural Sciences building to support an entirely new Audio-visual and IT installation. Additional work to modify the lectern and audio-visual installations is scheduled for July 2021 to enable full streaming capability.



Figure 51: Upgraded Annex lecture room

10. Danie Craven Stadium master plan

Total project budget: R3 500 000,00

The objective of the Danie Craven Stadium master plan was to create a holistic view for the future Sports precinct and to comply with international requirements for Rugby and Soccer events.

The master plan included:

- Proposals for the upgrade of the existing facility to comply with PSL requirements;
- Additions to the existing facility to comply with relevant requirements, which includes additions to the Grandstand, additional seating and accommodation;
- Additional floor levels;
- A new 3 000-seater pavilion;
- New recreation area and entrances;
- Upgrade of- and new facilities for vendors all around the field and surroundings; and
- An increased total seating capacity from 16 000 to 23 000 seats.

The master plan has been completed and the Architectural proposals were presented to Management on 2 July 2020.

Maties Sport is currently developing a sustainable business model for the possible implementation of the project.



Figure 52: Danie Craven Stadium master plan – Architectural proposal.



Figure 53: Danie Craven Stadium master plan - West elevation architectural proposal.

11. South campus optical fibre route

Total project budget: R4 224 992,00

Practical completion: 02 February 2021

Final completion: 10 May 2021

The South campus optical fibre route project provided a new fibre optic route from the Heemstede residence to the Coetzenburg Athletics Stadium to provide a reliable network service to the south campus.



Figure 54: South campus optical fibre route to Coetzenburg Athletics Stadium

12. SU Library foyer and bathroom upgrade

Total project budget: R21 136 174,00

The library user group initiated the Stellenbosch library foyer and bathroom upgrade project for the renewal and upgrade of the foyer, a section of the service area, staff bathrooms on Level 1, student bathrooms on Level 2 and new ICT as per the approved library masterplan.

The upgrade is in line with similar installations in world-class libraries that are flexible enough to serve all users and ever-changing requirements.

The new foyer and service area will integrate with the recent upgrade to the staff room, learning commons and research centre. The construction work is done in three phases to keep the access to the library main entrance operational.

Construction commenced on 23 March 2021 and is currently progressing well. The work is done in alternating day and night shifts. Completion is estimated for 30 November 2021.

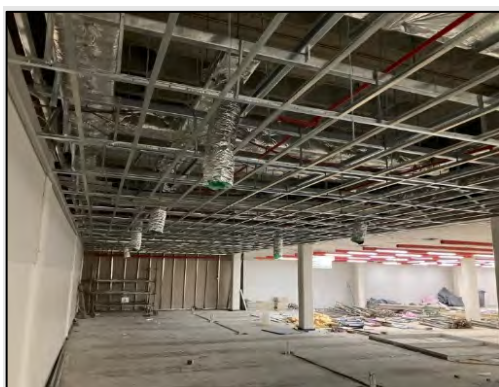


Figure 55: Student study area.



Figure 56: Information desk area ceiling grid.

13. LSS Neelsie PV installation

Total project budget: R11 987 330,00

While the original scope of the LSS Neelsie PV project achieved completion on 9 March 2021 and started producing approximately 315kWp directly into the LV side of the LSS building, the entire project achieved Practical Completion on 08 June 2021.

With the installation of an additional capacity of 76kWp on the southern side of the Neelsie's roof, the total output, in the end, results in 391kWp currently being produced for the building.

The project team is currently finalising the O&M Manuals and As-Built drawings to complete the handover to and training of Property Services. Finalisation of all final costs is in progress.



Figure 57: LSS Neelsie PV installation.

14. Ertjieskloof dam repairs and upgrade

Total approved budget: R11 166 411,84

Practical completion: 31 March 2021

The Ertjieskloof dam acquired a much-needed increase in water storage capacity thanks to extensive work that was done during the project.

The increase in sports activities and events requires a continuous supply of water to maintain the facilities.

The reconstruction of the dam led to an increased capacity of 79 000m³ and will ensure continued sports operations and a well-maintained campus.

This project was successfully completed on time and within budget.



Figure 58: Dam before construction



Figure 59: Installation of sub-surface drainage



Figure 60: During installation of GC liner



Figure 61: Ertjieskloof dam at completion

15. Victoria Street NMT route

Total approved budget: R7 114 885,99

Practical completion: 19 April 2021

Victoria Street has long been an icon of Stellenbosch and the University. The town community uses this high-profile walkway to access the central campus and town centre.

Pedestrian and bicycle access onto campus has been prioritised as part of the mobility non-motorised plan, and therefore, the development of existing pedestrian routes should facilitate the use of bicycles and other non-motorised modes of transport on campus.

The Victoria Street NMT project scope included: A pedestrian route that provides access to all amenities and includes a clearly defined bicycle/skateboard route and tactile paving for the visually impaired; new bulk water infrastructure installed to afford better management of water services and to provide a much-needed greater firefighting capacity on campus; and new IT infrastructure routes.



Figure 62: NMT route at completion

16. Schumann building refurbishment level I

Total approved budget: R18 000 000,00

Practical completion: 12 December 2019.

The project included the refurbishment of three lecture rooms and two bathrooms on Level I of the Schumann building. The lecture rooms were entirely upgraded to the newest standard for lecture rooms at the time of the project, with new seating, new ICT and other services. The gender-specific bathrooms were densified, upgraded and a new wheelchair accessible bathroom was added. The HVAC upgrade also included the extension of the existing Level I mechanical plant room and new chilled water air handling units.

All three lecture rooms on Level I were ready for use at the start of the academic year in 2020.

The project de-snagging and final costs were finalised during the first half of 2020, and the project was closed off in the second half of 2020 with a surplus of R1 350 530,45 (VAT incl).

The surplus funding was transferred to the follow-up project for the refurbishment of Level 2 of the Schumann building, which is currently still in construction.

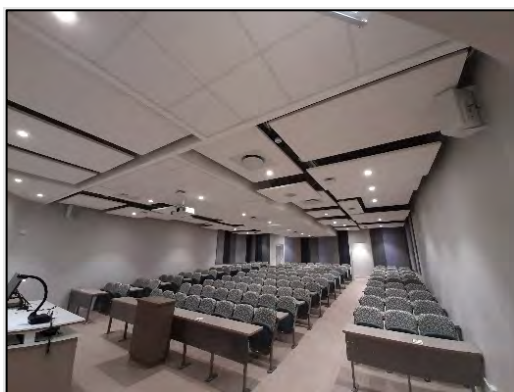


Figure 63: Level 1 room 101

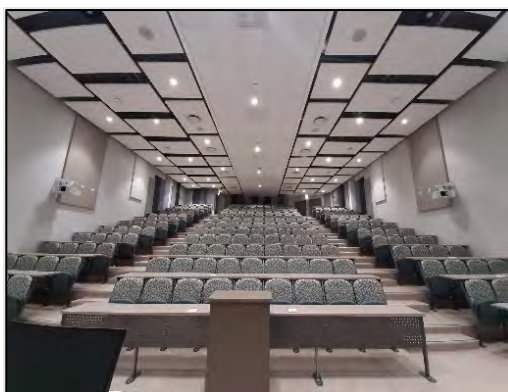


Figure 64: Level 1 room 104

17. Jan Mouton Learning Centre

Total approved budget: R263 436 145,00

Practical completion: 07 October 2020.

On 11 December 2020, Stellenbosch University reached a mutual termination agreement with Group Five in Business Rescue and the contract was terminated.

The Jan Mouton Learning Centre provides two schedulable lecture rooms with 271 seats each on Level 1, two sub-divisible electronic classrooms with 274 seats each on Level 2 and two seminar rooms with 300 seats each on Level 3. The total number of seats in the building comes to 1 690 seats. Both Levels 1 and 3 have been utilised for scheduled lectures by the Engineering- and EMS Faculties since the start of the academic year in March 2021.

Although the contract with Group Five in Business Rescue was terminated, a substantial amount of de-snagging work remained incomplete. This work was undertaken as post-PC works under control of the principal agent – TV3 Architects – who was appointed as Managing Agent. TV3 Architects sub-contracted the work to MASTEC Construction.

In December 2020, the project team was also requested to investigate the possibility of including the installation of the Extended Learning Project (ELS) audio-visual equipment under the post-pc works. The Extended Learning Spaces Project (ELS) was launched to fast-track the upgrade and implementation of state-of-the-art video streaming capabilities to schedulable lecture rooms. The aim of the ELS project is to enable an interactive remote classroom experience, with Microsoft Teams to enable lecturers to run classes with half of the students being in attendance and the other half joining the class remotely and with both groups having a similar learning advantage.

The work was subsequently tendered, and the installation completed before classes starting in March 2021.

All construction works have been completed. Final de-snagging and finalisation of costs was also completed and the centre are currently being utilised.

The project featured in various media releases during 2021, and all feedback to date has been very positive.



Figure 65: Level 3 foyer



Figure 66: Southwest elevation*

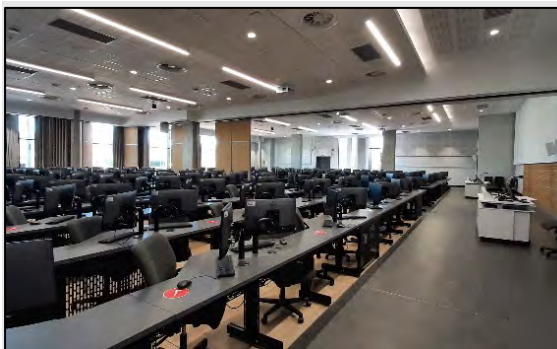


Figure 67: Electronic classrooms on Level 2.



Figure 68: Northeast elevation.*

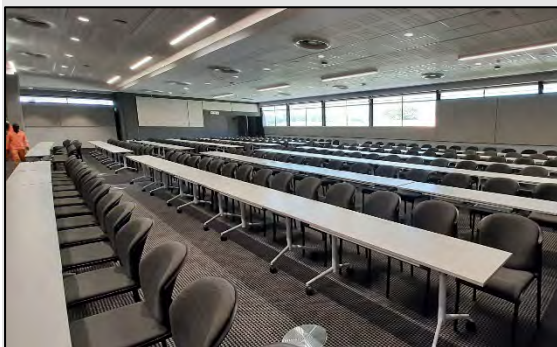


Figure 69: Seminar rooms on Level 3



Figure 70: Southeast elevation.*

* Photo credit TV3

18. Dagbreek kitchen

Total approved budget: R24 004 736,76

Practical completion: 09 March 2021

The project scope of work included:

- A complete upgrade of the kitchen to comply with the newest statutory regulations;
- A complete upgrade of the servery area; and
- A new generator installation to ensure uninterrupted service delivery and upgrade of the kitchen staff restrooms.

During the project's design development, a suggestion was put forward to demolish the old service building in front of the kitchen, as previously suggested by the Heritage report during the 2012 residence project. All role players favourably accepted the proposal since it would unlock the potential of the open garden space in front of the kitchen and create a better spill out space leading to the Bosman Street pedestrian crossing linking the residential and academic blocks of the campus.

To enable this proposal, a new refuse room was built between the Dagbreek and Majuba residences. Two new restrooms were constructed within the footprint of the old refuse room behind the Majuba residence. Two existing restrooms below Dagbreek residence was also refurbished.

Landscaping of the area in front of the kitchen and de-snagging of the kitchen interior was completed during the May 2021 recess week, and the project achieved Final Completion on 02 June 2021. Finalisation of all costs is now in progress.



Figure 71: Upgraded server area.



Figure 72: Upgraded restroom behind Majuba residence.



Figure 73: Upgraded cooking area.



Figure 74: Upgraded restroom below residence.

19. Mechanical and Mechatronic building renovations and upgrades

Total Approved Budget: R141 585 669,41

Practical Completion: 9 September 2020

Work on the renovation of the Mechanical and Mechatronic Building resumed on 1 June 2020 after permission was granted to reopen construction sites after lockdown.

The appointed framework contractor GVK-Siya Zama reopened the site with the necessary COVID-19 Health and Safety protocols in place. The project delivery program was adjusted to reflect the impact of COVID-19 on production.

The project consisted of several distinct work packages: A new 311-Seater student computer use facility situated on the ground level; Three new electronic classrooms on Levels 2 and 3, which provide 469 seats; A new Mechatronic laboratory that provides 51 new workstations as well as upgrades and densification of offices and post-grad open plan areas on Levels 4, 5 and 6.



Figure 75: North elevation



Figure 76: South elevation

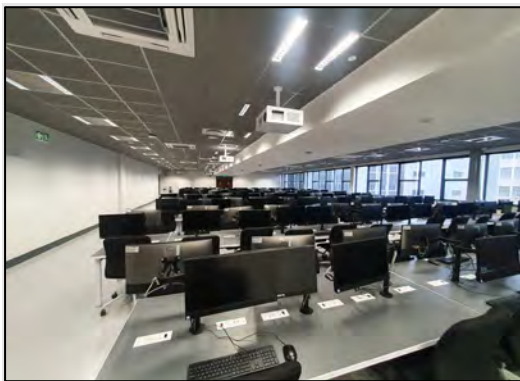


Figure 77: Building typical electronic classrooms.



Figure 78: New laboratory workstations

20. Civil engineering department upgrade and refurbishment

Total approved budget: R268 669 898,14

The planned renovation of the Civil Engineering Building will include new offices for staff, open plan student areas for the Civil Engineering Department and additional lecture facilities that will serve the expansion and growth of the entire Faculty of Engineering.

The scope of work includes the following main features: A new 450-seater lecture room on Level 1; A new student area on Level 1; Four new classrooms on Level 2 with 260-, 145-, 230- and 275 seats respectively; Two new classrooms on Level 3 with 160- and 300-seats; Renovations and densification to offices and open plan areas; Upgrades to all building services, including central air conditioning, electrical and data networks; General upgrades, modernization to circulation routes and upgrades to ablution facilities.

Upon completion, the project will unlock the future proposed upgrading of the General Engineering Building that currently accommodate the bulk of the lecture facilities for the Faculty of Engineering.

The project is being executed in two phases:

Phase 1 includes the demolition, roof repairs and renovations of the bathrooms on Levels 1 to 4. This phase reached Practical Completion in July 2021. Phase 2 detail design development and approvals processes are in progress. Phase 2 construction commences in July 2021 with planned completion in July 2022.



Figure 79: Demolished space for lecture rooms



Figure 80: New bathrooms under construction.

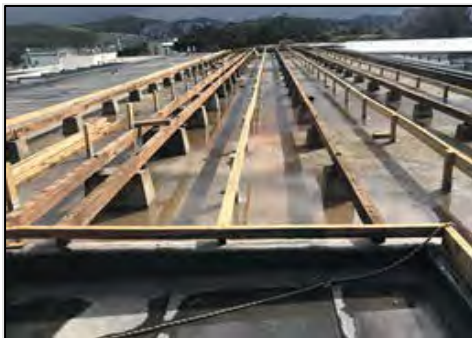


Figure 81: Roof repairs underway



Figure 82: Artist impression of planned North façade

21. Hippokrates heat pump installation

Total approved budget: R5 650 000,00

Practical completion: 22 October 2020

The residence has been utilising the newly installed heat pump system. Property Services have accepted the electrical installation, but the project's mechanical engineer identified a concern regarding the number of start-ups of the pumps.

It was found that the heat exchanger was not operating as designed due to an installation deviation. The contractor has accepted the responsibility to remedy the defect at his own cost. The remedial work commenced on 06 July 2021 and will be done in stages to ensure that the residence hot water supply is not cut off.

Final Completion and retention are withheld until the remedial works have been satisfactorily completed.



Figure 83: Hippokrates heat pump installation

22. Tygerberg Campus: Greywater implementation

Total approved budget: R9 776 465,56

Practical completion: 26 October 2020.

Tygerberg Campus currently harvests the rainwater from the residence buildings through this installation, treats the water through a treatment plant and reuses it for all the toilets in the main buildings on the campus.

De-snagging and finalisation of all costs and As-Built documentation preparatory to handover are now in progress.

23. Tygerberg Campus: Bulk services upgrade

Total Approved Budget: R14 420 010,29

Practical completion: 19 January 2021

The project scope of work included installing a new municipal supply to the campus reservoir and replacing the old brittle sewer-, potable water - and fire water pipe systems on the Tygerberg campus.

Finalisation of all costs and As-Built documentation for handover is now in progress.

24. Tygerberg Campus: Skills lab refurbishment

Total approved budget: R18 055 000,00

Practical completion: 26 November 2020

Final completion: 14 January 2021

The project resulted in a brand-new state-of-the-art Simulation and Clinical Skills Unit (SCSU) which was officially opened by the Faculty in June 2021.

The spacious new facility boasts simulation rooms, a simulated hospital ward, consultation rooms, and modern teaching venues. The project was featured in the faculty newsletter of June 2021, and feedback was very positive.

Finalisation of all costs and as-built documentation for handover is now in progress.

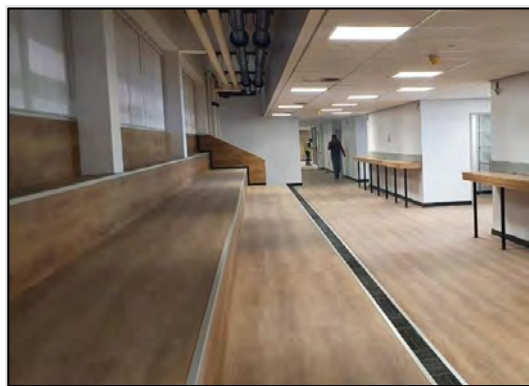


Figure 84: Simulation Lab teaching facilities Figure 85: Simulation Lab prior to occupation



Figure 86: Simulation hospital ward facilities* Figure 87: SCSU teaching facilities*

*Photo credit Faculty newsletter

4.2 Information Technology: critical to business continuity

The IT Division has achieved a dramatic acceleration in business digitalisation since the start of the COVID-19 pandemic. It was and still is more apparent than ever before that ICT is critical to business continuity. The IT Division empowers all stakeholders by providing ICT systems, services and infrastructure that support the University's mission of being excellent in learning, teaching and social impact.

Disruption and uncertainty are now part of our reality, and operations and strategic planning must take those into account. We have developed strategies and operating models that support our staff and students at their location. These are dominated by COVID-regulations and digitalised processes as we navigate and gradually transition to a service model that encompasses the new ways of working required throughout the institution, accelerating our digitalisation journey.

4.2.1 Service Delivery Model (SDM)

The ICT Service Delivery Model is aligned with a higher education capability model chosen to deliver the capabilities required for a modernised ICT organisation. The SDM is designed to satisfy the ICT demands of the University with its broad agenda; the required capacities are derived from this needs-driven approach and then grouped into sensible arrangement to unlock value. Such a capability model provides the organisational perspective to combine resources, competencies, information, and processes to respond to the needs of the University.

The initial implementation projects were reviewed and aligned to the context of Stellenbosch University to ensure that the strategic and operational objectives, interdependencies could be driven for delivery and implementation. The realignment focuses on two main projects: ICT SDM Implementation Project and the ICT Architecture Development Method. The practice framework for the SDM brings together the purpose, standards, resources and change management elements critical for the successful implementation of the SDM. In addition to the SDM drivers that set the direction for the implementation, as shown in Figure x.



Figure 88: SDM framework and drivers

These same principles were used to design a guided framework for the ICT Architecture Practice, ICT Risk Management Practice, ICT Project Delivery and ICT

Service Management Practice. To assist with this development, four guilds (SDM Guild, ICT Architecture guild, ICT Risk guild and ICT Project delivery guild) were formed by the IT Division and staff from across faculties and other PASS divisions to create consistency in the implementation of the industry frameworks, processes, tools, guardrails (policies, procedures and standards), artefacts, governance, and skills required to establish and manage the practices.

Governance structures: the ICT Architecture Design Authority (ICTADA) was created and serves as a body that ensures that the ICT Architecture design and the solutions fit the needs of the University; endorse ICT Architecture decisions; ensures that the ICT Architectures' business and technical capabilities, features and functions are consistently used, matured, and managed across the University, regardless of ownership.

Processes: Request for Engagement has been established to: create the initial engagement with the client to ensure that the requirements are captured; ensure all stakeholders are identified and involved in the process and inform the business case. All the processes have been identified for the ICT Service Management, ICT Risk Management and ICT Project delivery practice. The project registration has been integrated into the ICT Service Management platform and online registration of projects. An online ICT Architecture decision register has been created and formalised to document all architecture decisions.

In the paragraphs that follows, we are reporting on the work of the four guilds:

ICT Architecture Practice: The Architecture principles [1] has been approved by the ICTADA. The templates have been drafted for the standard operating procedures for each phase of the ICTADM (define, design and delivery). The requirements for a document management system (repository) and architecture toolset are in progress to support the deliverables produced in practice.

ICT Risk Management Practice: Various preventative mechanisms have been enabled to strengthen SU's cybersecurity profile as shown in Figure 89. Figure 90 illustrates the number of cyber attempts daily and the preventive measure that has been put in place shows that we have been able to contain most of the cyber attempts. For the period of 12 – 18th of August 2021 the weekly threat pattern that the University was exposed to: 32 154 phishing messages were detected, 932 messages reported by users, 205 zero-day malware were blocked, and 1 518 advanced phishing messages were detected.

[1] ICT Architecture principles are a basis for decision-making and reflect consensus across the Institution.

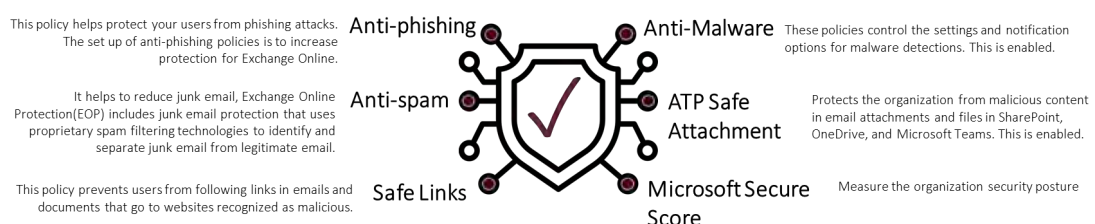


Figure 89: Anti-security prevention overview

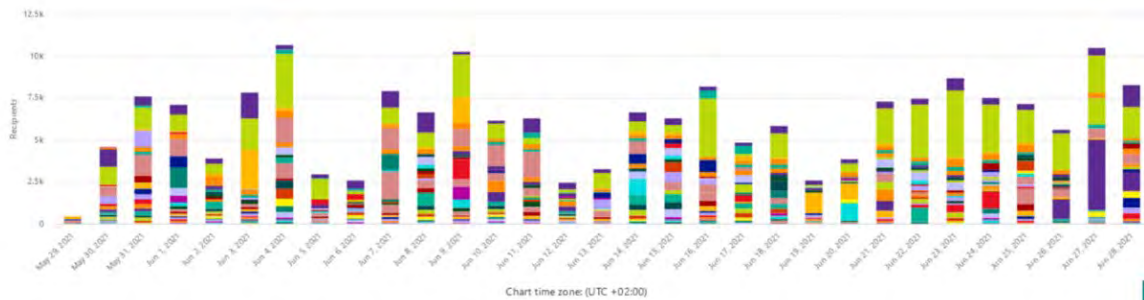


Figure 90: Cyber attempts statistic

ICT Project Delivery Practice: Project registration and administration has been digitised as part of the ICT Service Management platform. Standard operating procedures are developed for Faculty and PASS specific project requirements. The standard operating procedures, online project risk register and template for project management communication plan are in progress.

ICT Service Management Practice: Reviewing the as-is technology architecture, drafting the requirements for the to-be technology architecture in collaboration with an Atlassian partner. This will be used to design a stable technical architecture landscape for the practice and scope of the skills required.

The ITSM practice design aims to improve the service delivery of the ICT community with the formalisation of processes, visibility of workflow, information availability for decision making, measure quality, record demand, standardise and integrate the processes into a more manageable, homogenous ICT environment.

Within our digitisation journey, three horizons have been identified. Within the first horizon, the focus was on understanding our basics need and digitisation requirements by implementing ITSM processes within the IT and Information Governance divisions, resulting in implementing four service desk portals. This will be followed by a rollout across the Institution and growing the four portals to fifteen between the PASS, Faculties and Computer Users Areas (Figure 91). As part of the growth, the ICT practice digitisation was included to support the SDM practice framework standardisation (Figure 92). More importantly, growing maturity in our architecture processes, facilitating the coaching of our domain architects and best practices for the architecture practices. The service management total number of requests (Figure 93) logged for the period from April 2020 to March 2021 was 251 679 with a 98,06% issue resolved (issues created vs issues resolved over the period).

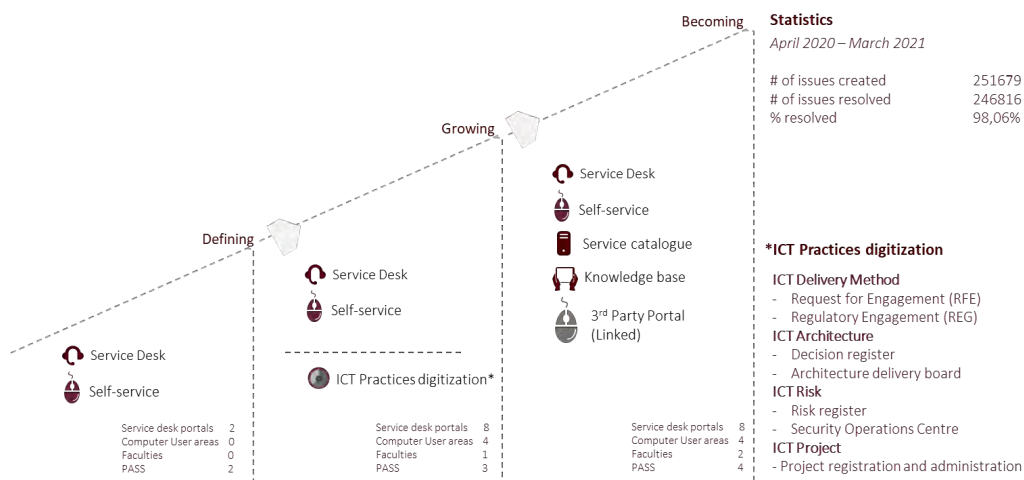


Figure 91: ICT Digitisation horizons overview

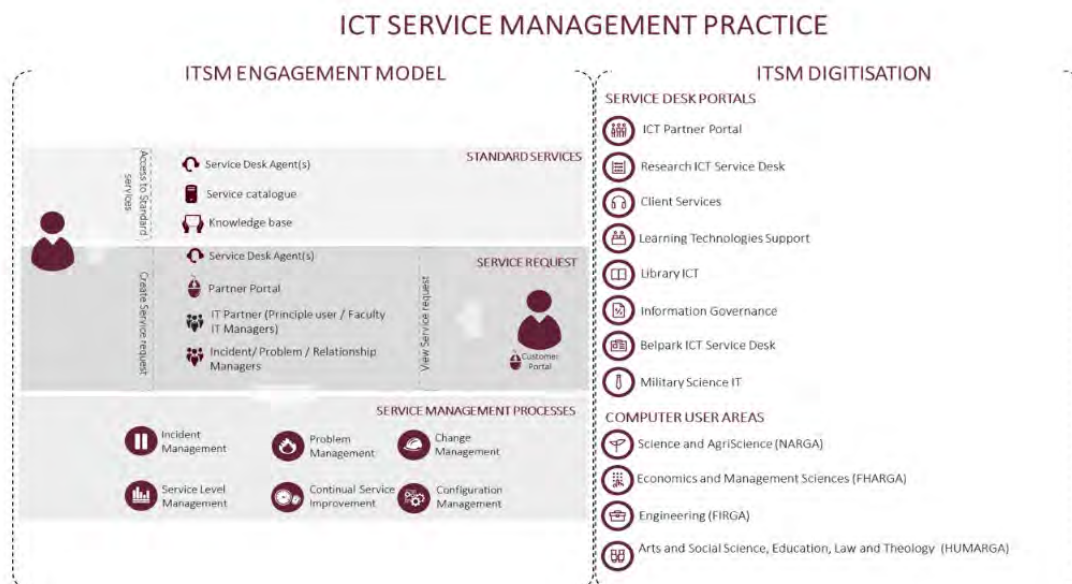


Figure 92: Service desk breakdown

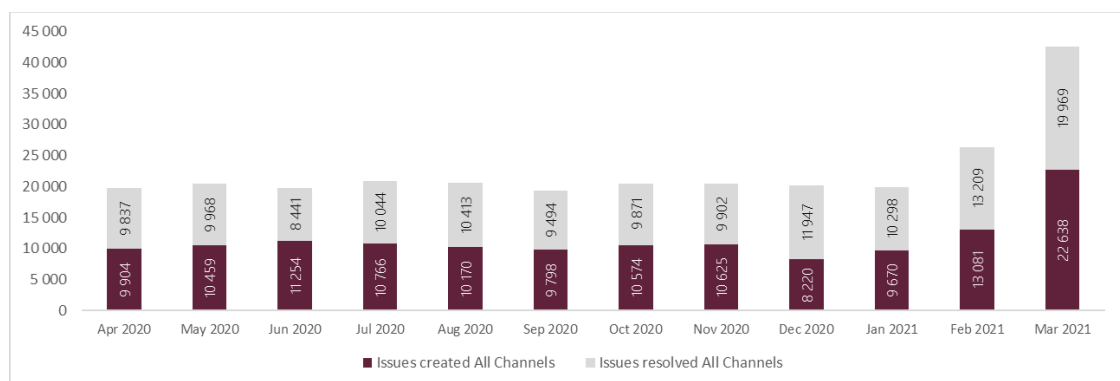


Figure 93: Service management statistics overview

The Target Operating Model (TOM) planning and implementation is in development. The TOM is aligned with the ICT capability model, strategic objectives of the University and the foundational design principles of the SDM. The “ways of working” is unpacked in a participation model. The guilds are developing the guardrails for the SDM and ICT Practices. They also identify the ICT Policies and regulation changes to align with the SDM, review existing policies, update the regulations to update and align with the ICT ecosystem. The ICT digitisation is being extended to include a complete ICT service catalogue, ICT knowledge-base and integrated 3rd party portal for our contract management and our service level agreements.



4.2.2 Risk posture, appetite, and tolerance

SU ICT risk posture is low compared to other HE institutions. SU risk posture steadily declined in the last 18-months due to the infection of many end-user devices with viruses, malware or ransomware because of missing updates or antivirus.

To help IT understand the security performance of available critical systems, we use service providers such as BitSight and Security Scorecard; they continuously use intelligent scanning processes for weak security elements in our systems and devices connected to our internal campus network.

To improve our risk posture IT has focused on the two key areas, namely Identity and Access Management and Firewall replacement (refer to below for more detail). IT is identifying key aspects to improve the SU ICT risk posture and implementing the Network segregation^[1].

4.2.2.1 Identity and access management systems renewal project

Identity and Access Management (IAM) is a capability that ensures that the right SU users have access to authorised ICT services and assets. Due to the changing ICT landscape of SU, and the implementation of SUNFin and SUNStudent cloud-based solutions, it is vital that IT realign the IAM requirements to the new topology. An IAM renewal programme has been initiated to guide user behaviour, reduce cyber threats, improve security operations/support, improve compliance to policies and reduce IT costs.

The project is divided into four key high-level milestones:

1. Establish project governance and measurable goals
2. Develop an IAM roadmap for SU
3. Define an IAM Reference Architecture
4. Business cases with specific initiatives and projects to operationalise IAM.

4.2.2.2 Firewall (FW) replacement project

A new Firewall replaced the legacy system which worked via the Inetkey. This new next generation firewall (NGFW) is, a deep-packet inspection firewall that moves beyond port/protocol inspection and blocking to add application-level inspection, intrusion prevention, and bringing intelligence from outside the firewall^[2]. The new firewall makes provision for redundancy and is being refined to optimal use.



4.2.3 Architecture Basics

4.2.3.1 WiFi

In 2015, with the ICT in Teaching and Learning Project, the network infrastructure in several buildings were upgraded with the installation of wireless access points (WAPs). These projects were done in conjunction with the Facilities Management Campus renewal project.

The next phase of the ICT project is to provide buildings with WiFi coverage where the Campus Renewal Project does not intend to renew buildings soon. For this project, existing network points will be upgraded to connect to WAPs.

The installation of WAPs for the past three years has accelerated the WiFi coverage in the University's residences. At least 95% of all residences on the main campus (Stellenbosch) and Tygerberg campus now have sufficient WiFi coverage.

A successful collaboration between Information Technology and Facilities Management led to a WiFi Classroom Upgrade Project. The absence of infrastructure allowed the team to be creative about installing the infrastructure to ensure WiFi coverage in most of the classrooms.



4.2.4 Projects

4.2.4.1 SUNxxx

The IT Division provides upwards of 36 technical staff to both the SUNFin and SUNStudent projects part-time and full-time. Our teams work on the following workstreams on both projects: integration delivery, data migration, ICT architecture and Cutover planning. The teams successfully transitioned to agile ways of work and practices and have consequently become productive and delivered what was planned and agreed upon.

On SUNStudent, which went live with Admissions (applications to study) for undergraduate study on 6 April 2021, our teams collaborated with Serosoft, the vendor, on the integration of SUNStudent Academia to legacy student fees and residence placement systems, as well as with our online payment gateway. Multi-factor authentication of system users who log in, which is more secure, has also been implemented. This work has been relatively successful.

We have designed and implemented the SUNStudent Service Desk for the virtual SUNStudent Support Centre (SSC) on the Jira service management platform.

However, delays in SUNxxx created uncertainties in the sequence of go-lives between SUNFin and SUNStudent. Simultaneously, the composite risks relating to keeping legacy, Natural-Adabas platforms and applications operational while key-person retirements realise is rapidly increasing.

^[1] Segregation is the physical separation of the public facing and core infrastructure by establishing security zones between the applications and the workloads.

^[2] Gartner definition

5. PROVIDING A HOLISTIC AND DIVERSE EXPERIENCE

5.1 Maties Sport

Student-athletes dedicate years to perfecting their tactical and technical sports abilities and capabilities, fine-tuning their strengths, overcoming challenges and developing mental fortitude to participate in sport at various levels. With an unexpected global pandemic putting a halt on sport participation and entertainment, many athletes and teams faced difficult decisions about their training and competitive events. These decisions were made for and with Maties Sport, in consultation with the Stellenbosch University Institutional Committee for Business Continuity, guided by the regulations gazetted by our country. It was essential to respect and adhere to the national lockdown because we prioritise the health and wellbeing of our staff and student athletes above sport.

The team at Maties Sport crafted a plan to continue with our various roles and responsibilities, including having a clear picture of how COVID-19 played a role in the lives of athletes across our different sporting codes — and the effects it could have on the pathway for future participation. We hosted several initiatives such as virtual coaching sessions, meetings, webinars covering multiple topics, including attending many webinars hosted globally. Our initiatives reached many student-athletes, coaches, staff, support staff and various divisions of sport, and we are happy that we could embrace the virtual space with so much passion, commitment and understanding.

Special recognition goes to the entire Maties Sport family for the following top achievements and deliverables for the period August 2020 to July 2021:

- Hosting of a record number of virtual initiatives that reached our 320 high-performance student-athletes, 30 sports clubs and thousands of sport club members, facilitated by a total of 103 full-time and part-time staff members.
- We celebrate advancing the overall diversity of our high-performance sports teams with a 45% BCIA representation and are mindful of the greater responsibility to ensure this representation across all individual sport codes.
- Train-4-Fees campaign that raised R1.84m for student-athletes who required additional financial support during such trying times.
- Staff strategic planning review that included identifying new initiatives during 2020 and identifying new focus areas for 2021. The planning focused on understanding how we are going to do things differently in the future.
- Our fundraising initiatives in partnership with the Office of Development & Alumni Relations (DAR) continue to yield highly positive results with a total of R6.31m donations received for the period August 2020 – July 2021.
- The upgrading of the Danie Craven Stadium to meet the South African Premier Soccer League (PSL) requirements is a huge milestone for football in Stellenbosch and South Africa.

- We continue to strengthen the functioning of our Centre for Sport Leadership and have appointed our first Post-Doctoral Fellowship with another appointment due in partnership with the SU's School for Data Science and Computational Thinking. Additional staff support includes a full-time Administrative & Finance Officer.
- The best celebration remains the academic success of our student-athletes, boasting an 89% credit pass rate as well as an 89% graduation rate. Of the final year student-athletes, 58% continued with their studies in 2021.
- We ended the year in style with our first virtual Annual Sports Awards, showered with so much fun by our attendees, dazzling in their unusual, yet appropriate formal attire, to share in the celebration and recognition for embracing the impact of the pandemic.
- We continue to invest in our team, specifically focused on recruitment and retention of the best talent and facilitating an annual training and development plan. We started a very successful Administrative Support Forum that has yielded success, resulting in a few staff promotions and formal qualifications that forms part of our succession planning.
- We are proud to announce that twenty of our student-athletes, staff and alumni have been included in the South African squad for the 2020 Tokyo Olympic Games. We continue to support them as they participate in what is considered the pinnacle of sporting events.

Maties Sport had a strong contingent of ten current and alumni athletes and two coaches headed off to the Tokyo 2020 Paralympics Games that took place from the 24th August to 5th September 2021.

- Whilst there is much to celebrate, we are mindful of the impact of the pandemic that affected millions of people and households, including the Maties Sport family. We continue to focus on what we are most passionate about, well defined by our vision, mission and strategic objectives.

The following graphical representations shows how Maties Sport has aligned strategically with the University:

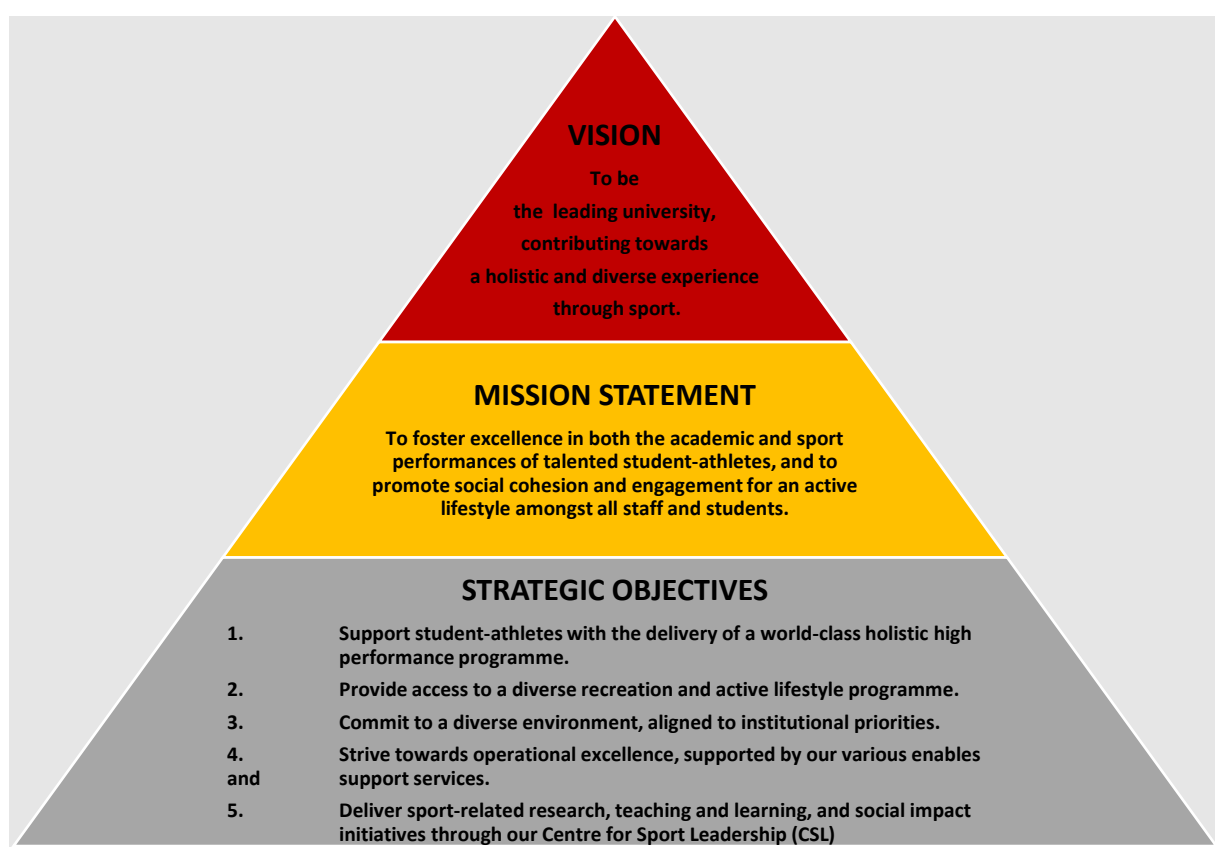


Figure 94: Maties Sport strategic alignment to SU

Maties Sport, during its annual strategic planning workshop, identified five focus areas for 2021, and these are:

- Academic performance and holistic support with the focus on mental well-being.
- Explore investment in e-Sport and advance virtual sports events.
- Advance the fundraising and commercial opportunities for Maties Sport, high-performance codes and Women's Sport.
- Revisit the Transformation Plan to meet 40% representation across all high-performance sport codes.
- Advance the Centre for Sport Leadership (short courses; post-doc appointments and identifying at least two partners in Africa, including strengthening our partnership with the Arizona State University Global Sport Institute and Limerick University).

The future sustainability of sport is dependent on several factors. Considering a few new initiatives to date, Maties Sport is well on track to continue to be a leader in higher education sport in South Africa. While we are mindful of the challenges there are also many opportunities and we are confident that we can continue to deliver on our institutional mandate, including contributing towards the sports agenda of South Africa.

5.1.1 Maties Sport: Human Resources

We have reached the end of our 5-year human resource strategy and have achieved a 100% success rate on planned job evaluations and successfully implementing our Employment Equity Plan for both qualitative and quantitative measures identified.

Maties Sport's prides itself on staff growth, and our commitment to training/development remains a priority to facilitate the enhancement of our staff and coaches' knowledge in acquiring new skills. In partnership with SU Human Resources Division, our annual training and development plan has worked well and supports our human resource strategy.

We have covered a broad range of topics across sports disciplines and remain eager to eclipsing our Staff Development Strategy every year.

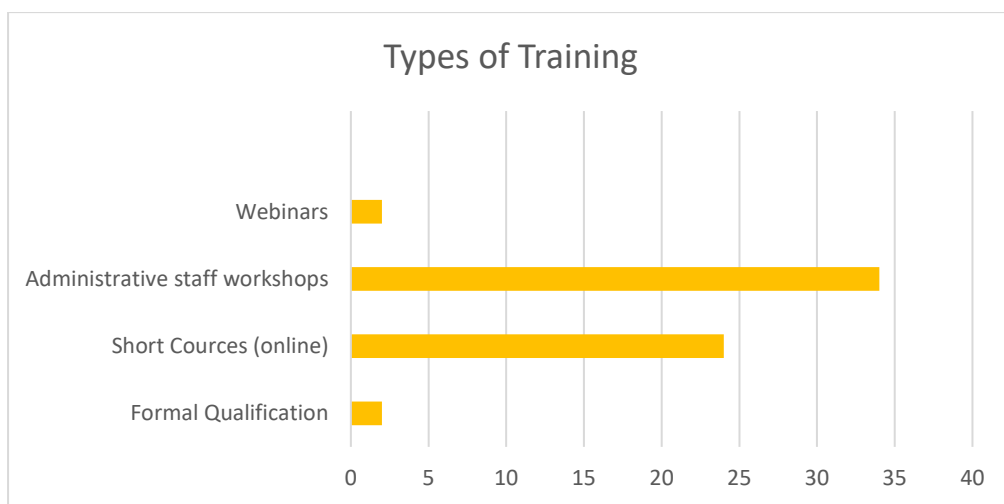


Figure 95: Types of training



Figure 96: Breakdown of courses/training

The following workforce profile demonstrates our commitment to a transformed and diverse environment:

DEMOGRAPHICS	TOTAL
African	22
Coloured	55
Indian	1
White	32
Total	110

Table 4: Demographics Total

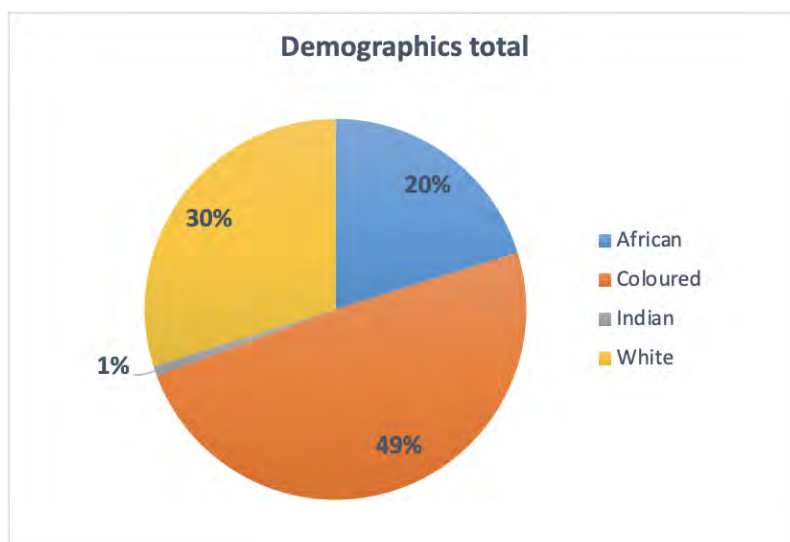


Figure 97: Demographics Total

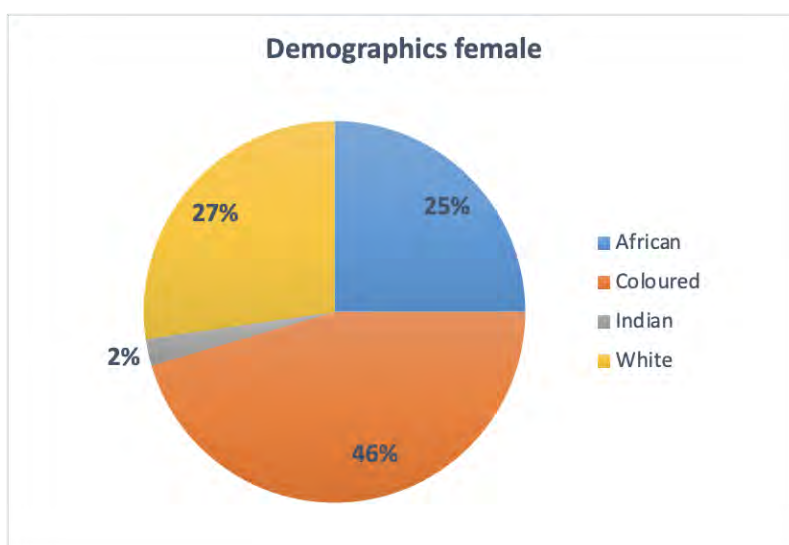


Figure 98: Demographics Females

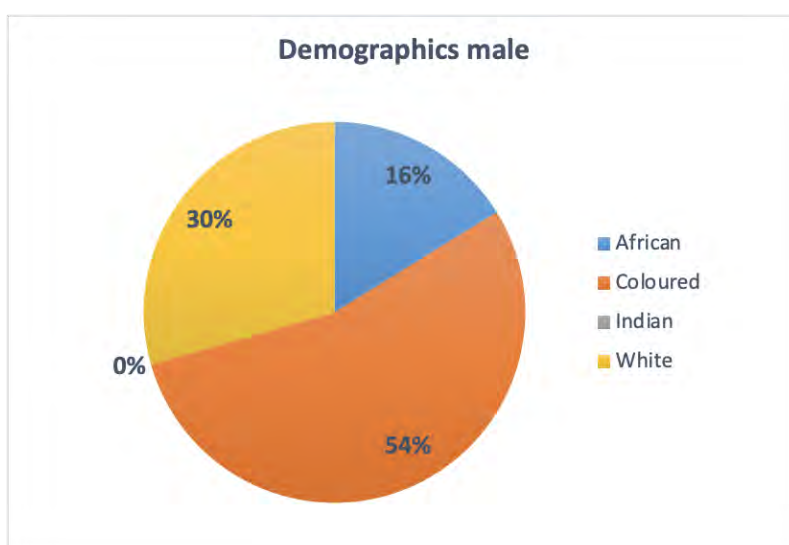


Figure 99: Demographics Male

The change management required to achieve these objectives has at times been very challenging. However, overall, our team has developed admirably.

5.1.2 Maties Sport: Destination of choice

Although the pandemic shifted the sporting calendar last year, Maties Sport and SU's sport facilities remained a destination of choice by hosting various sporting events. The historic partnership with Stellenbosch FC has seen our famous Danie Craven Stadium host several Premier Division soccer matches, making it our most used facility in 2020/2021. Furthermore, our events and projects management team is working with the University's newly established Central Events and Conference Office (CECO) to advance our service delivery further and identifying new initiatives to support our income generation initiatives.



Figures 100 and 101: The Danie Craven Stadium and Maties Gymnasium's outdoor pool.

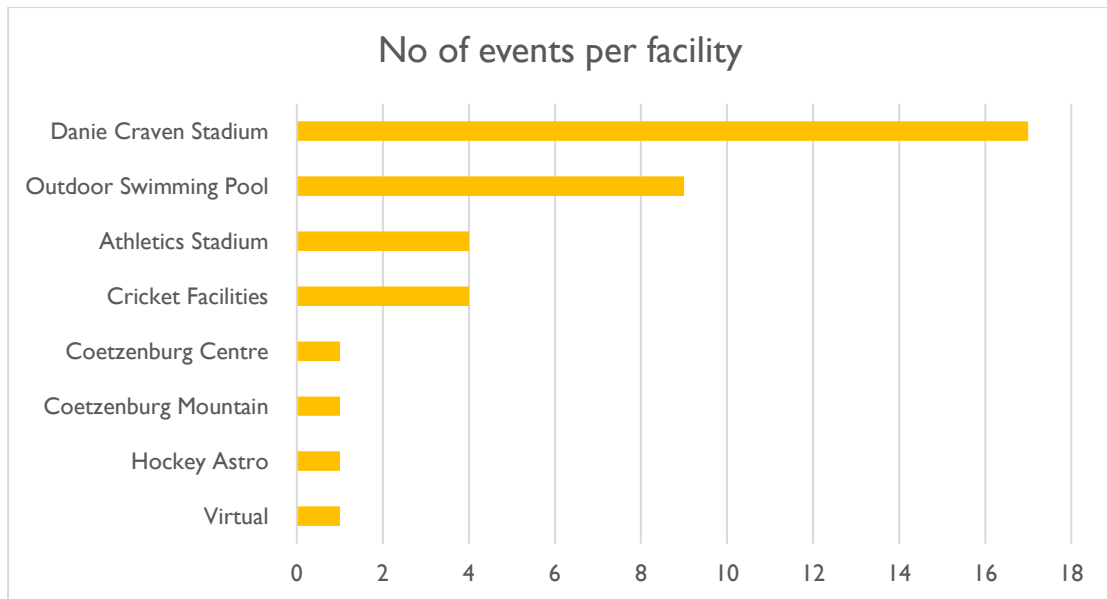


Figure 102: Number of events per Maties Sport facility. Danie Craven Stadium hosted the most events within the period October 2020 to June 2021 because of the partnership with Stellenbosch Football Club. The Maties Sport Awards was equally a huge success despite being hosted on a virtual platform.

5.1.3 Maties Sport: Upgrading of facilities

Upgrading our sports facilities to meet national and international standards, led by SU Facilities Management, remains an important focus area. In line with our goal to be the destination of choice, the Tygerberg multi-purpose tennis courts project commenced on 01 March 2021. It will cater for sports such as tennis, netball, basketball, badminton, and other recreational sports. FM will complete the project between August and September this year, depending on the delivery of the imported turf that was delayed due to COVID-19. The Welgevallen multi-purpose field for cricket, rugby and soccer was approved, and construction commenced on 02 August 2021. We expect the project to be completed by the end of November 2021.



Figure 103: The multi-purpose tennis courts project

5.1.4 Maties Sport: Placement of students in residences

We have successfully placed 134 student-athletes in residences for 2020/2021 and the breakdown is as follows:

	Male	Female	Total
General Residences	20	17	37
Huis Neethling	53	44	97
Total	73	61	134

Table 5: Placement of student-athletes in residences

5.1.5 Maties Sport: Hyundai partnership

Hyundai officially drives Maties Sport. This long-standing partnership with Hyundai continues with new opportunities to build a shared value proposition that will provide a return on investment for both parties.



Figure 104: Maties Sport fleet sponsored by Hyundai

5.1.6 Maties Sport: High-performance

Maties Sport student-athletes have not been able to participate in their various sport codes as they would have previously due to the pandemic that has influenced their training and competitive participation. The recent Varsity Cup rugby tournament held in a bio-bubble in Pretoria was an exception. However, their academic priority was not forgotten and a total of 77 students across all sporting codes graduated, with an overall 89% pass rate of credits taken across all HP student-athletes. This is proof that our holistic approach and support of the PACER programme is growing from strength to strength each year.

2020 Undergraduate HP Squad Credits

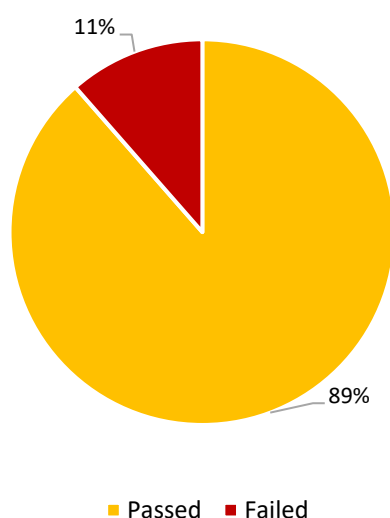


Figure 104: HP squad credits

Through the HP Unit's PACER Holistic support program, we have shifted our focus this year towards leadership development. As a first-ever, all Sport Club first team captains are getting together on a bimonthly basis to attend interactive sessions presented by previous student-athletes that served as captains on a provincial, national or international stage and represented from individual as well as team sports.

Moreover, the HP Unit expanded its capacity to deliver world class sport technology services to our HP teams by purchasing advanced Global Position Systems (GPS) units and software to monitor all of our HP teams and velocity-based training devices to optimise training in the gymnasium. The Unit also purchased and implemented state of the art Performance Analysis software to enhance the video-analysis capacity of our coaches and teams across the HP Unit sport codes.

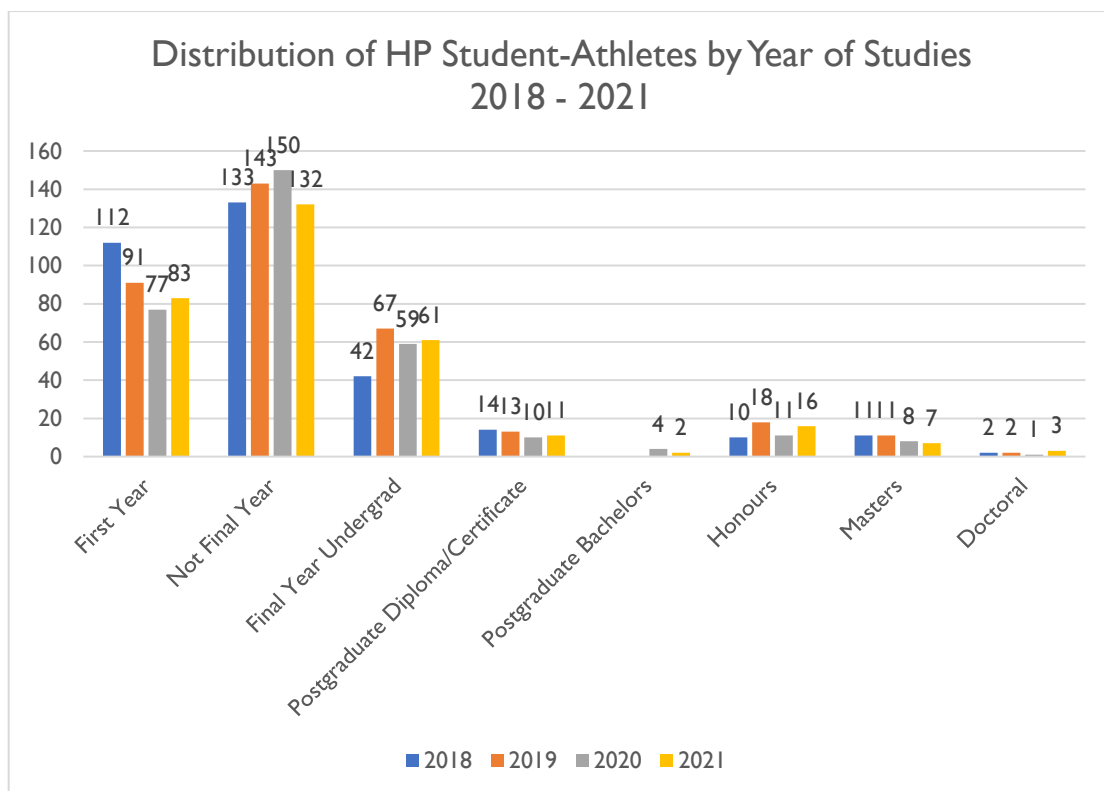


Figure 105: Number of HP student-athletes per faculty

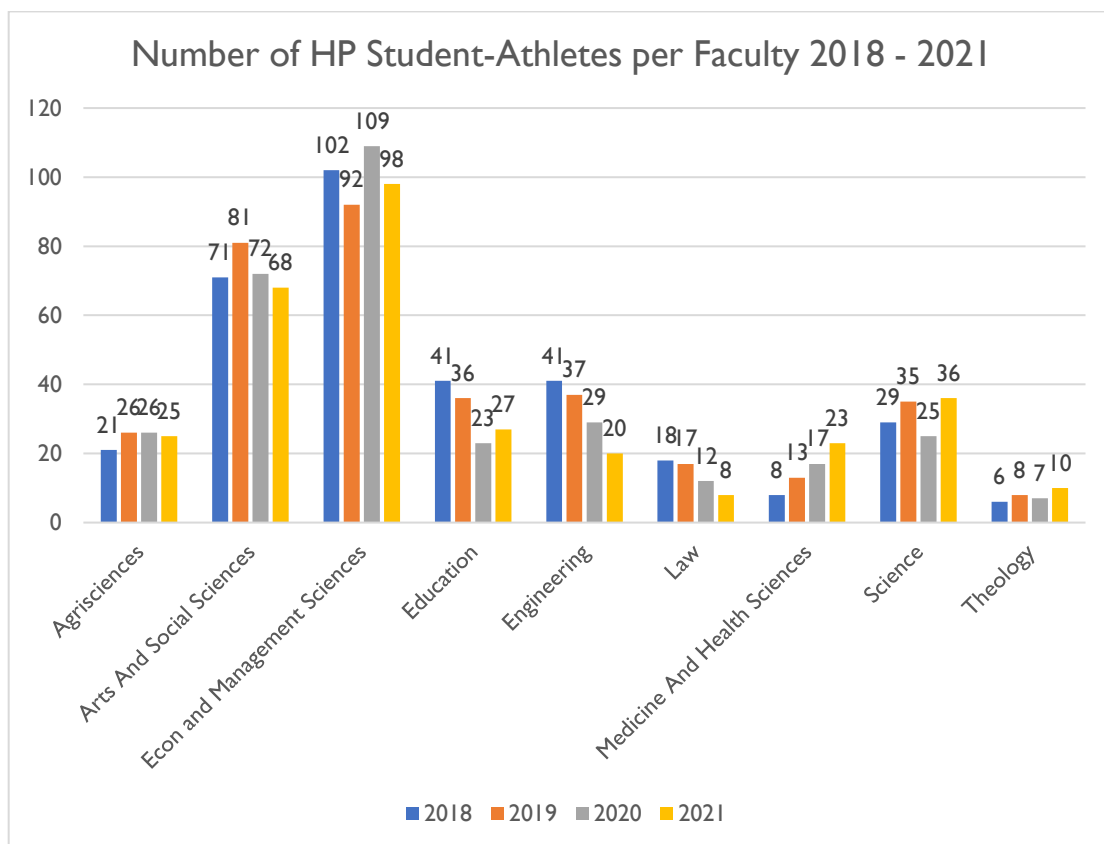


Figure 106: HP student-athletes in year of studies

In 2017 Maties Sport implemented a strategic shift within its High-Performance programme by employing head coaches on 3yr full-time, fixed-term contracts. One of the key performance areas for all full-time head coaches is establishing, optimising, and implementing a code-specific three-year recruitment and retention strategy. The strategy will focus on talent identification, scouting and recruitment that corresponds with SU admissions policy, academic requirements and the requirements of the University Sport competitions we compete in annually.

At the same time, Maties Sport adopted a new approach to implementing a three-year rolling sports bursary budget. This budget runs parallel to the recruitment strategies that incentivise the recruitment, development and retention of BCIA student-athletes, which was another key strategic step to ensure long term growth towards increasing Maties Sport student-athlete representation in our HP squads.

The HP squad intake of student-athletes for 2021 across the eight different High-Performance codes indicated that the strategy had yielded good results over the past five years. We will continue to adapt our strategy annually to make sure we reach the strategic goals set out by Maties Sport to maximising the representation of BCIA student-athletes across all codes.

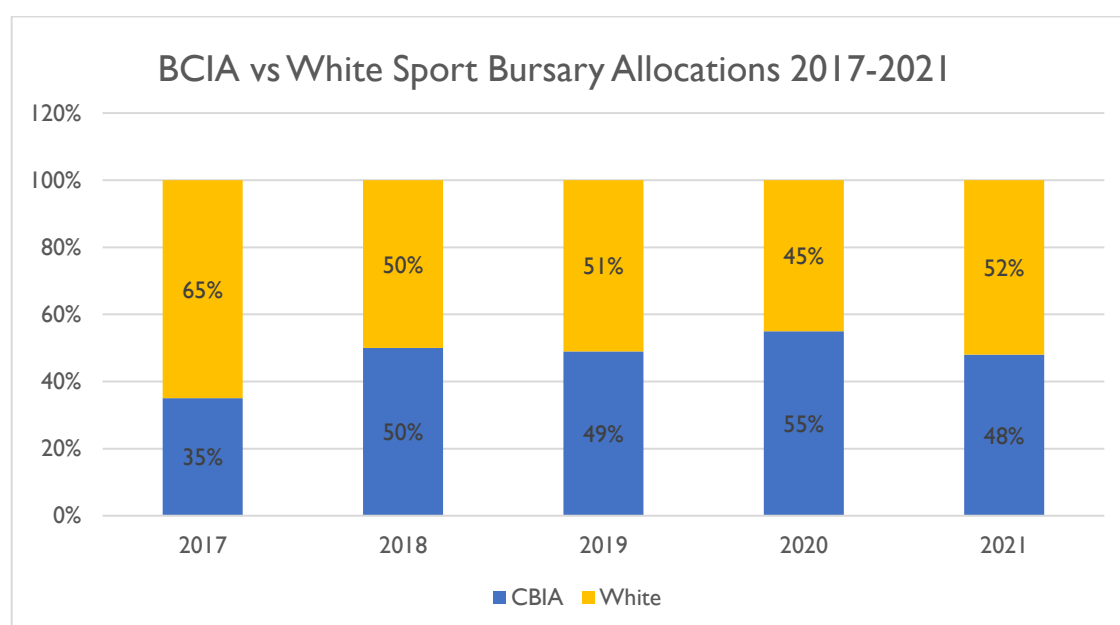


Figure 107: BCIA vs white sport bursary allocations

5.1.7 Maties Sport: Varsity Cup

The Maties Rugby Varsity Cup campaign ended against Tuks in a semi-final clash, finishing second on the table. Through the collaboration of Maties Sport, the ICBC, the Registrar's office, faculty deans, all departments within the faculties, lecturers, and the Examination and assessment office, the Maties Rugby team completed 35 assessments in the tournament bubble 2 and 27 assessments in bubble 3 during the campaign.

Through the support from the assessment and examination office, management was trained as invigilators and conducted all invigilating for all the assessments within the strict guidelines of the office. This was a first of a kind, and Maties Rugby student-athletes were the only students from all universities who completed their assessment schedules on-site during the competition.



Figure 108: Images from the 2021 Varsity Cup

5.1.8 Maties Sport: Fielding excellence



5.1.9 Maties Sport: Participation - return to train and play

Maties Sport developed a return to training and play protocol for all the sports clubs in line with the university, federations and government protocols. The document considered the participation of different clubs in provincial, national and international competitions such as codes like rugby, athletics, aquatics, football, hockey and netball.

Most of the clubs returned to training in March 2021, but this was short-lived as the stricter lockdown regulations that followed only allowed certain sport codes preparing for national or international competitions to continue with training. Maties Sport participated in the Varsity Cup tournament earlier this year in three staggered bubbles whilst USSA Athletics took place over three days – all in Gauteng province. Back home, our residence leagues (hockey, soccer, netball) kept 2 598 student-athletes busy until play was halted due to new government regulations and restrictions.



Figure 109: Return to training

5.1.10 **Maties Sport: Tokyo Olympics and Paralympics**

Several of our Maties athletes took part in the Tokyo Olympics and Paralympics 2020 (held in 2021).

Maties Hockey was well represented in the Olympic hockey squads with five former players being in the respective men and women's team for the Tokyo Olympics, namely:

Players:

Erin Hunter (alum)
Quanita Bobbs (alum)
Taryn Lombard (Glasby) (alum)
Taryn Mallet (alum)
Keenan Horne (alum)

Management:

Ashlin Freddy (alum)

Maties Aquatics also had their fair share of current and former athletes in the Team South Africa squad for water polo, namely:

Players:

Lwazi Madi (student-athlete)
Cameron Laurenson (student-athlete)
Ross Stone (student-athlete)
Jason Evezard (club member)
Georgia Moir (alum)
Megan Sileno (Schooling) (alum)
Hannah Calvert (student-athlete)

Management:

Duncan Woods (alum)
Vaughn Marlow (Maties Men's Head Coach)
Candice Williams (Maties Aquatics Manager)

The Olympic squad also features Maties Swimming Head Coach Cedric Finch and his open water swimmer Michelle Weber and Maties swimmers Robyn Young and Emma Chelius (alum). Dr Craig Thompson, a sports physician and Tanya Green as a physiotherapist, both of whom form part of the medical team that services Maties Sport student-athletes, also form part of the Maties team present at the Olympic games.

At the Opening Ceremony of the Olympics Games, Maties swimmer Robyn Young was the flagbearer for her country (Swaziland), proving a standout highlight before the commencement of the competition.

Our Maties para-athletes who took part in Tokyo this year, were:

Athletics:

Anika Pretorius
Anrune Wyers
Zanele Situ
Charl du Toit
Dyan Buis
Kerwin Noemdo
Reinhardt Hamman

Para-swimming:

Christian Sadie

Para-cycling:

Ernst van Dyk
Toni Mould

Coaches:

Suzanne Ferreira
Daniel Damon



Anruné Wyers



Maties Sport and Stellenbosch University are incredibly proud of the gold medal in the 400m by our alumna Anruné Weyers. This comes in her third Paralympic Games and is an outstanding achievement as she previously has won silver at both Rio and London. Anruné has made sacrifices to reach this pinnacle of success, she gave up her job as a special needs teacher to focus on Tokyo 2020 and remained dedicated even in the midst of a global pandemic which delayed the Paralympic Games.

Matie Kerwin Noemdo also who finished 4th in the Men's F46 Shotput Final with a new African Record of 15.65m. He narrowly missed out on the bronze medal. On behalf of everyone at Maties Sport and the university we would like to say congratulations to both Anruné and Kerwin, your hard work has truly paid off.

The Maroon Machine family are super proud of the current and alumni athletes who have made the prestigious Olympic and Paralympic squad lists and congratulate them all.

5.1.11 **Winners at the 2020 Maties Sport Annual Awards**

We brought closure to the year in an extraordinary way to salute each other for our resilience and courage in these difficult times: coaches and staff becoming video stars, student-athletes maintaining fitness alone at home and moving to online studies – and our Maties community coming together to raise funds to keep our student-athletes at university. The Maties Sport Annual Awards took place virtually last year and was the first of its kind; the maroon machine team took this opportunity to think out of the box and have several different award categories.

The winners were:

Maties Sport Student Leadership Award – Tebogo Faas (cricket)

Maties Sport Resilience Award – Jana van Schalkwyk (javelin) and Tebogo Faas (cricket)

Maties Sport High-Performance Team Award – Hockey (Reggie Smith and Bevan Bennett) and Swimming (Candice Williams and Cedric Finch)

Maties Sport Social Media Hero Award – Hannah Ledingham (swimming)

Maties Sport Staff Hero – Dale Savel, Gwen August and Dan Brown

Maties Sport Lockdown Superhero Award – Sean Sermon

5.1.12 **Maties Sport: Financial management**

Continuous collaboration with Annemi Murray, Director: Financial Planning, and our full-time accountant, Andy de Bruin, ensures that we focus on alignment and integration with our cross-subsidisation model.

Risk identification is an essential part of our operations and we are recording risks continuously. Our annual budgets and quarterly reporting assist us in identifying any potential club deficits early enough to implement mitigating measurements to avoid any possible risks that may impact the delivery of programmes.

The collaboration with CECO will bring about new revenue and new initiatives that can bring in some additional funding for the University.

5.1.13 **Centre for Sport Leadership: Dr Adom-Aboagye joins Maties Sport's Centre for Sport Leadership as First Post-Doctoral Fellow**

Maties Sport's Centre for Sport Leadership recently welcomed its first post-doctoral research fellow, Dr Nana Adom-Aboagye, into the Maties Sport family. Dr Adom-Aboagye, who received her Doctor of Philosophy (PhD) in Sport Management from the University of Johannesburg earlier this year, will be researching the broad theme of "Sport for Development", focusing on sport for sports persons with disabilities. Her appointment marks a significant step forward for the Centre for Sport Leadership to increase the centre's capacity and serve as a way further to expand the academic footprint of sport at Stellenbosch University.

5.1.14 Maties Sport: Social impact update

Maties Sport was recently able to initiate two social impact projects before the third pandemic wave bringing a temporary end to these activities. The first project continues the partnership with the Division of Occupational Therapy at Tygerberg, which started in 2020. The project entails delivering sport-related life skills activities for a group of approximately 20 primary school learners in the Bishop Lavis area.

Together with Impact Through Sport (a Stellenbosch-based NGO), the Maties Football Club continues to play a leading role in the delivery of these sessions. The second project is a new initiative in partnership with the Maties Gymnasium whereby Maties Sport's High-Performance Unit is assisting the u/18 rugby and football teams of Lückhoff High School with their preparation for their respective competitions. Unfortunately, these activities have since been halted, but Maties Sport is looking forward to continuing these as soon as regulations permit.

5.1.15 Maties Sport: Telling our stories

The Media and Communications Unit continues to support all Maties Sports events and processes through communications planning, coverage in real-time on social media, devising branding opportunities and informing activations to maximise the student experience and SU Brand advancement.

The unit yet again proved invaluable in 2020/2021 by keeping not only the Maties Sport family connected and informed but also a wider public through a variety of posts in various media on multiple channels.

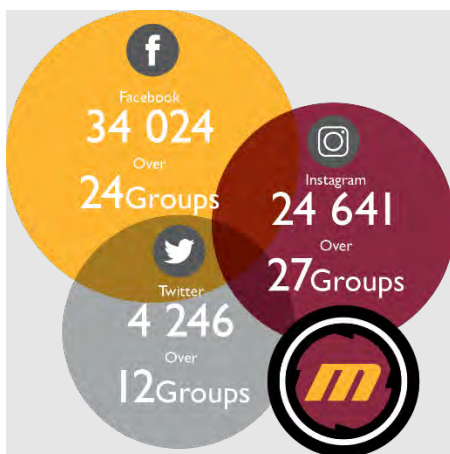
Main platform following numbers (combined numbers – 13 205):

Twitter – 2 630

Facebook – 7 300

Instagram – 3 275

Maties Sport reach including groups and other sub-pages:



5.2 Responsibility Centre Days:

5.2.1 Virtual RC day



On 25 June 2021 the RC Operations and Finance held one of its RC days which has lately been done online, due to the COVID-pandemic. The theme for our event was Back to Campus as a means to start re-introducing staff to campus and showing them some of the many projects that happened on campus when most of them were working from home. CECO assisted the RC in hosting the event.

Prof Stan du Plessis, COO, showcased some of the projects that were completed in a slideshow. These included a new learning centre, restored and improved residences and faculty buildings, new gardens, a new hybrid learning and teaching system, more connectivity, e-certificates, e-sports, energy-efficient solutions, and a dam that no longer leaks, concerning the newly-restored Ertjieskloofdam.

The staff had the opportunity to compete against each other in two rounds of online Kahoot – an online quiz game, and prizes could also be won with an online wheel of fortune.

The guest speaker was Margaret Orr, a qualified leadership coach and currently SU's Executive Coach. She provided useful tips for managing the unfamiliar work and personal environments created by the pandemic.

5.2.2 Virtual Women's Day



The RC Operations and Finance held their annual Women's Day celebration on Friday, 13 August 2021, hosted by Prof Stan du Plessis, SU's Chief Operating Officer. Once again, it was a virtual event, and this year's theme was: Not all Sheroes wear capes. The women of SU's IT division, together with the help of CECO, hosted the event.

Each of the guests received a package at their homes containing a delicious lunch and some snacks. Inside the box was also a river stone and paint for each of them to paint a special message and leave it in an exciting place for anyone else to pick up.

MC Milly van Wyhe has kept the wheels rolling and made sure the event runs smoothly. Prof Lizette Rabe, chair of the Department of Journalism at SU, was the guest speaker. Two staff members were the lucky receivers of her book, *Om tot verhaal te kom*.

Ronel Reynecke, one of IT's staff members, played one of her songs as a recording. At the same time, the guests watched a slide show featuring all the women in the RC's photographs and special memories and messages they wanted to share amongst each other.

A magician added some extra magic to the event, and some of the guests walked away with gifts which they won in the wheel of fortune.

6. GOVERNANCE IN OPERATIONS AND FINANCE

6.1 Finance Division: an overview

The following paragraphs are a high-level summary of the structure of the functional areas within the Finance Division, as well as the Division's objectives for 2021 to 2026. It also indicates how the Division contributes towards the implementation of Stellenbosch University's (SU's) overarching strategy as set out in the Vision 2040 and Strategic Framework 2019 – 2024.

The mission of the Finance Division – with its 155 permanent positions, two ad-hoc positions and eight fixed-term positions and an annual budget of R60,5 million – is to:

- be aligned with SU's institutional objectives and strategic foci;
- confirm that Finance, being a support service environment, strives to assist the faculties, other professional and support environments and SU as a whole in achieving their strategic goals; and
- ensure that the Division as a whole grows continuously in operational efficiency.

The Finance Division supports SU in pursuing the institutional objectives by ensuring that Division provides the required financial services and information to all stakeholders through implementing and maintaining effective business processes and controls.

The Division provides this service to a broad spectrum of stakeholders (clients), including:

- SU Council and relevant sub-committees of Council
- SU management
- Staff in faculties and other Professional and Administrative Support Services (PASS)
- Students and their parents/sponsors
- Department of Higher Education and Training (DHET)
- Local government
- Donors and other funders
- Suppliers

The Finance Division's clients and their needs form the core of the Division's activities, where these activities include:

- Day-to-day financial transactions and management;
- Financial planning and budgeting;
- Financial reporting;
- Procurement services;
- Management of student fees, undergraduate bursaries and loans;
- Financial management of all SU assets, including cash flows and investments; and
- The Mobility Plan.

As a service delivery division within the Professional and Administrative Support Services, the Finance division always strives to deliver excellent support services, in line with our support service agreements entered into with all faculties. The consistent application of the financial policy and practices ensures accountability in what we do. Our division is also responsible for developing and managing the institutional budget and corporate financial

reporting, assisting management in assuring the responsible utilisation of our resources in an accountable and sustainable manner.

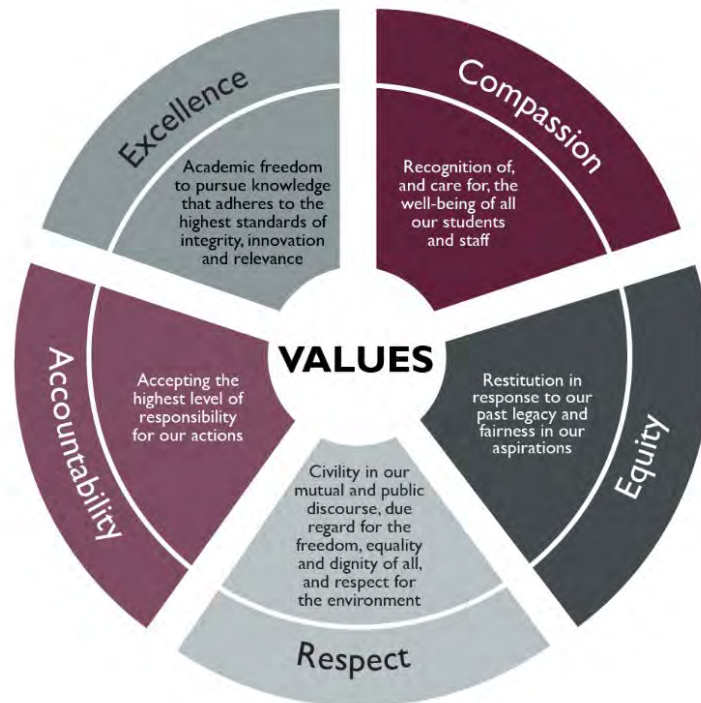


Figure 110: The ECARE values of Stellenbosch University

Aligned with the ECARE values of SU, the Finance Division promotes a culture of respect and compassion between team members within the team and our clients, internal and external. We liaise closely with the student community and continuously strive towards providing them with an enhanced experience while still implementing strict rules on collecting outstanding fees. This includes developing various mechanisms for managing and settling their student accounts, including the provision of alternative electronic payment platforms, financing options and publishing of a Frequently Asked Questions document with payment and financing options and contact details.

A schematic representation of the operational composition of the Finance Division is shown below:

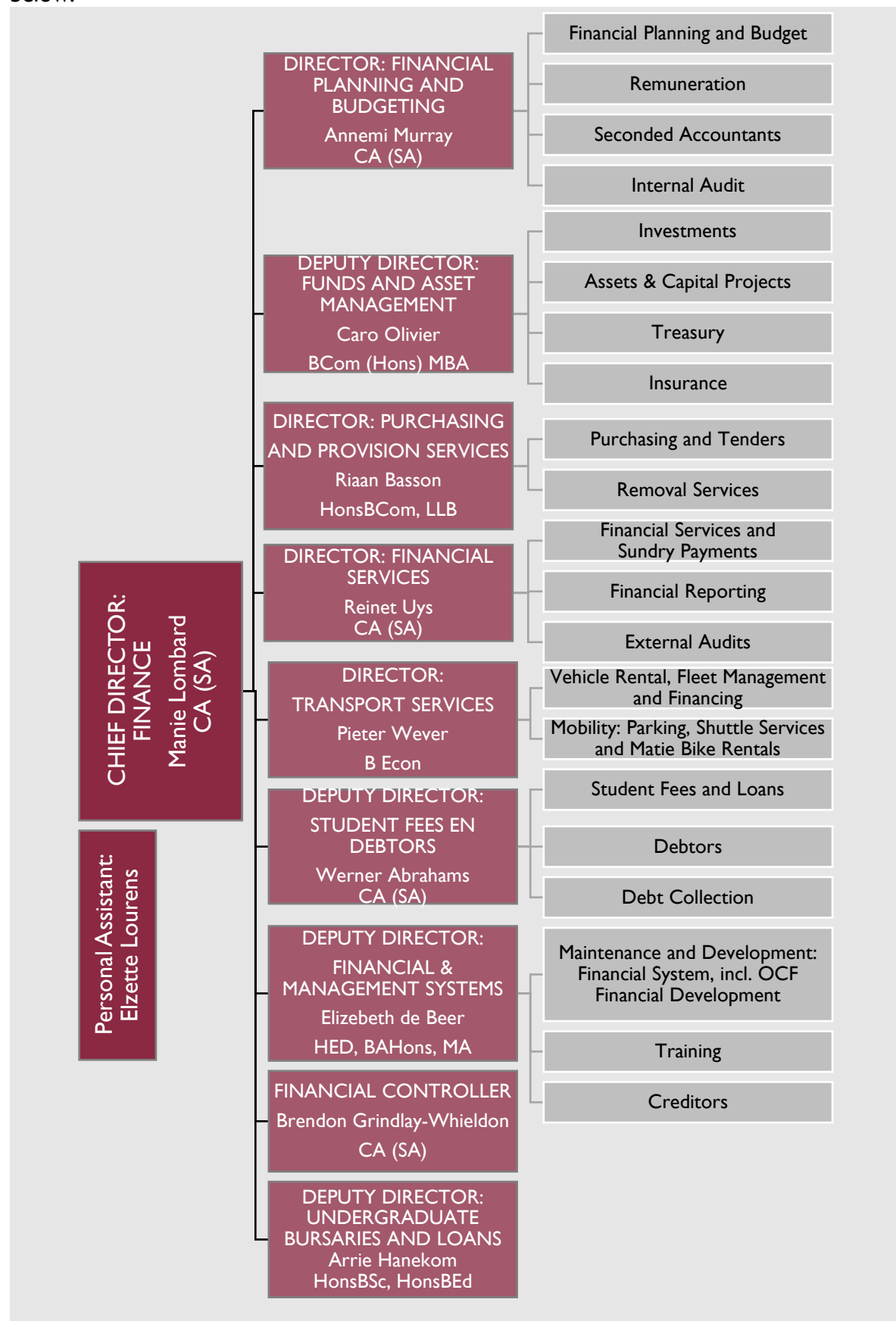


Figure III: Operational structure of the Finance

6.1.2 Strategic priorities (aligned with SU core strategic themes)



The Division continuously evaluates and aligns its objectives and implementation plans with contributing to the implementation of SU's institutional objectives according to the approved Institutional Plan, Strategic Framework 2019 – 2024 and Vision 2040, as well as the environment and strategic implementation plans (SIP's) of the faculties, other professional and administrative support environments, and requirements of other relevant groups, both internal and external.

At a strategic session of divisional heads in the Finance Division held on 19 February 2021 and updated after the strategic session of the Responsibility Centre of the COO on 1 March 2021, the following seven most important strategic priorities were set (also indicating which SU core strategic theme is supported):

6.1.2.1 Ensure business continuity for SU during the COVID-19 pandemic

The Finance & Legal workstream of the Institutional Business Continuity Committee is tasked with scenario planning for substantial reductions in income streams, cashflow projections for different scenarios, financial impact analysis for suggestions from other workstreams and supply chain impact analysis.

6.1.2.2 Implement SUNFin on the approved date due to the current re-planning exercise

A decision was made to enable a modern, fit-for-purpose Finance Information and Management system that will support SU's strategic goals and be flexible (configurable) enough to accommodate changing business models and/or changing strategic directions.

The current in-house financial solution was developed and customised over 30 years and supported various financial models that evolved. Through the required procurement processes, a cloud solution was selected by the University - Oracle Cloud Financials (OCF).

The SUNFin Implementation Project kicked off officially on the 9th of April 2019. On the 18th of June 2020, the Rectorate approved the recommendation to postpone the SUNFin implementation date from the 4th of January 2021 to the 1st of July 2021, based on several factors presented by the SUNFin Steering Committee.

These factors included:

- numerous data-related issues that were experienced which significantly delayed the second review of the OCF system populated with SU data (Iteration 2A);
- the amount of time and effort it has taken to understand the impact of OCF on the current SU legacy systems' integration landscape; and

- key project team resources under severe pressure due to the unique set of circumstances that COVID-19 has created.

On the 3rd of February 2021, a project intervention was agreed with the SUNFin Steering Committee based on the implementation risks arising, i.e.:

- the Iteration 3 data preparation presented challenges, delaying the data take-on by two and half months;
- the above delay impacted the go-live and required due diligence on the solution integration, as well as re-scoping;
- the End to End (E2E) process effort indicated there is not enough time to complete the remaining work within the current timeframe. In addition, the testing and training required efforts exceed the time available before going live; and
- the SME availability and SME knowledge transfer remain key dependencies.

Detailed bottom-up planning and estimation were conducted in the following areas: Business Optimisation; Testing; Training; SME / Superuser Capacity; Iteration 3 Review; Data Management; Integration Delivery; Asset Management Tool; Cutover Plan; User Provisioning and Post Implementation Support Framework. These estimations were synthesised into an updated project plan, and reviews were held with a core team to validate the integrated view and discuss impacts on the project timelines.

The bottom-up planning indicates that the 1st of July 2021 go-live will not be met (and a replacement date for that deployment is not yet confirmed), but the possible scenarios are:

Scenario 1: May 2022 Deployment (with caveats*)

Scenario 2: Oct 2022 Deployment (time contingency)

Scenario 3: Revisit the project plan, proposal, and budget considerations post the Iteration 3 Review and revert with feedback at the June SUNFin Steering Committee and Rectorate for approval.

*** *Planning assumptions:***

- There is a low level of confidence for the detailed bottom-up workstream estimations, and these estimations assume that the current resourcing model continues.
- There could potentially be additional work created, e.g., a further scope increases for items that need to be brought into the scope and estimated from an integration perspective or relooked from an architecture perspective to ensure that the landscape changes and IT infrastructure impacts are taken into consideration.
- SMEs knowledge transfer remains a crucial dependency, and there are some limitations identified.

- There could be a possibility of a further iteration, given the uncertainty and risks identified. For example, an “Iteration 4” objective will be to reduce the time taken for data loading, ensure SME approval of Projects and Grants, and complete further configuration requirements identified post the Iteration 3 Review validation.
- The planning risks have been assessed in terms of their potential impact and likelihood for occurrence, so a time contingency and budget consideration has been prepared for five additional months if needed, should these risks occur (scenario 2).
- The risk of the legacy environment is increasing (i.e., there will be a need to keep applications and platforms running for longer than initially anticipated, including the need for resourcing considerations, such as retirement).
- There are potential dependencies between other SU projects, as well as implications from a SUNStudent perspective.
- There may be a risk of staff burnout given an extended timeline for delivery.
- The appointment of a SUNFin Business Owner is underway.
- There are potential additional costs for Oracle Advanced Customer Service (ACS) for post-implementation support. The current estimate is between R1.2m - R1.4m per annum.

It was agreed in principle that SUNStudent is comfortable with 22 May (scenario 1) as a target date for the SUNFin go-live (or later, given the composite ICT risks). Initial discussions are underway between SUNStudent and Serosoft. However, alignment is still required on the SUNFin deployment date, and a full technical assessment needs to be conducted.

The Iteration 3 Review is a key dependency to adequately address SME’s needs and answer as many questions as possible. This task is currently depicting overallocated resources, which requires mitigation, as this task is on the critical path and serves as a key decision point for the project (for scenario 1).

The Rectorate was requested and approved Scenario 3 at the Rectorate meeting of 6 April 2021 – That is to revisit the SUNFin project plan, proposal, and budget considerations post the Iteration 3 Review and revert feedback at the June 2021 SUNFin Steering Committee and Rectorate for approval.

The Steering Committee of 3 June 2021 approved that the revised delivery approach focuses on completing the End-to-End (E2E) business processes before a refined Iteration 3 Review occurs. This includes 10 Finance Business areas & 6 Sub-system interfaces, and 227 business processes.

The core project team, consisting of 16 people, collate the inputs and work re-estimations from all the respective areas of the project to finalise the revised project

plan and budget to achieve a revised SUNFin go-live date. The revised plan and budget estimate were presented to Steerco as planned on Tuesday 13 July. In the interim, the Audit & Risk Committee of Council requested that an independent high-level review be conducted on the SUNFin project. This high-level review was completed on 2 July, and the findings were shared at the Steering Committee on Tuesday 13 July. The key findings of the independent review were workshopped in the two weeks that followed, and the revised draft project plan was adjusted where appropriate and presented to the Steering Committee and the Rectorate in September for final approval.

6.1.2.3 Implement SUNStudent

Author: Ronel Retief, Registrar

The SUNStudent project achieved a significant milestone during December 2020 when 99% of all the Blueprint documents for the 32 Stellenbosch University (SU) business capabilities in scope were reviewed, agreed and signed off by SU and Serosoft for configuration to commence by Serosoft.

During December 2020, January and February 2021, the core project team received training from Serosoft on configuring the relevant capabilities planned to go live first. This will enable the university to own and manage any future configurations required.

From January 2021 to the end of March 2021, the project focused on all the activities required to go live with Applications for 2022. This included master data required for selection options, screens for applicants in both Afrikaans and English, guidelines, instructions, email messages and content, etc.

After the initial go-live on 6 April 2021 for Undergraduate applications and 28 April 2021 for Military Sciences, Postgraduate and Telematics applications went live on 01 June 2021. Applications for SU International, Postdoctoral studies and Special Students went live on 9 August 2021.

Undergraduate Admissions went live in a staggered approach per faculty between 03 and 14 July 2021, whilst Postgraduate, and Telematics admissions went live on 9 August 2021. Military Sciences, SU International, Postdoctoral studies and Special students' admissions will go live on 30 August 2021.

A post go-live (to become new business as usual) central 'virtual' SUNStudent Support Centre (SSC) has been established and officially started to operate from 06 April 2021 using a call logging system and will be supported by functional Superusers who would operate as the first support tier.

There is a significant increase in the number of applications compared to previous years, and users take time to familiarise themselves with the new system and its processes. This has the effect that the number of reviews completed and offers being made are falling behind compared to previous years' status. To this end, additional resources have been sourced to help with the review process. The project has

temporarily halted all future project activities to focus on optimising the relevant processes where possible.

6.1.2.4 Implement optimal training and support tool/platform for SUNFin and ensure an effective after-implementation support framework - Oracle Guided Learning and support platform

The Training objectives as set out in the training strategy for SUNFin by the Training Workstream are set out below:

Training is essential and a prerequisite to equip the Finance division, operational end-users and managers in faculties and PASS divisions to contribute and be able to use the new financial system optimally and independently with a clear understanding of:

- The change in business practices
- The change in technology/new system processes
- The change in policies
- The change in roles and level of responsibility
- The second training objective focuses on the need to establish a sustainable support model for end-user support and ongoing training after go-live and encompassing sufficient onboarding and tailor-made role-based training.

Summary of the training approach:

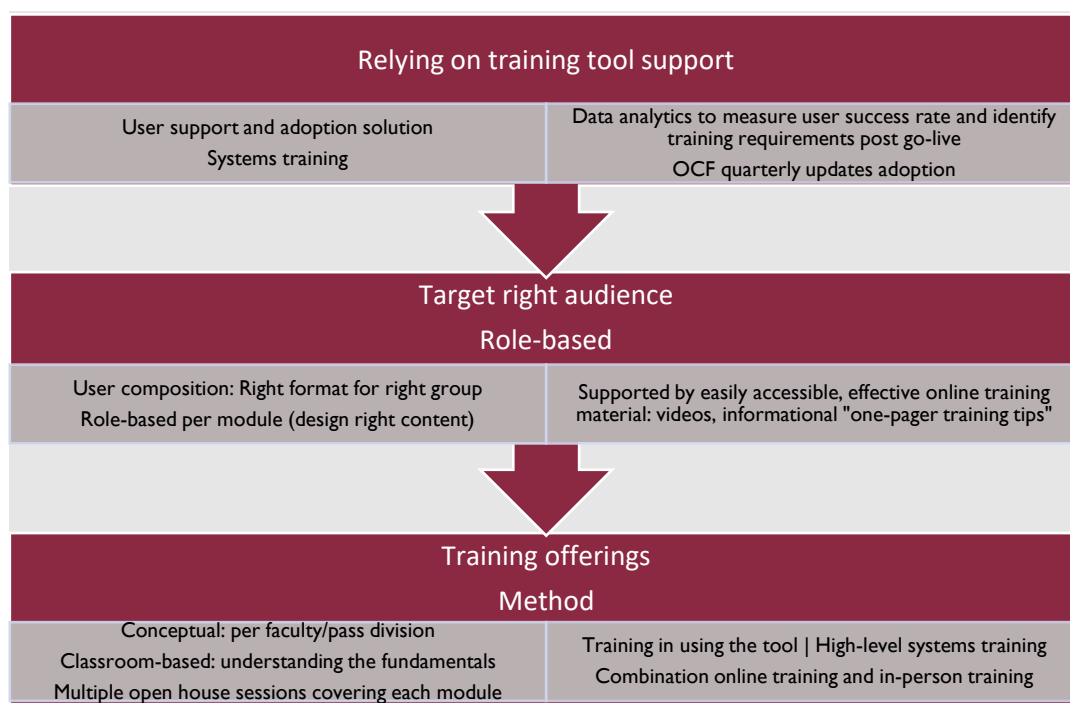


Figure 112: SUNFin: Training approach

The after-implementation support structure in development follows a 4 tier-approach¹:

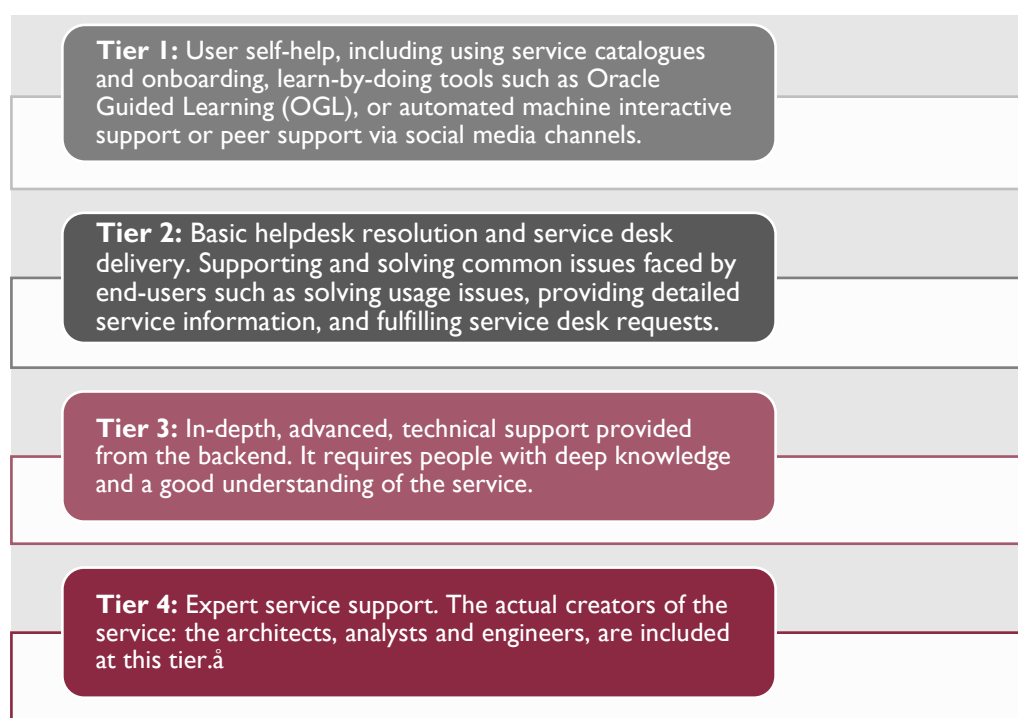


Figure 113: SUNFin: After-implementation support approach

¹ CertGuidance. Explaining IT Support Levels: <https://www.certguidance.com/explaining-support-levels-itsm/>

6.1.2.5 Alignment of Finance structure with best practice processes and workflows

We are in the process to align the Finance Division's structure with best practises processes and workflows according to Oracle Cloud Financial Solution, the University's Vision 2040, Strategic Framework 2019–2024, the agreed strategic objectives according to the six strategic themes and the agreed recommendations of the 2018 Financial Quality Review. The outcome of the planning will form the basis of a pheromones evaluation of the Division and inform the space planning and renewal for it. The implementation of the new financial system will have a direct impact on the staff structure and job roles within the various departments within the Finance Division. The system is role-based, with workflow governing a lot of processes. By aligning our business processes to the best practices offered by the system, we will have to evaluate the job profiles of all staff as well as what their roles will be in future. A formal pheromones evaluation of all sub-divisions is also planned once the new system's impact is known. The previous evaluations were done in 2011.

6.1.2.6 Successful implementation of student fees and bursaries modules in SUNStudent for a transformative financial student services experience

The planned go-live dates for the SUNStudent capabilities with a financial impact are currently revised, and the below dates will be adjusted when these revisions are finalised:

- Application / Admissions - 6 April 2021 (for application fees)
- Registration - 1 December 2021
- Student Fees - 1 December 2021
- Bursaries (Financial Aid) - 1 April 2022 (could potentially go live earlier)

The divisions for Student Fees and Undergraduate Bursaries & Loans are directly involved to ensure a successful implementation. As indicated in Financial Priority 2, SUNStudent is comfortable with 22 May (scenario 1) as a target date for the SUNFin extended go-live (or later (scenario 2 or 3)), given the composite ICT risks depicted in the diagram in 2 above). However, accurate alignment with a full technical assessment between the 2 SUNxxx projects is a critical requirement to ensure the successful implementation of both projects.

6.1.2.7 The development, implementation and monitoring of an effective communication strategy and plan for student financial services

The lingering challenges of student finances in the higher education sector has led to increased requests about student accounts and financial aid. If not dealt with urgently, these requests are also directed increasingly to channels such as the Rectorate, the Ombud, and the independent ethical hotline.

SU follows an integrated approach to manage student debt and facilitate registration to ensure that the University is accessible to qualifying students from all backgrounds, including those who face financial barriers. SU (through the Registrar's responsibility centre, Student Fees, Undergraduate Bursaries & Loans, the Postgraduate Office, SU International, the Task Team for Student Debt and our SRC) is committed to working collaboratively with the sector and SU students to find viable and sustainable solutions to the crisis.

Both Student Fees and Undergraduate Bursaries & Loans implemented various proactive communications measures in 2020 during emergency remote teaching, learning and assessment (ERTLA) followed by augmented remote teaching, learning and assessment (ARTLA) 2021.

Student Fees provide extensive information on the SU webpage at <http://www.sun.ac.za/english/students/Pages/Registration.aspx> about:

- Student Fee Payment Options
- Student Fees for 2021 - Outline
- Provisional Quotation of Fees
- Residence Fees
- Bursaries and Loans

Undergraduate Bursaries and Loans provide a complete roadmap for financial aid for prospective and undergraduate students and a comprehensive process map for NSFAS-students:

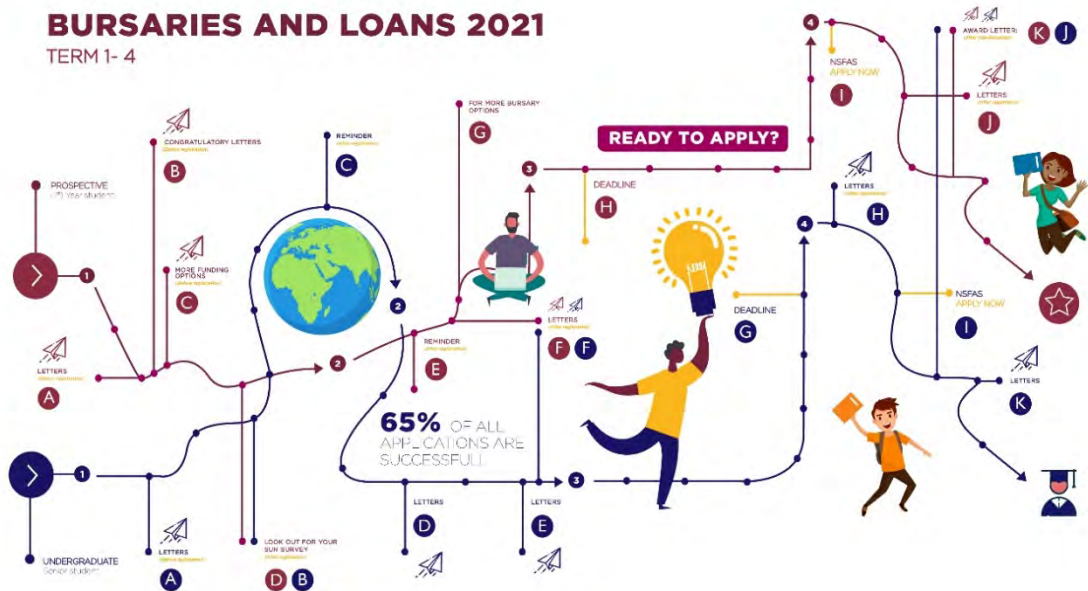


Figure 114: Undergraduate Bursary and Loans: process map for NSFAS- students

They also provide questions and answers, webinars for targeted groups of students with similar financial aid needs and additional capacity for contact during the peak registration periods.

The continuous enhancement of pro-active communication with prospective, active and non-active students is essential to manage effective relationships with our student community to ensure a transformative student experience. Therefore, we specifically focus on this area as a strategic objective.

6.1.2.8 Evolution of the SU RC-Budget Model

Further refining of the integrated budget model for all five money streams of SU according to the approved SU RC-Budget Model to include:

- the foreseen regulation of student fees on a three-year rolling basis from 2022;
- the changes in the treatment of surpluses on HR budgets currently increasing RC balance funds substantially on a year-on-year basis;
- the business models for type 3 Sentra – the School for Data Science and Computational Thinking and the School for Climate Studies;
- inclusion of the accepted cost-drivers for modules in Hybrid Learning-mode for the three main budget components - support services, institutional costs and strategic;
- application of the limits on balance funds;
- adjustment of the allocation of ICRR income; and
- adjustment of the treatment of funding of Computer User Areas.

6.1.3 Finance Division: Scope of activities

The statistics in the table below illustrate the scope of the Finance Division's activities:

Item	2015	2020	% Increase
Total SU revenue (R'm)	5 033	6 152	+22
Property, books & equipment (R'm carrying value)	4 804	6 445	+34
Investments (R'm) real yield p.a. over 19,75 yrs 7,4%	7 684	10 147	+32
Active cost centres	13 036	15 382	+18
Km travelled using 231 SU vehicles ('000)	3 843	2 363	-39

Table 5: Finance Division's scope of activities

6.1.4 Resources

Staff numbers in the Division have remained constant over the past few years despite increased volumes and transactions, stricter legislation and reporting and auditing requirements that SU must comply with. On 31 August 2021, there were 150 permanent positions and ten fixed-term positions within the Finance Department. Once the impact of the new financial system is known, we foresee that a round of formal pheromones evaluations for all divisions will again be done.

As all other PASS environments, the Finance Division has been under pressure due to the large increase in transactional volumes as well as the legislative reporting requirements. Without much scope for additional positions, we've managed to maintain outputs by constantly working smarter and more efficiently. Every time there is a retirement and/or resignation, we've assessed the current needs and have redesigned certain positions to cover for the new and current needs. The system renewal project is also seen as an opportunity to redefine and realign available positions.

The Division's current staff plan is affordable at the current level of funding. As for most PASS environments' salaries, the Finance Division is funded from the main budget (R55,9 million for remuneration or 119 positions), except for the Transportation services funded fully from external funds (36 positions). There are also five other positions funded externally:

- 102229 (Student cards): Funded 60% from income from cards and 40% from IT, since the person also assists with queries at the IT Hub;
- 106635 (Administrative assistant Tygerberg): Funded 50% from income from cards at Tygerberg and 50% from ad-hoc position's funds;
- 104124 (Financial System assistant: back-office): Contract position funded from ICT budget;
- 99326 (Project accountant): Funded from cost recovery on research projects and contribution from the Vice-Rector: Research, Innovation & Post Graduate Studies; and

- 108305 (Full cost accountant): Funded 50% from main budget and 50% from cost recovery on research projects and contribution from the Vice-Rector: Research, Innovation & Post Graduate Studies.

6.1.5 Transformation

The Finance Division is committed to increasing the diversity of its staff corps according to the SU's strategic focus on diversity to make the SU relevant and accessible to the broader South African community.

When vacancies open up, the Division always tries to make appointments with a focus on diversity. Even though we have succeeded in making appointments at senior levels in the past year, achieving diversity remains a serious challenge. Despite the recruitment processes followed (in addition to the usual advertising process) for all senior positions (post levels 8 to 6), the Division struggles to attract candidates from the ACI group, mainly because of SU's salaries. The Division Finance tries, within the limits of its budget, to make appointments at 90% of the base remuneration levels (BRLs). However, experience has taught that more senior people in the financial sector can negotiate far better packages in the private sector. Even where we've made appointments, the appointees treated their position as an entry into the labour market and started investigating other options within two years. Better positions are not always available within the Division to accommodate them, so we lose those staff members after a relatively short period.

We also try and "grow our own timber", and a significant focus is placed on our middle management (job grades 8 & 7) to develop those staff for possible promotions within the Division.

Staff numbers in the Division have remained fairly constant over the past few years despite increased volumes and transactions and stricter legislation and reporting and auditing requirements that SU has to comply with.

Staff composition per gender

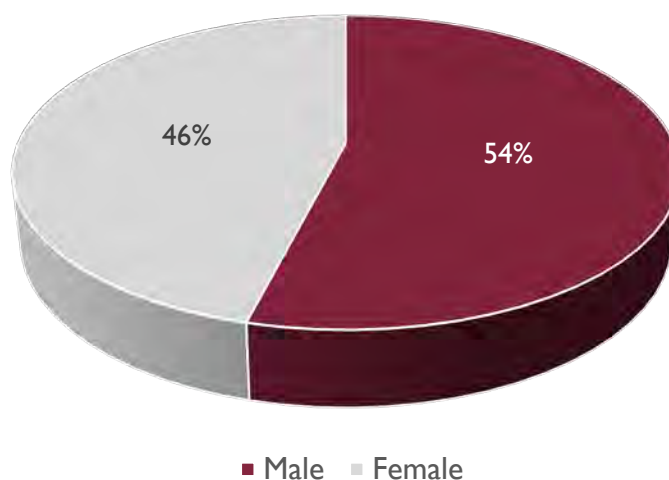


Figure 115: Staff composition: gender

Staff composition per race:

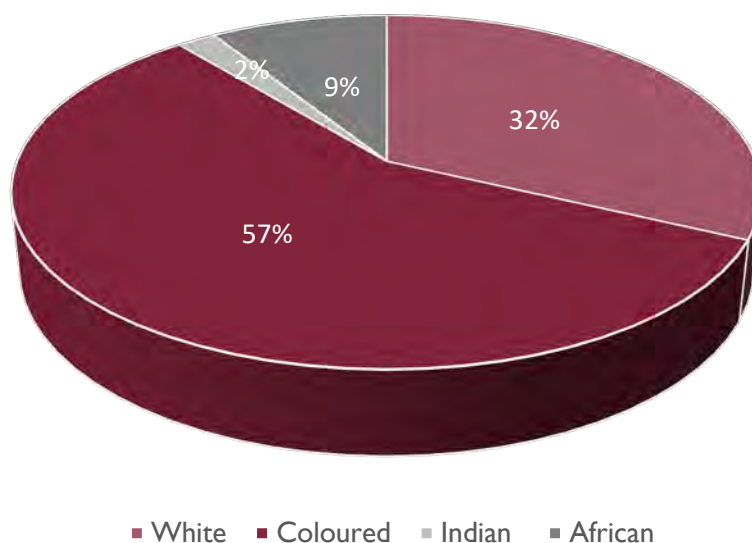


Figure 116: Staff composition: race

6.1.6 Risk Management

The Finance Division is committed to the overall anchoring of SU's risk management policy and model in the Division. Continued communication and awareness-raising are dealt with in the various sections, and the daily activities of the Division include policy implementation and evaluation.

At the macro level and according to the core strategic theme of – A thriving Stellenbosch University, the Finance Division plays a critical support role in ensuring the overarching financial sustainability of the University as an institution. This includes proper financial planning and budget processes and sound corporate control to ensure unqualified audit reports.

The following financial risks have been registered on the SU Risk Register and managed by the Finance Division as at April 2021:

- **Future income not realising as a result of COVID-19** – The Minister of Higher Education and Training announced recently that R7billion had to be cut from the Education budget to address the shortfall in NSFAS funding for 2021. The expected impact on SU is approximately R140m. DHET has also indicated that the payment of earmarked grants will be impacted. SU's provisional earmarked grants for 2021 before cuts are:
 - (1) University Capacity Development – R 15.8m;
 - (2) Foundation Provisioning - R 6.7m; and
 - (3) Clinical Training – R64.5m = total R 87m.

There will also be possible reductions in income from donations and research contracts.

- **Cashflow shortages due to COVID-19** - Stellenbosch University has cash and money market reserves to fund the contingencies flowing from the current COVID-19 pandemic. Still, the impact of a possible subsidy cut will reduce the Contingency Fund substantially. The embargo on spending from main-budget balance funds in responsibility centres and faculties has been lifted.
- **Non-payment of student fees as a result of COVID-19** - We are already experiencing a substantially lower than normal payment of student fees as a result of COVID-19, although the payment deadlines are end of May for 75% and end September for the remaining 25%.
- **Default on student loan repayments as a result of COVID-19** - Default on student loan repayments due to COVID-19 could happen.
- **Regulation of student fees by the State** – DHET has recently indicated that the concept regulations have been drafted and circulated to universities for consideration and implementation for the 2022 year on a 3-year rolling basis.

6.2 Safety and Security

6.2.1 Campus Security

It is customary practice to include the crime trend of the past term concerning corresponding periods of previous years in this report. The graph below illustrates, among others, the effect of lock-down level five during the second term of 2020 with the second term of 2021.

The following two figures show the total number of reported crime incidents on campus until the second quarter of 2021, first in annual totals in figure 117 and then by quarter in figure 118.

The total number of crime incidents reported at Campus Security during the second quarter of 2021 is marginally lower than corresponding terms in earlier years, except for the second term of 2020, an outlier due to Lock-Down Level Five last year.

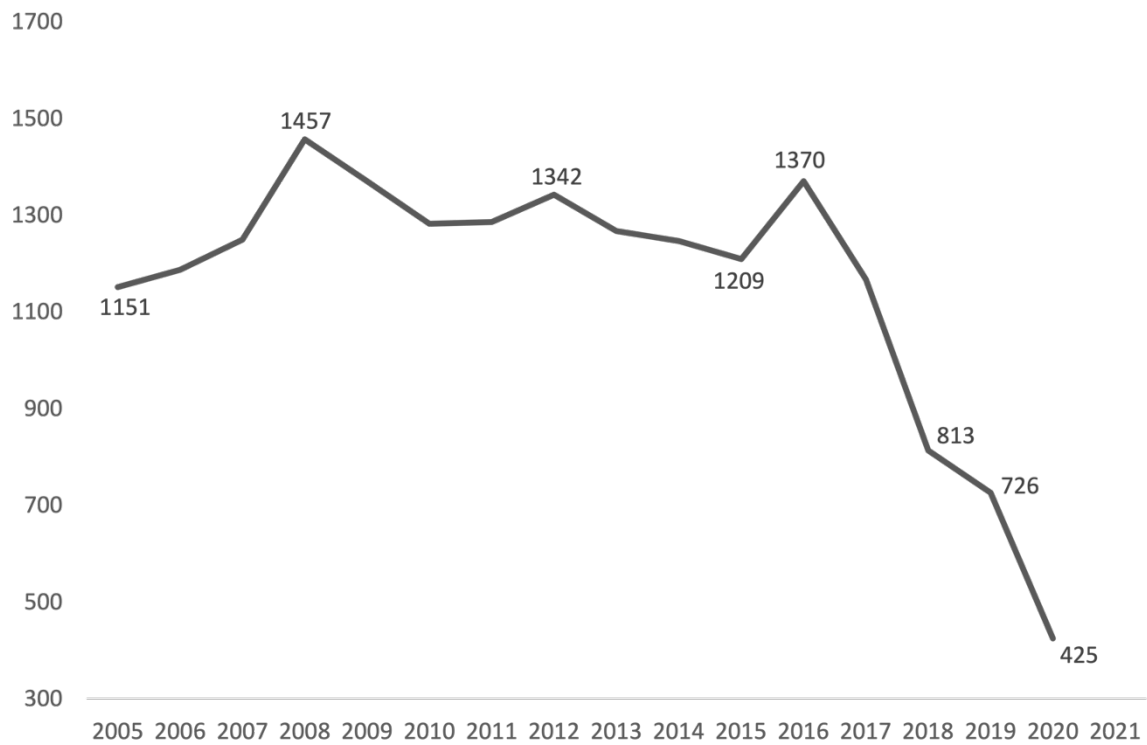


Figure 117: Total of crime incidents in annual totals: 2005-2021

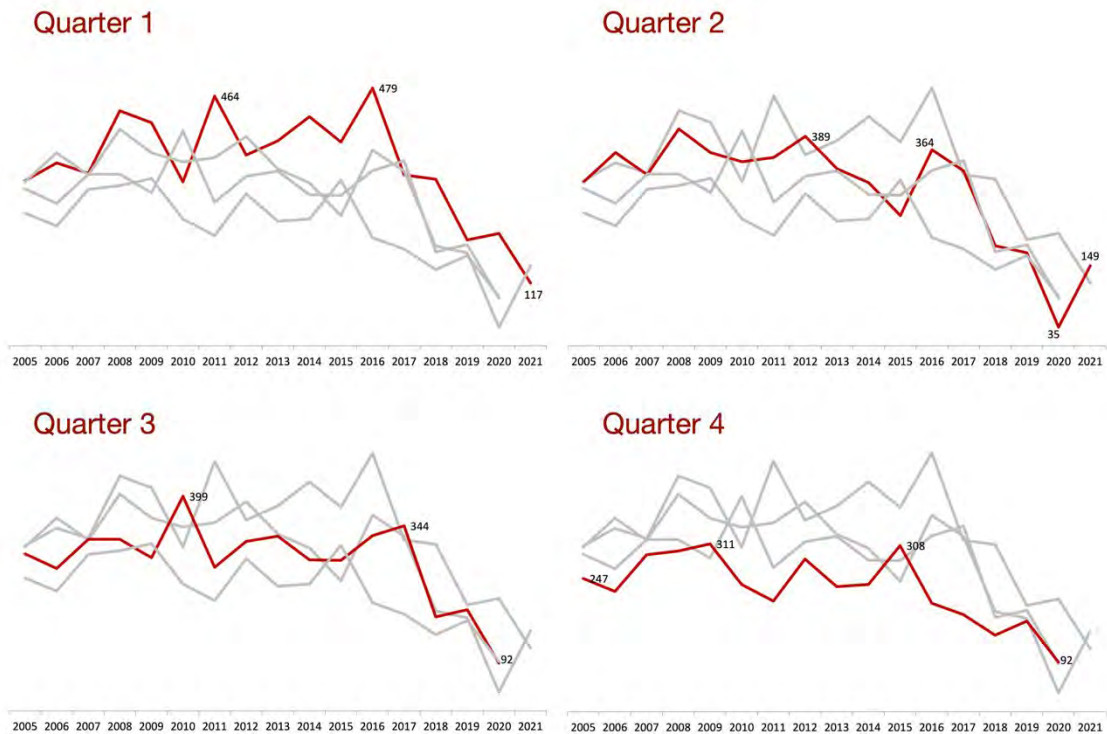


Figure 118: Total of crime incidents by quarter: 2011-2021

6.2.2 Safety ambassadors

Campus Security Services usually supports the Examinations Office by posting guards at examination venues.

The role of these guards is to support and oversee access control and provide general security at examination venues. During the past examination, the potential risk of crowd-forming at the entrances to these venues created a need for additional staff to guide, support and motivate students to adhere to social distancing regulations while entering the venues. We addressed this need by mobilising senior students as the [COVID] Safety Ambassadors. During the A2-examination, these ambassadors assisted the Campus Operations Workstream (COWS), the Examinations Officer and the Faculties to guide and support students within social distancing requirements. At the same time, they are screened to enter examination venues. The initiation and utilisation of Safety Ambassadors are a win-win for all. It makes examination venues more COVID-compliant while creating opportunities for senior students to earn an extra income.



Figure 119: The COVID security ambassadors

6.2.3 Southern campus initiative

The Southern Campus collectively refers to all SU areas south of the Eersterivier. The collective includes the river area, Coetzenburg Sports Grounds, several Faculty facilities of the AgriScience and Health Sciences Faculties, Coetzenburg Gymnasium and Stellenbosch Mountain with the newly revamped Ertjieskloof Dam, the orchard, Welgevallen Farm facilities and staff housing, amongst others.

The usage and corresponding managerial challenges of these areas are as diverse as the facilities listed. The use of the facilities will inevitably require more management interventions. Facilities Management and specifically Campus Security regularly receive complaints varying from unauthorised swimming in the irrigation dam, unacceptable access or use of faculty facilities, trespassing and theft, groups not adhering to social distancing and dogs being a nuisance from pedestrians or Agriscience Staff. The deployment of security staff in the areas fall short of addressing the issues as more and more of these issues are not strictly security-related.

Facilities Management has appointed an internal task team that will consult with external role players to assess, review and revise current measures towards forming an inclusive community of mountain and sports facilities users committed and adhering to expectable social norms for enjoying these areas.



Figure 120: *Members of the internal task team*

5.2.4 Bellville Park grounds

The extensive uninhabited grounds next to the SU Business School at Bellville Park is a security risk since it is frequently a target for homeless people and criminals. While plans are in the advanced phase to have the site developed, the continuous inflow of people to the areas is a source of concern as they might attempt to demand living rights if they succeed to squat there. Campus Protection Services in partnership with the City of Cape Town Land Invasion Unit, thus conduct regular operations to remove squatters.

An example of one of these operations is depicted in the photo below (figure 121) when specialised security staff on horseback contracted by Campus Security point a woman away before she erects a tent in a secluded part of the grounds.



Figure 121: Operation at Bellville Park grounds underway



5.3 Innovus: SU's platform for fifth income stream

With South Africa nearing Day 500 of Lockdown due to the global COVID-19 pandemic, Innovus and its divisions and companies are still functioning very well. The various teams in Innovus' divisions are primarily positive and productive. However, signs of fatigue are becoming increasingly visible in some areas, and many individuals have experienced personal losses due to COVID or have suffered from becoming infected with the virus.

Innovus welcomed the return of students to the campus at the start of the 2021 academic year. Their return meant that most of its divisions could function at levels close to normality again. It also brought essential relief for tenants in the Langenhoven Student Centre (The Neelsie). At the start of the third wave of national COVID-19 infections, students have returned to online classes again, and more stringent measures have been re-introduced for events and areas where groups of people gather.



5.3.1 US Enterprises: SU Group of Companies

Many of SU's companies managed to survive during the global COVID-19 pandemic. However, the challenges they have had to overcome have remained the same or have worsened. In 2020, only four companies were forced to retrench staff, but future circumstances may result in more companies implementing cost-cutting measures. Most companies are currently operating at levels below their budgeted income.

The University Technology Fund (UTF) has made several significant investments and has impacted USE's ability to fund its new companies tremendously. Despite COVID-19, the fund has been prolific in investing in local university technologies. It is imperative that additional money is invested in this fund – the potential impact of this instrument is enormous.

Stellenbosch University (SU) and the University of Cape Town co-invested in the R150-million UTF that was set up by the SA SME Fund in its endeavour to partner with South African universities to commercialise the technologies and business ideas that arose from these universities. Stocks & Strauss is the appointed Fund Manager.

The entrepreneurial ecosystem at SU

Stellenbosch University has designed and maintains a deliberate entrepreneurial ecosystem with the dimensions are as indicated in figure 122:

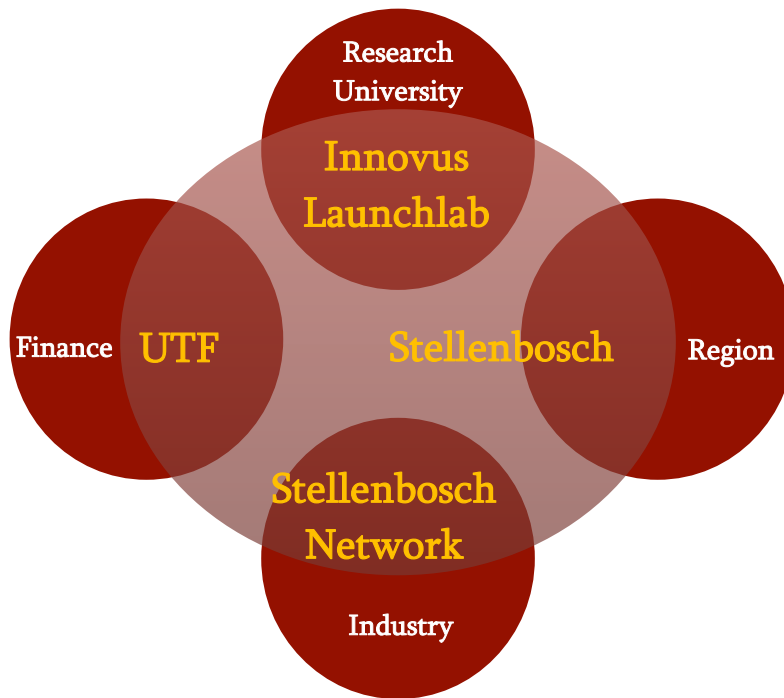


Figure 122: SU's entrepreneurial ecosystem

The ecosystem has four dimensions:

- The research-based university, with its technology transfer office and incubator to create and support new businesses. This is the role of Innovus and the LaunchLab.
- The local business network with the deliberately organised network, where the recently launched Stellenbosch Network has a central role.
- The finance dimension involves the availability of capital for emerging firms. The University Technology Fund (UTF) and SU Council investments play essential roles in early-stage investment.
- The fourth dimension is the business environment, where the local economy and potential development at Stellenbosch Bridge are crucially important.

This ecosystem has been highly successful, as can be seen from the number of companies launched, commercial income unlocked from SU's IP, and the associated activities such as the Techpreneurship Centre at the LaunchLab in collaboration with the School for Data Science and Computational Thinking.

Five new spinout companies established

During 2020, and despite the lockdown period, Stellenbosch University's (SU) technology transfer team established and welcomed five new spinout companies. The team also raised a total investment of R26 million for Stellenbosch University projects and spinout companies during the lockdown period with not a single employee in the office.

The five new companies are BioCODE, Phagoflux, Susento, Biotikum, and Immobazyme. Shareholding in SU spinout companies is held in University of Stellenbosch Enterprises (Pty) Ltd (US Enterprises), previously known as Innovus Technology Transfer (Pty) Ltd. The name change was recently incorporated to separate the activities of Innovus, the division within the university, from the holding company through which the University holds equity in its group of companies.

Measured against international standards, this is an outstanding achievement for Innovus and US Enterprises. Currently, there are 28 active companies under US Enterprises at various stages of their business life cycles. Despite COVID-19 several of these companies have declared and paid dividends in 2020.

The SU Group of Companies timeline, depicted in Figure 123 below, shows how start-up activity has grown over the past two decades at the institution.

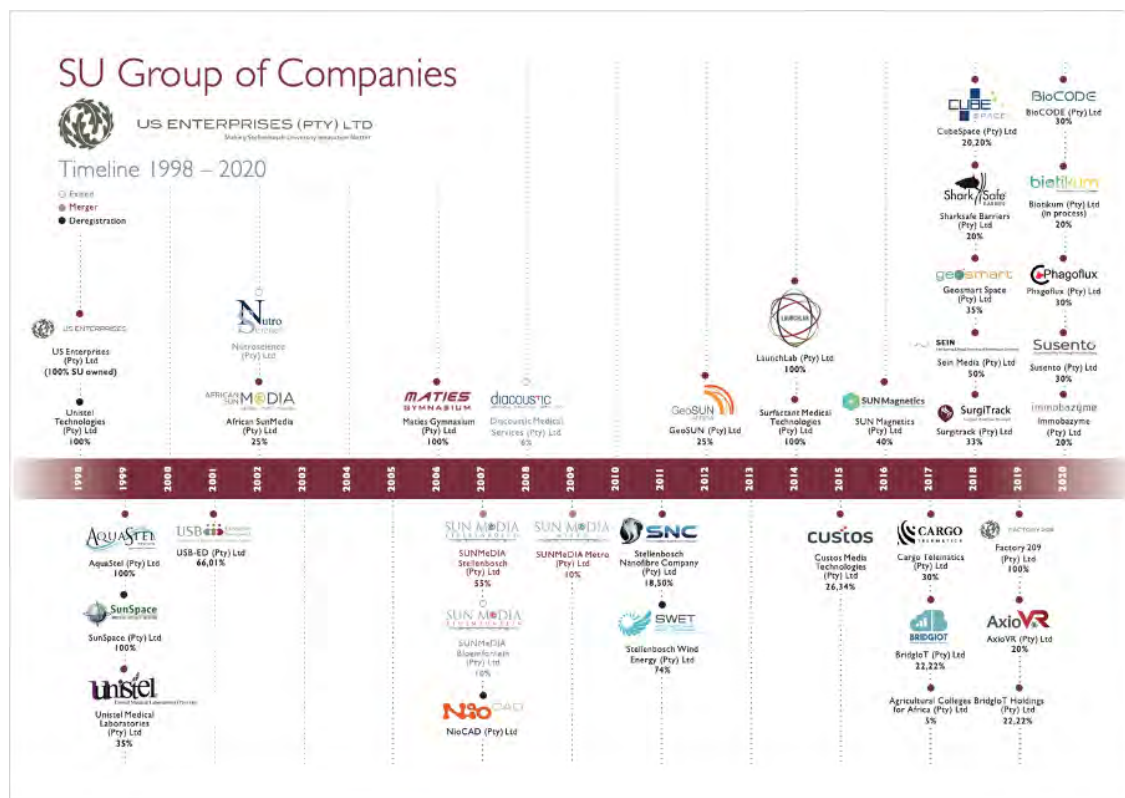


Figure 123: SU Group of Companies growth since 1998

GreenX Engineering: latest spinout company

Innovus' latest spin-out company, Green X Engineering, was established in June 2021. This company has currently 50% Black and 12.5% female ownership and has received significant publicity for its role in Cloetesville Primary School, becoming the first school in SA to obtain an Energy Performance Certificate (EPC).

The Innovus team is working with several researchers on other potential spin-out companies for 2021. We are delighted to see a steady increase in both female and non-white entrepreneurs working with Innovus to establish companies. We are now also partnering more regularly with external parties to establish commercial ventures.

5.3.2 Technology Transfer

During the reporting period, Innovus has negotiated and concluded seven technology licenses with industry partners and start-ups, and the team processed 44 invention disclosures.

Since 2014 more than R22 000 000 in TIA Seed Fund Investments have been received towards the development of Innovus supported technologies that supported the creation of 48 new partnerships, 12 license deals and ten start-up companies. Innovus has successfully raised over R19 000 000 of second-round funding for seed-funded projects from other funders.

In 2021, Innovus has successfully secured R1 000 000 seed funding from TIA Seed to develop two technologies.

License income received for the period in question amounted to R5 188 944.

Madelein Kleyn and her TTO team have been elected as finalists in the 2020/2021 NSTF-South32 Awards. The award ceremony was due in July 2021, but has been postponed to September 2021.

5.3.3 SUNCOM

A comprehensive report on SunCom activities is provided in the full USE Board Report. The global COVID-19 pandemic has affected several of the SunCom environments:

5.3.3.1 Matie Shop

The Matie Shop opened to a busy January 2021 with welcoming week although counter sales remained very slow. COVID-19 protocols were strictly adhered to. The Matie Shop is delighted with the launch of the new SU branding and is working closely with Corporate Communications and Boomtown in designing the latest range of apparel to be launched in January 2022.

The Shop launched the new SU Online shop on 1 July 2021. Visit the Shop at www.matieshop.co.za (Figure 124 and 125).

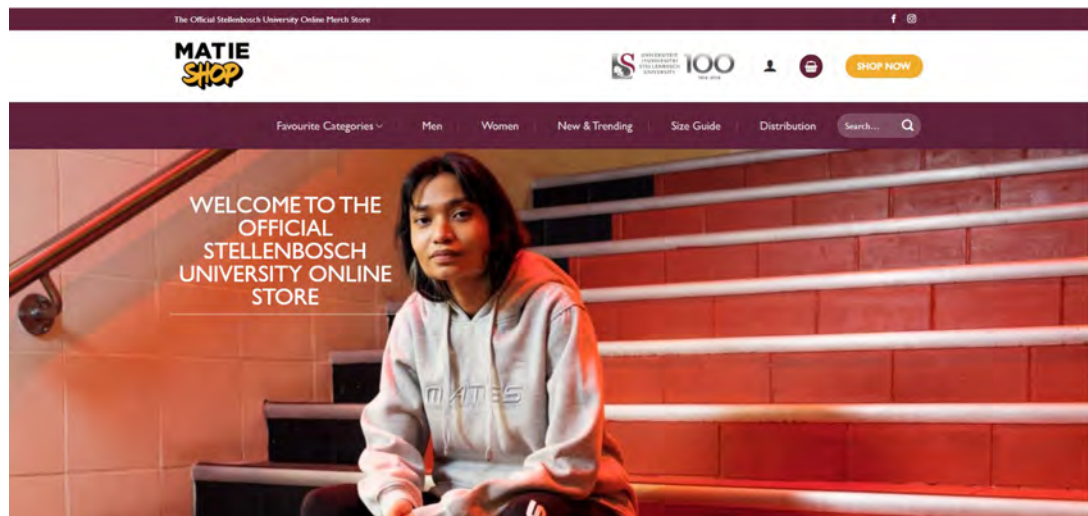


Figure 124: Landing page of Matie Shop Online store

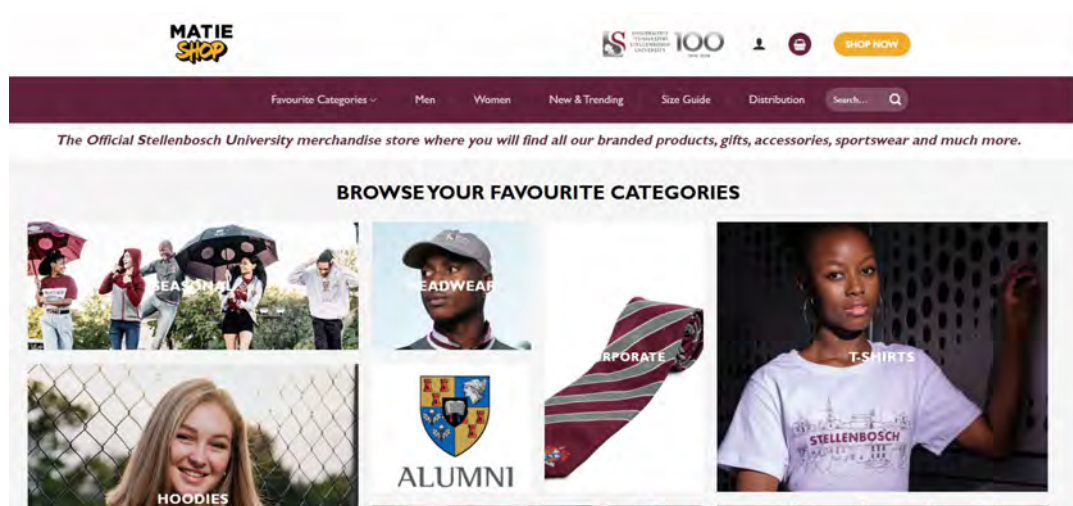


Figure 125: Product Landing page of Matie Shop Online store

New projects that are currently been undertaken:

- Opening of the Matie Shop on Tygerberg Campus.
- New integrated stock and point of sale system to be implemented.
- Creation of a balanced, cohesive core range of SU and Maties products, focusing on categories that sell well.
- New designs to go with the new brand launch.

5.3.3.1 Mobile Matie Shop

The Matie Shop on Wheels (our new mobile shop) was used during the December 2020 graduation for the first time with great success.



Figure 126: Mobile Shop at the 2020 Graduation

5.3.3.2 Student housing

The Division manages student accommodation facilities and services with a total of nearly 60 buildings under its management. The Division needs to ensure that all the facilities add to the learning culture that has been established by the Divisions of Student Affairs and Student Communities.

The Division also manages nearly 8 000 beds at 41 student houses, 23 traditional residences and nine apartment-type residences.

Some projects currently in progress within the housing unit:

- The practical completion of Helshoogte Residence has been achieved, and snagging list has been completed;
- The rebuilding of Huis Ten Bosch Residence after the fire in 2019 has been completed and the Certificate of Occupation was issued. Landscaping has been completed;
- The sidewalk project at Victoria Street in front of Residences is complete; and
- Upgrading of Dagbreek kitchen has been completed.

- Upgrading of student rooms at Wilgenhof will commence at year-end;
- Upgrading of 65 & 67 Victoria Street houses is in progress and will be completed within the next three months;
- Upgrading of heat pumps at Concordia, expected completion by November 2021;
- Clear VU fencing as part of security project at the three sister residences;
- Painting outside walls at Metanoia;
- Hippokrates roof replacement;
- Implementation of a Residence Coordinator's Manual; and
- Implementation of a new Organigram with Residence Cluster Coordinators.

The Executive Committee of the Council approved that we do not apply the “no stay-no pay” approach for 2021, effective 1 March 2021.

5.3.3.3 Letting office

The Letting Office comprises the three pillars of Residential Letting, Retail Letting and promotional/advertorial activities. Although the staff has continued to work remotely, they have addressed operational issues and business continuity with a daily presence at the office on a rotational basis.

The tenure of the food and catering service provider at the TSS expired during the period of lockdown. For continuity, they have been extended until the end of 2021. At this point, another extension is considered till the end 2022.

The adjacent Jan Mouton building was completed and presented the opportunity of an increase in trading "feet" through The Neelsie. As a consequence of the current environment, this has not occurred. Additionally, the underground parking was activated and experienced very little utility. It has now been temporarily closed due to the tighter restrictions to resist the third wave of COVID-19, but will re-open.

Tenant discussions have been held regarding their ability to fulfil rental obligations under the present environment. In practise SMME tenants often run into payment difficulties on rent. The lag effect of revenue versus rental payments (revenue is recovered much slower during the pandemic than anticipated whilst rental payments fall due every month) will result in a rental payment default by most SMME tenants as student's feet through The Neelsie are volatile and subject to restrictions.

As a direct result of the above, another relief package for Commercial Tenants was approved. Tenants are suffering to catch up on their debt and struggle to pay rent as the market did not return to normal. Tenants got a three-month rent credit to cover outstanding debt and only pay 65% of the normal rent until January 2022. The cost of this relief is R5,4m.

The drafting of the longer-term rental policy has commenced and is nearing completion. This will bring about the consolidation of all long-term rentals under one umbrella.

5.3.3.4 SU Botanical Garden (SUBG)

Operationally, this period has seen a slow return to normality at the Stellenbosch University Botanical Garden (SUBG). Significant progress has been made on collection curation, upgrade planning and display implementation. Local visitor numbers have increased steadily until the recent lockdown. Gate fees remain lower than pre-COVID-19, and the leased restaurant business has enjoyed the benefit of local support.

Highlights

SUNCOM has committed approximately R1,2 million towards upgrading the SUBG Restaurant building, which is presently run as an SU lease. The rental income is the most significant component of the SUBG operational income. Work is anticipated to be completed this year. Upgrades to the rear deck will take advantage of garden display upgrades in the Fern House (see below).

The installation of a 3 metres high modular structure stretching the entire 12 metres of the west side of the fern house has been completed (Figure 127). Planting has commenced and when completed, the wall will comprise some 1,650 modular pots, as can be seen partially in the picture in Figure 127. The display serves as an exciting addition to the Botanical Garden and improves the backdrop of the vintage Fern House.



Figure 127: Section of modular wall with potted plants

Excellent progress has been made with the WWF Table Mountain Fund to create new display beds that showcase and interpret the extremely threatened lowland habitats of the Cape. Our landscape architecture intern has finalised a design that showcases 4 local critically endangered habitat types (Figure 128), in a configuration that will provide meaningful conservation-grade populations of threatened plants.

This will be an aesthetic upgrade of the Neethling Street entrance, and the stone cladding of the beds has been specifically developed in collaboration with the HOD of Department of Earth Sciences so that it also provides a useful geology teaching resource. The image in figure 128 reflects the final layout.



Figure 128: Design of threatened lowland habitats display

Progress continues in sustainable collection and propagating plant species at risk of extinction. Strict criteria are assessed to determine suitability for re-introduction to the wild. One such species is the Critically Endangered (previously thought extinct) *Oxalis fragilis*. After the autumn 2021 growing season, we are now able to confirm that we have successfully produced thousands of new plants from hand pollinated, wild collected plants and will be able to distribute this irreplaceable material for back up at world-leading institutions such as Oxford University Botanical Garden and Kew. The breeding work will also contribute to pollination system research within the Department of Botany and Zoology, supporting a 2022 Honours student who is currently a SUBG intern. We continue targeting local threatened plant species at extreme risk of extinction with an updated collection strategy.

5.3.3.5 Conferences and Events

The events and conference industry have been heavily affected by the COVID-19 pandemic, characterised by sporadic industry closures since 26 March 2020, with the latest being the latest Level-4 lockdown. Consequently, this poses a tremendous financial risk to the Central Events and Conference Office (CECO) and projected growth.

Resiliently, the team successfully adapted to fully remote working conditions for 2020 and a large part of 2021. In December 2020, Christi Wiechers and Stefan du Toit moved on to new career opportunities. We appointed Jaco Burger as the new Strategic Commercial Projects Director on 22 February 2021, who also acts as Managing Director of the Factory 209 (Pty) Ltd entity.

The opening up of the events and conference industry in March 2021 showed promising potential based on customer enquiries and actual new business. Client communication and education remained key as the team sought to keep events on the books rather than cancel them outright and manage customer expectations. CECO pivoted by launching the virtual events and conferences division in true entrepreneurial nature, which offered an upsell opportunity for customers not to cancel their in-person events or put them on hold but convert it into a virtual one. Several successful virtual events have been hosted with very positive customer feedback and learnings on positioning ourselves in the market as a uniquely strong competitor.

SU short-term rental policy

On 16 April 2021 Council approved and instituted the official SU short-term rental policy, which validates the existence of CECO and strengthens the office to actively pursue its core purpose of adding value to all SU internal and external stakeholders.

Building on established systems and processes, CECO directed attention to market penetration and product-market fit. The process included developing divisional business models and detailed strategy gearing for growth when the industry reopens, hopefully from September 2021. Each CECO division navigated its way through a comprehensive design thinking process to test and validate core business hypotheses with real market feedback. They expanded this exercise into clearly defined divisional lean Business Model Canvasses, budgets, Key performance metrics, growth strategies and targets.

The most recent Level-4 lockdown presented ideal timing to build the planned CECO website, which is expected to go live in August 2021 with an online booking system to follow later in 2021, which dovetails with an aligned digital and B2B marketing strategy and implementation plan. It will offer a superior customer experience for all internal and external customers wanting to book any and all available space across the 820 000 square meters of property estate of Stellenbosch University. This offers an enabler for CECO to offer a turnkey solution and central point of contact across all SU campuses. It also provides an international digital marketing footprint and reach. It will also position SU as the only university in South Africa and Africa with such an offering that can compete with industry role players.

A big emphasis is being put on employee and team wellness amidst the current pandemic to ensure the team effectively navigates through these difficult times and remain engaged and motivated.

Risk Mitigation

- Buy-In from internal stakeholders related to Short Term Rentals and the mandate for conferences and events to run through the Central events and Conference Office (CECO) has been a challenge. Collaboration and Value Add has been adopted as a key driver to work with internal stakeholders and get buy-in;
- With partial opening of the industry, the team experienced rapid growth, which gave valuable insight into the exact intricacies and recourse requirements to ensure a superior service to our customers. As COVID-19 restrictions ease, a rapid influx of business is expected, creating capacity through automation, and superior customers are being prioritised;
- Optimising financial efficiencies and industry best practice together with appointing a full-time admin and accounting ;
- Ongoing customer communication and education continues to ensure SU is top of mind as a venue destination when this pandemic subsides;
- Ongoing communication with vendors to minimise any costs related to events that have been cancelled and keep them abreast of re-bookings;
- Ongoing communication with industry bodies (such as South African Tourism, Wesgro and Events Safety Alliance) to understand macro trends and best practices;
- Spending has remained limited as much as possible, for example, freezing new hires for as long as possible, not using any planned consultants for 2021 and decreasing overheads to an absolute minimum; and
- Shifted the team's focus to gearing and planning for growth on top of strong systems and processes that have been established as markets reopen.



5.3.3.6 Strategic Projects

Factory 209 (Pty) Ltd (F209) is a wholly-owned company of Stellenbosch University. It is a special purpose vehicle that was established to develop, implement and maintain commercialisation initiatives at the university. The Factory 209 Strategic Projects unit is driven by the Innovation and Development Team who fulfils a two-fold function:

- Cross-functional Support for established commercial ventures within the portfolio, for example, CECO, includes strategic planning, leadership, people management, financial management, marketing and continuous improvement.
- Identifying, researching and developing new strategic projects that could grow into new revenue streams for SU.

The Innovation and Development Team has made great strides in refining and streamlining the direction, strategy and operational efficiency of CECO, which sets the unit up for success concerning preparedness and readiness for commercial growth, expansion and self-sustainability.

Five new prioritised initiatives have been identified and are being actively pursued and developed:

Recruitment initiative

With recent Youth Unemployment statistics hovering at 75%, the need for solving unemployment has never been more pressing. Stellenbosch University possesses a prestigious cohort of enrolled students, graduates and alumni every year. Employers have an urgent need to find these suitable candidates for internships, part-time and full-time employment while reducing the complexity and labour and cost intensiveness of the recruitment process.

The initiative sets out to launch a commercially viable solution that will enable internal stakeholders, such as student recruitment, the careers office, alumni relations, bursaries and loans, etc., to optimise their offering and impact on SU students, graduates and alumni. In addition, the initiative will offer these groups the optimal opportunity of employment placement while at the same time making these candidates available to employers at an affordable price on a secure and ringfenced online platform.

Owned events

Owned Events is a spin-out initiative aligned with the CECO business. The core focus is to develop unique and specific events that are owned by SU, which can be grown into repeat events, and eventually series' that will hold sustainability and commercial value over time while engaging the Stellenbosch and surrounding community together with stimulating economic growth for the wider Stellenbosch environment through ancillary spent, e.g., accommodation, food, retail, tourism, etc

Equipment rental

Equipment Rental is also a spin-out initiative originating from CECO after discovering the cost of renting equipment for events and conferences. Since CECO's core business is facilitating and soon hosting owned events, reducing cost and in-so-doing increase profit margins is of critical importance. After investigation, it has been noted that a need exists across the SU environment for the regular rental of equipment ranging from gazebos and umbrellas to data projectors and screens, amongst many other. The central equipment rental initiative aims to build up a lean stock base of regularly used equipment that will be SU customised in line with SU brand standards and made available at an internal cost rate lower than market-related suppliers, which is financed from our own balance sheet. As we grow this initiative, we aim to expand this offering and grow it into a market competitor of a wide range of equipment that supplies SU internal customers and the wider community.

Central marketing, advertising and sponsorship initiative

It is a well-known fact that commercial sponsorships at universities hold immense value due to the nature of an existing brand loyal customer base and, in the case of SU, a prestigious 100-year-old brand that people want to associate with. As much commercial value as it holds, it simultaneously holds tremendous financial, reputational and even legal risk for SU. Commercial sponsorships and corresponding marketing and advertising activities/campaigns are not being regulated and managed through a central office. Such a need has been identified with a dual focus to mitigate risk and optimise commercial value for SU in a structured and regulated manner.

E-Sport venue

E-Sport is one of the fastest-growing industries globally and estimated at becoming a \$200 bn in revenue industry by 2023. Maties Sport tested initial customer appetite by starting an E-Sport club like any other sports club within Maties Sport and looking into an educational element. Innovus identified the commercial opportunity in E-Sport and appointed an external industry specialist to conduct an initial feasibility sprint at the end of 2020, which confirmed the initial assumption of a potential opportunity. A task team driven by Factory 209 and Maties Sport is exploring the commercial opportunity of an E-Sport venue on SU campus.

5.3.3.6 Copyright, trademarks and short courses

A comprehensive report on our copyright, trademarks and short courses environment is available in the US Enterprises (Pty) Ltd Board Reports. This Division has, however, still managed to function effectively even with a marked increase in workloads. In terms of the impact of the COVID-19 pandemic and subsequent varying levels of lockdown measures, the following issues and risks have been addressed in the past year and will continue to be addressed going forward:

5.3.3.6.1 Copyright

Universities have been deeply affected by COVID-19, and the different lockdown periods have had a significant impact on lecturing and the distribution of course content to students. This Division has over the past year addressed the following copyright issues, which in some instances are on an ongoing basis:

We are raising awareness amongst SU staff of copyright aspects and issues that could arise when using third party content and images and embedding videos in 'virtual' classrooms and other presentations where the content can be recorded and further distributed.

A few infringement claims against SU where lecturers have placed images (where SU is not the owner of the image) in their lectures and course material and have also made this material available on SU websites (faculty websites), resulted in the

copyright owners claiming payment of penalties/fines. These issues are being addressed by Innovus' Director: Technology Transfer.

An increase in the tutoring companies and private tutors' services now being offered virtually, but as SU exercises no control over the quality and content of these services, the public and students may be misled into believing that these services are associated with or endorsed by SU. There is also infringement of SU's IP rights when these tutoring services use or base its services on any SU academic or course-related content - this is addressed in collaboration with and via the office of the DVC: Learning and Teaching.

SU material being uploaded by students on external open electronic platforms and distributed via these websites for financial gain. Innovus is aware of an increase in the volume of content being placed on these external platforms due to pandemic conditions and people generally trying to find innovative ways to earn additional income – this is addressed in a case-by-case scenario.

Copyright Amendment Bill - The Copyright Amendment Bill was passed by the National Assembly and sent to President Ramaphosa for assent and signing into law last year. President Ramaphosa referred the Copyright Amendment Bill back to the National Assembly for reconsideration as he had several reservations as to the Constitutionality of the Bill. In mid-June 2021, the Portfolio Committee on Trade and Industry invited stakeholders and interested parties to submit written submissions with reference only to clause 13 (sections 12A, 12B, 12C and 12D), clause 19 (section 19B) and clause 20 (section 19C) concerning the Copyright Amendment Bill. This follows in response to the Presidents' reservations and that certain copyright exceptions may be unconstitutional.

In July 2021, Innovus submitted a written comment on specified clauses concerning the Copyright Amendment Bill [B13B-2017] as provided in conjunction with Roux de Villiers from Roux de Villiers & Associates; Paarl; Western Cape and who acted upon instruction from Innovus. Innovus will closely monitor next steps in this process.

5.3.3.6.2 Trademarks

The institutional brand refreshment project reached an important milestone in mid-April 2021 when SU Council approved a new logo for SU. After assisting with a provisional trademark search of the new logo design to ensure that it is not in conflict with any existing marks, the Trademark Office was requested to proceed with registering the new trademark in all 45 trademark classes in South Africa and the slogan FORWARD TOGETHER / SONKE SIYA PHAMBILI / SAAM VORENTOE in 12 classes in South Africa.

A risk noted the past few months is the unauthorised use of SU's trademarks and logos by SU Alumni for marketing purposes on their business websites and social media, which is misleading and an inaccurate portrayal of the University's relationship to or association with the entity or activity and implies SU's

endorsement of the organisation, company, product or service. This is addressed in a case-by-case scenario.

5.3.3.6.2 Short courses

Irrespective of pandemic conditions, SU environments are continuing with mostly fully online and blended short course presentations. After the first six months of 2021 presentations, statistics reflect that the knock-on effects of the pandemic felt in 2020 within the short course environment are still influencing the short course environment to a certain extent in 2021. The number of short course registrations shows a 4,9% decrease from 2019, however a 0,4% increase from 2020. The participant registration figures reflect a 26,3% decrease from 2019 but a 0,5% increase from 2020. However, in light of the 'third wave' of the pandemic SA, these statistics could reflect differences in the second half of 2021.

Due to the institutional shift to a fully online environment for teaching and learning mechanisms due to lockdown conditions in 2020, an urgent need arose within the SU short course environment to implement electronic certification. This is to minimise the high courier costs incurred, loss of certificates and logistical and administrative arrangements regarding the certification presented during the extended lockdown period. After following an internal tender process, SU has established a solid partnership with Paradigm to provide a globally accepted and validated e-certificate solution for its short course presentations. The tender was finally awarded to Paradigm (based in Virginia, USA) in mid-October 2020, and by mid-December 2020, the tender agreement was concluded with Paradigm. For the first time, SU was now able to issue validated short course e-certificates, with the first certificates issued during the week of 15 February 2021. Noteworthy aspects which Paradigm's e-Certificate solution offers are:

- a digital certificate which SU validates not by Paradigm, which provides the highest level of confidence to authenticity and where third-party validation is insufficient for global acceptance;
- multiple layers of security to protect against certificate fraud;
- able to be downloaded by the participant on multiple devices (but not printed) and then shared with employers, recruiters, other institutions and social media; and
- basic minimal integration with SU systems to allow validation from SU (this integration aspect will be reviewed once SUNStudent has been fully implemented in the short course environment, potentially early 2022).

The Short Course Division made the necessary staff appointment in December 2020 to fulfil the in-house certificate printing function and has moved all the necessary printing equipment from SUN MEDIA to our new premises at 20 De Beer Street. The digital overprinting of short course certificates in-house commenced on 1 April 2021. This Division will be concentrating on an improved certificate delivery service for both digitally and paper-based formats in the second half of the year.

By facilitating the issuing of digital and printed certificates from within the SCD, it has enabled additional income for the Division. This contributes to the sustainability of this SU support service division which does not receive any revenue generated from SU's short course presentations themselves.

5.3.3.7 Stellenbosch Network

Launched in November 2019, Stellenbosch Network (SN) has grown tremendously despite the pandemic. The vision of SN is to facilitate in positioning the Stellenbosch region internationally as an inclusive and inter-connected innovation hub and knowledge region in Africa.

SN have grown their membership (current members = 135) by hosting the following events & opportunities during the past year:

Technology Training Workshops – Sessions focus on the provision of training on technology and innovation development. Highlights include: Protecting your Intellectual Property (presented by Spoor & Fisher) and POPIA Act implementation (shown by Cluver Markotter).

Stellenbosch Smart City Lecture Series – These sessions were technology and innovation knowledge and experience sharing events and/or webinars to connect and enable networking within the greater Stellenbosch area around new technologies and innovations. Typical speakers will include inspirational and successful entrepreneurs, innovators and thought leaders in the technology fields. Highlights include Stellenbosch Technology Ecosystem Connection and Activation hosted with Wesgro and Lessons learned by small and medium enterprises (SME's) in 2020 and preparing for the future (presented by Business Partners).

USB Small Business Academy (SBA) Programme: SN assisted in applying for funding through the SU Social Impact fund to now offer the SBA programme in Stellenbosch during 2021.

Matchmaking: SN Mentorship Programme: is an 8-month mentorship programme providing a matchmaking framework for prospective entrepreneurship mentors and mentees. Preference is given to previously disadvantaged entrepreneurs. There are currently nine mentees on the programme.

SN launched an **Ideation Challenge** during September 2020. The #Ideasforchange Challenge was to empower creative, innovative and scalable ideas to increase accessibility in the remote working world.

Individuals could submit their best ideas for new business models, and process flows to improve the lives of locals in Stellenbosch and its surroundings.

News: SN share their news and stories via their newsletter, social media platforms, and other local and national publications.

They also have a monthly feature, Entrepreneur of the Month, where they showcase a local Stellenbosch entrepreneur and their business.

They are busy scoping a **Preferential Local Procurement Platform** with stakeholders.

The next step will be to list the SN website platform and market the platform to Stellenbosch based businesses. The platform will work with blockchain technology to enable instant validation of businesses.

6. CONCLUSION

Large public universities such as Stellenbosch University (SU) have many institutional objectives and no overriding profit motive. The impact of the Coronavirus pandemic has, however, narrowed the institutional goals for 2020, 2021, and beyond with overriding importance now given to two objectives: (i) to complete the academic year successfully and (ii) to maintain the University's sustainability in 2021 and over the planning horizon. The Responsibility Centre (RC) of Operations and Finance, with the divisions of Finance, Facilities Management (SUFM), Information Technology (IT), Innovus and Maties Sport, takes the lead to ensure that we realise these objectives. We accomplish this in the larger system that serves the entire University (financial, physical, IT and governance) with a framework constrained by business-like principles.

This report indicated how we had achieved these objectives since 2020. It has been a challenging year, but also an encouraging one. The manner with which the operational responsibility for SU's relatively successful management of the pandemic has been executed is a source of considerable encouragement.