Terms of reference of the Institutional Transformation Committee of Stellenbosch University March 2019

1. Establishment and Composition
1.1. The Institutional Transformation Committee consists of the following representatives:

- one representative from each of the Faculties (10) and each of the Responsibility Centres (RCs) (6), and other staff forums as from time to time determined by the ITC. Representatives from Faculties and RCs and other environments are selected by their respective environments;
- two (2) representatives of the Student Representative Council (SRC);
- two (2) representatives from the Student Institutional Transformation Committee (SITC)
- A (1) representative of the Institutional Forum (IF);
- where applicable, representatives serve as chairs of transformation committees in the various environments.

1.2. The following representatives are ex officio members of the ITC (5):
- the Vice-Rector for Social Impact, Transformation and Personnel (as chairperson);
- the Senior Director for Social Impact and Transformation;
- the Director/Head of the Transformation Office;
- the Director for Employment Equity;
- the Director/Head of the Equality Unit.

2. Terms of office
2.1. The following terms of office apply:
- the term of office of a representative member of the ITC, except a member of the SRC, is 3 (three) years or otherwise determined by Faculty/PASS specific processes;
- the term of office of the SRC representatives is 1 (one) year aligned to the term of this student body;
- after the mentioned period environments must select a new representative/confirm the current representative. representatives must be selected/confirmed by the various environments, in consultation with the Dean/RC Head;
- all vacancies are filled by the specific environments;
- although the ITC has the right of co-option to ensure that all staff categories are represented in the committee this representative function can best be fulfilled in the respective faculty and RC committees. In this regard the specific knowledge and skills of individual can be considered.

2.2 As from time to time needed, other members of the Rectorate, Deans and other senior managers, as well as other representative bodies, can be invited to attend meetings of the ITC.

3. Powers and Functions
3.1 the ITC is mandated by the Rectorate and reports at least twice per annum to this body. However, reporting to the rectorate should preferably happen after every meeting of the ITC. This reporting does not exclude regular interaction/engagements with the Rectorate by the ITC or the Transformation Office;

3.2 besides regular reporting the ITC may also submit special reports relating to specific issues of

importance for discussion by the Rectorate.

3.3. ITC representatives are responsible for sharing relevant information to faculty and RC committees for transformation. As needed, committees can share information via the representatives to the ITC;

3.4 the ITC advances Vision 2040 and the Strategic Framework 2019-2024, the SU Transformation Plan as well as the implementation of the transformation imperatives of environmental plans of Faculties and RCs;

3.5 the ITC supports the Transformation Office in regularly revising the Transformation Plan (TP) of the University;

3.6 the ITC supports the faculty and RC committees in ensuring that the Transformation Plan (TP) is an accessible and illuminating instrument that envisions, guides, directs, coordinates, advances, facilitates, and empowers transformation processes at the University, and that the TP facilitates the development of assessment criteria for the progress with transformation;

3.7 Aligned with institutional processes, the ITC supports the Transformation Office in developing Key Performance Areas (KPAs) and Strategic Management Indicators (SMIs) for Transformation;

3.8 the ITC monitors and reports (internally) on progress with regard to the transformation targets;

3.9 aligned with the advancement of the Transformation Plan, the ITC plays an advocacy and advisory role with regard to transformation matters in relation to the Rectorate, the Transformation Office, the Senior Director for Social Impact and Transformation and the Vice-Rector for Social Impact, Transformation and Personnel;

3.10 further to this, the ITC is used as a consultative body by the Rectorate, the Transformation Portfolio, the IF, the appointments committee of Senate, Faculties, RCs and other environments. This applies to ongoing processes as well as crises that might from time to time arise;

3.11 When urgent consultation is needed by the Rectorate and other relevant structures, the ITC will call together a contingency committee to deal with immediate challenges. The committee will consist of the following:
- The Senior Director: Social Impact and Transformation (convener)
- the Director/Head of the Transformation Office
- two (2) Faculty representatives[1]
- one (1) PASS representative
- one (s) student representative

3.12 the ITC proposes interventions with regard to progress with transformation imperatives as part of its advisory role to the Rectorate. This can also apply to advice and support provided to the various faculty and RC committees;

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[1] The Faculty and PASS representatives will be invited on the basis of their expertise and the specific invitees will thus be linked to the nature of the challenge/crisis.

3.13 the ITC informs transformation related policies and influences relevant decision-making processes and serve in relevant institutional bodies/structures. In this regard environments will engage with the Transformation Office and the ITC in formulating and formalising relevant policies;

3.14 the ITC informs the agenda of the annual Transformation Indaba;

4. Chairperson and meetings
4.1 the Vice-Rector for Social Impact, Transformation and Personnel serves as Chairperson of the ITC;

4.2 the Director of the Transformation Office as secretariat;

4.2 the ITC meets at least four times per annum;

4.3 special meetings of the ITC can be called by the chair of the committee.

Addendum A
Proposed ITC agenda structure

In order so support the working procedure of the ITC as well as to guide reporting to the various structures the following agenda themes are proposed:
First meeting
- Formal feedback (reporting) and open discussion on Employment Equity and Equality (People)
Second meeting
- Formal feedback (reporting) and open discussion on Universal Access and Visual Redress (Places)
Third meeting
- Formal feedback (reporting) and open discussion on Student Access and Wellness (People)
Fourth meeting
- Formal feedback (reporting) and open discussion on programme renewal and decolonization in the curriculum (Programmes)

Further to this the agenda of the ITC remains open. As from time to time needed the ITC will have special meetings as well as strategic planning sessions.