



UNIVERSITEIT • STELLENBOSCH • UNIVERSITY

RECTOR'S MANAGEMENT REPORT TO COUNCIL

Monday 27 November 2017

By Prof WJS de Villiers,
Rector and Vice-Chancellor

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1. Introduction

We are grateful to have **successfully completed classes for the 2017 academic year** as one of the top universities in the country and on the continent, and to have started with our final examinations.

We are proud of the fact that our student success rate is among the highest in the country (86% in 2016), that the qualifications we award display an upward trend (8 348 qualifications in 2016, including 1 468 master's and 278 doctoral degrees), and that our position on major international rankings continue to improve (42nd out of 300 universities on the Times Higher Education BRICS ranking, 361st out of 959 universities on the QS World University Rankings, and in the 351–400 bracket out of 981 universities on the Times Higher Education World University Rankings).

Recruitment of the best students from diverse contexts is proceeding apace, and we are attracting highly qualified and sought-after academic and PASS (professional, administrative and support services) staff. In line with our mandate as an academic institution, we contribute significantly to finding solutions to broader societal challenges, in collaboration with other institutions and organisations in an ecology of partners for development. We are committed to maintaining this momentum of excellence, even under extremely trying circumstances.

Turning to external matters, at the time of compiling this report, the Presidency was yet to release the **Heher report on the feasibility of free higher education** in South Africa. Yet the document had reportedly been leaked and extracts appeared in the press. Various parties, including Universities South Africa (USAf), asked that the report be formally released, accompanied by responses from the state, along with an indication of implementation measures.

Some student formations have already announced their intention to oppose anything less than free education. In order to keep our stakeholders informed, SU released a [statement \(click here to read\)](#) on proposed 2018 student fees, which are still subject to final approval by Council at the last meeting of 2017. The proposal includes an 8% increase in tuition fees, with the possibility of variable fee adjustments for different programmes, and a 9,2% increase in residence fees. While it is extremely difficult to plan effectively amidst so many uncertainties, management is committed to doing whatever is needed to ensure systemic sustainability, including financial sustainability.

I was summonsed to appear on behalf of SU before the **Commission for Gender Equality (CGE)** in a hearing on institutional gender transformation in Johannesburg on 1 November. I assembled a representative and competent team to accompany me as co-representatives of the University. Our approach was that we respect the CGE's constitutional mandate and welcome the opportunity to give an account of the state of gender equality at our institution. We were open about the fact that our journey of transformation is incomplete, but that we remain resolute to walk the path of gender equality with our stakeholders.

The CGE acknowledged our institution's progress and thanked the University for its participation in the process, expressed satisfaction with the composition of the SU team, and committed to working with the University going forward. Click here to [read more](#).

Being intersectional, gender includes ethnicity, socio-economic position, disability and sexual orientation. All of this forms part of our strategy of systemic transformation. So, besides our commitment to excellence and systemic sustainability, we are investing significant resources and energy in pursuing greater equity and becoming a more caring university.

As our current *Institutional Intent and Strategy 2013–2018* is nearing the end of its lifespan, one of the most important tasks for us is to craft a new roadmap for the future. This process is already well under way, being driven by Prof Hester Klopper, Vice-Rector: Strategy and Internationalisation, with inputs from different task teams established for this purpose, and from various SU faculties and divisions. Please participate when requested to do so to enable us to arrive at a **new strategic**

framework that is developed from the bottom up, and that can take our institution into the next century.

At this meeting, it is the turn of Prof Hester Klopper, **Deputy Vice-Chancellor: Strategy and Internationalisation**, as well as Prof Leopoldt van Huyssteen, **Chief Operating Officer (COO)**, along with Prof Stan du Plessis, who has served as COO designate since the start of the year, to table their own comprehensive annual reports. In this overall management report, I will therefore highlight only a few developments in their respective responsibility centres (RCs). **Please consult their reports for detailed information.**

Our deepest gratitude and **appreciation to Prof Van Huyssteen**, who will be retiring at the end of 2017, for his many years of excellent service to the University. We wish him well for the future.

This report covers the period from **28 August** (the RC submission date for the previous Council meeting of 27 September) to **26 October 2017** (submission date for this meeting of 27 November), with a few exceptions so as to cover significant developments outside this period (up to my submission date of **9 November**).

I welcome this opportunity to report to Council.

2. Broadening access

Broadening access is one of three overarching strategic priorities listed in SU's *Institutional Intent and Strategy (IIS) 2013–2018*. It is specifically linked to the first element of our Vision 2030 – to become more inclusive. And in SU's *Institutional Plan (IP) 2017–2022*, broadening access is further unpacked as one of seven institutional strategies. It is stated that we aim to achieve it by, inter alia, increasing the diversity profile of staff members and students.

2.1 Student recruitment

The education landscape at present is not level ground. As we continue to entice the best-quality candidates to consider SU as their institution of choice, we are at the same time pursuing a transformation agenda.

The Centre for Student Recruitment plays an important part in positioning and maintaining SU as a value-adding institution among local communities, thereby facilitating access to higher education for all students that meet the institution's entry requirements.

Some highlights in the reporting period are covered below.

The Centre **visited various schools** in the Western Cape, Gauteng, Free State, KwaZulu-Natal and the Eastern Cape to interact with learners. Significantly, the focus has shifted to cover an extended recruitment pipeline, now stretching further back to Grade 9. These engagements included presentations, exhibitions and psychometric assessments (the latter offered in selected schools through the Careers@Maties initiative).

The Centre has become a regular **participant at conferences and workshops** arranged by and for education departments to reach principals, educators and administrators. Some of the events include The Summit, the Curriculum Strengthening Forum, the South African Principals' Association gathering, the SAOU's foundation-phase congress, Life Orientation Teacher Appreciation Day, and Woeker met Wiskunde, to name but a few.

The Centre has also forged beneficial **relationships with SUNCEP and the BPSA Education Foundation**, enabling interaction with top candidates from previously disadvantaged communities attending talent programmes in Genadendal, Randburg and elsewhere in Johannesburg. In addition, the Centre has assisted the **Engineering Faculty** in hosting a number of events to promote awareness and appreciation of engineering among learners. One of the events, Women in

Engineering, specifically targets female learners from local schools. The Centre also collaborated with the SU student chapter of AWCA (African Women Chartered Accountants) to interact with Grade 11 and 12 learners from **Groendal, Kylemore and Kayamandi**.

The following table summarises the Centre’s reach in 2017:

Type of engagement	Statistics: July–September 2017	Year to date
Estimated reach (group size)	12 961	114 837
Advisory sessions	98 sessions accommodated	753
Speaking opportunities / positioning SU	29 opportunities	220
Campus visitors	617	1 184
School groups hosted	6	30
Career@Maties	23 Grade 11 learners from various schools, and 80 Grade 9 learners at a workshop	278
Psychometric assessments	19 clients	751
Scouting	65 “new” schools visited	235
Expos (career fairs)	3	52

Table 1: Engagements by SU’s Centre for Student Recruitment

The extent of the Centre’s work is impressive. Below are a few examples of its activities aimed at attracting top students with the right profile.

Linking prospective students to faculties

The Centre for Student Recruitment coordinated an event called “Maties101”, which aimed to strengthen the emotional attachment between provisionally accepted students and their faculties through an immersive experience. The Centre interacted with key personnel in their future faculties to ensure that their offering on the day would be an authentic representation of the faculty’s academic and support programmes, and that it would give prospective students a taste of what to expect in their first year. Close to 2 800 provisionally accepted future Maties and their parents were hosted across eight faculties on 30 September.

Stellenbosch University Physics Outreach Initiative (SUNPOI)

The Physics Department hosted a hands-on intervention for Grade 12 learners from Masiyile High, Kayamandi High, Cloetesville Secondary and Kylemore Secondary on 12 August. The intervention is similar to the programme SUNCOI offered by the Chemistry Department and creates an opportunity for learners to engage with curriculum-specific content using actual apparatuses. It is hoped that this will allow us to create a pipeline through which talent in educationally disadvantaged communities can be unlocked.

School visits

The Centre is becoming increasingly aware of the need to invest in relationship-building initiatives to facilitate access to our target audience. Clearly, the modes of communication that often yield excellent results in well-functioning schools (such as e-mail and phone calls) do not seem to work as well in other environments. In such instances, personal visits are frequently more appropriate

and offer us the chance to share our value proposition in an informal conversation, and to better understand the context and realities of the school. The Centre's star performer in this regard has been Ms Bongwiwe Mdingi, who during September single-handedly visited 39 educationally disadvantaged schools and interacted with more than 2 400 learners through her presentations. Visits to these specific schools have sensitised us to the impact of context on the development and growth of young people, and how poor career guidance can dash their dreams. A clear need exists to expose these learners to the wealth of possibilities available to them through presentations by role models, news clips and videos on social media platforms.

Facebook and Instagram campaign to drive the application process

The Centre is working to find innovative ways of attracting talent to SU. To this end, it decided to experiment with the use of social media, specifically Facebook and Instagram, as vehicles to promote the application process. The campaign yielded the following results:

- 11 019 individuals guided to www.maties.com
- Video material viewed 17 146 times
- Ads seen 1 965 463 times
- 327 175 unique people reached with ads
- Ads engaged with 31 950 times

Recruitment bursary project

SU's recruitment bursary project is aimed at attracting top black African, coloured and Indian candidates. Top learners who have been provisionally accepted for an academic programme at SU are offered free tuition for up to four years (subject to performance-related terms and conditions) as well as placement in one of the University's residences. To date, there have been four rounds of awards in line with faculties' selection processes this year, and 963 bursaries have been offered. A total of 852 of the candidates have accepted the offers thus far. It is envisaged that another 450 bursaries will be awarded in the final round, taking into account faculty-specific imperatives such as undersubscribed programmes and socio-economic status. (Also see the section on student financial support elsewhere).

2.2 Student applications and admissions

As indicated in table 2 below, SU is on target with its black African, coloured, Indian and Asian (BCIA) enrolments for 2017. Yet SU's mid-term targets for BCIA enrolments (SMI4 target) are higher than faculties' estimates (% BCIA). This is particularly true at undergraduate level, where the composition of the student corps is largely determined by the intake of newcomer first-years. Various faculties have indicated that they are undertaking additional focused recruitment actions in order to increase BCIA student registrations.

Racial distribution (all students)	Actual enrolments	Previous target	Projections for 2018–2022 based on faculties' enrolment planning, June 2017				
	2017	2017	2018	2019	2020	2021	2022
White	18 949	18 996	18 576	18 268	18 091	17 736	17 490
BCIA	12 690	12 662	13 070	13 710	14 266	14 905	15 364
TOTAL	31 639	31 658	31 646	31 978	31 357	32 641	32 854
% BCIA	40,1%	40,0%	41,3%	42,9%	44,1%	45,7%	46,8%
SMI4 target		41,1%	42,7%	44,5%	45,8%	48,3%	46,8%

Table 2: Current and projected figures for all SU students by race

Undergraduate applications closed on 30 June 2017, and the selection and admissions processes for most faculties were completed by the end of September. The total number of complete BCIA

applications increased by approximately 11% to 9 626 in 2017. Black African students accounted for the largest share of this increase. In terms of percentages, BCIA applications constituted 54% of the entire applicant pool.

In terms of admissions, **10 392 offers** had already been made to newcomer first-years by the end of September. This is similar to the corresponding period in the previous application year. BCIA students account for approximately 46% of the pool of students who received offers.

An active process has been initiated to provide academically deserving and/or financially needy BCIA students who have received an admissions offer, with an additional, integrated offer of financial assistance and residence placement.

2.3 Student financial support

In addition to the focus on the strategic goals of our *Institutional Intent and Strategy 2013–2018*, the objectives in awarding undergraduate bursaries and loans are:

- to grant students in need access to tertiary studies;
- to promote excellence;
- to broaden diversity; and
- to identify suitable candidates for the different labour sectors.

Within the abovementioned framework, the Undergraduate Bursaries and Loans Section attempts to allocate all available sources, both external and internal, within the criteria laid down.

2.3.1 The current state of affairs in the national financial aid sector

The National Student Financial Aid Scheme (NSFAS) has since August 2016 been centralising its application process and disbursement of financial aid to students in need. The roll-out of the central application system (CAP) for NSFAS funding along with the associated processes still poses enormous challenges to institutions and students, causing great instability.

These challenges have been discussed on various national forums on numerous occasions. On 2 October, FAPSA (Financial Aid Practitioners of South Africa) – which serves as the national umbrella body for the financial aid offices (FAOs) of all universities and technical and vocational education and training (TVET) colleges – issued a statement registering the current state of affairs in respect of NSFAS funding as a national crisis, and pointing out the challenges and risks.

A few of the challenges are briefly discussed below:

Signing of loan agreements (loan agreement form/schedule of particulars)

Many students have not yet completed and signed an NSFAS loan agreement. Although this is due to various reasons, the technical inability of the NSFAS system and staff poses the greatest challenge. More than 568 of SU's students have not received any loan agreement, despite repeated and ongoing contact between SU and NSFAS, including the respective IT teams who offer system support. FAPSA is now registering the national extent of these numbers. The risk is that large numbers of students will not receive their funding in 2017, leaving institutions to cope with major financial shortfalls as a result. This state of affairs may contribute to renewed student protests.

Delayed disbursement

In addition, SU is affected by delays in the disbursement of funds, although this does not necessarily have a direct impact on SU's NSFAS students. While NSFAS funding is managed against a facility, it does put pressure on SU's cash flow.

Communication with students

Communication with students is poor. In many instances, information is incorrect and causes large-scale confusion among students and parents, which often results in bursary offices having to deal with enquiries. Staff at the NSFAS customer service centre are not equipped to provide accurate answers to most enquiries, and frequently simply refer these back to institutions.

Students from quintile 1, 2 and 3 schools who did not initially apply for NSFAS funding

At the start of the year, the Department of Higher Education and Training (DHET) requested institutions to allow all students from quintile 1, 2 and 3 schools to register, and undertook to attempt to secure funds for this group. No final feedback has been received in this regard. SU has 40 such students and is currently seeking alternative funding for them.

NSFAS appeals

The appeals process for NSFAS funding for existing NSFAS students who do not comply with the normal criteria for continuation has been referred to institutions. The funding allocation in this category has been restricted to 1% of the total NSFAS allocation to the institution concerned. In most cases, these funds (1% of the allocation) are wholly insufficient, leaving a large number of students unfunded. However, NSFAS has not provided institutions with any guidelines or feedback in this regard.

The 2018 application phase

Over 50% of all new applicants seem to prefer applying for NSFAS funding by way of hard copy instead of electronic applications. This trend poses a logistical challenge to NSFAS, and institutions have been requested to render support with these processes. SU has made a temporary appointment in the interim to provide assistance with the 2018 application phase. Experience has shown that NSFAS tends to shift full responsibility for applications, as well as refer all enquiries, to institutions. At the end of 2016, some institutions provided assistance with the completion of hard-copy applications, which were later reported as “missing” by NSFAS, who could not trace any record that the applications had been received.

SBux

FAPSA has indicated its intention to request on behalf of the sector that SBux not be used as service provider for the disbursement of NSFAS funds to students in 2018. At this stage, it is logistically impossible for all NSFAS students to receive and sign their loan agreements at the start of an academic year. A signed loan agreement is however a prerequisite for SBux to make payment to students. For this reason, thousands of students have not yet received any payments for 2017.

At the end of 2016, SU requested extension for introducing SBux as its service provider for NSFAS funding administration. Note, however, that all institutions are compelled to use the SBux application eventually.

2.3.2 Support for students in financial need

SU tries to support all students from households with a gross income of less than R240 000 per year according to a means test. For this purpose, it uses its institutional support funds (SU support bursaries and SU bursary loans) to supplement NSFAS and other resources. Donors, companies and other statutory funds also support a significant number of students in need, which does alleviate the pressure on the support funds available. In addition, the Bursary Office micro-manages student allowances in terms of books, meals, private accommodation and transport in particular, in order to optimise limited resources.

Nationally, households with a gross income of between R121 000 and R600 000 are considered the so-called “missing middle”. In 2017, students with a gross household income of less than R600 000 per year could apply for an 8% fee adjustment grant. SU subsequently allocated an amount of R12,6 million to 3 168 such students (including NSFAS-funded students).

Note that NSFAS is supporting poor students with a gross household income of less than R120 000 per year. Students from quintile 1, 2 and 3 schools automatically qualify for NSFAS funding, if they have applied. SU strives to assist all students from households with a gross income of between **R121 000 and R240 000 per year**. Demographically, 75% of these applicants fall under the generic 'black' category.

2.4 Registration Task Team reconvened for 2018 registrations

The Registrar has reconvened the Registration Task Team to plan for the 2018 registration period in a proactive and integrated manner. The main aim is to manage registration and relating processes so that students will have a positive registration experience.

Although the actual registration processes for online self-registration and manual registration will remain more or less the same, the South African higher education context has changed dramatically over the past few years. Some of the factors that set the scene for possible disruptions during the 2018 registration period include ongoing concerns about the affordability of higher education, uncertainty about the findings in the Fees Commission's report, insufficient state funding for higher education institutions, anxiety amongst students with outstanding debt about whether they will be able to register in 2018, and insufficient affordable student accommodation.

The logistics of creating a welcoming culture during the registration period, queue management, efficient student referrals, the issuing of student cards as well as senior student involvement during registration will also be on the agenda.

2.5 Conversation with schools on transformation and language at SU

On 19 September, the University hosted a dialogue with the education community in Paarl. The event took place at Klein Nederburg Secondary and was attended by schools in the region as well as by the Western Cape Education Department (WCED). The topic was "Transformation and language at SU".

Profs Nico Koopman, Arnold Schoonwinkel and I made presentations. Our primary message was that media reporting that SU has apparently turned its back on Afrikaans is false, and that the University remains committed to using this language along with English as languages of instruction within the context of **inclusivity and multilingualism**.

SU is sometimes erroneously portrayed as a monolingual place – no longer Afrikaans, but English-only. This is simply untrue. In terms of our new [Language Policy](#), which Council approved in June 2016 with the concurrence of Senate, and has been in force since earlier this year, both English and Afrikaans are used as languages of instruction – the former so that nobody is excluded, and the latter because there is still a great demand for teaching in this language.

The new Language Policy provides for three language-of-instruction modes – parallel-medium, double-medium and single-medium – and Afrikaans is present in all three. The Language Policy follows an inclusive approach of multilingualism.

Members of the education community welcomed the information session.

2.6 Court judgement on 2016 Language Policy

Having served before the Western Cape High Court in August, judgement in the matter between the Gelyke Kanse grouping and eight other applicants (including the president of the Convocation) and Stellenbosch University was handed down in October.

The applicants had requested the court to set aside the adoption of the 2016 Language Policy, along with the policy itself, in terms of section 27(2) of the Higher Education Act 101 of 1997, and to direct SU to return to its previous Language Policy adopted in 2014.

The court **dismissed the application with costs** and found in favour of SU, declaring the Language Policy **constitutionally compliant**. The 2016 Language Policy expressly states that its purpose is “to give effect to section 29(2) of the Constitution in relation to language usage in SU’s academic, administrative, professional and social contexts”, as well as to section 29(1) in so far as it relates to access to higher education. This, the court argued, necessarily required an increase in equitable access to SU for all students and staff, as well as pedagogically sound teaching and learning. And since its campuses are in the Western Cape, the institution has committed to multilingualism by using the province’s three official languages, namely Afrikaans, English and isiXhosa.

The court could find no substantiation for the allegations that management had prescribed to Council what the policy should be. SU’s Statute clearly identifies Council as the ultimate decision-making body of SU, with management being subordinate to Council. It was appropriate for SU management to initiate and determine the process, as it had the capacity to assess changing circumstances and the impact of the 2014 Language Policy. There was no evidence that a “radical minority” had prescribed the contents of the Language Policy to SU management. The widespread disruptions on campuses in 2015 and 2016 had no relevance to the Language Policy other than having created an urgency to resolve the issue.

In his judgement, Judge Daniel Dlodlo said: “I conclude that SU appears to have decided that its multiple purposes of preventing exclusion, promoting multilingualism, ensuring integration, and fostering Afrikaans are best served by the 2016 Policy it adopted. It clearly considered multiple factors and weighed them all. This Court is commanded by the law not to second-guess that extremely difficult process, unless the outcome is obviously irrational.”

2.7 Language Centre

The Language Centre’s capacity to provide African language translation services was increased in 2017, as it is envisaged that SU policy documents will in future need to be made available not only in **English and Afrikaans, but in isiXhosa also**. This would be in line with the University’s new Language Policy that took effect in 2017, in which SU commits itself to “expanding isiXhosa as an internal language of communication” in addition to “the advancement of isiXhosa as a developing academic language”.

The advancement of isiXhosa and the trilingual terminology website in English, Afrikaans and isiXhosa have been key elements of the Language Centre’s multilingual focus in 2017. The glossary lists nearly 8 000 terms in various specialist fields. Moreover, the Interpreting Service completed an audit of its English/Afrikaans terminology in 2017, which now numbers approximately 18 000 approved terms used in interpreted modules. These will be further audited and refined in 2018.

The Language Centre’s isiXhosa and Afrikaans language acquisition offerings within the Faculty of Medicine and Health Sciences were a highlight in 2017, particularly assisting local and international students to learn isiXhosa. The Centre also helped integrate communicative language teaching approaches in a blended format in courses such as Human Nutrition, Occupational Therapy, MBChB, Physiotherapy, Speech Language and Hearing Therapy, as well as Introduction to Clinical Medicine. It is hoped that this type of initiative will in future be extended to other faculties that require their graduate professionals to be proficient in isiXhosa and Afrikaans.

This year, the Language Centre implemented multilingual management meetings internally – a protocol and service that it is prepared to offer elsewhere in the University as well. In addition, it provided increased translation and editing services in other languages used on our continent, such as French and Portuguese.

Educational interpreting

With the implementation of the new SU Language Policy in January 2017, the Centre’s Interpreting Service changed direction and now mostly offers educational interpreting from English into

Afrikaans. A need exists for lecturers to facilitate communication regarding language needs in a nuanced way so as to ensure that students are made aware of the educational value of accessing content in more than one language. To this end, the Interpreting Service in 2017 focused its attention on raising awareness among students and lecturers of the benefits of accessing learning in **multiple languages**.

This year, the Language Centre has also embarked on a programme to diversify its interpreting offering to provide “value-added” services for existing partners – faculties and departments that already make use of its interpreting services – thereby enabling a truly multilingual learning and teaching offering across various learning pathways. These services include the collation and dissemination of glossaries, translation of lecturers’ slides, transcription of interpreted lectures and the interpreting of lecture podcasts (which means that a bilingual version of a lecturer’s podcast is made available to students). Capacity-building and streamlining of existing processes, together with pilot projects for roll-out, has been a priority in 2017. Conference interpreting for several high-level internal meetings has also been provided in order to strengthen the University’s multilingual profile.

The appointment of two professional South African Sign Language (SASL) interpreters now for the first time affords **deaf students** this level of access to SU. The interpreters operate in the Faculty of Education. The initiative has been working well, and it is hoped that the University will be able to support more deaf students to embark on studies in the Faculty next year.

2.8 Disability awareness

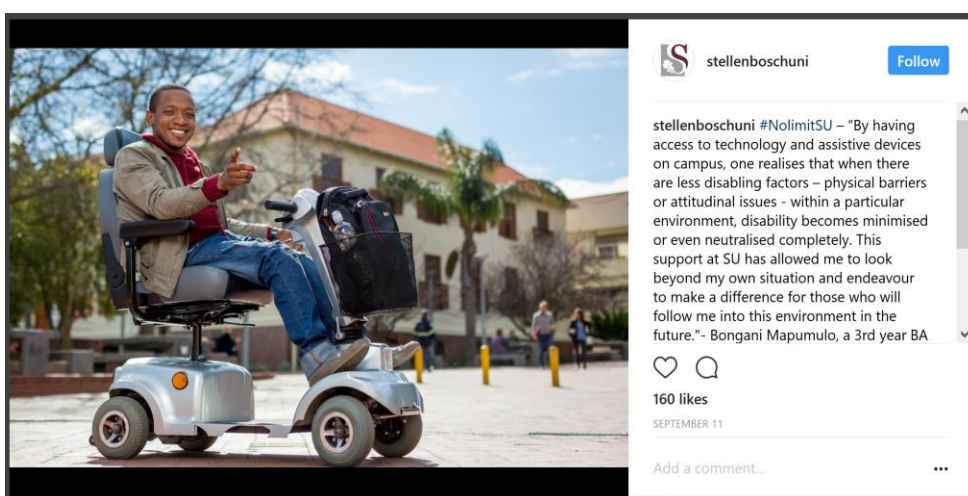
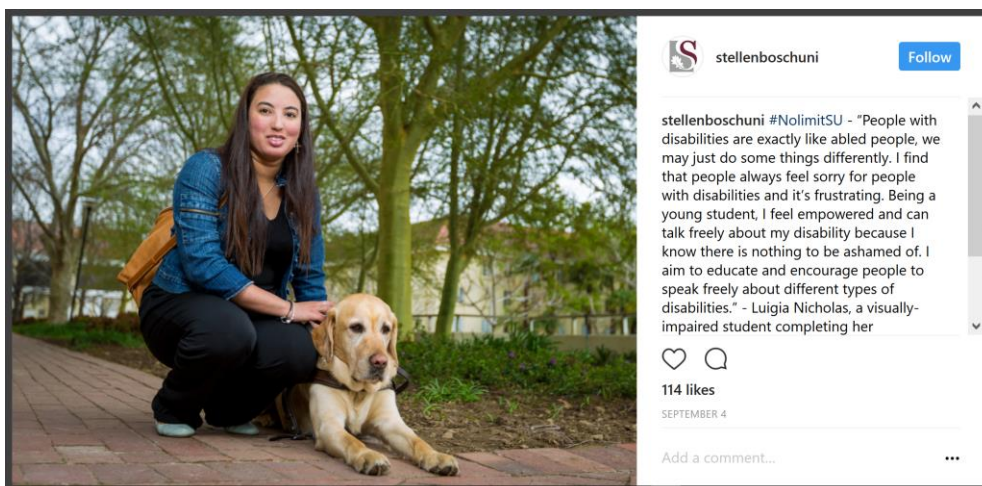
For a number of years now, SU considers its participation in Casual Day, 1 September, an official event and priority. This year, the organising team consisted of staff and student volunteers, the Disability Unit (DU), the Transformation Office, the HR Wellness Office and DisMaties.

Students and staff were invited to a special Casual Day gathering. The day is used annually as a focal point to create awareness of various forms of disability, both on and off campus. This year, the educational and social gains from valuing our differences and interdependence were celebrated and asserted. A total of 120 staff members and students attended the event, with wide representation from various faculties, student communities and PASS environments.

On 6 October, staff from the DU had a disability sensitisation session with 30 USB-ED employees on our Bellville campus.

The Unit turned ten this year. To mark this milestone, Corporate Communication ran a campaign for the whole of September, sharing stories of SU students and staff with disabilities. Facebook, Twitter and Instagram users were encouraged to join in the conversation by using the hashtag **#NolimitSU**.

The campaign received a total of 74 622 impressions. Some examples of campaign posts that featured on SU’s Instagram account are shown below:



2.9 Graduation record for Braille Unit

The Disability Unit expects ten blind/visually impaired students to graduate in 2017, while two blind students are set to receive their certificates in Labour Dispute Resolution Practice early in 2018. One blind student will have graduated with two degrees this year. Having already received her honours in Psychology in March this year, she will also receive her honours in Political Science in December 2017. The other degrees to be conferred include a doctorate in Music, a masters in Music, an LLB (postgraduate), a BA honours in Linguistics, a BSc honours in Sports Science, a BEd, a BA International Studies and two BA degrees in Humanities. This is a new record for the DU's Braille Office.

2.10 Library hours extended

Pleas from the student community have led Stellenbosch University Library to extend its hours for the October/November exams even further than originally planned and budgeted for. On Mondays to Thursdays, the Library now closes at 23:00, and at 22:00 on Fridays to Sundays.

3. Maintaining momentum of excellence

Excellence is also one of the overarching strategic priorities set out in our *IIS 2013–2018*. In that document, it is linked to the second element of our Vision 2030 – to become more innovative. And in our *IP 2017–2022*, maintaining our momentum of excellence is one of our seven institutional

strategies. We do this by keeping up our student success rates and by positioning the University as one of the foremost research-intensive institutions in Africa.

3.1 Prof Pumla Gobodo-Madikizela receives honorary doctorate

The Friedrich Schiller University Jena in Germany bestowed an honorary doctorate on Prof Pumla Gobodo-Madikizela, incumbent of SU's research chair in Studies in Historical Trauma and Transformation, on 30 October.

She received the degree Doctor of Theology *honoris causa* in recognition of her outstanding work on trauma in different social contexts in South Africa following the end of apartheid. She was lauded for her ground-breaking research on guilt, reconciliation, forgiveness, the dialogue between perpetrators and victims, as well as the way in which trauma is experienced by individuals and in political systems.

Having served on the Truth and Reconciliation Commission as a member of its human rights violations committee, Gobodo-Madikizela established herself as an international expert on the aforementioned topics. She has received numerous international and national awards for her work and has also been rated by the National Research Foundation as a researcher who enjoys considerable international recognition by her peers.

3.2 Supporting 21st-century learning and teaching

The **Scholarship of Teaching and Learning conference** took place in Somerset West from 23 to 25 October. Academics enrolled in large numbers for the seven pre-conference workshops, and a record number of 242 academics and PASS staff registered for the conference itself. The event annually provides a platform for the sharing of innovative learning and teaching practice and scholarship, and showcases staff's commitment to teaching at SU. This year marked ten years of developing the scholarship of teaching and learning at the University.

The **lecturer support programme**, which forms part of the Council-funded Information and Communications Technology in Learning and Teaching (ICT in L&T) project, has proved a catalyst and supportive strategic framework for the meaningful integration of learning technologies with the curriculum through a blended-learning pedagogical approach. Apart from the successful deployment of blended-learning coordinators for faculty-based support, backed up by lecturer support through professional development opportunities and the provisioning of educational software, an important part of the programme's work in 2017 was to develop blended-learning resources. These resources stem from the successful pedagogic practice of SU academics and include videos, guides as well as three editions of blended-learning case studies. The resources and case studies can be accessed at <http://bit.ly/blresources>.

In support of the Mode 2 task team, the Centre for Learning Technologies has started preparing for the reality of providing **professional support and design services to the academic learning environments** in a Mode 2 scenario. Thereby, the Centre recognises that providing support in this potentially critical aspect of SU's academic offering is inevitable. By preparing to design and support MOOCs and fully online short programmes, modules and in future maybe even full programmes, the Centre ensures that the quality of our programmes remains optimal, and that we retain institutional control. In this endeavour, the Centre's decades of experience in the hosting and support of telematic programmes stands it in good stead.

3.3 Clusters in student communities

SU's student community clusters celebrated their tenth anniversary in October, cementing the cluster concept as the organisational principle by which student communities are organised. Clusters offer day students the benefits of a residential experience.

In the course of the month, every cluster had a prestige event hosted by their respective academic principals to celebrate the successes of the student communities each cluster serves.

3.4 Rector's Awards for top students

SU honoured its top students, who had excelled in such areas as academics, sport, leadership and social impact, with Rector's Awards on 5 October. The annual ceremony took place at the Stellenbosch Institute for Advanced Study (STIAS).

The guest speaker, Dr Nondumiso Mzizana, SU alumna and chief executive of Sikelela Medical & Dental Suppliers, was nominated by the Students' Representative Council (SRC) for the Exceptional Alumni award.

Click here to [read more](#), here for a [video](#), and here for the complete [list of recipients](#).

3.5 Annual postdoctoral research day

The annual postdoctoral research day took place on 23 October. The event was hosted by SU's postdoctoral research fellows and provided them with an opportunity to showcase their research in an accessible way. This year included a "Popular article" category and a "Dance your project" video competition.

Since its inception in 2009, the postdoctoral research day has grown from a small symposium with a few presenters and not even 50 participants to a full-day, popular conference with **21 presentations and more than 100 participants**.

Presentations addressed a wide range of disciplines, such as engineering, mathematics, physics, biomedical sciences, economic and management sciences, social sciences, geography, biochemistry, physiology, environmental sciences and biology.

The University has a strong network of approximately 350 postdoctoral fellows from South Africa and beyond, who contribute significantly to our publication output.

3.6 Research data management

As part of SU's membership of the Western Cape Tier-2 Data Node consortium, the Library, in cooperation with other SU research support departments, has embarked on a structured six-month pilot project to test the feasibility of using the **Figshare research data management system** to deposit and administer research data supplemental to articles.

The aim of this initiative is for SU to adhere to the 2015 National Research Foundation (NRF) statement of mandatory open-access requirements for published research. The objectives of the pilot project are to create alignment among research support departments in provisioning research support services, obtain clarity on researchers' needs for the retention of research data, and assess system functionalities for research data administration.

In addition, the project aims to inform the much-needed policy formulation to stipulate guidelines and regulations for institutional research data management, data security and data retention. The newly appointed Manager: Research Data Services is actively conducting the necessary research in this regard. The Library hopes to roll out its research data management service for the campus community by the second term of 2018.

Moreover, at the time of compiling this report, the Library was scheduled to host a **data carpentry workshop** in conjunction with the IT Division from 6 to 8 November. The workshop is aimed at equipping researchers, postgraduate students and research support staff with the skills to create, manipulate and manage data in a digital format.

The fifth annual Library Research Week themed “**The nuts and bolts of research**” took place from 31 July to 4 August. Sub-themes covered aspects of the research process, such as how to conceptualise your research, collect research data, analyse research results and share and publish findings. Participants’ feedback confirmed the value of the event, as well as that the week’s events had met researchers’ needs.

On 23 and 24 October, the Library also hosted three talks to promote **open-access publishing** as part of marking International Open-Access Week.

3.7 Awards and accolades

Two of our researchers received **Royal Society of South Africa** awards: Prof Guy Midgley (Botany and Zoology) is the first recipient of the newly instituted Marloth medal, and Prof Bert Klumperman (Chemistry and Polymer Science) won the 2018 John FW Herschel medal. The fact that the Society honoured two researchers of the same university in one year is truly exceptional and a reflection of their outstanding contributions.

In addition, the following five SU researchers received membership of the **Academy of Science of South Africa** (ASSAf):

- Prof Cheryl Walker (Sociology and Social Anthropology)
- Prof Leslie Swartz (Psychology)
- Prof Mark Tomlinson (Psychology)
- Prof Ashraf Kagee (Psychology)
- Prof Taryn Young (Epidemiology and Biostatistics)

And Campus Health Service (CHS) Senior Director Dr Pierre Viviers was named president of the **South African Sports Medicine Association** (SASMA) for the next two years at the organisation’s biennial conference held in October. SASMA members include medical doctors, physiotherapists, sport scientists, chiropractors, podiatrists and biokineticists.

3.8 New smartphone technology for access control at examination venues

The Registrar’s Division in collaboration with Information Technology will be piloting a new smartphone application at a limited number of examination sessions during the November 2017 examination period in an effort to improve the accuracy and efficiency of access control at examination venues.

Whereas student cards and hard-copy attendance registers had to be checked manually in the past, student cards will now be scanned with a smartphone to determine (i) whether a student has access to a specific session and venue, and if not, (ii) whether the student should be directed to another venue for the specific session, or (iii) whether the student is at all eligible to write during a specific session.

If the pilot is successful, the smartphone technology will be rolled out to all examination sessions in 2018. It may also be extended to other assessment opportunities as well as other instances where quick and accurate access control is required.

3.9 Health passport for staff and students

A health and lifestyle repository has received ethical clearance and will now be implemented to create a health passport for staff and students, enabling longitudinal health and lifestyle studies. This project offers huge potential as a data source for future master’s and PhD studies in various fields and across faculties. The repository is a collaborative project between CHS and SU’s Institute of Sport and Exercise Medicine (ISEM).

4. Enhancing social impact

Having a greater social impact is also one of the overarching strategic priorities listed in our *IIS 2013–2018*. It is linked to the third element of our Vision 2030 – to be future focused. And in our *IP 2017–2022*, we state that the consistent and intentional focus on the generic and specific social impact of both learning and teaching as well as of research and innovation enhances the transformative social impact of the University. At SU, social impact is systemic, involving all SU environments, and directed towards positive change in societal systems.

4.1 Mental health awareness

The Unit for Psychotherapy and Support Services (UPSS) arranged a number of activities to celebrate and raise awareness of mental health on World Mental Health Day, 10 October. Events included a talk on the relevance of academic wellness for students and staff by Dr Richard Vergunst, and a talk on MFM regarding suicide prevention and mental health and wellness. A mental health information point was set up in the Neelsie, and movies with a mental health theme were screened at Pulp Cinema for the week. This year, the Applied Theatre students also hosted an interactive event on the Rooiplein to raise awareness.

4.2 Albinism awareness

September was Albinism Awareness Month. The documentary *As we see it*, produced by the Human Rights Media Centre, was screened at the SU Museum. The film highlights the challenges faced by people with albinism in society, both at a psychological level and in education.

4.3 Combating gender violence

Management approved the Equality Unit's proposal for the creation of a gender non-violence portfolio as vehicle to implement various recommendations contained in SU's 2017 EndRapeCulture report. The Unit has also started developing an online reporting tool for incidents of sexual misconduct, which is set to be launched by January 2018.

In addition, the Unit plans to utilise its recently filled communications and research post to advance its vision and its relationships with internal and external stakeholders. Services to staff and students to combat unfair discrimination and harassment are steadily being expanded and the Unit's mediation programme also continues to assist those in disputes or conflict.

4.4 Social Impact Symposium

The annual Social Impact Symposium was held on 20 September. Representatives from all SU faculties as well as a number of students had the opportunity to showcase faculty-linked programmes, initiatives and projects that focus on social impact and community engagement in and around Stellenbosch. The symposium is one of the mechanisms used to align, acknowledge and celebrate work done by SU scholars and researchers.

The Social Impact Strategic Plan (SISP) was also discussed at the symposium, which led to improved understanding and stronger buy-in from a variety of role-players.

4.5 Launch of the Social Impact Knowledge Platform

At the annual symposium mentioned above, the Social Impact Division launched its Social Impact Knowledge Platform, which is an outcome of SU's SISP. This state-of-the-art electronic platform is a 'one-stop shop' for all SU's social impact projects, collaborators, partners, partnerships and volunteers, thus allowing for the showcasing and sharing of programmes, projects, knowledge and experience.

The interactive platform further allows internal and external partners to collaborate, thus bringing about sustainable change in the context of our town, South Africa and on the continent.

All SU staff members can upload information regarding social impact initiatives and opportunities. Contributors are invited to indicate how their work supports **the University's seven development themes** of (i) education for all, (ii) employment and inclusive economic development, (iii) environment and sustainability, (iv) food security and health, (v) resources and infrastructure, (vi) safety, security and good governance, and (vii) social and gender justice. These development themes tie in with the United Nations' Sustainable Development Goals (SDGs).

Senate members too are invited to register their initiatives on this platform. Visit www.sun.ac.za/si for more information.

4.6 Collaboration with e'Bosch on heritage

Along with Stellenbosch Municipality and others, SU is a partner in the e'Bosch heritage project, which seeks to build mutual respect and trust, and to unite all the people in Stellenbosch and surrounds. This is done by encouraging cultural events in all surrounding "dorpies" (towns, villages, hamlets), while at the same time creating a unifying culture and, hence, a unified future heritage by stimulating debate, sporting activities, environmental and local history projects, as well as arts and crafts.

The highlight of our annual collaboration took place on 20 September. At this event, the office of the Senior Director: Social Impact and Transformation played host to various members of communities in and around Stellenbosch with the aim of celebrating our heritage. At the event, a specially commissioned [documentary *Verlange \(Longing\)*](#) was screened. The video features nine women, all from the villages that make up the greater Stellenbosch Municipality, who reflect on their associations with the word "longing". The women share stories about where they live, but also about what they long and thus hope for. Each of the women, varying in age from early 20s to 70 and older, is filled with hope for the future as inhabitants of Stellenbosch and South Africa.

The video forms part of a joint project by the SU Woordfees, the Unit for Social Impact, the Transformation Office and the SU Museum, which all fall under the Senior Director: Social Impact and Transformation.

4.7 Training of student leader volunteers

A student leader volunteering course coordinated and presented by Matie Community Service (MCS) is currently under way. The course kicked off in October and will conclude in March 2018. It equips student leaders and volunteers from various student communities with the skills to engage with members of local communities. This is done with the intended outcome of guiding students to present community-based projects in various communities.

4.8 Co-curriculum recognition process

We are moving towards a well-regulated, high-performance co-curricular framework, which offers programmes that promote co-curricular competency development and have been accredited by the Co-Curricular Recognition Committee. Programmes will be quality-assured to provide appropriate learning and development opportunities. Six co-curricular programmes have already been confirmed. The aim is to alleviate pressure on the curriculum by addressing some curricular needs through the co-curriculum. The co-curriculum is recognised on students' graduation transcripts issued by the Registrar.

4.9 Connecting students to jobs

The Unit for Graduand Career Services (UGCS) has launched its new online career services management system, Maties Careers (<https://stellenbosch-csm.symplicity.com>), which is aimed at

companies and pre-final and final-year students. The system makes it easier for companies and students to connect in terms of job opportunities and career-related issues. Students will be able to access the system from anywhere, anytime. Student Affairs is planning a full public launch early in 2018.

4.10 Major Stellenbosch employers join forces for inclusive development

At a workshop on 26 September, major employers in Stellenbosch agreed to work together to promote development for the benefit of all residents of the town. The meeting was convened by SU and was also attended by Stellenbosch Municipality and seven large local employers – Capitec, Investec, Mediclinic, PSG, PwC, Remgro and Steinhoff.

The event resulted from the realisation that we face huge challenges in this **university town**, but also have a unique opportunity to find solutions. All the required components are at hand. A similar approach had been followed in Cambridge, England, with a knowledge region where technological innovation flourishes, and in Cleveland, Ohio, where urban decay has since been turned around.

Issues discussed at the Stellenbosch workshop included crime and safety, traffic and transport, water and electricity, job creation and skills development, as well as entrepreneurship and innovation. Stellenbosch mayor Advocate Gesie van Deventer pointed out that poverty remained a significant problem that urgently needs to be addressed. There is also a great need for training in basic business skills for entrepreneurs running small enterprises. In this regard, SU offered to involve the Small Business Academy (SBA) of the University's Business School (USB).

4.11 SU Museum

Members of the SU Museum management visited **Michigan State University** (USA) from 9 to 19 September. This visit forms part of a formal partnership regarding intercontinental social dialogues that focus on contextual issues in various American and African contexts. A feedback session hosted by SU took place a couple of weeks after the Michigan visit and was attended by, among others, the Nelson Mandela Foundation, the Desmond & Leah Tutu Foundation and the Robben Island Museum.

The SU Museum increasingly hosts dialogues, conferences and public events in collaboration with various other SU environments. In the period under review, the Museum played host to talks by **Albie Sachs, Archbishop Thabo Makgoba and Zackie Achmat**. It also hosted a film screening of the **Denis Goldberg** documentary *Sentenced with Mandela*. Film director Marianne Edmunds led a conversation directly after the screening.

In addition, the Museum put on a two-day conference themed "**Decolonising sport historical themes**" in September in conjunction with SU's Department of Sport Science. The conference was, by all accounts, the first of its kind and attracted delegates from other universities and civil society also.

As part of the Museum's art walkabout programme, the renowned artist **Lunga Kama** led a guided tour of his work currently on display. Participants in the art walkabouts on the first Wednesday of each month as well as the social museum walkabouts on the last Thursday of each month are steadily increasing.

A total of **13 local schools (503 learners)** visited the Museum during this term.

The SU Museum will also play a central role in the SU Centenary celebrations, and preparations are under way to ensure that exhibitions, programmes, booklets and other material are ready for 2018.

4.12 SU Woordfees

At the time of compiling this report, the launch of the theme and programme of the 2018 [SU Woordfees](#) was scheduled to take place on 16 November. As is customary, a *langtafel* in Ryneveld Street was to play host to guests. The 2018 theme is “**100%**”, which ties in with the SU Centenary.

One of the highlights of next year’s programme will be the seminal production **100% Stellenbosch** by the SU Woordfees in collaboration with Rimini Protokoll, the award-winning German theatre company. This production is both a theatrical and social phenomenon, as it will focus on bringing together 100 people from greater Stellenbosch who will represent the demographic profile of the town and its surrounds. The production will encompass a live modelling of Stellenbosch through statistics enacted on stage. This will challenge commonly held political arguments, social beliefs, preconceptions and partialities. These 100 citizens will create a living, breathing portrait of Stellenbosch as a town that is part reality, part theatre and 100% authentically Stellenbosch.

The 19th [SU Woordfees](#) will take place from **2 to 11 March 2018** with ticket sales through [Computicket](#).

4.13 Sanlam WOW Spelling Bee final

The final of the Sanlam WOW Spelling Bee took place on 21 October at SU. **Woorde Open Wêreld (WOW)** played host to approximately 1 000 guests, including 450 learners representing all nine provinces of South Africa. A total of 600 schools and some 6 000 learners participated in the spelling competition nationwide.

The competition forms part of the WOW project, which originated at the SU Woordfees of 2003. WOW is aimed at improving learners’ language skills, with Afrikaans being the focus language. The project strives to reach historically disadvantaged learners, raising awareness of the wonder of books and literature, nurturing a love for language, stimulating creativity, knowledge of and appreciation for the arts, and encouraging further studies.

Through exposure and interaction, the spelling bee truly opens new worlds for the youngsters who participate. This year, the Northern Cape came out tops in the final round for Afrikaans Home Language, yielding ten of the 30 prize winners. The Western Cape was the strongest in the final round for Grade 6 and 9 learners for Afrikaans First Additional Language.

The competition is hosted in collaboration with most provincial education departments. Of course, it would not be possible to host the six-month competition without the generous support of various funders and donors, including the main name sponsor. Winners each received a cash prize and medal from Sanlam, as well as a book prize from NB Publishers. First-place winners also received an iPad (Grade 1-5) or a smartphone (Grade 6-9). Other sponsors include kykNET, the Dagbreek Trust and Het Jan Marais Nasionale Fonds.

The Sanlam WOW Spelling Bee 2018 has already opened. For more information, visit www.woordfees.co.za and click on “WOW”.

4.14 Sports medicine services

In collaboration with ISEM, CHS now delivers sports medicine services to a local cycling team from Kayamandi, with pre-participation screening having been completed.

5. Expanding internationalisation

Expanding internationalisation is one of seven institutional strategies outlined in our *IP 2017–2022*, which clarifies that SU seeks to use internationalisation to equip its graduates and academics to

prosper as citizens of a potentially more volatile and a fast-paced technologically advancing world. We want to empower them to make **internationally significant contributions** that have a positive impact on society worldwide.

A few aspects are highlighted below. For more detail, see the separate annual report of the DVC: Strategy and Internationalisation.

5.1 Library and Information Service

A delegation from the Reformed Church University of Zimbabwe, led by their vice-chancellor, Professor Wiseman Magwa, visited the Library on 3 October with the aim of fostering collaboration with SU.

Wouter Klapwijk, Deputy Director: Information Technology and Digital Services at the Library and Information Service, also attended the Global Vision Project of the International Federation of Library Associations (IFLA) in Greece as well as the IFLA World Library and Information Congress in Poland to ensure that the Library keeps pace with the latest international trends. During this time, Klapwijk facilitated a workshop on text and data-mining for the IFLA big-data special interest group. The workshop discussed the needs of academic and research libraries in the changing domains of big and open data, and the new roles that library professionals could adopt to meet those needs.

In addition, Mr Yusuf Ras, head of the Medicine and Health Sciences Library at Tygerberg, visited Leipzig University in June as part of an SU delegation. He gained valuable insight into the services provided by that university's library, such as bibliometric and research impact services, management of their special collections, and innovative marketing activities.

5.2 Makerere visit (Uganda)

The head of the Transformation Office joined the Centre for Collaboration in Africa and young academics on a trip to Makerere University in Uganda to explore strategies to develop cultural competencies and opportunities for collaboration.

5.3 Africa sports medicine

An invited presentation by a CHS employee at the American National Basketball Association (NBA) Africa sports medicine symposium has opened up collaboration with peers elsewhere in Africa and the USA.

6. Advancing systemic transformation

Systemic transformation is one of seven institutional strategies outlined in our *IP 2017–2022*. All dimensions of university life are involved in the transformation and renewal process, and at the same time contribute to the transformation of society.

6.1 Library name change

In June, Council approved the name change of JS Gericke Library to Stellenbosch University Library. A new sign – in English, Afrikaans and isiXhosa – was erected at the main entrance on 17 October. Facilities Management is in the process of changing signage elsewhere on campus to reflect the name change. The new name already appears on the Library's webpages, communication and the like.

6.2 Transformation competency programme

The transformation competency programme is aimed at staff members, focusing inter alia on sexism, rape culture, reporting discrimination, gender fluidity as well as the intersectional nature of the impact of racism and disability on women. The programme runs throughout the academic year

in all faculties and PASS environments. During the past term, it was presented in the Economic and Management Sciences Faculty (including the Business School) as well as the Financial Services Division.

7. Enhancing systemic sustainability

Improving SU's systemic sustainability is a focus area of the University listed in the *IIS 2013–2018*. In the *IP 2017–2022*, sustainability is defined as a systemic concept relating to the continuity of economic, social, institutional and environmental aspects of human society. We also recognise that the critical activities of a higher education institution must at least be ecologically sound, socially just and economically viable, and should continue to be so for future generations.

7.1 Budget 2018

Separate agenda item for decision by Council.

7.2 Incentive funding for rated researchers

Researchers were recently notified of changes in the NRF incentive funding scheme. These changes were communicated to the joint meeting of the USAf Research and Innovation Strategy Group and the Deputy Vice-Chancellors' Forum on 15 September. We could however only communicate this formally to our research community after receiving the official communiqué from the NRF.

The changes to incentive funding pose grave concerns to many of our rated researchers who depended on these funds, which were originally secured per year for the period of the NRF rating. This change **may have a negative impact on research projects** and productivity, as the incentive scheme represented flexible and guaranteed funding for a prolonged period. The fact that the funding is so dramatically reduced may also deter future NRF rating applications.

At SU, we would however like to continue to support the NRF rating system in principle as a qualitative measure of excellence guided by peer review. An NRF rating remains an accomplishment and represents international peer recognition. It potentially has a positive impact on a researcher's reputation, future collaborations and performance appraisals, and will importantly continue to serve as a gateway to certain competitive NRF funding programmes.

Although the NRF no longer requires institutional co-funding for researchers rated Y and P, we have decided to continue the institutional co-funding for these rating categories for the time being. This is done in order to assist our early-career researchers. The changes to the NRF incentive funding model were placed on the agenda of SU's Research Committee (25 October) and a meeting with deans (30 October) for further discussion.

7.3 Strategic research themes

As part of the process of developing a new strategic framework for the University, a task team was appointed to consider the formulation of strategic research areas or themes for the institution.

The ten-person team did some preparatory work and also consulted widely with all stakeholders across the ten faculties. This took the form of three public forums – two on Stellenbosch campus and one at Tygerberg. The invitation was extended to all SU staff, postdoctoral fellows and postgraduate students interested in providing their inputs. Participants were invited to comment on the approach of formulating and supporting strategic research areas at SU, as well as what those areas may include and what their titles might be. The forums were well attended, and a final report was submitted to the Rectorate on 10 October.

7.4 Research Indaba

The Research Indaba took place on 23 August at STIAS. The aim of the annual gathering is to provide SU researchers with an opportunity to discuss and voice different opinions around research-related matters. It is important for us to obtain these opinions so that we can determine whether we are on the right track in terms of the support we provide to researchers and postgraduate students, but also for future strategic planning. Researchers find this type of gathering very valuable, and we received very positive feedback. This year, researchers discussed the proposed new strategic research areas for SU, ICT in research, research ethics and integrity, as well as innovation.

7.5 Student engagement

A number of important engagements with students and student leaders took place during the past semester:

- Ms Annemi Murray, Director: Financial Planning and Budget, presented SU's **financial** report to the SRC, and also made similar presentations on matters relating to the budget and student fees to different student groups on various other occasions. Other representatives of the Finance Division and our Chief Operating Officer (Designate), Prof Stan du Plessis, also had similar engagements with students.
- As part of the process of developing SU's new **Vision 2040 and Strategic Framework 2019–2024**, the student community was given an opportunity to provide input into the University's proposed new values by means of an online questionnaire.
- **Annual conversations** with students and student leaders kicked off in October. This series involving the seven clusters, 40 residences and the Private Student Organisation (PSO) wards offer an opportunity for training, support and reflection. The conversations are in preparation of the commencement of newly elected leaders' terms and follow on the SU Leads training conference and other planning sessions of residences. Similar goals are met with welcoming conversations with every residence at the start of the year.
- Dr Barbara Pool, Senior Director: Strategic Initiatives, and Mr Pieter Wever, Director: Transport Services, presented the University's Integrated **Mobility Plan** to the SRC.
- Ms Tonia Overmeyer, Director: Centre for Student Leadership and Structures, hosted a **leadership lunch** for the SRC and other student leaders.
- Dr Birgit Schreiber, Senior Director: Student Affairs, held information sessions on the report produced by the End Rape Culture Task Team. (See below.)

7.6 End Rape Culture report feedback

Dr Birgit Schreiber, Senior Director: Student Affairs, held two information sessions on the report produced by the End Rape Culture Task Team – one on Stellenbosch campus on 12 October, and the other on Tygerberg campus on 3 November. Both events were well attended by students and staff, and lively discussions reinforced the University's commitment to this transformation issue. Gender asymmetries are a cause for concern, and I am pleased that SU is taking this issue seriously.

Both events were filmed and live-streamed via the [Student Affairs Facebook page](#), enabling others elsewhere to follow the proceedings. The recordings remain accessible. Click [here](#) for the Stellenbosch event's video, and [here](#) for Tygerberg's.

7.7 New SRC

SRC elections for the 2017/18 term were concluded on 29 August. A total of 4 119 students voted, delivering a turnout of 14,83% – similar to recent years. Nine members were elected, and the SRC

also has five ex-officio members representing other structures. At the time of compiling this report, the SRC was in the final stages of appointing nine managers who will take responsibility for certain portfolios, but will not have voting rights.

The new SRC elected **Mr Lwando Nkamisa**, a master's student in Agricultural Economics, as their **chairperson**. The 25-year-old grew up in the village Nontshinga near the Eastern Cape town of Centane. He matriculated from Uviwe Senior Secondary School before completing his undergraduate studies in Agriculture Economics at the University of Fort Hare. He joined SU in 2016.

He told campus media: "As students, we need to talk to one another to get to know one another – our differences, but also what we have in common. A community is sympathetic, forgiving, supportive, humane and understanding. We have to look past the stereotypes to see the person."

Higher education has an important contribution to make in our country, but we face significant challenges. Students have a key role to play, and student leaders are there to represent their interests. I look forward to working with the new SRC. They are our fellow travellers on Stellenbosch University's journey into the future.

Click [here](#) for the SRC website, which they maintain themselves.

7.8 Counselling and support

This year in particular, the Unit for Psychotherapy and Support Services (UPSS) encountered an **increased** need for individual **psychotherapy and crisis interventions**. More students presented with suicidal thoughts and psychiatric conditions such as psychosis. This, in turn, affects fellow students, who then also seek support. Without the help of ER24 and our part-time consultants, Student Affairs would not be able to manage all the requests. UPSS also has a good working relationship with Campus Security and Campus Health with regard to the referral of students who have been traumatised by crime.

In addition, the Unit saw an increase in requests by lecturers and other staff for assistance with students suffering from psychiatric and psychological conditions. Staff from UPSS visited the Faculty of Science to inform lecturers of the CSCD service offering and the process for referring students in distress. UPSS staff also engaged PSO students regarding depression, anxiety and various other mental wellness issues. Stress management workshops were also offered to students in the Faculty of Economic and Management Sciences.

7.9 Library and Information Service promoting systemic sustainability

In order to meet financial challenges, as well as in the interest of a more sustainable subscriptions bill, the Library will be cancelling its subscription to the Wiley journal package in 2018. An efficient interlibrary loans system will provide full-text articles from other Wiley journals upon request.

7.10 Development and Alumni Relations

Development and Alumni Relations (DAR) is finally operating at **full strength**. Anneke Muller (previously marketing and fundraising manager at SciMathUS) and Candice Egan have joined as fundraisers in the Stellenbosch office, and Darryn Havenga (previously head of SU's Client Services Centre) as United Kingdom (UK) fundraising and alumni coordinator based in London.

Embassy engagement reached a peak in the past quarter, particularly interaction with the German diplomatic corps in South Africa. Diplomatic engagement also enhanced our international trips to Singapore, London, the Netherlands and Belgium.

Fundraising and alumni relations discussions about **SU Centenary opportunities** are in full swing across all portfolios. We look forward to rolling out a coherent and ambitious plan for DAR in 2018.

Other highlights follow below, divided into the two DAR sections.

7.10.1 Development (fundraising)

The streamlining of DAR development services and fundraising support advanced to the next level on 13 September with a **facilitated fundraising strategy session** with deans and senior managers of the University providing impetus to the fundraising effort.

Another highlight has been generating dialogue about **BBBEE bursaries** and setting up proper processes for receipting and disbursing funds, especially relating to BBBEE verifications. The University has previously missed out on potential opportunities, but is now in a position to access these. Previous confusion relating to the leveraging of BBBEE opportunities has been cleared up and the new knowledge is being disseminated to faculties.

The South African office of General Electric has expressed interest in supporting students with fee debt. A R1,1 million request for 2017 has been approved. In addition, we have had some interest from **several new corporate clients**, including PPS (People. Power. Solutions), Cullinan Holdings and KWV.

DAR hosted a donor recognition event for **Eskom** in Stellenbosch, where a certificate of recognition was handed over by Dr Trevor van Louw, head of the Centre for Pedagogy (SUNCEP) in the Faculty of Education. The Eskom Development Foundation has been the anchor funder of SciMathUS for the past five years. [Click here for a related video.](#)

Integration between international fundraising and alumni 'friendraising' has been strengthened with a four-day workshop held in London recently where DAR staff members Shaun Stuart and Sarah Archer worked with our overseas coordinators Darryn Havenga (UK) and Reanne Olivier (USA) to develop clear role definitions and integrated plans for 2018. Olivier is working on a 'Find-A-Matie' campaign for the USA market, and we look forward to reconnecting with many of our 'missing' alumni. The latest issue of the USA Maties alumni newsletter was also disseminated during this quarter. It has been well received by readers in the USA, who have complimented SU on keeping USA-based Maties informed of University and alumni hub activities both through the newsletter and the USA Maties Facebook page.

The **#SU99 campaign** was launched on 20 September. It aims to raise R99 999 for bursaries in 99 days. This campaign will run until 27 December and provides ample opportunity for staff members and current students to give their small change to facilitate change on campus. It also affords alumni and friends of the University a chance to add SU to their Christmas gift list. [Click here to read more.](#)



The **#Maties100 campaign** was launched on 8 November. The goal is to raise at least R1 million in bursary support with sporting events during our Centenary year. I personally invited all alumni, students, staff and friends of the University to ride the **Cape Town Cycle Tour on 11 March 2018** with me to raise funds for bursaries. Donations can also be made. I would like to invite all Council members to show their support for this initiative. Visit our [page on GivenGain](#) for more information.

DAR hosted two further **bursary stewardship events** – a cocktail event in Sandton on 22 August and a breakfast event in Rivonia the next day. The three events in this category this year have effectively stewarded R89 million in funding to SU, which represents the net amount of bursary support (over a three-year period) from those donors who actually attended these events. I was joined by Prof Piet Naudé of SU’s Business School, and donors appreciated the candid question-and-answer sessions. In order to deepen our relationship with donors, they will be invited to attend the December graduations of the students they supported.

Other bursary stewardship activities included the following annual events: the Allan Gray Orbis bursary recruitment event, the GT Ferreira bursary dinner at Tokara, and the Dippenaar Family Trust bursary dinner. In two cheque handover ceremonies, ABSA and the South African National Zakah Fund (SANZAF) respectively gave R5 million and R780 000.

Other highlights included the following:

- The Wilfrid Metje Foundation gave R7,4 million in September.
- The HB Thom Trust confirmed R1,894 million for bursaries for 2018 (payment in January 2018).
- A new bursary donor, the Hillensburg Trust, was introduced.
- DAR has started sending out birthday SMSs to annual donors (those who give more than R50 000 each year). They receive a standard message in their preferred language, and although this is a labour-intensive task, the gesture has been met with great appreciation.

7.10.2 Alumni Relations

The process of developing a comprehensive and inclusive **strategy for SU Alumni Relations** has been concluded and the final draft was presented for discussion at the Rectorate meeting of 3 October. Following the information-gathering and consultative phase of the project, as well as the SWOT analysis and the analysis of the broader alumni survey responses, all of the feedback has been incorporated into the overall strategy document. This document will now be circulated to faculties

and other stakeholders. The strategy is in line with the University's aspirations to be more future-focused, inclusive, diverse, innovative and flexible in connecting with our alumni.

Alumni relations social media activity for the period ending 30 September continued to show a very strong upward trajectory as DAR provides a more sophisticated offering to alumni. In an increasingly digital age, it is good to see continued improvements in terms of our online engagement with SU alumni.

During the third quarter, DAR hosted **alumni engagement events** in Windhoek, Upington, Sandton, Port Elizabeth and Knysna. Other events included the following:

- A **film screening** of the highly acclaimed documentary *The Trouble With Truth* was hosted for alumni in partnership with the SU Museum on 28 July. It was followed by a discussion with the director, Marion Edmunds, herself an SU alumna.
- On 2 September, a Conversations event engaged **LGBTI+ professionals** based in the broader Cape Town area. DAR is supporting our LGBTI+ alumni in line with the recognition of special interest groups (SIGs) among alumni.
- A networking event for **Engineering** alumni was hosted in Sandton on 19 September, where the new dean of the Faculty, Prof Wikus van Niekerk, was introduced as part of an effort to connect with the broader spectrum of Engineering alumni in the Gauteng area.
- DAR hosted **two SU Choir concerts** for our donors, alumni and friends in Johannesburg and Pretoria in September. The Pretoria event was recorded for subsequent broadcast on kykNET. I was delighted by the warmth and goodwill experienced at this concert. We will continue with efforts to "friendraise" and make our alumni feel special, whilst providing opportunities for them to reminisce about their student days, regardless of generation.

DAR hosted its second **Alumni Careers Café** event on our Stellenbosch campus on 9 October. Dalton Odendaal, an SU alumnus, entrepreneur and sports and entertainment sponsorship expert based in London, was the guest speaker. Over 300 SU students and young alumni attended and were inspired by Dalton, who participated as a means of giving of his time and talent to his alma mater.

7.11 Andrew W Mellon Foundation grant for overlooked history

The trustees of the Andrew W Mellon Foundation have approved a grant of **\$860 000 to SU for use over five years** in support of a programme using large datasets and digital technologies for historical research. The programme also offers associated graduate training. SU will contribute an additional R1,117 million to the project.

Led by Prof Johan Fourie of the Department of Economics, Faculty of Economic and Management Sciences, the project will be hosted in the Faculty of Arts and Social Sciences' Department of History.

As particularly black South Africans were in the past often excluded from qualitative archival sources, we have a current lack of historical information. Now, individual-level records along with the methods of the "digital humanities" offer an opportunity to tell the untold histories of South Africans. [The Biography of an Uncharted People project](#) is a first attempt to bring to light histories of families that were overlooked in the past. This will be done by transcribing large sets of historical micro-data.

This initiative clearly addresses our institutional strategy with regard to research in the social sciences and humanities, as well as the crucial element of capacity development among young researchers, including those from designated groups. The transdisciplinary project will also support and contribute significantly to the establishment and development of the digital humanities.

Furthermore, the project will initiate and anchor a new methodology in the Department of History. It will have an impact on teaching, learning and research, and open up opportunities for the motivation of future academic appointments in this field.

The Andrew W Mellon Foundation has a longstanding relationship with SU and endeavours to strengthen, promote and defend the contributions of the humanities and the arts to human flourishing and to the well-being of diverse and democratic societies. To this end, the foundation supports exemplary institutions of higher education and culture, as they renew and provide access to an invaluable heritage of ambitious, ground-breaking work.

7.12 Corporate Communication

In a short space of time, the Corporate Communication Division (CCD) has made significant progress in preparing to lead the university-wide implementation of its **Integrated Communication Strategy** (ICS). The ultimate objective of the ICS is to differentiate the University in the higher education marketplace and position the institution favourably among its stakeholders.

The **Integrated Communication Forum** (ICF) has moved forward with the design of a functional model for the implementation of the ICS within the University, as well as with defining a set of guiding principles for a funding model that could support such implementation.

Similar to the ICF, a **Brand Reference Group** (BRG) was also established to advise the CCD on brand identity management. The BRG has been particularly successful in practically facilitating synergy and collaboration, and the various representatives continuously express their appreciation for the mechanisms and processes instituted through this initiative. A visual/touchpoint identity audit was undertaken in close collaboration with members of the BRG, which is to be followed by a brand valuation audit in November 2017. The results of the various audits will directly inform the brand revision strategy, as well as indirectly guide the drafting of the stakeholder engagement plan and the compilation of a matrix for integrated communication programmes. Audit results will also be incorporated into the development of the new strategic framework for the University.

7.12.1 Centenary brand identity

A phased approach towards facilitating alignment and shared responsibility in managing the SU brand commenced in August 2017 through Centenary brand **workshops**. The first phase entailed four workshops hosted from August to October. The workshops offered an opportunity to identify individuals that could play a contributory and supportive role as brand ambassadors in their respective environments, and to equip stakeholders with the necessary tools to become brand advocates in the brand alignment and management process.

Additional initiatives through which advice and support were provided as part of shared services included branding **applications** such as inaugural lecture covers, the Rector's T-shirt, the Varsity Cup Maties Steinhoff supporter's T-shirt, the Varsity Cup Maties rugby jerseys, and Commercial Services' Matie Shop. At present, these initiatives mainly focus on the Centenary brand, simultaneously addressing the importance of brand alignment and brand consistency.

Comprehensive Centenary brand **guidelines** have been completed. As part of a governance process and to ensure brand compliance, terms of use were compiled in partnership with Legal Services. Internal and external stakeholders will be expected to agree to the terms of use to gain access to the Centenary brand guidelines and artwork. Since the compliance measures were introduced, approximately 23 terms-of-use forms have been completed and signed. The Corporate Brand Identity Department manages requests on a case-by-case basis as part of the newly introduced brand management initiatives.

In addition, a user-friendly version of the Centenary brand guidelines targeted at basic-level users is nearing completion. These include stationery templates such as the staff **e-mail signature**, which will

be accompanied with a step-by-step guide. The signature displays the banner with the Centenary theme and expression in English, Afrikaans and isiXhosa.

7.12.2 Internal communication

Internal communication audit

The CCD appointed the service provider Business DNA to conduct an internal communication audit to evaluate the University's current communication channels, practices and protocols. The results and recommendations of this audit will inform the conceptualisation and implementation of an internal communication plan that will provide for more effective communication channels, protocols and processes in line with SU's strategic priorities.

The first project meeting took place in October, and provisional dates for the audit have been set. Audit activities will include a staff and student online survey, staff and student focus groups as well as individual interviews with line managers shortly after the start of the 2018 academic year.

Newsletters

Newsletters and notices sent out by CCD achieved an average opening rate of 29% in the reporting period, which is well above the industry standard of 23,8%. Average click-through rates for news@StellenboschUni (6,4%) and info@StellenboschUni (4,7%) also exceeded the industry standard of 2,2%.

Afrikaans and English mass mailers to students in the form of bulletin@StellenboschUni – respectively inviting students to comment on gender transformation at SU (27 September) and informing them about discussions on the differentiated 2018 fees structure (11 October) – did well, with opening rates averaging at 52%. Staff seemed equally interested in reading about the proposed fees structure for 2018 in info@StellenboschUni, resulting in a total of 320 clicks.

Water-related stories, such as the article featuring Dr Thinus Booysen's smart water meter, and notices encouraging staff to use water sparingly remain popular. The notice of the introduction of level-5 water restrictions in Stellenbosch received over 260 clicks.

Communication from Council remains the most read item in both the Afrikaans and English newsletters. Feedback from the last Council meeting was included in the news@StellenboschUni of 29 September and received over 600 clicks (Afrikaans and English combined). It is worth noting that articles and items included in news@StellenboschUni and info@StellenboschUni are accompanied by a short summary of the event, notice or article, so only those truly interested in reading more about the topic would click through to the full article on SU's website.

7.12.3 Corporate publications

The 2017 edition of *Matieland* was distributed to staff, alumni, donors and friends of the University early in November. Separate online Afrikaans and English editions are [available on the website](#). In addition, the 2016 edition recently garnered three SA Publication Forum awards, namely for excellence in design, excellence in writing and communication, as well as for being a finalist in the once-off publications category.

With the Centenary branding confirmed, the CCD is now set to prepare stakeholder publications for release in SU's Centenary year. Collaborating closely with the Centre for Student Recruitment to put together material for undergraduate student recruitment in 2018, design concepts for the undergraduate prospectus publications have been solicited from design companies. With the specialist help of the faculties, departments, the Registrar's Division and Academic Administration, information is being updated for these publications as well as for the undergraduate student website, www.maties.com, which serves as the definitive information source for prospective students.

This is an **important development for undergraduate and postgraduate information** published on the SU website, as the current database storing the prospectus information has reached the end of its life and will be decommissioned at the end of March 2018. Until a new database has been launched, the information will remain static, and no further updates will be possible for the best part of 2018. The CCD is also supporting the Postgraduate Office – the new owner of the postgraduate prospectus website – with updating and troubleshooting of postgraduate information on the database.

7.12.4 External communication (SU in the news)

I am happy to report that we have again seen an increase in the number of media articles referring to SU research and institutional matters over the past three months. In fact, in terms of volumes, SU generated the most coverage of all the universities monitored by the University's new media monitoring service provider, Professional Evaluation and Research (PEAR), in September.

Research by Prof Thinus Booysen ([Smart Water Meter helps schools to save water](#)) made it into various newspapers and was also featured on [SABC News](#), [SABC2](#), [SAFM](#) and [Cape Talk](#). Likewise, Dr Daniel le Roux and Douglas Perry's work on [smartphones keeping students from concentrating during lectures](#) resulted in a myriad of articles and interviews – even overseas. PhD students Monica Clements, Jonathan Hay and Anton Hamann, in turn, came up with innovative and relatively inexpensive ways of [saving up to 3 000 litres of water per week](#), which was also widely reported on, including in the [Cape Times](#), [The Times](#) and [Eikestadnuus](#).

The annual [Russel Botman memorial lecture, this year delivered by Justice Zak Yacoob](#), as well as the unveiling of a portrait and launch of a book on the life of the late Prof Botman did equally well in the media, for example featuring on [SABC](#).

Apart from facilitating a number of media releases, CCD again also distributed various expert lists over the reporting period. These included lists for Women's Day (receiving coverage in, for example, [The Citizen](#)), [International Literacy Day \(Cape Times\)](#), the [International Day of Democracy \(Daily News and Pretoria News\)](#) and [International Translation Day \(Cape Argus\)](#). Other articles and opinion editorials accompanying national and international celebratory days included Casual Day ([Cape Argus](#)); [World Teachers Day \(Cape Argus\)](#) and World Food Day ([Cape Argus](#)).

Other interesting SU research studies featured in the media included the following:

- [Fishermen survey: how well do you know your marine bait worms? \(Cape Talk\)](#)
- [AB InBev and SU: Partnership will increase research into beer ingredients \(Argus, Cape Times\)](#)
- [South Africa's long-legged bees adapted to pollinate snapdragon flowers \(The Times, Die Burger, Beeld, The Herald\)](#)
- [Elderly suffer from malnutrition – \(Cape Argus front page\)](#)
- [What and how much should we drink per day?](#)
- [Can seabirds detect infrasound?](#)

At an institutional level, the Gelyke Kanse court case aimed at forcing SU to return to its 2014 Language Policy also resulted in quite a few media articles. These not only related to language implementation, but also took the form of personal attacks on members of SU management. In the run-up to the court dates in August, there seemed to have been a concerted media effort to cast doubt on SU processes and individuals, creating the wrong impression that SU was being turned into an English-only institution, with a resulting negative impact on our institution's reputation. Based on guidance from the legal team not to get involved in a media campaign while the legal process was still being concluded, the media office did not weigh in on the matter.

Other institutional matters that made headlines included the following:

- [Meet Lwando Nkamisa, Stellenbosch University's new SRC chairperson](#)

- [Conference highlights role of women and black people in sports history](#)
- [Jonathan Jansen appointed at Stellenbosch University](#)
- [SU improves its position on Times Higher Education rankings](#)

Yet again, I wish to thank the various **SU thought leaders who write for the media**. Over the past few months, more than 61 articles appeared in various newspapers and on news websites. For the latest list of op-eds and columns, please see the Addendum.

7.12.5 SU website

The SU website, www.sun.ac.za, receives an average of **1,2 million hits per month**.

From 24 July to 13 October 2017, the website received a total of 2,8 million views, of which 2,1 million were unique page views. Unique page views are first-time user views (excluding repeated views by the same users).

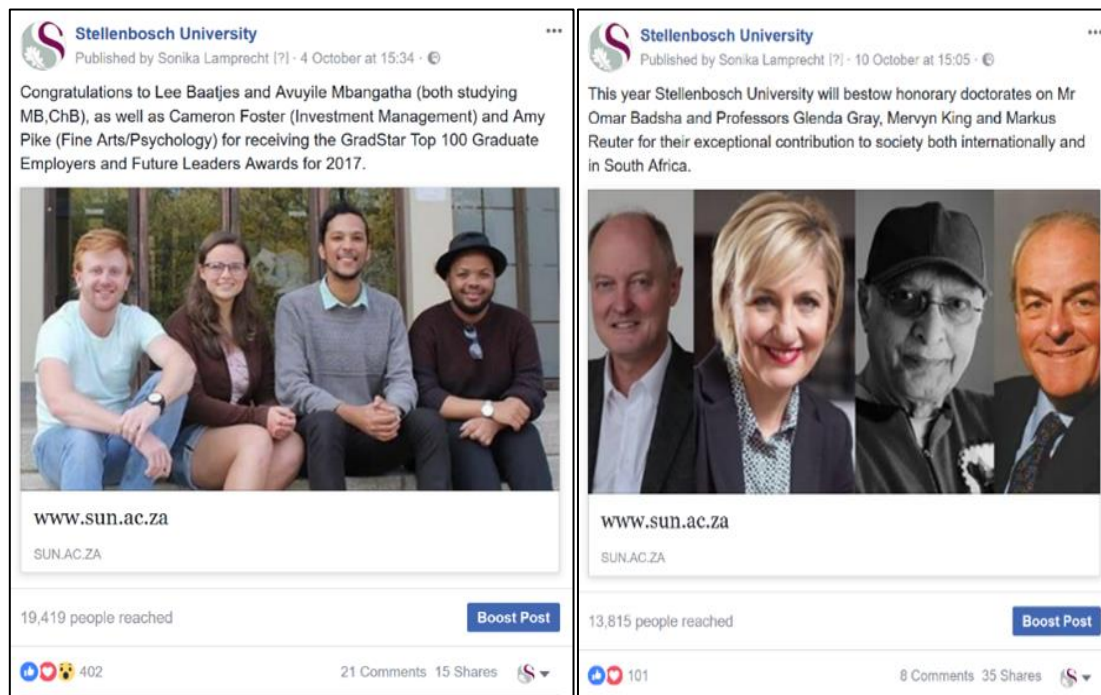
Website visits spike on Mondays, and media releases and newsletters draw a significant number of viewers who wish to read the full articles on our website. Social media posts further add to the increase in website traffic.

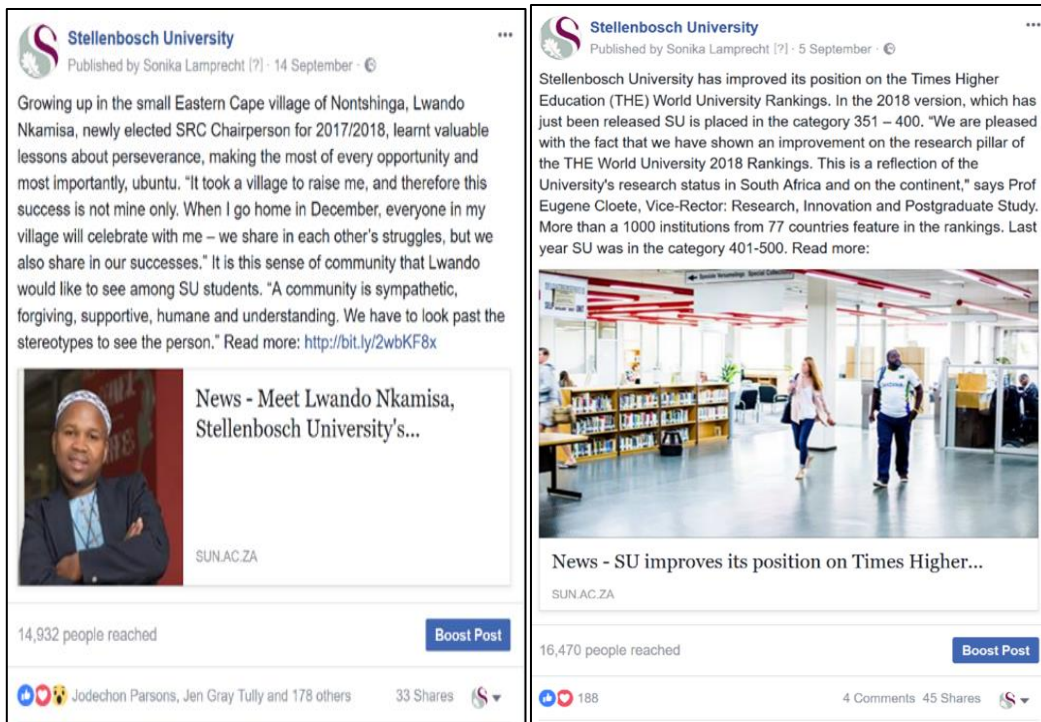
Landing pages that consistently receive the highest number of views include the English SU homepage, the Maties homepage (www.maties.com) and the webpages of the student committees of the faculties of Economic and Management Sciences as well as Science.

7.12.6 Social media

One of the University's **Twitter** accounts, @StellenboschUni, has racked up 48 000 followers. This channel is used to communicate official institutional matters. The other account, @MatiesStudents, is the more informal voice of the institution, portraying student life, achievements and events. Its number of followers has remained constant on 16 000.

LinkedIn still is one of our fastest-growing and most positive engagement platforms. Now on 103 000, followers of this channel have grown by over 30 000 since January 2017. The bulk of our LinkedIn audience are alumni. Recently, posts about the four honorary doctorates being awarded at the December and March graduations obtained 150 000 impressions.





We also posted a number of videos on our **Facebook** page, which fared exceedingly well.

7.13 Agreement with Department of Defence renewed

SU and the National Department of Defence (DOD) have signed a new memorandum of agreement (MOA) to reinforce the relationship between the two institutions dating from the 1960s. The signing took place at Defence headquarters in Pretoria on 5 October.

SU is the **only university in the country** offering **military science** training. The intention of the new MOA – a revision of the agreement signed in 2012 – is to facilitate a closer working relationship between the two parties.

Revisions include a clarification of higher education services that SU will provide to the DOD, as well as creating conducive learning environments where both students and staff can flourish. The agreement stipulates the roles and obligations of the two parties, such as the DOD and University's respective financial obligations towards SU's Faculty of Military Science.

The MOA also deals with appointments, remuneration and service conditions, admission and treatment of Military Science students, and the continuation of a joint advisory committee which is simultaneously accountable to both parties.

7.14 Prof Russel Botman honoured

The late Prof Russel Botman was recently honoured with a memorial lecture, the unveiling of a portrait of him, the launch of a book on his life, as well as the acknowledgement of SU students who had received bursaries from a fund bearing the name of this former SU Rector and Vice-Chancellor, who passed away unexpectedly in June 2014. All of this took place at an event at the Faculty of Theology on what would have been Prof Botman's 64th birthday, 18 October 2017.

- The third annual Russel Botman memorial lecture was delivered by Justice Zak Yacoob, retired judge of the Constitutional Court. Click [here](#) for the video recording, and [here](#) for the written speech.
- The portrait was painted by artist Fiona Metcalfe and is on display in the SU Museum.
- The book, *Russel Botman, a tribute: 1953–2014*, was compiled by editors Prof Albert Grundlingh of the Department of History, Prof Nico Koopman, Vice-Rector: Social Impact, Transformation and Personnel, and Ms Ruda Landman, Matie alumna and well-known TV personality. A total of 16 people worked on writing the life story of our former Rector. Click [here](#) to read more.
- The first nine recipients of Russel Botman bursaries, awarded for 2016 and 2017, were also acknowledged (click [here](#) for a video). Prof Botman established the fund in 2013 on his 60th birthday, eight months before his death.

8. Executing the Campus Renewal Project

The Campus Renewal Project (CRP) was approved by Council in December 2014. The project was initiated when the risk was raised that much of SU’s physical infrastructure was dysfunctional and rundown due to long-term lack of maintenance and as such poses a risk to the sustainability of the academic project at SU. We recognise that the physical facilities of the University are strategic assets and essential enablers of a world-class and a systemic sustainable university.

8.1 Stellenbosch University Library

The refurbishment of the entrance area of the Stellenbosch University Library is in the early planning stages, and a preferred architect, Wolff Architects, has been appointed by the Library and Facilities Management. The upgrade will include the circulation section, coffee-break area, toilet facilities for staff and students, discussion rooms and the auditorium. The architects will prepare mock-ups of the areas for staff and students’ further input. If all goes according to plan, the refurbishment will start in early 2018.

8.2 Medicine and Health Sciences Library

The refurbishment of the Medicine and Health Sciences Library on Tygerberg campus is nearing completion. The tender processes for the new and refurbished furniture are completed. Various artists were invited to present artwork designs for the “tree of knowledge” in the library courtyard. Most of the interior aspects, such as the carpets, wallpaper and signage, are in place in the designated areas. The contractors were planning to hand over the site at the end of October, and the library collection will be moved back to the new spaces in December.

8.3 Bellville Park Campus Information Centre

The refurbishment of the Bellville Park Campus Information Centre (USBI) will commence in January 2018. USBI staff are busy weeding out unused printed journals and books. During November and December 2017, the offices, journal/newspaper and reading areas, electronic classroom and the two breakaway rooms will be cleared out in preparation for construction. Between January and April 2018, construction of the two classrooms will take place. A wall will be erected between the area under construction and the library. From April to September 2018, the library and its staff will then move into the two new classrooms while USBI is being refurbished. The USBI refurbishment is expected to be completed by September 2018. There will be no interruption of services during the construction and upgrade phase.

9. Conclusion

My heartfelt thanks to you for your hard work and commitment during the past year. My hope is that you will experience joy and fulfilment about what we were able to achieve together during the

year, and that you take pride in your affiliation with this world-class institution. Over the coming holidays, take time to rest, rejuvenate and recharge in preparation for our Centenary in 2018 – another important milestone for SU.

A handwritten signature in black ink, appearing to read 'WJS de Villiers', written in a cursive style.

Prof WJS de Villiers
Rector and Vice-Chancellor

ADDENDUM: OP-EDS AND COLUMNS

Opinion editorials (28 August to 26 October 2017)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for article)
Doris Viljoen	Institute for Futures Research	The next #1 organisational capability	Fin24 (29 Aug)
Dr Marcia Lyner-Cleophas	Disability Unit	Disabilities a chance to celebrate our diversity	Cape Argus (31 Aug)
Dr Jeanette de Klerk-Luttig	Bureau for Continuing Theological Education and Research	Keer terug na die basiese	Beeld (2 Sep)
Prof Thinus Booyesen	Electrical and Electronic Engineering	How smart meters can save water in drought-ridden Cape Town	The Conversation (3 Sep)
Dr Tristen Taylor	Philosophy	Leninism looms large over ANC's self-destruction	Business Live (4 Sep)
Dr Jason Bantjes Daniel Goldstone Lisa Dannatt	Psychology Psychology University of Cape Town	Integrated care can help prevent suicide among substance users	The Conversation (5 Sep); Star (7 Sep)
Dr Abdul Kader Domingo	Psychiatry	Changing attitudes on addiction	Cape Argus (6 Sep)
Pauline Hanekom	Centre for Pedagogy	Developing pupils' digital literacy in an increasingly digitised world	Cape Times (6 Sep)
Dr Kim Wallmach & Marguerite van der Waal	SU Language Centre	You still have to make the effort	Cape Argus (7 Sep)
Gerrie Swart	Political Science	How long will ballot still trump bullet?	Daily News (12 Sep)
Prof Nox Makunga	Botany and Zoology	Women scientists lag in academic publishing, and it matters	The Conversation (13 Sep); News24 (17 Sep)
Prof Nuraan Davids & Prof Yusef Waghid	Education Policy Studies	How tolerance enhances democracy and the quest for human flourishing	The Conversation (12 Sep); Pretoria News (14 Sep); Star (14 Sep); The Witness (18 Sep)
Prof Lizette Rabe	Journalism	Naspers en die 'WVK-ding'	Beeld (16 Sep)
Dr Jason Bantjes	Psychology	Why people who attempt suicide need more than meds	The Conversation (17 Sep); Daily Dispatch (20 Sep)
Prof Nico Koopman	Vice-Rector: Social Impact, Transformation and Personnel	Hybridity part of SA's rich heritage	News24 (22 Sep)
Prof Michael le Cordeur	Curriculum Studies	Ouers moet nou opstaan	Die Burger (23 Sep)
Dr Stephanie Malan-Muller	Psychiatry	Getting closer to understanding the link between PTSD and bacteria in the gut	The Conversation (24 Sep)
Dr Gavin Walker	Africa Open Institute for Music, Research and Innovation	King Kong: legendary South African musical returns to a fragmented country	The Conversation (24 Sep); Star (2 Oct)
Prof Pamela Naidoo	Extraordinary professor, Faculty of Medicine and Health Sciences	Spotlight on tobacco smoking as the main cause of heart disease and stroke	Cape Times (28 Sep)
Prof Lizette Rabe	Journalism	'n Swaargewig in media	Beeld (29 Sep)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for article)
Dr Kim Wallmach	SU Language Centre	Why translators and interpreters deserve a special day of recognition	The Conversation (30 Sep)
Prof Justus Apffelstaedt	Surgery	Breast cancer: The importance of early detection	All4Women (3 Oct)
Ashanti Kunene	Master's student (International Studies)	We cannot afford to have leaders that do not read	Huffington Post (3 Oct)
Dr Lorna Dreyer	Educational Psychology	Learning support teachers play crucial role in classes	Cape Argus (4 Oct)
Prof Pumla Gobodo-Madikizela	Historical Trauma and Transformation	The ripple effect of rape on SA	City Press (8 Oct)
Prof Pamela Naidoo Prof Liesl Zühlke Prof Karen Sliwa	Extraordinary professor, Faculty of Medicine and Health Sciences University of Cape Town University of Cape Town	It's vital to curb heart disease among our women, young people	IOL (8 Oct)
Dr Chris Jones	Practical Theology and Missiology	Ethnic superiority must end for us to prosper	Daily News (9 Oct)
Ashanti Kunene	Master's student (International Studies)	'Blacks with Access' may not plead ignorance	News24 (12 Oct)
Dr Tristen Taylor	Philosophy	SA – where hating is easier than thinking	Business Live (13 Oct)
Prof Anton van Niekerk	Philosophy	Die stempel van die dood	Beeld (13 Oct)
Mbe Mbhele Dr Gavin Walker	University of the Witwatersrand Africa Open Institute for Music, Research and Innovation	Struggle songs let us be heard	Mail & Guardian (13 Oct)
Dr Scott Drimie	Southern Africa Food Lab	Nourishing food crucial for health	Cape Argus (16 Oct)
Dr Sandra Boatemaa	Southern Africa Food Lab	Struggling in the midst of plenty	Daily News (16 Oct)
Dr Ntsikelelo Breakfast	Political Science, Faculty of Military Science	The defence force an essential part of society in SA	The Herald (16 Oct)
Prof Keymanthri Moodley	Centre for Medical Ethics and Law	Archbishop Desmond Tutu: the essence of what it means to be human	The Conversation (19 Oct); The Citizen (21 Oct)
Dr Jeanette de Klerk-Luttig	Bureau for Continuing Theological Education and Research	Die teenpole van waardes	Rapport (22 Oct)
Dr Tienie Ehlers	University of Stellenbosch Business School Executive Development (USB-ED)	How sport can teach business leaders to 'pass the ball'	News24 (23 Oct)
Prof André Roux	University of Stellenbosch Business School (USB)	Economic growth in SA: what has gone wrong?	Business Live (23 Oct)
Dr Ross Anthony	Centre for Chinese Studies	China takes its place at the head table	Business Live (24 Oct)
Dr Jason Bantjes	Psychology	Poor business practice to ignore employees' psychological well-being	Cape Times (24 Oct)
Dr Heide Raubenheimer Karl Beech	University of Stellenbosch Business School (USB) Coronation Fund Managers	Women are not small men	Fin24 (24 Oct)
Dr Richard Vergunst	Psychology	Disabled students suffer in silence	IOL (25 Oct)

Regular columns (28 August to 26 October 2017)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for article)
Johan Fourie	Economics	How the world of finance evolves	Fin24 (12 Sept)
		Policy uncertainty is killing investment in what matters	Fin24 (14 Sept)
		Emigrasie nie noodwendig sleg vir tuisland se ekonomie	Rapport (17 Sept)
		The politics of infrastructure	Finweek (5 Oct)
		Die teenpool van intelligensie en visie	Rapport (15 Oct)
		Should South Africa host mega-events?	Fin24 (15 Oct)
Prof Amanda Gouws	Political Science	Praat, of dinge gaan sleg eindig	Die Burger (29 Aug)
Prof Nico Koopman	Vice-Rector: Social Impact, Transformation and Personnel	Net terugkyk is verraad teen ons toekoms	Die Burger (30 Aug)
		Daar is geen geregtigheid sonder liefde	Die Burger (6 Sept)
		'n Malcolm en Martin moet in elk van ons leef	Die Burger (4 Oct)
		Ons durf nie Oliver Tambo vergeet nie	Die Burger (25 Oct)
Dr Leslie van Rooi	Social Impact	Kan Malema ons leierskapskrisis oplos?	Netwerk24 (26 Sept)
		Kunste moet sy protesstem verhef	Netwerk24 (19 Oct)