

# RECTOR'S MANAGEMENT REPORT TO COUNCIL (MEETING OF 11 APRIL 2022)

Prof Wim de Villiers,  
Rector and Vice-Chancellor



Council meeting | Intlanganiso yeBhunga | Raadsvergadering, 11 April | Apreli | April 2022, 10:00, Stellenbosch

Photo by Stefan Els

- Thank you, chair. Good morning, everyone. Glad to be here at our first Council meeting of 2022.

# Strategic Framework 2019–2024: CORE STRATEGIC THEMES



1  
A THRIVING  
STELLENBOSCH UNIVERSITY



2  
A TRANSFORMATIVE STUDENT  
EXPERIENCE



3  
PURPOSEFUL PARTNERSHIPS AND INCLUSIVE  
NETWORKS



4  
NETWORKED AND COLLABORATIVE TEACHING  
AND LEARNING



5  
RESEARCH FOR IMPACT



6  
EMPLOYER OF CHOICE

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- Agenda **item 6.1** – my Management Report – included in the Council bundle pp. **71-113** [43 pages in total; last year 42, 39, 49 & 53]
- As with previous meetings, I take it as read, but let me draw your attention to important aspects.
- As usual, the Management Report is structured according to our six core strategic themes.
- But as always, in *this* presentation I won't be following the printed report page-by-page but rather provide a few highlights and updates

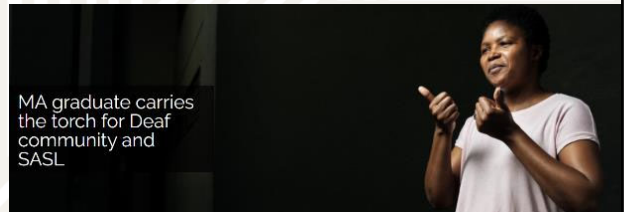
## Academic year 2021

- Conferred 8 768 qualifications in Dec 2021 and Apr 2022
- Master's degrees increased with 17% from 2020
- PhDs increased with 3%

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- On **p. 92 of the Council bundle** you will find an item about our December graduation ceremonies.
- Let me update that with reference to our April ceremonies held last week, with which we concluded the 2021 academic year
- Held in-person for the first time since BC – and it was fantastic! Very special
- For the 2021 academic year, we:
  - Conferred 8 768 qualifications
  - Master's degree output increased by 17% from 2020
  - PhD's increased with 3%
- A Remarkable contribution to human development in difficult times. Very proud of our staff and students

## A transformative student experience Amava abafundi aguqulayo 'n Transformerende studente-ervaring



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- Plenty of great stories of students excelling Always very inspiring ...
  - Top left: Karla Koopstad received her MA in Art Education last week, for which she produced a series of booklets portraying the forced removals that took place in Ceres under apartheid
  - Top right: Modiegi (Susan) Njeyiyana, a Deaf lecturer at SU who received a master's in Linguistics last week
  - Bottom left: Dr Antoinette Swart received her PhD in Ancient Cultures in December, her SIXTH degree, proving that you're never too old to learn.
  - Dr Sim Xeketwana, a lecturer at the Faculty of Education, also received his sixth qualification in December, a Doctorate in Curriculum Studies, overcoming many obstacles along the way

**SU honours three extraordinary South Africans**  
**iSU iwonga abemi abathathu abakhulu boMzantsi Afrika**  
**US vereer drie uitsonderlike Suid-Afrikaners**



- A highlight last week was the honorary degrees that we awarded
  - To engineer and business leader **Andy Calitz**, who drives progress in the global energy sector as the secretary-general of the International Gas Union
  - **Dr Patrice Matchaba**, president of the Novartis Foundation in the US, for his outstanding pharmaceutical and clinical science contributions
  - And people's poet **Diana Ferrus**, for the impact of her work in South Africa and beyond. For instance, her poem about Sarah Baartman is credited with influencing the French Senate to vote in favour of repatriating Baartman's remains back home.

## A transformative student experience Amava abafundi aguqulayo 'n Transformerende studente-ervaring

Geskiedkundige  
week vir 3 studente  
van WOW-  
skoolprojek



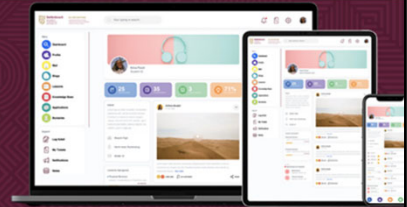
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'n unieke kans



An outstanding  
graduate crop for  
SciMathUS



SU launches  
innovative online  
learning platform for  
high school learners



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- At SU, the pursuit of student SUCCESS goes hand in hand with efforts to broaden student ACCESS
  - Top left: When Rudy-Lee Booyse, Shaznay Bernardo and Charlton Davids graduated in December, they became the first person in their families to receive a university qualification. And they came to SU via a Woordfees initiative, the WOW 50 Schools Recruitment project.
  - Top right: Kimberley Lucas from Wentworth got 99% for maths in Grade 12 last year, but she never applied to university believing “it was for rich people only”. When this came to our attention, she was offered a full scholarship in Actuarial Science
  - Bottom left: 19 of the graduates who crossed the stage last week joined the growing ranks of students who managed to reach this point thanks to our SciMathUS university preparation programme
  - Bottom right: Recently, our Faculty of Education launched SU ADVANTAGE, an innovative online learning and teaching solution focusing on supporting high school learners in grades 10, 11 and 12.

## Student debt Ityala loMfundi Studenteskuld



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- A story that emerged at graduation time *in December* was that we managed to raise a substantial amount to help students with debt  
**(p. 81 of the Council bundle)**
- In the same spirit, our Student Debt Working Group provided assistance during registration.
- We're doing what we can to raise funds for students.

Fundraising  
 Ukunyusa ingxowa-mali  
 Fondsinsameling



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- Fundraising to help students – whether with debt of food insecurity – is a proud Matie tradition, with both staff and students keen to get involved.
- Prof Thuli Madonsela champions #Action4Inclusion, a campaign of the SRC to assist students with fees
- Top right is Themba Seyisi, who graduated with an LLB last week. Instead of a graduation party, he hosted a function to raise funds for student debt. (Earlier, he got me and the Chancellor and number of others to contribute messages to his book, *21 Life Lessons @ 21*)
- Bottom left is Robert van Staden of the Faculty of Education and Francois Swart of Facilities Management – they rode the Cape Epic two weeks ago.
- I do the Cape Town Cycle Tour every year with colleagues and students and alumni and friends of the University – I suffered this year! – but it was a fun-ride compared to the Epic! Robert and Francois rode 700 tough kilometres, climbing 17 000 metres in eight days. Grueling!
- But they did it for a good cause – Move4Food, our campaign to raise funds to improve food security for our students. You can still support them by making a donation on GIVENGAIN



## Applications

| Population group   | Complete applications<br>2021 | Submitted applications<br>2022 | % Increase  |
|--------------------|-------------------------------|--------------------------------|-------------|
| SA                 | 21 236                        | 51 864                         | 144%        |
| Black African      | 7 133                         | 30 975                         | 334%        |
| Coloured           | 4 201                         | 8 097                          | 93%         |
| Indian /Asian      | 1 427                         | 2 001                          | 40%         |
| White              | 8 193                         | 9 568                          | 17%         |
| International      | 1 483                         | 3 388                          | 128%        |
| <b>Grand Total</b> | <b>22 719</b>                 | <b>55 252</b>                  | <b>143%</b> |

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- Now to student applications submitted last year for studying at Stellenbosch University this year (**p. 93 of the Council bundle**)
- We saw a large increase – 143% -- brought about by a new process which is broadening access
- SUNStudent is doing this for us, but we know there have been challenges
- ... which also placed an additional on our academics. These are receiving attention, and we will end up with a much-improved process
- As you can see here, applications in all groupings were up ...
  - Black African applicants had a four-fold increase (334%) and coloured applicants almost doubled (93%).]

# South African enrolments by population group

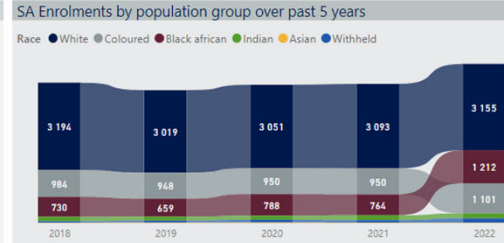
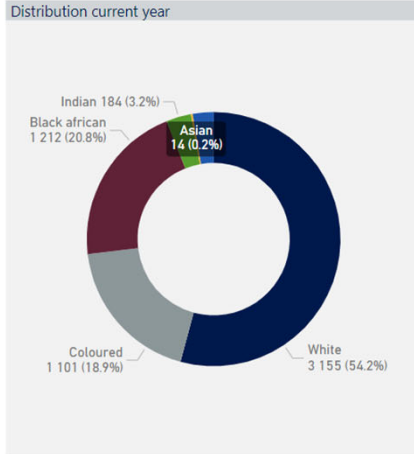
Snapshot  
Final Reg

AcadYear  
2022

FirstTimeEntry  
First Time Entry Stu...

UnderPostGrad  
Undergraduate

NationalitySAorNot  
SOUTH AFRICA



Enrolments by population group

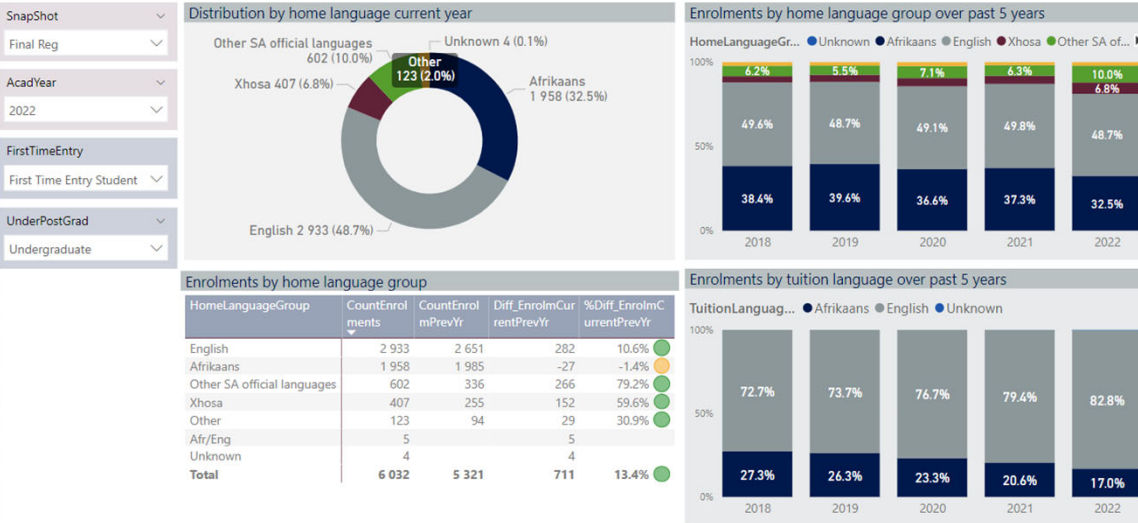
| NationalitySAorNot  | CountEnrolments | CountEnrolm PrevYr | Diff_EnrolmCurrent PrevYr | %Diff_Enrolm CurrentPrevYr |
|---------------------|-----------------|--------------------|---------------------------|----------------------------|
| <b>SOUTH AFRICA</b> | <b>5 820</b>    | <b>5 090</b>       | <b>730</b>                | <b>14.3%</b>               |
| White               | 3 155           | 3 093              | 62                        | 2.0%                       |
| Black african       | 1 212           | 764                | 448                       | 58.6%                      |
| Coloured            | 1 101           | 950                | 151                       | 15.9%                      |
| Indian              | 184             | 179                | 5                         | 2.8%                       |
| Withheld            | 154             | 88                 | 66                        | 75.0%                      |
| Asian               | 14              | 16                 | -2                        | -12.5%                     |
| Other               | 212             | 231                | -19                       | -8.2%                      |
| <b>Total</b>        | <b>6 032</b>    | <b>5 321</b>       | <b>711</b>                | <b>13.4%</b>               |

Note: In 2022, international students did not have to provide their population group

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- So, how did that translate to enrolments? (p. 94, Council bundle)
- Here we see that the jump in applications led to a rise in enrolments
- Again, across all categories
  - All newcomer first year enrolments up 13.4%
  - Black African enrolments up by 59%

# Enrolments by home language & language of tuition



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- Now newcomer first-year enrolments in terms home language and language of preference for tuition
- English is the biggest group in both cases, but Afrikaans is still significant
- Significant growth in IsiXhosa and other SA languages
- As we do every year, we hosted a Welcoming Programme for new first-year students

Welcoming programme  
Inkqubo yolwamkelo  
Verwelkomingsprogram



- **(p. 95 of Council bundle)**
- The main Welcoming took place in person this year – albeit with restricted numbers – and it was wonderful seeing the enthusiasm of the newcomers.

## Teaching and learning UkuFunda nokufundisa Onderrig en leer



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- Then we started with the academic programme
- Classes are in full swing.
- We are and remain a residential university, and we intend returning to full face-to-face mode as soon as possible  
**(see intro to my report, p. 74 of the Council bundle)**
- Yet, Covid restrictions remain in place on the number of people allowed in lecture halls and other venues
- Therefore, in terms of teaching and learning, we are continuing in ARTLA mode FOR NOW, i.e. remote teaching and learning, augmented with as much face-to-face time as possible.
- Have made a plea to government to be allowed to return to full capacity ...

## Back to campus

### Work arrangements for 2022

- Staff have returned to their on-campus workplaces – subject to Covid-19 regulations and protocols, and as determined by operational needs in their environments. The [guidelines](#) communicated on 17 November 2021 and 28 January 2022 remain applicable.
- The [Guidelines for Managing Working Hours](#), adopted in November 2018, are still valid. These allow for flexible working hours.

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- For now, work arrangements for 2022 as communicated in November and January remain applicable.
- It's great to have everyone back on campus
- At the same time, we have learnt lessons from our way of working the past two years
- I am referring to the Guidelines for Managing Working Hours, which allow for flexible working hours

## Proposed vaccination rule



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- In the reporting period, we communicated with the campus community and the public about our action to investigate a possible COVID vaccination rule
  - There was a public participation phase
  - And then we got further medical and legal input to determine the next steps
  - Chair, there's a separate agenda item on this, so if it is in order, I won't go into more details now
- ...

## World-class facilities in and for Africa



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- **(pp. 74-75 of Council bundle)**
- Council members might have seen in the media that we hosted two high-profile visits to our Faculty of Medicine and Health Sciences' new Biomedical Research Institute, which is one of the most advanced facilities of its kind in the world.
  - Pres Cyril Ramaphosa, and Dr Tedros Ghebreyesus of the World Health Organisation
- Our Centre for Epidemic Response and Innovation is attracting a lot of attention.
- We can rightly be proud of our university's world-class facilities in and for Africa
- This was one of the issues discussed during another visit ... by Parliament's Portfolio Committee on Higher Education, Science and Innovation ...



## Oversight visit by Parliament's Portfolio Committee



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- **(p. 75 of Council bundle)**
- It was our 4th meeting with the Portfolio Committee since 2015, which is good. In this constitutional democracy of ours, we have great respect for the oversight role of Parliament.
- And Stellenbosch University is a proud public institution – a national asset, as our presentation showed.
- We were asked to speak about our transformation journey, specifically to report on 19 issues, including our readiness for the 2022 academic year
- Besides members of the Rectorate and senior management, our delegation also included the chairpersons of Council, the SRC and the Institutional Forum, and representatives of staff on Council.
- We had a good meeting, with plenty of discussion on issues of mutual concern. We submitted additional information a week after the meeting, and look forward to further engagements.
- As I told the Committee, although our transformation journey is imperfect and incomplete, we remains resolutely committed to it.

## Visit by Mr Jan Jambon, Minister-President of Flanders, on 7 April 2022

- Stems from our visit to Brussels in October 2021
- SU researchers spoke of SU-Flanders connection
- These include Departments of Microbiology, Afrikaans and Dutch, Educational Psychology and Sport Science
- Impactful collaboration

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- Visit last week from **Mr Jan Jambon**, Minister-President of Flanders was a direct result of my visit to him in October 2021, facilitated by Alison April, our colleague in Brussels. Shows that international visits are paying dividends and those personal connections are important.
- Many SU researchers and academics were able to speak about the impactful collaboration between SU and Belgian universities in Flanders.
  - **Prof Evodia Setati (SA Grape and Wine Research Institute)** – spoke about a comprehensive project in microbiology focussing on climate change effects on soil types and cultivars that will influence the Flemish wine industry.
  - **Prof Andries Visagie, Department van Afrikaans en Nederland** het die sterk akademiese kontak met veral KU Leuven, Antwerpen, Gent en Vrije Universiteit Brussel benadruk – veral in terme van Vlaamse letterkunde en vertalingstudies.
  - **Prof Estelle Swart, Department of Educational Psychology** showed the important work being done with regards to inclusion in secondary schools. The experiences in South Africa are contributing to a new policy that's being implemented in Flemish schools later this year. The Dean of Education is currently in Leuven to launch a joint programme with KU Leuven, the University of Helsinki and University of Utrecht that focusses on teacher development
  - **And Prof Ranel Venter, Department of Sport Science**, spoke about the research collaboration with Leuven that led to the first joint SU-Leuven PhD in 2018.

## Rectorate Strategic Summit (Aug 2021)

### Cross-cutting themes

1. **Transformation**
2. Internationalisation
3. Strategy and data analytics
4. Systemic sustainability
5. Governance
6. Matrix organisation

### Gamechangers

1. Programme renewal
2. School/Faculty model
3. **Innovation & entrepreneurship**
4. Hybrid model
5. Assessments
6. Delivery models & partnerships
7. Digital transformation strategy

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- **(See p. 82 of the Council Bundle)**
- The two highlighted themes were the twin focal points of our Institutional Planning Forum in February.
- Briefly for background: At a Strategic Summit in August last year, the Rectorate identified six CROSS-CUTTING THEMES
- We also identified seven GAMECHANGERS – goals that we are escalating to ensure we achieve our Vision 2040.
- Then, at our Institutional Planning Forum in February this year, we started unpacking these, starting with one cross-cutting theme and one gamechanger

# Institutional Planning Forum (Feb 2022)

## Focus on transformation



SU engages community on 'lost memories' of historic Hardekraaltjie cemetery



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- The discussion on TRANSFORMATION was fascinating, providing rich insights about the multifaceted concept of transformation ...
- ... some of which was captured in an op-ed published in *University Word News* by Prof Aslam Fataar, also posted on our home page.
- Here's a quote from it: "Transformation is the driving force that moves universities **from the current to a desired state**"
- We are on that journey, in *all aspects* of the University's functioning ...
- As I put it in my inauguration address in 2015, we can think of transformation *of* the University and transformation *through* the University
- One example that was mentioned at the IPF was the transformative research and societal engagement done by the University, for instance, around the Hardekraaltjie cemetery on our Tygerberg campus

## Institutional Planning Forum (Feb 2022)

### Focus on innovation and entrepreneurship



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- Similarly, the discussion on INNOVATION & ENTREPRENEURSHIP at the Institutional Planning Forum was illuminating and enriching.
- Our strategy clear about our goal to make a positive impact on society, and innovation and entrepreneurship are key components of that
- What became clear in the discussion is that no one entity owns innovation or entrepreneurship – these are cross-cutting attributes that we need to pursue in all our core functions as a university ... learning and teaching, research and community engagement.
- Prof Eugene Cloete will elaborate further when he delivers his report next up.
- Nearing the end of my presentation now ...

## Prof Eugene Cloete

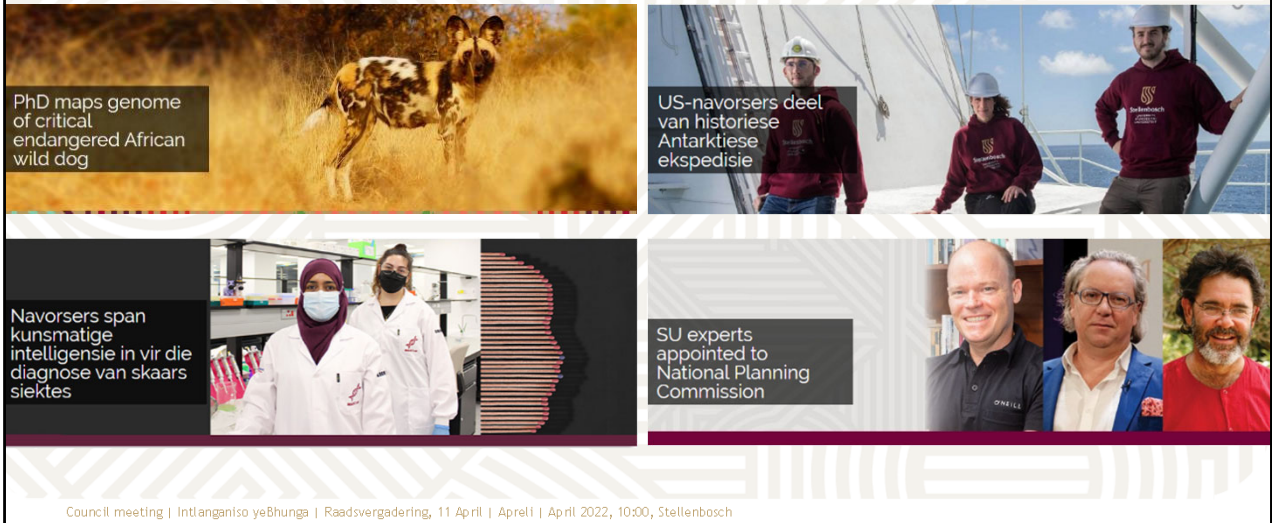
- Microbiologist and water expert
- Joined SU in 2009 as Dean: Faculty of Science
- Appointed as Vice-Rector: Research, Innovation and Postgraduate Studies in September 2012
- Founding Director of the Stellenbosch University Water Institute
- Has promoted more than 100 MSc and PhD students, authored five books, holds 10 patents and has more than 165 scientific publications to his credit
- Selected as a **Legend of SA Science** by the Academy of Science of South Africa (ASSAf) in 2017
- Second 5-year term as DVC comes to an end on 31 July 2022



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- Colleagues, it is appropriate that we give him an opportunity for another reason, and that is because this will be his last annual report to Council as DVC.
- His second 5-year term comes to an end on 31 July ... and what a decade it has been for this “Legend of South African Science”
- Eugene, you have done well ... and you still have lots that you want to do!
- Looking forward to your presentation ... IN A MOMENT ... just two more slides ...

**SU in the news**  
**iSU izezindabeni**  
**Die US in die nuus**



- “SU in the news” in my Management Report refers (**pp. 80-82 of the Council Bundle**).
- Always a steady stream of great stories about our research for impact and thought leadership on our website and in the media.
  - *Top left: Genome mapping to help save the critically endangered African wild dog*
  - *Top right: We had researchers of the SA Agulhas II when it located the wreck of Sir Ernest Shackleton’s sunken ship, the Endurance*
  - *Bottom left: Our researchers part of global team using artificial intelligence to diagnose rare diseases far more quickly than in the past*
  - *Bottom right: Proud that three of our academics – Dr Guy Lamb, Dr Morne Mostert and Prof Mark Swilling – now serve on the National Planning Commission (NPC)*
- According to media monitoring agency PEAR, SU generated coverage with the biggest share of voice of all South African universities in the research and innovation subset in 2021.
- Our academic staff also continued to make SU research accessible to external audiences by writing thought leadership pieces for various publications. For example, in 2021, 84 of our contributors produced 69 articles for The Conversation, which collectively yielded over 1,4 million reads.
- CHAIR, WITH YOUR LEAVE I WILL NOW ASK PROF HESTER KLOPPER, DVC STRATEGY, GLOBAL AND CORPORATE AFFAIRS, TO BRIEFLY SPEAK TO OUR COMMUNICATION EFFORTS BEFORE I CONCLUDE

## COMMUNICATION LANDSCAPE

| Strategic Focus                                                                                                                                                                                | Strategic Execution                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Sweeping functional overhaul</li><li>• Institutional repositioning - narrative and message framework</li></ul>                                         | <ul style="list-style-type: none"><li>• Brand and trademarks valued and updated</li><li>• Brand launch</li><li>• Communications and issues management strategy</li><li>• Communications policy in process (Sept 2022)</li></ul>                                    |
| Operational Focus                                                                                                                                                                              | Day-to-day business                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"><li>• Quality control</li><li>• Setting own issues agenda - Campaign planning</li><li>• Stakeholders to brand ambassadors</li><li>• Response times</li></ul> | <ul style="list-style-type: none"><li>• Focused project teams - quality vs quantity</li><li>• Aligning capacities and support capabilities</li><li>• Managing reputation risks<ul style="list-style-type: none"><li>• HRC</li><li>• Litigation</li></ul></li></ul> |

PROF HESTER KLOPPER:

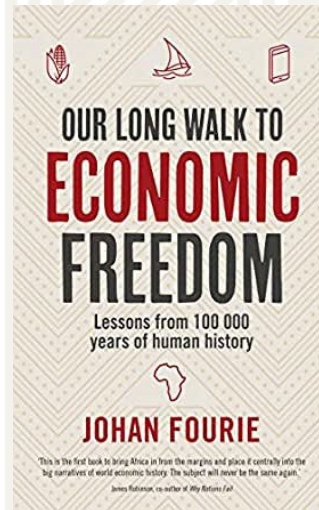


## Looking ahead

### An optimistic outlook

“The future belongs to the optimists. At the end of his magnum opus, *The Wealth and Poverty of Nations*, the economic historian David Landes concludes:

‘In this world, the optimists have it, not because they are always right, but because they are positive. Even when wrong, they are positive, and that is the way of achievement, correction, improvement, and success. Educated, eyes-open optimism pays; pessimism can only offer the empty consolation of being right.’”



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- Finishing off now ...
- I really like this quote from the end of Prof Johan Fourie’s book, *Our Long Walk to Economic Freedom*:  
“The future belongs to the optimists. At the end of his magnum opus, *The Wealth and Poverty of Nations*, the economic historian David Landes concludes: ‘In this world, the optimists have it, not because they are always right, but because they are positive. Even when wrong, they are positive, and that is the way of achievement, correction, improvement, and success. Educated, eyes-open optimism pays; pessimism can only offer the empty consolation of being right.’”
- So, let’s go forward together with optimism!



Thank you