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1918 - 2018



MATIES
SPORT

2018

ANNUAL REPORT

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EXECUTIVE SUMMARY

MATIES SPORT **ANNUAL REPORT 2018**

CHIEF OPERATING OFFICER: STELLENBOSCH UNIVERSITY

PROF STAN DU PLESSIS

2018 was an outstanding year for Stellenbosch University and for Maties Sport. In the University's Centenary year Maties Sport had much to celebrate both on and off the field with memorable results for our teams, for individual athletes and recognition for our administrators and coaches across a wide range of sport codes. The annual Awards Evening at the end of 2018 showcased these many fine achievements and this report provides greater detail across the many sport codes where Maties competed proudly.

Apart from nurturing our SA's future sport stars, Maties Sport has a clear focus on the holistic development of Stellenbosch students, including a non-negotiable commitment to academic success and to provide the support student athletes need to excel academically. In addition, the emphasis on advocating a healthy lifestyle among all students and staff helps create a cohesive and engaged SU community. Maties Sport has also assumed a position of leadership in staff and student transformation and their commitment to representative sport teams contribute to institutional transformation and the sustainability of the University.

In 2018 the University adopted Vision 2040 and SU's Strategic Framework 2019–2024. The University's new vision commits SU to becoming Africa's leading research intensive university, globally recognised as excellent, inclusive and innovative, where we advance knowledge in service of society. We clearly see the strategic role of Maties Sport as we read about SU's mission to attract outstanding students, employ talented staff and provide a world-class environment; a place connected to the world, while enriching and transforming local, continental and global communities. Organised sport has connected communities for thousands of years and we have a proud tradition thereof in Stellenbosch, especially

as we aspire to a transformed and inclusive South African society to take our rightful place in the world.

Maties Sport will be central to the success of SU's new strategic framework with its six Core Strategic Themes: a transformative student experience, employer of choice and purposeful partnerships and inclusive networks.

In this report you will see how Maties Sport is already supporting these core strategic themes and how they are preparing to provide extra momentum to that effort in the years to come.



CHIEF DIRECTOR: MATIES SPORT

ILHAAM GROENEWALD

2018 has been a challenging year in many regards: the loss of a long-term sponsor and the worst drought in the Western Cape in 100 years pushed all stakeholders to dig deep.

Thankfully, the team across the board demonstrated what makes Maties Sport exceptional – winning strategy, tenacity, creativity, ingenuity and true grit dedication and determination.

By mid-year our fields were able to open for play and our fans returned to Coetzenburg to cheer on our champion student athletes. The long-awaited Coetzenburg Stadium refurbishment was completed, as was an upgrade of our Lentelus sports fields and club house. Our sports residence, Huis Neethling, continued to provide a nurturing home from home for our High Performance rising stars.

2018, the 100-year anniversary of Stellenbosch University was also a time of reflection as we gathered to formulate and refresh strategies and plans for the next five years. Looking back on the past five years, we can be extremely proud of how Maties Sport has achieved its goals and answered to its mission and vision.

Sport will remain one of the most valuable parts of the media and entertainment industry globally for years to come. In an increasingly digitised world, it has not only resisted the value drain of other types of content, but it also appears to be providing significant growth opportunities in the future.

For universities, corporates in the business of sport, leagues, clubs, and sponsors, tackling strategic and operational challenges will help extract the most value and build a sustainable business going forward. Maties Sport, with Vision 2019-2024 will be future ready to continue our journey of excellence.

The outcomes presented in this report are noticeable - in the rapid increase in participation numbers, in the overall growth and in the success of new high performance sport unit, competitive and recreation activities - presenting us with the opportunity to secure our future as a national brand.

We want Maties Sport to remain one of the strongest brands among higher education institutions, with our clubs thriving through participation at all levels. The hard yards have been done and the platform for expansion put in place.

I look forward to continuing my leadership with such an amazing Maties Sport team; supportive institutional leadership; and to making a difference, thus also contributing towards our country's sporting performance.



STRATEGIC OBJECTIVES

The development of the Maties Sport Vision, Mission, Strategic Objectives and Values, derived from the university's Institutional Intent & Strategy (ISS), was key in redefining the Maties Sport strategy that ultimately emanated to the development of a business plan, modelled on the Strategic Framework for Maties Sport, approved by the SU Council in June 2014 and resulting in the appointment of the Chief Director position.

The vision shared at the time, focused on the following key areas:

- Shaping the campus community
- Engaging the public
- Future readiness
- Sport without limits
- Sport as a language to support diversity
- Planning for success: developing and sharing best practice

The above were supported by strategies that fitted well within the different operational units. Annually the Maties Sport team meets to discuss the strategic plan for the coming year. This is a platform where all the Sport Managers and Unit leaders can give input to influence the strategic direction of Maties Sport. For the period 2014-2018 eight strategic planning sessions and change management workshops were held for staff to enable them to adapt to the new vision of Maties Sport.

The establishment of the Maties Sport Senior Management Team and the Sport Manager's monthly meetings contributed to the successful, high-quality sport administration and management support for competitive sport, recreation, active lifestyles and events.

Past workshops have covered Industry Driving Forces, Key Success Factors, Core Competencies, Opportunities, Brand Personality, Vision and Strategy, High Performance Teams (Strengths Finder, Five Dysfunctions, VISA for Organisations), Change Management, Value Proposition, Business Model Design, Innovative Thinking, Risk Management, Execution Drivers, Devising Metrics, and Customer Journey Mapping.

Keeping these past learnings in mind, it was decided that the 2018 workshop would focus on four aspects:

- Celebrating our Diversity;
- Becoming Lean and Mean;
- Stakeholder Management; and
- More Touch Point Innovation.

The 2018 workshop intended to consolidate and evaluate 2018, and formulate the challenges for 2019. Our focus on lean management and stakeholder relationship management has provided new lenses through which all clubs and divisions can view their activities from new perspectives.

According to the feedback and deliberations to date, it is evident that Maties Sport has come a long way to lay the foundation of a value-based sports movement in higher education. Improvement on performance levels in chasing strategic objectives is encouraging. Trust in the team and internal communication and relationships have also improved.

Strategic Objectives and alignment to the SU Institutional Strategies. Maties Sport is organised to fulfil its value potential through alignment of all eight of its strategic objectives to SU Institutional Strategies.

SU Institutional Strategies	Alignment of Maties Sport 8 Strategic Objectives
Broadening Access	1. Increase participation in recreational sport.
Maintaining Excellence	2. Achieve a dominant position within focus sports at Tertiary, Regional and National level. 3. Increase the percentage of competitive sportsmen and sportswomen who achieve academic success.
Social Impact	4. Build social capital.
Internationalisation	5. Develop world-class sportsmen and women.
Campus Renewal	6. Deliver an excellent tertiary sport experience.
Systemic Sustainability	6. Deliver an excellent tertiary sport experience. 7. Expand the academic footprint and explore the presentation of different academic offerings.
Systemic Transformation	8. Increase the SU diversity profile.

EXCELLENCE REWARDED

Maties Sport Awards

The annual Maties Sport Awards evening highlighted student athletes' achievements over the year. Hockey player Ammaarah Hendricks and rugby player Duncan Saal were named Maties Sport's Sportswoman and Sportsman of the Year for 2018, while Christian Sadie was named Parasport Sportsman of the Year. Karin le Roux, who coaches Parasport athletes such as Zanele Situ and Kerwin Noemdo, is the Coach of the Year for individual sport while rugby coach Hawies Fourie is the Coach of the Year for team sports. After winning the Varsity Cup, USSA and WP Super League A competitions, the Maties Rugby 1st team is the team of the year while the Maties Rugby Club is the Club of the Year.

A total of 52 students were awarded full colours which meant they represented South Africa at international level, while 105 students were awarded half colours. These are students who were selected for provincial teams.

Rector's awards

Nine student-athletes received the Rector's Award for Excellent Achievement in Sport in October. They are Charmaine Baard (Netball); Stephanie Brandt (Netball); Emma Chelius (Swimming); Lwazi Madi (Water Polo); David Bedingham (Cricket); Nicky Giliomee (Cycling); Jacques Lloyd (Cycling); Keenan Horne (Hockey) and James Murphy (Sevens rugby).

Media Excellence Award

Stellenbosch University hosted its inaugural Media Excellence Awards in October and Maties Sport was

one of the recipients in the Newsmaker category – this category honoured entities at the University that ensured a great deal of media coverage.

Academics

Several Maties Sport athletes graduated in March, including World Parasport Champion Dyan Buys, SA Water Polo player Lwazi Madi, FNB Maties' Varsity Cup flyhalf Chris Smith and Maties netball player Charmaine Baard.

Bursaries

Two Maties athletes were named the first recipients of the Bettie Harmsen Scholarship. The late Bettie Harmsen, born Buitendag, was a keen athlete and Stellenbosch University graduate who received her BSc Honours in Medical Biochemistry in 1989. The family has committed to donate \$10 000 per year for a minimum of ten years. Justine Palframan and Gardeo Isaacs share this scholarship in 2018.



OPERATIONAL UNITS

The purpose of the Maties Sport High Performance Unit is threefold

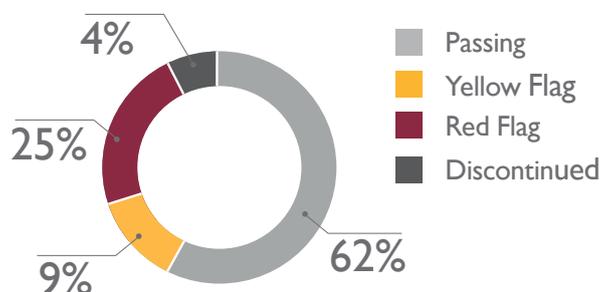
- To develop a programme in which Stellenbosch University can serve as a sustainable feeder of at least 20-30% of the athletes to compete at recognised competitions such as Commonwealth Games, Olympics, Paralympics, World Student Games and World Championships in their respective sport codes.

In 2018, Maties Sport student athletes competed internationally at:

CUCSA Games 2018 – 5 students and 2 staff members were part of Team SA at the games hosted in Gaborone, Botswana.

Commonwealth Games 2018 – 6 students and 2 staff.

PACER ACADEMIC MONITORING - 1ST SEMESTER 2018 (N=258)



World Championships 2018 – A total of 17 Students participated in 8 different World Championships.

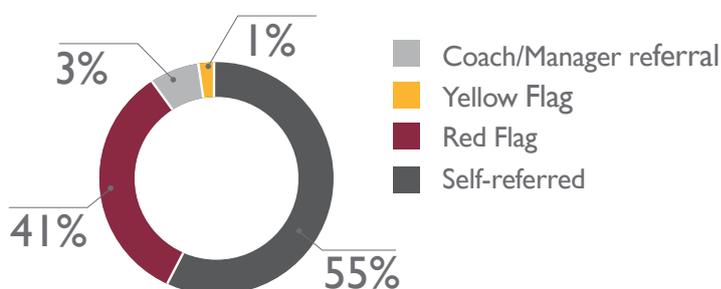
- To develop Student Athlete education programme that empower them to become active agents in their own training and competition.

In this regard, the HP Pacer programme in which all student athletes in the HP teams participate, continued to contribute towards their success in academics.

- Establish one or more sport “centres of excellence” in collaboration with an external partner and/or a sport federation.

In 2018 MOUs was signed with the following federations: Tennis South Africa and Swimming South Africa.

PACER 2018: PERFORMANCE LIFESTYLE COACHING (PLC) REFERRALS



HP Sport Bursaries

Financial Distribution of HP Sport Bursaries

	2018	
BCI	R 4,228,445.00	59%
White	R 2,930,359.00	41%

Number of HP Bursaries distribution

	2018	
BCI	115	49.7%
White	116	50.3%

HIGH PERFORMANCE

PACER Programme

The PACER programme was introduced in 2015 with the aim of empowering high performance (HP) student athletes through developing personal attributes that have shown to be significant in holistic optimal performance, namely: Persistence; Authenticity; Community Awareness; Empathy and Resilience.

A dynamic approach to programme evaluation and development has been used to implement effective interventions in three main contexts of HP students' lives: Academic performance; Holistic personal well-being and support for HP sport development; and Community awareness and support for community interaction.

Contextual Objectives of the PACER Programme

Academic Performance

- To enhance the academic progress of the student athlete towards intellectual development and graduation by assisting student athletes to respond positively to unique challenges of achieving goals for both academics and HP sport.
- To celebrate academic success (incentive/ recognition plan for academic performance, work with media relations and marketing to suggest ways to better publicise and promote the academic successes of student athletes).
- To assist those student athletes who need some additional support, development and encouragement to bring them up to par for optimising their potential.
- To identify current student athletes who may be candidates for postgraduate study and encourage them to apply for admission timeously.

Holistic Personal Well-being and Support for High-Performance Sport Development

- To complement the IMAS HP training programme by targeting the development of those academic skills and personal attributes that will allow them to achieve their potential as both students and athletes.
- To facilitate a scientific understanding of the process of sport performance enhancement in a university setting for each student athlete to become an active agent in his/her own HP training programme.
- To support the development of a well-balanced lifestyle for student athletes, encouraging wellness (intellectual, emotional, social, physical, spiritual and occupational), which includes personal growth and thinking and decision-making skills
- To facilitate the development of HP coaches' understanding of the academic, sport performance, community involvement and personal challenges of being a student athlete in a university context.

Community Awareness and Support for Community Interaction

- To promote service as an instrumental part of the student athlete experience by involving the student athlete in service within both the campus community and the broader community.
- To encourage student athletes, teams and Maties Sport clubs to identify and assist with the implementation of sustainable community interaction projects.



OPERATIONAL UNITS

The line management for CHPS was shifted in 2015 to Maties Sport (Chief Director Ilhaam Groenewald). Under her leadership for the next four years, the focus was on sustaining academic productivity while refining the focus of CHPS and re-aligning its vision, mission and structure in anticipation of its evolution to become a new Centre for Sport Leadership located within Maties Sport.

New Mission

- To systematically strengthen the academic foundation for pursuing excellence in research and learning and teaching in sport leadership.
- To increase the degree of collaboration, cooperation and joint venture activities among individuals, departments and other entities within the University who have expertise relevant to research and learning and teaching in sport.
- To actively engage in social impact activities in cooperation with Maties Sport, with special attention to becoming an active role player in the development of sport in South Africa.

- To cultivate inter-institutional connections and partnerships in order to position the Centre as a leading research and learning centre in its field in Africa.

Structure of the emerging Centre for Sport Leadership

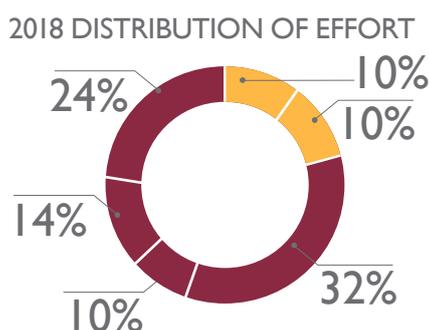
The projects, activities and publications of the Centre target eight different “impact areas” within two different Themes: Thought Leadership (focused on academic research that can be applied to help inform decision-making about the challenges encountered by sport leaders) and Sport for Development (focused on the study of professional projects and capacity building in relation to the implementation of sport programmes with social impact).

Thought Leadership
Research & Innovation
Policy & Governance
Economic Aspects
Cultural, Social & Historical Aspects

Sport for Development
Talent Identification & Development
Youth Development through Sport
Transformation & Equity Issues
Capacity Building

The charts describe how the Centre has distributed its efforts (publications, workshops, presentations, seminars, etc) over the past four years according to its eight focus areas.

DISTRIBUTION OF EFFORT AMONG THE FOCUS AREAS WITHIN CHPS (MOVING TOWARD A CENTRE FOR SPORT LEADERSHIP)



Sport for Development 2018
Talent ID and Development
10% Positive Youth Development through Sport
10% Transformation & Equity Issues
Capacity Building

Thought Leadership 2018
32% Research & Innovation
10% Economic Aspects
14% Policy & Governance
24% Cultural, Social & Historical Aspects

CENTRE FOR HUMAN PERFORMANCE SCIENCE



An inspirational community interaction programme, where students and Maties Sport Clubs assist in getting sport resources into local communities, especially to support schools, has been running for two years and has cemented Maties Sport within the community.

The Maties Sport Community Interaction activities focus were about encouraging more children and young people to maximise their participation in sports through the School Holiday Sport Development Programmes (April, June, September and December), Varsity Cup, Varsity Sports, Mandela Day celebrations, Women's Day celebrations and other high-profile sporting events hosted at Coetzenburg.

During this period 8 000 community members ranging from schools (primary and secondary), sport clubs, community youth structures and pensioners participated in the different Maties Sport programmes run by the Community Interaction Unit or by the sport clubs who run sport development programmes individually through the year.



OPERATIONAL UNITS

OVERVIEW

The first of its kind in tertiary institutions, the Recreation and Active Lifestyles Unit (RALU), was formed in 2014 to promote wellness through sports-orientated events that encourage staff and students of Stellenbosch University who are not engaged in formal codes to improve their physical wellbeing and to pursue active lifestyles.

RALU works towards creating inclusive environments where differences are celebrated.

HIGHLIGHTS 2018

Welcome Festival

RALU up-sized its welcome to a festival on the Coetzenburg B field for 5000 newcomers and included the Societies Fair. This is only second to Vensters on the “must attend” activities on the newcomers calendar.

Neelsie Club Open Day

Eleven Maties Sports high performance and recreation sport codes participated in an Open Day at the Neelsie alongside the Societies Fair where each club was able to recruit members, gather more sign-ups and share information with students and staff.

Open Day

Maties Sport took the opportunity to reach prospective students at the annual University Open Day. Audio-visual material and the inclusion of the Pokkel mascot and cheerleaders provided a drawcard to the stand.

Matie Games

In 2016 and 2017 the Fees Must Fall movement put paid to Maties Monday Madness activities. However, this was replaced with Maties Games. For the centenary year, we called it Centenary Games. These games/activities included sand rugby, fast fives netball, futsal and quad cricket were played Monday to Thursday from 19H00 to 21H00. These are pure games - no referees or umpires or structure. They served as a RALU Residence League

Tri-Campus Sports Day

To bolster relations between the three major Stellenbosch campuses (Stellenbosch Main, Tygerberg and Saldanha), RALU provided logistical support to the SRC Sport Manager and Student Sports Committee Tri-Campus Tournament that is now an annual tradition.

International Day of University Sport

The International Day of University Sport, as proclaimed by UNESCO, annually takes place on 20 September. In 2017, this coincided with the 2017 Intervarsity tournament, as well as the SU International Office Africa Global Week.

Relationships were established during this time with SU International, African Students Board, Alumni office, SRC and Pulp Cinema. The week included film screenings of African sports participants excelling on the global platform, celebrations of the International Day of University Sports and various activities such as Rocket Launchers, Zorb balls and Ball Pit Social Experiments.

Ball Pit & Social Experiments

The opportunity to connect with “strangers” rarely presents itself, and as such RALU hosted several instalments of the Ball Pit Social Experiment across campus. Thematically designed to coincide with campus events such as exams or silly season, the ball pit allows anyone to participate and to ask a fellow staff member or students pre-written questions regarding sports, their experiences and their perspectives.

ESPORT League

In collaboration with Cluster Convenors and local Stellenbosch-based company, ACGL, the ESPORT tournament was developed - one of RALU's most successful events to date.

The online platform provided interested parties with up-to-date and relevant information and kept logs of the performance. The online website can be found at: <https://acgl.co.za/maties>

In 2018 the tournament was held from July to October and introduced 2 new titles CSGO and DOTA. The finals for the FIFA tournament was on the Neelsie Wooden Deck and broadcast on the big screen. The finals for DOTA and CSGO was held at the MWEB Games cave.

RECREATION AND ACTIVE LIFESTYLES



OPERATIONAL UNITS

Maties Sport boasts a beautiful mountain-view and multi-purpose sport campus in Coetzenburg which is located in the heart of Stellenbosch in the Cape Winelands.

The Events Unit supports Maties Sport and its clients with the efficient hosting of events, camps, clinics, tournaments and conferences at a world class university with sought after facilities by limiting the risks of hosting through effective and efficient management and compliance in alignment to Maties Sport strategic objectives and SU Institutional Strategies.

The position of Stellenbosch University as a relevant and inclusive institution in a regional, national and international context includes the recognition that the hosting of both internal and external events by the Events Unit at Maties Sport can serve as a central component in the value proposition of the University:

Excellence

Excellence in this context refers to all aspects of event hosting and compliance and also includes the efficient administration of sporting and cultural events; tournaments; camps, clinics and conferences.

Holistic Development

Event hosting at Stellenbosch University creates an opportunity for students to volunteer their services and at the same time gives them the exposure to event management which contributes to a holistic and well-balanced education.



Inclusion

Events hosted at Maties Sport include a wide range of customers, namely schools, the community, alumni, government institutions and sporting federations which indicates that the events unit at maties sport has an all-inclusive approach when it comes to event management and hosting.

Major Events Hosted 2018

- Wine Festival 2018
- Woordfees Festival and Carnival 2018
- UCI Mountain Biking World Cup Championships 2018 – An international competition which was hosted for the first time in South Africa and broadcasted world-wide.

Federation National Competitions

- Swimming Grand Prix
- Mixed Marshall Arts Championships
- Tennis Tournament
- Curro Junior ITF & Digitacall Futures

Varsity Sports/ Varsity Cup

- Varsity Cup matches including the finals
- Varsity Hockey including the finals
- Varsity Netball 2018

USSA Tournaments

- USSA Cricket



EVENTS



MATIES SPORT IN THE GLOBAL ARENA

Athletics

Maties Athletics' Justine Palframan travelled to London in July for the Athletics World Cup.

Chess

Maties Chess player Michelle Fisher received SA senior national colours and was selected to represent South Africa at the 43rd World Chess Olympiad in Batumi, Georgia.

CUCSA Games

Four Maties athletes and two Maties sport managers travelled to Botswana in June for the Confederation of University and Colleges Sports Associations (CUCSA) Games. Gardeo Isaacs won silver in the 400m. He and Wynand du Toit won gold as members of the 4 x 400m relay team. Zani Kruger won silver in the 1 500m, and Janke van Wyk won gold as a member of the 4 x 100m relay team. Maties student athlete Lerato Ngakane formed part of the South African basketball women's team to the CUCSA Games.

Commonwealth Games

Dyan Buis and Charl du Toit of Maties ParaSport added to South Africa's medal count at the Commonwealth Games in Australia in April by winning silver and bronze in the 100m item in the T38 class. Charl broke the world record in the T37 class. Reinhardt Hamman (T38) won a bronze medal in the shotput, while Maties swimmer Christian Sadie won silver in the 50m free style (S7) and a personal best time. Maties Swimming's Emma Chelius and Maties Hockey's Keenan Horne also represented South Africa while Maties Cyclist Tristan de Lange represented Namibia.

Cricket

Maties Cricketer Ryan Murray received his first international cap playing for Zimbabwe against Pakistan.

Cycling

Two members of the Maties Cycling club – Max Sullivan and Jacques Lloyd – were selected to represent USSA at the World University Cycling Championships (WUCC) in Portugal in July/August.

Football

Janice Smith (non-student) joined the Banyana-Banyana squad in August. Maties Sport footballer Craig Walters was named captain of the USSA u21 team that was crowned the champions of the SA Football Association's SAB National u21 tournament in July, hosted by Kwazulu Natal.

Golf

Maties Sport's number one golfer Phillip Swanepoel was selected for the SA Student team and competed in a tournament in May, where the team finished second.

Hockey

Ammaarah Hendricks captained the SA u18 team in a series against Australia, which the South Africans won. She represented SA at the Youth Olympics. Five Maties – Andrew Hobson, Matthew Roman, Max Pike, Clayton Saker and William Eveleigh – were selected for the national u21 men's squad for the 2018 national senior men's inter-provincial tournament in August. Keenan Horne was selected for the senior World Cup Squad.

Multisport

Taryn-Maie Wille was selected to represent South Africa at the 2018 International Triathlon Union's cross triathlon world championships in Fyn, Denmark, in July.

Netball

Maties' u23 club coach Danlee Mathews and head coach Zanele Mgodana were named assistant coaches of the President's XII and Fast Five squad respectively. Players included in these squads were Stephanie Brandt, Jo Prins, Nichole Taljaard, Abeline Olivier, Claudia Jarrard and Charmaine Baard. Players included in the South African u21 squad were Sian Moore, Lauren Adendorf, Caleigh Stuart and Adri Uys. Earlier in the year, Maties Netball goal shooter Charmaine Baard signed a contract with Surrey Storm in England. Brandt and Taljaard were also selected for the SA Student Netball team that competed in the World University Netball Competition in Uganda. The team won silver.

Parasport

Kerwin Noemdo and Paralympian Zanele Situ had a successful Berlin Open Grand Prix meeting in Germany. Noemdo picked up bronze with an African-record 13,91 m in the F46 shotput. His African record saw him move up to number six on the world rankings. Situ took gold in the F54 javelin final, silver in the discus, and bronze in shot put. Sprinter Dyan Buis (T38) and javelin thrower Reinhardt Hamman (F38) also participated in Berlin, while Anruné Weyers (T47) and Charl du Toit (T37) participated at events in Paris and Tunisia.

Rugby

Five Maties Rugby players – Ben-Jason Dixon, Dan Jooste, Schalk Erasmus, Sazi Sandi and Leon Lyons – were selected for the Junior Springboks team that participated in the World Rugby under-20 championship in France. Three Maties – Impi Visser, James Murphy and Duncan Saal – were selected for the SA Students sevens team that competed in the World Student Sevens tournament in Namibia in July. The SA team won the tournament. Murphy was also selected for the Blitzbok team to play in the HSBC World Series tournament in Hong Kong.

Swimming

Apart from Christian Sadie and Emma Chelius' participation at the Commonwealth Games, the following swimmers were also chosen for national teams: Michelle Weber and Darren Minnies (non-students) were selected for the SA Senior Team to the Africa Open Water Championships while Eric le Roux (student) and coach Cedric Finch were selected for the SA Junior Team to the FINA World Junior Open Water Championships.

Water Polo

Lwazi Madi, Cameron Laurenson, Nicholas Downes, alumnus Lood Rabie and Jason Evezard were selected for the SA Senior Men's team to participate in the FINA World Cup in Germany in September. Christine Abrahamse and Georgia Moir were selected for the SA Senior Women's team for the FINA World Cup in Russia in September. Tasmin Waite was selected for the SA Junior Women's team to participate in the FINA Youth World Championships, held in Serbia in August/September.

International partnerships

Through the Centre for Human Performance Sciences (CHPS) an existing partnership with the University of Limerick continues to pursue multiple lines of academic inquiry relating to the sport of golf. A fledgling relationship with the Global Sport Institute at Arizona State University is also currently being developed along the theme of race and sport.



SUPPORT SERVICES

Eight key principles define Human Resource Management at Maties Sport:

- Adopt a "Fit for Purpose" approach
- Design with our "DNA" in mind
- Training & Development
- Focus on what can be controlled
- Governance
- Benchmarking
- Accentuate the informal
- Internationalisation

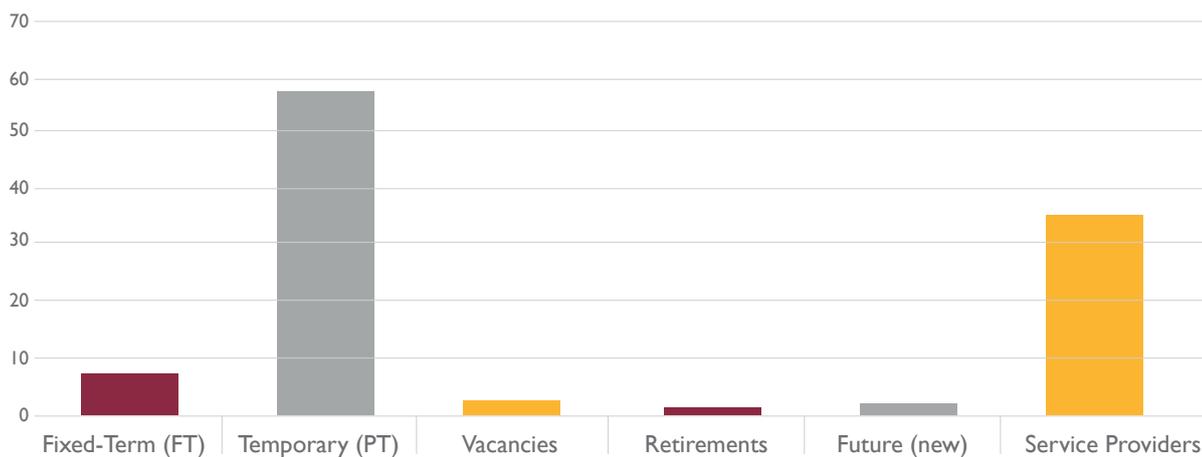
The retention of staff has been a major focus since 2014, considering all the changes within a short period and therefore the need for change management initiatives with the ultimate aim for a system of fairness, opportunity and stability. The need to create a more diverse space through

a new Employment Equity Plan, supported by a Transformation Plan with regard to our coaches was a priority and successfully achieved, with the exception of coaching staff where there is a need to recruit more BCIA and female coaching staff. The national landscape has quite a major influence on this, keeping this a work in progress.

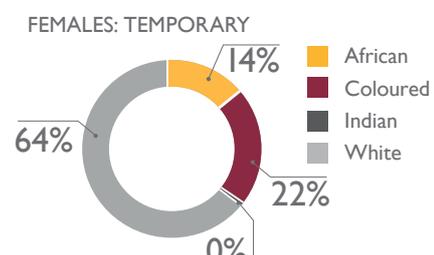
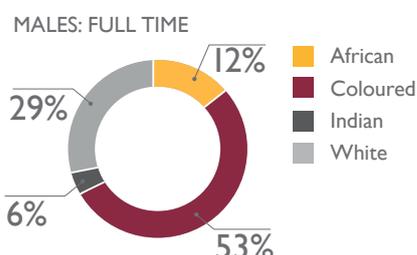
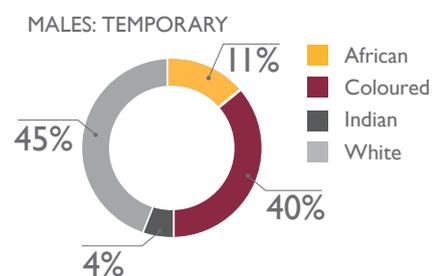
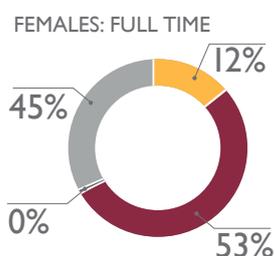
The Senior Management Team (SMT) role is to ensure ongoing implementation, monitoring, evaluation and reporting of our plan, with the support provided by SU Human Resources.

The following graphs exhibits the workforce profile of a 131 Maties Sport staff, including external contractors, however; the latter is not covered in the employment equity statistics graph.

WORKFORCE PROFILE



Employment Equity Profile



HUMAN RESOURCE MANAGEMENT



SUPPORT SERVICES

In alignment with the SU strategy, Maties Sport is committed to providing excellent sport facilities with sufficient capacity to provide access to all students and staff.

This goal was achieved through planned and proper facility maintenance, upgrading of existing facilities and the development of new facilities.

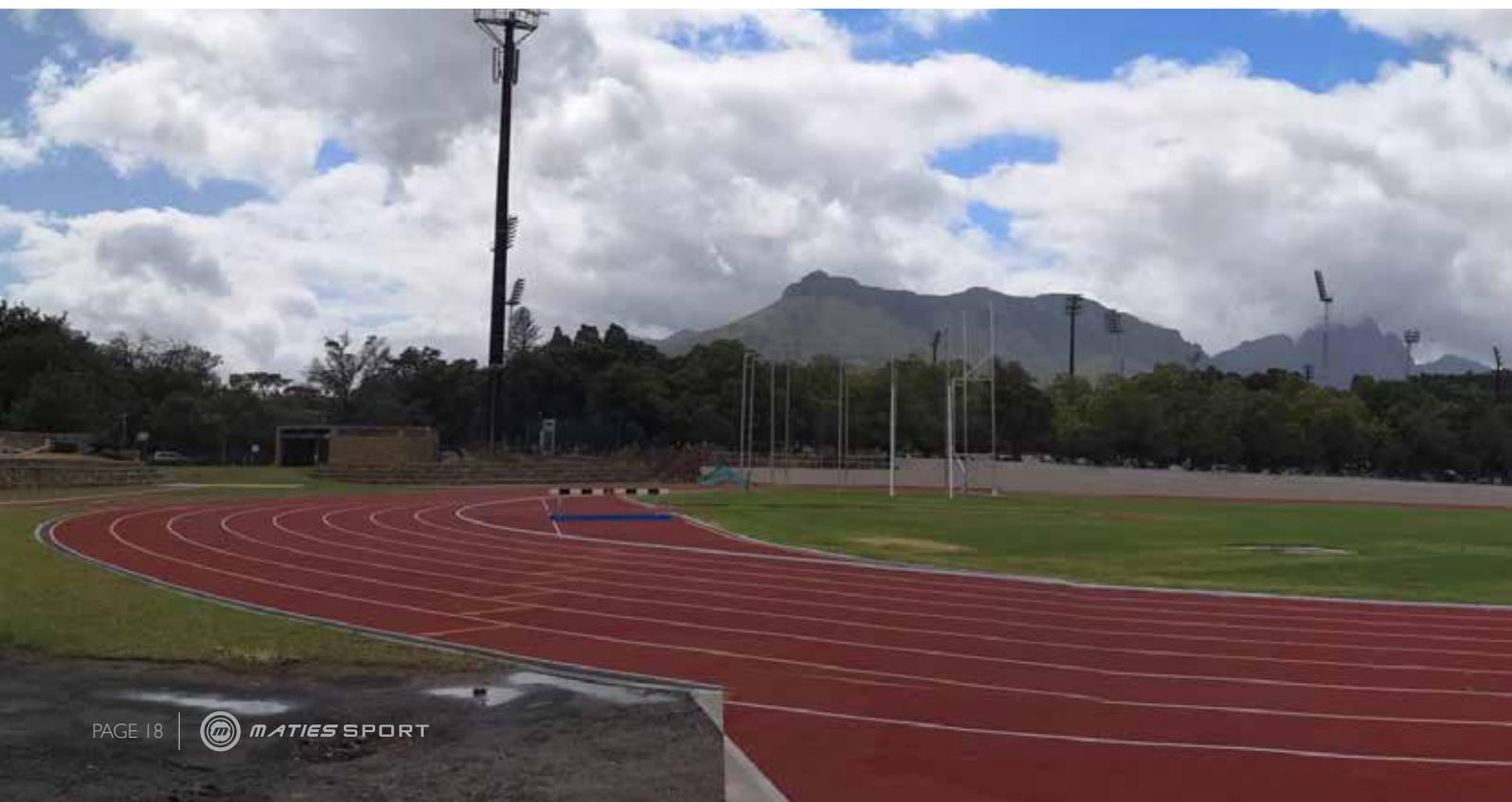
In addition to the focus on specific facilities, a master plan for Maties Sport was developed which forms part of the University's Master Plan for spacial development.

The worst drought in 100 years in the Western Cape put pressure on Coetzenburg in the first semester of 2018. Outdoor events had to be curtailed severely. However, with a reprieve mid-year, it was once again Game On!

- Coetzenburg Athletics Stadium which also caters for Football was handed over for use in the new season after a 2-year extensive upgrade of the artificial track, pavilion and all office and player facilities. State-of-the-art floodlights were also installed.
- The multipurpose Coetzenburg Centre that caters for Basketball, Badminton, Netball, Gymnastics, Indoor hockey & Futsal, was once again in high demand.

- The Hockey Astro Turfs and Club House turfs were upgraded through converting a sand-based turf to water-based field - which is now open the facility for international competitions.
- Lentelus Football Club house was refurbished to service the Astro turf field and five grass fields.
- Huis Neethling – Maties Sport's residence continued to provide a home from home to nurture student athletes socially, academically and to provide for the special needs of High Performance athletes.
- The Rugby B field was equipped with new floodlights, making Coetzenburg more accessible.

Residents included Olympian Justine Palframan and David Bedingham, a professional cricket player playing for Cape Cobras. Ten students from HN graduated in 2018: Palframan and Calvin Cornelius (Athletics), Sasha- Lee Peterson (Netball), Courtney Williams (Football), Iver Aanhuizen, Altus Momsen and Greco Nortje (Rugby), Aubrey Lawrence (Squash) and Keegan and Isma-eel Gafieldien (Cricket).



FACILITIES MANAGEMENT



STAFF NEWS

Leadership

Quintin van Rooyen, Maties Sport manager for rugby, was elected as the chairperson of USSA (University Sport South Africa) Western Cape in September.

Coaches workshop

Maties Sport hosted its inaugural Maties Sport High-Performance Coaches conference in July. According to Chief Director Ilhaam Groenewald, Maties Sport wants to equip the coaches of high-performance teams to take the university and ultimately South African sport forward. The aim of the workshop was to formulate a common vision and mission as well as common strategic objectives for the HP unit.

New appointments to strengthen HP Unit

Recognising the importance and value of technology in training high-performance student athletes, a new position was created in the HP Unit - Sport Technology and Training Innovations Manager. Grant van Velden was appointed to this position.

Christine Barnard was appointed Administrative Support: HP Unit while two Strength and Condition coaches were also appointed. Nico Koutakis is already a familiar face at Maties Sport, having served the HP Unit as an external service provider for several years, while Havillan Abrahams is new to the Maties Sport HP environment.

Apart from the three new staff members in the HP Unit, Andiswa Zwelibanzi was appointed as sport administrator for the Recreational and Active Lifestyles (RALU) Unit, while Andy de Bruin was appointed as accountant; and Shaun February with Maties Rugby.



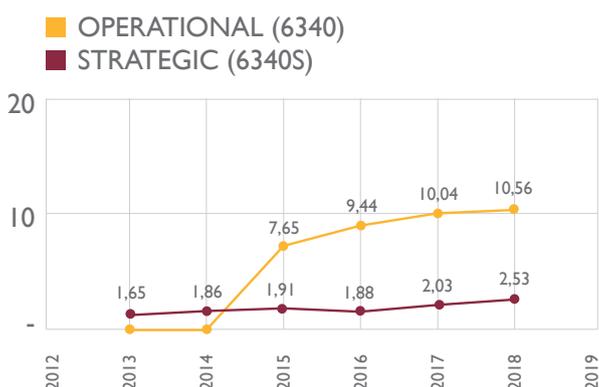
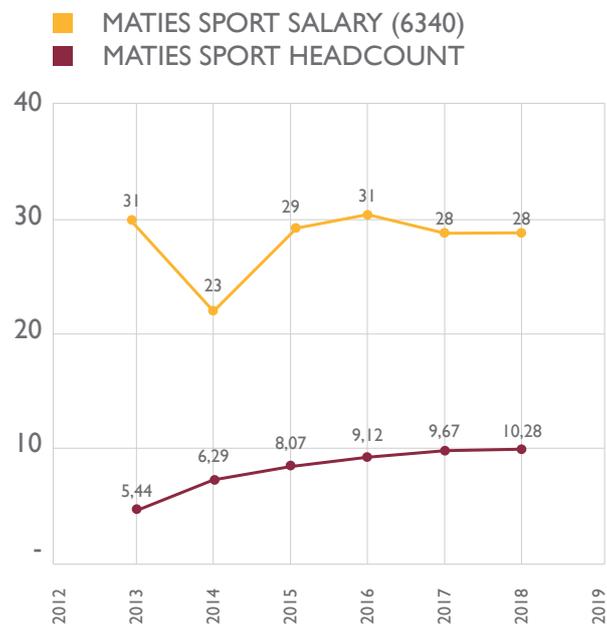
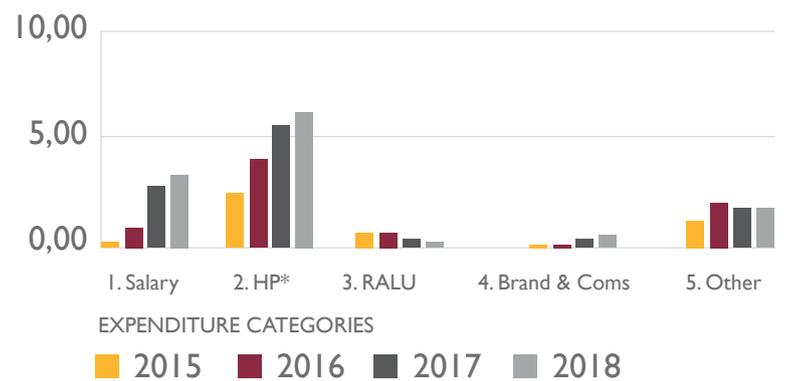
FINANCIAL MANAGEMENT

PROJECTS AND STRATEGIC INITIATIVES

The position, Coordinator: Projects and Strategic Initiatives, was created in 2017. This person is responsible for the design and implementation of systems to support the realisation of the objectives of a variety of strategic projects and activities within Maties Sport as identified by the Chief Director. These projects/activities will cut across all aspects of Maties Sport, to include the High Performance Unit, the Centre for Human Performance Sciences, the Recreation and Active Lifestyles Unit, the Events and Communication Unit, as well as support for community impact initiatives.

Budget R'M	
Total Strategic 6340S	10.56
1. Salary	2.77
2. HP*	5.89
3. RALU	0.61
4. Brand & Coms	1.20
5. Other	2.50
Budget surplus/(deficit)	(2.42)

STRATEGIC EXPENDITURE



Special Projects 2018

- Welcome Festival
- FISU/IWUS
- Varsity Sport competition
- Sports Awards
- UCI World Cup
- Intervarsity
- USSA
- Spatial Development -Low Hanging Fruits
 - Athletics Stadium
 - Hockey
 - Sub stations
 - Rugby
 - Lentelus
 - Tygerberg
 - Rowing and Sailing club house

Strategic Support 2018

- RALU
- MEDIA & COMMS
- EVENTS
- HP
- CHPS
- All Clubs

Strategic Initiatives 2018

Online Management Information System for Maties Sport with 3 areas of operations, namely; Finance, Club Management and Special Projects

SUPPORT SERVICES

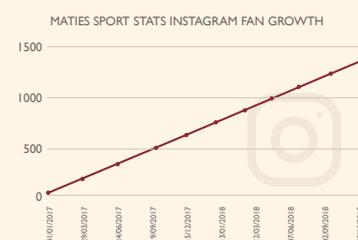
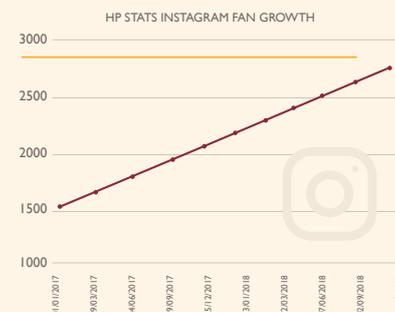
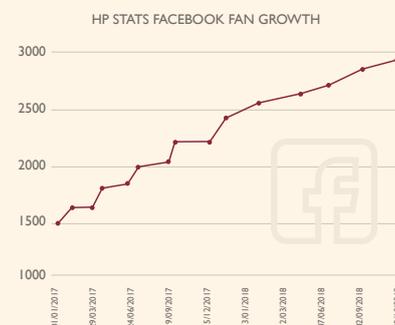
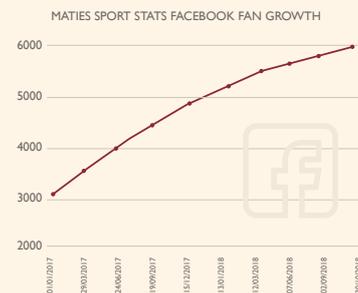
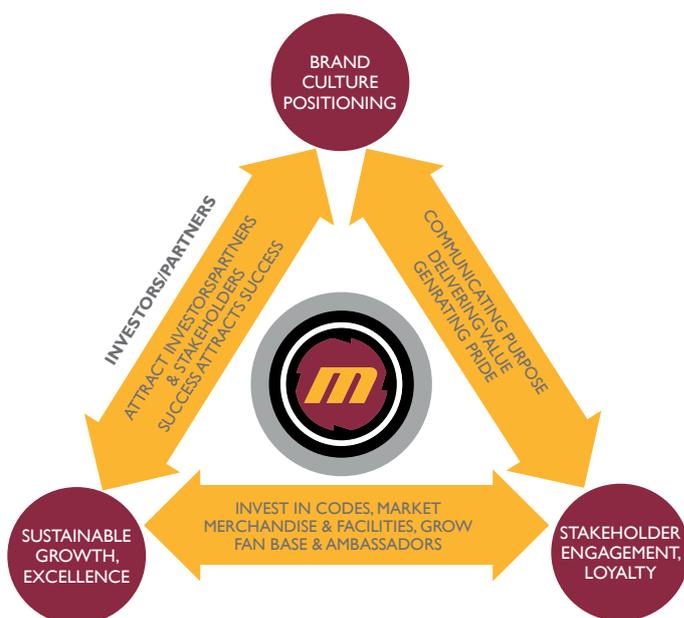
BRAND COMMUNICATIONS

The Maties Sport Media team has evolved in just 2 years from an ad hoc activity to an award-winning communication force that has advanced the Maties Sport Brand story through a planned and measured strategy involving social media, print media, broadcast, brand collateral and activations.

Rebranding and Communications was highlighted in the 5-year Maties Sport Business Plan (2014 – 2019) as a Special Project. It began with contracting two freelance sports journalists in 2015 and a Brand Communications Agency in the second half of 2016 to rephrase the Brand narrative to amplify the 8 strategic objectives of Maties Sport that were aligned to the overall Institutional Plan. From a meagre following on two social media platforms, followers have more than doubled on four social media platforms and posts across these channels have achieved an average reach of 100 000 in less than two years.

The challenge going forward is to sustain the momentum while continuing to innovate and engage fresh stakeholders. To ensure that a Brand is correctly positioned to grow and advance an organisation's strategic objectives, effective Brand Communications should underscore every facet of operations. Maties Sport's stakeholders include, among others, students, staff, the surrounding community, the broader national and global sporting community, media – and increasingly – investors and sponsors.

Maties Sport's Brand has made a quantum leap into "self-awareness". The next phase is for the University to make optimum use of Maties Sport to boost the brand narrative of Stellenbosch University.



BRAND COMMUNICATIONS

Gains in 2018 include:

NURTURING A COMMUNICATIONS CULTURE

- Information workshops on Brand best practice
- Internal Matie E-Newsletter
- WhatsApp staff group
- Twitter
- Social Media platforms
- Maties App

VISUAL IDENTITY

- Brand cohesion through Brand collateral.
- Communications through video, imagery and posters on social media.
- Code apparel alignment to reflect the Brand.

KEY MESSAGING

- Identify opportunities through annual Maties Sport's national and global calendar to unite our community through sport.
- Ensuring all communications speak to New Legacy; Leading Change; Excellence; Active Lifestyle; and Expertise.
- Actively styling all communications for inclusivity (gender, race, ability)
- Creating opportunities to celebrate key supporters, funders, donors on platforms.
- Providing added brand value for Stellenbosch University through Maties Sport.

PARTNERSHIPS

- Nurturing partnerships to promote and drive MS strategic messaging:
 - Internally (students, SU Corporate, Faculty, code to code).
 - Externally (local community, community engagement, Higher Education sporting bodies such as USSA, Varsity Sport and other institutions, clubs, regional and national sporting bodies, Alumni).
- Advancing the #MatiesMVFs (most valued fans) club with incentives to enable them to grow Brand Ambassadors.

MANAGEMENT, MAINTENANCE & MEASURING

- Coordinating control at a central point within the Maties Sport Media hub.
- Intense planning with clear objectives and clear alignment to strategies.
- Maintenance of the planned approach to maximise on Brand reach.



HIGHLIGHTS IN BRIEF

Rugby

It was Maties' fourth Varsity Cup victory and the Young Guns' first. Maties winger Duncan Saal was named Back that Rocks while Marno Redelinghuys was awarded Forward that Rocks. Maties Rugby won the USSA tournament for the second consecutive year. Ben-Jason Dixon and Joa Swart were named player and forward respectively. Maties Rugby's first team won the WP Super League A competition in the first and second leagues.

Athletics

Maties athletes represented SU at two Varsity Athletics meets. Justine Palframan was named Victrix Ludorum at both events. Wynand du Toit, Chery-lee Schoeman and Mia Steytler won their events. At the Senior National Track and Field Championships, Palframan won gold in the 200m and 400m. Nienka du Toit won gold in the heptathlon and Janke van Wyk won silver in the 100m hurdles. The Boland 4x400m relay team won a silver medal with four of the Maties Athletics Club members, (Wynand du Toit, Gardeo Isaacs, Jaden Flagg and Linford Maree). At the USSA athletics championships, Justine (200m), Jesse Perez (decathlon) and Nienka (heptathlon) were crowned champions. Yvonne Steenkamp, Marina van Tonder and Gianna Marais won the half-marathon team competition. Wynand du Toit (400m hurdles) and Garth Ellis (high jump) won silver; and Kwezi Mtoba (triple jump), Janke van Wyk (100m hurdles) and Gardeo Isaacs (400m) all won bronze. Palframan and Van Wyk along with Kerika Botha and Shannon Arendse won bronze in the 4 x 100m relay.

Badminton

Maties Badminton won their USSA tournament. Brandon Nel and Anri Schoonees were selected for the Cape Winelands team at the senior SA championships.

Canoeing

Sisters Cana and Jordan Peek of the Maties Canoeing were crowned Dusi Canoe Marathon's women's winners

Cricket

Maties Cricket finished fourth in the Varsity Cricket competition in Potchefstroom. The team qualified for the semi-finals but lost against NWU-Pukke.

David Bedingham received a Cobras franchise pro contract and three students – Isma'eel Gafieldien, Kyle Simmonds and Brandon Glover – were awarded Boland

Amateur contracts for the 2018/19 season. First-year student Vezi Mntungwa was selected for the Cobras Academy side. At the Boland Cricket awards, Bedingham was named player as well as senior three-day player of the year. Women's player, Faye Tunncliffe, was awarded SA women's emerging cricketer of the year and women's 50-overs player of the year. She was included in the CSA Ladies Emerging Squad. Maties Cricket sport manager Candice Williams was elected to the Cape Winelands District Cricket Council.

Cycling

It was the Maties Cycling team's fourth USSA title in as many years, with the men's team and Gert Heyns taking overall victory. The women's team finished second. Heyns also won the SA Marathon Championships this year.



Hockey

Unbeaten, Maties Hockey men's team topped the Varsity Hockey log after the playoff rounds but lost to UP-Tuks in the final at Coetzenburg. At the USSA tournament, both Maties Hockey teams reached the finals of their respective competitions. Maties women lost 1-0 to defending champions Tuks, while the men's team lost in a showdown against UCT. The Maties Hockey Men's won the Western Province Grand Challenge League for the sixth consecutive time, continuing their historic winning streak that started in 2013.

Judo

Three Maties – Jean-Mari du Plessis, Luc Hill and Stedon Venter – competed at the SA Judo championships.

Netball

Maties Netball improved on their fifth place in USSA last year by winning bronze in 2018. Stephanie Brandt and Nichole Taljaard were included in the USSA netball team.

Parasport

Maties ParaSport club members performed well at the national championships for persons with disabilities, winning several gold medals and setting SA records. Highlights included honours student Kerwin Noemdo's Africa record in die shotput (F47) with a distance of 13.44m. On the track Anruné Weyers (T47) managed a clean sweep, winning gold in the 100m, 200m and the 400m while Paul Daniels (T62), a double amputee and learner at Cloetesville High School, won gold in the 100m and 200m. Brandon Beack, a wheelchair athlete, won gold in the discus and shotput for class F53 throwers as well as gold in the 100m (T52). He was also invited to train at the British Paralympic wheelchair athlete David Weir's Archer Academy.

Rowing

Notable results in the USSA Rowing competition were a first place in the MD4+ event and second places in the MD1x event and 5 000m Ergo relay. The team also won the Ian Maxwell trophy for spirit and conduct.

Tennis

Maties Tennis competed in the annual Sun City Invitational Tennis Tournament. The first team won all their round robin matches but narrowly lost against Kovies in the semi-final (22-27). They then beat Tukies (29-26) to take third place. Maties Tennis ended their USSA tournament in fourth place and five players – Weyers Meintjes, Jandre Lessing, Lize Moolman, Sinazo Solani and Anja Lubbe – were selected for the SA student squad. Tennis has been added to the list of HP sport codes at Maties Sport.



Swimming

At the SA National Short Course Championships, Para-swimmer Christian Sadie won four gold medals (50m butterfly, 200m individual medley, 100m breaststroke, 50m freestyle), while Emma Chelius won bronze in the 50m butterfly and 50m freestyle. Inge Weidemann and Anandt van Rensburg both set new club records in their events while the following Maties relay teams won medals: 4 x 200m Freestyle Men's relay – Bronze; 4 x 50m Freestyle Mixed Relay – Silver; 4 x 100m Freestyle Women's relay – Bronze; and 4 x 50m IM Men's relay – Bronze.

Water polo

The Maties Water Polo women's team won silver at the SA Water Polo National Championships after losing 6-7 in the final while the men's team ended fourth and the Vics team eight.

USSA

Maties Rugby: 1st; Maties Badminton: 1st; Maties Cycling: 1st; Maties Gymnastics: 2nd; winners of Dance Competition; Maties Hockey Women: 2nd; Maties Hockey Men: 2nd; Maties Netball: 3rd; Maties Surfing: 3rd; Maties Football Women: 3rd in B division, promoted to A division. Noko Dalisiko was named manager of the tournament in Division B, and sport manager Ellroy Smith was named coach of the tournament in the same division. In USSA events held after July, Maties Judo and Maties Swimming achieved second places while Maties Canoeing finished third.

Intersarsity

Stellenbosch University won the overall competition after competing against UCT, UWC and CPUT in various sport codes. The Maties women's sevens team and the Maties women's basketball team won their respective Intersarsity competitions for the first time. Other winning teams were: rugby sevens, tennis, cricket, badminton, water polo (women) and swimming.

LOOKING AHEAD

Vision 2019-2024 considers the impact various factors (Top 10 identified by www.nielsensports.com) have on the business of sport and how Maties Sport can remain future ready. The following exhibits the vision for the operational units as well as other core business areas of the Division.

HIGH PERFORMANCE UNIT

1. Increase academic pass-rate annually & include an incentive programme.
2. Increase representation to 50% BCIA.
3. Retain at least 3 student-athletes annually to progress to post-graduate studies.
4. Increase PACER participation to 100%.
5. Retain Top 3 positions for all sport codes.
6. Increase representation for World Student Games & World University Championships by 20%

CENTRE FOR HUMAN PERFORMANCE SCIENCE (CHPS) CENTRE FOR SPORT LEADERSHIP (C4SL)

1. Re-invent CHPS as a C4SL with focus areas related to Thought Leadership through research and evidence-based Sport Development projects.
2. Generate research of social significance to promote the thoughtful exploration of issues that confront South African Sport.
3. Cultivate the academic learning portal to Maties Sport and its substantial expertise in sport leadership and management.
4. Expand the involvement for interdisciplinary research and knowledge-sharing projects.
5. Implement the new Internationalisation strategy.

RECREATION & ACTIVE LIFESTYLES UNIT

1. Retain participation with annual improvement in BCIA representation.
2. Introduce a Western Cape Recreational league and partner with local HEIs in at least 5 sport codes.
3. Advance the Esport league to include an intervarsity league.
4. Implement a Sport Club Leadership training programme.
5. Implement a Volunteer Training Programme.
6. Mobilise resources to improve recreation facilities at residences.

BRAND & COMMUNICATIONS

1. Upgrade the website to an interactive platform.
2. Develop and advance the value proposition of clubs.
3. Implement a Maties Sport TV channel.
4. Train and employ interns to advance the media communications platforms.
5. Develop a brand manual in collaboration with SU Corporate Communication.
6. Explore 3rd stream income brand opportunities.

EVENTS UNIT

1. Develop a long-term (3 years) strategy for national, provincial and international events (focus on university sport).
2. Improve our Fan Engagement strategy, including pre-and-post event activities.
3. Increase profit annually.
4. Identify major events, aligned to meeting our strategic objectives.
5. Improve event management system with focus on administrative procedures (MIS platform)
6. Identify, train and appoint at least 2 interns.

FACILITIES MANAGEMENT & SUPPORT SERVICES

1. Complete the 7-year LhF plan
2. Develop business plans and fundraising strategies for at least 3 major sport facilities, approved as part of the South of the Eerste River masterplan.
3. Implement risk assessment and management plans for all major facilities.
4. Identify sport clubs equipment needs where major investment is required, including a resource mobilisation plan.

HUMAN RESOURCE MANAGEMENT

1. Complete job evaluations.
2. Continue to invest in staff development, inclusive of formal long-term qualifications.
3. Building a culture that is welcoming, diverse and of high quality.
4. Retain staff complement, unless externally influenced.
5. Complete succession planning strategy.

FINANCIAL MANAGEMENT

1. Motivate for the increase of the per-student fee to support new vision.
2. Retain annual surplus as per the SU policy.
3. Improve 3rd, 4th and 5th stream income opportunities with target of R5-m annually by 2024.
4. Continuous improvement of our financial management system.
5. Improve sport clubs annual surpluses to increase by at least 5% annually.

LEADERSHIP, MANAGEMENT & GOVERNANCE

1. Explore and expose staff to positions of senior or next levels of leadership.
2. Advance day-to-day management with focus on improved delivery turnaround based on project management philosophy.
3. Develop a governance framework aligned to King IV.
4. Implement semester quality assurance through an online tool to continue to advance our service delivery.





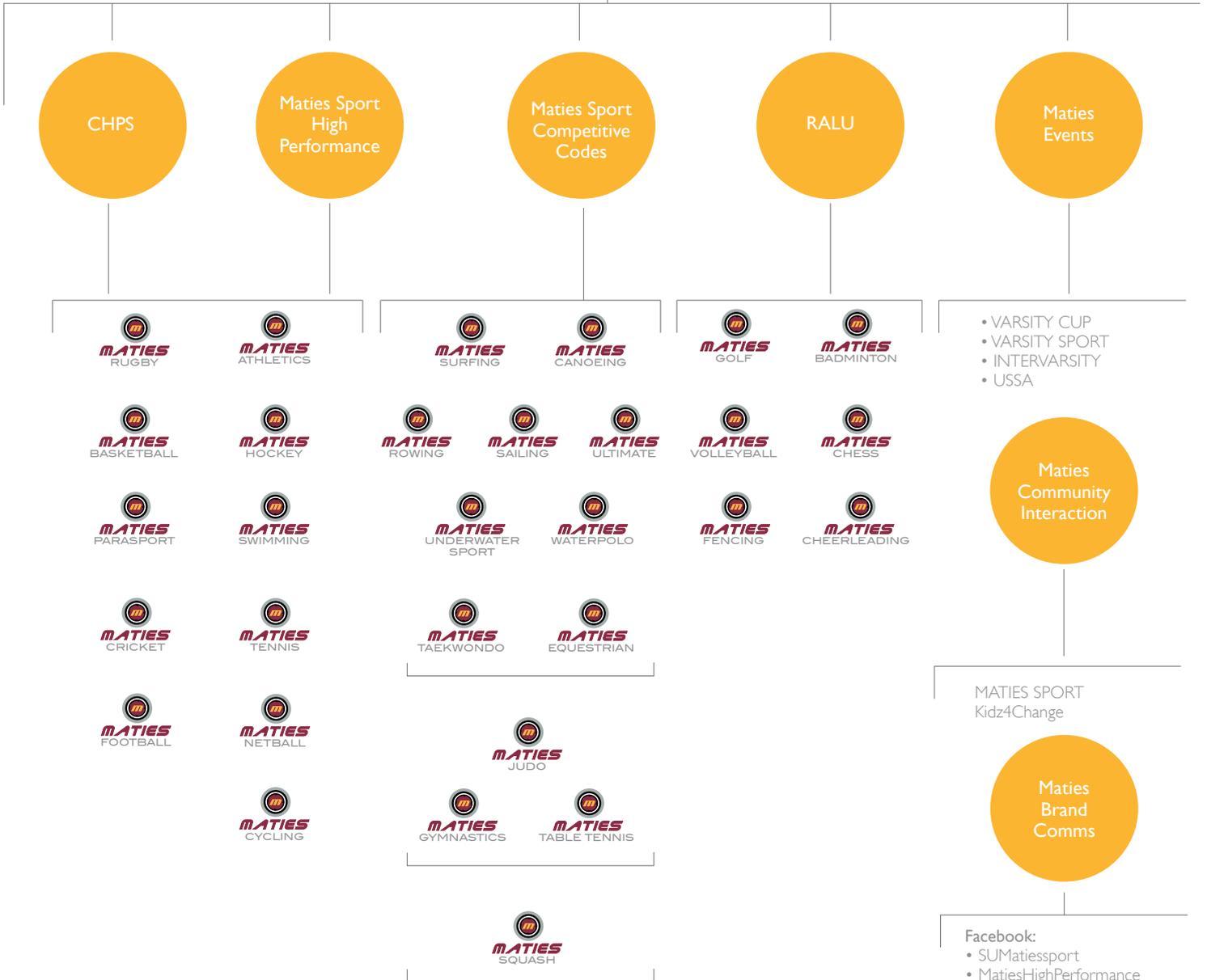
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