



UNIVERSITEIT
STELLENBOSCH
UNIVERSITY

**REPORT TO COUNCIL
BY THE
DEPUTY VICE-CHANCELLOR: STRATEGY &
INTERNATIONALISATION**



submitted by

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List of abbreviations

A4U	Alliance4Universities
ACG	Africa Collaboration Grant
AC21	Academic Consortium 21
ADA	African Doctoral Academy
ACS	Africa Centre for Scholarship
AFIMEGQ	Research network to develop research capacity in science-related fields.
APQ	Academic Programme Planning and Quality Assurance
ARUA	African Research Universities Alliance
AU	African Union
BCG	BRICS Collaboration Grant
BRICS NU	Brazil, Russia, India, China, South Africa Network University
CCA	Centre for Collaboration in Africa
CIO	Chief Information Officer
CoE	Centres of Excellence
COO	Chief Operating Officer
CPI	Centre for Partnerships and Internationalisation
CUGH	Consortium Of Universities For Global Health
DHET	Department of Higher Education and Training
DRD	Division for Research Development
DST	Department of Science and Technology
DVC	Deputy Vice-Chancellor
ESDoP	Escalating Doctoral training Through Joint Development and Delivery of PhD Programmes
EU	European Union
EU Intra-ACP	European Union Intra-ACP (Africa, the Caribbean and the Pacific))
EUROSA	Europe and South Africa Partnership for Human Development
FAUBAI	Association for internationalisation in higher education in Brazi
FEP	Faculty Environment Plan
FMHS	Faculty of Medical and Health Sciences
GEC	Global Education Centre
HE	Higher Education

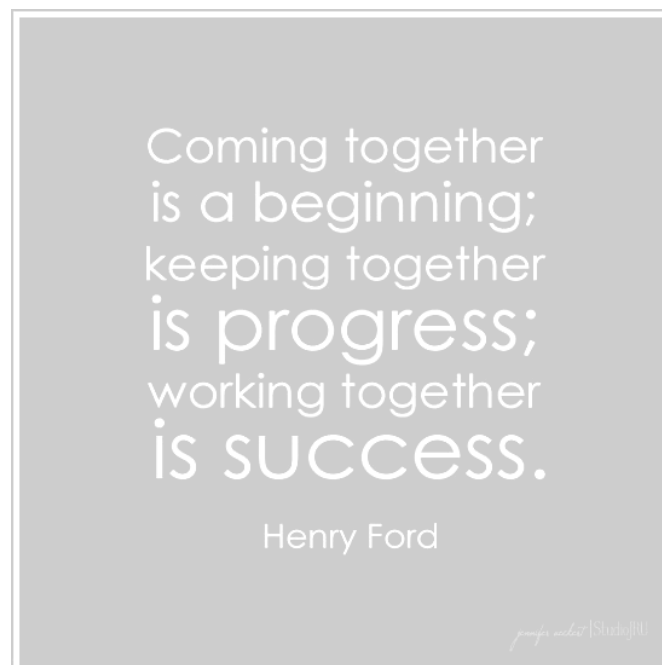
HEI	Higher Education Institution
ICPAC	Intergovernmental Authority on Development (IGAD) Climate Prediction and Applications Centre
ICM	International Credit Mobility
ICT	Information and Communication Technology
IG	Information Governance
IGD	Information Governance Division
IIO	Institutional Information Officer
IIS	Institutional Intent and Strategy
INSPIRE	An Erasmus Mundus Action 2 project (with financial support granted by the European Commission) that grants scholarships to South African students and researchers.
IP	Institutional Plan
IRP	Division for Institutional Research and Planning
ITP	Integrated Transport Plan
KU Leuven	Katholieke Universiteit Leuven
LERU	League of European Research Universities
MoU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
NRF	National Research Foundation
PAIA	Promotion of Access to Information Act 2 of 2000
PAFROID	A Francophone network striving to build Engineering and AgriSciences research capacity.
PANGeA	PANGeA network strives to develop research capacity in the arts, humanities and social sciences.
PASS	Professional and Academic Support Services
P4HPT	Network strives to develop research capacity in the Health Sciences
PERIPERI-U	PeriPeri-U is a partnership of African universities committed to building local disaster risk reduction related capacity.
PGIO	Postgraduate & International Office
PGO	Postgraduate Office
PhD	A Doctorate in Philosophy
POPIA	Protection of Personal Information Act
PRC	People's Republic of China
QS	Quacquarelli Symonds

RC	Responsibility Centre
RCEP	Responsibility Centre Environment Plan
RCU	Reformed Church University
RID	Research Innovation and Development
RMT	Rector's Management Team
RUFORUM	African partner universities' consortium with a focus on Agricultural Sciences
SADC	Southern African Development Community
S&I	Strategy and Internationalisation
SANORD	Southern African-Nordic Centre
SANWATCE	Southern African Network of Water Centres of Excellence
SASUF	South Africa Sweden Universities Forum
SDG	Sustainable Development Goals
SHARE	Research network to develop research capacity in science-related fields.
SIAN	Stellenbosch International Academic Network
SID	Strategic Initiatives Division
SIS	Student Information System
STIAS	Stellenbosch Institute for Advanced Study
SToRM	Strengthening of collaboration, leadership and professionalisation in research management in SADC and EU higher education institutions
SU	Stellenbosch University
SUI	Stellenbosch University International
SUISC	Stellenbosch University International Services Centre
TIO	Tygerberg International Office
T&L	Teaching and Learning
TRECCAfrica I and II	SU coordinates the consortium of science research mobility flows.
UK	United Kingdom
USAf	Universities South Africa
USB-IA	Stellenbosch University Business School International Office
USTHB	University of Science & Technology Houari Boumediene
U4C	Universities Four Continents
VC	Vice-Chancellor
VR	Vice-Rector

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EXECUTIVE SUMMARY

Preamble:

As a newly established Responsibility Centre, the Strategy and Internationalisation portfolio is what I believe, off to a good start. We have laid a sound foundation that will serve as a springboard for success into the future. This would not have been possible without the support of Council, the Vice-Chancellor and Rector, Prof Wim de Villiers and members of the Rectorate and RMT. In particular I want to acknowledge Prof Leopoldt van Huyssteen, who has so freely shared his pearls of wisdom and advice – indeed appreciated! In addition I want to acknowledge the two senior directors, Mr Robert Kotze and Dr Barbara Pool, who has walked with me over the past year as we navigate our way into the future.

The responsibility centre of the Deputy Vice-Chancellor: Strategy and Internationalisation has three distinct focusses: (i) it supports the overall strategy development, implementation, monitoring and evaluation of the university as a whole, but also the strategy alignment across RC's, faculties, entities, and PASS environments; (ii) provides strategic direction for internationalisation at SU, and the recently added responsibility of (iii) overseeing information governance within the university as a whole. The RC includes three divisions, i.e. Strategic Initiatives Division (SID), Stellenbosch University International (SU International) and from 1 October 2017, Division for Information Governance (DIG).

To provide a summary of the achievements of the RC, the strategic objectives for each of the RC: S&I portfolios are provided, with the feedback on the highlights for each. In terms of STRATEGY:

- *Coordinate and manage both strategy planning, development, progress of execution and reporting of the Strategic Plan (2019-2024).*

We have initiated the process to develop Vision 2040 and a Strategic Framework 2019-2024 that will replace the existing Institutional Intent and Strategy (2013-2018). The Institutional Planning Forum (Feb 2017) and the Executive Planning Forum (July 2017) were both utilised to consult with the university management team on what SU will look like in the future. Five task groups are working on specific areas that will feed into the vision and strategic framework. Council and the senior management have been

consulted on the vision and mission elements, as well as the proposed new values. During October and November 2017, students and staff are in consulted on the proposed values. A first draft for broad consultation is planned to be available middle January 2018.

- *Plan and manage key strategic projects that may develop from strategic planning or assigned by the VC or executive management team.*

The RMT has identified several projects strategic in nature and these are coordinated by the RC. Amongst those are, i.e. the (i) Coordination of the centenary commemoration for 2018; (ii) Faculty of Arts and Social Sciences renewal strategy, (iii) Faculty of Education renewal strategy, (iv) Supporting the Faculty of Medicine and Health Sciences in facilitating the establishment of the new undergraduate nursing science programme, (v) Supporting the Faculty of Medicine and Health Sciences to expand the faculty's academic footprint and clinical platform to the Northern Cape.

- *Coordinate and oversee the execution of programmes that operationalise/mobilise the short, medium and long-term strategic objectives of the University.*

With a focus on systemic sustainability, the SD: Strategic Initiatives oversees the SU Integrated Transport Plan.

- *Coordinate memberships and partnerships.*

Institutional membership to organisation and networks of strategic nature for SU, has been aligned and now coordinated by this RC.

In terms of INTERNATIONALISATION:

- *Develop a strategy for internationalisation that provides directions to the subsequent internationalisation strategic plan and the implementation of the plan.*

Reorganisation of PGIO into Stellenbosch University International and the Postgraduate Office was completed in October 2016. The new SU International was launched in November 2016, consisting of six centres. During 2017, a position paper on internationalisation has been drafted that will form the basis for the strategy on internationalisation. In addition, to develop a framework for all international strategic

alliances, partnerships and networks, we have done an extensive structured evaluation of these partnerships. This will guide us, in determining which partnerships and collaborations will be of institutional or of faculty strategic nature for the future. We have also established the Institutional Advisory Committee on Internationalisation (IACI) with representation from all RC's, faculties and PASS environments.

- *Establish an Africa footprint outside the borders of South Africa.*

We have deliberately focused on expanding our footprint outside South Africa. To do so:

- SU continues to host the secretariat for the NEPAD/SANWATCE water initiative in southern and western Africa.
 - SU is part of the 16 universities ARUA network, focusing on building research capacity across the continent, participated in the launch conference in April 2017 in Accra, Ghana and hosted the ARUA DVC meeting in September 2017.
 - SU supports several initiatives across Africa, i.e. PERIPERU-U, TRECCAfrica I and II, etc.
- *Develop and implement an electronic information management system to maintain a database of all networks, partnerships, and collaboration agreements.*

SU International has developed an electronic data base that captures the data of our partners with reference to the university, geographical region, type of agreement, level of agreement, activities in the agreement (exchanges/mobility/research) and the participants. This system will be refined and expanded over the next 18 months into an electronic platform to integrate data into SU Information Systems.

- *Build, strengthen and support international alumni hubs in order to broaden the SU networks internationally and to raise the University's profile and leverage existing and new international networks in order to raise the profile of the University's achievements amongst international philanthropists, university partners, institutional funders and ranking organisations*

In collaboration with the Development and Alumni Relations, we have initiated the coordination of the VC and Rector's visits to alumni events, foundations, etc. to co-

inside with visits to international partner universities. This allows for more effective use of resources and building a link to our international alumni to assist in expanding our international profile where possible.

- *Position the SU brand as a significant role player in higher education in Africa and Internationally.*

The VC and Rector were elected onto the board of directors of the Association of Commonwealth Universities, giving extensive profile to SU globally.

SU gained membership to the Consortium for Universities in Global Health (CUGH) in November 2016. In addition, we have been successful in a bid to co-host the annual CUGH international conference to be held in March 2018 in New York, in collaboration with Colombia University and University of Peradeniya. This is giving SU exposure to a network of more than 250 leading universities globally and recently I was honoured to be elected to serve on the board of directors of CUGH for a three year period from 1 March 2018, adding to opportunities to profile SU internationally. In July 2017, SU on invitation of SA DHET and USAf, was part of the re-launch of the South Africa – Japan University (SAJU) Forum, which provided opportunity to renew our commitment to our Japanese partner universities.

In terms of INFORMATION GOVERNANCE:

- *Establish an Information Governance portfolio, relevant divisional structures, and guiding policies and procedures.*

It was the intention of the RC head to establish the IG portfolio as of January 2018. However, with the changes in reporting lines announced by the VC and Rector, at the end of August 2017, Institutional Research and Planning (IRP) became part of the RC. This allowed for the incorporation of IRP from 1 October 2017 into the Division of Information Governance (DIG). It has been approved by the rectorate that IRP will be renamed to DIG consisting of three centres. Structures, committees and reporting of IG will be finalised by end of 2017.

It is an honour to lead this portfolio at SU, and looking at the vast opportunities ahead of us, the RC will embrace the 2018 challenges and beyond – *Saam Vorentoe, Forward Together, Masiyi Phambile!*

*"Strategy without tactics is
the slowest route to victory.*

*Tactics without Strategy is
the noise before defeat."*

Sun Tzu



1. INTRODUCTION

It gives me pleasure to provide the first report to Council on the newly established Responsibility Centre (RC) of Strategy and Internationalisation. The RC: Strategic Initiatives and Internationalisation was established as part of the Rector and Vice-Chancellor, Prof Wim de Villiers's vision when he was appointed on 1 April 2015. Aligned with his vision, SU created a new post at executive management level signalling the importance of this new RC. To establish and manage this new RC, the University Council approved the post of Deputy Vice-Chancellor: Strategic Initiatives and Internationalisation, of which I am honoured to be the first incumbent. During the Rectorate meeting on 20 July 2017, an amendment to the name of the RC to *Strategy and Internationalisation* was adopted. The rationale for the amendment was that the RC oversees strategy as a whole, inclusive of strategic initiatives.

The RC's name implies two distinct foci. In terms of Strategy, the RC aims to address the current discord between strategy planning and its execution with fragmented monitoring and evaluation. An overarching goal is to achieve synergy throughout SU core functions and the related administrative support services to ensure that well-aligned strategies are developed vertically and horizontally. This is achieved by aligning the environment plans of all Responsibility Centres, Faculties, Professional and Academic Support Services divisions with SU's Institutional Intent and Strategy and Institutional Plan.

In terms of Internationalisation, it is one of the seven institutional strategies outlined in the Institutional Intent and Strategy (2013-2018) and the Institutional Plan (2017–2022). A strategic view of internationalisation is critical to promote Stellenbosch University's students and staff to make internationally significant contributions and to expand SU's brand as a significant knowledge producer, simultaneously expanding our African footprint.

As this is the first report of the RC, an overview of the RC is provided and feedback given on the implementation of SU's Strategy and Internationalisation Responsibility Centre for the time period 1 October 2016 to 31 October 2017.

2. OVERVIEW OF NEWLY ESTABLISHED RESPONSIBILITY CENTRE

Although the name of the RC encompasses two distinct foci, i.e. strategy and internationalisation, a third distinct focus was approved as part of the RC's environment plan, i.e. information governance in support of SU's Vision 2030 of being *inclusive, innovative and future-focused*. The foci are:

- **Strategy** (implementing an aligned strategy in the plans of the responsibility centres, faculties, departments, centres and units)
- **Internationalisation** (contributing to innovative scholarship, creating opportunities for international collaboration and new knowledge economies locally and globally)
- **Information governance** (create a framework to effectively monitor, regulate and evaluate SU's information systems)

The value proposition is threefold and encompasses:

- Alignment of strategy between strategic objectives, SU's aspirational business plan and performance indicators.
- Changing the lives of SU students and staff through an international experience (abroad and at home).
- Availability of all the data in one place (to be more effective with less effort and to be able to monitor and evaluate the implementation of strategy as and when required).

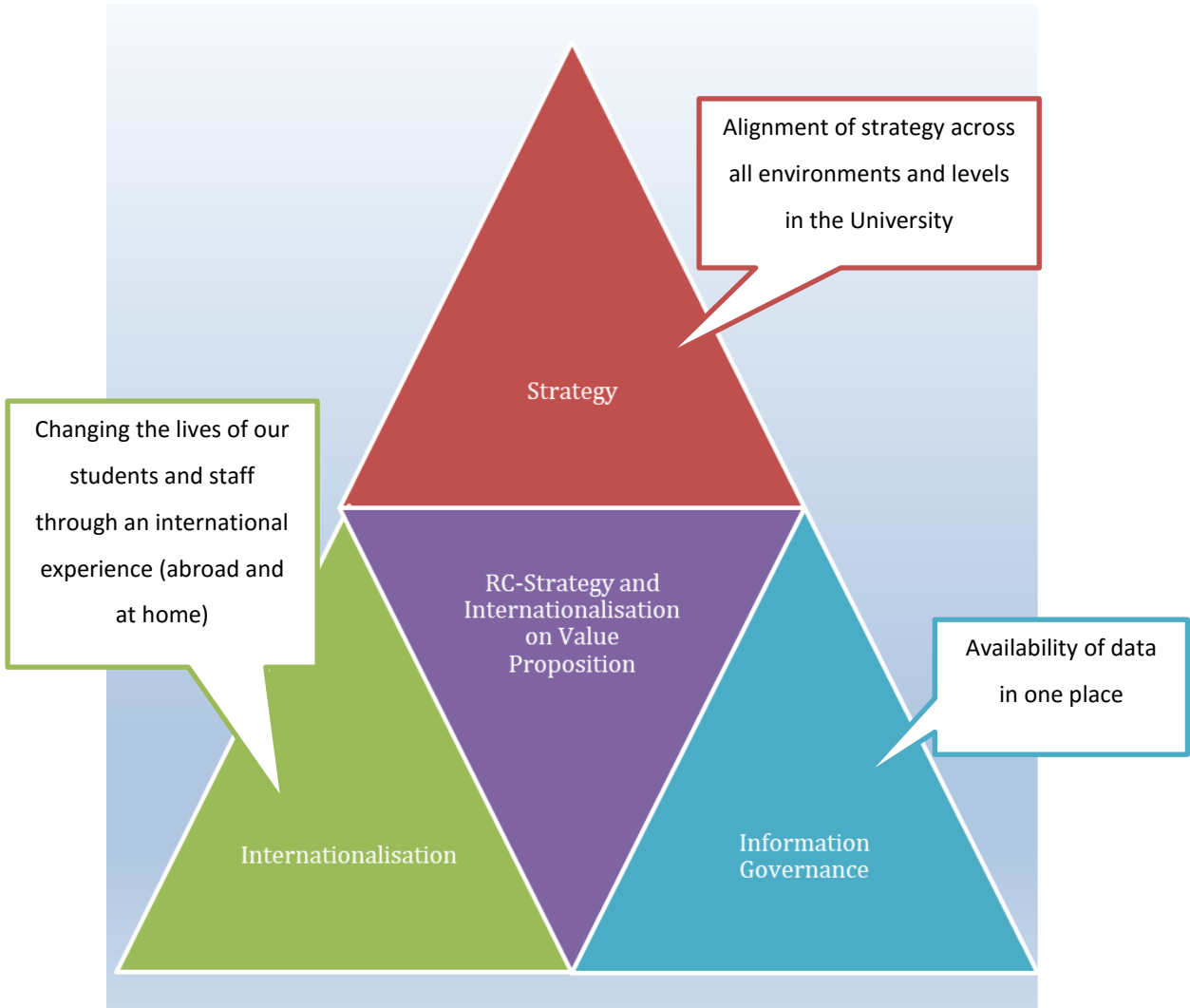


Figure 1. Value proposition of the RC Strategy and Internationalisation

Each of the foci in the RC has been established as a division as illustrated in Figure 2.

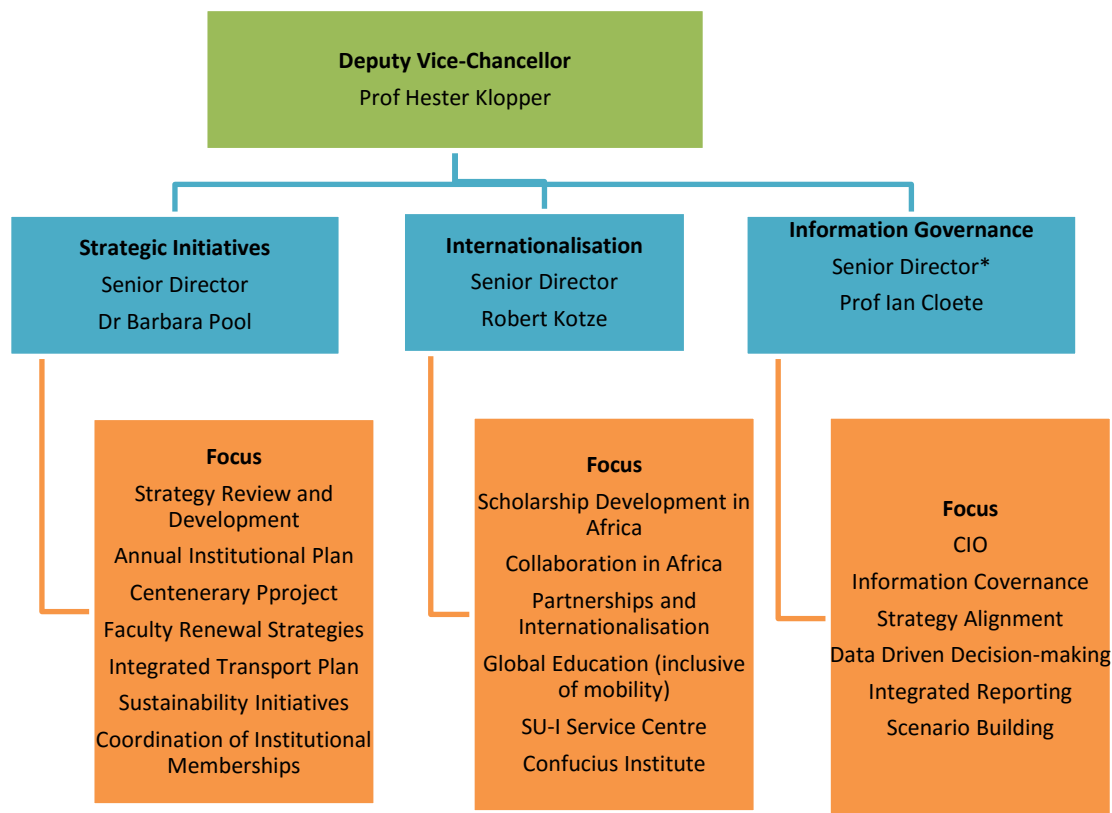


Figure 2. Structure of the RC: Strategy and Internationalisation

*Position planned as Chief Director

3. STATUS REPORT OF RESPONSIBILITY CENTRE

The following section describes the underlying strategic foci of the RC Strategy and Internationalisation in support of SU’s Vision 2030 and in pursuit of overarching strategic objectives. This portfolio was established in 2016/2017 on a limited budget. This section serves to articulate the challenges overcome and milestones achieved for this time period.

3.1. STRATEGY

Vision without a strategy, remains an illusion - Lee Bolman

In order to operationalise the strategy function of the RC, the Strategic Initiatives Division was established towards the end of 2016, and is headed by Dr Barbara Pool, Senior Director: Strategic Initiatives since 1 January 2017.

3.1.1. Strategy Objectives

There is a general agreement that HEIs need to adapt to the fast-changing environment. However, the question remains what the most suitable approach would be. One such a possibility is providing a basis for closing the gap between strategy formulation, strategy execution and strategy evaluation. Although the University identified certain institutional strategies and planned accordingly, the processes of planning, execution and monitoring have not been aligned sufficiently. The Strategic Initiatives Division (SID) is instrumental in leading the execution phase and will work closely with the newly established Information Governance Division (IGD) to facilitate a streamlined process.

Overall objectives for *Strategy* are:

- (i) Sustaining collaboration with the Corporate Communication Division to communicate the institutional strategy.
- (ii) Ensuring the integration of the Strategic Plan and Annual Institutional Plan in RCs, faculties, departments, centres and units.
- (iii) Delivering planned strategic initiatives within the framework of the institutional plans.
- (iv) Alignment of strategic objectives through processes across all levels and entities from RCs, faculties, professional administrative services to individual level, to ensure congruency with personnel plans.

3.1.2. Strategic Initiatives

Two concurrent processes were facilitated this year. Firstly, initiating the development of Vision 2040 and a Strategic Framework for 2019–2024 and secondly the annual planning to ensure budget integration, culminating in the submission of the Institutional Plan 2018–2023 to DHET on 15 December 2017. Since the Institutional Plan is an annual process, a short overview is given of the process followed in 2016 and to be repeated in 2017. Subsequent a

report on each of the Strategic Initiative objectives (as embedded in the RC Environmental Plan).

3.1.2.1 Objective: Coordinate and manage strategy planning and development, and progress of execution and reporting of the Strategic Framework for 2019-2024

- **SU Institutional Plan 2017–2022 (IP)**

Since 2014 DHET has required public universities to submit an annual Institutional Plan (IP) by 15 December each year. The IP (2017-2022) was developed in collaboration with Prof Leopoldt van Huyssteen, COO, and approved by SU Council at its meeting of 28 November and submitted to DHET on 15 December 2016. The IP is an integral part of SU's annual planning and serves as a guiding document to realise SU's strategic priorities. The plan gives momentum to our planning on how to achieve the goals in a sustainable manner. Its purpose is to meaningfully integrate and effectively coordinate SU's IIS priorities and goals in order to utilise the University's resources (human, finance, facilities and equipment) in a responsible and balanced way. We were very pleased that the IP was submitted to DHET on 15 December 2016, although extension was later given to 15 February 2017 due to disruptions on various campuses.

- **Executive Planning Forum (July 2017)**

The Executive Planning Forum, comprising SU executive management, deans and key support staff, was held in July 2017 in Franschoek. The agenda covered the following topics: i) the nature, role and positioning of SU, ii) a discussion of the University's proposed vision and strategy within the context of feedback from different task groups, iii) an overview of the environment plans for the different RCs, iv) the 2018 budget and v) a discussion of the yearly planning cycle and possible improvements.

A new framework was developed for the RC's environment plans (RCEPs) and faculty environment plans (FEPs). This was to create optimal alignment between the IIS and the environment plans. The FEP structure is based on the broad strategies of SU embedded in the IP (2018-2023) and embedded in the aspirational business model. The RCs and all the faculties used the new framework to prepare and submit their annual environment plans.

- **Vision 2040 and a Strategic Framework for 2019-2024**

Implemented in 2013, the IIS (2013-2018) articulates the vision, mission, values and action plan that provides a framework for SU towards becoming one of Africa's premier universities and be counted as one of the world's great universities. At the Executive Planning Forum in July 2016, the need to review SU's IIS (2013–2018) was expressed as the IIS is dated until 2018. I was tasked to head a task team to initiate the process for developing a revised or new vision, as well as a strategy for SU. A timeframe was compiled and approved by the RMT on 7 February 2017.

At the Institutional Planning Forum 2017 five task groups were also established to address specific aspects of the vision and strategy. The groups focused on the following:

- Values
- Future size and shape of the University
- Research themes
- Strategic performance indicators
- Bursaries and loans

The work of these task groups will contribute directly to Vision 2040 and the SU Strategic Framework 2019-2024. Four of the task groups presented status reports to the Executive Planning Forum of July 2017. The task group for Research Themes has also subsequently presented their final report and recommendations. The task group for Values will finalise their report once they have received feedback based on the different consultation processes, e.g. online questionnaires.

We are in the process of compiling the first draft of Vision 2040 and the Strategic Framework – a document that will be available in early January 2018. On completion of the first draft, an extensive consultation process will begin, which will hopefully be concluded by end of March 2018. Thereafter, the approval route through all the formal and statutory structures of the University will be followed, culminating in the presentation of Vision 2040 and the Strategic Framework for 2019 – 2024 to Council in June 2018 for final approval. Once approved the Strategic Framework 2019-2024 will guide the annual Institutional Plan.

3.1.2.2 Objective: Plan and manage key strategic projects that may develop from strategic planning or assigned by the VC or executive management team.

Several projects has been allocated to the RC:S&I and are discussed below.

- **SU Centenary project**

In 2018 SU will be commemorating its first 100 years of formal university status. The points of departure for the planning of the Centenary year focus on the commemoration taking place in a spirit of embracing, optimising and aligning existing events with the Centenary planning and selectively adding special occasions. The points of departure are therefore mindful of the fact that the SU academic year is full and rich, and of the challenges of the financial climate. During the course of 2017 the basic foundation and support structures for the Centenary programme were put in place. In this regard the Centenary visual identity, theme and expression, designed in close collaboration with the Corporate Communication Division, was introduced to the campus on 25 August 2017.



Figure 3. Centenary Visual Identity

Creating alignment between existing activities and the Centenary programme is well underway and special occasions have been identified and are currently being planned. One of the highlights will be a music festival on Coetzenburg on 2 March 2018, in collaboration with the SU Woordfees.

A number of special Centenary projects have also been approved. These include publications, lectures and conferences, exhibitions, fundraising and projects to make the SU brand more visible. The four publications include two in book format, one via electronic media and a newspaper insert. The first book provides an overview of SU's history according to a number of themes, with the second book focusing on the academic project via the history of the ten faculties.

Lectures and conferences are aligned with the SU academic programme (100 Matie lectures), but will also keep the celebrations around Nelson Mandela's 100 years in mind.

The special relationship between towns and universities will be emphasized at a 'town and gown' conference in November 2018.

Exhibitions include expanding the existing historical exhibition in the SU Museum, an art exhibition with the title "SU 100 years from now", an exhibition in the Archives and exhibitions focusing on 100 SU artefacts and 100 Stellenbosch artefacts.

The Centenary further provides an opportunity for making the SU brand more visible. This will include special labels for, inter alia, SU wine, Maties Milk and SU vehicles.

Other centenary projects include a number of exhibitions, lectures and conferences, optimising SU's brand and some fundraising activities. Regarding fundraising, a Centenary Donation Day is proposed, as well as kicking off a five-year fundraising campaign.

- **Faculty's Renewal Strategies**

The oversight of systemic sustainability of faculties as a strategy has been delegated by the RMT to this RC, and faculties at risk (Education, Arts and Social Sciences, Theology) are supported in terms of a context specific relevant renewal strategy in each faculty.

3.1.2.3 Coordinate and oversee the execution of programmes that operationalise / mobilise the short, medium and long-term strategic objectives of the University.

- **Integrated Transport Plan**

A new SU Integrated Transport Plan is being developed. Once the plan is operationalised, this office will shift its focus to developing, refining and aligning transport strategies with SU's institutional strategies and objectives, as well as interfacing and aligning these strategies with internal and external role players.

3.1.2.4 Coordinate institutional memberships and partnerships

All institutional memberships of strategic national and international organisations are now coordinated in the office of the DVC: S&I. This is to ensure that we not only keep track of these memberships but also evaluate from time to time the value they add.

3.2. INTERNATIONALISATION

As one of Africa's flagship universities, Stellenbosch University has supported the development and growth of South Africa for a century. The support includes serving local communities, the province and the African region, but also extending its global reach over time consistently.

Continuously SU is striving to enter into strategic alliances, partnerships, and collaborations to engage more comprehensively with crucial issues that are affecting the global community and contribute towards solving challenges that transcend national boundaries (i.e. SDGs as they relate to energy, the environment, water, food security, and health). SU's long-standing commitment to internationalisation is evident in the establishment of the Office for International Relations at SU almost 25 years ago - the first South Africa university to do so.

Objectives for *Internationalisation* at SU:

1. Develop a strategy for internationalisation that provides directions to the subsequent Internationalisation Strategic Plan and the implementation of the plan.
2. Establish an African footprint outside the borders of South Africa.
3. Develop and implement an electronic system to maintain a database of all networks, partnerships, and collaboration agreements.
4. Build, strengthen and support international alumni hubs in order to broaden the SU networks internationally and to raise the University's profile.
5. Leverage existing and new international networks in order to enhance the profile of the University's achievements among international philanthropists, university partners, institutional funders and ranking organisations.
6. Positioning the SU brand as a significant role player in higher education in Africa and internationally.

The challenge for SU includes the process of becoming an international University, as well as facilitating the internationalisation of local students. Both have to be addressed strategically. The division of Stellenbosch University International (SU International) is headed by the Senior Director, Mr Robert Kotze.

3.2.1. Internationalisation Objectives

Expanding internationalisation is one of seven institutional strategies outlined in SU's IP 2017–2022. SU aims to enhance its global reach and international reputation by creating more and better opportunities for international partnerships and collaborations (research, teaching and learning and social impact) with eminent and world-class universities and institutions worldwide. For this first annual report, I will report on our objectives for this past year.

3.2.2. Reorganisation of the Postgraduate & International Office (PGIO) into SU International

For the past two decades, internationalisation-related activities mostly formed part of the broader research portfolio. Soon after my appointment as DVC, I started collaborating with the PGIO management team in order to explore ways of re-organising the entity into a meaningful structure that will support the main functions of internationalisation at SU. Stellenbosch University International (SU International) was formally established on 1 October 2016 and officially launched on 7 November 2016 with the Postgraduate Office (PGO) being formed within the Division for Research Development (DRD). SU International was organised into six centres:

- Centre for Collaboration in Africa (CCA)
- Centre for Partnerships and Internationalisation (CPI)
- African Centre for Scholarship (ACS)
- Global Education Centre (GEC)
- SU International Services Centre.
- Confucius Institute

These entities are indicated in Figure 4 below.

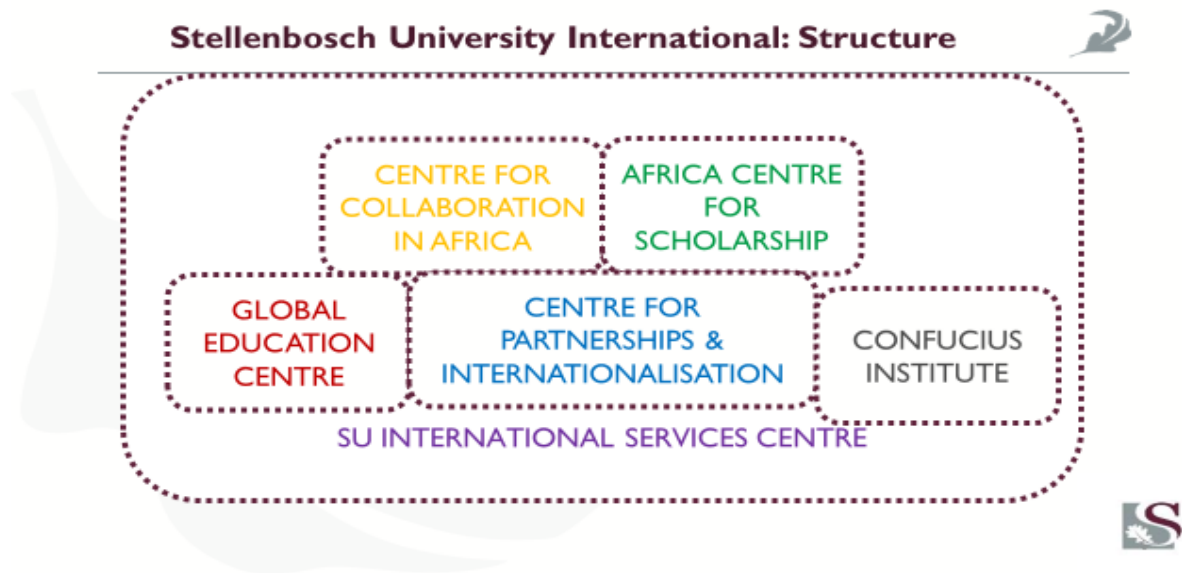


Figure 4. Composition of the Division: Stellenbosch University International



Rooted in Africa, global in reach

3.2.3. Internationalisation activities

The milestones are grouped according to the six strategic internationalisation objectives including the 18 aligned SU International objectives (see Figure 4), to improve the articulation of the events, activities and visits that occurred during the reporting period.

- **Alignment of objectives 2017**

Although there are six strategic objectives for the internationalisation agenda for 2017, SU International has 18 objectives that are aligned to the six overarching objectives. The figure below indicates the alignment of these objectives.

Internationalisation Division Objectives

Internationalisation Strategic Plan

Enhanced African Footprint

Database for Internationalisation (to be part of integrated information management)

International alumni hubs

Networks to build SU profile

Expand SU brand in Africa and beyond Africa

Stellenbosch University International Objectives

1. White Paper on Internationalisation
2. Working group & institutional roll out

1. Business as usual & establish ACS
2. Investigate possible physical presence elsewhere in Africa
3. Develop multi-level partnerships (i.e. ARUA)
4. Effective implementation of ACG
5. Grow ADA joint schools
6. Grow Africa Student mobility, especially outbound

1. Effective information management: Processes, Public Interface, Platform
2. Information to & about delegations
3. Include info from Tygerberg International Office, SU Business School International Office

1. Work with Development & Alumni Relations
2. Link to student recruitment
3. Friends network-GEC non-degree students

1. Multi-level partnerships-institutional & faculty; SIAN
2. BRICS-BCG
3. Use options in Intra-Africa, Erasmus+ programmes

1. More than just SU international, includes rest of Africa and beyond Africa

3.2.3.1. Objective: Develop a strategy that will inform the subsequent Strategic Plan for Internationalisation and its implementation

- **Strategic Plan for Internationalisation**

There is currently no strategic plan for internationalisation at SU. Although it was an objective for 2017, we decided to wait for the DHET *Draft Policy Framework for the Internationalisation of Higher Education in South Africa* to be finalised to ensure alignment with the national policy framework. The Minister of Higher Education and Training published the Draft Policy Framework for the Internationalisation of Higher Education in South Africa in the Government Gazette on 28 April. The draft policy framework provides an appropriate context and feasible framework for approaching the internationalisation of higher education in South Africa. Broad parameters are proposed and, in general, clear guidelines are provided for institutions to embark on their own policy and/or strategy development in line with the draft policy framework. The general approach of the framework indicates that internationalisation-related activities may create revenue for institutions provided that commercialisation is not the primary reason for internationalisation.

In preparation for the strategy that will be developed in 2018, we have drafted a *Position Paper on Internationalisation* which will form the basis for a broad spectrum of institutional conversations about the Internationalisation of Higher Education. The objective is to create a shared understanding and to facilitate institutional internationalisation strategy development. We have also established an *Institutional Advisory Committee for Internationalisation*. The overarching function is to advise SU International on matters relating to internationalisation, and to contribute to the advancement of internationalisation at the University. The first meeting took place on 19 October 2017 and a year programme for 2018 was adopted.

3.2.3.2. Objective: Develop a framework for SU's African Footprint beyond South African borders, inter alia by expanding scholarship development initiatives across the continent through the utilisation of existing, or the establishment of new, partnerships.

Reports on Centres within SUI

- **Africa Centre for Scholarship (ACS)**

The ACS was established with the purpose of increasing SU's academic footprint in Africa. Prof Sarah Howie was appointed as Director for ACS on 1 July 2017. The ACS houses the African Doctoral Academy (ADA), initiates the development of a curriculum for scholarship development interventions and oversees its delivery through the ADA and joint doctoral schools. New initiatives include establishing a research unit focusing on the Internationalisation of Higher Education and mechanisms for promoting African scholarship. More ICT based interventions will also be developed to present capacity building programmes for young scholars outside of South Africa.

- *African Doctoral Academy (ADA)*

Since its establishment in 2009, the ADA has grown significantly and since 2012, 2 143 delegates have attended 141 workshops at the Summer and Winter Schools of whom 32% are from other African countries. (See Figures 5 and 6).

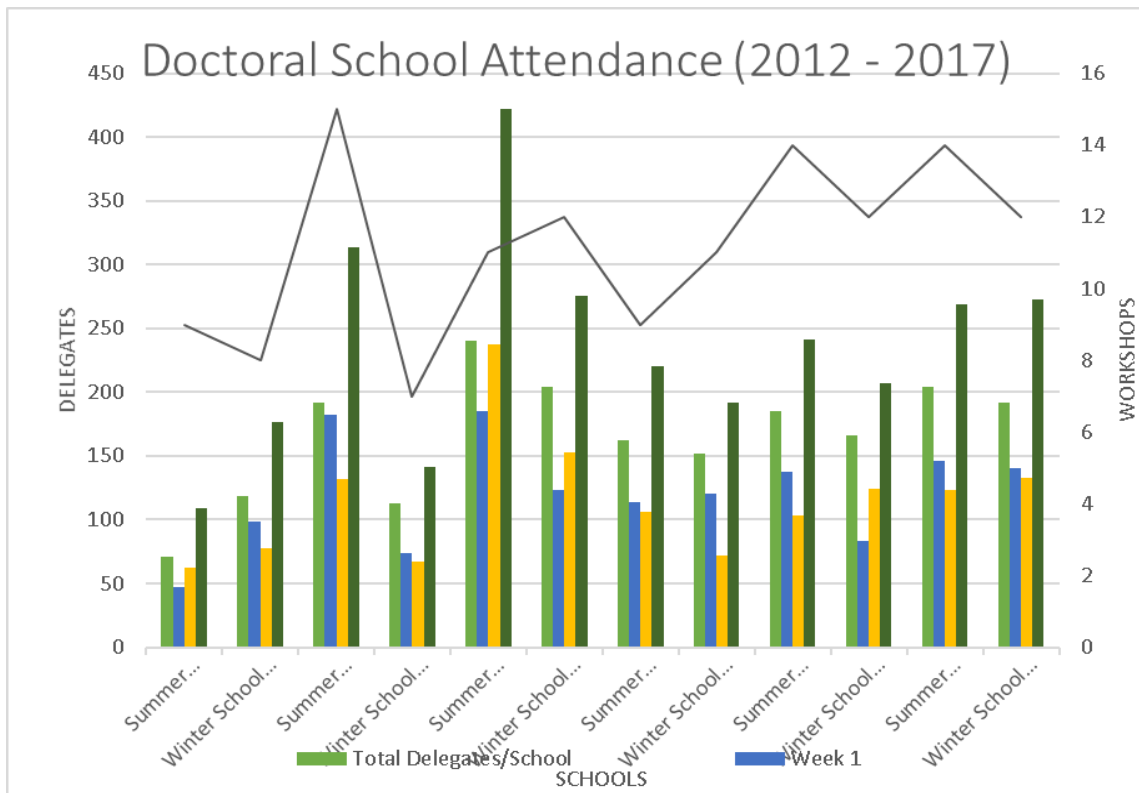


Figure 5. Attendees of the ADA for period 2012 to 2017

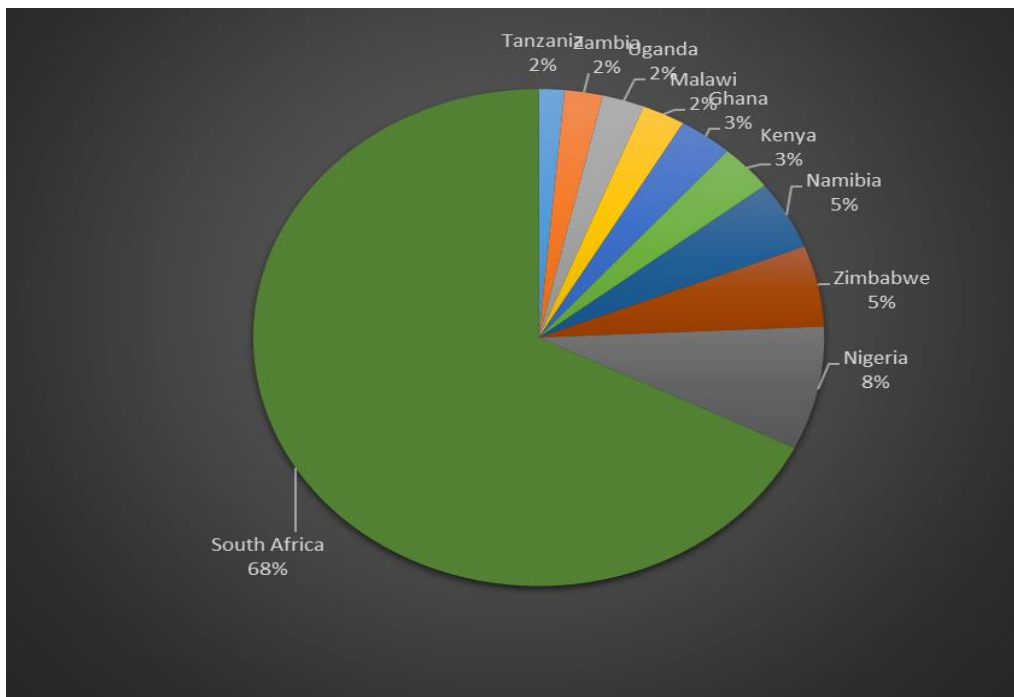


Figure 6. Top 10 countries represented at ADA (2012-2017)

During the reporting period, the ADA presented two doctoral schools with 406 participants coming from a diverse disciplinary background with the largest groups being from AgriSciences (19%), Economic and Management Sciences (16%) and Arts and Social Sciences (29%):

- ADA Summer School (January 2017): 218 participants with 16 presenters (including four presenters from KU Leuven as an extension of the preferential partnership between SU and KU Leuven).
- ADA Winter School (July 2017): 188 participants with 18 presenters of whom 8 came from Belgium, Germany, Switzerland and the USA.

Through a generous grant by the Carnegie Corporation of New York (R10m), the ADA was able to offer Joint Doctoral Schools in collaboration with Makerere University in Uganda, a long-time partner of Stellenbosch University. Hosted by the Directorate of Research and Graduate Training, the July 2017 joint school attracted 100 delegates, including aspiring researchers, doctoral candidates and lecturers, mainly attending classes in the Philosophy of Methods and Publishing of the PhD. In addition to the Makerere delegates, participants from four other public universities in Uganda attended.

Apart from the three joint schools with Makerere University, the ADA has offered two further joint Doctoral Schools, one each in collaboration with the University of Namibia and the University of Malawi attracting in total more than 300 delegates. (Refer to Table 1.) A fourth ADA-Makerere joint school will be held in November 2017 at Makerere University.

Table 1. Overview of joint ADA Schools

Date	Joint School Partner	Delegates	Workshops
April 2016	Makerere University	63	2
Sept 2016	Makerere University	88	2
Sept 2016	University of Malawi	23	1
July 2017	Makerere University	100	2
August 2017	University of Namibia	40	1
	Total	314	8

- **Centre for Collaboration in Africa (CCA)**

SU International’s Centre for Collaboration in Africa (CCA) was established in 2016 to foster SU’s African interests at an institutional level. 400+ registered active collaborative projects, in more than 42 African countries with more than 600 African collaborators explain the extent of the collaboration. The figure depicts the reported collaborative projects of SU staff with staff / universities / departments / research centres or organisations and individuals on the continent. The five countries with the most projects are: Kenya, Botswana, Uganda, Namibia and Nigeria with more than 300 projects between them.

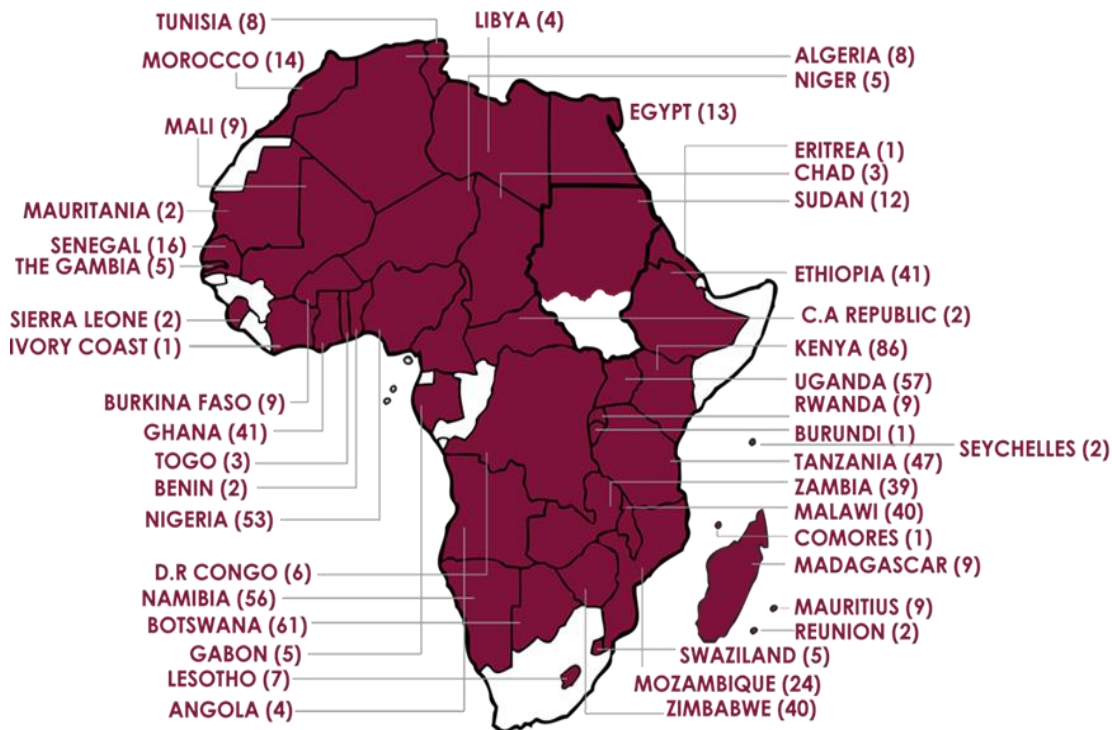
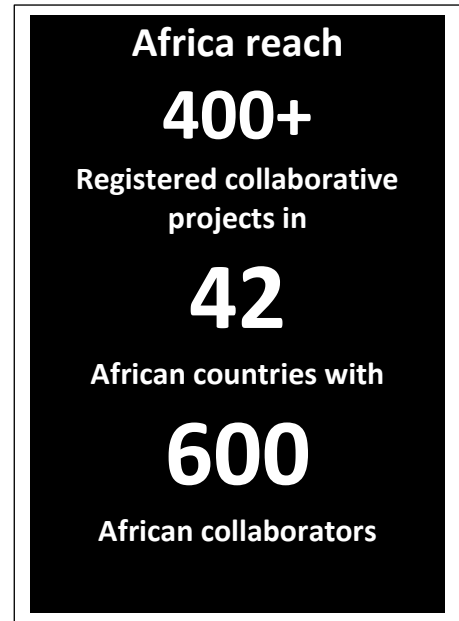


Figure 7. SU-African collaborative projects

SU sustains institutional has bilateral agreements with 24 higher education institutions (HEIs) in Africa. For students and staff, mobility grants provide access to exchange programmes with these institutions.

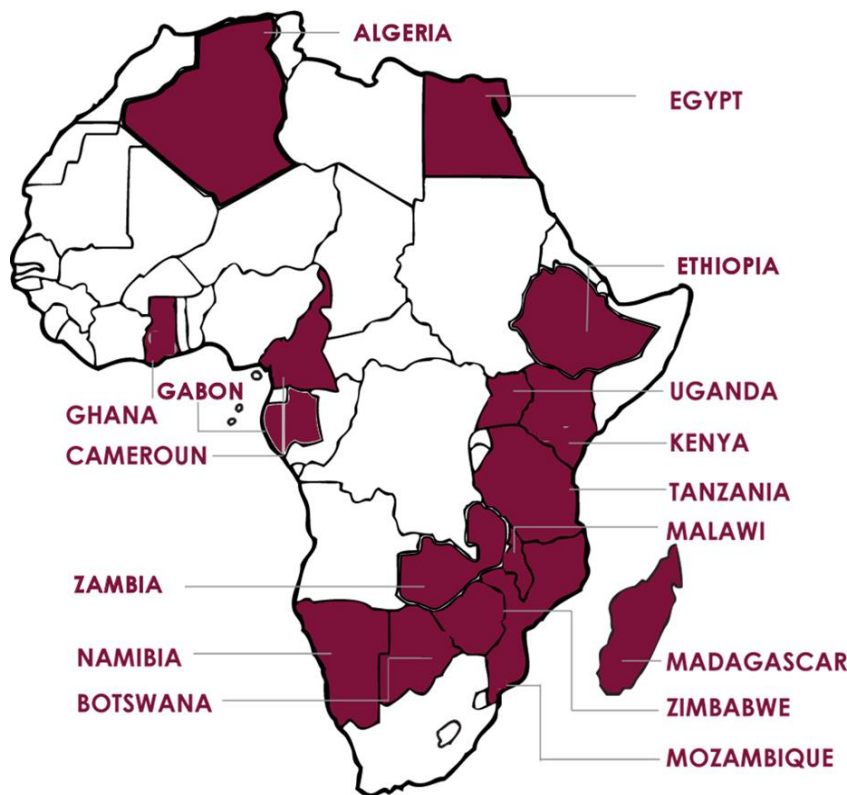


Figure 8. Depicts countries with SU 24 bilateral partners

- *Africa Collaboration Grants (ACG)*

The Africa Collaboration Grants (ACG) provides seed funding for full-time SU staff to establish or strengthen academic collaboration with one or more partners based at institutions elsewhere on the continent. Since 2010, there have been 100+ African Collaboration Grants awarded. As of 2016, the grant funds projects with SU’s bilateral partners in Africa. Figure 10 is an indication of the increasing number of African Collaboration Grants awarded, reaching a similar peak as indicated in 2013.

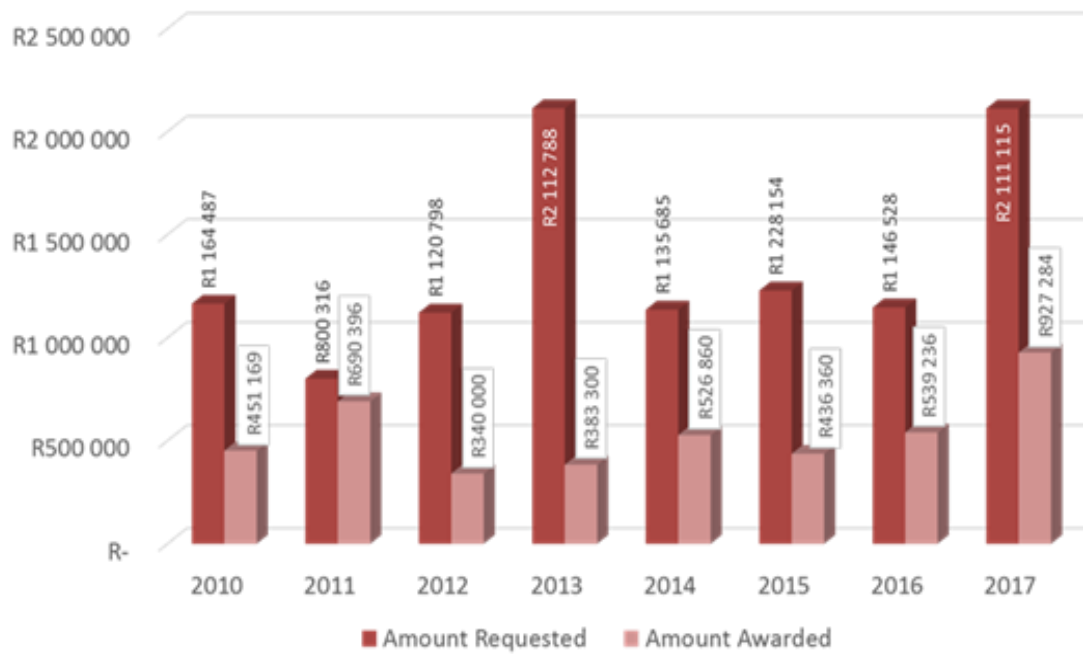


Figure 9. African Collaboration Grants awarded annually

- *SU Students from African Countries*

Currently 58% of international students at SU come from 42 African countries. Of the more than 2 500 students from Africa, the five largest groups are from Namibia, Zimbabwe, Nigeria, Zambia and Lesotho. It is evident that SU is an attractive destination for students from the rest of the continent, especially with regard to postgraduate studies. Out of 2 044 enrolled international postgraduate students, 84,3% are from Africa.

Table 2. Composition of International Students at SU

	Non-degree		UG		PG		TOTAL	
SADC	61	4.1%	603	71.3%	1246	61.0%	1910	43.63%
AFRICA non SADC	83	5.6%	45	5.3%	478	23.4%	606	13.84%
OUTSIDE AFRICA	1344	90.3%	198	23.4%	320	15.7%	1862	42.53%
TOTAL NON-SA CITIZENS	1488		846		2044		4378	
INTERNATIONAL STUDENTS: TYPE OF ENROLMENT	34.0%		19.3%		46.7%			
% STUDENTS FROM AFRICA OUT OF ALL INTERNATIONAL	9.7%		76.6%		84.3%		57.5%	
% INTERNATIONAL STUDENTS OUT OF ALL STUDENTS	73.8%		4.3%		19.1%		13.4%	

Table 3. Number of Students from African countries at SU

TOP 15 AFRICA	
NAMIBIA	673
ZIMBABWE	635
NIGERIA	178
ZAMBIA	110
LESOTHO	106
BOTSWANA	87
KENYA	86
GHANA	72
MALAWI	66
DRC	60
TANZANIA	59
SWAZILAND	58
UGANDA	51
LIBYA	46
CAMEROON	33

Outbound student mobility from SU to other African countries for non-degree purposes is, however, non-existent. Less than 10 students have used mobility opportunities to our bilateral partners. To raise awareness about African HE, the CCA accompanied a group of PhD students and young researchers to Makerere University to engage with their counterparts in September 2017. This will be followed up in 2018 with an undergraduate delegation to West-Africa.

- *African Research Universities Alliance (ARUA)*

ARUA was launched in 2015 with the purpose of boosting continental research capacities and the need to develop first-class HEIs for postgraduate training to address complex economic, social and developmental problems. There are 16 partner universities on the continent in this alliance. Countries include South Africa Nigeria, Ghana, Tanzania, Kenya, Rwanda, Senegal, Uganda and Ethiopia. The Secretariat is hosted by the University of Ghana, with Prof Ernest Aryeetey as Executive Secretary. The focus is on building indigenous research excellence in various research fields. The SU Coordinating team

ARUA Partner Universities

1. University of Lagos, Nigeria
2. University of Ibadan, Nigeria
3. Obafemi Awolowo University Ile-Ife, Nigeria
4. University of Ghana, Ghana * ‡
5. University of Dar es Salaam, Tanzania * ‡
6. University of Nairobi, Kenya * ‡
7. University of Cape Town, South Africa
8. University of the Witwatersrand, South Africa
9. University of Rwanda
10. University Cheikh Anta Diop, Senegal
11. Makerere University, Uganda *
12. University of Stellenbosch, South Africa
13. University of Pretoria, South Africa
14. Rhodes University, South Africa
15. University of Kwa-Zulu Natal, South Africa
16. Addis Ababa University, Ethiopia *

* Existing SU Bi-lateral Partners

‡ Existing SU IntraACP – TRECCAfrica Partner

comprises: DVC: Strategy and Internationalisation (Prof Hester Klopper), Senior Director: Stellenbosch University International (Mr Robert Kotze), Senior Director: Research Development (Dr Therina Theron) and Manager: Centre for Collaboration in Africa (Mr Nico Elema). ARUA administrative support is provided by SU International, through the CCA.

Table 4. Research Areas of ARUA

<i>Natural Sciences</i>	<i>Humanities and Social Sciences</i>
1. Climate Change	7. Mobility and Migration
2. Food Security	8. Poverty and Inequality
3. Non-Communicable Diseases	9. Unemployment and Skills Development
4. Materials Development and Nanotechnology	10. Notions of Identity
5. Water Conservation	11. Good Governance
6. Energy	12. Post-Conflict Societies
	13. Urbanisation and Habitable Cities

In order to facilitate research networks, ARUA has identified 13 research areas, including Natural Science with topics as presented in Table 4. Each of these themes will be established as a Centre of Excellence (CoE). Stellenbosch University has submitted three applications to hosts Centres of Excellence. On 11 September 2017, I hosted the DVC meeting of all the ARUA partners. The purpose of the meeting was to conduct the first rounds of review of the applications for the Centres of Excellence. The applications have now been distributed to expert reviewers, for final recommendations of who will be the host of the CoE.

Multilateral African partnerships

Table 5 provides a summary of the multilateral African partnerships and indicate the focus of the partnership.

Table 5. Partnerships/Networks and their focus

Multilateral Partnership/ Network	Focus of the Partnership/Network
TRECCAfrica I and II (EU Intra-ACP)	Climate Change, Agriculture, Science, Food Science, Engineering and Governance. There are 65 mobility flows from the TRECCA 1. SU is coordinating the consortium.
SHARE (EU Intra-ACP)	Fisheries, Aquaculture, Agro-meteorology, Risk Management, Agricultural and Rural Innovation, and Plant Breeding.
PAFROID (EU Intra-ACP)	Engineering, AgriSciences. Predominantly a Francophone network.
AFIMEGQ (EU Intra-ACP)	Food Security, Public Health, Engineering, Environmental Science and Biotechnology.
P4HPT (EU Intra-ACP)	Health Sciences, Public Health, Nursing, Medical Microbiology, Pathology and Dental Surgery.
PANGeA (Hosted in Faculty of Arts & Social Sciences)	The PANGeA network strives to develop research capacity. Members participate in exchange schemes, workshops and training seminars alternating between the seven partner campuses, joint projects and PhD supervision in the arts, humanities and social sciences.
PERIPERI-U (Secretariat in RADAR)	Periperi-U is a partnership of African universities spanning across the continent and is committed to building local disaster risk reduction related capacity. This network of 11 African HEIs, offer short courses and degree programmes in seven languages, thereby reaching DRR students and practitioners.
RUFORUM (Secretariat in Uganda)	This consortium with a focus on Agricultural Sciences, consists of 66 African partner universities operating within 26 countries. It has a mandate to oversee graduate training and networks of specialisation in the Common Market for Eastern and Southern Africa (COMESA), as well as to support the contribution and wellbeing of small scale farmers and economic development of countries throughout the sub-Saharan Africa region.
AU/NEPAD SANWATCE (Secretariat hosted by CCA within SU International)	The AU/NEPAD SANWATCE, a network of 11 partner institutions in Southern Africa and 5 in Western Africa, brings together institutions across Africa, who conduct high-end scientific research on water and related sectors, in order to achieve impact. It is mandated by the African Ministers of Water (AMCOW) and the African Ministers of Science and Technology (AMCOST) and is a member of the International Waters Network, with secretariat hosted by the University of British Columbia (UBC), Canada.

- **Delegations from Africa (2017)**

- 7 Jan-2 Feb Mr Daniel Chihombori, Director: Information and Public Relations, University of Zimbabwe, Zimbabwe (bilateral staff exchange)
- 23 Jan – 10 Feb Mr Abdoulaye Niang, Manager: International Mobility, International Office, Cheikh Anta Diop University, Dakar, Senegal (AFIMEGQ staff exchange)
- 27 March Ugandan Government delegation from the Visitation Committee on Makerere University: Hon. Tim Lwanga and Mr John Muwanga, Auditor General.
- 6 April Prof Otlogetswe Totolo, Vice Chancellor, and Prof David Norris, Deputy Vice Chancellor: Research & Innovation, Botswana International University of Science and Technology (BIUST) (Initiating research collaboration)
- 21 - April Ms Lilian Munene (Strathmore University, Kenya) to discuss student exchange possibilities for third year B.Com International Business students and collaboration with Prof Wikus van Niekerk (Director: Centre for Renewable and Sustainable Energy Studies)
- 2 - 3 May Workshop hosted by Prof Hendrik Bosman (Faculty of Theology) *“Consultation on Theology and Religion in Africa – towards closer cooperation”*, including delegates from the University of Botswana, Makerere University (Uganda), University of Namibia and Kenyatta University (Kenya).
- 16 May SU hosts Professor Ernest Aryeetey (General Secretary, ARUA). Meetings include a Q&A session with SU ARUA researchers, a Public lecture hosted by Prof Pumla Gobodo-Madikizela; Visit to Faculty of Engineering, Department of Process Engineering, hosted by Dr Eugene van Rensburg and SU Telematics Centre hosted by Dr Antoinette van der Merwe
- 25 May Delegation from Botswana Ministry of Tertiary Education, Science, Research and Technology through Botswana International University of Science and Technology (BIUST).
- 09-11 July Namibia University of Science and Technology (NUST) delegation visited SU International.
- 17- 21 July SU International and PeriPeri U Secretariat hosted a delegation from the University of Science & Technology Houari Boumediene (USTHB), Algeria. The meeting also included the signing of a MoU between SU and the USTBH.

- 18, 19 July AU/NEPAD SANWATCE Secretariat hosted a delegation the African Union Commission and Pan African University.
- 22-23 Aug Delegation from the University of Namibia. Dr Luise Pretorius, Associate Dean: School of Nursing; Prof Erika Maass, Director: Academic Affairs; Dr Marius Hedimbi, Director: Centre for Postgraduate Studies; Dr Romanus Shivoru, Coordinator: External and International Relations; Dr Cynthy Haihambo, Head of Department: Inclusive Education.
- 24 -26 July Institutional visit by University of Ghana: Prof Francis Dodoo (Pro Vice-Chancellor for Research Innovation and Development (RID) and Prof Ama de Graf-Aikins Dean of International Programmes.
- 10-13 Sep African Research University Alliance (ARUA) DVC meeting hosted by Prof Hester Klopper and Nico Elema at STIAS.
- 18 Sep Embassy of the Federal Democratic Republic of Ethiopia visit to SU, to discuss potential collaboration between SU and the Ethiopian Embassy.
- 21 Sep Angola Central Bank meetings to explore possibilities of SU partaking in a programme whereby the Angola Central Bank provide full scholarships to Angolan students to SU.
- 02-03 Oct Reformed Church University (RCU) for signing of MOU, Professor Magwa (Vice Chancellor) and Mr Stephene Chikozho (Director Business Development, Information & Public Relations).

3.2.3.3. Objective: Develop an electronic system to establish and maintain a database of all networks, partnerships and collaboration agreements and integrate into information management system.

- **Database for Internationalisation**

Background and rationale

The development of a database for internationalisation was an objective for the outcomes for the RC of the DVC: Strategy and Internationalisation. This institutional imperative is however not the sole driver for the development of an integrated system. International collaboration data are not readily available to decision makers and more often than not,

researchers take cognisance of activities only after the event. Information on peer activity that is readily available will contribute to a better coordinated outcome and greater institutional impact.

The objective to develop an electronic system to establish and maintain a database of all networks, partnerships and collaboration agreements will not be met by an improved application of the existing sources and thus a more comprehensive and integrated system must be developed. The envisioned information system should address these shortcomings and provide a system that supports strategic objectives, the vision of the institution and simultaneously have added value for stakeholders. The system is not only a reporting tool, but a pro-active management tool to reduce risk and gain international trust.

Actions taken in 2017 to achieve the stated objective

- *Research on existing information systems for internationalisation/international activities*

A scoping exercise of information systems that could meet the needs of Stellenbosch University was conducted by means of formal and informal discussions with partner institutions and system developers. The market research has shown that there is no single information system available to combine a Customer Relationship Management System, international partnership management and international activities that will also be integrated with existing data sources such as the SU Human Resource System and Student Information System (SIS). The development of such a specialised and tailor-made information system will put SU at the forefront of evidence-based decision making, and simultaneously demonstrate the scope of our international footprint.

- *Exploratory discussions with selected stakeholders*

The Centre for Partnerships and Internationalisation conducted exploratory discussions with selected stakeholders, namely the Faculty of Medicine and Health Sciences; University of Stellenbosch Business School; International Office; Division for Research Development; Institutional Research and Planning; Human Resources and IT to determine further needs and identify existing data sources, processes and systems that could contribute to the envisioned system.

- *Establishment of a project team*

Prof André van der Merwe (Department of Industrial Engineering) approached SU International to assist with the development of such a system. He has been instrumental in assisting SU International in developing an understanding of complex information systems and the benefits to the individual and the institution. A project team consisting of Prof James Bekker (Department of Industrial Engineering), Hilde Kruger (Information Technology), Dr Wilhelm Uys (Information Governance), Magriet Treurnicht (Information Technology), Huba Boshoff (SU International and project owner) and two student assistants, was established.

- *Business Case development*

A business case will be submitted to IT to align it with other institutional objectives and projects (to be completed by October 2017). Following the review by Information Technology (IT) the project team will be expanded as advised by the IT relationship manager for SU International.

- *Preliminary needs analysis*

An investigative process analysis of all activities pertaining to internationalisation (current and future scenarios) was conducted by the project team and selected stakeholders (as per the stakeholder discussions). A preliminary needs analysis is underway by means of a stakeholder questionnaire. Further stakeholder engagement particularly to determine a comprehensive overview of needs and priorities will be developed based on the preliminary information obtained in the questionnaire.

- *Proposal for the framework for system development*

The proposed framework for the information system includes five major information components: staff mobility and activities; international visitors to SU (predominantly Stellenbosch University International function); partnership management and international projects.

- *Optimise the use of existing data sources in SU International*

The existing databases were amended to include some of the needs identified through initial discussions and to improve the efficiency of SU International particularly Partnership Management and Development. Furthermore, efforts have been made to expand the record-

keeping of international activities, e.g. student and staff mobility. To date, the project has been financed by SU International. It is envisaged that a request be made to the Strategic Fund to support this institutional project.

3.2.3.4. Objective: Leveraging existing and new international networks in order to enhance the profile of the University's achievements among international philanthropists, SU partners and institutional funders.

- **Inbound Student Mobility**

SU receives students from all over the world (see also Figure 11).

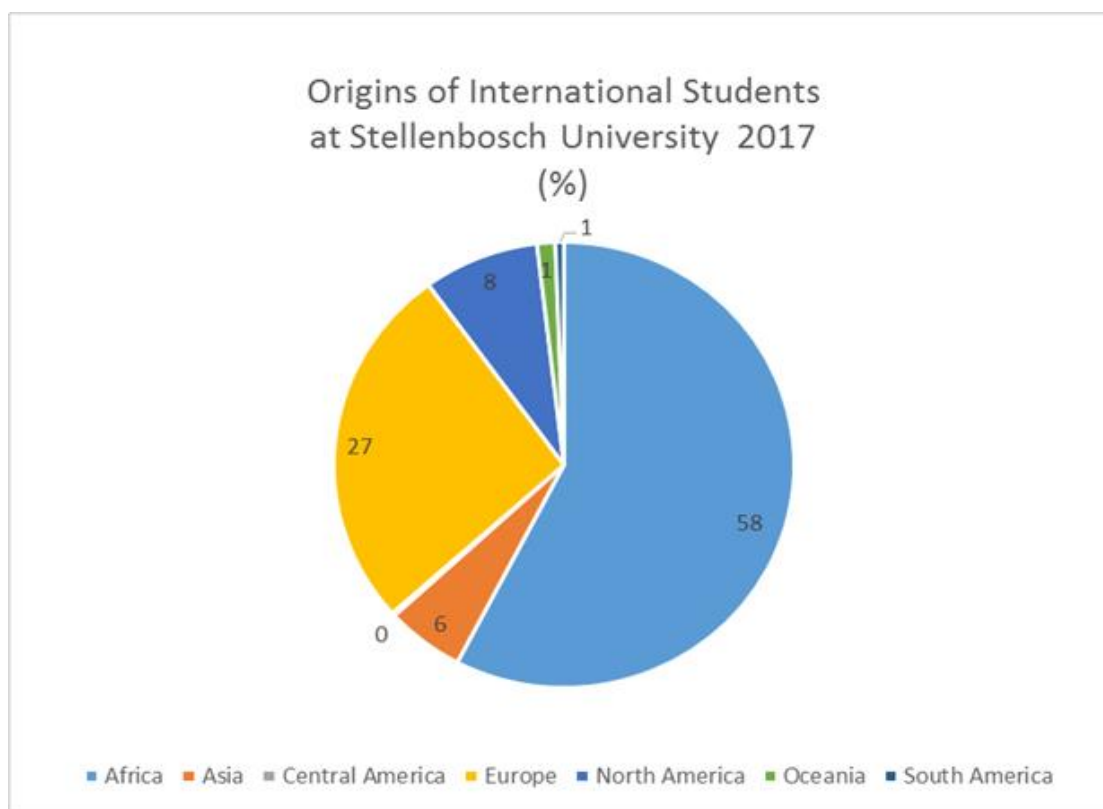


Figure 10. Region of origin of SU international students

Of all registered non-SA students, 1 344 students from outside of Africa are registered for non-degree purposes, e.g. for credit transfer to their home institution (Study Abroad and Exchange students) or to comply with their home course requirements (short research stay or elective programme at FMHS, Tygerberg).

Through the Global Education Centre (GEC) in SU International the following inbound non-degree students have been registered in 2017:

Table 6. Overview of Freemovers, Exchange and Affiliate Students for 2017

	First Semester	Second Semester	Total
Study Abroad (Freemovers)	133	209	342
Exchange Students	158	174	332
Affiliate Students (short research stay)	115		115

Table 7. Number of students received through tailored short programme

Short Programmes for 2017	
Institution	Number of students
Linnaeus University, Sweden	9
Northwestern University, USA	18
University of Georgia, USA	26
Warwick University, UK	6
Humboldt University, Germany	4

As an example of the diversity of students in the inbound cohort, see the following table:

Table 8. Second semester incoming exchange students

<u>Incoming Exchange Students</u>	<u>2017 Semester 2</u>
Australia	1
Austria	5
Belgium	15
Botswana	1
Cameroon	2 (Tygerberg campus)
Canada	1
Chile	3
China	7
Czech Republic	1
Denmark	1
Egypt	1
England	5
Finland	2
France	8
Germany	70
Italy	5
Norway	3
Russia	1
Singapore	1
Spain	1
Sweden	2
Switzerland	4
The Netherlands	28
United States of America	6 (Saldanha Campus)
Zimbabwe	1

During the June/July holidays 129 students participated in the SU International Winter School, enrolling for courses like health, bio-medical engineering, marketing, community engagement, bio-diversity and Doing Business in Southern Africa. Of the 129 students, eight countries were represented, with the best representation from the USA (54 students), Australia (31 students), Singapore (18 students) and South Africa (15 students).

Inbound non-degree students (excluding exchange students who receive a tuition waiver) is an important cohort in terms of generating income to fund SU's outgoing student mobility programmes and on campus internationalisation-at-home initiatives. In 2017, R9.5m was generated.

As part of the preferential agreement between Stellenbosch University and KU Leuven, the Think Tank initiative offered 31 students an opportunity to engage on the topic: *The Arts and Science*. The first meeting for 2017 was hosted in Stellenbosch, consisting of 12 students from KU Leuven and 19 Stellenbosch University students.

- **Outbound student mobility**

SU International supports various students to take part in non-degree outgoing student mobility opportunities while they are registered at Stellenbosch University for a full degree programme. We support specifically the following three types of opportunities: Partner Summer / Winter Schools, Independent Summer / Winter Schools and Semester Exchanges. SU International, in collaboration with the Postgraduate Office, also provides a limited number of conference attendance grants.

Table 9. Overview of number of non-degree Outgoing Student Mobility Opportunities

Non-degree Outgoing Student Mobility	Number of Outgoing Students
Semester Exchanges, First Semester	33
Semester Exchanges, Second Semester	62
Partner Summer & Winter Schools	124
Independent Summer & Winter Schools	56
Xiamen Winter Camp	16
Overseas Conference Grants for PhD Students	23
KU Leuven SU Think Tank	18
Total	332

Travel bursaries to the value of R4.1m were awarded.

In conclusion, we would like to highlight the main destination countries for Semester Exchanges and Summer / Winter Schools. For Semester Exchanges refer to Table 10.

Table 10. Semester exchange and opportunities per country

Semester Exchange, First Semester 2017		Semester Exchange, Second Semester 2017	
Countries	Number of Opportunities per Country	Countries	Number of Opportunities per Country
Belgium	3	Belgium	9
Canada	1	China	5
Denmark	1	Finland	4
Finland	2	Germany	16
Gabon	1	Italy	1
Germany	10	Netherlands	12
Italy	2	Switzerland	4
Netherlands	7	UK	2
Switzerland	4	USA	9
USA	2	Grand Total	62
Grand Total	33		

For Partner Summer / Winter Schools and Independent Summer Schools the following distribution is applicable:

Table 11. Partner Summer Schools 2017 by country

Countries	Number of Opportunities per Country
Australia	4
Austria	2
Belgium	26
China	4
Finland	4
France	4
Germany	45
Indonesia	4
Netherlands	9
Norway	1
Reunion	1
Slovenia	1
Sweden	14
Switzerland	13
UK	9
Grand Total	141*
*Includes KU Leuven Think Tank	

Table 12. Independent Summer Schools 2017 by country

Countries	Number of Opportunities per Country
Belgium	5
China	10
Czech Republic	2
France	1
Germany	4
Italy	2
Mexico	1
Nepal / India	10
Netherlands	3
Slovenia	1
South Africa	1
Switzerland	2
Thailand	2
UK	2
USA	9
Vietnam	1
Grand Total	56

- **International delegations**

In the period under review, we have hosted numerous delegations. The largest number of delegations came from Germany, China, USA, the UK and the Netherlands.

Table 13. International delegations by purpose

Activities	Number of delegations
Visits related to inbound student mobility	15
Visits by representatives from partner institutions	43
Visits by representatives from institutions seeking links	27
Visits related to/from Government, international organisations, development agencies	16
General visits by groups	5

Listed below are the high-level delegations (also see visits of African delegations previously listed):

2016

15 Nov Swiss Energy Delegation consisting of Swiss Universities of Applied Sciences to Faculty of Engineering (exploring research collaboration)

12 Dec Mr Stefan Müller, State Secretary for Science and Technology and Member of the German Parliament to Faculty of Engineering (general visit in context of high level SU-German collaborations)

2017

4 March Delegation from the Ministry of Education, Beijing, PRC headed by YAN Bingchen, Director of International Department and Mr Song BO from the PRC Embassy in Pretoria

16 March British Council delegation including Dr Jo Beall - Director: Education and Society (London office), Mr Colm McGivern – Country Director: South Africa (Johannesburg office) and Sheelagh Stewart

- 13 April Bavarian business and science delegation with Prof Michael Braun, President TU Nuremburg and Prof Alfred Gossner, Executive Board Member of the Fraunhofer Society.
- 26 April Engagement in the China-South Africa People to People initiative: Prof LOU Shizhou, Vice-President, Zhejiang Normal University (ZJNU) Prof LIN Wenxun, President, Yunnan University
- 22 Sep Henan Province Department of Education, China, Diao Yuhua, Deputy Director-General.
- 2 Oct Minister Theresia Bauer, Minister of Science and Technology, Baden-Württemberg, Germany and delegation of university presidents and vice-presidents. The Rector and DVC welcomed the delegation, and the DVC: S&I facilitated the morning session.

- **International visits**

To leverage existing and new international networks, the RC facilitated and participated in international visits and activities. These include:

2016

- 14 – 18 Nov Stellenbosch delegation to University of Campinas to participate in the U4C academic workshop *“Sustainable Systems and Societies: Energy, Environment and Policy Frameworks”*. The workshop brought together researchers, postdocs and Phd students from four institutions: Stellenbosch University (South Africa), University of Campinas (Brazil), Zhejiang University (China) and University of Bath (UK).
- 5 – 9 Dec QS Summer School Summit, Chennai, India (Werner de Wit)
- 9 – 11 Dec Global Confucius Institute Conference, Kunming (China) (Robert Kotze)
- 12 – 15 Dec Guangzhou University of Chinese Medicine, Gaungzhou (China), Confucius Institute programme on Traditional Chinese Medicine (Robert Kotze)
- 16 – 17 Dec Zhejiang University, Hangzhou (China), exploring further student mobility and research collaboration (Robert Kotze)

2017

- 10 – 20 Jan Werner de Witt visited the University of Adelaide, Macquarie University, Sydney, and Western Sydney University, as well as the National University of Singapore and Nanyang Technological University, Singapore to enhance student mobility programmes with Australian partners and to recruit Singapore students for the SU International Winter School
- 13 Feb Humboldt University Berlin, Germany, general visit to further collaboration, Huba Boshoff accompanied Prof Wim de Villiers (VC) and Prof Hester Klopper (DVC: S&I)
- 14 Feb Hamburg University Germany, general visit to further collaboration, Huba Boshoff accompanied Prof Wim de Villiers (VC) and Prof Hester Klopper (DVC: S&I)
- 15 - 17 Feb KU Leuven, Belgium for annual Steering committee meeting of KU Leuven Stellenbosch preferential partnership and to attend Patroonsfeest (Prof Wim de Villiers, Prof Hester Klopper, Robert Kotze, Huba Boshoff)
- 2 – 5 April ARUA Launch Conference in Accra, Ghana: VC Meeting: Attended by Prof Wim de Villiers; DVC Meeting attended by Prof Hendrik Bosman and Mr. Nico Elema, on behalf of Prof Hester Klopper
- Thematic meetings attended by: Prof Faadiel Essop, Departement of Physiological Sciences; Prof Gunnar Sigge, Department of Food Science; Prof Grace Musila, Department of English; Dr Eugene van Rensburg, Department of Process Engineering; Prof Sope Williams-Elegbe, Faculty of Law; Prof Peter Mallon, Department of Chemistry and Polymer Science; Prof Hendrik Bosman, Faculty of Theology; Mr Nico Elema, Manager: Centre for Collaboration in Africa; Ms Corina du Toit, Programme Manager: African Doctoral Academy
- 8-12 April Huba Boshoff attended the FAUBAI (Association for internationalisation in higher education in Brazil) Conference in Porto Alegre, Brazil
- 31 May – 2 June Robert Kotze visited KU Leuven, Belgium and attended the LERU Future of Development Conference hosted by KU Leuven
- 18 – 24 June Robert Kotze visited Leipzig University, Germany with a delegation from SU to explore academic and administrative collaboration (funded through Erasmus+

Grant) The delegation included PhD students, researcher and support staff from Chemistry and Polymer Science, Psychology, Conservation Ecology, Research Development, Medicine and Health Sciences Library and the SU Botanical Garden

- 1-3 July Huba Boshoff attended the BRICS Network University annual conference in Zhengzhou, China. The South African delegation consisted of nine SA universities (the network includes 12 institutions from South Africa), Department of Higher Education and Training as well as representation from Universities South Africa (USAf).
- 4-7 July Mr. Nico Elema (Manager of the Centre for Collaboration in Africa – CCA), visit Makerere University (Uganda), ICPAC Climate change centre (Nairobi) and Addis Abba University as part of a delegation to evaluate the institutions to become members of the NEPAD Central and East African Network of Water Centres of Excellence
- 9 – 12 July Robert Kotze attended the Steering Committee meeting of the AC21 consortium at Universitas Gadjah Mada, Yogyakarta, Indonesia and the opening of the AC21 International Graduate School on Sustainability, also attended by 4 SU students.
- 13 July Robert Kotze visited Nanyang Technological University, Singapore to negotiate a student exchange programme following the recently signed Memorandum of Understanding.
- 13 July Prof Hester Klopper visited Sophia University, Tokyo, Japan (SU partner)
- 14 July Prof Hester Klopper visited Waseda University, Tokyo, Japan (SU partner)
- 15 – 16 July Prof Hester Klopper and Robert Kotze attended the re-launch of the South Africa Japan Universities (SAJU) Forum in Tokyo with representatives of DHET, DST, NRF, USAf and other SA universities.
- 27 Aug-1 Sep World Water Week in Stockholm, Sweden. Nico Elema and Ms Joanna Fatch of the NEPAD SANWATCE secretariat attended the WWWeek and participated in high level panel meetings along with the South African Department of Water and

Sanitation and meetings with EU and other collaborating partners related to the NEPAD SAWATCE Programme

18-22 Sep Prof Hester Klopper and Prof Stan du Plessis visited King’s College, Glasgow University, Coventry University and the University of Bath. The purpose of the meeting was to strengthen collaboration, but also to focus on exploring aspects of IT systems, Performance Indicator Dashboards, and alignment to strategy.

- **Bilateral and multilateral partners**

Stellenbosch University has a broad network of 112 formal institutional partnerships (i.e. institutions with a signed agreement) across the globe, plus an additional 132 agreements on faculty or departmental level.

Table 14. Summary of formal institutional partnerships

Institutional Partners	
Africa	18 institutions in 15 countries
Asia and Pacific (including Russia and Turkey)	22 institutions in 8 countries
Europe (including UK)	57 institutions in 16 countries
North America	10 institutions in 3 countries
South America	5 institutions in 2 countries
Total number of Institutional partners	112 institutions

Table 15. Summary of formal Faculty and Departmental partnerships

Faculty/Departmental Level partners (including all USB partners)	
Africa	6 institutions in 4 countries
Asia and Pacific (including Russia and Turkey)	15 institutions in 11 countries
Europe (including UK)	101 institutions in 21 countries
North America	8 institutions in 3 countries
South America	2 institutions in 2 countries
Total number	132 institutions

Apart from the previously mentioned African based multilateral networks SU participated in activities of the following multilateral networks:

Table 16. SU participation in activities of the following multilateral networks

Name	Abbreviation	Focus	Number of members
Academic Consortium 21	AC21	The aim of the consortium is to create an academic network that transcends borders to address global issues by sharing knowledge and expertise.	18
Alliance4Universities	A4U	The Alianza 4 Universidades (4 Universities Alliance, A4U) is a strategic partnership between four leading Spanish public universities.	4 South African and 4 Spanish Universities
Brazil, Russia, India, China, South Africa Network University	BRICS NU	BRICS NU is an educational project aimed at developing, preferentially, bilateral/multilateral short-term joint training, master's and PhD programmes along with joint research projects in various knowledge fields according to common standards and quality criteria.	56
Consortium Of Universities For Global Health	CUGH	The Consortium of Universities for Global Health (CUGH) is a rapidly growing Washington, DC based organization of over 145 academic institutions and other organizations from around the world engaged in addressing global health challenges. CUGH was established in 2008 with generous funding from the Bill & Melinda Gates Foundation and The Rockefeller Foundation.	151
Southern African-Nordic Centre	SANORD	Primary aim is to promote multilateral research cooperation on matters of importance to the development of both regions.	46
South Africa Sweden Universities Forum	SASUF	Strategic internationalization project running from 2017-2020. Connecting universities with funding agencies, industry, ministries & surrounding society in working towards the Sustainable Development Goals.	26 South African and 6 Swedish universities
Universities Four Continents	U4C	A network of four research intensive universities (University of Campinas, University of Bath, Zhejiang University and Stellenbosch University) initiated by University of Bath to strengthen existing relationships and foster innovation in international collaboration.	4

Stellenbosch University International (SU International) is busy assessing the University's partnerships, alliances and networks according to a tool developed by the British government and amended for our context. This will provide us with the opportunity to develop a tiered approach to SU partnerships.

- **New and renewed agreements**

Due to the focus on expansion of agreements, here follows a list of the planned, new and renewed agreements between partner institutions. New agreements:

- Student exchange agreements: University of Bristol (UK), Waseda University (Japan)
- General institutional agreements:
 - National Research University Higher School of Economics, Moscow (Russia)
 - Tilburg University (The Netherlands): Consolidation of faculty agreements to support higher level of engagement
 - Macquarie University, Sydney (Australia): Framework for student mobility, research collaboration and joint PhDs
 - Kansai University (Japan): Framework for inbound student mobility programme
 - University of Durham (UK)
 - Karlstad University (Sweden): Framework for staff mobility
 - University of Sciences and Technology Houari Boumediene (USTHB), Algeria
 - Nanyang Technological University (Singapore)
 - Shanghai Jiao Tong University (China)
 - Reformed Church University (Zimbabwe)
- Renewed staff and student exchange agreements:
 - University of Namibia
 - University of Ghana
 - Université de Yaoundé I (Cameroon)
 - School of Business and Economics Maastricht, Netherlands
 - University of North Carolina Greensboro, USA
 - Chinese University Hong Kong
 - University of Bern, Switzerland

- Faculty agreements:
 - Kadir Has University (Turkey): Military Science and Arts and Social Sciences
 - Royal Danish Defence College, Denmark: Military Sciences
 - NATO Maritime Interdiction Operational Training Centre, Greece: Military Sciences
 - University of North Georgia, USA: Military Sciences
 - PXL University College Hasselt, Belgium: Department of Visual Arts
 - Bahir Dar University (Ethiopia): Faculty of Arts and Social Sciences
 - University of Sao Paulo (Brazil): Faculty of Arts and Social Sciences
 - Saratov State Agrarian University (Russia): Faculty of AgriSciences

- *Erasmus+ and Erasmus Mundus*

Erasmus Mundus

SU is a partner in two active Erasmus Mundus programmes, INSPIRE and EUROSA. These programmes are in the final stages of implementation and will be completed in 2018.

Erasmus +

Erasmus+ includes 2 types of collaboration that SU can participate in:

- Key Action 1: International Credit Mobility (staff and students) & Erasmus Mundus Joint Master Degrees
- Key Action 2: Capacity development programmes

- **Staff and Student Mobility**

The staff mobility comprises predominately staff teaching mobility. In the table below, the number of staff and students are presented (with the staff having spent 8 hours of contact sessions for each week of mobility). The students comprise mostly postgraduate students on Masters and Doctoral level.

Table 17. Staff and student mobility incoming and outgoing

Participants	Incoming (to SU)	Outgoing (from SU)
Staff	37	47
Students	5	21

Erasmus Mundus Joint Master Degrees

SU participates in several programmes as partner or associate partner (refer to Table 18 and 19).

Table 18. SU participation in programmes

Name of programme	Field of study	Main Coordinating EU partner	SU's level of engagement	Main SU contact
Erasmus Mundus Joint Masters Degree in Food Innovation and Product Design (FIPDes)	Food Science and Food Security	Unstitut de Sciences et Industries du Vivant et de L'Environnement - AgroParis TECH	Associate Academic Partner	Prof Johan Louw, Department of Logistics
Joint Masters in Sustainable Development (JMISD)	Sustainable Development	University of Graz	Additional Mobility Partner	SU International and Sustainability Institute
Erasmus Mundus International Master in Central and East European, Russian and Eurasian Studies	Economic History	University of Glasgow	Associate Partner	Prof Andrie Schoombie and Prof Johan Fourie

Table 19. Key Action 2: Capacity development projects

Project Name	Main EU Coordinator	Focus of Project	Main SU contact
Enhancing Postgraduate Environments	Vrije University Amsterdam	Capacity Building in Higher Education	Ronel Steyn, Dorothy Stevens and Susan van Schalkwyk
International Learning Network of networks on Sustainability	Politecnico di Milano	Capacity Building in Higher Education	Jess Schulshenk
Development of a HARmonized MODular Curriculum for the Smart Grid (DAMOC)	TU Dresden	Capacity Building in the field of Smart Grids	Dr Nawaaz Mohammed
Strengthening of collaboration, leadership and professionalisation in research management in SADC and EU higher education institutions (SToRM)	University of Bristol	Professionalisation of Research Management	Dr Therina Theron (DRD)
YEBO!	University of Montpellier	Development of the Internationalization of PhD studies in South-Africa	Dorothy Stevens
Escalating Doctoral training Through Joint Development and Delivery of PhD Programmes (ESDoP)	University of Ghent	Capacity Building in Doctoral Training	Centre for Collaboration in Africa (through RUFORUM)

Students and staff should be encouraged to take up the opportunities created through these EU-funded projects.

Continued participation in EU projects, e.g. Intra-ACP programmes (TRECCAfrica I & II as coordinator), Erasmus+ programmes (student exchanges) and Erasmus+ Capacity Building programmes is a high priority.

- **Staff mobility**

On an annual basis, specific staff development opportunities (through formal studies) are explored during performance review discussions. In addition staff is encouraged to attend workshops, and seminars for development purposes. SU International staff has explored staff mobility opportunities through exchange programmes and Erasmus+ mobility programmes (also for other support staff). Through staff mobility opportunities young academic staff and researchers continuously have the opportunity to enhance their careers – e.g. BRICS Young Scientist Forum (July 2017), staff delegation to Leipzig (June 2017) and visit to Makerere University (September 2017).

Summary of staff mobility facilitated and supported by Stellenbosch University International for both inbound and outbound.

Table 20. Number of staff supported in inbound mobility programmes by SU

Mobility programme	Number of staff supported
Erasmus+ teaching	6
Erasmus+ training	11
Bilateral staff exchange (partner institutions)	17
ACG Mobility (Research visit)	6
Other staff mobility	3

Table 21. Number of staff supported in outbound mobility programmes by SU

Mobility programme	
Erasmus+ teaching	1
Erasmus+ training	3
Bilateral staff exchange (partner institutions)	25
ACG Mobility (Research visit)	14
Other staff mobility	0

3.3 INFORMATION GOVERNANCE

There is an absence of an Information Governance policy or framework enabling information governance. This means that high-level management of information is uncoordinated with limited monitoring and evaluation of strategic and management indicators. An Information Governance (IG) Framework is needed in order for SU to determine what information the University has; which party is held responsible for the information; the location of information; and the time the information has to be stored.

Objectives for Information Governance are to:

- (i) Comply with legal and regulatory obligations, and establish a framework for Information Governance;
- (ii) Protect staff and student privacy;
- (iii) Minimise cyber security and information violation risks;
- (iv) Integrate accurate, current and available information, as well as coordinate strategies to derive value from information;
- (v) Translate strategy into a dashboard of indicators that allow efficient monitoring;
- (vi) Position data strategically to allow monitoring and evaluation of strategy implementation.

3.3.1. Strategic intent

The maximisation of the accessibility and use of relevant information is the focus of the RC: S&I to maximise the value of available information, to provide relevant, up to date information in dashboard format to the SU Council, Executive Management Team, Deans of Faculties and Heads of Professional and Academic Support Services (PASS), regularly allowing evidence driven decision making. The primary aim of IG is to ensure appropriate and fair management of used information and stored by SU. This can be enabled by: (i) complying with legal and regulatory obligations and establishing a framework for Information Governance; (ii) protecting staff and student privacy; (iii) minimising cyber security and information violation risks; (iv) integrating accurate, current and available information; (v) translating strategy into a dashboard of indicators that allow efficient monitoring; (vi) positioning data strategically to allow monitoring and evaluation of strategy implementation.

3.3.2. Establishment of a Division for Information Governance

The Environmental Plan of the Responsibility Centre: Strategy and Internationalisation proposed the establishment of a Division for Information Governance. Therefore, at the Rectorate meeting on 29 August 2017, the following decision by the Rector and VC, Prof Wim de Villiers was ratified by the Rectorate with effect from 1 October 2017 with full implementation by 1 January 2018:

To allow for the establishment of a Division for Information Governance; the component of Institutional Research and Planning that focuses on planning and data will shift from the RC of the VR: L&T to the RC of the Deputy Vice-Chancellor: Strategy and Internationalisation (VR: S&I), to provide relevant, up-to-date information in dashboard format on a regular basis. The component of Institutional Research and Planning that focuses on academic programme planning and quality assurance (APQ) will remain part of the Responsibility Centre of the VR: L&T, but will be repositioned to another Division.

The importance of Information Governance and available information/reports is also embedded in the *King IV* report, i.e.

Principle 5: “The governing body should ensure that **reports** issued by the organisation enable stakeholders to make informed assessments of the organisation’s performance, and its short, medium and long-term prospects”;
and

Principle 12: “The governing body should govern **technology and information** in a way that supports the organisation setting and achieving its strategic objectives.”

3.3.3. Main Objective and Tasks of the Information Governance Division

The objective of governance is the creation of value for the University (the enterprise). Value creation strives to realise benefits at an optimal resource cost while optimising risk. As a consequence of a governance framework, the University should achieve value creation through effective and innovative use of information and IT, addressing organisational and stakeholder needs and compliance with relevant laws, regulations, contractual agreements and internal policies. The main tasks of the Division for Information Governance are summarised below:

- Accountable for the development of a vision for information for Stellenbosch University (SU) and a strategic roadmap to achieve the vision
- Accountable for aligning information and IT strategies to support the university’s vision and strategic goals
- Implement and manage Technology and Information Governance at SU
- Direct and manage the implementation of a POPIA/PAIA framework for SU to address legislative and regulatory requirements
- Mitigate information and cyber security risks

3.3.4. Actions taken to implement the Rectorate’s Decision

First steps to give effect to the Rectorate’s decision and the following are in progress:

- A name change of the *Division for Institutional Research and Planning (IRP)* to the *Division for Information Governance*,

- A name change of the *Centre for Institutional Research* (located within IRP) to the *Centre for Business Intelligence*,
- An extension of the scope of the duties of the *Senior Director: Division for Information Governance* to include those assignments needed for technology and information governance, and
- The establishment of organisational structures (starting with several committees) to support the establishment of technology and information governance at SU.
- The Task Team on Information Governance produced a preliminary report with several important conclusions, a few of which are listed below:
 - That a framework for Technology and Information (T&I) Governance be developed that integrates Information Governance and IT Governance, because these concepts have evolved over time and share important activities that are better integrated and aligned—this will provide for a unique modern approach and provides room for innovation at the forefront of developments in this domain,
 - That a new committee for T&I oversight at Council level is not necessary, but that the mandate of the Audit and Risk Committee of Council be amended (if necessary) to fulfil a T&I oversight role,
 - That a single steering committee be formed to support Information Governance objectives, which will include IT objectives, and serve to coordinate and integrate Information and IT vision and strategy.

3.3.5. Progress on POPIA implementation

In 2013, the University commissioned an external gap assessment against the Protection of Personal Information Act¹ (“POPIA” or “the Act”), leading practices, and international standards. The resulting report identified several high risk gaps (based on the sensitivity, volumes, storage, and security of personal information) within the institution and recommendations to close those gaps. One of those recommendations led to the

¹ Act 4 of 2013.

appointment of the Institutional Information Officer (IIO) in 2015, in the former Division for Institutional Research and Planning, to guide the institution's POPIA response.

On 8 September 2017, the Information Regulator² issued Draft Regulations to the Act for public commentary. At the time of writing, we expect the formal regulations to come into effect in the first or second quarter of 2018, with the date for completion one year later. This report briefly outlines the University's progress and achievements to date, initiatives that should bear fruit within the short-term, and the longer-term risks and opportunities facing the institution. Within Stellenbosch University, several steps have already been taken towards compliance, including annual internal audit POPIA readiness assessments since 2016. The initiatives listed below are thus informed by the legislation (including the draft regulations), 2013 gap assessment, and internal audit recommendations.

3.3.6. Milestones: recent achievements and short-term initiatives

In March 2017, the IIO, supported by Legal Services and IT, developed and released privacy notices³ for all institutional mobile apps. At the time of writing, the IIO, supported by Legal Services and Corporate Communications, are drafting a similar notice for our institutional corporate website. This had the added benefit of affording us the opportunity to engage with the owners of institutional online forms used to gather personal information (such as the student application form). This in turn triggers reviews and potential updates of those forms, improving our POPIA compliance at the point of capturing personal information and thereby improving compliance during any further processing of that information.

In August 2017, the Division successfully applied for strategic funding to develop privacy awareness and training material. At the time of writing, the IIO is following procurement procedures to identify and appoint the external support required to roll out an awareness campaign in early 2018 and to fully assess the University's training requirements across its many internal stakeholders.

² The Chapter 9 institution charged with, among other duties, to monitor and enforce compliance with the POPIA.

³ Privacy notices are key, public-facing documents, which effect to the openness (transparency) condition of lawful personal information processing.

At the time of writing, the IIO has just begun to circulate a new regulation, for recruiting Stellenbosch University employees as research participants and for conducting research on Stellenbosch University's personal and institutional information, for consultation, review, and commentary. In addition to formalising the processes to access such information for research, these regulations also aim to introduce new privacy tools to better equip our researchers. Should these tools prove successful, they will then also be rolled out to institutional process owners to strengthen their environments. The IIO plans to present the regulations for the Rectorate's approval by the end of the year.

The Director: Legal Services and the IIO have also been appointed to a USAf task team to assist with the development of a sector POPIA code of conduct. Such a code, should it be approved by the Information Regulator, should remove any regulatory uncertainty within South African higher education and potentially address other areas of concern, such as the development of pro forma policy and procedure documentation and tools for the sector.

3.3.7. Long-term risks and opportunities

Of the most recent internal audit assessment's recommendations and findings, the University has only just begun to or is still yet to start formally addressing the following:

1. The University ***must formally develop a privacy policy or regulation***, which explicitly establishes the institution's direction, accountabilities, responsibilities, and moral and ethical stance regarding privacy and personal information;
2. The University ***must address privacy risks found within its internal administrative functions***, with an initial focus on contracts with employees and third parties; and
3. The University ***must develop a generic information breach procedure***, to supplement the current research integrity breach procedure and support the development of a formal cyber breach and a formal personal information breach procedure.

In response to point 1 above, the University has appointed a task team to investigate the current status of and thereby recommend the future direction for Information Governance within the institution. From this work, the University shall likely see the development and promulgation of Information Governance related policy or policies. These policies should

either cover privacy or provide the appropriate framework for a subordinate privacy regulation to address this internal audit recommendation.

In response to point 2 above, the University has recently appointed (as of 1 October 2017) a labour lawyer in Human Resources. The IIO intends to engage with the labour lawyer to identify the best means to address this internal audit recommendation regarding HR contracts in the short-term. As for the third party risks, the IIO envisions that the Information Governance task team's deliverables, coupled with other privacy-related deliverables should empower contract owners to better manage third party risks regarding personal information. That said, third party risks extend beyond personal information; those risks thus lie beyond the mandate and reach of the IIO or Division for Information Governance.

In response to point 3, the lack of a formal breach procedure has been raised with the Information Security Committee. At the time of writing IT, the Division for Information Governance, and the Division for Research Development have informally agreed to collectively develop a formal breach procedure. Work on the procedure is yet to formally start.

3.3.8. Concluding Remarks on POPIA

Personal information pervades the entire institution. While policies and privacy notices may provide evidence of formalistic compliance, the University still has a long way to go before we give true effect to the constitutional right to privacy in all of our operations. Training and awareness initiatives and supporting tools thus remain a priority for the IIO. Through such initiatives, the University should be able to move towards a position where individual process owners can take pro-active steps to enable privacy within their environments by design and by default.

4. SUMMARY

Over the past year, the RC of Strategy and Internationalisation has been established, and started implementing its mandate according to the delegation framework. This first annual report is a culmination of the work done over the past year. The actions for the following few

years will primarily be aimed at aligning and implementing Vision 2040 and the Strategic Framework 2019-2024 and the RC strategic plans, faculty plans and PASS plans. Achieving SU's vision and goals for strategy and internationalisation will require focus, commitment, and dedication from management, faculties and professional support services.

**“Let us make our future now, and let us make our dreams
tomorrow’s reality”**

Malala Yousafzai