



forward together · saam vorentoe · masiye pbambili

MANAGEMENT REPORT TO COUNCIL BESTUURSVERSLAG AAN DIE RAAD

Prof Wim de Villiers, Rector and Vice-Chancellor / Rektor en Visekanselier

Online / Aanlyn, 2020-06-22

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Rector's Management Report



In a time of coronavirus (period under review: 6 March – 22 May 2020)



A THRIVING
STELLENBOSCH UNIVERSITY



A TRANSFORMATIVE STUDENT
EXPERIENCE



PURPOSEFUL PARTNERSHIPS AND INCLUSIVE
NETWORKS



NETWORKED AND COLLABORATIVE TEACHING
AND LEARNING



RESEARCH FOR IMPACT



EMPLOYER OF CHOICE



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- Report pp. 13-71 of Council documents.
- I take it as read ... but I do want to highlight some important issues.
- The report is structured according to our six core strategic themes as usual
- But obviously COVID-19 had a big impact on all our operations, so it features a lot in this report
- This presentation does not follow the numerical order of the report, but rather:
 - First a few slides focusing on COVID-19
 - And then “business as usual” ... regular items not directly impacted by COVID-19
- So, here goes >>

COVID-19: Effect on H.E. in S.A.

- Contact tuition suspended
- Some students remained behind in campus residences during lockdown
- Two overriding priorities:
 - Saving the academic year
 - Ensuring institutional sustainability

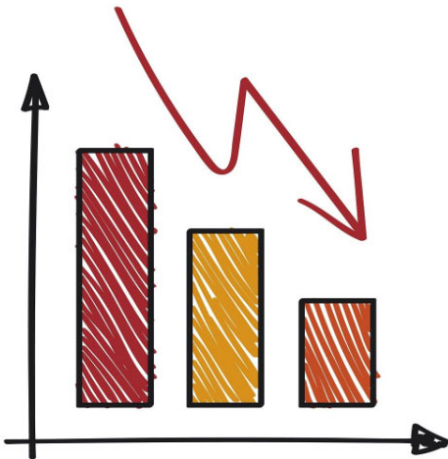


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Context: COVID-19 has disrupted our sector along with rest of society

- Contact tuition suspended
- Some students remained behind in campus residences during lockdown
- Two overriding priorities:
 - Saving the academic year
 - Ensuring institutional sustainability
- Let me expand on that >>

COVID-19: The challenge of financial sustainability



- Additional financial strain on universities
- SU Council reserved R105 million for immediate needs
- DHET approved reallocation of unused earmarked grants
- Accommodation, student and other fees affected
- Concern about economy and government debt levels

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... starting with the challenge of institutional sustainability

- Additional financial strain on universities, as indicated in the INTRODUCTION to the Management Report
- DHET approved reallocation of unused earmarked state grants to cover some costs. In SU's case, R7,7 million, which we appreciate, even though it is less than the more than R200 million required to implement the essential adjustments to safeguard the 2020 academic year.
- We have agreed for accommodation fees to be limited to period students are actually occupying University housing. At this meeting, the EC(C) will report on amendment of residence fees, to be ratified by Council
- Also growing calls for reduction in student fees because University facilities cannot be utilised to the extent that they otherwise would have.
- Bigger concern – effect of COVID-19 on government debt levels, and the knock-on effect on HEIs going forward. We will have to brace ourselves for tough times >>

(I.1) Institutional Committee for Business Continuity



ICBC Chair: Prof Stan du Plessis, Chief Operating Officer

- Workstream 1: Student services (*Dr Ronel Retief*)
- Workstream 2: Learning and teaching (*Prof Arnold Schoonwinkel*)
- Workstream 3: Staff (human resources, health and well-being) (*Prof Nico Koopman*)
- Workstream 4: Communications, social impact, external relations (*Prof Hester Klopper*)
- Workstream 5: Campus operations (*Ms Nicolette van den Eijkel*)
- Workstream 6: Finance and legal (*Mr Manie Lombard*)
- Workstream 7: Research (*Prof Eugene Cloete*)
- Medical Advisory Committee (*Prof Eugene Cloete*)



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- Our COVID-19 Contingency Committee, which was established in February, was in March expanded to an overarching Institutional Committee for Business Continuity (ICBC), led by our Chief Operating Officer (COO), Prof Stan du Plessis.
- Its activities have been reorganised into seven workstreams covering various aspects of the University – each led by a member or top or senior management. Also a Medical Advisory Committee.
- This arrangement has worked well, allowing us to act in unison as an institution. Faculties have been kept in the loop via meetings with deans and others – by Prof Du Plessis and myself and other members of the Rectorate.
- Detailed feedback about each workstream in the report >>

(1.2) Academic calendar revised



First semester

Term 2:	Mon 20 Apr–Fri 5 Jun 2020 (seven weeks/35 days of class)
Assessment opportunity 1:	Mon 8 Jun–Fri 26 Jun (16 days, including Saturdays)
Assessment opportunity 2:	Sat 27 Jun–Sat 11 Jul (13 days, including Saturdays)
Recess:	13–24 Jul

Second semester

Term 3:	Mon 27 Jul–Fri 11 Sep (seven weeks/35 days of class)
Recess:	14–18 Sep
Term 4:	Mon 21 Sep–Fri 30 Oct (six weeks/30 days of class)
Assessment opportunity 1:	Tue 3 Nov–Wed 25 Nov (20 days, including Saturdays)
Assessment opportunity 2:	Thu 26 Nov–Sat 12 Dec (15 days, including Saturdays)
Graduation:	14–18 Dec (five days, including 16 Dec, a public holiday) ⁶

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- We had to extend the autumn recess period because of the national lockdown. However, this also necessitated changes to the 2020 academic year.
- To ensure that teaching and learning programmes continue during the lockdown, and that the academic year is completed with as little disruption as possible, the Executive Committee of Senate approved these amendments to the 2020 academic calendar
- This leads me to our rapid switch to online learning in response to the strictures associated with COVID-19 and the national lockdown imposed in March >>

Going online to save the academic year



(2.1) Supporting students

- Online learning
- Academic support
- Readmission in 2021
- Students remaining in residences
- Postgraduate & international students

(4.2) Support for online L & T

- Lecturer support
- System functionality enhanced



A TRANSFORMATIVE STUDENT EXPERIENCE



NETWORKED AND COLLABORATIVE
TEACHING AND LEARNING

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- p. 40 and 54 of Council documents
- When contact tuition was halted in March, we immediately set about switching to online learning in order to save the academic year.
- Classes resumed ONLINE for the 2nd term on 20 APRIL.
- A big challenge was to assist students who lack access to equipment or the internet. We procured 1 728 laptops (latest figure) to loan to students.
- This was supported by agreements with cellular networks to provide zero-rated access to our online learning platforms. And we provided data.
- A student support site with online learning tips was made available for those with technical, language and practical queries.
- We also decided that all students enrolled this year will be granted readmission next year, irrespective of academic performance.
- More than 700 students remained in University housing after lockdown was announced, supported by Student Affairs.
- SU International assisted international semester students at SU; and reached out to SU students abroad.
- Special courses for tutors and lecturers were implemented in just a week and two weeks respectively.
- Because we had existing platforms in place, the rapid shift online fortunately required little in terms of new systems.
Yet scaling up operations and providing the necessary support services required a major effort. CONGRATS & THANKS! >>

(5.1) SU's research and innovation response

Researchers lead multi-university study to track economic impacts of COVID-19



“45 multi-disciplinary coronavirus-related research projects and activities soon unfolded across various faculties”



RESEARCH FOR IMPACT



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- Cometh the hour, cometh the Matie. When the coronavirus struck, our researchers got stuck in to help
- Examples on screen: TOP: A large study by SU, UCT and Wits to track the social and economic impacts of COVID-19, led by Dr Nic Spaul of Economics
- BOTTOM: “Quintin” the “robot” at Tygerberg, allowing specialists to do remote ward rounds. He’s in the meantime been joined by “Selma”, donated by a private company after media coverage. Very grateful
- Many other examples, e.g. sterilisation in the food and beverage industry and in public transport, and the development of models to understand the spread of COVID-19. A key player in this regard is the SU-based SACEMA, led by Prof Juliet Pulliam. Find a link to a comprehensive report about SU’s research and innovation response to the COVID-19 crisis in the management report.
- In summary I can just say that Team Stellenbosch University really rose to the occasion ... across the board, throughout the University >>

(3.8) Social Impact during COVID-19



PURPOSEFUL PARTNERSHIPS AND INCLUSIVE NETWORKS

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- In many ways, the crisis has brought out the best in us
- So proud of how the whole Stellenbosch University community is rallying to help us deal with the crisis ... also at local level
- Our Division of Social Impact (DSI) collaborated with various partners to support local initiatives, including the Municipality and the provincial departments of Health, as well as Transport & Public Works.
- SU co-established Stellenbosch Unite, a collaborative movement that distributes food to vulnerable households.
- Our Campus Health Service assisted the Municipality as well as local hospitals with telephonic screening, planning and protocols.
- MFM was used to distribute COVID-19 information to the community
- The Telematic Schools Project (TSP) continued with broadcasts to learners, and the SABC and e.tv also started airing some of our lessons.
- That's purposeful partnerships and inclusive networks in action! >>

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STELLENBOSCH
100

Making a Difference during the COVID-19 pandemic

Fundraising & Resource Mobilisation

- Digital Access for SU students**
computers · laptops · data · modems
- #Move4Food**
Food Security for our Students during and after Covid-19
- Support for SU Health Workers**
- SU's Research & Innovation Response to the COVID-19 Pandemic**
- #StellenboschUnite**
Community Impact

1 A THRIVING STELLENBOSCH UNIVERSITY

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- We reached out to the SU community and the general public for support
- DAR devised a fundraising campaign with five key areas (on screen):
 1. Digital access
 2. Food security
 3. Support for our healthcare workers
 4. Support for our research & innovation response to the crisis; and
 5. Community impact
- To all Council members who donated, thanks for helping your University make a difference >>

(I.8) Communication during the pandemic

- Dedicated COVID-19 webpage
- Regular mass mailers
- Social media
- Press releases
- Media interviews
- Expert lists
- Op-eds and columns
- Podcasts



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- Clear communication during this crisis essential. Therefore, our Corporate Communication Division (CCD) created dedicated COVID-19 page on our website.
- Also regular mass mailers to staff and students
- And SMSs, voice notes, instant messages, social media.
- Lots of media work as well – press releases, interviews ... In fact, according to media monitoring agency PEAR, SU has so far this year generated the highest number of news clips of SA universities.
- Also again a large number of op-eds and columns by our academics and students, as reflected in the addendum to my report. Thanks to those of you who are showing thought leadership in this way.
- And then, an exciting new development: CCD's Digital Communication team has launched SU's very own PODCAST channel, TALKS@STELLENBOSCHUNI, offering our experts a platform to talk about their work outside the traditional forms of academic discourse. The first series explores how COVID-19 is affecting various aspects of our lives. Available on iTunes, Spotify, Google Podcast, etc. – go take a listen >>

(I.10) Campus renewal



- Biomedical Research Institute
- Mechanical and Mechatronic Engineering
- Helshoogte & Huis ten Bosch
- Danie Craven Stadium
- Jan Mouton Learning Centre
- New Pavement Laboratory
- Machine Lab and quad



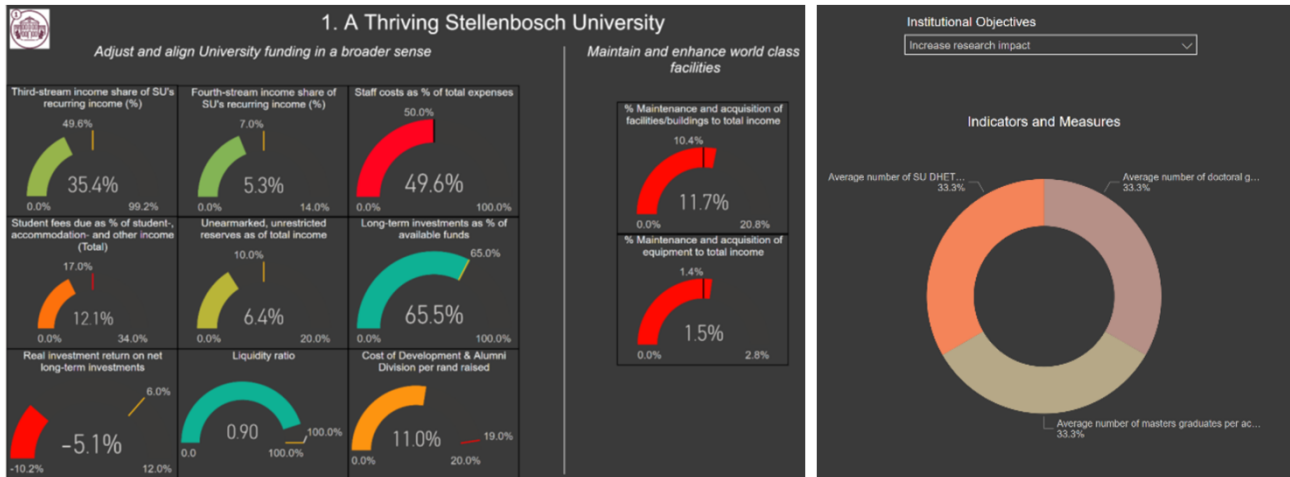
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- Now, an area negatively affected by the pandemic and lockdown
- Generally very satisfying to provide updates on our capital works because Facilities Management is normally on schedule and within budget.
- However, this time we report on unavoidable delays due to the national lockdown. Briefly:
 - Biomedical Research Institute: On track, apart from the delay caused by lockdown
 - Mechanical and Mechatronic Engineering: Renovations and upgrades well advanced
 - Helshoogte: Original target of January 2021 will probably be overrun
 - Huis ten Bosch: Reconstruction of fire-damaged section 95% complete; Overall, 21% complete
 - Danie Craven Stadium: Being upgraded to host Premier Soccer League matches. Nearly complete, only a few days' work left
 - Jan Mouton Learning Centre: 95% complete, but will no longer be ready at the start of the second semester as planned
 - New Pavement Laboratory: Nearly complete; will take only a couple of weeks to get the building ready for occupation
 - Machine Lab and quad at: Done and dusted! Handed over to Electrical and Electronic Engineering >>

(I.16) SU Scorecard available soon



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- NOW 'BUSINESS AS USUAL' ... 'regular' activities at the University ...
 - ... starting with very exciting development ... the SU Scorecard, which is going to be a very useful management tool
- pp. 34–37 of Council documents
- To track SU's journey towards achieving Vision 2040, I have been advocating for a type of "one-pager" dashboard that can offer a snapshot of our progress.
 - The Division of Information Governance (IG) was commissioned to develop this, and they are about to go live with it
 - By indicating composite effectiveness, the scorecard provides a broad picture of the University's performance along the key dimensions of the institution, as well as at lower levels, which will be of great value in monitoring SU's progress over time >>

(4.1) Qualifications awarded for 2019 academic year



Virtual conferral of degrees, diplomas and certificates
by Stellenbosch University, for the graduation
ceremonies originally scheduled for
31 March to 3 April 2020

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STELLENBOSCH
UNIVERSITY

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1918 · 2018

Virtuele toekenning van grade, diplomas en sertifikate
deur die Universiteit Stellenbosch, vir die
gradeplegtighede wat oorspronklik vir
31 Maart tot 3 April 2020 beplan is



First-ever virtual conferral of qualifications (degrees, diplomas and certificates in all faculties) on 3 April



<https://bit.ly/SUgradApr2020>



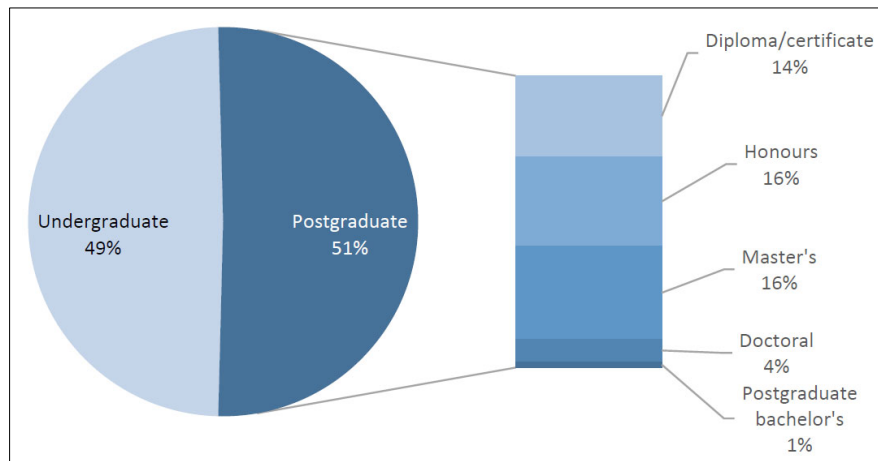
NETWORKED AND COLLABORATIVE TEACHING AND LEARNING

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- Another aspect of our 'regular business' is awarding qualifications. But this autumn, graduation ceremonies could not take place during lockdown
- So, our first-ever virtual conferral of qualifications took place on 3 April – find the video on the Stellenbosch University channel on YouTube
- Another record haul of 9 120 qualifications were awarded in the 2019 academic year -- up 15,4% from 2015 when I started my first term.
- We are proud of the significant contribution to progress and development that we are making in this way – not only in our country, but also on the rest of our continent and globally.
- Let's look closer at a breakdown of qualifications awarded in 2019 >>

(4.1) Qualifications awarded 2019



NETWORKED AND COLLABORATIVE TEACHING AND LEARNING

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- ON SCREEN - For the second year in a row awarding more postgraduate qualifications than undergraduate
- In line with our positioning as a research-intensive university
- Again a record number of doctoral degrees – 361, up from 267 in 2015.
- Very important for us to not just focus on quantity but also quality, so the following development vital >>

(5.7) Review of doctoral degrees



National review of doctoral degrees
offered by higher education institutions
in South Africa

STELLENBOSCH UNIVERSITY INSTITUTIONAL
SELF-EVALUATION REPORT

- On Council's SharePoint site, in the folder for today's meeting



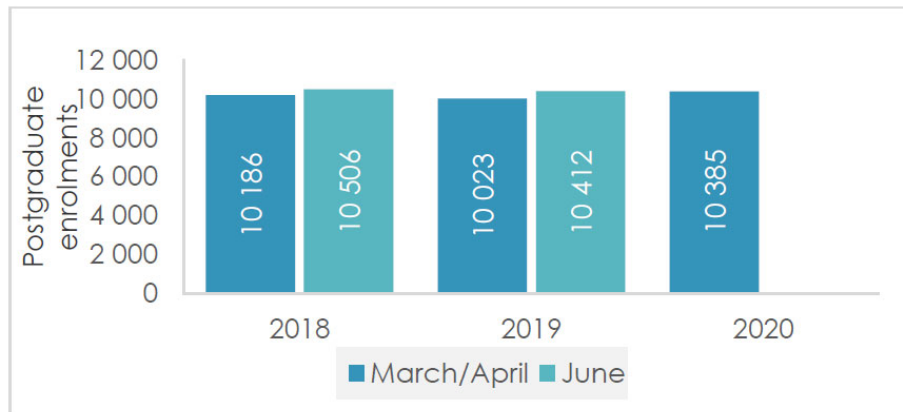
RESEARCH FOR IMPACT

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- Last year, SU evaluated its doctoral degrees according to the guidelines in the CHE's 2018 Qualification Standard for Doctoral Degrees and prepared an institutional self-evaluation report (SER).
- The report lists areas in which SU regards its doctoral qualifications as either compliant or needing improvement, along with current actions to address deficiencies as well as plans aimed at quality enhancement.
- It makes for very interesting reading.

(2.8) Postgraduate enrolments in 2020



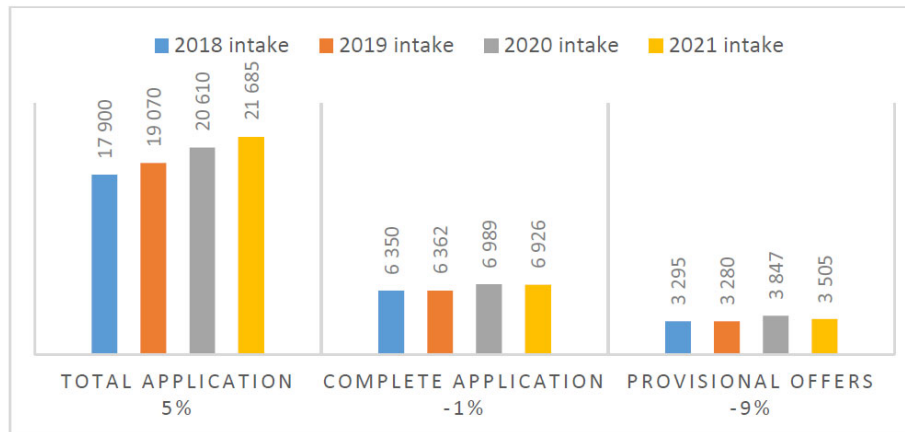
A TRANSFORMATIVE STUDENT EXPERIENCE

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- Our postgraduate enrolments show a slight increase, but more or less stable
- Interestingly, students from the black African population group showed the highest increase (9,5%) from 2019 to 2020, and now represent 24,6% of all South African postgraduates at SU >>

(I.7) Applications for 2021



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- Applications for 2021
- SU had received approximately 5% more total applications by the end of April 2020 compared to the same time last year, as shown on screen
- However, the number of complete applications has declined slightly. Incomplete applications are being followed up by our recruitment team.
- At the end of April, 9% fewer offers had been made compared to the same time last year. Nevertheless, faculties are continuing to make offers, so this figure could still change. >>

(3.9) Stellenbosch University Choir



KYK: 'US-koor is verbysterend' – Laurika Rauch

Deur Christiana Boonzaier | 25 Mei 2020 07:00



157 000 views to date ...



PURPOSEFUL PARTNERSHIPS AND INCLUSIVE NETWORKS

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- The Stellenbosch University Choir still holds the top position in the Interkultur ranking for amateur choirs.
- The lockdown resulted in the cancellation of their international tour planned for July (they would have defended their title at the World Choir Games in Belgium, now postponed until next year).
- But even apart, they remain in harmony. They made headlines with a beautiful virtual performance recently.
Find it on YouTube. >>

Thank you | Dankie | Enkosi



Picture: STEFAN ELS

- Thank you – on screen ... seems like a lifetime ago that we started the year with our welcoming event at Coetzenburg. Things have been quiet on campus, though frenetic online. Hopefully we can return soon ...
- Questions about report?
- Will next go to Prof Nico Koopman for his annual report to Council >>