



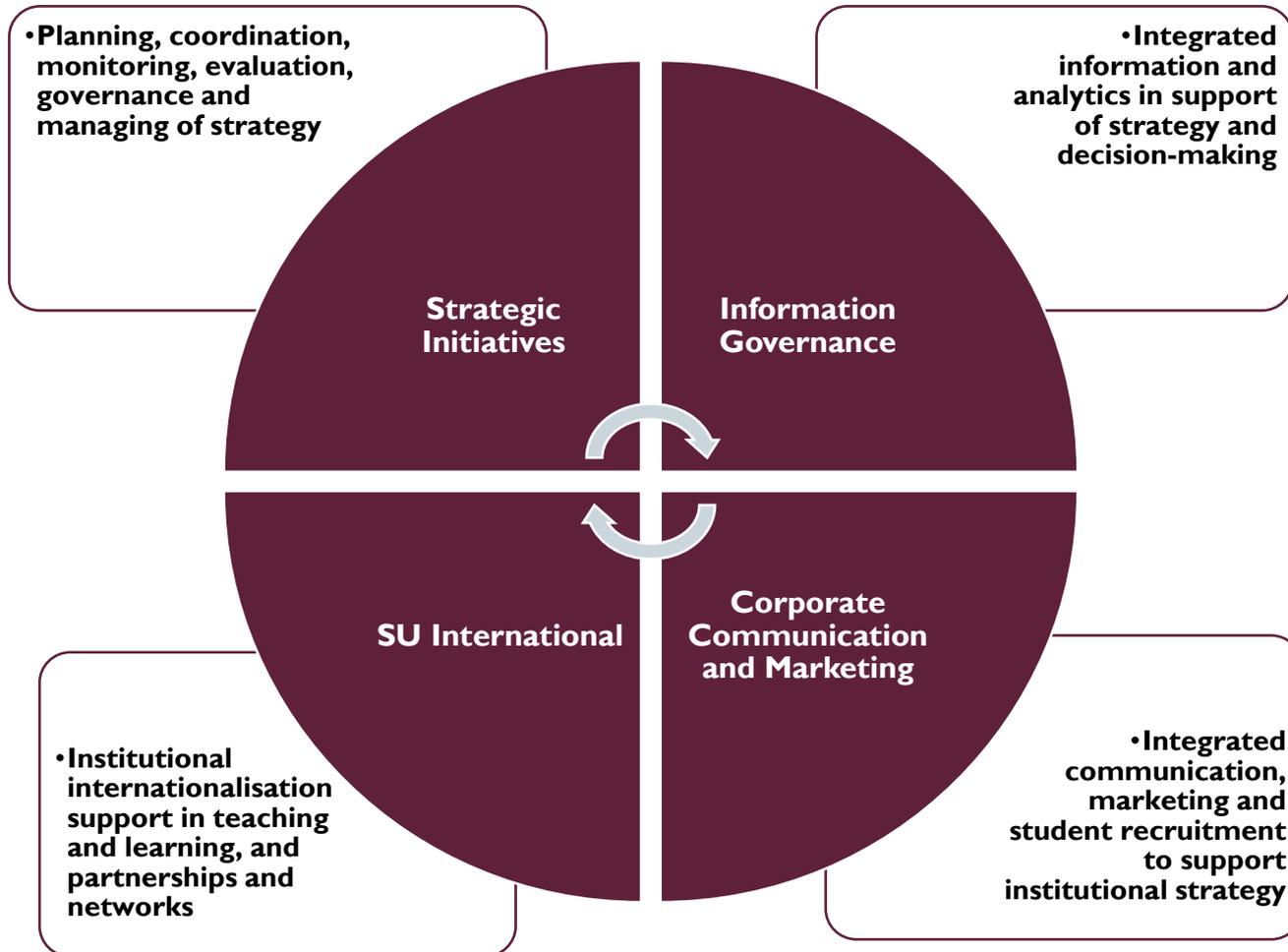
## **2020 Annual Report of the Responsibility Centre: Strategy and Internationalisation**

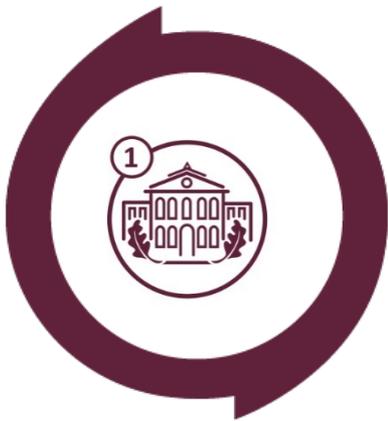
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Prof Hester C. Klopper  
Council of Stellenbosch University  
21 September 2020

# OVERVIEW OF THE RC: STRATEGY AND INTERNATIONALISATION

## Integrated value proposition





Core Strategic Theme 1:

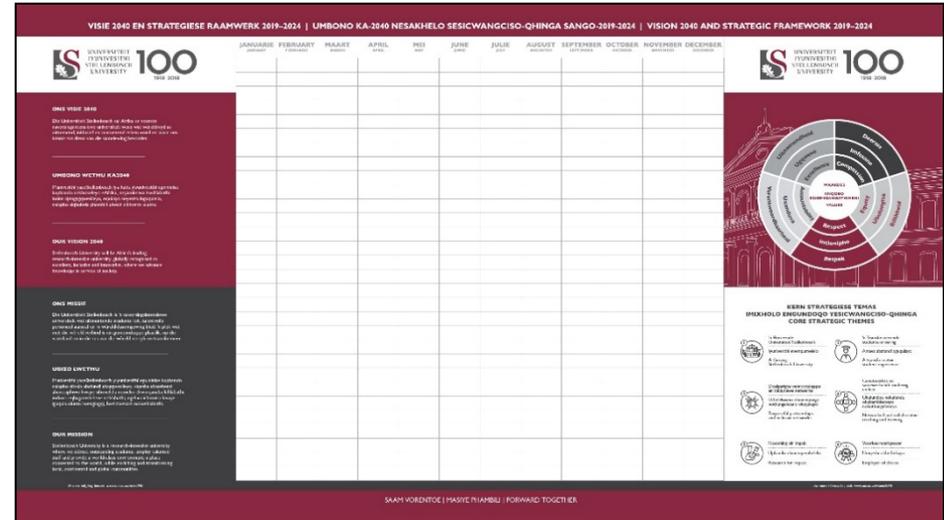
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A Thriving Stellenbosch University

# Vision 2040 and Strategic Framework 2019–2024

## Implementation

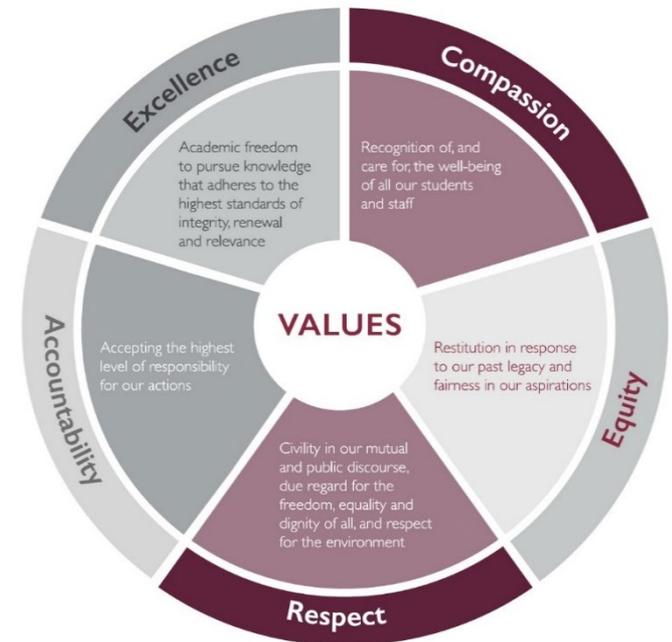
- Phase 2 (integration) and phase 3 (alignment) – policies and processes
- Visual roll-out to incorporate elements of *Vision 2040* and the six core strategic themes into public spaces and meeting rooms
- Visual roll-out through an electronic toolkit
- **Continues after finalisation of new visual identity approval**



# Vision 2040 and Strategic Framework 2019–2024

## Institutional Culture Based on Values

- “Values in Action” workshops
- Empowering staff to deal with values-based dilemmas
- Better understanding of how strategy and values align in a mutually reinforcing relationship



## SU Code of Conduct

- Written from values-driven context instead of rules-driven context
- Stakeholders will be actively included in the process in order to facilitate co-ownership
- Timeline: June or September 2021 Council meeting

# Vision 2040 and Strategic Framework 2019–2024

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## Monitoring Core Strategic Themes

- Strategic Management Indications (SMIs) (developed throughout strategic process)
- Consultation with heads of RCs and data owners; refined SMIs approved by the Rectorate in October 2019
- Agreed definitions (i.e. formulas for calculation) of SMIs; Targets completion on 29 September 2020

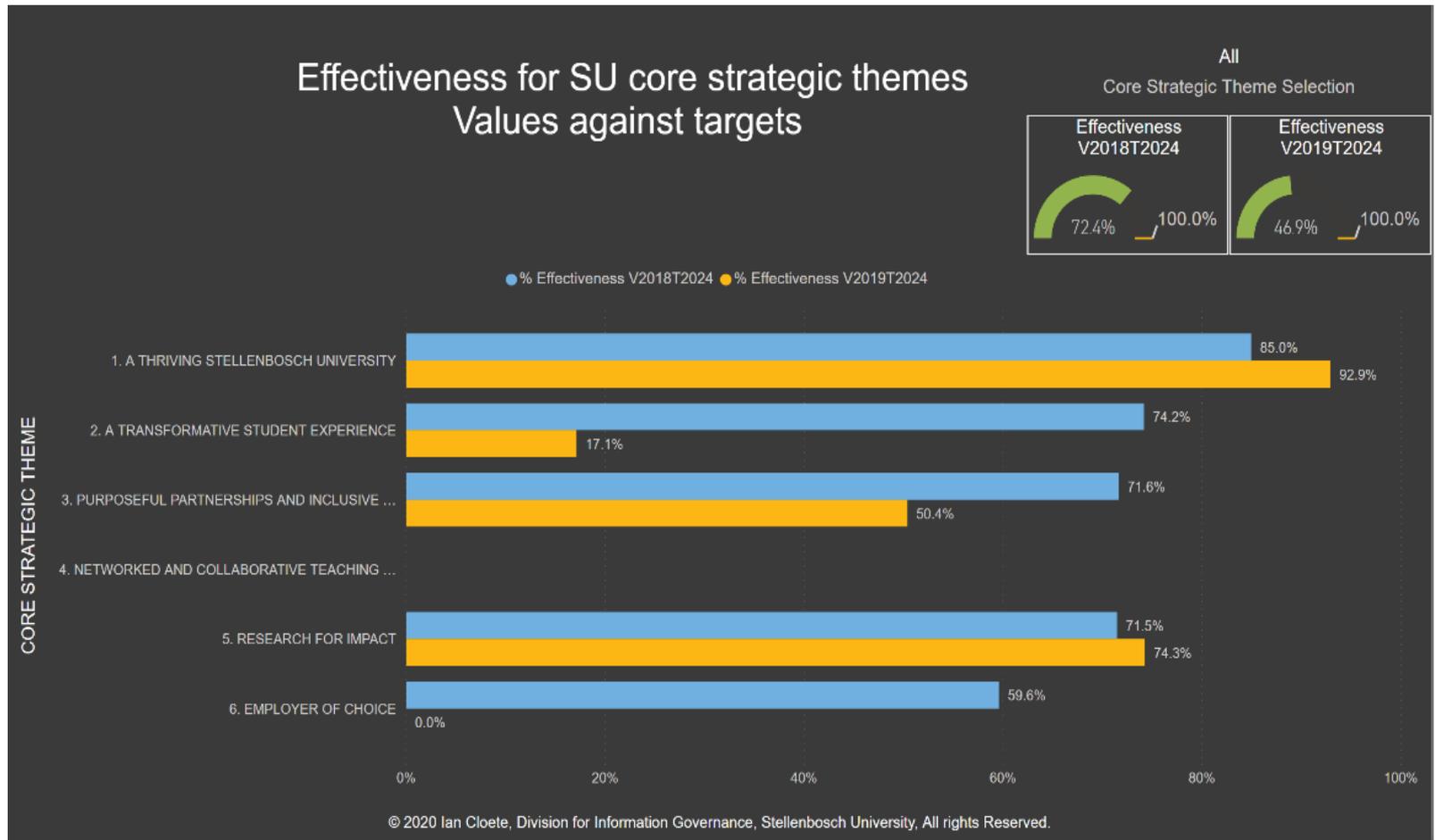
## SU Score Card

- Effectiveness dashboard tracks journey towards achieving *Vision 2040*
- Visualisation software, MS PowerBI™, for the core strategic themes



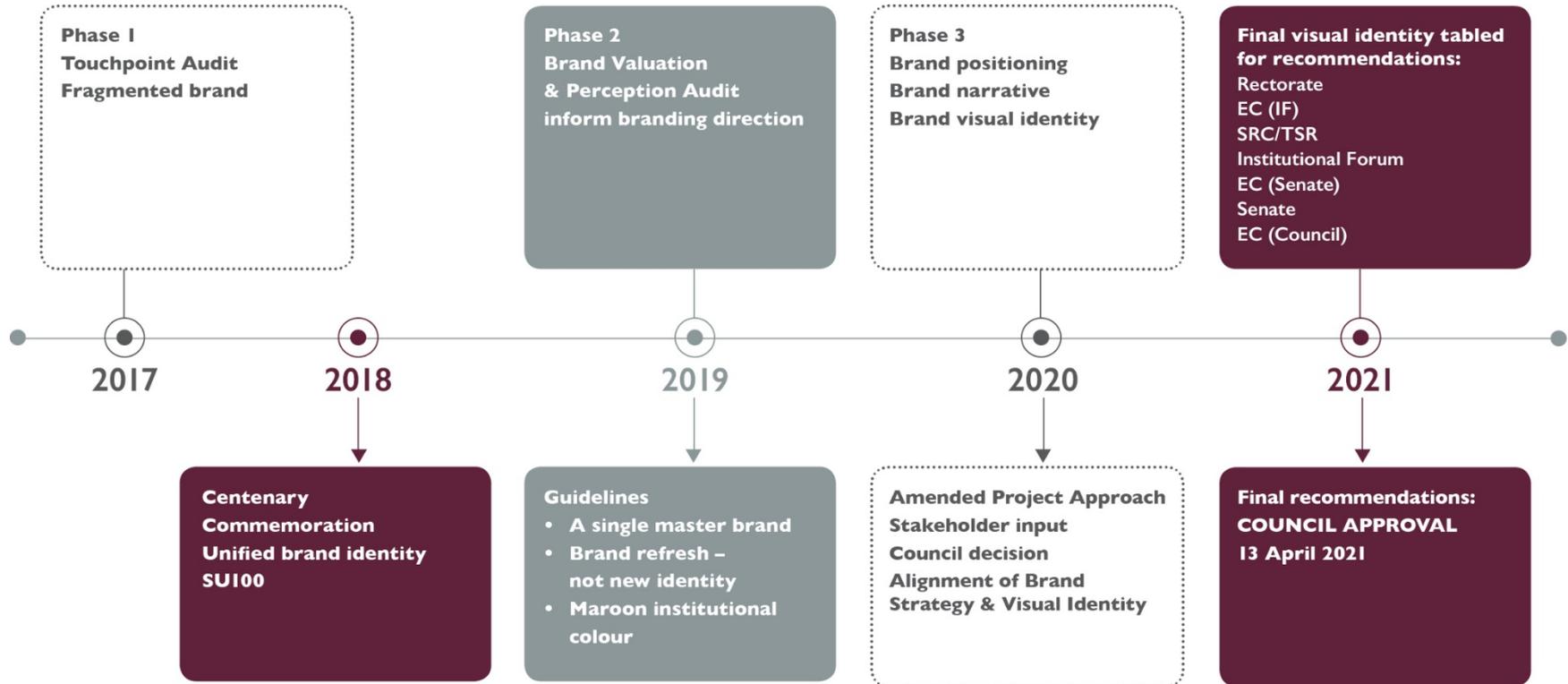
# Vision 2040 and Strategic Framework 2019–2024

## Visualisation of data



# Stellenbosch University Brand

## Background and Context



# Stellenbosch University Brand

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## Change of direction: June–July 2020

- Two pertinent elements:
  - Council to take final decision: 13 April 2021, depending on the course of engagement process
  - Preference for a **brand transformation** above a brand evolution

## Taking the project forward

- Amended project approach:
  - interactive sessions with interest groups: to define design brief
  - electronic platform for staff, students and alumni to provide online input on different design options
- Revised brief:
  - Embedded in *Vision 2040*, brand positioning strategy and brand narrative
  - Focus on institutional logo
  - Unified brand architecture
  - Maroon primary institutional colour
- Process will follow the route of including governance structures up to the approval of a new visual brand identity by the SU Council



# Stellenbosch University Brand

## Engagement process



# World University Rankings

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## Rankings SU participates in

RANKING	2018	2019	2020
THE World University Rankings	351-400	301-350	251-300
ARWU (Shanghai)	401-500	401-500	Not available yet
Clarivate Global Institutional Profiles			



**TIMES HIGHER EDUCATION UNIVERSITIES WORLD RANKING (2 SEPT 2020)**

	UCT	WITS	SU	UKZN	UP	UJ	UNISA	UWC	NWU
2021	155	201-250	<b>251-300</b> ↑ 12	351-400	601-800	601-800	1001+	601-800	501-600
2020	136	194	<b>251-300</b>	401-500	601-800	601-800	1001+	601-800	501-600
2019	156	201-500	<b>301-350</b>	401-500	601-800	601-800	1001+	601-800	
2018	171	251-300	<b>351-400</b>	401-500	601-800	601-800	801-1000	601-800	
2017	148	182	<b>401-500</b>	501-600	601-800	601-800	801+	601-800	
2016	120	201-250	<b>301-350</b>	401-500	501-600		601-800		

# SU Strategic Fund

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## Successful completion of applications

- All funds available to Strategic Fund now allocated for 2020
- Focus shifts to implementation of active projects, with the first progress reports to be submitted in September 2020
- Ongoing process to improve and streamline current processes
- Develop new processes focused specifically on monitoring and evaluation
- Support project managers

CATEGORY	2019	2020
Category A	R249 million	R14.9 million
Category B	R30 million	R0
Category C	R38.6 million	R9.6 million
<b>TOTAL</b>	<b>R317.6 million</b>	<b>R24.5 million</b>



# Web Redevelopment Project

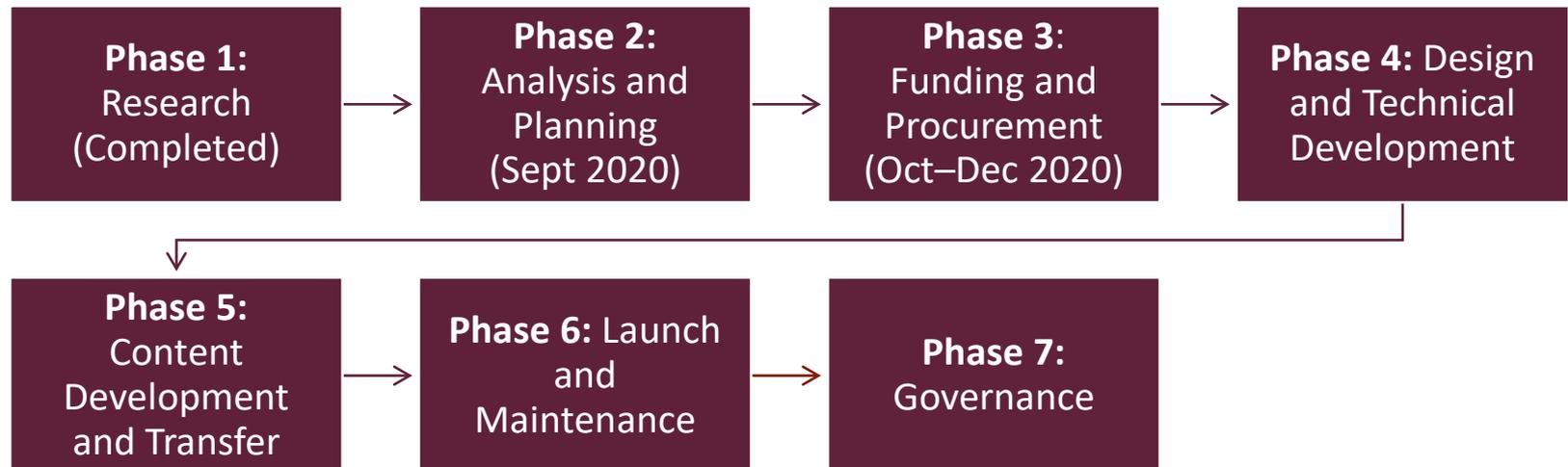
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## Progress –

Draft web strategy adopted at Rectorate - a clean, modern design that lives the SU brand and strategic objectives

In process of discussions with internal stakeholders

## Phases -



# Integrated Communication

## Communication platforms

- Campaigns and projects (graduation, welcoming, registration)
- Internal communication
- External communication
- SU publications: *Annual Integrated Report, Matieland*
- Social Media
- Introducing Podcasts





## Core Strategic Theme 2:

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A Transformative  
Student Experience

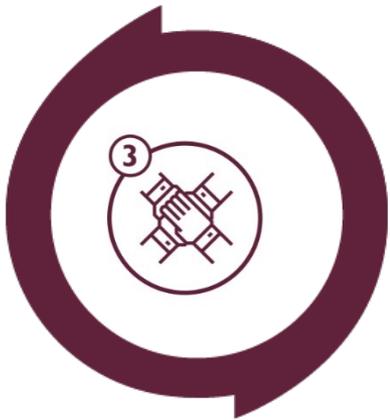
# Student Mobility

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## Student mobility profile 2019

- **R5.7m** in travel bursaries awarded for semester exchanges and summer school/short programme participation (304 SU students)
- **R7.2m** income generated through incoming Study Abroad students (170 students) and short programme participants (295 students)
- Destinations for outgoing students in 2019 for semester exchanges:  
Germany (29), Netherlands (22), USA (15), Belgium (11), China (5), France (5) and Switzerland (5);  
and for Summer or Short programmes:  
China (19), Belgium (17), Sweden (14), UK (14), Australia (14), The Netherlands (12), and France (10)





## Core Strategic Theme 3:

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Purposeful Partnerships and  
Inclusive Networks

# Internationalisation Strategy

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## Intention of strategy

- Purposeful institutional commitment to integrate an international, intercultural and global dimension into all aspects
- Consolidate SU's standing as a reliable global role-player and a preferred partner in Africa
- Provide a basis for all staff to define their roles (primary or secondary) in internationalisation
- **Align the policies, functions and structures for internationalisation throughout the institution with input and support from IACI**



# Bilateral Partnerships

## Agreements concluded or renewed (1 July 2019 to 30 June 2020)

Institution	Country	Level of Agreement	Type of Agreement
University of Turin	Italy	Chemistry and Polymer Science	Student mobility
University of Rwanda	Rwanda	Institutional	MOU
Federal University of Santa Catarina	Brazil	Institutional	MOU
University of St Andrews	Scotland	Institutional	MOU
University of Southampton	UK	Institutional	Student/Staff exchange
University of Pardubice	Czech Republic	Institutional	MOU
Mendel University	Czech Republic	AgriSciences	MOU
Midlands State University	Zimbabwe	History	MOU
University of Namibia (UNAM)	Namibia	Institutional	MOU; Student/Staff Exchange
University of Jean Monnet	France	Institutional	MOU
Bauhaus-Universität Weimar	Germany	Engineering	Student/Staff exchange
Institut Polytechnique de Bordeaux and Bordeaux INP	France	Institutional	MOU; Student/Staff Exchange
Western Sydney University	Australia	Institutional	MOU
North Carolina State University	USA	Institutional	MOU
Michigan State University	USA	Institutional	MOU
Rensselaer Polytechnic Institute	USA	Institutional	MOU



# Bilateral Partnerships

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## Key partnerships

- **Technische Universität Dresden (TU Dresden)** – Development of comprehensive partnership
- **University of St Andrews** – MoU to revitalise collaboration
- **SKEMA Business School** – SU preferred partner



*Prof Hester Klopper, DVC: Strategy and Internationalisation at SU, and Prof Brad MacKay, Vice-Principal (International Strategy and External Relations) at the University of St Andrew sign the MoU.*

# SU Africa Platform

- **Africa Collaboration Grant:** SUI's Centre for Collaboration in Africa (CCA) launched four calls for applications to the ACG and 79 applications were received, with a total of 68 grants awarded

Year of activity	Applications	Successful applications	Amount	Total amount for the yearly activity
2019 (1 <sup>st</sup> Sem)	26	26	R779,200	R1,554,200
2019 (2 <sup>nd</sup> Sem)	29	21	R775,000	
2020 (1 <sup>st</sup> sem)	12	9	R262,000	R671,000
2020 (2 <sup>nd</sup> sem)	12	12	R409,000	

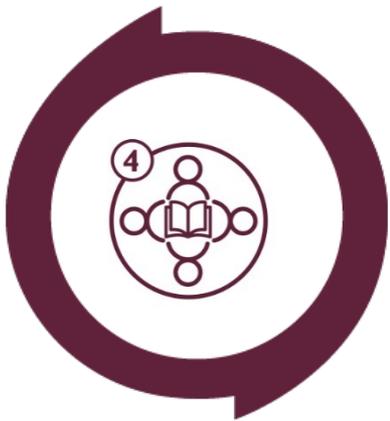
- **PeriPeri-U Secretariat:** From 1 December 2019, a formal secretariat was established for the PeriPeri-U network at the CCA
- **Africa Centre for Scholarship:** Delegation visit to African Union offices in Addis Ababa, Ethiopia to engage with the Directorate of Science and Technology and Innovation
- **Celebrating Africa Day (25 May):** Online activities, DVC message, opinion editorial, video



# Multilateral Collaborations and Networks

- Rector and VC – WEF GULF
- VC and DVC – WEF Knowledge Partners Network
- Venice International University (VIU) – SU is first African university to join group of leading international universities as part of VUI
- Social Sciences University Network
- International Sustainability Campus Network (ISCN)
- Academic Consortium of 21 (AC21) Network
- South Africa Nordic Universities Network (SANORD)
- Global Alliance of Universities on Climate (GAUC)
- South African Sweden Universities Forum (SASUF)





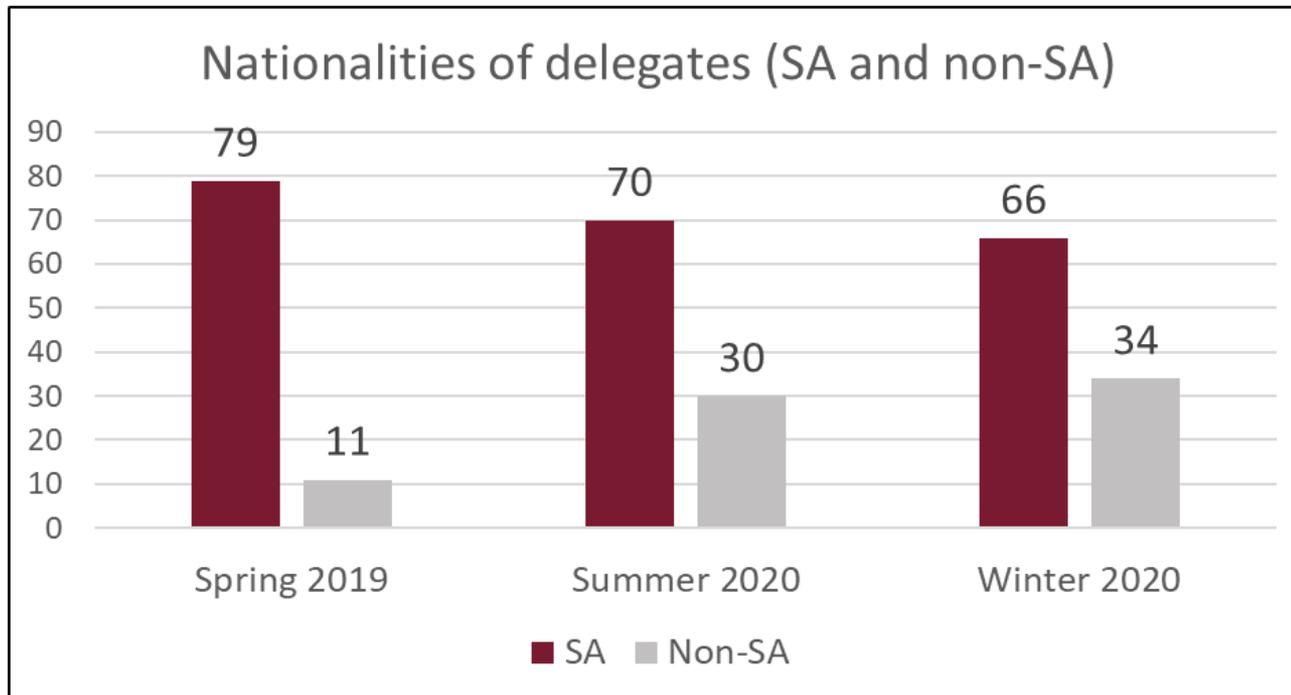
## Core Strategic Theme 4:

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### Networked and Collaborative Teaching and Learning

# African Doctoral Academy (ADA)

- First ADA Spring School, in addition to the annual Summer and Winter Schools, was held from 14 to 16 October 2019 and attended by 19 delegates
- ADA Summer School January 2020: 21 workshops for 370 participants
- Due to COVID-19, the ADA Winter School July 2020 offered five courses online



**ADA Schools delegate data**

# Joint Schools

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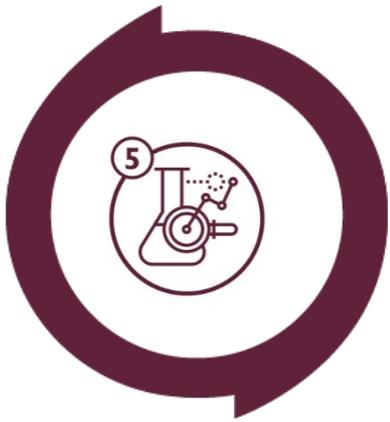
## African Centre for Scholarship

- Presented 3 Joint Doctoral Schools in partnership with institutions on the continent, with one in collaboration with KU Leuven, Belgium
- University of Rwanda Joint School held from 1 to 4 October 2019 on Gikondo campus in Kigali, Rwanda
- The Joint Schools in Africa programme implemented its first research training initiative in Nigeria at the University of Lagos from 18 to 22 November 2019
- Strategic Fund award for implementation of 12 joint schools on research capacity development

## Collaborative Online International Learning

- Two SU staff members participated in the Collaborative Online International Learning (COIL) project of Ohio University





Core Strategic Theme 5:

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Research for Impact

# Research Networks

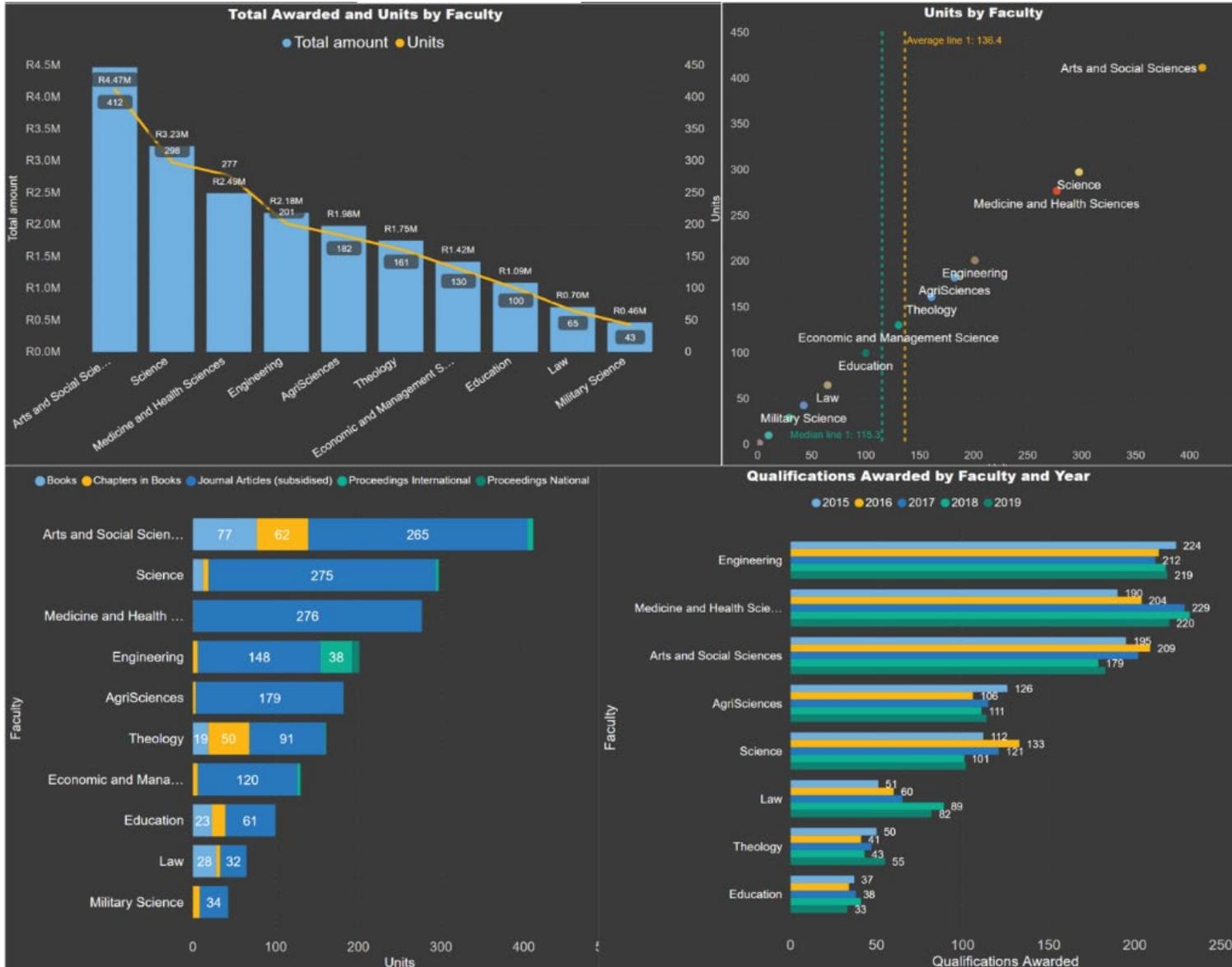
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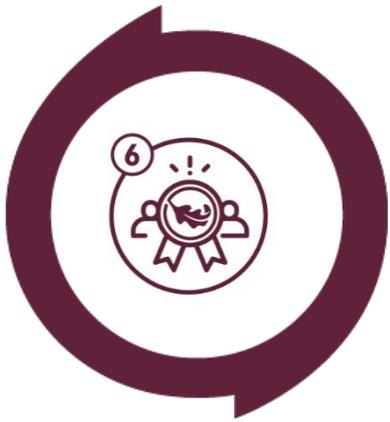
## Nurturing Research Partnerships

- **African Research Universities Alliance (ARUA):** ARUA Centre of Excellence in Energy, hosted by SU, temporarily halted due to COVID-19 pandemic; has utilised various tools to maintain research momentum
- **Southern African Network of Water Centres of Excellence:** 26 postgraduate students from 11 member institutions have been supported with research grants over the past four years
- **PeriPeri-U:** Secretariat hosted by SU; working with Southern African-based partners (Ardhi University Tanzania, Antananarivo University Madagascar and Universidade Técnica de Moçambique) on a project commissioned by SADC and the World Bank



# Visualising Research Data – Interactive PowerBi App





Core Strategic Theme 6:

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Employer of Choice

# Mobility Support for Staff

## Staff mobility programmes

- Bilateral exchange programme
- BRICS Mobility Grant
- Erasmus+ training and teaching networks
- International collaboration mobility grant
- Staff development programme



*Participants in the Staff Development Programme visiting the Lund University, Sweden in October 2019*

## CONCLUDING REMARKS

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# CONCLUDING REMARKS

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- The RC will continue work in the fields of strategy development, planning and implementation, information governance for analytics and business intelligence, integrated communication, marketing and student recruitment, and internationalisation
- Guided by the goals of SU's core strategic themes in setting priorities for the RC and delivering on those priorities with impact
- 2019–2020 lays foundation on which to build future work and a basis for our 2021 priorities and beyond

*In times of adversity and change, we really discover who we are and what we're made of.*

– Howard Schultz



**Thank you | Enkosi | Dankie**