



UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY

100

1918 · 2018

forward together · saam vorentoe · masiye phambili

Report to the Stellenbosch University Council

Responsibility Centre: Operations and Finance

September 2021

Stan du Plessis

Chief Operating Officer
Stellenbosch University

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organisational objectives. It is the fuel that allows common people to attain **uncommon results.**" Andrew Carnegie

Acknowledgement

- It is a privilege to work with 675 colleagues in the RC: Operations and Finance
- Especially the five division heads:
 - Manie Lombard from the Finance Division,
 - Nicolette van den Eijkel from Facilities Management,
 - Anita Nel from Innovus and SUNCOM,
 - Ilhaam Groenewald from Maties Sport, and
 - Attie Juyn from Information Technology.
- I thank Petro Mostert for her lion's share in this report.
- My gratitude also for the collaboration with the Rector, Rectorate, Deans and Faculty Managers, ...
- And our collaboration with SU's Council and its Committees, notably the Investment, Audit and Risk and Social and Business Ethics Committees.

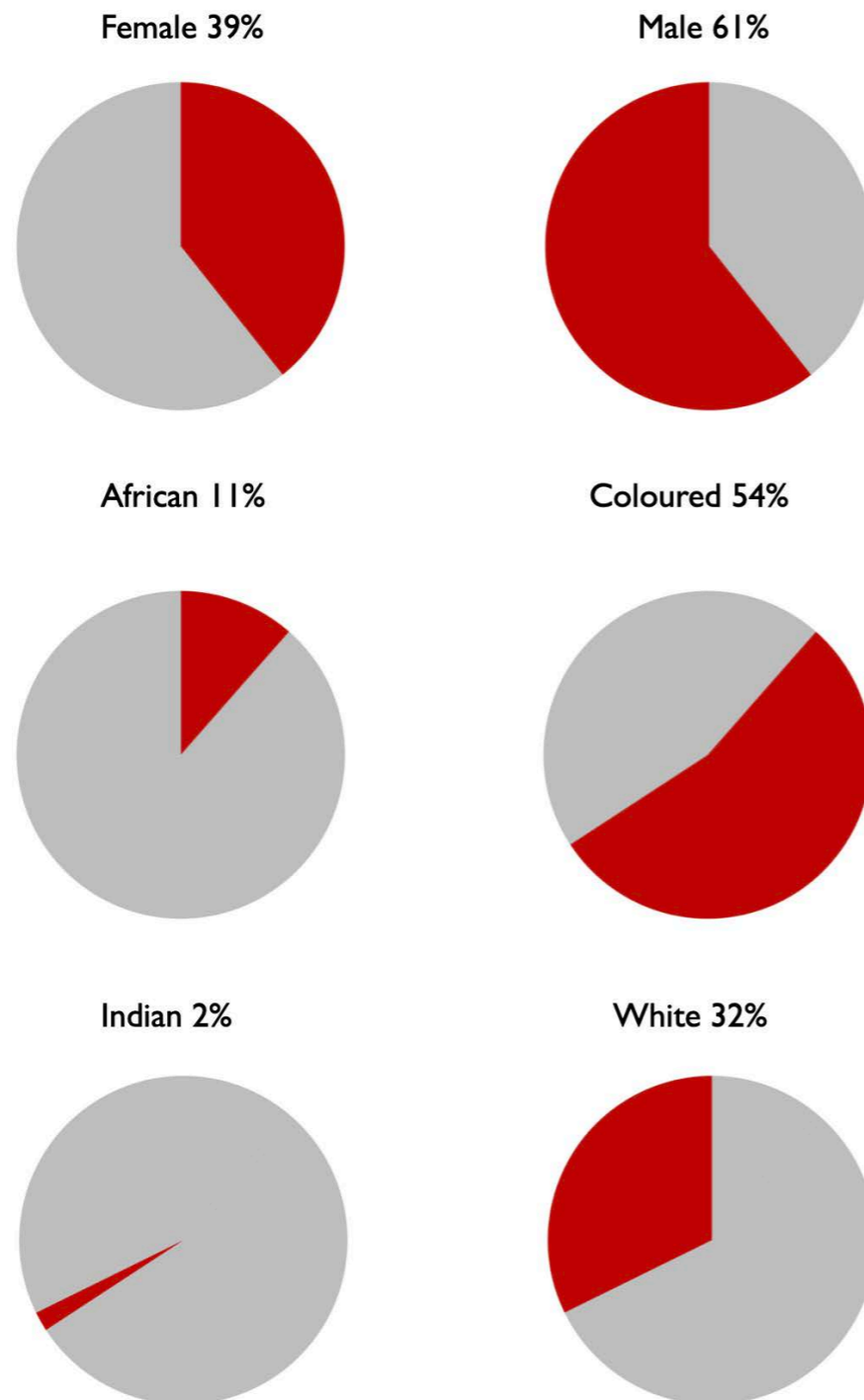
MISSIE

Die Universiteit Stellenbosch is 'n navorsingsintensiewe universiteit wat uitmuntende studente lok, talentvolle personeel aanstel en 'n **wêreldklasomgewing bied; 'n plek wat met die wêreld verbind is** en gemeenskappe plaaslik, op die vasteland en in die res van die wêreld verryk en transformeer.

MISSION

Stellenbosch University is a research-intensive university where we attract outstanding students, employ talented staff and **provide a world-class environment; a place connected to the world,** while enriching and transforming local, continental and global communities.

The Staff in Operations and Finance



- In 2020 and 2021 (to date) 64 full time appointments were made in the RC, of which 48, or **75%**, were **BCIA appointments**.
- Over the same period 22 colleagues were promoted, including 14, or **64%**, **BCIA colleagues**.
- All Division heads joined the COO for three transformation workshops.
- The appointment of Dr Denisha Jairam as Chief Director also advances our transformation agenda.

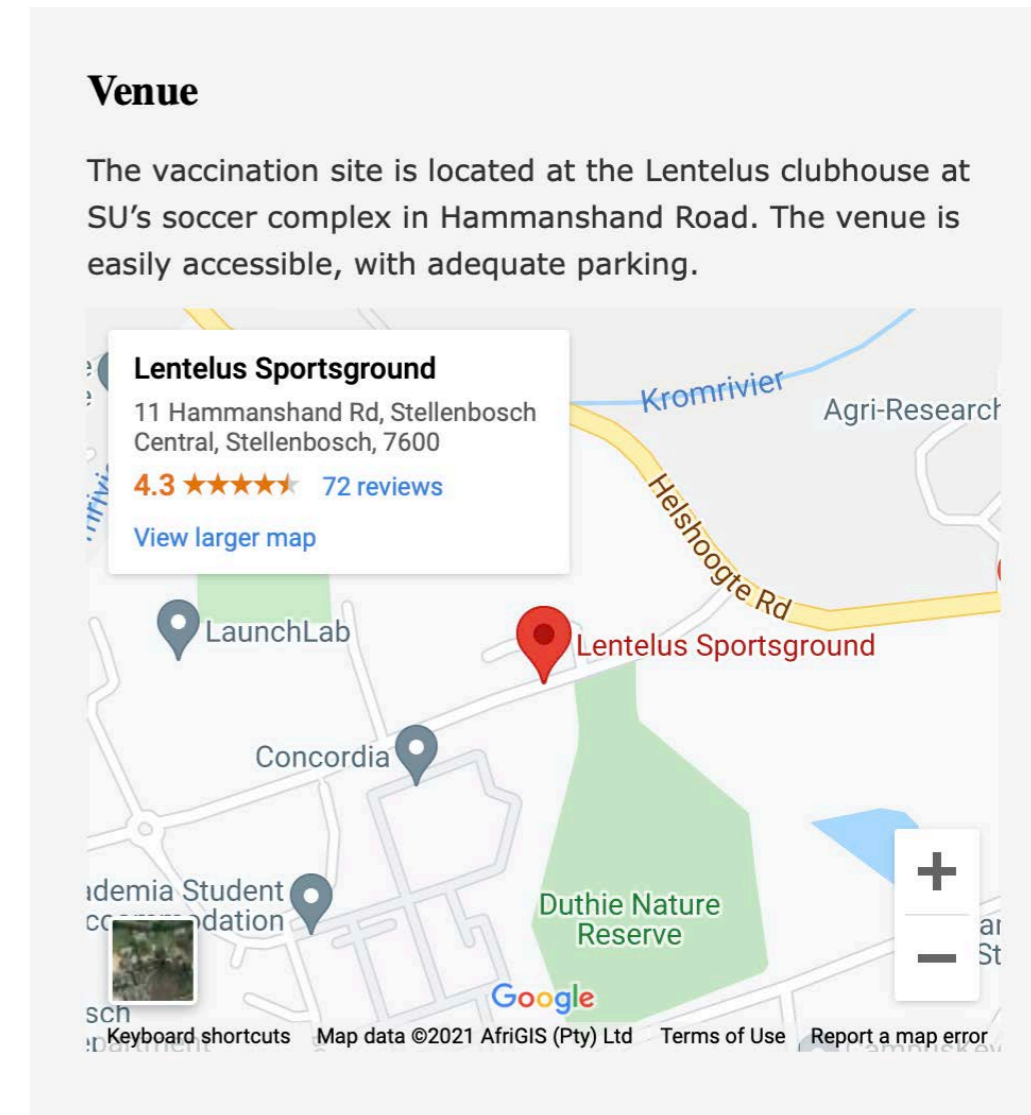
Business Continuity

Institutional Committee for Business Continuity (ICBC)

- On 15 March 2020 President Ramaphosa declared a national state of disaster.
- The Rector appointed an overarching Institutional Committee for Business Continuity (ICBC) chaired by Chief Operating Officer.
- The role and mandate of the ICBC is to ensure business continuity and make high-level, as well as operational decisions to ensure compliance with the regulations published by government and ensure limited service interruptions.
- On the 2nd of April 2020 the Rector approved a more **focussed ICBC structure** served by a Medical Advisory Committee and seven work streams: learning and teaching; staff; communication, social impact and external relations; research; student services; finance and legal; and campus operations (see Table I in the report for the ICBC's composition).

Vaccination drive

- SU collaborates with Higher Health SA to prioritise the vaccination of university staff and students
- SU established a vaccination site at Lentelus with current capacity of 300 per day.
- Vaccinations at Lentelus to date:
 - Students: 2236
 - Staff: 518
 - Community: 1472



Operational network of a large public university

Our campuses

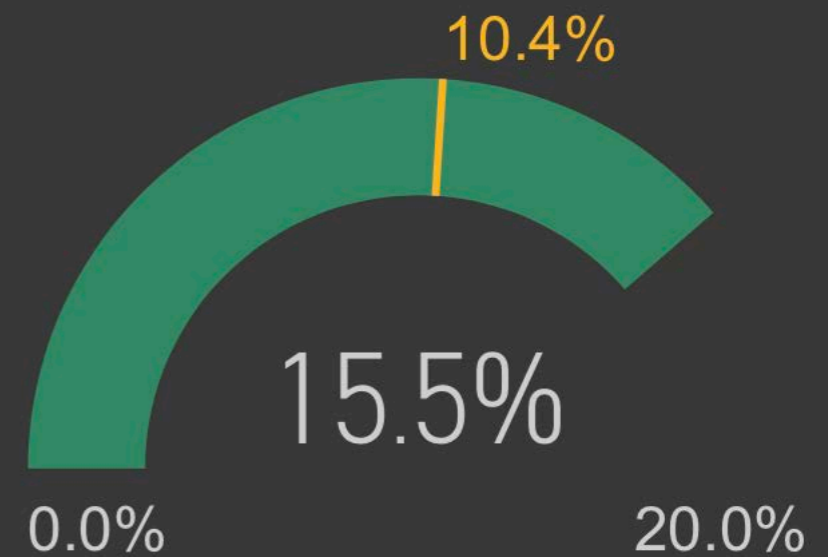
- Stellenbosch University Facilities Management Division (SUFM) is the custodians of the buildings, infrastructure and sports fields across campuses located in Stellenbosch, Tygerberg, Bellville Park and Worcester.
- We use a business model of in-house and contracted service provision to manage and service the portfolio.



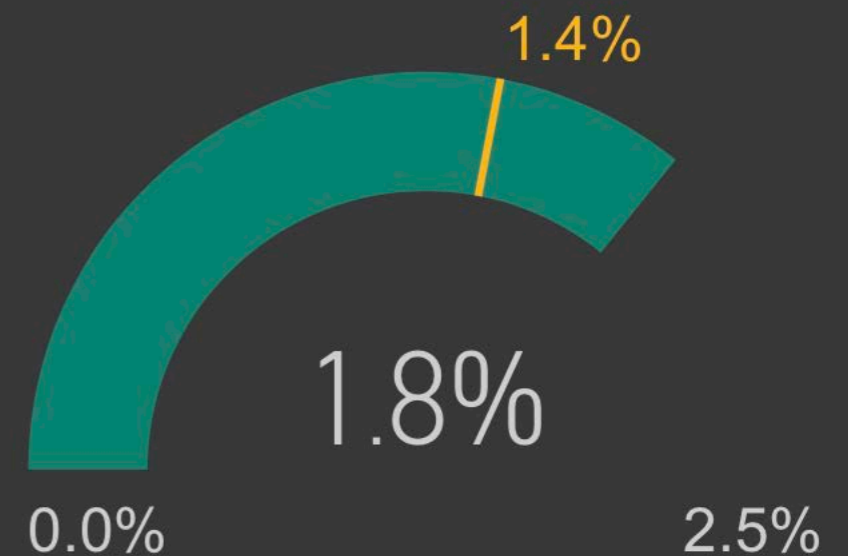
Meeting our strategic objectives

- The Campus Renewal Project is a major part of our long-term maintenance plan
- But we have also established the discipline to maintain buildings and equipment, as specified in our SMIs

% Maintenance and acquisition of facilities/buildings to total income



% Maintenance and acquisition of equipment to total income



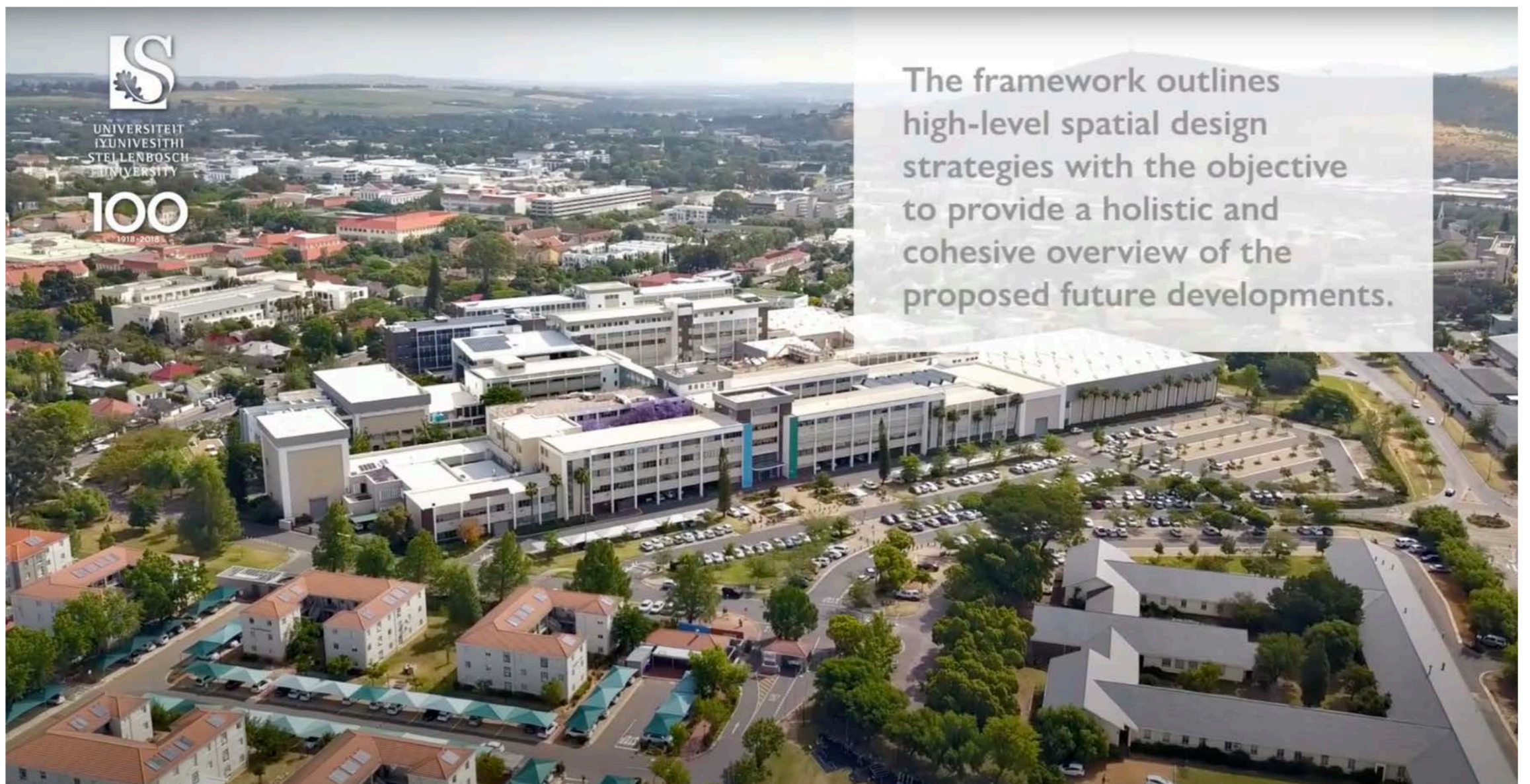
CRP proceeding apace

- The report provides details on 24 substantial projects, completed or currently ongoing as part of the CRP.

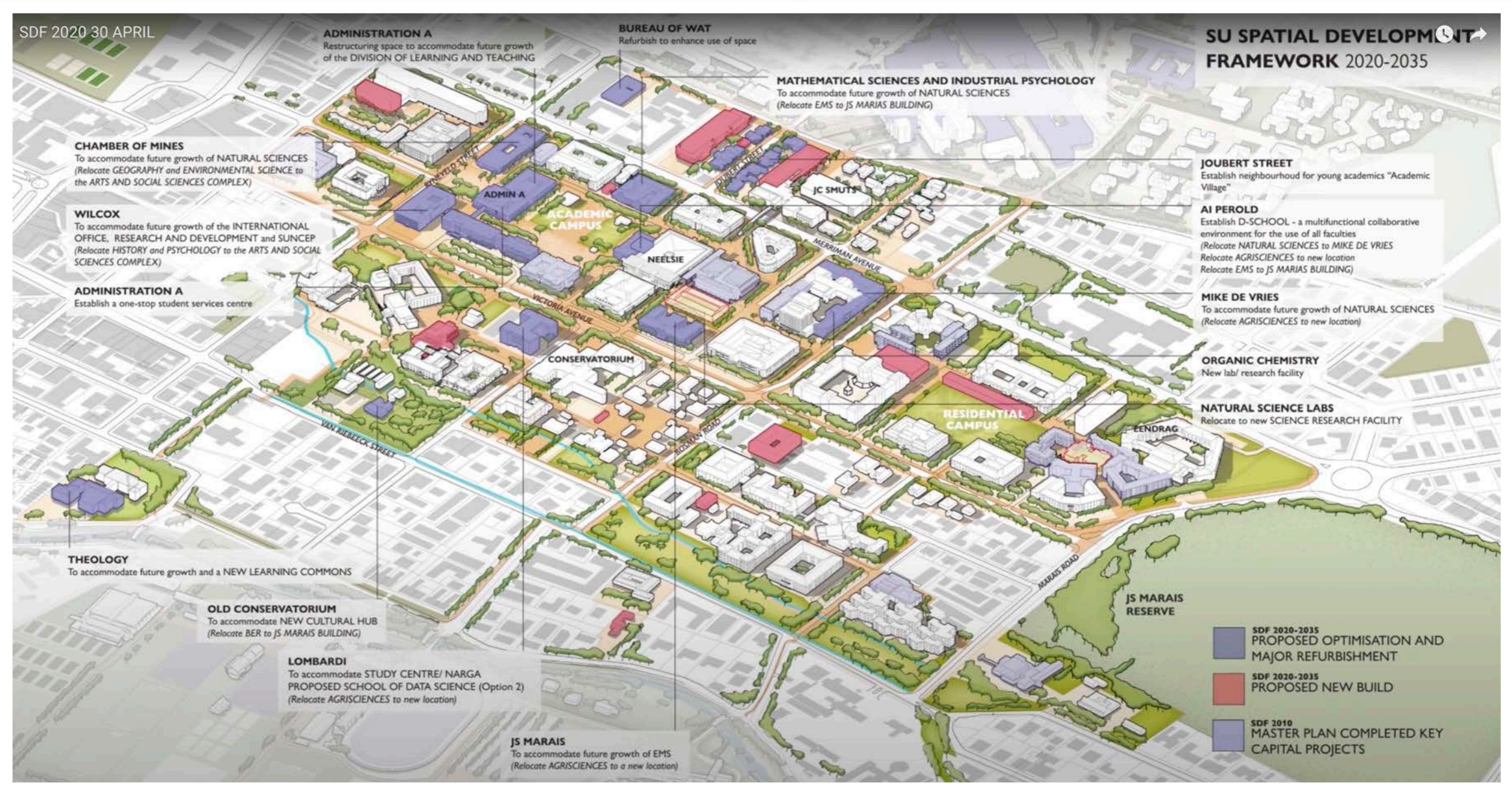


Spatial Development Framework (SDF)

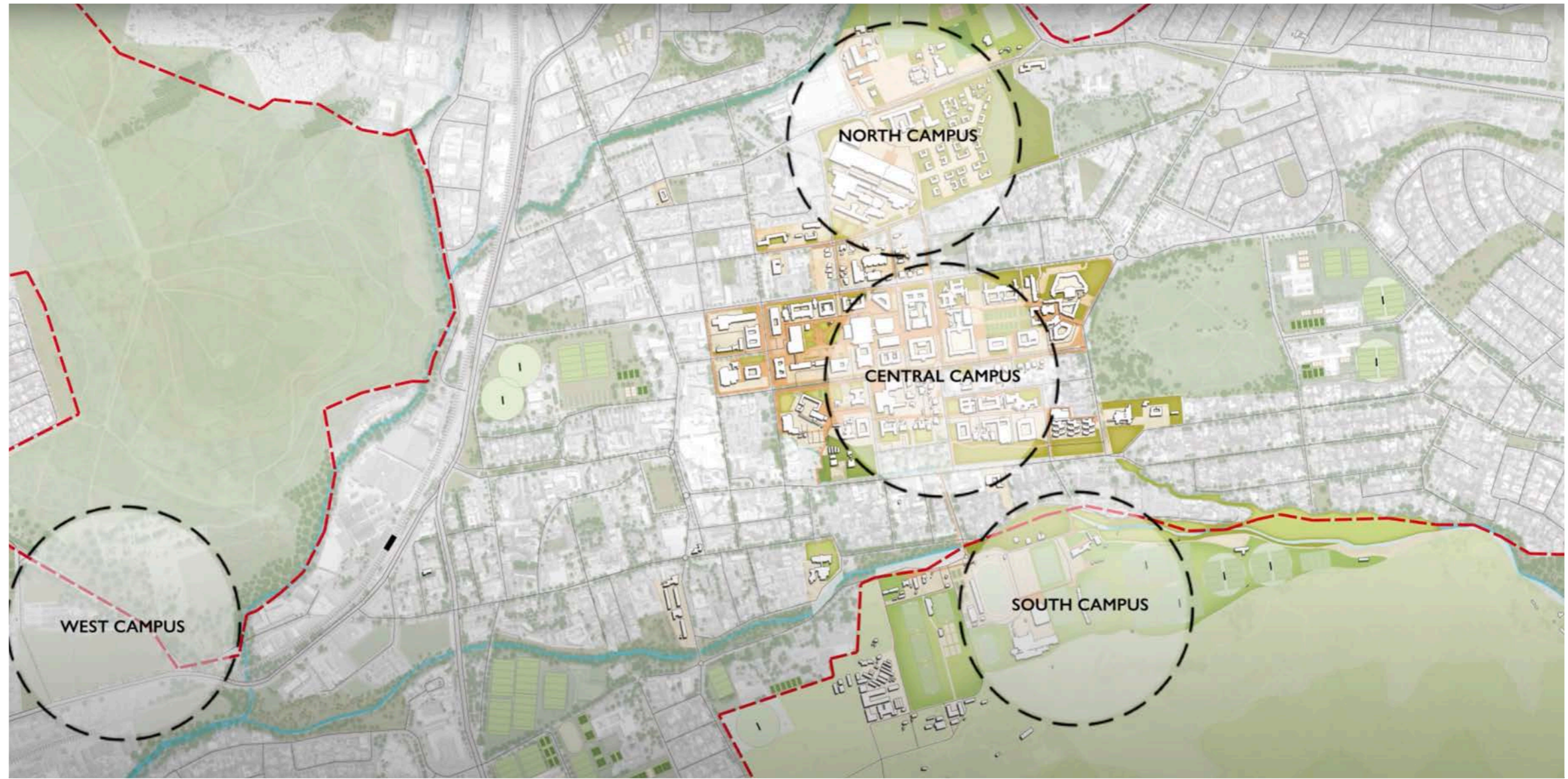
- SDF identifies key spatial, planning and institutional principles to guide future development of the campus built environment



Showing potential new build (red) and planned major upgrades (blue)



Integrated plan for SU campuses in Stellenbosch



Including plans for non-motorised transport and disability access



We plan for a greener campus with net-zero carbon



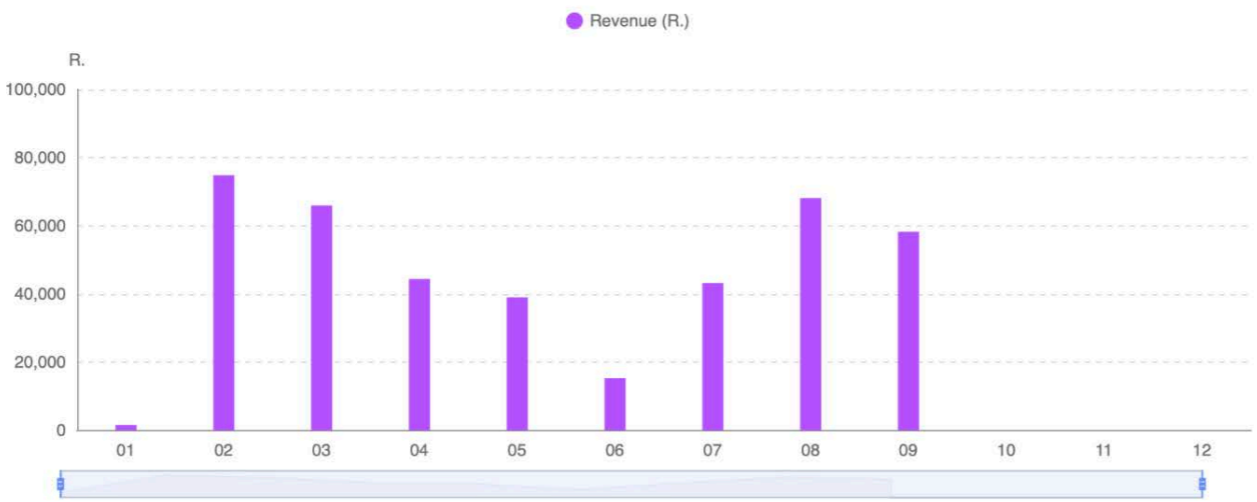
Environmental Benefits


123.30 tons
Standard coal saved


146.41 tons
CO₂ avoided

Revenue Statistics

Day Month **Year** Lifetime < 2021 >



Providing a holistic and diverse experience

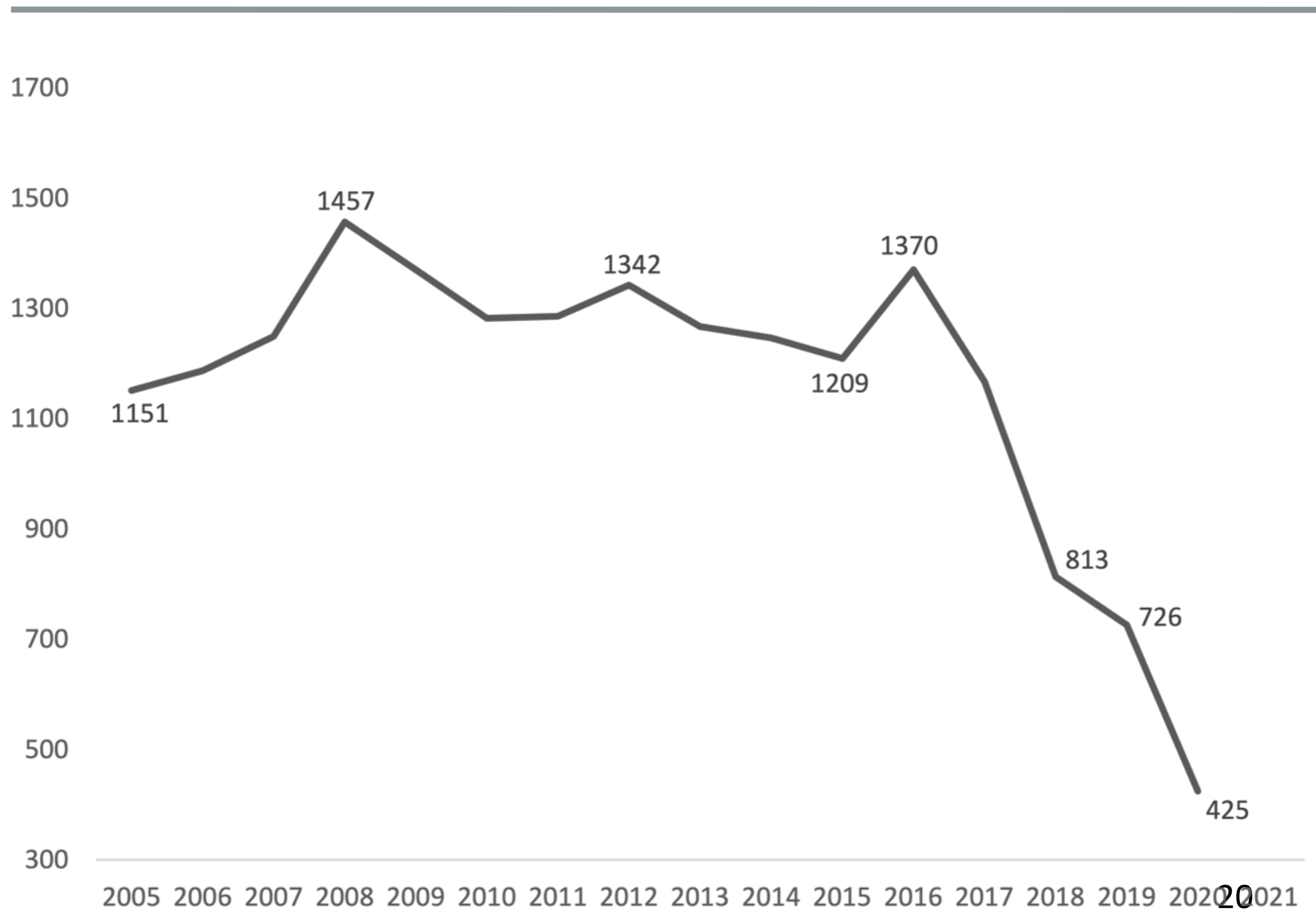
Fielding excellence



- Maties Sport had massive impact this year (see info graphics)
- And also celebrated individual success, such as Anruné Wyers' gold medal in the 400m at the Paralympic Games in Tokyo



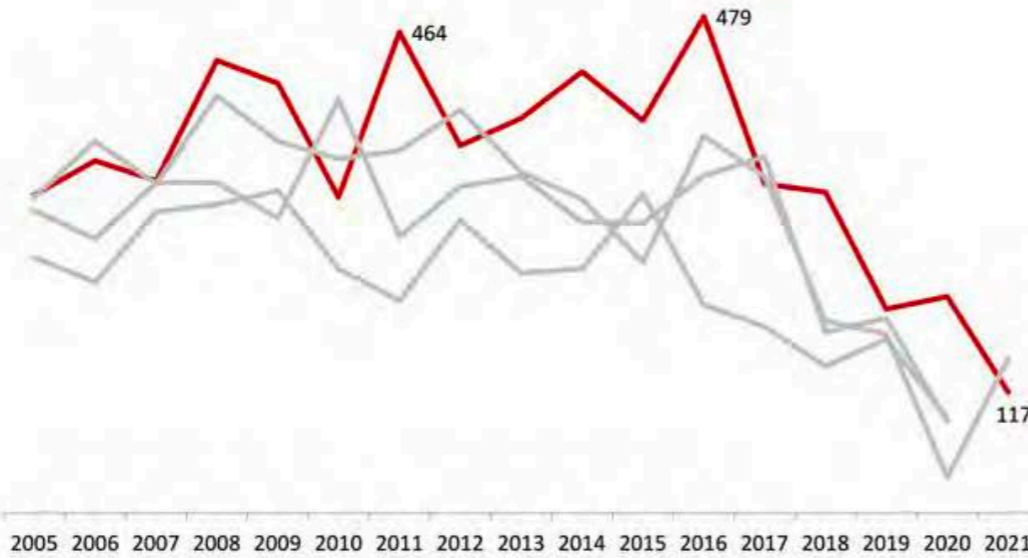
Campus life has to be safe



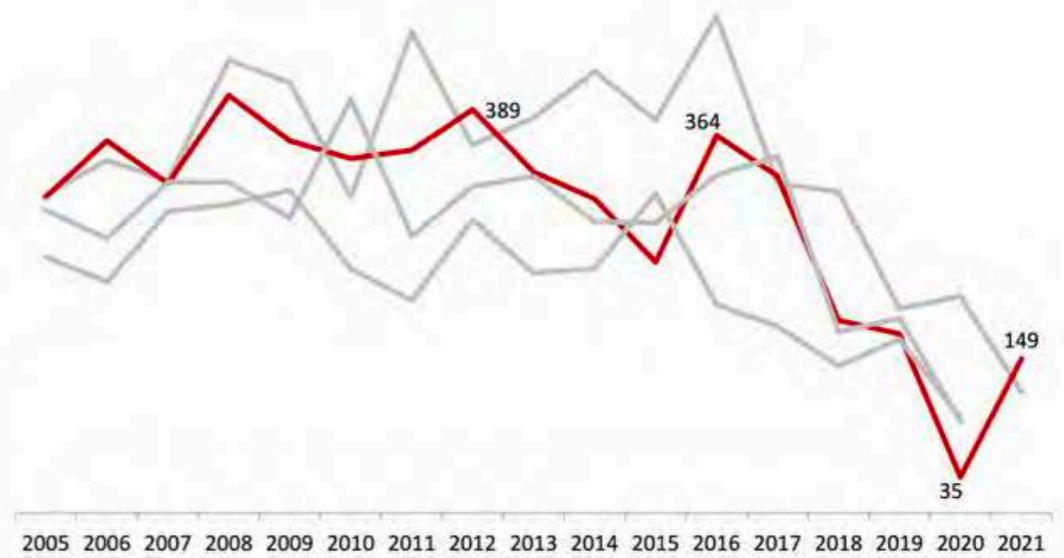
Total reported crime incidents per year

Campus life has to be safe

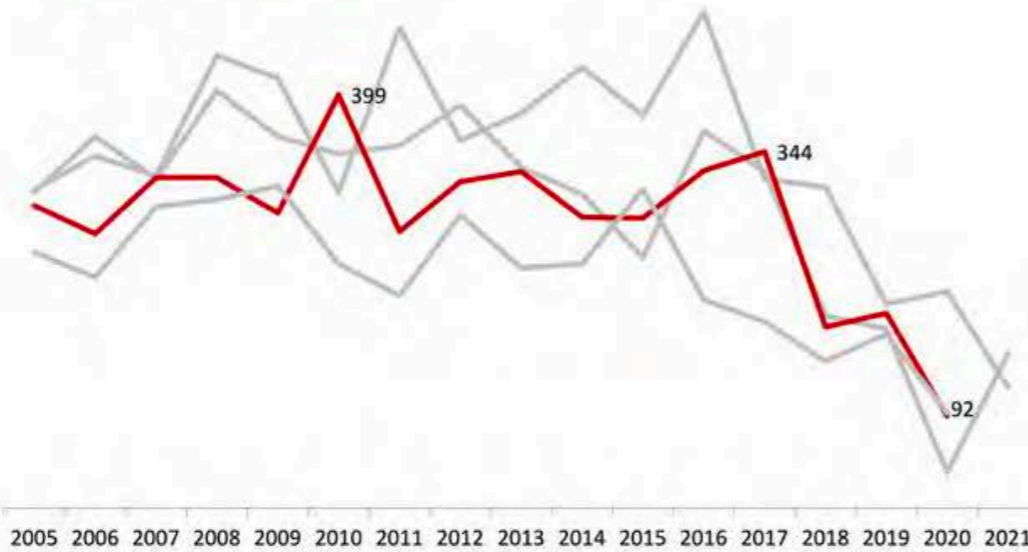
Quarter 1



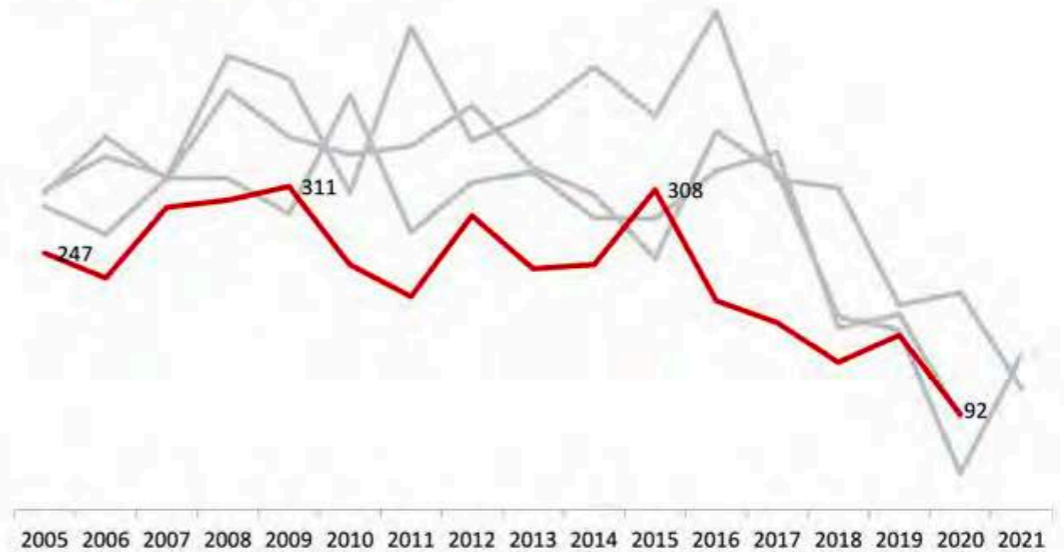
Quarter 2



Quarter 3



Quarter 4



Total reported crime incidents per quarter

From Business Continuity to Digitalisation

IT Stepping up the plate

- The IT Division has achieved a dramatic acceleration in business digitalisation since the start of the COVID-19 pandemic.
- The IT Division empowers all stakeholders by providing ICT systems, services and infrastructure and leading the drive towards a digitalised University.
- The ICT Service Delivery Model's development is key to this process and has made considerable progress over the last year with a focus on two major projects:
 - ICT SDM Implementation Project
 - ICT Architecture Development Method.
- Important risk-related projects include:
 - IAM renewal project
 - Firewall replacement project

SUNxxx - learning hard lessons

- SU is currently implementing two large system projects (SUNFin and SUNStudent) as well as planning the implementation of a third, SUNSuccess.
- Both SUNFin and SUNStudent have fallen behind schedule and required strong interventions and replanning
- The updated project plans, budgets and proposals for funding will serve at the Rectorate tomorrow.

- SU needs to adapt its business practices to match the *Software as a service* (SaaS) platform, not the other way around
- This requires major cultural changes
- As well as structural changes, as is reported with respect to the Finance Division in the report

Application of King IV

- SU applies the King IV principles of good corporate governance
- Including a combined assurance model with 5 lines of defence

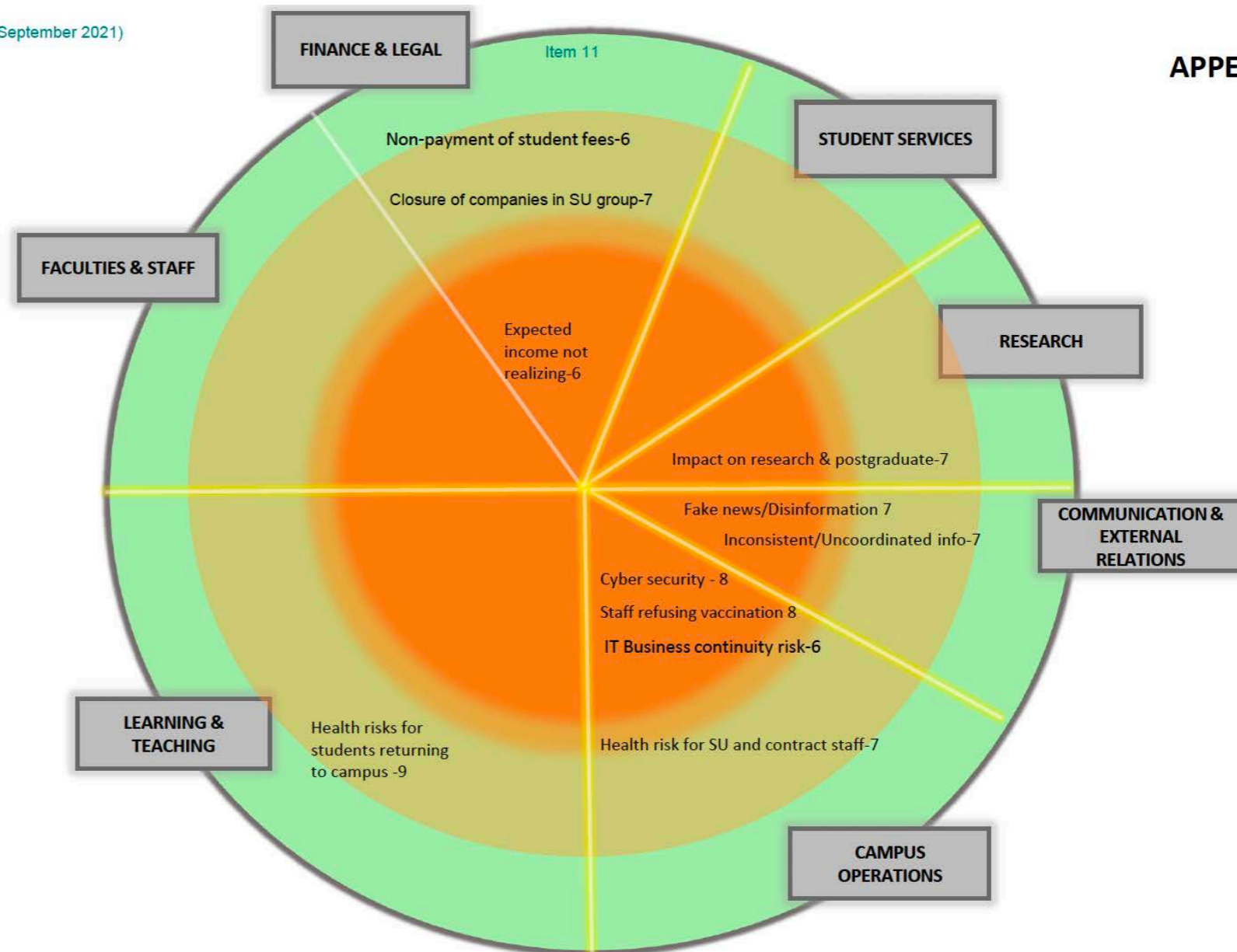
Types Of Assurance Providers																																
Management Assurance											Oversight Assurance		Independent Assurance				External Assurance Providers		Oversight Assurance Providers													
First Line											(Second Line of Defence)		(Third Line of Defence)				(Fourth Line of Defence)		(Fifth Line of Defence)													
Faculties	Rector and Vice-Chancellor	COO	Chief Director Finance	Chief Director Facilities	Chief Director Maties Sport	VR Transformation, Social and Personnel	Chief Director	Registrar	VR Learning and Teaching	VR Research and Innovation	VR Strategic Initiatives	Risk Management	Compliance and Legal	SU Internal Audit (Deloitte)	Tip offs (Deloitte - Forensics)	External Environmental Audit	External Health and Safety Audit	Verification Agency	Insurance Broker	Investment Advisor	Govt department audits	Specialist Consultant (Tax compliance)	External Audit: Non-Financial (PWC)	External Audit: Financial (PWC)	Council	Senate	Audit and risk Committee	Human Resources Committee	Investment Committee	Remuneration Committee	Social and Business Ethics Committee	Institutional Forum

Risk Management is central to the work of the ICBC

- SU developed a separate Covid risk register and manage these risks actively

Rectorate meeting (21 September 2021)
RISK HEAT MAP
COVID19 RISKS
SEPTEMBER 2021

APPENDIX A



Notable financial risks

- Council should note the following financial risks:
 1. National fee regulation
 2. Government's ability to maintain current subsidy
 3. Government's ability to maintain support for NSFAS bursaries
 4. Government's support for research at universities
 5. Fee payment by students
 6. Debt repayment by students
 7. Reduced commercial income for the University

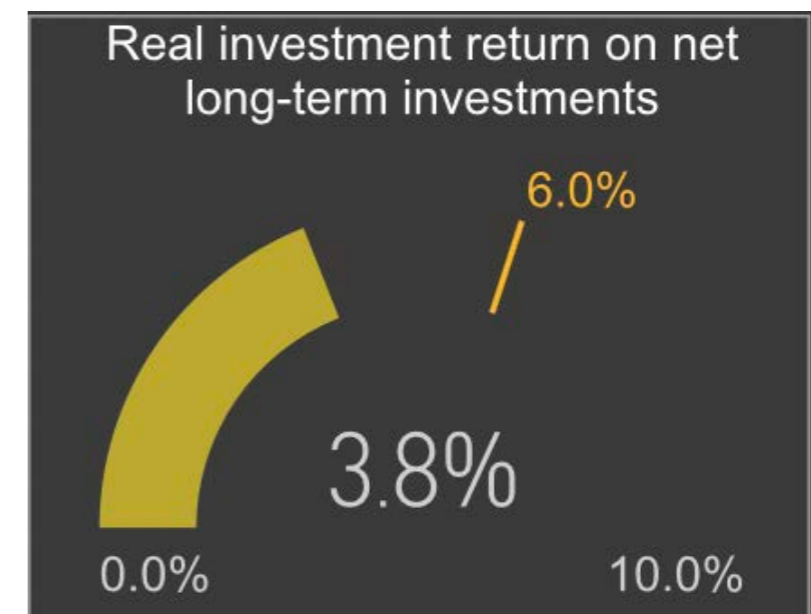
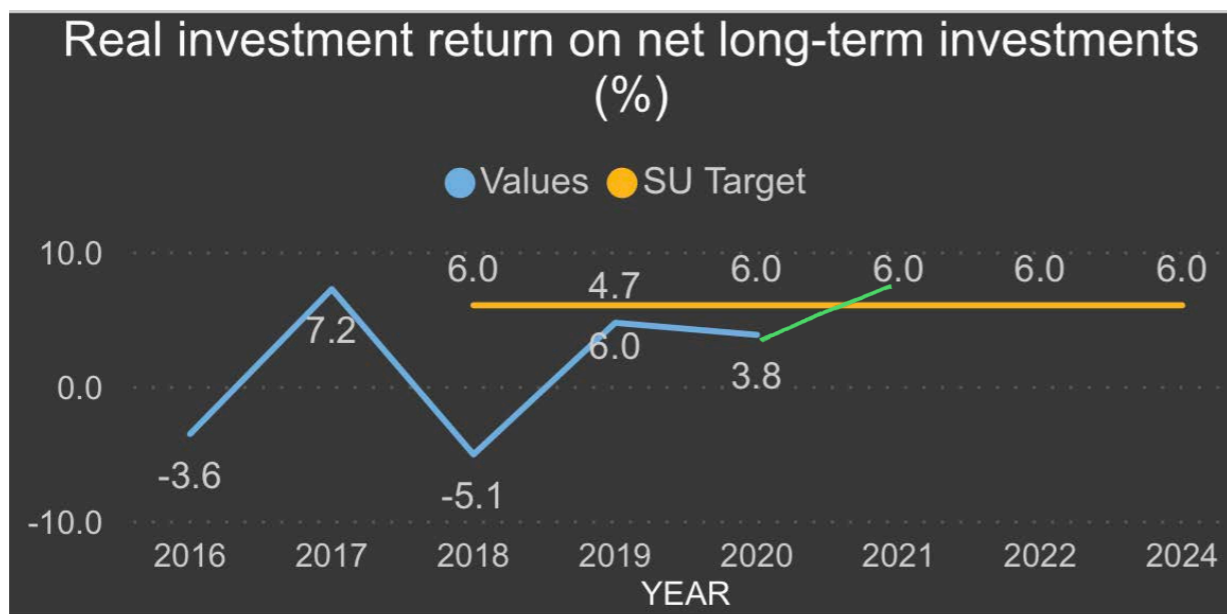
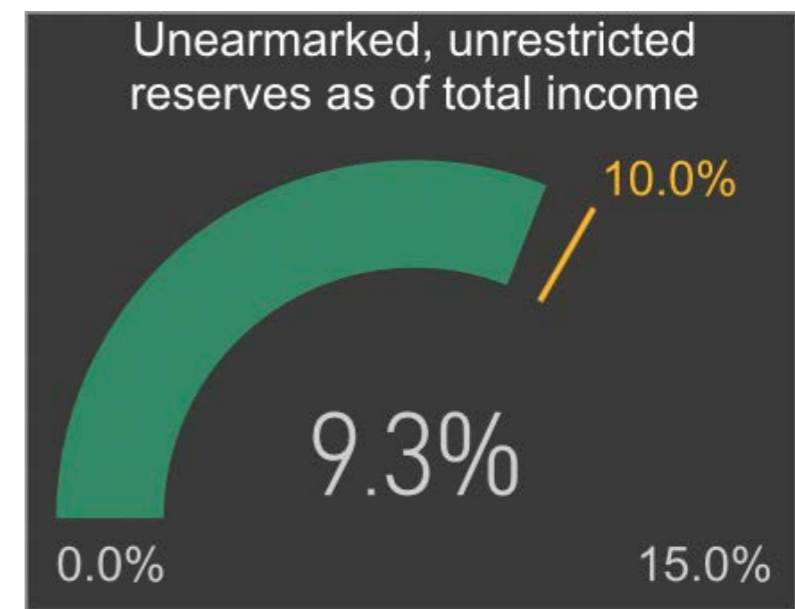
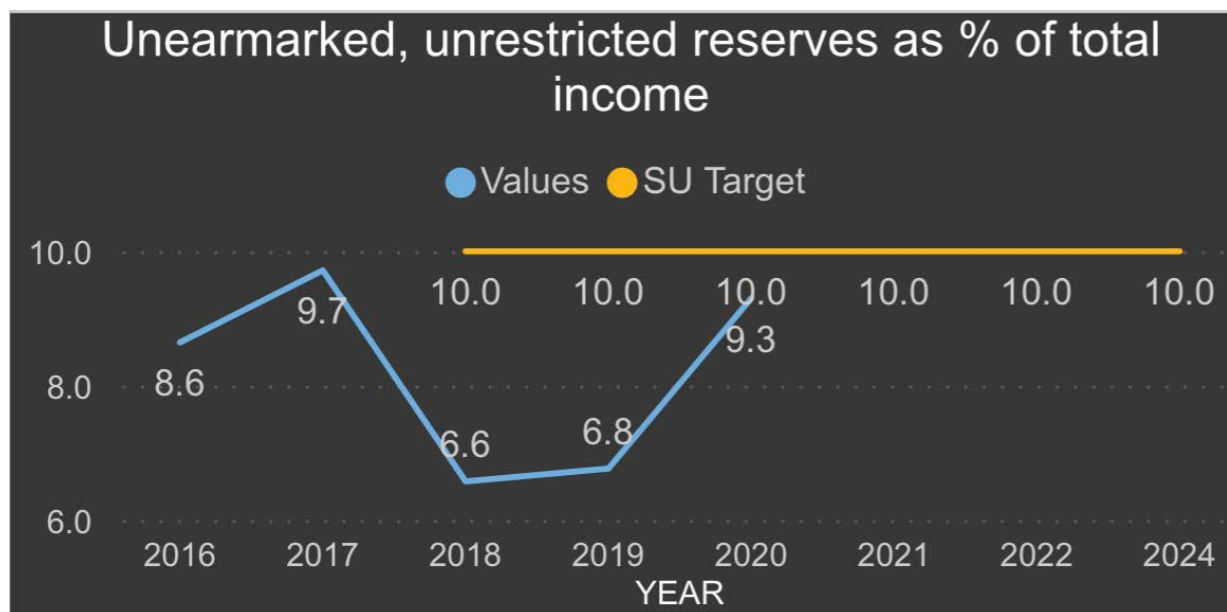
Sound finance for a thriving SU

Budget model development

- SU's budget model evolves over time and current developments include:
 1. Changes in the treatment of surpluses on HR budgets currently increasing RC balance funds substantially on a year-on-year basis;
 2. Business models for type 3 Sentra – the School for Data Science and Computational Thinking and the School for Climate Studies;
 3. Inclusion of the accepted cost-drivers for modules in Hybrid Learning-mode for the three main budget components - support services, institutional costs and strategic;
 4. Adjustment of the treatment of funding of Computer User Areas.

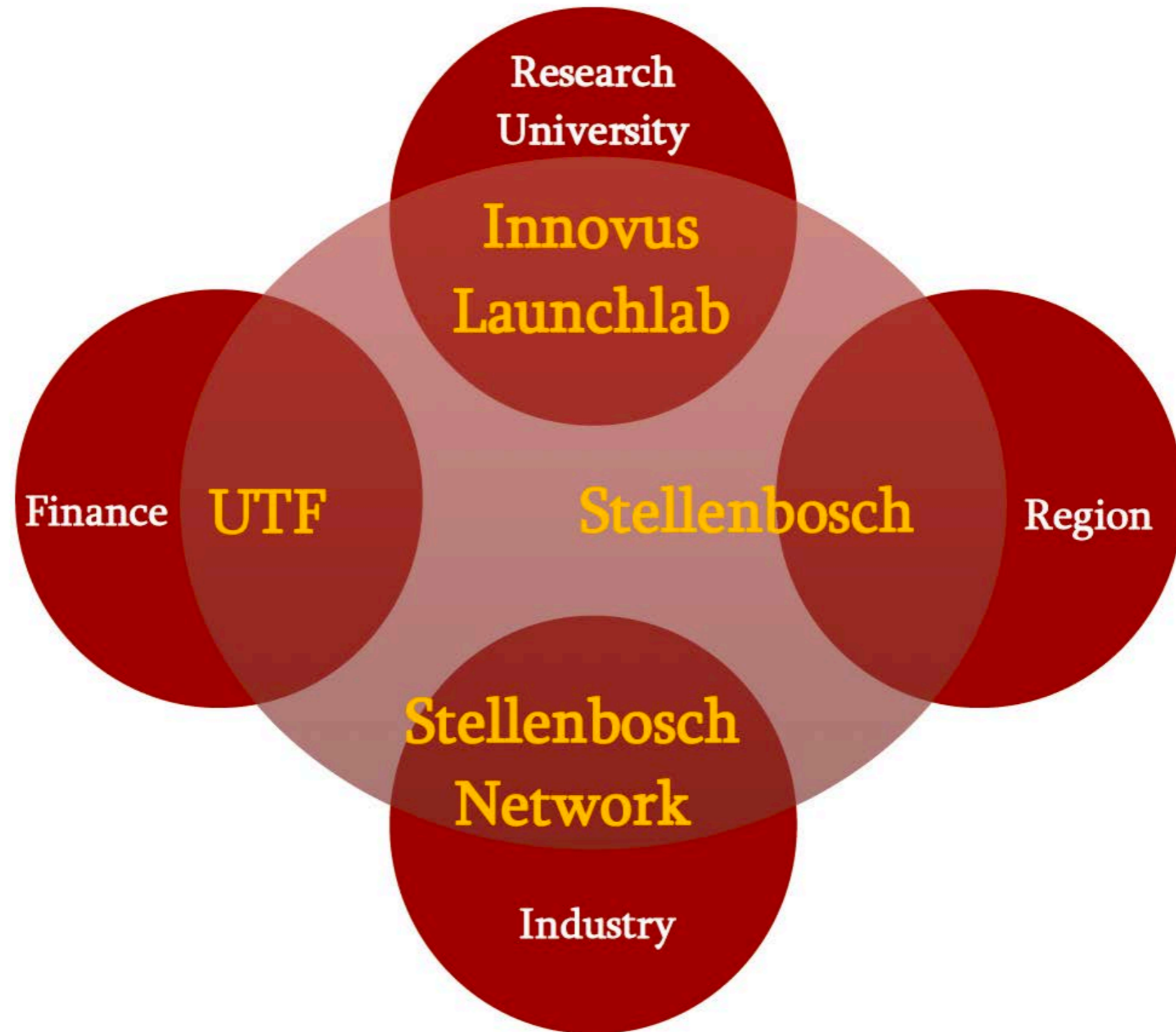
Meeting SU's financial strategic objectives

- Two of the SMI's relate to Council's reserves and the rate of return on SU's investment portfolio

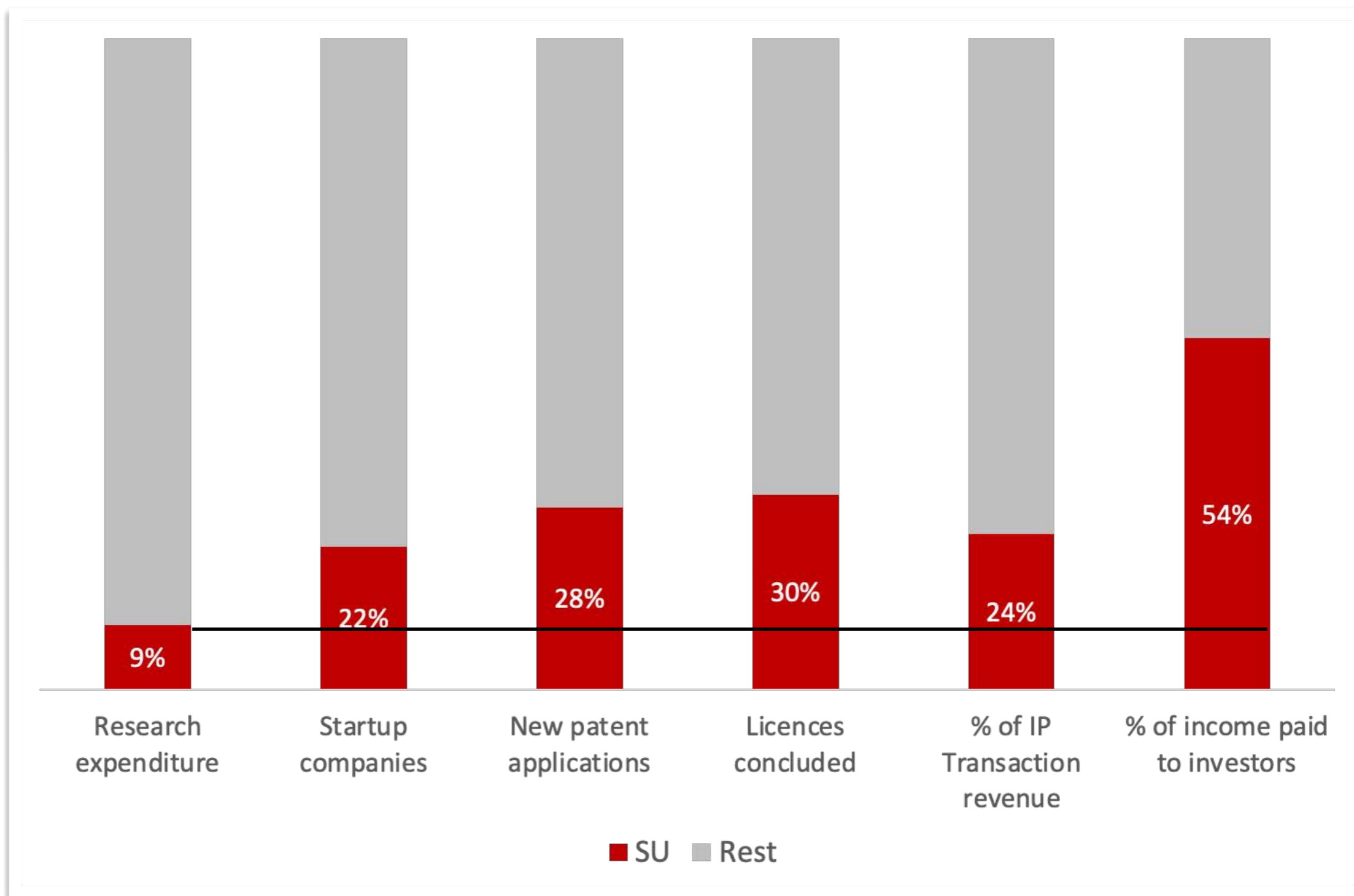


An entrepreneurial University

SU's ecosystem for entrepreneurship



Results from the South African National Survey of Intellectual Property and Technology Transfer at Publicly Funded Research Institutions



The second South African National Survey of Intellectual Property and Technology Transfer at Publicly Funded Research Institutions (covering the period 2014-2018) was finally published at the end of May 2021. Thirty four local technology transfer offices participated in the survey.

SU's Spinout companies

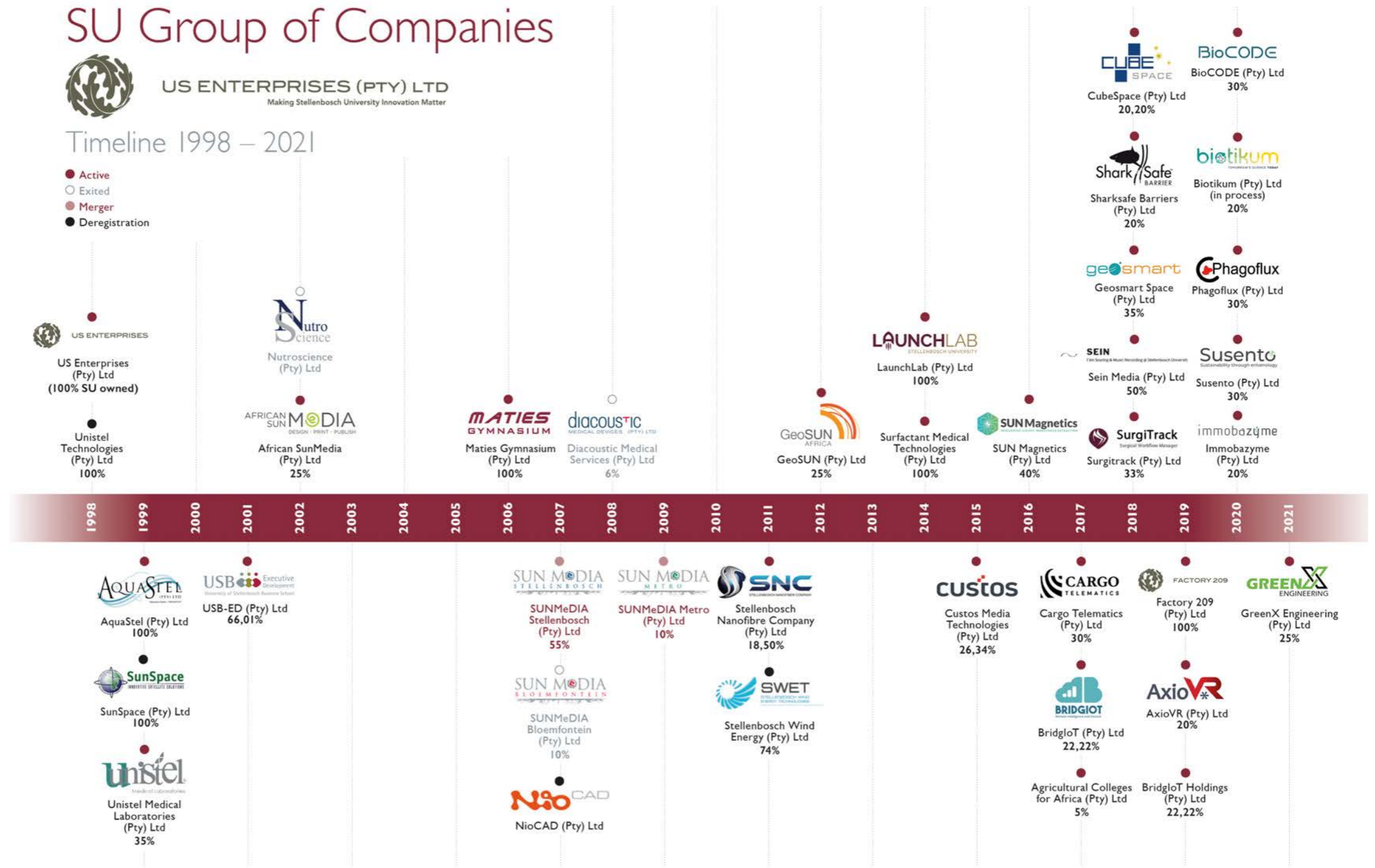
SU Group of Companies



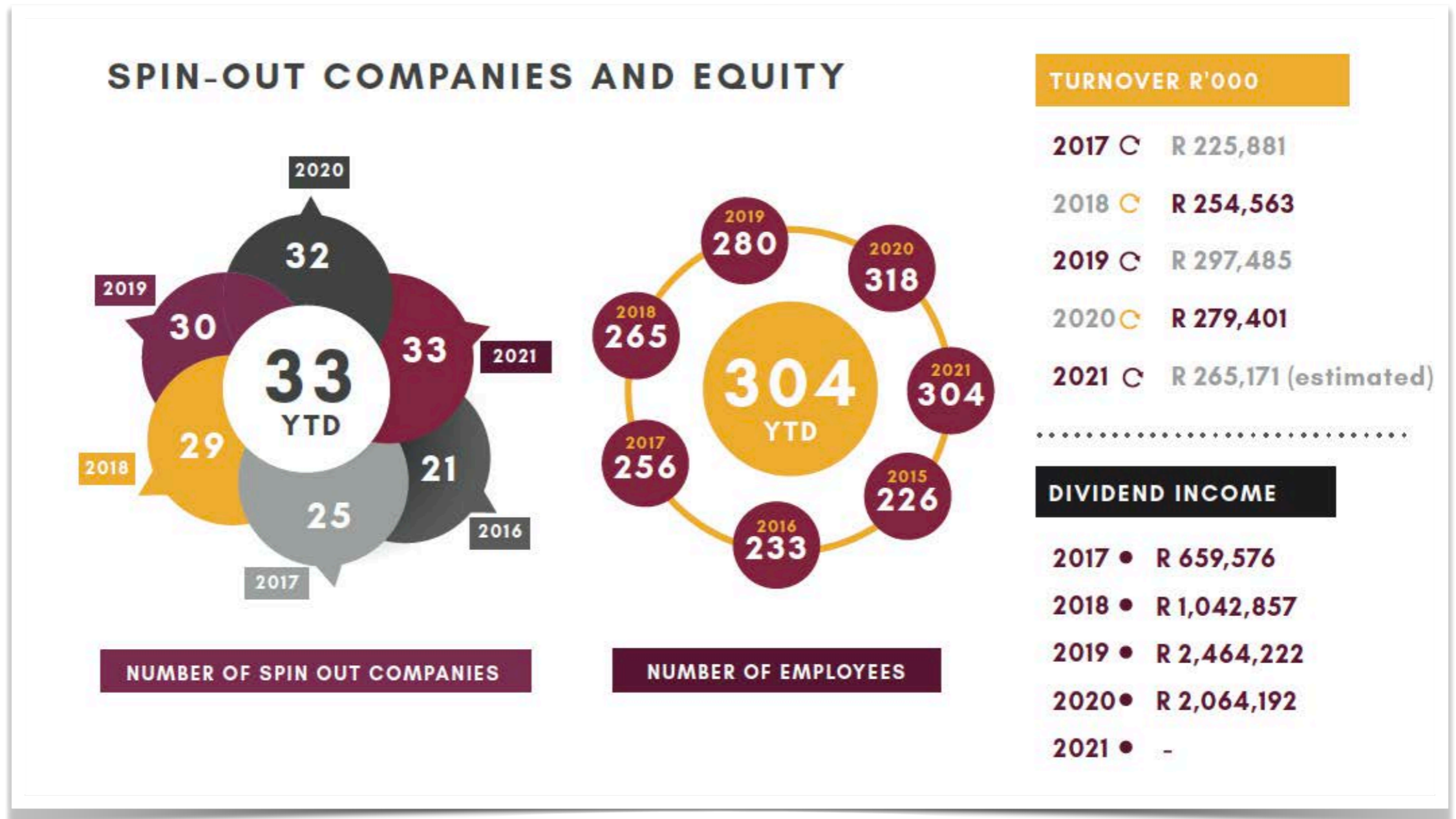
US ENTERPRISES (PTY) LTD
Making Stellenbosch University Innovation Matter

Timeline 1998 – 2021

- Active
- Exited
- Merger
- Deregistration



SU's Spinout companies, cumulative data



the **end**