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## **RECTOR'S MANAGEMENT REPORT TO COUNCIL**

For the scheduled meeting of Monday 6 April 2020

Prof WJS de Villiers,  
Rector and Vice-Chancellor

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## INTRODUCTION

Welcome to the first Council meeting of 2020, a **new decade**. From a sectoral perspective, the year to date has proven to be most challenging. Nonetheless, it also promises to deliver many exciting opportunities for Stellenbosch University (SU).

This meeting takes place in a climate of uncertainty that permeates the entire higher education landscape due to the impact of the **coronavirus disease (COVID-19)**. The World Health Organisation (WHO) has declared the spread of the disease a global pandemic, and our own government has introduced significant and drastic measures to mitigate the infection rate and curb the devastating consequences of the virus.

By now, Council members would have taken note of the **decisive steps** management have had to take to safeguard our students and staff, while also ensuring continuity in our activities as a university. ([Click here](#) for all our communiques to the University community, which have been uploaded to a **dedicated COVID-19 page** on the SU website, [www.sun.ac.za](http://www.sun.ac.za).) We are doing everything we possibly can to ensure that our students can complete their academic year, and that the University remains sustainable. (**See 1.1** for a **timeline** of efforts at SU to deal with the global COVID-19 pandemic.)

As can be expected, an important consideration is the use of **online teaching and learning** to substitute or temporarily replace face-to-face lectures to help contain the spread of COVID-19. Over the past number of years, SU has in any event been gradually introducing online and hybrid learning across our entire programme offering. Now, the coronavirus pandemic has pressed the fast-forward button – implementation is shifting from the medium and long term to the short term. I am glad to report that the bulk of our undergraduate programmes are now being offered online. This is thanks to the unwavering commitment and hard work of our lecturing staff, our IT Division and our Division of Teaching and Learning Enhancement. In true SU spirit, we are rising to the challenge.

On this positive note, let me touch on some of our highlights during the first term of the 2020 academic year.

At an international level, I had the honour of attending the board meeting of the **Global Alliance of Universities on Climate (GAUC)** in the margins of the **World Economic Forum (WEF)** in Davos, Switzerland, in January. I also moderated a panel discussion on the role and contribution of higher education, society and industry in stemming the devastating effects of climate change. I previously mentioned that SU is the only university in Africa to form part of this group of prestigious international research-intensive universities.

Our presence in GAUC has now facilitated an invitation to join the **Global Universities Leadership Forum (GULF)**. This structure is comprised of the presidents of some of the world's top universities. It has two major roles, namely to advance educational, scientific and research agendas jointly as a community, and to serve as an advisory body providing intellectual stewardship to the WEF.

I am also delighted to report that Africa has been awarded a **Nobel Foundation symposium** – the first outside Scandinavian borders. This is scheduled for October this year (subject to COVID-19). Even more exciting is the fact that the Stellenbosch Institute for Advanced Study (STIAS) has been chosen as the venue and home for this event, as well as for consecutive Nobel symposia over the next few years. SU will partner in this initiative to welcome the world's foremost thinkers from across international research frontiers – ranging from cardiovascular medicine to chemistry and physics, as well as the broader medical and biomedical sciences – to Africa. Our continent's researchers and thought leaders are eager and ready to share the global scientific stage at the highest level. This will go a long way towards cementing Africa's position as a continent of progress. Compliments to Professors Edward Kurimira and Hendrik Geyer at STIAS for bringing the Nobel symposia to our shores.

So, what we see unfolding is a picture of SU increasingly finding itself in more distinguished company as it is itself **gaining esteem internationally as a research-intensive university**. In his separate annual report to Council, SU Vice-Rector: Research, Innovation and Postgraduate Studies Prof Eugene Cloete points out that **76%** of our **third-stream income** (from research contracts) came from **international** sources in 2019. This shows that SU enjoys global recognition, which will support our sustainability in the long run.

SU has consolidated its position as one of the top universities among the world's emerging economies. As in 2019, it again claimed 24<sup>th</sup> position on the [Times Higher Education \(THE\) Emerging Economies University Rankings 2020](#), having progressed from 42<sup>nd</sup> position in 2017 and 38<sup>th</sup> position in 2018. We currently rank third in South Africa. Overall, more than 530 universities from 47 countries feature in the table. This follows the announcement in September 2019 that SU had improved its overall position in the *Times Higher Education World Universities Rankings* from the 301–350 to the 251–300 band, placing us in the top 1% of universities globally.

At a national level, it was a turbulent start to the year for higher education, mainly because of widespread **student debt** that prevented many students from registering. On some campuses, protests turned violent, and buildings were destroyed. The core issue of access to higher education, which is a noble cause in itself, was once again undermined by the protesters' violent approach. Swift action by the ministry and Universities South Africa (USAf) calmed the situation and prevented the national shutdown of universities called for by the SA Union of Students (SAUS). All stakeholders agree that students who have passed their previous year of study should be allowed to **register**, and should be afforded an opportunity to reach an agreement with their institutions on how to structure their debt. SU plays its part to ensure that students who have the requisite talent can register. Let me congratulate our Centre for Undergraduate Bursaries and Loans, led by Mr Arrie Hanekom, as well as Mr Nugent Lewis, who manages postgraduate bursaries and chaired the student debt task team this year, for their sterling work to assist our students.

I announced late last year that 2020 would be the SU's **Year for Persons with Disability**. SU is scheduled to host the sixth conference of the African Network for Evidence-to-Action in Disability (AfriNEAD), an esteemed international network, from 30 November to 3 December (subject to COVID-19). To mark the year, the Transformation Office and the Disability Unit, along with AfriNEAD, have scheduled the publication of monthly reflections or articles by persons with disabilities.

A popular talking point this year to date has been the **temporary alcohol ban** in SU student housing. It has elicited a lot of reaction – both at the University and among the general public. The responses have been varied, from factual reporting to some people welcoming the step and others criticising it. I would like to clarify that our ultimate aim is not a prohibition on alcohol on our campuses or in our residences. Instead, we want to arrive at clear, practical guidelines for responsible alcohol use at our institution. And I believe we can do so quite quickly if we work together.

Our first major strategy meeting for the year, the **Institutional Planning Forum (IPF)**, took place on 12 and 13 February. It was attended by members of the Rectorate, deans, deputy deans, faculty managers, chief directors and senior directors. I charted the course for our institution, ably assisted by the other responsibility centre (RC) heads, who also tabled plans for their environments. Strategy, strategic management indicators (SMIs) and targets were discussed, as well as the institutional planning process and timelines. Other important issues on the agenda included the SU brand refresh and website redevelopment, staff wellness, the Human Resources external review process, the SU Statute, SUNStudent, SUNFin, the SU School for Data Science and Computational Thinking, hybrid learning and the SU campus master plan. The overarching theme of the IPF was '**putting words into action**'. We have a solid strategy in place, which we are now implementing.

As is customary, a member of the Rectorate will again be afforded the opportunity to report to Council on **activities in his or her RC** over the past year. This time, it is the turn of the **VR:RIPS**.

Therefore, this overall management report contains only selected highlights from Prof Cloete's portfolio. Please consult his separate report for more details.

Unless stated otherwise, this report covers the period **8 November 2019 to 5 March 2020**. (The most important developments up to **19 March**, the submission date of the report, were also incorporated.) My fellow management members and I welcome this opportunity to engage with our colleagues in Council.

## **THEME 1: A THRIVING STELLENBOSCH UNIVERSITY**

In our [Vision 2040 and Strategic Framework 2019–2024](#) (click on the link for the complete document), we state the following in relation to this core strategic theme: “To make SU **a thriving organisation**, we envisage a **vibrant, prosperous and systemically sustainable** university (with ‘thriving’ defined as ‘being successful or making steady progress; prospering; flourishing’). SU recognises the major challenges associated with developing into a thriving university. We acknowledge that we need to be both responsive and proactive in shaping the future of the University. We are committed to systemic sustainability, which includes people, place (social), prosperity (economic) and the environment and compels responsible corporate governance.”

### **1.1 Timeline of steps at SU to deal with the global COVID-19 pandemic**

**December 2019:** An outbreak of disease caused by a new type of coronavirus is reported in the city of Wuhan in the Hubei province of China.

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**January 2020:** The virus, now named COVID-19, starts spreading outside China, with cases eventually reported on the African continent as well. The World Health Organisation (WHO) declares the outbreak a “public health emergency of international concern”. SU starts monitoring developments closely.

**4 February:** To handle the matter proactively, the Rectorate establishes a **contingency committee** led by SU's Vice-Rector: Research, Innovation and Postgraduate Studies, Prof Eugene Cloete. The committee is made up of various experts, including staff from the Centre for Infectious Diseases and the Division of Medical Virology in our Faculty of Medicine and Health Sciences, the South African Centre for Epidemiological Modelling and Analysis on our Stellenbosch campus, our Campus Health Service (CHS) and Campus Security.

**5 March:** South Africa's first case of COVID-19 is confirmed by the government.

**6 March:** After consulting with role-players, the Rectorate decides to place a temporary ban on staff and students travelling to countries with a high prevalence of COVID-19, namely China, South Korea, Italy and Iran. Staff and students are informed that those who fear they may be infected should contact CHS.

**9 March:** At the first Rector-Mayor Forum for the year, Stellenbosch Municipality and the University reaffirm their commitment to collaborate to ensure an effective Stellenbosch response to the threat posed by COVID-19.

**11 March:** The WHO characterises the COVID-19 outbreak as a “global pandemic” because of its prevalence across the world.

A [webpage dedicated to COVID-19](#) is created on the SU website. The University community is encouraged to visit the page regularly for updates. A [poster toolkit](#) with public health information about COVID-19 is made available as well.

SU urges staff and students who plan to travel locally and internationally in their private capacity to make informed decisions regarding their movements and the impact of COVID-19. To limit the risk of

spreading the disease, staff and students are informed that those who do contract the virus in the course of private travel will not be allowed to return to work, class or an SU residence until they are fit to do so.

**13 March:** SU cancels the graduation ceremonies scheduled for the week of 31 March to 3 April. This decision, which was not taken lightly, will mitigate the risk associated with large gatherings, as well as potential exposure to individuals who may have travelled internationally.

The formal installation ceremony of our new Chancellor, Justice Edwin Cameron – who has been in office since January 2020 – is postponed from 8 April to a date yet to be determined.

All conferences scheduled to be held on SU campuses in the period up to 30 June are cancelled until further notice.

Our temporary travel ban is extended to cover all international trips by SU staff and students, and all international guests visiting the University. It will remain in place until 30 June.

Europe is confirmed as the new epicentre of COVID-19 by the WHO.

**15 March:** President Cyril Ramaphosa declares a national state of disaster to contain the spread of COVID-19. It includes travel restrictions, a ban on gatherings of more than 100 people, and school closures until after the Easter weekend.

**16 March:** The Rectorate decides to suspend all lectures and assessments at SU – except those in the Faculty of Medicine and Health Sciences – from 17 March, effectively bringing the recess forward by four days. The second term will start as planned on 30 March, but via online instruction.

All students in University accommodation are requested to vacate their residences and return home for the recess period. However, students who are unable to do so will be accommodated in University residences, subject to strict measures.

Postgraduate students should liaise with their supervisors to discuss practical arrangements, and also work off-campus wherever possible. Research activities should continue where at all possible.

Graduands who would have attended the cancelled graduation ceremonies in March/April will receive their qualifications in absentia. However, they will have the opportunity to attend graduation ceremonies in December for the ceremonial conferring of their degrees, depending on the circumstances at the time.

The Rectorate converts the coronavirus contingency committee into a subcommittee on medical matters and sets up ten more subcommittees, all reporting to an **overarching Institutional Committee for Business Continuity (ICBC)** led by Chief Operating Officer Prof Stan du Plessis. The ICBC's role is to oversee and synthesise input from these 11 subcommittees, each focusing on key facets of the University's activities affected by the pandemic. These are facilities and security, international matters, student housing, Registrar's matters, human resources, student affairs, communication, online learning and assessment, IT, medical matters, and research.

While the subcommittees are mandated to make operational decisions in their areas, decisions that affect the institution as a whole have to be referred to the ICBC for a final call. The ICBC also implements the University's Crisis Communication Plan in collaboration with the subcommittee on communications and the Corporate Communication Division. ([Click here](#) for more on the ICBC.)

**17 March:** Minister of Higher Education, Science and Technology Dr Blade Nzimande announces the cessation of contact tuition at all post-school institutions from 18 March until 15 April 2020, depending on the course of COVID-19: "Some aspects of institutional activities will continue during this period, such as postgraduate and research work. Institutions will however be utilising this break period to identify and explore digital and online methodologies for teaching and learning that may need to be put in place to support the academic programme at a later stage."



At SU, the ICBC takes the following decisions relating to staff:

- All environments are urged to assess their operational needs, and line managers are required to determine whether staff are able to work from home.
- Although the aim is to get as much done electronically as possible, some physical on-campus services will continue. Line managers will communicate with affected staff in this regard.
- As schools have been closed, staff who need to be at home with their children will be required to make use of their family responsibility leave days if working from home is not a viable option.
- Staff who need to self-isolate due to exposure to COVID-19 will be required to stay at home for the 14-day period (or longer) as prescribed by their health practitioner.
- Staff who test positive for COVID-19 will be required to take sick leave.

**18 March:** Staff and students are informed that the second term of 2020 at SU will commence on 30 March as planned, although with lectures being offered online. The University issues a [protocol](#) for staffing matters related to the COVID-19 outbreak. Staff members are encouraged to work from home – as their duties allow.

South Africa's COVID-19 count surges to 116, with 14 confirmed cases of in-country transmission. The Western Cape has 30 cases. Globally, the WHO reports that total infections stand at 207 860 confirmed cases in 166 countries, and the number of deaths at 8 657 ([click here for dashboard](#)).

**19 March:** SU confirms [our first COVID-19 case](#) – a member of staff at the Tygerberg campus who tested positive for the coronavirus after returning from an overseas trip. The person went into self-isolation in liaison with the health authorities. Visit [our dedicated COVID-19 webpage](#) for the latest information.

## 1.2 Strategic Fund

The new Strategic Fund process with a view to 2020 concluded with the finalisation of the application in category B, which is intended for strategic high-rise and public-square projects. The application, which requested support for the establishment of the School for Data Science and Computational Thinking, was evaluated by a panel of external specialists. They unanimously recommended that it be approved by the Strategic Fund Committee. An amount of R30 million has therefore been ringfenced for the School, with funds to be made available on a milestone basis.

In category A, strategic initiatives, R249 million has been allocated, and R38,6 million in category C, for strategic appointments. This brings the total allocation to **R317,6 million** – the largest from the Strategic Fund to date. It signals SU's commitment to achieving its vision and implementing its strategy. (Information about the other allocations was shared in the previous management report.)

## 1.3 Values in Action workshops

Work with regard to SU's values, being one of the aspects in Vision 2040, is in full swing. This forms part of phase 2 (integration) and phase 3 (alignment) of *Vision 2040 and Strategic Framework 2019–2024*. Values in Action workshops have so far been facilitated in three environments (one PASS division and two faculties). Participants appreciated the practical nature and transformative potential of a values-driven approach to leadership and teamwork. Early indications are that the workshops have **empowered** them to deal with values-based dilemmas and equipped them with an understanding of the mutually reinforcing relationship between the University's strategy and values.

## 1.4 Systems renewal

**Coordination** between the **SUNFin** and **SUNStudent** implementation projects is critical for the success of these two components of SU's systems renewal initiative. A **programme manager**, Allan Tom, has been appointed for an initial period of six months to compile a coordinated, phased



roll-out plan. The plan must consider the interdependencies between these two projects, but should also take into account how SUNFin and SUNStudent affect other SU key business and IT projects.

If all goes well, by this time next year, SUNFin, SU's new financial system that is being developed on the Oracle Cloud Financials (OCF) platform, would have gone live. The same goes for phase 1 of SUNStudent, our new student information system, namely the recruitment, applications and admissions capabilities. The roll-out of the rest of the capabilities will then continue in a phased approach based on the rhythm of the annual academic cycle.

#### 1.4.1 SUNFin

The SUNFin implementation project ended 2019 on a high note by achieving its second milestone with the completion of the iteration 1 review workshops in mid-November. The outputs from this review now inform the compilation of the integrated project plan, planning and preparation for the iteration 2 configuration of the OCF system, and the development of the solution architecture required to integrate OCF with the relevant SU peripheral systems.

A team from Finance and Information Technology has started with the first integration work package to develop an integration solution for OCF and Planon. The team's agile approach to this work package should enable faster delivery of work, more rapid feedback loops, and continuous improvement in the development lifecycle. With SUNFin in the critical delivery phase, **staff** in the Finance Division are being **freed up** as far as possible to focus on project deliverables.

#### 1.4.2 SUNStudent

At the end of February, the SUNStudent project concluded its fourth "bucket" of blueprint workshops. These covered 32 capabilities and involved more than 400 SU staff and students. The next major focus was to get the phase 1 blueprint documents (system specifications) signed off by SU by the end of March so that system configuration, integration and data migration could commence. A project plan has been drawn up to indicate to staff members when they will be required to dedicate their time to the project. This will help them **plan their workload** accordingly.

### 1.5 Strategic management indicators

As part of the development of SU's *Strategic Framework 2019–2024*, a list of possible strategic management indicators (SMIs) was included in the final document. The Division of Information Governance (IG) in the responsibility centre of Strategy and Internationalisation further tweaked the list, and subsequently presented suggested SMIs for the six core strategic themes. Based on inputs from working groups dedicated to each of the strategic themes, a core team continued to define and refine the proposed SMIs.

Following consultation with responsibility centre heads and data owners, the Rectorate finally **approved** the refined SMIs on 29 October 2019. The Rectorate also set targets for the SMIs with a view to 2024 based on data and graphs of historical trends that IG had prepared. Several of the targets are stretch targets.

The new SMIs and targets were presented to the Executive Committee of Council on 8 November and to Council itself on 2 December, who gave the go-ahead for the SMIs and targets to be included in *SU's Institutional Plan 2020–2025*. We are now in the **final stages** of getting a balanced scorecard for our Strategic Framework 2019–2024, using high-level business intelligence and data analytics.

### 1.6 Brand strategy, refreshed visual identity and web redevelopment

In November 2019, our Corporate Communication Division (CCD) started preparing for three important projects in 2020: (i) the development of a **brand positioning strategy** for SU, (ii) **refreshing SU's visual identity**, and (iii) the **redevelopment of the University's website**. The aim

is for these three aspects of our image to accurately reflect how we see ourselves as an institution, and how we want others to see us.

Although CCD is driving these processes, environments across SU are involved. For the first two aspects, a **Brand Reference Group (BRG)** has been established, representing both faculties and PASS divisions. The same approach has been put in place for the third aspect, where a **Website Redesign Panel (WRP)** will provide input. To keep everyone informed, feedback about these processes was provided at the staff assembly on 20 February (see 6.1).

In 2019, SU completed a **brand valuation**, comprising of a brand audit and perception survey. This helped determine SU's brand strength and equity. In November, a brand **agency**, Boomtown, was appointed through a tendering process to develop an SU brand positioning strategy and refreshed visual identity in line with SU's institutional vision and strategy.

The Rectorate provided two overarching directives in this regard, namely that SU should move towards a **monolithic brand architecture** (and away from the 170+ different logos currently in use across the institution), and that **maroon** should remain the primary institutional colour. Already in 2017/18, with the development and implementation of the Centenary brand identity, a **moratorium** was placed on the development of any further individual entity identities.

To prepare for the development of the **(i) brand positioning strategy**, more than 120 institutional documents and surveys were considered by Boomtown, although our vision and strategic framework remained primary. A first presentation was made to the Rectorate on 3 February for consultation and approval of the general direction. In the week of 4–7 February, the engagement process started with various stakeholder groups, including Maties Sport, four deans, two student focus groups and a combined session of the BRG and the Institutional Narrative Advisory Group.

The brand positioning and narrative, along with the proposed **(ii) visual identity** direction, were presented at the IPF on 13 February. The complexities of the process were also highlighted: The challenge is to retain the heritage and stature of the ceremonial crest, deal with the heraldic symbolism and, at the same time, craft a simplified crest to reflect SU's future positioning. The project team received valuable input for consideration and further development work, after which more engagement will follow.

In the meantime, Innovus has appointed a **trademark officer**, Mr Gert van Deventer, in its group of companies. He will take charge of the day-to-day operations of implementing SU's Trademark Policy, and will promote and protect SU's name, image and reputation in line with the University's brand. This is an important strategic appointment at a time when SU is busy refreshing its brand.

The **research** phase of the **(iii) SU website redevelopment** commenced in November. Insights gained during this phase will inform the design, strategy and operating model of the new SU website. SU web users have been asked to [participate in a survey](#). The research phase will conclude in April 2020, and the final report will be available in May. The research report will provide key insights for the development of the web strategy. It will also determine the scope of work for the appointment of a service provider for the web design and technical development by the end of 2020.

## 1.7 Central Conference and Events Office established at SU

SU offers many exciting commercialisation opportunities, especially in the context of its strong brand, reputation and world-class facilities. These can contribute to the institution's fifth income stream. One such opportunity is to expand the commercial offering of short-term rentals of SU facilities, as well as conferencing.

In February 2019, our Chief Operating Officer (COO), Prof Stan du Plessis, established a task team to look into this matter. The team consisted of key stakeholders from the divisions of Finance, Facilities Management, Maties Sport and the Centre for Business Intelligence. The initiative was coordinated by the Strategic Projects team of Innovus.

The Rectorate subsequently received the task team’s report and supported the directive to reform short-term rentals and conferencing. It also approved the directive to draft a policy for this area.

SU’s new Central Conference and Events Office (CECO) opened its doors at the beginning of January, having secured funding from the SUNCOM development fund in November 2019. The Office will focus on customer experience and will soon be able to provide a comprehensive overview of all short-term rentals across SU’s facilities. The aim is to **grow** short-term rental and conferencing **revenue** from an estimated R5 million in 2019 (generated from the Adam Small Theatre Complex, the Conservatoire, Maties Sport, film shoots and conferences) to around R13 million by 2023.

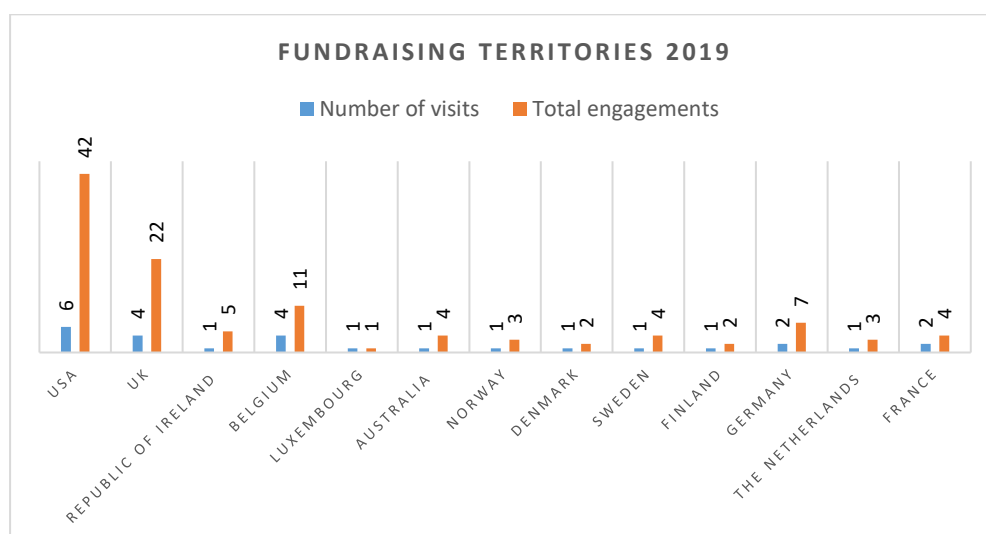
In terms of short-term rentals, CECO is supporting the Adam Small Theatre Complex, the Conservatoire and Maties Sport’s events office to align their processes and documentation, reduce risk, understand costs and profitability, and manage marketing and client on-boarding.

## 1.8 International fundraising

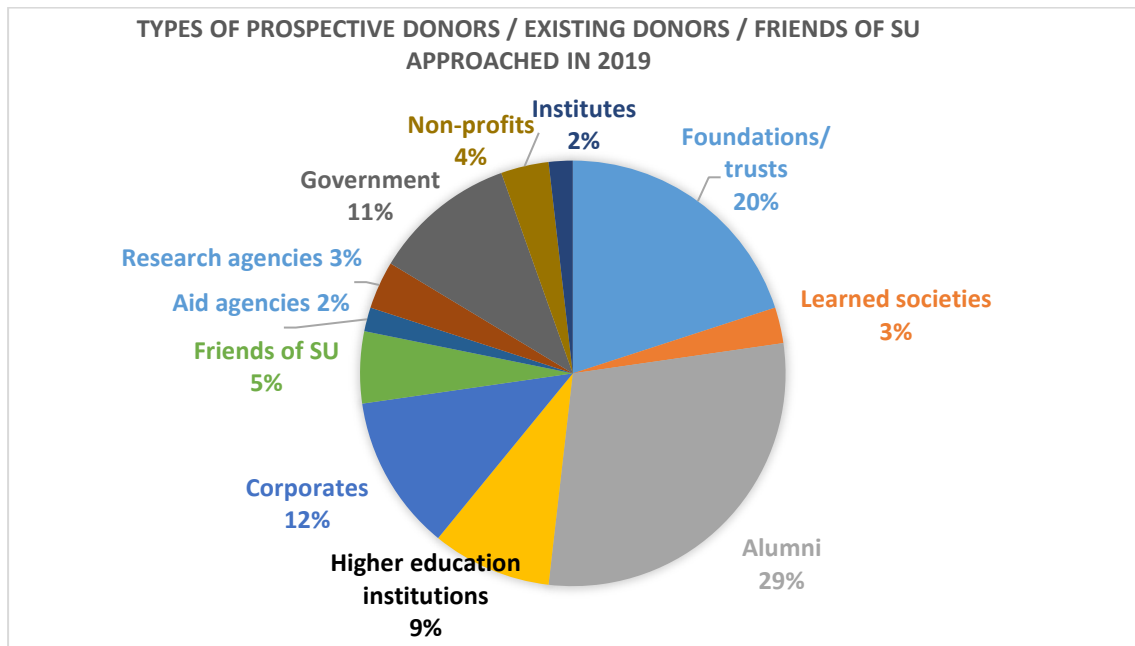
In 2019, the international fundraising team of Development and Alumni Relations (DAR), together with key SU stakeholders and our in-country representatives abroad, participated in 110 international meetings. These were aimed at raising SU’s profile, strengthening existing relationships, exploring funding opportunities and potential collaborations, and gaining insight into the global philanthropic landscape. The meetings included interactions with existing and prospective donors, as well as friends of the University, in 24 cities in Europe, North America and Australia. The following table shows the numbers for 2019 along with those for the two preceding years:

	2017	2018	2019
<b>Trips</b>	8	11	12
<b>Cities</b>	29	21	24
<b>Meetings</b>	86	84	110

The 24 cities visited in 2019 were spread across 13 countries. The United States (USA) appears to be the most active in terms of the number of visits and engagements, as shown below. Activity there increased from three trips and 20 engagements in 2018 to six trips and 42 engagements in 2019.

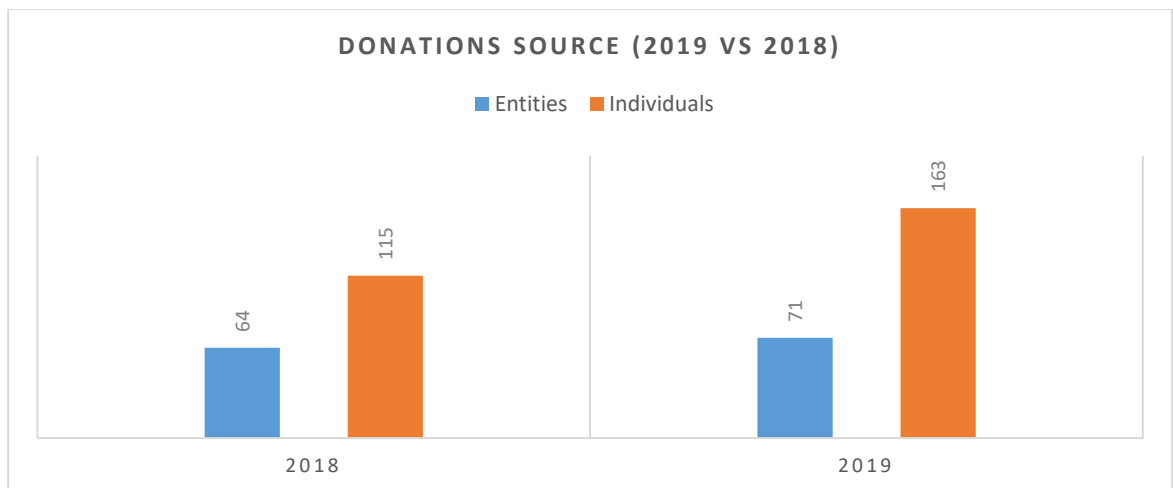


Our fundraising interactions for 2019 saw a significant increase in alumni engagement, to the extent that they constituted the single largest group approached:



Total **international donations** received by SU in 2019 stood at **R50,2 million** at the end of December, compared to **R49,1 million** in 2018.

A total of **71 entities** contributed **R47,4 million**, while **163 individuals** gave **R2,8 million**. The graphs below compare the 2019 and 2018 figures:



The top five donor organisations and entities were the Andrew Mellon Foundation (United States), the AIMS Next Einstein Initiative Foundation UK, the Moshal Scholarship Program (both based in the United Kingdom), Shining Century Holdings Limited (China) and the Alexander von Humboldt Stiftung (Germany). They accounted for **44,6%** of contributions from international entities. The top five individuals, in turn, accounted for **78,4%** of total international individual contributions. Three of these individuals are based in the United Kingdom (UK), and two in the USA.

## 1.9 Major individual donations

The Chancellor's Circle of major donors remain committed to supporting SU. By 26 February, an amount of **R78 million** had been received from these individuals – a record for individual giving in the first quarter of a fundraising year. Donors and the causes they have supported are as follows:

- **Johann and Gaynor Rupert** – for the development of the University of Stellenbosch Business School, and towards the Russel Botman Bursary Fund
- **Ton Vosloo and Anet Pienaar-Vosloo** – establishing the chair in Afrikaans language practice
- **GT and Mickey Ferreira** – for their bursary fund (including new bursaries for rugby talent)
- **Michiel le Roux** – for SU's Bureau for Economic Research (BER)
- **George and Miets Steyn** – for the Law Faculty Trust and Martie van der Linde Bursary Fund
- **Erna Meaker** – for the Fidelis Bursary Fund
- **Paul Meaker** – in support of the Cato Meaker bursary in Social Work
- **Ball Family** – for bursaries
- **Niel Hoogenhout** – for the Unit for Moral Leadership and the Office for Moral Formation, Ekklesia, Faculty of Theology
- **Micky Ferreira** – for the Stellenbosch International Chamber Music Festival
- **André Coetzee** – for the Law Faculty Trust
- **Louis Simon** – for Stellenbosch Trust
- **Carel van der Merwe** – for bursaries
- **Craig Tingle** – for bursaries

As an institution, we are deeply grateful for these philanthropic gifts.

## 1.10 Maties on the move

It was a pleasure to form part of the Maties team who participated in the Cape Town Cycle Tour on 8 March to raise funds for #Move4Food, the University's initiative to address food insecurity among our students.

Fellow Council member Mr Charl Cillié also tackled the race for this deserving cause. We fielded a team of 60 staff, students, alumni and friends of the University.

We started the race in perfect conditions, and although it got a bit more difficult towards the end, we had great support along the way. Our branded shirts elicited many positive responses.

Alumni Relations hosted cyclists and alumni at an SU tent in the hospitality area at the finish line. The spirit here was one of conviviality and goodwill towards our institution.

We are continuing our fundraising effort on the GivenGain platform, using the peer-to-peer model, at <http://bit.ly/Move4Food-projects>.

## 1.11 SU in the news (12 November 2019–9 March 2020)

**General news coverage:** From November 2019 to February 2020, SU generated the **highest number of clippings** of all universities in South Africa. This is according to the dataset of media monitoring



*Members of the Maties team who participated in the 2020 Cape Town Cycle Tour in aid of #Move4Food, from left Jurie Erwee, Braam, Wim and Gera de Villiers, and Charl Cillié.  
Picture: CHANTÉ DU TOIT*

agency PEAR. From November to January, we also came out tops in terms of clippings in the subset “**Research and innovation**”.

One of the biggest stories for SU from a media coverage perspective in 2019 was the [Constitutional Court ruling in favour of the SU Language Policy](#) (October). On the negative side, however, allegations that I had attempted to interfere in legal processes by trying to convince Justice Edwin Cameron to accept a nomination for the office of SU Chancellor also made headlines. The subsequent finding of an independent investigation ([Fourie report: allegations against Rector unfounded](#)) and the resignation of the president of the Convocation led to many articles. And in February, an advocate from Knysna, Johan Bruwer, laid a complaint against the Chancellor with the Judicial Service Commission (JSC), which was also widely reported on.

Some of our **research articles** that did well in the media in the reporting period are listed below. (For the sake of brevity, links to external media are a selection only. A full list is available on request.)

- [Study shows how people cope with ‘manager from hell’](#) ([www.netwerk24.com](http://www.netwerk24.com), [www.iol.co.za](http://www.iol.co.za), [Witness](#))
- [Self-regulating intervention curbs excessive media multitasking](#) ([Die Burger](#), [Volksblad](#), [Beeld](#), [SmileFM](#))
- [This is how people can help conserve insects / Scientists develop a roadmap for global insect conservation](#) ([Citizen](#), [www.iol.co.za](http://www.iol.co.za), [Eikestadnuus](#), [Cape Times](#), [Cape Argus](#))
- [Reading aloud is the foundation of literacy development](#) ([Cape Argus](#))

Our **December graduation ceremonies** yielded a good crop of articles (full list available on request):

- [Meet Dr Insect Farmer!](#) ([Paarl Post](#), [Cape Times](#), [Cape Argus](#), [Die Burger](#))
- [John Kani honoured with honorary doctorate from SU](#) ([www.ewn.co.za](http://www.ewn.co.za), [CapeTalk](#), [Radio702](#), [The Mercury](#), [Cape Times](#), [Star](#), [Die Burger](#), [Cape Times](#), [Cape Argus](#), [Daily News](#))
- [Visual impairment does not deter Loandrie from excelling](#) ([maroelamedia.co.za](http://maroelamedia.co.za), [Die Burger](#), [Cape Times](#))

From an **institutional** point of view, the article [Vosloo couple invests in Chair in Afrikaans Language Practice at SU](#) ([Eikestadnuus](#), [Radio Tygerberg](#), [www.litnet.co.za](http://www.litnet.co.za)) was very well received. Of course, the decision to [temporarily ban alcohol in SU residences](#) was a major talking point in the media. The SU Choir, who again took [first place on the prestigious Interkultur World Rankings](#), also received good coverage.

**Thought leaders:** Academic staff continue to make SU research accessible to external audiences by writing thought leadership pieces for The Conversation. Over the reporting period, 25 of our contributors produced 23 articles, which collectively yielded more than 280 000 reads. Of these, 26% were in South Africa and 38% in the United States.

In addition, SU staff and students again produced a large number of **op-eds, features and columns** (see ADDENDUM). The media office in CCD furnished the media with **lists of experts** in connection with the State of the Nation Address and the Minister of Finance’s budget speech, among others.

### 1.12 ‘Matieland’ magazine

The second 2019 edition of SU’s *Matieland* corporate magazine was distributed to alumni and other stakeholders in December. This issue focuses on SU’s efforts to facilitate a transformative student experience. Topics covered include the Ubuntu Learning short course, gamification in teaching, the impact of research, and a collaborative project in Enkanini in Stellenbosch. [Click here](#) to access the electronic version online.



### 1.13 Transformation communication

The Transformation Office has developed a basic guide to transformation communication at SU. The guide will help colleagues navigate communication networks at the University to ensure that the institution's transformation work is disseminated more widely on different media platforms.

### 1.14 Campus renewal

The Project Management Office in the Facilities Management Division is currently managing construction projects to the value of over R2 billion. A progress report on a few of the major projects follows below.

#### Biomedical Research Institute (BMRI)

The BMRI project is on track and the installation of the Hamilton BiOS -80 °C storage system is nearing completion. This is a sophisticated system for the automated storage of biological samples.

#### Mechanical and Mechatronic Engineering building

The substantial internal construction renovations to the Mechanical and Mechatronic Engineering building have been completed. The framework contractor, GVK-Siya Zama, is now applying the final outfits and finishes. Building services such as central air conditioning and IT infrastructure are also being installed. The new lecture spaces and computer user areas provided by this project will unlock future growth potential for Engineering.

#### Renovations to the Electrical and Electronic Machine Lab and quad area

This project consisted of two distinct phases. The first included renovations to the quad area, which served as a decanting space for tutorial classes during the construction of phase 2. The second phase comprised major renovations to the old Machine Laboratory.

Work is well advanced. The new Machine Laboratory provides 27 new workstations for tutorials and practical classes.



*The new, extended mezzanine level of the Electrical and Electronic Machine Laboratory*



*New Pavement Laboratory, January 2020.*

#### New Civil Engineering Pavement Laboratory

The framework contractor, GVK-Siya Zama, commenced with construction towards the end of November 2018. Work is well advanced. Structural work is done and the external and internal finishes are under way. Upon completion, the Pavement Laboratory will provide additional lecture space and growth potential for the Faculty of Engineering.

#### Helshoogte

Phase 2 of the Helshoogte project, which has increased residence capacity to 270 for 2020, is complete. Students started moving into the rooms on 20 January. The entrance foyer has also been



changed to comply with the latest access requirements. Phase 3 is now in construction. It includes upgrades to the dining hall and fourth-floor common open spaces.

### Jan Mouton Learning Centre

The Jan Mouton Learning Centre is nearing completion. The main contractor, Group Five, remains under business rescue. Nevertheless, if all goes well, the main building contract should be completed by the end of May. We are still working towards project completion by July, with occupation scheduled for the second semester.

### Huis ten Bosch

In the immediate aftermath of the [fire in Huis ten Bosch on 12 August 2019](#), our DAR Division set up a [donation page](#) on the crowdfunding platform GivenGain to assist the most affected students. Donations to the amount of R81 525 were received. Marsh, an insurance broker and risk management firm, donated brand-new laptops to the 15 residents who had lost theirs. We are extremely grateful for all the help we received.



*The entrance to “Huis ten Bosch 2020” in a separate wing of Huis Marais.*

The approximately 97 senior students who were rendered homeless after the fire have been housed in private accommodation, a student house and a separate wing of Huis Marais, which has since been dubbed “Huis ten Bosch 2020” to temporarily house Huis ten Bosch residents.

Students also had the option of moving into other residences. Huis ten Bosch 2020 was able to accommodate approximately 18 first-years this year. Students will be able to move into a fully renovated Huis ten Bosch in 2021.

Huis ten Bosch was formally handed over to contractors for repairs on 2 September 2019. The reconstruction of the damaged section is nearly complete. All doors and frames on the second and third levels have been removed and installation of new fire doors and frames is in process. These comply with the latest fire regulations. Roof tiles have been replaced and new roof underlay and isolation have been applied. Additional bracing of the structure was undertaken.



*Reconstruction work in progress.*



*New electrical and data installation in a bedroom.*

Electrical installation has commenced after Facilities Management, our IT Division, Property Services, SUNCOM and Huis ten Bosch representatives approved a mock-up room. Before the fire, each room had only one double three-pin socket available. The new installation will include a dedicated fridge socket per room, and two isolators for future wall heaters. Each student bed will also have access to one data point, two three-pin sockets and two slimline sockets. A complete new IT installation for the entire residence is also planned. A major intervention will be the addition of kitchenettes on each floor, which will provide a safe space for students to prepare their own food.

### Alumni welcoming centre

Visiting other universities around the world, we have noted that globally competitive institutions normally have an alumni welcoming centre. This facility provides the first point of contact for alumni when they return to their alma mater. It creates a welcoming environment that fosters relationships, provides information, acts as a gateway to the alumni network and offers alumni merchandise and campus tours. In short, it serves as alumni's home on campus.

We have decided to establish such a facility for Maties returning to SU. DAR is working with Facilities Management to create an **Alumni Club** at **Die Stal** in the **Coetzenburg** precinct. An official gathering spot is a key element in building connections and relationships among alumni and staff, for which Die Stal is the ideal spot. Refurbishments are well advanced.

### 1.15 Internet infrastructure

A total of **35** ICT network infrastructure **projects** are currently registered on PlanOn. These range from designing building network master plans to complete building network upgrades. Stellenbosch campus buildings affected by these projects are Admin A, B and C, Science, Sport Science, the SU Library, the PO Sauer conservatory, Geology, Journalism and the Law Clinic, while, on Tygerberg campus, the Student Centre and the Education and Clinical buildings are involved. The priorities are to establish a fibre route to the respective buildings, build local-area network (LAN) rooms, install main network routes and complete WiFi coverage.

**Fibre-optic links** are being installed to enable high-speed data transfer on campus, such as between the Central Analytic Facility laboratories and the IT data centre, where the high-performance computing cluster and data storage is located. The University is also participating in trials for national and international high-speed data transfer. Ultra-fast transfer of data is essential for international research partnerships and for moving data to cloud data-processing services.

The **SU internet network** extends across three major campuses as well as a few other sites where SU staff work. It consists of more than 2 000 switches and 3 600 WiFi radios connecting more than 100 buildings. Currently, there are 22 212 wired hosts (computing devices) and 94 528 WiFi devices connected to the network. The University has an **internet link** of 10 Gigabit per second (Gb/s) provided by TENET, which is soon to be upgraded to 100 Gb/s. This internet link is configured on a ring topology to provide backup in case of link failure. Additional backup links to Tygerberg and Bellville Park campuses through VOX Telecom are in the pipeline.

In 2017, a project was started to provide complete **WiFi coverage in residences**. Challenges included residence layout, which limited the WiFi radio range, and the fact that contractors could perform installations during holidays only. However, the project is now nearing completion. WiFi installation at most residences was completed in the December 2019 holidays, excluding a few cases that posed unique challenges. The project has involved the installation of more than 1 500 WiFi radios.

### 1.16 New high-performance computing cluster

SU's high-performance computing cluster, HPC2, has been replaced with a new cluster, **HPC3**. The old one had become unstable and started hampering research and teaching. With HPC3, students can now be trained in the skills sets associated with the Fourth Industrial Revolution, such as the analysis of large datasets.

The new cluster is funded by the Centre for Bioinformatics and Computational Biology, the Central Analytical Facility and IT. It comprises compute nodes, large memory nodes and storage. It will also be integrated with the SU Research Commons.

Yet SU has not chosen an **on-site** computing cluster over a **cloud** computing solution. Both approaches are pursued. The cloud, including accessing the national Centre for High-Performance Computing, is used for large tasks and to manage peak needs. Our on-site cluster, in turn, is used for postgraduate students without the resources to work on the cloud, and for researchers to run smaller models, and to prepare and test models before transferring them to the cloud.

SU is participating in the [lifu](#) consortium, which has established a Western Cape research data storage node within the framework of the national [DIRISA](#) (Data Intensive Research Initiative of South Africa) project. The regional node is now operational and focuses primarily on Bioinformatics and Astronomy data. SU researchers can now start using this facility. We aim to increasingly leverage regional and national resources such as these to strengthen SU's research.

### 1.17 IT security, risk and compliance

In early 2019, Deloitte performed a cyber capability assessment at SU as part of our internal audit plan. A total of 26 areas requiring immediate attention were identified, and incorporated into a risk improvement project. To determine any subsequent changes in the University's exposure to cyber risk, a cyber threat assessment will be performed in the first quarter of 2020.

An alarming **2 910 cyber-related incidents** (phishing, malware and spam) were raised during 2019. Among other efforts to address these, SU procured Microsoft Office 365 **Advance Threat Protection** (ATP). This cloud-based e-mail filtering service helps protect against unknown malware and viruses.

In addition, the business process for reporting cybersecurity incidents has been automated and an incident management process finalised. An IT risk register has been implemented, featuring a hierarchy for escalation. Moreover, the risk registration process has been formalised and IT stakeholders have been trained.

### 1.18 Improved operational capabilities and services at IT

SU's IT Division has launched various projects to implement the recommendations flowing from its **service delivery model review** last year. These projects are spread across all operational activities, with many located in the area of general support services.

Projects relate to IT project management, IT security, risk and compliance, IT architecture, IT services and operations (service desk, IT hub, end-user support), media and communication, software licensing, as well as training for IT services and operations. This means that SU can look forward to improved capabilities and services in all these operational areas.

### 1.19 Health awareness

A strategic objective for CHS is to ensure that SU staff and students are informed and educated on health and well-being topics, and are offered activities to help build a healthy campus community. To distribute health information, established **social media** platforms are used. In the reporting period, the number of followers of these posts on Twitter increased by 7% and by 8,4% on Facebook.

**Information distributed** during the reporting period pertained to diabetes and retina risk (including a link to a mobile app to determine the risk of retina disease); mental health; breast cancer; a healthy lifestyle; and the International Day of Persons with Disabilities, World Cancer Day, International Epilepsy Day and Pregnancy Day.

CHS also posts **educational web content** linked to the World Health Organisation health calendar. The following articles were authored by CHS staff in the reporting period: [World Antibiotic](#)

[Awareness Week](#); [World Aids Day](#); [World Disability Day](#); [Coronavirus: What we know currently](#); and [World Cancer Day](#).

## THEME 2: A TRANSFORMATIVE STUDENT EXPERIENCE

[Vision 2040 and Strategic Framework 2019–2024](#) states the following in relation to delivering a **transformative student experience** : “With this intention, we want to ensure that SU is accessible to qualifying students from all backgrounds, including to students who face barriers to participation in university education. We regard it as a journey – from our first contact with prospective students until they graduate and embrace the role of alumni.” It also entails “the provision of opportunities for growth to all undergraduate and postgraduate students, including guidance, support and services from SU to enable their success.”

### 2.1 Student recruitment

With an intentional focus on both diversity recruitment and attracting academic top achievers to SU, the Centre for Student Recruitment and Career Advice has compiled a list of **500 priority schools** for active canvassing in 2020 (based on application and registration data). The target audiences include learners, parents, educators and district officials.

The 2020 student recruitment cycle with a view to 2021 kicked off with more than 110 school visits in the first quarter. Information sessions were held at schools across the country, including districts in the Western Cape, Pietermaritzburg and surrounds, Port Elizabeth and Grahamstown, Gauteng, Bloemfontein and Kimberley. Through these events, we managed to reach approximately 10 000 Grade 11 and 12 learners.

The **Open Day** for prospective students on Saturday 29 February was particularly well attended this year. More than 6 500 visitors turned out for the event on our Stellenbosch campus, while an additional 3 000 visited Tygerberg campus. This event, which is the highlight on the annual student recruitment calendar, again provided learners, parents and teachers with an opportunity to meet staff and current students, attend information sessions as well as experience the campus lifestyle first-hand. [Click here](#) for a video clip.

### 2.2 Registration 2020

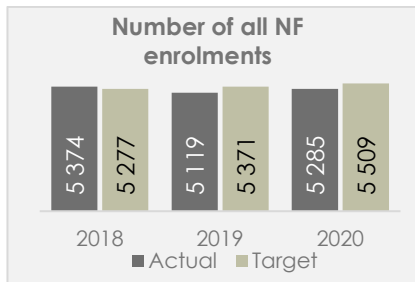
CCD and the office of the Deputy Registrar collaborated to develop a new [website for registration and fees](#). The goal was to provide newcomers and returning students with access to detailed and accurate information on the registration process, tuition and residence fees, payment options as well as NSFAS. The website also featured a downloadable registration guide. The new registration website received 30 130 visits from 15 December 2019 to 3 February 2020.

Moreover, the Registrar’s Division once again made provision for **computers at the entrance** to the Admin A building. Here, unsuccessful applicants could register on DHET’s Central Application Clearing House (CACH) database – an alternative to access opportunities at other institutions.

### 2.3 Undergraduate enrolments

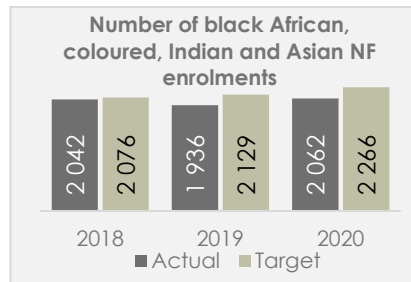
Registration opened on 15 January 2020 and officially closed on 14 February. Undergraduate enrolment statistics – including for newcomer first-years (NFs) – are summarised below. ([Click here](#) for the full report, including faculty statistics. This information is available on the [website of the Division of Information Governance](#), alongside a wealth of other institutional data.)

## Newcomer first-year (NF) enrolments



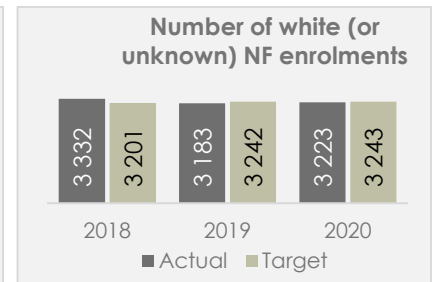
4% 2020: Actual total number of NF enrolments 4,1% lower than **June target**

3% Actual total number of 2020 NF enrolments 3,2% higher than in **2019**



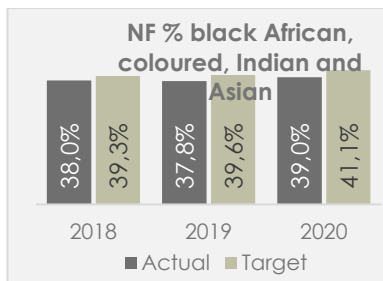
9% 2020: Actual number of BCIA NF enrolments 9,2% lower than **June target**

7% Actual number of 2020 BCIA NF enrolments 6,5% higher than in **2019**



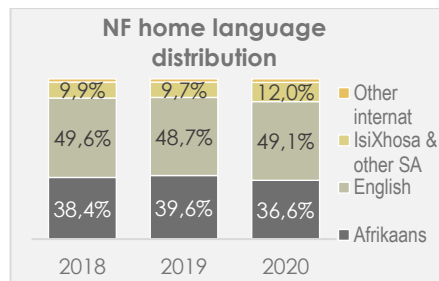
1% 2020: Actual number of white or unknown NF enrolments 0,6% lower than **June target**

1% Actual number of 2020 white NF enrolments 1,3% higher than in **2019**

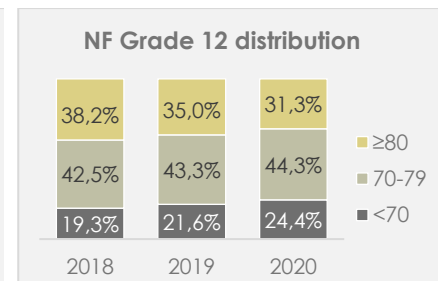


2% 2020: Actual % BCIA two percentage points lower than **June target**

1% Actual 2020 % BCIA 1,2 percentage points higher than in **2019**

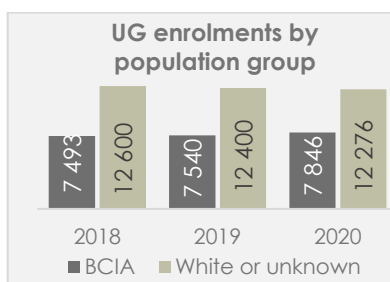


3% Three percentage points decrease in % Afrikaans from 2019 to 2020

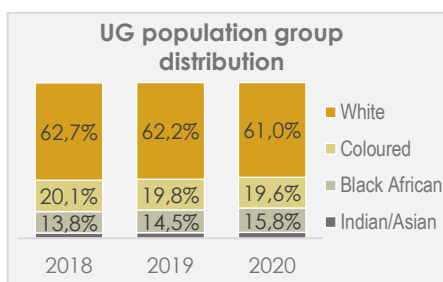


4% Four percentage points decrease in % NFs who passed Grade 12 with an average of **≥80%** from 2019 to 2020

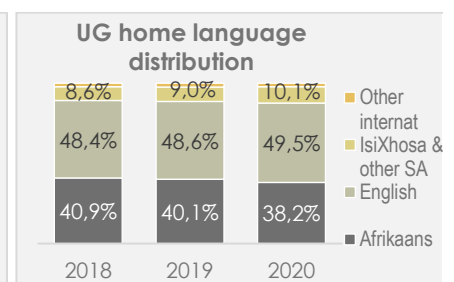
## Undergraduate (UG) enrolments



1% 0,9% increase in number of UG enrolments from 2019 to 2020 (4,1% increase in BCIA, and 1,0% decrease in white or unknown)



1% One percentage point increase in % BCIA from 37,8% in 2019 to 39,0% in 2020



2% Two percentage points decrease in % Afrikaans from 2019 to 2020



## 2.4 National Student Financial Aid Scheme (NSFAS)

The following table provides a summary of the NSFAS funding received from 2017 to 2020, and the number of students funded over that period. It also indicates the estimated amounts still owed to SU by NSFAS.

	2017	2018	2019	2020
<b>Number of students funded*</b>	1 172	2 716	3 262	3 806
<b>Estimated amount received</b>	R116,2 m	R183,2 m	R281,5 m	R50 m**
<b>Estimated amount outstanding</b>	R1,05 m	R12,2 m	R5,5 m	R330,6 m

*\*Some students eligible for NSFAS funding in 2017, 2018 and 2019 still have not received this funding. The lists of students funded for 2020 have not been finalised, so the number of funded students may increase marginally.*

*\*\*The University received an upfront payment of R50 million from NSFAS in January 2020 for the disbursement of allowances.*

**Assistance with 2020 NSFAS applications for new students and walk-ins:** Although it was clearly stated that the NSFAS online application process would not reopen in January, DHET did allow an assistive capturing process so that NSFAS-qualifying students who had already registered at a public university for 2020 could be considered for DHET funding. This was because of the potential under-enrolment of first-time entry students. This closed on 14 February.

**Closing-off of NSFAS 2017 and 2018 funding cycles:** Apart from meeting its general obligations in the 2019 funding cycle, NSFAS has also made progress with putting in place proper governance measures and system efficiencies. In addition, USAf encouraged institutions to strengthen their own internal systems that intersect with those of NSFAS.

The closing-off of the 2017 and 2018 funding cycles is, nevertheless, still pending. An estimated 200 000 students across the country are currently eligible for outstanding funding. Most of these cases relate to data-capturing issues and are being addressed in conjunction with the relevant institutions. At SU, the 2017 and 2018 funding obligations to 149 NSFAS students still need to be met, which has a knock-on effect on the continuation of funding to these students.

### Top-up funding and historic debt

IT system constraints experienced by NSFAS in 2018 and 2019 resulted in incomplete funding claims for individual students whose tuition fees and accommodation circumstances had changed. Institutions were subsequently requested to submit these claims under the **top-up funding** category.

Furthermore, senior NSFAS students who were already receiving funding in 2018 prior to the implementation of the new DHET bursary scheme qualify for grants subject to a funding cap. These capped amounts do not cover full study costs, however, and have resulted in historic debt. Institutions were requested to use the historic debt funding category to claim these outstanding amounts. SU has submitted its claims as shown in the table below, but is yet to receive payment:

	Top-up funding	Historic debt
Number of students	1 057	322
Amount	R19 677 925	R8 680 017

## 2.5 Recruitment bursary project

The recruitment bursary project is one of the prominent diversity improvement initiatives of the Division of Student Access. Each year, the centres for Student Recruitment and Career Advice, Undergraduate Bursaries and Loans, Admissions and Residence Placement as well as Client Services combine their resources to attract top-achieving black African, coloured, Indian and Asian students.

For the 2020 intake, 787 recruitment bursaries were offered to provisionally admitted students, of whom **573 accepted**. A total of 214 candidates declined the recruitment bursaries, either because

they had received a better bursary offer elsewhere or their final matric results did not meet the requirements. Of the projected number of registrations of recruitment bursary recipients, **72%** finally registered at SU.

## 2.6 Financial support to students from the ‘missing middle’

Students from households with a total annual gross family income of R350 000–R600 000 are classified as the “missing middle”. To these students, **SU makes available loans** equivalent to tuition fees, upon application as well as validation of their parents’ income. The loans are interest-free for the duration of studies, and repayable at a fixed prime rate per year after graduation.

Moreover, our students continue to benefit from the University’s participation in the Ikusasa Student Financial Aid Programme (**ISFAP**). In 2019, a total of 170 first-year and second-year students in the fields of engineering, accounting and medicine received **full-cost bursaries** to the value of R21,7 million for the full duration of their undergraduate studies. The 2020 ISFAP bursary allocations to a new cohort of first-years is yet to be confirmed.

## 2.7 Welcoming new students

### 2.7.1 Communication

CCD along with DSAf and other role-players implemented a communication campaign for the 2020 welcoming programme. The aim was to provide all prospective students with easy access to detailed information on the welcoming period, student support services and other campus facilities.

Campaign outputs included an updated [welcoming website](#), which received 18 957 visits from 15 December 2019 to 3 February 2020, a mailer distributed to all prospective students on 10 December, a welcome booklet and social media posts sharing welcome information.

### 2.7.2 First-generation programme

The divisions of Student Affairs and Student Access joined forces with the Centre for Teaching and Learning (CTL) to relaunch the first-generation programme on 20 and 21 January. This is a **pre-welcoming event** for prospective students who are the first members of their families to study towards a higher education qualification. Sixty-two students from across South Africa attended the programme, which included representatives from many of SU’s faculties on both the Stellenbosch and Tygerberg campuses. The programme, which has been dubbed **SOAR** (“Strengths, Opportunities, Agency and Resilience”), also has a number of contact sessions throughout the year to track participants’ growth.

### 2.7.3 Main welcoming event

The **Dream Launch** and **Dream Walk** have become established elements of the welcoming period for newcomer students. SU Vice-Rector for Learning and Teaching Prof Arnold Schoonwinkel delivered the main welcoming address in my absence (I was at a GAUC event at the WEF in Davos, as mentioned in the introduction above). His main message was, “If you want to grow, embrace diversity – it is an indispensable component of excellence.”

This year, a greater number of SU staff joined the students in the Dream Walk, which was led by the executive mayor of Stellenbosch, Adv Gesie van Deventer, members of the Rectorate and several



*Siyamthanda Mtyeku attended the SOAR programme. He is studying MBChB.*



deans. In a symbolic gesture, more than 5 000 newcomer students walked down Victoria Street, hanging cards containing their dreams on the iconic oak trees along the way.



*Newcomer students, student leaders and SU staff in a 2020 formation on the Danie Craven rugby field.*

#### 2.7.4 Social Impact community morning

Matie Community Service (MGD) offered our new students the opportunity to take part in the annual Social Impact community morning on 30 January. Students met various **community partners** involved in social impact initiatives in and around Stellenbosch and the Tygerberg area.

The Social Impact community morning ties in with the University's vision of advancing knowledge in service of society, the mission of enriching and transforming local communities, and the strategic theme of building purposeful partnerships and inclusive networks.

Ayrton Jackson, Social Impact House Committee member at Goldfields, said: "This is one of the many ways in which SU opens its doors to the community. We want the first-year students to know that Stellenbosch is **not only a university**; it is **also a town and a community**."

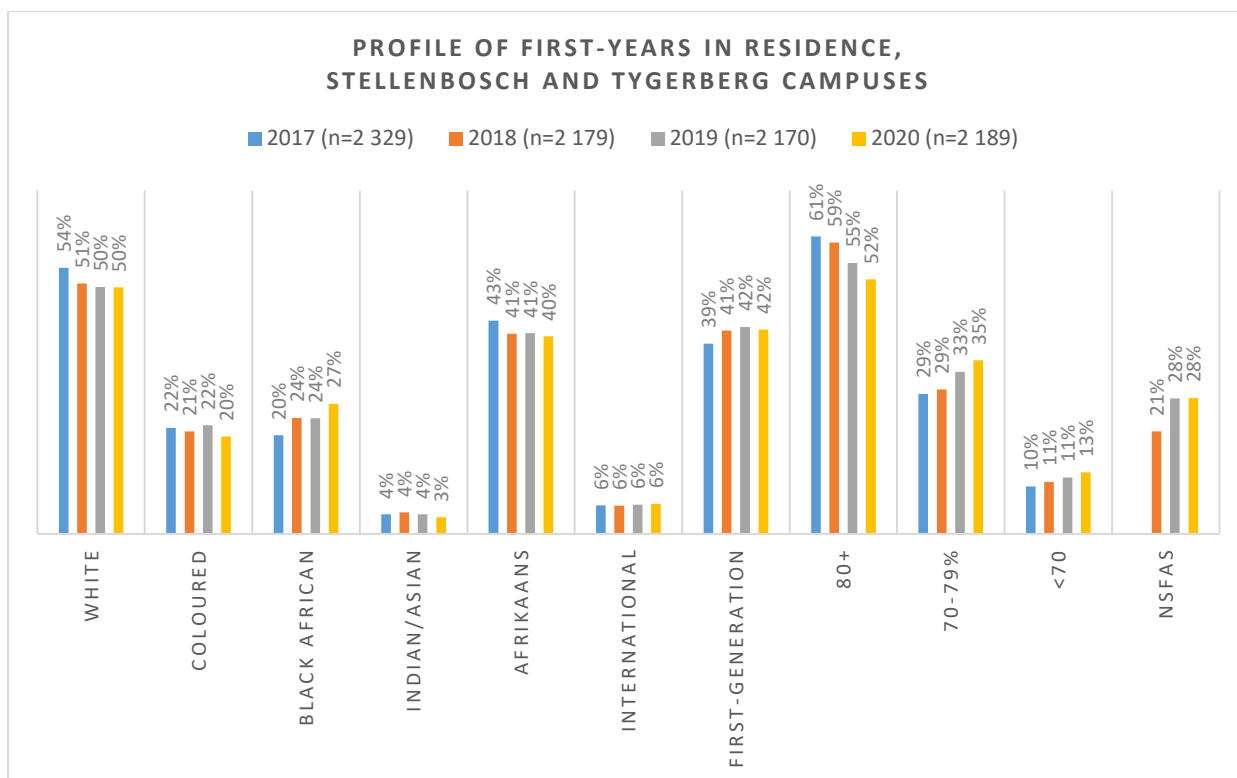


*Goldfields residence hosted learners from a local school for games, face-painting and lunch packs.*

## 2.8 Student housing

### Residence placements

With this year's final registration period behind us, the diversity profile of first-years placed in University residences on the Stellenbosch and Tygerberg campuses over the past four intake years is as follows:



The following trends can be noted:

- There has been a significant increase in **black African first-years**, from 20% in 2017 to **27%** in 2020.
- 606 (55,4%) of the 1 093 enrolled first-years who have received **NSFAS** assistance to date this year have secured residence placement. This number comprises **28%** of all first-years currently placed in residence.

### Private accommodation

The shortage of accommodation at institutions of higher learning remains a national challenge. NSFAS's announcement towards the end of 2019 that students staying in non-accredited private accommodation would not be receiving the accommodation allowance created uncertainty among students and landlords alike. An interim arrangement with DHET, however, has allowed all NSFAS-qualifying students to access non-accredited accommodation if the relevant university has a registration and verification process in place. Like before, NSFAS-qualifying students will be able to access single-use private accommodation with a formal lease agreement, and then receive an accommodation and living allowance, as is the case for their peers living in university-owned accommodation.

The newly established **Private Accommodation Office** in the Division of Student Access will embark on an accreditation process, which should be completed by the end of 2020.

### 2.9 Huis Marais

In a letter addressed to the residents of Huis Marais on 24 October 2019, Dr Choice Makhetha, senior director of Student Affairs, announced that no first-year students would be allocated to Huis Marais with a view to 2020, as "the current ethos in Huis Marais" meant the residence was "not an environment fit to allocate newcomers".

The letter went on to state: "In order to make a convincing case for allocating first-year students to Huis Marais, the House Committee had been asked to establish what should be done to bring about

change to ensure an ethos where the **dignity of all members** of the Huis Marais community would be affirmed.” However, the steps subsequently initiated by Huis Marais “lacked rigour, seriousness and introspection”.

Conversations in the Huis Marais community are ongoing. According to the residence head’s feedback to date, some residents appear to understand the depth of redress that needs to take place, while others do not. Some of the House Committee members, mentors and members of the second-year committee are however **working diligently** to find workable solutions to the identified problem areas.

## 2.10 Wilgenhof

On 28 February, I notified the House Committee members of Wilgenhof residence that they had been temporarily relieved of their duties pending the outcome of an investigation. The aim is to establish whether there were any **unacceptable welcoming practices** in the residence, and violations of the University’s [Disciplinary Code for Students](#) and [Residence Rules](#).

This follows a letter of complaint I received from a parent, who has since removed his son from our institution. In another incident, a social media post containing **discriminatory references** to a student’s gender identity was posted from a social media account associated with Wilgenhof.

Let me briefly provide some background. In 2014, we appointed a [Task Team on the Inquiry into Unacceptable Welcoming Practices](#), and subsequently implemented its recommendations. We have fundamentally changed the way we think about the welcoming of newcomers, aligning closely with the values entrenched in South Africa’s Constitution. We have a zero-tolerance approach to unfair discrimination, harassment, victimisation and gender-based violence, and we are committed to advancing equal rights for all and creating an environment free from prejudice.

For years, staff and students at SU have been working tirelessly to make the culture at our institution truly welcoming. We cannot allow the alleged actions of certain individuals in particular environments to set us back.

At the end of last year, DSAf indicated that it would be undertaking a broad **campus and residence life and culture review** with a particular focus on uprooting practices and “traditions” that are destructive and derogative to our students’ dignity.

## 2.11 Joint working groups to combat gender-based violence

Talks between students and management about gender-based violence (GBV) since September last year have seen joint working groups being set up to combat this scourge (also read the [memorandum](#) of the Anti-GBV Movement SU, and management’s [response](#)).

The aim of the working groups is to develop a systemic response to combat GBV by addressing the issues raised in the memorandum and in SU’s subsequent response. Each of the six working groups is overseen by a Rectorate member(s). Group members comprise representatives from the University structures most relevant to the topics under discussion, as well as from the student community.

Joint working group	Chair	Rectorate member(s)
Values and principles	Ms Monica du Toit	Prof Eugene Cloete & Dr Ronel Retief
Safety and security	Dr Viljoen van der Walt	Prof Stan du Plessis
Training and awareness	Ms Tonia Overmeyer	Prof Nico Koopman
Residences and structures	Ms Ruth Andrews	Prof Arnold Schoonwinkel
Procedures and processes	Ms Felicia van Rooi	Dr Ronel Retief
Mental health, alcohol and substance abuse	Dr Munita Dunn-Coetzee	Prof Wim de Villiers & Hester Klopper

The working groups report to the Rectorate through the senior director of Student Affairs. The groups met again in February and aimed to have a **first draft report** ready in **April**, for tabling at the Rectorate. From there, further work will be determined, and communicated broadly to the SU

community. To broaden access to the working groups, students and staff were invited to submit written inputs to the respective chairpersons.

## 2.12 Food security task team

The student population in higher education has foregrounded food insecurity as a top priority. In response to the proposal that a regulatory framework be developed to help SU deal with the various facets of this phenomenon, a task team with members from both Stellenbosch and Tygerberg campuses was convened.

The task team's initial report was distributed in December 2019 and highlighted the lack of staff **capacity** to enforce such an institutional framework. The [final report](#) was presented to the Rectorate on 4 February.

Based on the task team's work, the following interventions have already been implemented:

- A one-year position for a **social worker** focusing on food security has been secured at the Centre for Student Counselling and Development (CSCD) on Stellenbosch campus, and another one at Tygerberg campus.
- Processes between the **#Move4Food campaign** and the CSCD have been streamlined, as have processes between the Centre for Undergraduate Bursaries and Loans and the CSCD (both on Stellenbosch and Tygerberg campuses).
- **Unregistered students** were assisted with food parcels during the welcoming and registration period. As they were not registered as SU students, they were in effect left stranded without the necessary means to support themselves.
- A total of 47 **senior students** were assisted with food between 14 January and 3 February.
- Meal donations from the **food service providers** to SU residences were successfully initiated in 2019. This year to date, CSCD has secured daily donated meals from all the food service providers on both the Stellenbosch and Tygerberg campuses. The central referral point remains the social work services at CSCD, who then liaise with the providers.
- **Pamphlets** on food security were distributed on the Stellenbosch and Tygerberg campuses, and digital versions are available online and on social media:

**FOOD SECURITY PROGRAMMES AND EMERGENCY RELIEF:**

At Stellenbosch University (SU) we believe that no student should be burdened with the stress of food insecurity. There are long-term and sustainable food security programmes that have been streamlined by an application process and guidelines.

**WHERE TO GET HELP**

Remember that there are guidelines for students who already receive financial support (or a bursary), as well as emergency relief for students who do not receive any financial support. A holistic assessment of the student's financial circumstances will also be conducted to ensure that student's needs are fully met.

Please come for assistance – sooner rather than later

Please take note of the following important information:

### STELLENBOSCH CAMPUS

#### UNDERGRADUATE STUDENTS

##### CENTRE FOR STUDENT COUNSELLING AND DEVELOPMENT

During office hours:

📍 Victoriastraat 49

☎ 021 808 4994

✉ supportstu@sun.ac.za

(also for after hour emergencies which can be dealt with the next working day)

##### CENTRE FOR UNDERGRADUATE BURSARIES AND LOANS

During office hours:

Students who are partially funded may contact the Centre for Undergraduate Bursaries and Loans, situated in Administration A. The centre performs an assessment of the student's financial needs using the NSFAS means test. Should the student qualify in terms of the means test, the centre determines the amount for food allowance as determined by the NSFAS means test.

📍 Tracy-Lee Titus en Abdullah Ahmed

☎ 021 808 9111

✉ titus@sun.ac.za / ahmed@sun.ac.za

#### POSTGRADUATE AND INTERNATIONAL STUDENTS

##### POSTGRADUATE AND INTERNATIONAL OFFICE

During office hours:

International students

📍 Carmen Strydom

☎ 021 808 2070 / c.strydom@sun.ac.za

Postgraduate students (Tygerberg & Stellenbosch):

📍 Nugent Lewis

☎ 021 808 2957 / nugent@sun.ac.za

##### AFTER HOURS EMERGENCIES

Which cannot wait until the next working day

##### CENTRE FOR STUDENT COMMUNITIES (AFTER HOURS)

Only emergencies which cannot wait until the next working day, e.g. somebody who couldn't access help as indicated above.

📍 Riana Engelbrecht

☎ 084 030 0120

**FOOD SECURITY PROGRAMMES AND EMERGENCY RELIEF:**

At Stellenbosch University (SU) we believe that no student should be burdened with the stress of food insecurity. There are long-term and sustainable food security programmes that have been streamlined by an application process and guidelines.

**WHERE TO GET HELP**

Remember that there are guidelines for students who already receive financial support (or a bursary), as well as emergency relief for students who do not receive any financial support. A holistic assessment of the student's financial circumstances will also be conducted to ensure that student's needs are fully met.

Please come for assistance – sooner rather than later

Please take note of the following important information:

### TYGERBERG CAMPUS

#### Centre for Student Counselling and Development

During office hours:

📍 Room 3035, Second Floor/TSS

☎ 021 938 9590

#### Tygerberg Pantry Project (TPP)

The TPP are a group of students and staff who volunteer to raise donations in the form of non-perishable food and toiletries to assist Tygerberg students with food and toiletry insecurity.

✉ tygerbergpantryproject@gmail.com

#### Office for Undergraduate Bursaries and Loans

During office hours:

Students who are partially funded may contact the Undergraduate Bursaries and Loans Office, situated in Room 1043, Clinical building. The office performs an assessment of the student's financial needs considering the NSFAS means test, financial information provided by the student on the SU system or elsewhere and the student's funding profile. This office will make a recommendation to the relevant support structure at Tygerberg Campus who in turn will determine the amount / allocation of food allowance that can be provided to the student.

📍 Nolwazy Capsana

☎ 021 938 9458 / tygbursaries@sun.ac.za

📍 Rochelle Sylvester

☎ 021 938 9129 / tygbursaries@sun.ac.za



## 2.13 Institutional Transformation Committees

SU's **Student Institutional Transformation Committee (SITC)** has been constituted. Members of the SITC attended the overarching **Institutional Transformation Committee (ITC)** annual strategic planning workshop on 7 February. The ITC, which consists of representatives from all SU environments, is an indispensable mechanism to spur integrated, inclusive and purposeful responses to transformation matters across campus.

In the reporting period, the ITC had one meeting with the Rectorate and other officials – on 3 February. Prof Nico Koopman, Dr Leslie van Rooi, Dr Claire Kelly, Prof Bradley Slade, Prof Ronelle Carolissen, Dr Ilhaam Groenewald and Mr Jaco Brink met with Prof Arnold Schoonwinkel, Dr Choice Makhetha and members of her team (Mr Pieter Kloppers, Dr Munita Dunn-Coetzee and Dr Tonia Overmeyer) to discuss residence culture concerns, Equality Unit procedures, and the Senate-mandated course on anti-racism and citizenship.

## 2.14 Students' Representative Council (SRC) elects chair

Institutional processes relating to the investigation of gender-based violence allegations levelled against some SRC members ([click here](#) to read more) delayed the election of the chair, executive committee and other portfolios. After an extraordinary sexual harassment advisory panel shared their findings and recommendations, permission to proceed with the election was granted in the November 2019 exam period, and the election was subsequently scheduled for the first term of 2020. In the meantime, although portfolios had not been formally allocated, the work of the SRC as a team commenced to avoid service disruptions to the student body.

Finally, on 7 February, [Mr Lewis Mboko](#) (pictured right) was elected as SRC chair. Mboko is, to the best of the University's knowledge, the first Zimbabwean student to head up the SRC. The vice-chair, Wamahlubi Ngoma, was elected on 12 February.



## 2.15 Broadening access and promoting student success through language

Providing equitable access to our taught programmes, promoting student success and creating a welcoming and supportive learning environment are strategic priorities at SU.

To this end, the Language Centre is looking to expand its **isiXhosa educational interpreting** pilot project to modules such as Social Work 178, Geo-Environmental Studies 124, Sociology 114, Psychology 114 and Introduction to Humanities 178 in the first quarter of 2020. In fact, Introduction to Humanities 178 is offered in isiXhosa, Afrikaans, Kaaps as well as English to facilitate better communication.

The **South African Sign Language (SASL) interpreting** project is currently in its fourth year. Having started out interpreting for two deaf students in the Faculty of Education, it now also includes interpreting for a deaf lecturer in the Department of General Linguistics. Apart from General Linguistics' SASL course, the Faculty of Education now also offers a course in sign language didactics.

Our **Language Learning Hub's** short course **Survival isiXhosa** will be presented from the end of February until April. This crash course aimed at students is practical and interactive, and uses campus-related scenarios to encourage authentic language use. The course is taught by Dr Zandile Kondowe, newly appointed to head up the Language Centre's isiXhosa portfolio.

Finally, 56 international students from Germany, Finland, Austria, America and Italy enrolled for the Language Centre's **Beginner Afrikaans** course.

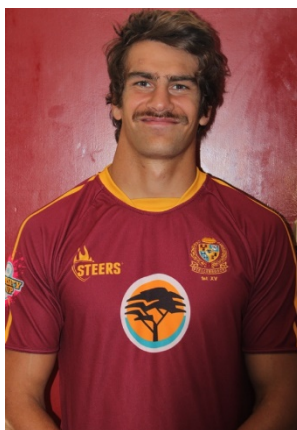
## 2.16 Student sport

**Student athletes shine:** Maties Sport tennis player Sinazo Solani advanced to the singles semi-finals of the inaugural Pro Kennex International Premier Tennis Challenge in Selborne Park, East London, in January. She won the doubles title with South African partner Chanel Simmonds. Solani, a final-year BA student who resides in Huis Neethling, is also part of this year's Confederation of University and Colleges Sports Associations (CUCSA) tennis squad.

Another accolade for Maties Sport is that 12 Maties rugby players have been included in the Stormers squad. Five of them – Jason Dixon (Maties captain), Schalk Erasmus, Dan Jooste, Leon Lyons and Sazi Sandi – are currently studying at SU.



*Sinazo Solani.*



*Jason Dixon.*

**Students first, then athletes:** Academics is not playing second fiddle to sporting achievements at Maties Sport. Last year saw a bumper crop of 169 student athletes graduate from across all faculties. Altogether 85 of them were part of SU's High-Performance Unit. Student athletes face the challenge of balancing books and boots. In this regard, the PACER programme in the High-Performance Unit is geared towards supporting these students with everything they may need in all facets of their student life. (PACER stands for "persistence, authenticity, commitment, empathy and resilience".)

**Summer games start on high note:** The University Sports South Africa (USSA) summer games in November and December 2019 saw Maties Sport water polo's men's and women's teams take top honours. Maties Tennis won a silver medal, while Sailing took gold. The Maties cricket team reached the final. Maties Sport's football team took silver and was promoted to the A division.

**Varsity Cup suspended:** On 17 March, the Varsity Cup board decided to suspend all Varsity Cup matches, including Varsity Young Guns and Varsity Shield matches, with immediate effect in light of COVID-19. The board will reconvene towards the end of April to take a final decision on the 2020 competition. Defending champions Maties have been unbeaten this year, and are leading the log. Maties Rugby Club president Prof Mohammad Karaan accepted the decision as an appropriate measure under current circumstances, and confirmed our full support for this step.

## 2.17 Student newsletter

One of the findings in SU's 2018 [internal communication audit report](#) was that students wanted a consolidated platform to receive news and other SU-related communication. This is why, in February 2019, our divisions of Student Affairs and Corporate Communication collaborated to produce **Maties@StellenboschUni**, a fortnightly newsletter distributed to all students on Stellenbosch and Tygerberg campuses during academic terms. The publication, which is sent to approximately 30 000 readers, contains information, notices and news on events and opportunities relevant to students.

The pilot phase of this project concluded at the end of 2019, with ten newsletters having been distributed through the year. The average open rate during the pilot phase was 51,6%, which is much higher than the 25,1% industry standard. Most readers opened the newsletter on their mobile devices (49%) as opposed to desktop (12%) or web-based applications (39%).

The findings from the pilot phase suggested that the content of the newsletter needed to be optimised for mobile readers to increase the click-to-open rate (the ratio between those who click on actual article links and those who merely open the mail). This necessitated having less text and more graphics, and ensuring that important notices can be read on one screen, without having to scroll through large chunks of text. These amendments were implemented in the [first edition for 2020](#), which achieved even better **open and click rates (56,75% and 27,35% respectively)**.

### THEME 3: PURPOSEFUL PARTNERSHIPS AND INCLUSIVE NETWORKS

This core strategic theme is discussed as follows in [Vision 2040 and Strategic Framework 2019–2024](#): “As part of our mission, we at SU have declared our willingness to influence and change the world around us through collaboration, as well as to be responsive and embrace change ourselves. Central to the mission is the notion that what happens in the world shapes our research, teaching and learning as well as our engagement, and that what happens at our university matters to the world. As a university, we are committed to South Africa and Africa. At the same time, we are intensely aware of our role in and relation to the international arena. In order to inspire and be inspired, SU will **engage and collaborate** with **stakeholders**, the **communities** we serve, **industry, government** and our **university partners** at a **local, regional, continental** and **global** level. Our collaboration and engagement approach is congruent with our values, with specific reference to respect, compassion and equity.”

#### 3.1 Aligning activities across SU with national days and strategic themes

The Rectorate has again approved an annual [framework for stakeholder engagement](#) at SU. Building on the foundation in place since 2017, the framework takes the form of a calendar that links different parts of the academic year with national days and, importantly, with themes from our strategy and policy documents.

Faculties, divisions and all other environments at the University have been encouraged to use this one-page framework to plan their engagement and cooperation with our **key stakeholders**. In this way, our activities and events will be coordinated to achieve greater synergy and impact.

The Transformation Office annually produces an expression of this framework called [Imbizo 365](#). This is intended to enable environments to intentionally engage in transformation-related activities and align these with the national calendar and the University’s strategic framework. Click on the link above or find it on the [Transformation Office website](#).

#### 3.2 University of Lausanne

On 23 and 24 January, I visited the University of Lausanne (UNIL), Switzerland. UNIL is a longstanding partner of SU, but this was the first time that our two institutions had contact at an **executive management** level.

Apart from meeting with their rector, Prof Nouria Hernandez, I also interacted with their vice-rector of research, international relations and continuing education, dean of their Biology and Medicine faculty, as well as representatives from the departments of Digital Humanities and Sport Science.

Follow-up meetings on microbiome research will follow later in 2020. Moreover, our Faculty of Medicine and Health Sciences will explore collaboration with UNIL’s Biology and Medicine faculty in the fields of cancer research, immunology and global surgery. UNIL also confirmed their



commitment to provide financial support to SU students to participate in various UNIL summer school programmes.

### 3.3 SKEMA Business School

Having been chosen as the preferred partner location for a SKEMA Business School campus in South Africa, SU hosted the partnership launch on 31 January. Prof Hester Klopper, DVC:SI at SU, and Mr Damien Roux, director of global marketing and communication at SKEMA, a world-renowned French-based business school, signed a formal agreement on behalf of the two institutions.



*Prof Hester Klopper and Mr Damien Roux signing the agreement at the partnership launch, with representatives from SU, SKEMA, the French embassy, the French chamber of commerce as well as the first cohort of SKEMA students looking on. Picture: STEFAN ELS.*

The agreement marks the next step in the existing relationship between SKEMA and the **University of Stellenbosch Business School (USB)**. It will significantly boost SU's number of international students on campus.

The partnership is expected to deliver joint programmes, research projects, faculty exchanges and SU student mobility to SKEMA campuses in other parts of the world. In addition to France and South Africa, SKEMA has campuses in the United States, China and Brazil, where SU's BCom (International Business) students will be able to visit.

In terms of the agreement, SU International's Global Education Centre (GEC) will provide the required academic, logistical and infrastructure support for the SKEMA Business School to offer its academic programme to SKEMA students at SU. The GEC team have been working closely with the Faculty of Economic and Management Sciences and colleagues from SKEMA to align course structure and requirements, and provide wrap-around support to SKEMA students.

### 3.4 University of St Andrews

On 6 February, SU and the University of St Andrews, Scotland, signed a memorandum of understanding (MoU) to revitalise the collaboration that had provided the impetus for SU's policy on **joint PhD programmes** in 2005. The intention is to build on collaborations in Political Science, Chemistry and sport-related community interaction. Negotiations to develop an exchange programme for BCom (International Business) students are set to start soon.

### 3.5 TU Dresden

To prepare for the development of a comprehensive partnership with Technische Universität Dresden (TU Dresden), Prof Hester Klopper and I hosted a visit by TU Dresden rector Prof Hans Müller-Steinhagen and colleagues on 7 and 8 February. The delegation engaged with members of the SU Rectorate as well as academics in Mechanical and Mechatronic Engineering, Chemistry, Psychiatry and the School of Data Science and Computational Thinking. TU Dresden's head of internationalisation subsequently paid us a follow-up visit.

TU Dresden is one of ten German universities carrying the title of "**University of Excellence**" for 2019–2026. SU already has ties with others holding this title, namely the Universität Hamburg, LMU

Munich, TU Munich and the University of Tübingen. Other SU collaborators in Germany include the Freie Universität Berlin, Humboldt-Universität zu Berlin and TU Berlin.

### 3.6 Association for International Education Administrators

To further strengthen SU's strategic positioning internationally, Prof Hester Klopper attended the 2020 annual conference of the Association for International Education Administrators (AIEA) in Washington DC, USA, from 16 to 19 February.

Themed "Rethinking comprehensive **internationalisation** for a global generation", the conference is the only global event specifically aimed at those leading the internationalisation portfolio at higher education institutions. Presenters at the conference spoke on various new technologies and approaches in internationalisation for 21<sup>st</sup>-century higher education institutions.

During the conference, Prof Klopper met with representatives of **12 universities** to nurture existing partnerships and discuss potential partnerships with SU.

### 3.7 African University Day

Annually, SU joins in celebrating African University Day (**12 November**), which the Association of African Universities instituted in 2005. To mark the occasion, SU International's Centre for Collaboration in Africa (CCA) showcased postgraduate research in African universities and countries on 14 November. This was done in collaboration with Dr Palesa Natasha Mothapo, who heads up Postdoctoral Research Support in the Division of Research Development.

Prof Sampson Mamphweli, director of the Centre for Renewable and Sustainable Energy Studies, kicked off the programme with a keynote address, after which postgraduate students and postdoctoral fellows from various SU faculties delivered a total of 22 presentations. The programme also included a panel discussion on "Redefining the African university – research and impact", facilitated by AgriSciences' Dr Ethel Phiri.

### 3.8 African Doctoral Academy summer school

The African Doctoral Academy (ADA), located in SU International's Africa Centre for Scholarship (ACS), held its annual summer school from 6 to 17 January. ACS director Prof Sarah Howie opened the programme, while Prof Thuli Madonsela delivered the closing address.

Facilitators from SU, South Africa, Belgium, Ireland, Switzerland and the United States presented 21 workshops attended by **370 participants**, up from 19 workshops and 358 participants in 2019.

A third of the participants hailed from **15 African countries other than South Africa**. A special addition in 2020 was the participation of ten staff from the Malawi University of Science and Technology thanks to a new collaboration with SU's Faculty of AgriSciences.



*Participants in the 2020 African Doctoral Academy summer school.*

### 3.9 Joint schools in Africa

SU International's Africa Centre for Scholarship (ACS) implemented a new partnership initiative during the reporting period. The Joint Schools in Africa programme hosted its first research training session at the University of Lagos, Nigeria, from 18 to 22 November 2019.

ACS director Prof Howie and Prof Ruth Albertyn, associate professor at SU's Centre for Higher and Adult Education, facilitated the workshop with two University of Lagos staff members. Corina du Toit of the ACS's African Doctoral Academy accompanied the SU delegation. Thirty-nine staff members and students from the universities of Lagos, Jos and Ilorin as well as Nnamdi Azikiwe University attended the training.

The ACS received a **Strategic Fund** award in December 2019 towards the programme, which is aimed at emerging scholars. The objective is to facilitate 12 research capacity development schools across nine countries in sub-Saharan Africa in three years. The schools will be presented by staff from various SU faculties and entities as well as from the host institutions.

### 3.10 Periperi U now part of SU International

As from 1 December 2019, the Periperi U network has a formal secretariat in SU International's CCA.

Periperi U is a well-established network of **12 universities** across Africa, previously located in the Research Alliance for Disaster and Risk Reduction (RADAR) in the Faculty of Arts and Social Sciences. The establishment of the formal secretariat included the relocation of three existing staff members.

Establishing the secretariat at the CCA now presents an opportunity to support initiatives such as the GAUC, which SU joined last year, as well as the proposed SU School for Climate. Through Periperi U and the NEPAD Southern African Network of Water Centres of Excellence, which is also located in the CCA, SU has direct access to 32 African partner universities.

### 3.11 Student mobility

Through its Global Education Centre, SU International manages both inbound and outbound student mobility. Now that the annual figures have been collected, a summary of **activities in 2019** follows below:

- A total of 329 incoming student exchange programmes were hosted and 114 outgoing student exchange programmes were facilitated. The imbalance in semester exchanges is partially addressed through sending SU students (188 in 2019) on partner institutions' summer schools or short programmes.
- Affiliate incoming research/internship students increased from 70 to 91.
- Incoming Study Abroad students (170 students) and short-programme participants (295 students) generated R7,2 million in revenue. This income serves as the core funding for travel bursaries, and also helps pay part of the remuneration of staff involved in student mobility.
- Travel bursaries to the value of R5,7 million were awarded for semester exchanges and summer school/short-programme participation (304 SU students).
- Destinations for outgoing student mobility were as follows:
  - Semester: Germany (29), the Netherlands (22), United States (15), Belgium (11), China (5), France (5) and Switzerland (5)
  - Summer schools/short programmes: China (19), Belgium (17), Sweden (14), United Kingdom (14), Australia (14), the Netherlands (12) and France (10)

For the **first semester of 2020**, SU International received and welcomed more than 220 mobility students from both partner and non-partner universities. Activities were planned so as to encourage integration with the student community as well as the town. Firstly, SU International made extensive

use of Matie Buddies, who are SU students paired up with new incoming international students to act as their informal guides. Secondly, a bicycle tour of Stellenbosch was hosted the weekend before classes started, using Matie Bikes.

### 3.12 Open Science, Open Repositories

The senior director of SU's Library and Information Service, Ms Ellen Tise, was an invited panellist at the first [United Nations Open Science conference](#) in New York in November 2019. The event considered the role of open science in advancing the 2030 Agenda for Sustainable Development. Ms Tise's presentation, "[Open science for sustainable development: a library perspective](#)", highlighted the need for advocacy with regard to open access.

SU is planning to host the [15th Open Repositories conference \(OR2020\)](#) from 31 May to 3 June 2021 (postponed from June this year, due to COVID-19), which will provide an opportunity to reflect on how repositories can provide access to scholarly research for all. It will be the first time that the event takes place in Africa.

### 3.13 SU facilitates creation of Lückhoff Living Museum 50 years after forced removal

In 1969, learners from the Lückhoff School in Banhoek Road, Stellenbosch, were forced to vacate their beloved school under the provisions of the Group Areas Act of 1950. They relocated to the new Lückhoff School in Idas Valley, some carrying their benches as they left.

Two of those original school benches were returned to the school on 16 November 2019, 50 years after the forced removal. The handover took place at a special ceremony held by SU as an act of **restorative justice**, and part of the process to develop the Lückhoff Living Museum.



*Mr Whaleed February, a former Lückhoff School learner, on one of the benches returned to the school.  
Picture: STEFAN ELS*

In 2007, my predecessor, the late Prof Russel Botman, led efforts to reach out to this community when the old Lückhoff School building was symbolically rededicated to its original owners.

This building will now serve as the **Lückhoff Living Museum**, a place where the SU and broader Stellenbosch community can visit to view pictures, films, exhibits and portraits, remember days gone by and have critical dialogues. Plans are afoot to create visual displays, put up maps of where people lived and where the churches, mosques, barber shops, bioscope and sports clubs were, and tell stories of the games the children played and the events that took place in the community.

### 3.14 Transformation partnerships

The Transformation Office is a coordinating partner in the newly launched Inclusive Practice speaker series – a collaboration with the University of Cape Town (**UCT**) and Cape Peninsula University of Technology (**CPUT**). The purpose of the seminar series is to encourage meaningful dialogue on transformation praxis between universities, civil society, business and government.



In another collaboration, namely the development of the Online Resource for Higher Education Transformation (**ORHET**), the Transformation Office is partnering with **Prof André Keet**, incumbent of the chair for Critical Studies in Higher Education and Training at Nelson Mandela University (**NMU**), who also serves on the SU Council. The creation of a national resource of this kind is crucial.

### 3.15 SU Woordfees

This year's SU Woordfees celebrated its **21<sup>st</sup> birthday**, and also featured Toyota as fellow name sponsor for the first time. The festival's coming of age was marked with **576 performances and events** across 16 categories and 75 venues in and around Stellenbosch from 6 to 15 March. Over 3 000 artists and 600 collaborators took part.

**Ticket sales** this year were significantly higher, although final figures can only be confirmed after reconciliation. We were pleased with the good turnout at events in the newly added dance category, as well as the increase in attendance of contemporary music performances and the writer's festival. The art talks hosted by Strauss & Co and the installation art by festival artist Gerhard Marx brought a welcome boost to the visual arts programme.

We are grateful towards all **artists, festival-goers, donors** (Het Jan Marais Nationale Fonds, the National Afrikaans Theatre Initiative, the Western Cape government, Stellenbosch Municipality, SU's Division of Development and Alumni Relations and the WF20 Group), production **partners** and product and media **sponsors**. A special thank you to the University's fellow name sponsor Toyota, platinum sponsors kykNET and Media24, gold sponsors Distell and Standard Bank, and silver sponsors ATKV, RSG and Sanlam.

The SU Woordfees was privileged and thankful to have been largely spared the direct impact of the **coronavirus** pandemic. The SU Woordfees is fully committed to work with other arts festivals and stakeholders to find solutions for the major challenges now facing the art industry nationwide.

The dates for the Toyota SU Woordfees **2021** will be announced in due course.

### 3.16 SU Museum

In November, Dr Mosa Phadi, Ubuntu Dialogues programme manager, and Ms Natasha Coltman, SU Museum administrator, undertook a programme planning visit to **Michigan State University (MSU)**. Dr Phadi also presented a paper at a [seminar](#) arranged by MSU's African Studies Center.

This laid the groundwork for an SU cohort of ten students who will be hosted by MSU for a two-week internship in June. SU, in turn, will be hosting ten MSU student interns in May. Moreover, four MSU students will be involved in the digitisation of the SU Museum collection in collaboration with the SU Library.

As a partner of the **Nelson Mandela Museum**, the SU Museum also presented a short course to staff members of that facility.

In December 2019, Mr Bongani Mgijima, SU Museum director, took part in a China-South Africa workshop on intangible heritage, hosted by **Deputy Vice-Chancellor: Strategy and Internationalisation at SU University in China**. He presented a talk on the legislative framework for heritage conservation in SA. Also forming part of the invited delegation from SU were Ashley Walters and Stephanie Conradie from Visual Arts, and Ncebakazi Mnukwana from Music. Yunnan University and SU have a cooperation agreement.

Also in the period under review, the museum hosted talks by Faghmeda Miller (the first Muslim woman in South Africa to have publicly disclosed her HIV status) and Vuyiseka Dubula-Majola (director of SU's Africa Centre for HIV/Aids Management) as part of hosting the **Simon Nkoli exhibition**, which was opened by Justice Edwin Cameron in September last year. The two talks tied in well with Nkoli's lifelong HIV/Aids activism.

Moreover, the museum has been nominated for a **2020 Leading Culture Destinations (LCD) award** in the “Soft Power Destination of the Year” category. LCD is a culture travel network that connects arts-and-culture enthusiasts to the most exciting cultural destinations worldwide. The awards have been dubbed the “**Oscars for museums**” and seek to highlight the most exceptional established and emerging cultural initiatives around the world. “Soft power destinations” are those that not only offer visitors a good time, but also **transform** people’s views in the process.

The Andrew W. Mellon Foundation-funded **Ubuntu Dialogues** programme hosted its first seminar at MSU. SU PhD candidate Mr Pfunzo Sidogi was the first graduate fellow to present a paper at MSU on 11 November 2019. His presentation, which was based on his doctoral dissertation, explored ubuntu aesthetics in visual depictions of 20<sup>th</sup>-century urban black life in South Africa. [Click here](#) for a video of Sidogi’s talk. The reporting period also saw the hosting of two Ubuntu Dialogues student conversations, part of a series of four, in October 2019. These are online discussions between SU and MSU students conducted by means of a cutting-edge virtual screen.

On 16 March, the SU Museum announced that it is temporarily closing its doors until further notice as a precautionary measure against **COVID-19**. All events scheduled to take place in the museum have been postponed until further notice.

### 3.17 SU and Fort Hare make history through art collaboration

SU and the University of Fort Hare made history by collaborating on the ***From the Vault*** art exhibition, showcasing works from the two institutions’ art collections built up over the past century. The **130 artworks** had **never** been seen **together before**.

The exhibition, curated by Mike Tigere Mavura and Gcotyelwa Mashiq, aimed to transcend the past and map a new future for two universities that stood at opposing ends during South Africa’s segregated past.

It formed part of the inaugural **Stellenbosch Triennale**, the brainchild of the Stellenbosch Outdoor Sculpture Trust.

Speaking at the launch of *From the Vault* on 20 February, my counterpart at Fort Hare, **Prof Sakhela Buhlungu**, explained that the exhibition had come about as a way for two of Africa’s grand old universities to link their centenaries. Fort Hare turned 100 in 2016, and SU in 2018. “Art is doing what many feared to do in the past – bringing us together, putting us in dialogue with each other,” he said.

In my remarks, I highlighted existing links between SU and Fort Hare – joint research projects, staff working together, and student groups visiting each other’s campuses. I also called for even closer **collaboration** “to help us address the challenges we face in the new landscape we now inhabit, one that still bears the scars of the past, but also holds immense promise of a brighter future”.



Profs Sakhela Buhlungu and Wim de Villiers.

### 3.18 Stellenbosch Network

Registrations are starting to roll in for membership of the [Stellenbosch Network](#), which was launched in November 2019. SU is a founding member through Innovus. The network has launched its first programme, on **mentorship**, and held the first in a series of **business lectures** on agritech.

The Stellenbosch Network is a cross-sector, interdisciplinary membership organisation that brings together industry, government, society and academia. The aim is to collaborate in support of inclusive economic growth for the greater Stellenbosch area.

### 3.19 Rugby partnership

Thanks to the partnership between SA Rugby and CHS, SU's Dr Jo-Anne Kirby has obtained **World Rugby accreditation** as an instructor for the Advanced Immediate Care in Rugby (AICIR) course. Dr Kirby joins only a handful of similarly qualified professionals in South Africa. This means she is qualified to train all side-line emergency care providers to the country's national and elite professional teams. In addition, it has presented the opportunity for other CHS staff also to be trained at this level.

## THEME 4: NETWORKED AND COLLABORATIVE TEACHING AND LEARNING

According to *Vision 2040 and Strategic Framework 2019–2024*, this core strategic theme is about the following: "SU is embarking on a journey of **networked and collaborative teaching and learning** through the creation of learning communities where students, staff and alumni can experience meaningful learning. The University promotes a learning-centred approach to teaching that focuses on learning as a partnership, where students are seen as co-creators of knowledge and learning environments. Within a learning-centred approach, teaching activities facilitate knowledge-building and actively engage students in their own learning.

"In addition, the University has a holistic understanding of teaching and learning, which includes both individual and social benefits. SU's teaching practices are deeply embedded in, shaped by and responsive to the contexts in which they take place. These approaches shape the University as a learning organisation, enabling the emergence of learning communities among students, staff and alumni in various configurations. Networked and collaborative learning creates an environment that encourages intellectual inquisitiveness, being an essential skill for sustained critical and creative thinking."

### 4.1 December 2019 graduation ceremonies

**Nine graduation ceremonies** were held in the Coetzenburg centre from 9 to 13 December 2019. For the first time, **online ticketing** was used to manage audience numbers.

In the runup to the ceremonies, CCD implemented a special communication campaign to provide graduates and guests with easy access to detailed and accurate information on all processes relating to graduation. The campaign included:

- a new, streamlined graduation website;
- a downloadable [graduation guide](#) developed by the Deputy Registrar's office;
- a graduation mailer sent to 15 384 students on 8 November, which was opened by 66% of the recipients; and
- social media posts highlighting graduation information.

Once again, SU awarded a **record number of qualifications**. According to the official statistics, **5 844** qualifications were awarded against 5 772 in December 2018. The number of **PhDs** increased from 150 to **154**, and **master's degrees** from 562 to **567**. The following awards were also presented:

- An **honorary doctorate** was awarded to **Mr Bonisile John Kani** in recognition of his 50-year career in the performing arts and playwriting, not only in South Africa, but also globally.
- The **Chancellor's medal** for SU's top student went to **Dr Jennifer Kate van Heerden**, who received her MBChB cum laude. During the six-year programme, she had passed every one of its 29 theory modules with distinction, finishing with an average mark of 87,8%.
- A total of 13 staff members received **Chancellor's awards** in recognition of their sustained excellence in research, innovation, learning and teaching, social impact and/or professional services (see previous Management Report for names).



## 4.2 Programme review and renewal

The programme renewal project, which is funded by the University Capacity Development Grant (UCDG), seeks to promote collaboration between academic and professional academic support services (PASS) staff and create opportunities for sharing best practice and lessons learnt in and across faculty projects. With the UCDG funding, faculties were able to contract in 12 administrative assistants and partially free up 70 academics to participate in planning sessions. In total, across all ten faculties, 49 breakaway activities were hosted – ranging from large workshops to small working group sessions – and eight research projects are currently under way.

A **wide range** of renewal activities are at different stages of review. Some faculties have focused on renewing existing programmes (such as the LLB degree or the MBChB programme), while others have designed and submitted entirely new programmes (for instance the Bachelor of Data Science). The faculties of Arts and Social Sciences, Science as well as Economic and Management Sciences also interrogated the nature of “whole qualifications”, examining what the purpose of a Bachelor of Arts, Bachelor of Science and Bachelor of Commerce qualification should be.

## 4.3 New academic programmes

In 2019, 35 new **postgraduate** programmes received programme qualification mix (PQM) clearance from DHET as well as accreditation from the Council on Higher Education (CHE). Of these, **33** have since been registered in the National Qualifications Framework (NQF) by the South African Qualifications Authority (SAQA) and may be introduced at SU in 2020. Two are still pending.

**Another 13** programme submissions were approved by Senate and submitted to the DHET, CHE and SAQA for external approval, accreditation and registration with a view to implementation from 2021. These include two new undergraduate bachelor programmes – the Bachelor of Data Science and the Bachelor of Science in Computer Science – and the Advanced Diploma in Sustainable Development.

## 4.4 Academic literacy and communication

As part of programme renewal, the **Language Centre** continues to **collaborate with faculties** to establish and strengthen the academic literacy and communication components of their programmes. The following two modules are currently being co-designed with the Engineering Faculty:

- Intercultural Communication 113 (8 credits) for ±750 students in the four-year BEng (in the first year) and the BEng EDP (in the second year)
- Technical Communication 311 (4 credits) for ±400 third-year students from Mechanical Engineering, Mechatronic Engineering and Industrial Engineering

In addition, the Language Centre is working with the Faculty of Economic and Management Sciences to develop Professional Communication for Business 144 (6 credits). An estimated 700 first-year students enrolled for BCom and BCom (Management Sciences) will take this course.

## 4.5 Enhancement of educational leadership

The **Scholarship of Educational Leadership (SoEL) short course** enhances the scholarly teaching role by drawing on two research fields or bodies of knowledge, namely academic leadership (AL) and the scholarship of teaching and learning (SoTL). Last year, ten participants successfully completed the short course and presented their preliminary research findings at SU’s annual SoTL conference at the end of October. The next month, a cohort of ten participants (nine from faculties and one from a PASS environment) started their journey.

## 4.6 Learning and teaching enhancement

The **Fund for Innovation and Research in Learning and Teaching (FIRLT)** and **Writing Retreat** enhance the stature of learning and teaching at SU by enabling research and innovation in this field. Seventeen submissions were funded from the second call for FIRLT applications in 2019. The number of research outputs generated by this grant is increasing steadily. The Writing Retreat from 5–8 November, in turn, had 13 participants. Six of them went on to submit successful FIRLT proposals, two book chapters are being finalised and three journal papers were completed.

Another successful **Blended Teaching and Learning short course** (the second cohort of 2019) concluded in November through the facilitation of the Centre for Teaching and Learning (CTL). That means another bumper crop of 25 lecturers and PASS staff have now joined the growing SU community trained in the theory and practice of blended teaching and learning.

In January, the CTL's JP Bosman, Sonja Strydom and Miné de Klerk also presented a second edition of the **Teaching in the Digital World** short course to 11 candidates from the African Doctoral Academy. The participants hail from all over Africa and included two lecturers from SU. Knowledge developed for this course will be used to inform SU's approach to blended teaching and learning.

## 4.7 Online platform for SU's short courses

Our new platform for blended-learning and fully online short courses, [SUNOnline](#), was implemented at the beginning of the year. It provides users with streamlined access to a networked teaching and learning experience. In essence, it enables:

- the management and approval of courses and course offerings;
- enrolment management, including online self-enrolment, online payment and enrolment on the SUNOnline Moodle delivery platform; and
- course catalogue management.

SUNOnline took more than a year to develop. Several teams from SU's **Short Courses Division**, the **Centre for Learning Technologies** and the **IT Division** collaborated on the project. It was a complex task that required extensive, automated integration between the course management system, the existing student information system, the customer relationship management platform and the Moodle learning management platform. Development was funded by **Innovus**.

## THEME 5: RESEARCH FOR IMPACT

According to [Vision 2040 and Strategic Framework 2019–2024](#), “**Research for impact** at SU implies optimising the scientific, economic, social, scholarly and cultural impact of our research. Our focus is on interdisciplinary research that benefits society on a national, continental and global scale. At the same time, we are committed to basic and disciplinary research excellence, as it forms the basis for applied and translational research.”

### 5.1 Investigation into research article

Senate discussed the impact of the article “[Age- and education-related effects on cognitive functioning in Colored South African women](#)”, which had been authored by SU researchers, on 31 May 2019, and Council on 18 June. This followed a public outcry in response to the article, which was earlier been published in the journal [Aging, Neuropsychology and Cognition](#), but was subsequently retracted by the editors and publisher.

A comprehensive investigation was undertaken into all aspects of the article. This was guided by the SU Policy for Responsible Research Conduct, as well as the SU procedure for the investigation of allegations of breach of research norms and standards.

Please consult the separate report of the VR:RIPS for the outcome of the investigation, and additional information about preventative steps.

## 5.2 Expert research earns SU specialised chairs

SU now has **51 research chairs** – nearly double the number we had five years ago. Of these, 28 form part of the South African Research Chairs Initiative (SARChI), which is funded by the Department of Science and Innovation. Another 23 research chairs at the University are funded by other sponsors.

Recent developments include the following:

- The **SA Research Chair in Violent Histories and Transgenerational Trauma**, awarded to Prof Pumla Gobodo-Madikizela of our Faculty of Arts and Social Sciences (SU itself previously provided funding)
- The **Rand Water Chair in Public Health**, awarded to the SU Water Institute
- The **Research Chair in Mechanical Engineering**, also sponsored by Rand Water, awarded to Prof Annie Bekker
- The **Research Chair in Crop Health**, sponsored by Villa Crop Protection, awarded to Prof Nick Kotze
- Funding awarded to the **SU School for Data Science and Computational Thinking** in terms of a research framework agreement with **Standard Bank**
- A research funding commitment by **Capitec**, also to our School for Data Science and Computational Thinking

## 5.3 Sought-after collaboration with Germany's Fraunhofer-Gesellschaft

Germany's Fraunhofer-Gesellschaft, one of Europe's leading applied research organisations, has joined forces with SU to address the water, energy and food security challenges facing Southern Africa.

The newly established **Fraunhofer Innovation Platform (FIP)** involves SU's faculties of **Engineering, Science** and **AgriSciences**. The platform falls under the auspices of SU's Water Institute and Centre for Renewable and Sustainable Energy Studies as well as four Fraunhofer institutes. The agreement was signed in February.

The FIP will address the entire spectrum of water and energy security challenges in the region, from academic research to technology development, transfer and implementation. The platform will complement existing efforts with regard to the water-energy-food nexus, including those of the African Research Universities Alliance (ARUA) Centre of Excellence in Energy, which is hosted in SU's Faculty of Engineering.

The **four Fraunhofer institutes** involved in the FIP are the institutes of Interfacial Engineering and Biotechnology; Optronics, System Technologies and Image Exploitation; Solar Energy Systems, and Surface Engineering and Thin Films.

The establishment of the FIP will be coordinated by SU Water Institute director **Prof Gideon Wolfaardt** as interim FIP director, **Dr Marelize Botes** from the SU Water Institute, Ms Karin Kritzinger from the Faculty of Engineering, as well as Fraunhofer's **Dr Ursula Schließmann**, who will serve as deputy director.

## 5.4 University Technology Fund established

The agreements to establish a University Technology Fund (UTF) were signed in February. This now makes available just over **R200 million** in funding support for university start-ups that utilise and commercialise university-created intellectual property.

The bulk of the funding – just over R150 million – has been invested by the SA SME Fund, which was established in 2016 as an avenue of support for the small and medium-sized enterprise (SME) sector.

SU and UCT, being the first universities selected to take part in the initiative, each contributed just over R20 million. It is anticipated that the UTF will be expanded to include more universities in time.

The balance of the funding is made up of contributions from the Technology Innovation Agency (TIA), which is supported by the Department of Science and Innovation, and from Stocks & Strauss, an investment holding company that has been appointed UTF fund manager.

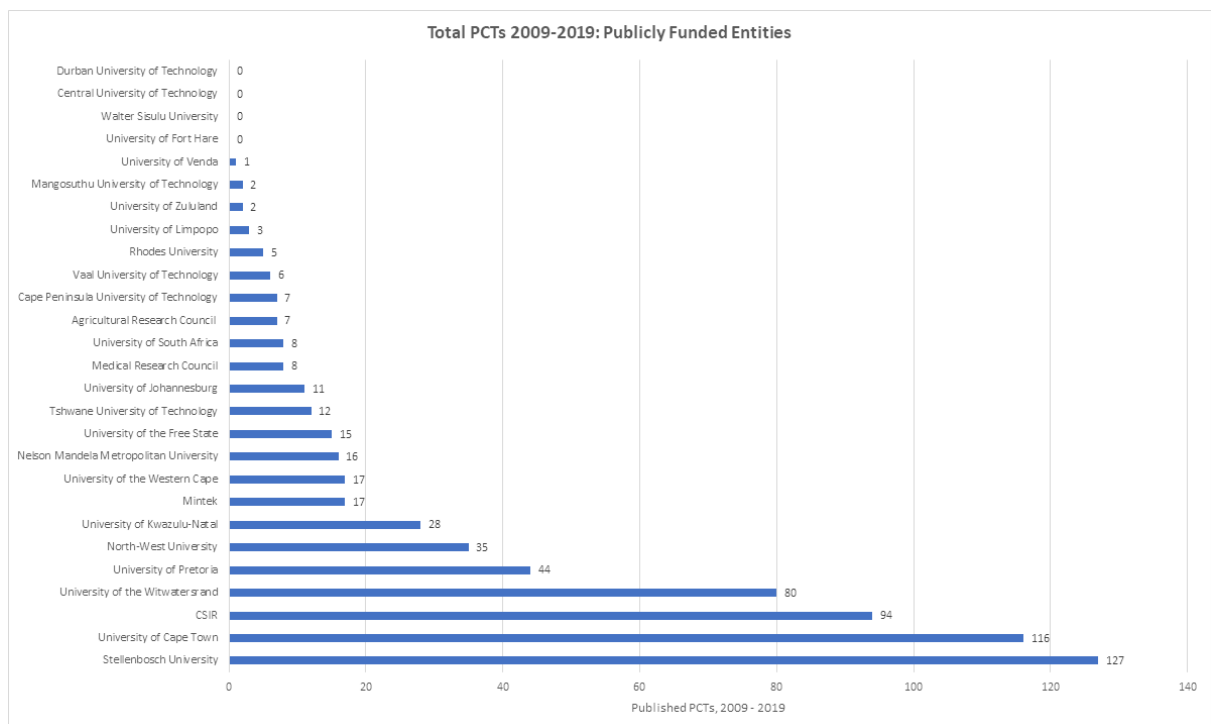
Funds that focus on investing in university technologies are mushrooming abroad, but the UTF is the first investment fund in Africa dedicated to university inventions. We are incredibly proud to be part of what will be a significant **gamechanger** for universities wishing to bring their technologies to the market. Through **Innovus**, SU has been driving this process and designed the underlying model.

The UTF’s unique model provides for a pre-seed funding allocation that empowers institutions’ technology transfer offices to support early-stage technology development. This will help build a solid pipeline of investable technologies for the UTF.

With entrepreneurship as one of SU’s strategic focus areas, the UTF is of major importance to us. Our financial investment is a sign of our commitment to support and reward innovative researchers who create intellectual property with strong commercial potential.

### 5.5 SU again top patent applicant

SU remains ahead of the pack in terms of the number of Patent Cooperation Treaty (PCT) patent applications generated in South Africa, as the following graph shows:



## THEME 6: EMPLOYER OF CHOICE

In [Vision 2040 and Strategic Framework 2019–2024](#) our people are listed as our first “enabler”, an element “that make everything possible”. In terms of staff, this is attached to a core strategic theme, which is unpacked as follows: “In support of SU’s vision, mission, values and aspirations, it is imperative to support the health and wellbeing of our people. In SU’s pursuit to be the **employer of choice**, we envisage an enabling environment that includes the principles of co-creation, co-ownership and appropriate participation, and embodies the characteristics of an inclusive campus culture.”

## 6.1 Staff assembly

The first of three staff assemblies for 2020 took place on 20 February in the Adam Small Theatre Complex on our Stellenbosch campus. It was livestreamed over the internet to staff who could not attend, including those on our other campuses. Items discussed included feedback from the Institutional Planning Forum of 12–13 February, staff health and well-being, SUNStudent and SUNFin, and the SU brand refresh and web redevelopment processes. [Click here for a story](#) about this staff assembly on our website, and [here for a video recording](#).

## 6.2 Latest SU staff survey on well-being, culture and climate at work

Human Resources, supported by Information Governance, conducted the second biennial SU staff survey on well-being, culture and climate at work from 28 October to 15 November 2019. The purpose was to determine the well-being and “happiness-at-work” levels of staff and obtain their opinion about the culture and climate in the working environment. The initiative forms part of SU’s aspiration to be an employer of choice, which is one of the core themes of our *Vision 2040 and Strategic Framework 2019–2024*.

A total of **1 095 responses** were received. This represents an **increase** of 52,1% compared to the 720 staff members who took part in the 2017 survey. The overall **participation rate** in 2019 was 25,89%.

A summary of the major findings was shared with the Rectorate and IPF in February. These included concerns about staff health and well-being, recognition and appreciation (including promotions), the perceived slow pace of transformation, and challenges experienced by female as well as black African, coloured, Indian and Asian staff. A need for child-care facilities was also repeated.

The findings of the survey will now be communicated as widely as possible to the campus community through various communication channels. **Information sessions** are being planned for **each RC and faculty**.

## 6.3 Day-care facilities

Committees on our Stellenbosch and Tygerberg campuses are working towards a submission to the **Strategic Fund Committee** regarding day-care facilities in the second term of 2020. The aim is to create a new facility on Tygerberg campus, and to upgrade the existing Babin facility in Stellenbosch.

## 6.4 Vice-Chancellor’s Inaugural Lectures Series

The delivery of inaugural lectures is part of SU’s academic activities and, therefore, contributes to the core functions of the University. It is a platform for newly appointed or promoted full professors to share their research, discoveries and insights with fellow academics, students and a lay audience. It also provides SU with the opportunity to showcase the talent and expertise of its academics.

Last year, the VR:RIPS led the development of a governance document that articulates the **rules and procedures** for inaugural lectures. Following due consultation, the Rectorate approved the document in February. It defines the **roles and responsibilities** of those involved in inaugural lectures and outlines the operational process to be followed.

The aim is to ensure that inaugural lectures are **centrally managed and coordinated**, with clear lines of communication between all involved, and to standardise the lectures across faculties. Technical aspects covered in the document include compliance with SU branding, the Protection of Personal Information Act, copyright laws and SU event protocols, and the correct procedure with regard to staff promotion information, corporate communication, security, risk and financial obligations.

## 6.5 Employment equity (EE)

To ensure a smooth transition to and implementation of the **Code for Management Practices for Employment equity (EE)**, which the Rectorate approved in September 2019, the director of EE has

introduced training workshops on various aspects of the code in all environments. At the time of compiling this report, the training was scheduled to be completed by the end of March.

The code requires 20–25% of each staff member’s key performance areas (KPAs) to be dedicated to the advancement of transformation. Criteria for this new KPA will still be developed and discussed, although it has been proposed that the criteria be based on the indicators of SU’s Transformation Plan, among others.

The current **institutional EE Plan** will expire at the end of 2020. To prepare for the submission of a revised plan to the Department of Employment and Labour, the EE director will initiate the process of drafting a new plan for the next five years. All relevant stakeholders will be duly consulted. In addition, the process of aligning environmental EE targets with the institutional EE Plan continues, and will inform the targets to be submitted to the Department of Employment and Labour.

## 6.6 Joint Teaching, Research and Media Awards

The joint SU Teaching Excellence Awards, Research Excellence Awards, Media Excellence Awards and The Conversation awards ceremony took place at STIAS on 5 December 2019.

Twelve lecturers were recognised for **excellence in teaching**. Two SU **teaching fellows** who had completed their fellowships in 2019 also received certificates of acknowledgement at the event.

**Research Excellence Awards** were presented to SU researchers who had made the biggest contribution to accredited publications (based on audited publication statistics of the 2017 output year) and doctoral graduates (December 2018/March 2019 graduations).

For the purpose of recognition with regard to accredited publications, two categories were taken into account:

- Contribution in terms of DHET’s publication subsidy units (cut-off 4,15)
- Number of accredited research publications in collaboration with national and international research partners and students (cut-off 14)

Researchers who had delivered three or more doctorates for the period concerned were also acknowledged.

Last year was the second edition of SU’s **Media Excellence Awards**. The awards recognise SU staff members who have excelled at communicating their research and expertise through the media. Awards were made in the following five categories:

- **Category 1: Newsmakers**  
*Honouring entities, research or articles that ensured wide media coverage*
- **Category 2: Media Thought Leaders**  
*Recognising staff members who commented, took part in interviews, wrote opinion editorials and/or in some way shaped thinking in SA on a regular basis via contributions in the media*

The recipients included SU Council members **Profs Amanda Gouws** and **Johan Fourie**.

- **Category 3: Co-Workers**  
*Honouring staff members who make a significant contribution to facilitating processes to ensure that either the University or SU colleagues are featured in the media*
- **Category 4: Lifetime Achievement Award**  
*A new award that recognises individuals who have been active in the media throughout their careers – not only advancing science communication, but also building the profile of the institution via the media*



**Prof George Claassen**, former head of SU's Department of Journalism and deputy editor of *Die Burger*, was the first recipient of this award ([click here to read more](#)).

- Category 5: The Conversation  
*The Conversation*, whose mission it is to mainstream science engagement and support science communication activities, made two awards.

## 6.7 Leadership and management development

SU's Human Resources (HR) Division continues to offer leadership and management development courses for line managers at various levels. During 2019, altogether **551 line managers** attended **35 HR workshops** on a range of management topics, such as financial management, human resources management, design thinking, systems thinking, performance management, talent management, recruitment, project management and employment equity.

Managers also attended leadership programmes such as Universities South Africa's Higher Education Leadership and Management (HELM) programme, the programmes of the Cape Higher Education Consortium (CHEC), the Programme for the Development of Leadership and Teams Skills (POLs) and the offering of the Higher Education Resource Services (HERS).

## 6.8 Leave grievance

A collective grievance pertaining to the reduction of leave of personnel aged 60 and up was submitted to the chief director of Human Resources, Mr Victor Mothobi, who subsequently met with a delegation of aggrieved staff. The matter has since been escalated to the Vice-Rector: Social Impact, Transformation and Personnel, Prof Nico Koopman, and was being considered when this report was submitted.

## 6.9 Senior appointments

**Prof Kanshukan Rajaratnam** has been appointed director of SU's **School for Data Science and Computational Thinking**, which was launched in July last year. He holds a doctoral degree in Systems Engineering from the University of Virginia, United States. Most recently, he was an associate professor of Finance and acting dean of the commerce faculty at the University of Cape Town. Prof Rajaratnam has been rated by the National Research Foundation (NRF) and belongs to the South African Young Academy of Science.

Social entrepreneur **Mr Joshua Romisher** has been appointed chief executive of the Nedbank Stellenbosch University **LaunchLab** with effect from February. He played a key role in building two pan-African solar companies that have brought clean, reliable energy to more than 2,5 million people across ten countries and created over 1 000 full-time jobs. He spent the past six years launching businesses across ten sub-Saharan African countries.

**Mr Mohamed Shaikh**, previously responsibility centre manager in the office of the Deputy Vice-Chancellor: Strategy and Internationalisation, took up the position of **executive manager of the Rectorate** on 1 February. He is replacing Dr Jerome Slamet, who has retired from SU's employ. They worked together during February to ensure a smooth transition.

Former CCD publications editor **Dr Wayne Muller**, in turn, has been appointed **responsibility centre manager** in the office of the Deputy Vice-Chancellor: **Strategy and Internationalisation**, taking over from Mr Shaikh. Dr Muller and Mr Shaikh spent February working side by side for an effective handover.

**Ms Susan van der Merwe** has been appointed **acting senior director of Corporate Communication** following the resignation of Dr Phumzile Mmope, who had said in a statement: "It is with excitement and anticipation that I look forward to seizing new opportunities in the next phase in my career." We have deep appreciation for Dr Mmope's contribution to enhancing CCD's strategic role in positioning SU as a leading higher education institution.

## CONCLUSION

Optometrists regard “20/20” as perfect vision. Building on this theme, we adopted a more nuanced perspective on the year ahead at our Institutional Planning Forum earlier this year – that we would enjoy sharp vision, underpinned by a commitment to turn good vision into good performance. From the content of this report, it is clear that, despite external challenges beyond our control, SU has already made an excellent start to 2020 across all faculties and PASS environments. This will propel us forward toward achieving SU’s vision of becoming Africa’s leading research-intensive university, globally recognised as excellent, inclusive and innovative, where we advance knowledge in service of society.

A handwritten signature in black ink, appearing to read 'WJS de Villiers', with a stylized flourish at the end.

**Prof WJS de Villiers,  
Rector and Vice-Chancellor**

## ADDENDUM: OP-EDs AND COLUMNS

Opinion editorials (12 Nov 2019 to 24 Feb 2020)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for article)
Prof James Blignaut	School of Public Leadership	The promised presidential investment in agriculture needs to heal the land and its people	<a href="#">Daily Maverick</a> (12 Nov)
Prof Werner Richter	Physics	Slashing research funding a ruinous move	<a href="#">The Mercury</a> (13 Nov)
Prof Faadiel Essop	Centre for Cardio-Metabolic Research in Africa	Four easy ways to keep diabetes at bay	<a href="#">News24</a> (14 Nov)
Prof Jan Botha & Gabriele Beata Vilyte	Centre for Research on Evaluation, Science and Technology (CREST)	Digital training can help supervisors lift PhD output	<a href="#">The Conversation</a> (14 Nov)
Miné de Klerk	Centre for Learning Technologies		
Dr Siphon Mahokoto	Systematic Theology and Ecclesiology	Church's role is to build unity, equality	<a href="#">Mail &amp; Guardian</a> (15 Nov)
Prof Mias de Klerk	SU Business School	Tolerance: a good start but not sufficient	<a href="#">Mail &amp; Guardian</a> (18 Nov)
Anandi de Witt	MBChB student	Swaarkry het nie 'n velkleur nie	<a href="#">Netwerk24</a> (18 Nov)
Dr Lloyd Hill	Sociology and Social Anthropology	Afrikaans and the university language debate: Exploring the Constitutional Court judgments	<a href="#">Daily Maverick</a> (19 Nov)
Prof Vasti Roodt	Philosophy	Quest for unity in South Africa: a philosophical perspective	<a href="#">The Conversation</a> (20 Nov)
Tamunodein Princewell	BA (International Studies) student	#ImStaying: Vra eerder hoekom ons wil gaan?	<a href="#">Netwerk24</a> (20 Nov)
Emily O'Ryan	BAHons (Political Science) student	#ImStaying: Jy doen niemand 'n guns deur te bly nie	<a href="#">Netwerk24</a> (20 Nov)
Dr Jo Barnes	Global Health	SA needs to ensure safe sanitation for all	<a href="#">Cape Argus</a> (21 Nov)
Karen Truter	Master's student (Agronomics)	Weet ons werklik waardeur boere gaan?	<a href="#">Netwerk24</a> (22 Nov)
Zian Blignaut	Master's student (Creative Writing)	Dís hoe diereterapie my elke dag red	<a href="#">Netwerk24</a> (22 Nov)
Dr Marianne Strydom	Social Work	Kinderregte moet ook realiseer	<a href="#">Die Burger</a> (23 Nov)
Prof James Blignaut	School of Public Leadership	To survive first we must heal the land, then the planet	<a href="#">Daily Maverick</a> (24 Nov)
Lia Snijman	BAHons (Journalism) student	Vroue skuld niemand om mooi te wees nie	<a href="#">Netwerk24</a> (26 Nov)
Dr Nicola de Jager	Political Science	Sex education raises questions about the role of the state in South Africa	<a href="#">The Conversation</a> (28 Nov)
Karen Truter	Master's student (Agronomics)	Kan 'n graad nie maar met 'n werk kom nie?	<a href="#">Netwerk24</a> (28 Nov)
Prof Mark Cotton	Paediatrics & Child Health	Civil society and science play key role in battle against HIV	<a href="#">News24</a> (1 Dec)
Dr Lloyd Hill	Sociology and Social Anthropology	Afrikaans and the university language debate (Part 2): The 'costs' of institutional bilingualism	<a href="#">Daily Maverick</a> (2 Dec)
Dr Olatunji Adetokunboh	South African Centre for Epidemiological Modelling and Analysis (SACEMA)	Children and HIV: what we found about vaccine-preventable diseases	<a href="#">The Conversation</a> (3 Dec)
Frederik van Dyk	LLB student	Totsiens, Jan Heunis: ons dag sal kom!	<a href="#">LitNet</a> (4 Dec)
Dr Dion Forster	Systematic Theology and Ecclesiology	Methodist Church Southern Africa enters new era as women take up top positions	<a href="#">The Conversation</a> (5 Dec)

<b>AUTHOR</b>	<b>FROM (environment or division)</b>	<b>HEADLINE</b>	<b>PUBLICATION (click for article)</b>
Dr Azille Coetzee	Political Science	Jonathan Jansen, Protea Boekwinkel en Twitter: 'n studie in wit broosheid	<a href="#">LitNet</a> (5 Dec)
Dr Heidi Hirsch	Centre for Invasion Biology	South Africa needs a fresh approach to managing invasive trees like Eucalyptus	<a href="#">The Conversation</a> (6 Dec)
Prof Nuraan Davids	Education Policy Studies	Citizenship can't be taught in a module	<a href="#">Mail &amp; Guardian</a> (6 Dec)
Mercy Kannemeyer	Master's student (Drama and Theatre Studies)	Ons is ook net mense, prof. Jansen	<a href="#">Vrye Weekblad</a> (6 Dec)
Mercy Kannemeyer	Master's student (Drama and Theatre Studies)	Die feestyd is nie jolig vir almal nie	<a href="#">Netwerk24</a> (6 Dec)
Prof Michael le Cordeur	Curriculum Studies	Slawerny: Ware vryheid kom van binne	<a href="#">Netwerk24</a> (6 Dec)
Zian Blignaut	Master's student (Creative Writing)	Sekonderrig: Ingeligte kinders neem beter besluite	<a href="#">Netwerk24</a> (6 Dec)
Leandri Louw	BMus student	'Liewe oom Cyril, is die vroue in oom se lewe veilig?'	<a href="#">Netwerk24</a> (6 Dec)
Nadine Christians	Equality Unit	Sensitivity must be shown when using GBV victims for a cause	<a href="#">Cape Times</a> (6 Dec)
Prof Desmond Painter	Psychology	Die man wat nie wil dans nie	<a href="#">Rapport</a> (8 Dec)
Frederik van Dyk	LLB student	Prof. Jansen en Engels as valse redder	<a href="#">Rapport</a> (8 Dec)
Prof James Blignaut	School of Public Leadership	Baviaanskloof: Where the Lionheart dwells	<a href="#">Daily Maverick</a> (9 Dec)
Michelle Cruywagen	Master's student (Sustainable Development and Management)	R6-billion – first estimate of Just Transition in South Africa	<a href="#">Daily Maverick</a> (10 Dec)
Prof Mark Swilling	Centre for Complex Systems in Transition		
Megan Davies	School of Public Leadership		
Dr Morne Mostert	Institute for Futures Research	A new way of giving in the season of giving	<a href="#">Eikestadnuus</a> (12 Dec)
Prof Aslam Fataar	Education Policy Studies	Ipsa's first honours graduates geared for scholarly work at the highest level	<a href="#">Muslim Views</a> (13 Dec)
Tian Alberts	LLB student	US-debakel gaan oor die grondwethof se integriteit	<a href="#">Netwerk24</a> (15 Dec)
Dr Chris Jones	Unit for Moral Leadership	No true reconciliation without restorative justice	<a href="#">News24</a> (16 Dec)
Prof Thuli Madonsela	Social Justice	Black consciousness is not a mafia code	<a href="#">City Press</a> (17 Dec)
Prof Amanda Gouws	Political Science	Don't blame radical feminism for social crises	<a href="#">Daily Maverick</a> (19 Dec)
Dr Chris Jones	Unit for Moral Leadership	Sterker morele toewyding kort	<a href="#">Die Burger</a> (19 Dec)
Prof Pumla Gobodo-Madikizela	Historical Trauma and Transformation	Jacob Zuma: a perpetrator of one of the most serious human rights crimes	<a href="#">News24</a> (20 Dec)
Prof Keymanthri Moodley	Centre for Medical Ethics and Law	Africa's genetic material is still being misused	<a href="#">The Conversation</a> (20 Dec)
Prof Desmond Painter	Psychology	Naar, maar waar	<a href="#">Netwerk24</a> (22 Dec)
Frederik van Dyk	LLB student	Die gatvol-faktor in globalisering	<a href="#">Netwerk24</a> (22 Dec)
Prof Thuli Madonsela	Social Justice	The President must be clearer	<a href="#">City Press</a> (26 Dec)
Prof Michael le Cordeur	Curriculum Studies	'n Engel uit Wellington	<a href="#">Netwerk24</a> (27 Dec)
Frederik van Dyk	LLB student	Die stil-stil wetsontwerpe gedurende die feesseisoen: wat behoort landsburgers te doen?	<a href="#">LitNet</a> (27 Dec)

<b>AUTHOR</b>	<b>FROM (environment or division)</b>	<b>HEADLINE</b>	<b>PUBLICATION (click for article)</b>
Dr Jeanette de Klerk-Luttig	Unit for Moral Leadership	Bou 'n brug en staan self onder hom	<a href="#">Rapport</a> (29 Dec)
Aletta Simpson	BAHons (Afrikaans and Dutch) student	Is dit waarvoor millenniërs in die nuwe jaar hoop?	<a href="#">Netwerk24</a> (31 Dec)
Prof Riaan Rudman	School of Accounting	Rise of the machines	<a href="#">Accountancy SA</a> (31 Dec)
Tanya Powell	Sport Science	Wanneer die wiegie leeg bly ...	<a href="#">Juiq</a> (1 Jan)
Prof Michael le Cordeur	Curriculum Studies	Baie meer as net 'n lekker jol	<a href="#">Netwerk24</a> (2 Jan)
Prof Michael le Cordeur	Curriculum Studies	Die kind is in die put	<a href="#">Netwerk24</a> (2 Jan)
Aletta Simpson	BAHons (Afrikaans and Dutch) student	Dís wat graadvang my geleer het	<a href="#">Netwerk24</a> (2 Jan)
Frederik van Dyk	LLB student	Sê wat jy wil, maar tel ook jou woorde	<a href="#">Rapport</a> (5 Jan)
Prof Michael le Cordeur	Curriculum Studies	Matrieks skitter ondanks sukkelende stelsel	<a href="#">Netwerk24</a> (8 Jan)
Mercy Kannemeyer	Master's student (Drama and Theatre Studies)	Lank lewe ons Afrikaans!	<a href="#">Kuier</a> (8 Jan)
Emily O'Ryan	BAHons (Political Science) student	Is sosiale media in beheer van jou lewe?	<a href="#">Netwerk24</a> (9 Jan)
Prof Cas Wepener	Practical Theology and Missiology	Mzansilaan 2020 se WhatsApp-groep	<a href="#">Vrye Weekblad</a> (10 Jan)
Dr Amy Slogrove	Paediatrics and Child Health	New estimates show 14.8 million children globally are HIV-exposed but uninfected	<a href="#">The Conversation</a> (12 Jan)
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Rista-Marie Appelgryn	BAHons (Accounting) student	Weet jy hoe dit voel om bang te wees, meneer?	<a href="#">Netwerk24</a> (13 Jan)
Carla Visagie	BA (Humanities) student	Droogte: Wat beteken dit werklik as die reën nie wil kom nie?	<a href="#">Netwerk24</a> (14 Jan)
Dr Kathryn Chu	Global Health	Surgical care saves lives, but needs political prioritisation and strong health systems	<a href="#">Daily Maverick</a> (14 Jan)
Frederik van Dyk	LLB student	Toekomsgerigte grondhervorming moet ideologiese kitsoplossings vervang	<a href="#">LitNet</a> (15 Jan)
Prof Lindy Heinecken	Sociology and Social Anthropology	What's behind violence in South Africa: a sociologist's perspective	<a href="#">The Conversation</a> (15 Jan)
Prof Michael le Cordeur	Curriculum Studies	Klopse-familie herenig	<a href="#">Paarl Post</a> (16 Jan)
Prof Thuli Madonsela	Social Justice	Rumblings among the youth	<a href="#">Business Live</a> (16 Jan)
Doris Viljoen	Institute for Futures Research	Doing the PPB distance dance in 2020	<a href="#">Eikestadnuus</a> (16 Jan)
Prof Michael le Cordeur	Curriculum Studies	Fanfare oor uitslae 'is misplaas'	<a href="#">Paarl Post</a> (16 Jan)
Elisha Bayode Are & Prof John Hargrove	SACEMA	What changes in temperature mean for Africa's tsetse fly	<a href="#">The Conversation</a> (16 Jan)
Emily O'Ryan	BAHons (Political Science) student	'Waar trek die Nasionale Ontwikkelingsplan?'	<a href="#">Netwerk24</a> (20 Jan)
Prof Nico Cloete	Scientometrics and Science, Technology and Innovation Policy	Defending the idea and functions of the university	<a href="#">University World News</a> (20 Jan)
Prof Michael le Cordeur	Curriculum Studies	Eerste skooldag wys SA het twee onderwysstelsels	<a href="#">Netwerk24</a> (22 Jan)
Dr Nic Spaull	Economics	Putting golf club needs before social housing is one way the rich fail the poor	<a href="#">Business Live</a> (22 Jan)

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Emily O’Ryan	BAHons (Political Science) student	‘Ons moenie vir Uyinene vergeet nie’	<a href="#">Netwerk24</a> (23 Jan)
Brett Hamilton	SU Business School	Interne gestoei kan Fiat-trouwe kelder	<a href="#">Netwerk24</a> (23 Jan)
Prof Brian Ganson	Africa Centre for Dispute Settlement	Time for mining companies to take responsibility	<a href="#">Business Live</a> (24 Jan)
Prof Thuli Madonsela	Social Justice	A nation of paradoxes	<a href="#">City Press</a> (26 Jan)
Emily O’Ryan	BAHons (Political Science) student	Siya se verhaal moet ons tot aksie dryf	<a href="#">Netwerk24</a> (27 Jan)
Frederik van Dyk	LLB student	Die mentaliteit van die verslaandes	<a href="#">LitNet</a> (28 Jan)
Dr Frederic Isingizwe & Prof Umezuruike Linus Opara	Postharvest Technology	How sensors and big data can help cut food wastage	<a href="#">The Conversation</a> (28 Jan)
Dr Leslie van Rooi	Social Impact and Transformation	Richard Maponya leaves a lasting legacy	<a href="#">News24</a> (29 Jan)
Prof Suzette Viviers, Dr Nadia Mans-Kemp, Bridgette Luyt & Wesleigh Cadle	Business Management	Boards best served by members with courage	<a href="#">Business Live</a> (29 Jan)
Prof Michael le Cordeur	Curriculum Studies	Dink nuut oor wiskunde	<a href="#">Netwerk24</a> (30 Jan)
Prof Michael le Cordeur	Curriculum Studies	Tyd om weer Samaai te vereer	<a href="#">Paarl Post</a> (30 Jan)
Dr Charlie Reinhardt	Agronomy	Problem plants and overgrazing reduce veld quality	<a href="#">Stock Farm</a> (1 Feb)
Schalk Engelbrecht	Applied Ethics	A win for ethical veganism or missing the point entirely?	<a href="#">Business Live</a> (1 Feb)
Prof Thinus Booyesen	Electrical and Electronic Engineering	Smart water heating could help in South Africa’s energy crisis	<a href="#">The Conversation</a> (2 Feb)
Emily O’Ryan	BAHons (Political Science) student	Aan al my onnies: Hoe sê ’n mens dankie?	<a href="#">Netwerk24</a> (4 Feb)
Dr Zelda Barends	Curriculum Studies	Address illiteracy in kids	<a href="#">Cape Argus</a> (5 Feb)
Prof Francois Vreÿ	Security Institute for Governance and Leadership in Africa	Turkey in Africa: what a small but growing interest portends	<a href="#">The Conversation</a> (5 Feb)
Mphumzi Mdekazi	PhD student	ANC ideology imperils SA	<a href="#">The Star</a> (6 Feb)
Prof Steven Robins	Sociology and Social Anthropology	The real State of the Nation lies underground in broken sewerage and water pipes	<a href="#">Daily Maverick</a> (6 Feb)
Prof Michael le Cordeur	Curriculum Studies	‘Taalmonument moet monument vir demokrasie word’	<a href="#">Netwerk24</a> (7 Feb)
Mart-Marié Serfontein	LLB student	Maties drankverbod: dis 2020, nie 1920 nie!	<a href="#">Netwerk24</a> (7 Feb)
Dr Marina Joubert	CREST	False information fuels fear during disease outbreaks: there is an antidote	<a href="#">The Conversation</a> (9 Feb)
Eduan Beukman	BAcc LLB student	Daar is meer goed as sleg en meer hoop as vrees!	<a href="#">Netwerk24</a> (10 Feb)
Prof Amanda Gouws	Political Science	We are all indebted to Nelson Mandela for not seeking revenge	<a href="#">News24</a> (11 Feb)
Dr Michael Kahn	CREST	2020 State of Innovation Address	<a href="#">Daily Maverick</a> (11 Feb)
Emily O’Ryan	BAHons (Political Science) student	‘Ons kan nie soos Greta Thunberg in SA leef nie’	<a href="#">Netwerk24</a> (11 Feb)
Dr Tashnica Sylvester	Medicine and Health Sciences	Mind the (gender) gap in STEM fields	<a href="#">News24</a> (11 Feb)
Frederik van Dyk	LLB student	<i>La politique Boer</i> : Die sirkels van Afrikaner-introspeksie	<a href="#">LitNet</a> (11 Feb)
Dr Martin Heine	Institute of Sport and Exercise Medicine/Physiotherapy	Africa is way behind the curve in managing heart disease: here’s a new approach	<a href="#">The Conversation</a> (12 Feb)



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Prof Piet Naudé	SU Business School	This is the SONA speech Cyril Ramaphosa should be delivering	<a href="#">IOL</a> (12 Feb)
Prof Steven Robins	Sociology and Social Anthropology	Informal settlements can be better planned	<a href="#">Daily Maverick</a> (12 Feb)
Anke van der Merwe	Master's student (Intercultural Communication)	Pasop dat sosiale media die liefde laat taan	<a href="#">Netwerk24</a> (13 Feb)
Prof Cas Wepener	Practical Theology and Missiology	Kiekies: van die konsistorie tot die kuberruim	<a href="#">Vrye Weekblad</a> (13 Feb)
Prof Lizette Rabe	Journalism	En nou is dit eko-angs ook!	<a href="#">Beeld</a> (15 Feb)
Dr Jeanette de Klerk-Luttig	Moral Leadership	Orde in die hof! Die plek is vuil en onnet	<a href="#">Rapport</a> (16 Feb)
Prof Johann Kirsten	Bureau for Economic Research	Land Bank troubles are another cloud over reform	<a href="#">Business Live</a> (16 Feb)
Karen Truter	Master's student (Agronomy)	Is sosiale media die 5de wiel aan die liefdeswa?	<a href="#">Netwerk24</a> (17 Feb)
Dr Wilhelm Verwoerd	Historical Trauma and Transformation	FW de Klerk saga: facing the dehumanisation of apartheid	<a href="#">News24</a> (19 Feb)
Prof Michael le Cordeur	Curriculum Studies	Robotics good news, but learners must first be able to read	<a href="#">Daily Maverick</a> (19 Feb)
Mareli Swart	BA (Language and Culture) student	'Jy nie vir ander kan lief wees as jy nie vir jouself lief is nie'	<a href="#">Netwerk24</a> (20 Feb)
Dr Chris Jones	Moral Leadership	Yearning for social justice	<a href="#">Cape Argus</a> (20 Feb)
Prof Nico Koopman	Vice-Rector: Social Impact, Transformation and Personnel	Overcoming resistance to social justice	<a href="#">News24</a> (20 Feb)
Dr Chris Jones	Moral Leadership	Minder mense, meer hoop	<a href="#">Netwerk24</a> (20 Feb)
Dr Francois Cleophas	Sport Science	SA school sport was better in the bad old days. What to do about it	<a href="#">City Press</a> (21 Feb)

### Columns (12 Nov 2019 to 24 Feb 2020)

<b>AUTHOR</b>	<b>FROM (environment or division)</b>	<b>HEADLINE</b>	<b>PUBLICATION (click for article)</b>
Prof Johan Fourie	Economics	Why the wrong people often get promoted	<a href="#">Finweek</a> (21 Nov)
		Klimaat: Omgewing moet juis deel van mark word	<a href="#">Rapport</a> (24 Nov)
		Where are the US-trained African economists?	<a href="#">Finweek</a> (12 Dec)
		Kom ons probeer oop-oog-optimisme	<a href="#">Rapport</a> (22 Dec)
		Nasionalisering van Reserwebank kan ramspoedig wees	<a href="#">Rapport</a> (19 Jan)
		Economic growth: what we know and don't know	<a href="#">Fin24</a> (5 Feb)
		Working with, not against, machines	<a href="#">Fin24</a> (13 Feb)
Prof Amanda Gouws	Political Science	Mabuza blaas homofobie aan	<a href="#">Netwerk24</a> (19 Nov)
		Het Grondwet dan dit bedoel?	<a href="#">Netwerk24</a> (3 Dec)
		Die doodsondes van ons politiek	<a href="#">Netwerk24</a> (31 Dec)
		Kapitalisme: Te veel of te min?	<a href="#">Netwerk24</a> (14 Jan)
		Bekyk situasies eerder holisties	<a href="#">Netwerk24</a> (28 Jan)
Dr Jan Greyling	Agricultural Economics	SA verdien jong vroue in politiek	<a href="#">Netwerk24</a> (11 Feb)
		Mielies plant teen 20 km/h?	<a href="#">Landbouweekblad</a> (20 Dec)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for article)
Prof Jonathan Jansen	Educational Psychology	Race and kids 101: how to raise them to save SA	<a href="#">Times Live</a> (14 Nov)
		Rant all you want, but that varsity rejected your child for a good reason	<a href="#">Times Live</a> (21 Nov)
		Complaints about difficult matric exam papers are not adding up	<a href="#">Times Live</a> (28 Nov)
		Crass language chauvinism makes Afrikaans speakers their own worst enemy	<a href="#">Times Live</a> (5 Dec)
		Dear Cyril, here's how to be a load-shed leader	<a href="#">Times Live</a> (12 Dec)
		Degrees of separation: two very different varsities are a study in change	<a href="#">Times Live</a> (19 Dec)
		Halala or hogwash: schools of thought on matric	<a href="#">Times Live</a> (9 Jan)
		Giving ill-starred smart kids a helping hand is a no-brainer	<a href="#">Times Live</a> (16 Jan)
		Enoch was by no means the first to drown, so what's really going on?	<a href="#">Times Live</a> (23 Jan)
		As the Parktown tragedy proves, SA really can embrace refugees	<a href="#">Times Live</a> (30 Jan)
		UKZN: It's terrible seeing a varsity die, especially as it was preventable	<a href="#">Times Live</a> (6 Feb)
		Truth is, there are no genes for race	<a href="#">Times Live</a> (13 Feb)
		Racket science: how cheating SA academics snaffle research millions	<a href="#">Times Live</a> (20 Feb)
		Prof Nico Koopman	Vice-Rector: Social Impact, Transformation and Personnel
Alleen kan ons beslis nie hondhaaraf maak	<a href="#">Netwerk24</a> (27 Nov)		
Oom Jaap versinnebeeld versoening	<a href="#">Netwerk24</a> (18 Dec)		
Die Gees gee jou krag as jy só uitgeput is	<a href="#">Netwerk24</a> (15 Jan)		
Bonhoeffer is steeds die gom van eenheid	<a href="#">Netwerk24</a> (22 Jan)		
Een mens se dade kan wel 'n verskil maak	<a href="#">Netwerk24</a> (12 Feb)		
Apartheid was verkeerd – nie net oor gevolge	<a href="#">Netwerk24</a> (19 Feb)		
Prof Reggie Nel	Dean: Theology	Ons moet nou ontdek hoe om saam te leef	<a href="#">Beeld</a> (5 Feb)
Prof Anton van Niekerk	Philosophy	Nuwe soort imperialisme?	<a href="#">Netwerk24</a> (12 Nov)
		Demokrasie hef soms 'pryse'	<a href="#">Netwerk24</a> (26 Nov)
		Staaak onsin oor dié 'swaarkry'	<a href="#">Netwerk24</a> (10 Dec)
		Kersfees op 'n ligblou spikkel	<a href="#">Netwerk24</a> (24 Dec)
		Waar trek jy die morele streep?	<a href="#">Netwerk24</a> (21 Jan)
		Stop dadelik alle ontgroening	<a href="#">Netwerk24</a> (4 Feb)
Pad van selfvernietiging	<a href="#">Die Burger</a> (18 Feb)		

<b>AUTHOR</b>	<b>FROM (environment or division)</b>	<b>HEADLINE</b>	<b>PUBLICATION (click for article)</b>
Dr Leslie van Rooi	Senior Director: Social Impact and Transformation	Skielik was die US nie meer 'n plek wat uitsluit nie	<a href="#">Netwerk24</a> (5 Dec)
		Ons slawegeskiedenis is nader as wat ons dink	<a href="#">Vrye Weekblad</a> (13 Dec)
		Die menswees, hierwees en saamwees van Kersfees	<a href="#">Netwerk24</a> (26 Dec)
		Gradeplegtighede en die toekoms van ons land	<a href="#">Vrye Weekblad</a> (3 Jan)
		Plaaslike regering grootste toets vir ons demokrasie	<a href="#">Netwerk24</a> (16 Jan)
		As jy vir die laaste keer jou kind se bed opmaak	<a href="#">Netwerk24</a> (6 Feb)

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