



MUT

MANGOSUTHU
UNIVERSITY OF TECHNOLOGY

Strategic plan

2020 – 2025

Shape and own the future



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Acronyms

APP:	Annual Performance Plan
ACAE(s):	Areas of Collaborative Academic Excellence
CE:	Community Engagement
CHE:	Council on Higher Education
DHET:	Department of Higher Education and Training
DIPR:	Directorate of Institutional Planning and Research
ECPs:	Extended Curricula Programmes
EMC	Executive Management Committee
IP:	Intellectual Property
IRDCE:	Institute for Rural Development and Community Engagement
IT:	Information Technology

MUT:	Mangosuthu University of Technology
NSFAS:	National Student Financial Aid Scheme
PBL:	Project-based Learning
SADC:	Southern African Development Community
SLPs:	Short Learning Programmes
SL:	Service Learning
TVET:	Technical and Vocational Education and Training
UoT	University of Technology
WIL:	Work-Integrated Learning
SET:	Science, Engineering and Technology



Foreword

We are pleased to present the Strategic Plan for Mangosuthu University of Technology from 2020 to 2025. The plan was created through an 18-month process involving staff, students, alumni, community leaders, and other stakeholders committed to helping MUT become a quality public higher education institution. We intended to develop an ambitious agenda to take us through the next five years as we work to provide access to excellence in higher education in an increasingly competitive and global knowledge-based economy. We feel this document achieves that goal.

This plan is pragmatic. Firstly, it realises that our University is already home to several areas of excellence in education, research, and community engagement that need further consolidation and strengthening as the cornerstones for a young and developing research-informed University of Technology. Secondly, it recognises that MUT is operating in a financially constrained context and environment and does not seek to commit MUT to a radical change of its business model not matched by its capacity, capabilities, and resources. Thirdly, the plan presents specific strategic initiatives to take MUT to higher levels of academic excellence and relevance to its communities and stakeholders. Finally, it recognises the need to expand the available human and capital resources necessary to meet these vital challenges.



Mr Morailane Morailane
Chairperson of Council



Dr E. Duma Malaza
Vice Chancellor and Principal

This plan is aligned to national policy priorities outlined in the Higher Education Act (1997), the White Paper for Post-School Education and Training (2013), the Policy Framework on Differentiation in the South African Post-School system developed by the DHET, and the aspirations of the National Development Plan. Specifically, the plan deepens MUT's commitment to quality undergraduate career-focused programmes and impactful research in niche areas and strengthens MUT's differentiated contribution to the National Development Plan's vision of a knowledge-intensive economy and the advancement of socio-economic development of its communities.

The plan has been warmly endorsed by the Senate and Council. We extend our thanks to all who contributed to its development, drafting, and refinement. We are confident that it provides an aspirational and robust framework within which the University can develop its plans on an annual basis and continue to thrive in the uncertain but exciting period that lies ahead. We look forward to working with all colleagues to achieve the plan's objectives and ensure the sustained success of our University.



Introduction: MUT 2025

The Mangosuthu University of Technology Strategic Plan, MUT 2025, will steer the University through a period that will be characterised by a rapidly evolving and increasingly competitive higher education environment and on-going changes in national policy, including reform of the regulatory environment.

The policy emphasis will continue to be on the transformation of institutional cultures, the creation of a differentiated higher education landscape, and widening access with a focus on the scarce skills areas of science, engineering, and technology. We expect that legislation will soon be adopted on a framework for the regulation and standardisation of fees across the sector linked to the imperative to increase the participation rate of students from poor and disadvantaged backgrounds.

These sector changes will be set against the backdrop of a poorly performing economy characterised by increasing consumer debt, the unaffordability of higher education, greater demand for free higher education and a growing trend of unemployed graduates. At the same time, a number of exciting opportunities are emerging, including the provision of free higher education to poor students and assistance to the “missing-middle category” whose family income is below R600 000, significant investment by

the Department of Higher Education and Training (DHET) in infrastructure development at universities and the elevation to government level of the critical shortage of student housing across the sector.

This Plan presents a shared vision of our University as a transforming, equitable, sustainable and academically excellent University of Technology anchored in its communities. It is a commitment to be a fair and inclusive university, growing in academic stature as a leading university excelling in career-focused undergraduate teaching, generating world-class research in niche areas, preparing leaders for the global environment and enhancing the well-being of our communities.

The Plan aims to build on our history and articulates and incorporates the unique advantages we enjoy while acknowledging the challenges we face. It outlines the strategic goals and initiatives we will pursue to achieve our vision while adhering to our core values. This vision will be realised by building on a commonality of purpose, a shared sense of responsibility for the University’s future and profound respect for the communities we serve.

We are committed to five strategic goals:

- 1. Excellence in teaching and learning**
- 2. Excellence in research, innovation and engagement**
- 3. Excellence in community engagement**
- 4. Targeted national engagement and internationalisation**
- 5. To create an enabling support environment**

Underpinning these goals are four strategic themes: ensuring financial sustainability; meeting the expectations and needs of our students and stakeholders – government, business, industry and communities; improving internal processes and systems to meet these expectations and needs; and developing the culture, skills, and training required to support our processes. In addressing these themes, we draw on institution-wide initiatives for the realisation of the strategic objectives associated with the five strategic goals. We support these initiatives through a commitment to action and accountability.



MUT past and present

Founded by legislation in 1979 as a Technikon to offer technical and vocational education at tertiary level and transformed into a University of Technology in 2007, MUT has transformed itself to be a university focused on offering technological, career-directed educational programmes with an emphasis on innovative problem-solving research and engaging with government/business/industry and communities as end-users. MUT's many programmes provide access and opportunity for large numbers of historically-disadvantaged and underserved students, many of whom are the first in their families to attend university.

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MUT plays a critical role in national and regional development by providing the rich knowledge base, innovation, and workforce required to grow and sustain the quality of life for an increasingly diverse and rapidly changing society.

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MUT is located in Umlazi, a township on the east coast of KwaZulu-Natal, South Africa located south-west of the city of Durban. Umlazi is the fourth largest township in South Africa. Although townships are historic sites of Apartheid's spatial planning, their continued development through investment by government and private entities is central to economic redress and broader economic growth within South Africa. This location gives MUT a unique intermediary position of being integrally involved in the mix of social, developmental and economic investments made into the Township, from which it contributes and draws in providing access to higher education. Durban is the busiest port in the country and is home to the biggest sugar terminal in the world. It is a major tourism centre because of its warm subtropical climate and extensive beaches. The Mercer Quality of Life ranking places Durban first among South Africa's cities. The city forms part of the eThekweni metropolis which is one of the

most rapidly growing regions in the country. It is also home to two other public universities which are much larger than MUT. Over the past few years, the city has established itself as the convention centre of South Africa and is now well equipped for the entertainment of visitors.

Within this context, MUT plays a critical role in national and regional development by providing the rich knowledge base, innovation, and workforce required to grow and sustain the quality of life for an increasingly diverse and rapidly changing society. The University has achieved remarkable success over its relatively brief history and has developed a greater capacity to meet its responsibilities to the communities it serves. Academic programmes are offered in three Faculties: the Faculty of Engineering; the Faculty of Natural Sciences and the Faculty of Management Sciences.



MUT in 2025

In 2025, MUT would be well on its way to becoming one of the preeminent Universities of Technology in South Africa, drawing national and international recognition as a leader in career-focused education, research, and public service. Known for its commitment to the advancement of technical knowledge, MUT will be a leader in developing innovative partnerships responsible for the distribution of new ideas and creative endeavours that will improve the lives of its communities.



Strategy is the smallest set of choices and decisions sufficient to guide all other choices and decisions”.



Strategy statement

Our approach to Strategy is defined by Eric van Den Steen, Harvard Business School Strategy:

“Strategy is the smallest set of choices and decisions sufficient to guide all other choices and decisions”.

Our future is shaped by our Strategy Statement “To Shape and Own the Future”. This Strategy has the following pillars. Firstly, we seek to: revitalise our academic value chain for the Fourth Industrial Revolution by providing knowledge and learning that advances the professions, business, industry, government, and our communities; align our academic endeavour with fields of knowledge and scholarship emerging in the Fourth Industrial Revolution; advance knowledge and understanding among our communities; and offer a decolonised curriculum that inspires a truly African identity. Secondly, we seek to embed a value-driven institutional culture that puts our people first as the major asset of the University; embraces and promotes diversity; and ensures sustainable use of resources. Strategic partnerships and engagement are key to the success of our Strategy.

Academic identity of MUT

We would have embedded the academic identity of MUT as a quality University of Technology in the South African context. The academic identity of MUT has two prominent features:

- ◆ The first feature will be a largely undergraduate focus in the three faculties in which the research function seeks to inform teaching rather than to shape it. It is within this context that MUT strives to be a research-informed University of Technology. Our institutional arrangement and prioritisation will be as follows: firstly, the professions, business, and industry will inform teaching, so that applied research and industry exposure enhance learning as well as the student experience; and secondly, the curriculum will be work-integrated to provide experiential learning and exposure to professional practice. Thus, the learning will be research-inspired and integrated.

- ◆ The second feature of the academic identity will be strategic growth of the postgraduate profile through niche areas of research in selected Areas of Collaborative Academic Excellence (ACAEs) cutting across Faculties and Departments to incubate new academic areas aimed at:
 - Creating an environment conducive to collaboration, creativity, and critical engagement. This will entail the adoption of a workload model and development of infrastructure for the development of research.
 - Providing a focus for the growth of postgraduate student enrolment.
 - Achieving excellence in multidisciplinary and interdisciplinary research.
 - Engaging with emerging fields of knowledge and scholarship.
 - Responding to needs linked to eThekweni's growth and development opportunities and the imperatives of the National Development Plan.
 - Strengthening our ties with the social, economic, political, and cultural communities around us.

This academic identity is implemented through a University framework outlined in the Senate approved document "The Academic Identity of Mangosuthu University of Technology: Concept Document" which outlines the University's teaching and learning philosophy and the desired attributes of MUT graduates. The key attributes of a MUT graduate are summarised as:

- ◆ Having a sound disciplinary knowledge, being intellectually curious and able to see learning as a lifelong process.
- ◆ Being adaptable, innovative and able to apply knowledge to solve problems.
- ◆ Having good basic skills and competencies, including the ability to communicate effectively in English.
- ◆ Being employable and entrepreneurial.
- ◆ Being a team player who respects others, being socially and environmentally responsible, and can lead with integrity.

Programme and Qualification Mix structure

This academic identity will be underpinned by a Programme and

Qualification Mix that has a pyramid structure in terms of student enrolment. It is broad at the base with enrolments for the Diploma and thins successively with enrolments for the Advanced Diploma, the Postgraduate Diploma, and Masters and Doctoral qualifications.

MUT as a research-informed University of Technology

This academic identity of MUT calls for a special focus of the research function with a particular agenda aimed at strengthening the academic identity as well as providing scope for the broader focus of pursuing scholarly activities and knowledge for its own sake. The research function is fundamental for all universities in the creation of knowledge and its dissemination.

Research always influences both the content and teaching of courses, but in different ways, depending on institutional arrangement and prioritisation. The agenda of being a research-informed University of Technology will be strengthened through the following institutional arrangement. Firstly, the professions, business and industry will inform teaching so that applied research and industry exposure are critical for learning and student experience.

Secondly, the curriculum will be work-integrated to provide experiential learning and exposure to professional practice. This arrangement will ensure that learning is research-inspired and integrated. Therefore, for MUT, the research function will seek to inform teaching rather than to shape it.

MUT in the Post School Education and Training (PSET) System

The differentiated role of MUT within the PSET System as a research-informed university will contribute to the national technology and innovation agenda. MUT enrolment and programme design process will therefore be sensitive to the important role of the TVET sector as a change agent for social, economic, technological and national development through its role of directly influencing the quality of the workforce through the provision of skills and the social integration of disadvantaged groups into work and the labour market. Our PQM will therefore, where possible, provide articulation pathways for the TVET sector through the provision of Higher Certificate and Advanced Higher Certificate qualifications.



Key institutional features

By 2025, as part of a diverse community that continues to be committed to the highest levels of scholarship and discovery, MUT's academic staff will be recognised for intellectual achievements in their disciplines. Financed by public and private funds, new classrooms and academic space will support cutting-edge research in the areas of CAE. Partnerships with other institutions will prepare graduates to contribute to the country's economic competitiveness and national security.

Our strategy to establish MUT as an anchor institution for Umlazi will be bearing fruit. MUT staff and students will continue to be recognised for their contributions to the cultural life of the region and the nation, producing outputs that enrich society. The public will regard MUT as a home to artwork and cultural events. Facilities at MUT will include expanded venues to showcase University performances and convocations, much of which will be supported by private funds.

MUT's growth will be largely restricted to the campus in Umlazi which will enrol no more than 15 000 students from across the nation and neighbouring Southern African Development

Community (SADC) countries. Through partnerships with other educational institutions, MUT will continue to be a leader in achieving the national goal of increased access and articulation within the Post School Education and Training Sector. The student population will mirror the population of the region, and the University will continue to be a national leader in graduating previously disadvantaged students in diploma programmes such as agriculture, information technology (IT), analytical chemistry, biotechnology, engineering, and management.

A growing number of MUT students will live on or near the Umlazi campus, taking part in expanded social and recreational activities, including nationally recognised athletics and sports programmes. MUT students will use cutting-edge technology both in and outside the classroom to gain access to additional educational resources. Articulation agreements with local and regional Technical and Vocational Education and Training (TVET) and private colleges will be in place to ensure effective articulation of programmes to enhance the attraction of academically better-prepared students for success at MUT and to work together to improve public education in our region and the nation.



Strategic drivers for change

Our strategy rests on a strategic response to several global and national drivers for change in higher education.

In responding to these trends, MUT is constrained by the dominant residential public university model supported by government – a residential university with a broad-based teaching and research institution and deep integration with industry and business. The other major constraining factor is the resource base as MUT is not well-endowed to embark on a major and drastic change in its business model. Our strategies outlined in Section 9 are in line with these global trends.

National policy context

This plan is aligned to the major national policy documents aimed at the development of higher education in South Africa, with particular emphasis on those that are aimed to explicitly address the dual imperatives of redress and development of historically disadvantaged universities. It recognises the imperative of a single integrated and co-ordinated national system of higher education that supports a diversity of institutional and organisational forms, as outlined in the White Paper on Higher Education (1997).

Global trends shaping higher education

The globally evolving university model is driven by constantly changing drivers of change. The most significant drivers are:

01

Greater access to knowledge characterised by readily available content, broadening access to higher education and increased participation in developing countries.

02

Competition for student markets as well as new sources of funds.

03

Advances in digital technologies characterised by the rise of online learning.

04

Use of digital technologies in campus-based learning (blended learning).

05

Greater industry/government/university collaboration with implications for the scale and depth of industry-based learning and the importance of research partnerships and commercialisation.

06

Global mobility characterised by competition for international academic talent and the emergence of elite global university brands.

The strategic choices enunciated through the Vision, Mission and Strategic Goals of this Plan are aligned with the DHET's steering mechanism to implement the policy imperatives outlined in the National Plan for Post School Education and Training (2018) and the draft DHET Framework on Institutional Differentiation. The key levers of DHET steering of the system are:

- ◆ The differentiation of institutional mandates as prescribed in the amended Higher Education Act (2016), which frames the main academic focus of MUT as a university of technology.
- ◆ The compact between the Minister and MUT in the form of a medium-term institutional enrolment plan, which determines MUT's institutional mandate and academic character in terms of several dimensions, such as size and shape parameters, the Programme and Qualifications Mix, and efficiency indicators.
- ◆ DHET programmes and initiatives that enhance institutional differentiation and sustainability. Programmes applicable to MUT are the 'Historically Disadvantaged Institutions'

Development Grant, the Infrastructure and Efficiency Grant, the Foundation Provisioning Grant, the Clinical Training Grant and the University Capacity Development Grant, the Staffing South Africa's Universities Framework, the new Generation of Academics Programme and the Foundation Provisioning Grant.

Imperatives of the Fourth Industrial Revolution

The Plan recognises that the world is in the early stages of an era characterised by rapid evolution and fusion of technologies which are combining digital, physical and biological systems, resulting in the disruption of almost every industry and changing the job market and the way that we live and work. This change is accompanied by positive gains such as an increase in safe and rewarding jobs, on the one hand, and by negative trends such as greater inequality in society and a widening gap between the rich and the poor, on the other hand.

MUT will leverage its key features as a University of Technology to better prepare students for the future of work in the following ways:

- ◆ Our career-focused programme offerings will embed principles of career-flexibility to better prepare students for the fast pace at which technological advances are changing job functions and occupational activities.
- ◆ Existing linkages with the world of work through our advisory boards, comprising input from business and professional leaders, will allow us to refine our curricula to be responsive to demands from industry
- ◆ Enhancing our research in technologies and building programmes combining digital, physical and biological systems.

Through its mission focused on SET related fields, MUT is well-positioned to prepare its students, staff, and stakeholders to thrive in the social, economic and political contexts

associated with this changing world and the associated future world of work. The set of values, expectations of leadership capabilities, and foundations of MUT experience outlined in Section 8 aim to position MUT staff and students to have the requisite soft skills to thrive and trade on their uniquely human capabilities in this complex environment. The strategic objectives in Section 9 emphasise the development of curricula that will equip our students with the requisite skills and competencies. Students will, among other things, be empowered through the fostering of entrepreneurship culture and cultivation of a global mindset and appreciation of many different cultures. The anchor strategy will seek to embed the University in its local communities. We aim to introduce a few areas of academic collaborative excellence cutting across Faculties to house impactful research and innovation related to the emerging fields of knowledge in the emerging era of the Fourth Industrial Revolution.



Strategic advantages

As a previously disadvantaged public university in South Africa, MUT possesses a rich set of advantages that provide a foundation to address our strategic initiatives. Our strategies outlined in Section 9 seize on opportunities offered by these strategic advantages, which include:



- ◆ Being a residential university, largely serving previously disadvantaged communities with opportunities to educate and empower our students and communities and address the pressing transformation and multicultural issues facing the nation.
- ◆ Growing as an academic hub in the eThekweni metropolis, which is a dynamic growing economy, with a focus on future growth.
- ◆ The diverse experiences, ages, languages, and ethnicities of our students and academic and support staff.
- ◆ Rapid growth in the South African post-school education and training sector that offers opportunities for improved access, articulation, relevance, and responsiveness.
- ◆ A common vision of student success and academic excellence that unites the MUT community.
- ◆ DHET commitment to infrastructure funding.
- ◆ Government commitment to funding poor students.
- ◆ A large and talented alumni base that is actively involved and offers the long-term potential for greater engagement and support of the University.
- ◆ The opportunity to collaborate with state agencies, private corporations, and local communities.
- ◆ Collaboration opportunities with the South African Technology Network.

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Rapid growth in the South African post-school education and training sector that offers opportunities for improved access, articulation, relevance, and responsiveness.

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Strategic challenges

Along with other historically disadvantaged institutions in the country that experienced stunted development under apartheid, MUT's overarching challenge derives from its history and location in an area largely bereft of mainstream economic development opportunities. For MUT to succeed in reaching its goals it is crucial that we bravely face the challenges arising from this complex and debilitating legacy. The major challenges we face include the following:

- ◆ Ensuring financial sustainability through diversification of our income streams in the light of declining levels of state funding.
- ◆ MUT's governance structures and processes need to be strengthened and supported by experience and clarity of roles at the levels of Council, Executive Management, and Senate.
- ◆ MUT is a young and previously disadvantaged university that has yet to develop the infrastructure and expertise required to achieve the status of a mature research university.
- ◆ Our planned growth requires that we adjust rapidly to changes in our culture and immediately locate funding and support for additional facilities and academic staff development. We will need infrastructure to cope with increased access. We must address the low levels of qualifications among the academic staff.

- ◆ To become nationally and internationally respected, and to attract and retain high-quality academic staff, students, researchers, and sources of support, we must increase research opportunities, productivity, and funding. We must build superb teaching and research facilities with state-of-the-art technology and effective electronic communications systems.
- ◆ MUT must review its Programme and Qualification Mix and create an equitable balance among our disciplines to provide the technological knowledge base and innovation that enrich our society and quality of life. Our academic offering must be aligned to our strategic positioning in a local and national context.
- ◆ MUT must increase support for both undergraduate and postgraduate students, improve student success and graduation rates, and expand our global focus and linkages.
- ◆ We must nurture outstanding leadership and build consensus by emphasising service excellence across the University, defining clear standards of accountability, establishing and prioritising objectives for meeting those standards, and creating a viable means to assess progress toward our strategic initiatives.
- ◆ MUT needs to build a comprehensive marketing plan to promote our accomplishments, relevance and responsiveness to national needs, and to excite the public and ignite the interest and support of government and our business partners.

The strategic objectives addressing some of these challenges, as outlined in Section 9, will be complemented by the projects in the University Campus Master Plan as well as plans being developed in partnership with the DHET in its "Historically Disadvantaged Institutions Development Grant" (HDI-DG) dedicated to sustainable development of the historically disadvantaged universities in the country.



Mission, vision and core values

MUT's mission, vision, and core values statements reflect the purpose of our institution (Mission), what we aspire to be (Vision), and the guiding principles that we will use to reach our goals (Core Values).

Mission statement

To offer technological, career-directed educational programmes focusing on innovative problem-solving research and engage with government/business/industry and communities as end-users.

Vision statement

To be a transforming, equitable, sustainable and academically excellent University of Technology anchored in its communities.

The Vision is an expression of a commitment to:

- ◆ Grow in academic stature;
- ◆ Be fair and inclusive;
- ◆ Grow in harmony with our resources; and
- ◆ Grow together with our communities.



We encourage an environment of dialogue and discovery that fosters integrity, excellence, inclusiveness, respect, collaboration, and innovation.



Core values

We encourage an environment of dialogue and discovery that fosters integrity, excellence, inclusiveness, respect, collaboration, and innovation. MUT's core values reflect how we have pursued our plan as well as how we will fulfil our mission and realise our vision. Each value reflects rich, shared meaning on how we go about shaping and owning the future:

01

ACCOUNTABILITY:

We act with professionalism and uphold the highest ethical standards. We are committed to transparency and accountability. Our decisions ensure responsible stewardship of the University's resources, reputation and values. We lead by example in all areas including our approaches to sustainability.

02

INTEGRITY:

We adhere to a standard of core values and ensure that our actions meet expectations and are carried out in a fair and ethical fashion.

03

RESPECT:

We respect our colleagues and work together for shared success. We treat others with civility and openness, recognising the dignity inherent in each individual.

04

EXCELLENCE:

We are committed to delivering consistently high-quality service, teaching, and research through superior performance. We strive for excellence, seeking to apply the highest standards to benefit our communities.

These values define what MUT stands for and what we bring to work. We undertake to uphold them regardless of whether or not they are rewarded and even if at some point they become a competitive disadvantage.

Leadership capability expectations

For successful implementation of MUT 2025, we define the key capabilities that define leadership in the MUT context. We aim for institutional leadership values committed to:

- ◆ DELIVER on our obligations to one another, our students and stakeholders while maintaining high standards and ethical behaviour.
- ◆ ENGAGE and collaborate with one another, our students and all stakeholders.
- ◆ EMPOWER one another and our students to make a difference. MUT ensures the safety and wellbeing of our people. We create an inclusive and supportive university community in which achievements are celebrated and rewarded. Our people have the opportunity to enrich their lives and pursue their goals.
- ◆ DISCOVER and share new knowledge and new ways to lead through teaching, intellectual engagement and use of technology.
- ◆ SUSTAIN our local and global environment, organisational health and ability to create a viable future.





Strategic initiatives and goals

In order to respond to the strategic drivers for change, strategic advantages, strategic challenges, achieve our vision and fulfil our mission, MUT is committed to pursuing five strategic goals encompassing 17 strategic objectives. All the initiatives for the implementation of the strategic objectives will demand the collaborative work of the entire University community. This institutional effort will be guided by the agendas to shape the general MUT experience and the areas of collaborative academic excellence cutting across the Faculties.



All the initiatives for the implementation of the strategic objectives will demand the collaborative work of the entire University community.



Foundational themes of MUT experience

These are the critical capabilities which MUT needs to develop for the success of the Strategy. They point to the skills and perspectives to inform the culture within MUT and guide our role beyond the University.

- ◆ **Transformative leadership:** critical thinking, analytical and reflective evaluation, and the ability to effect positive change.
- ◆ **Promoting diversity:** understanding and valuing differences among us. Enhancing our view of the world, how we express ourselves, relate to one another, and our intellectual and moral obligations.
- ◆ **Globalisation:** technological, communicative, social, and cultural knowledge and skills to lead and succeed in the intensively connected global world.

Areas of collaborative academic excellence (ACAEs)

The areas of collaborative excellence represent areas in which the University is further developing expertise and activities to deepen its research impact through multi and interdisciplinary research and educational opportunities that cut across the Faculties and expanded strategic alliances with external partners, both public and private. These areas take on different facets within different disciplines and are not intended to replace or restrict academic endeavours in unrelated areas within the Faculties.



◆ **Human and social settlements and development:**

Holistic exploration of human and social settlements and development through education, economic and policy development, technology, the arts and humanities, and the sciences fosters discoveries that nourish both individuals and society.

◆ **Energy and the environment:**

The challenges of ensuring future availability of energy resources and a clean environment on a global basis while nurturing productivity require technologies, policies, and education.

◆ **Health and food security:**

The biomedical knowledge, technology, human resources, education, and policies required for the maintenance and improvement of health, including fighting disease and the adverse effects of aging, are of critical importance in our global society.

Goals and Strategic Themes

The Goals set out our key areas of performance that, when achieved, will tangibly move us towards the vision. Together they specifically describe what success will look like. The Goals are:

- ◆ **Goal 1:** Excellence in teaching and learning
- ◆ **Goal 2:** Excellence in research, innovation and engagement
- ◆ **Goal 3:** Excellence in community engagement
- ◆ **Goal 4:** Targeted national engagement and internationalisation
- ◆ **Goal 5:** To create an enabling support environment

The Strategic Themes provide the focus for the change agenda if the goals are to be achieved. This takes into account that MUT's performance is defined by its 'capabilities' and that the only way to change performance is to develop new/improved capabilities.

The Strategic Themes are:

- ◆ **Theme 1:** To ensure financial sustainability
- ◆ **Theme 2:** To meet the expectations and needs of our students and stakeholders (government, business, industry and communities)
- ◆ **Theme 3:** To improve internal processes and systems to meet the expectations and needs of our stakeholders

- ◆ **Theme 4:** To develop the culture, skills and training to support our processes

Identification of the strategic advantages and challenges, and the SWOT analysis enabled an assessment of each Goal against the four Strategic Themes and led to the identification and prioritisation of the 18 strategic objectives. The associated performance indicators (KPIs) will be used to track progress toward the attainment of the Objectives. In addition the key result indicators (KRIs) will be used to track progress towards realising the Vision and Mission for MUT 2025. Implementation plans to improve processes and systems and, to develop the competencies to support these systems will constitute the critical strategic success factors required to ensure successful implementation of the Strategy 2025 and attainment of the Goals. The next Section elaborates on the Goals, Objectives and their link to the 2018 baselines, KPIs and targets.



Goal #1

Excellence in teaching and learning



This goal commits MUT to offer enriching educational experiences to enable student success and provide students with a university experience that develops the whole person – academically, socially, and personally. To achieve the status of a premier public research-informed University of Technology, we must remain committed to student success at both the undergraduate and postgraduate level, providing a rigorous educational environment with academic and other support services. To prepare our graduates to meet the challenges of the world of work and those faced by future citizen leaders, we must offer our students opportunities to develop the awareness and skill sets required for competing in the global environment. Our programmes, services, and policies should create a sense of place and belonging within a diverse educational environment that offers our students opportunities to engage the campus, and local and global communities. Together these concerted efforts will significantly improve our graduation rates.

The strategic objectives are indicated in the table below:

Key Performance Indicators, baselines and targets								
Strategic Objectives	KPI	2018	2020	2021	2022	2023	2024	2025
SO1.1 To increase student success	1. Student success rate	81%	81%	81%	81%	81%	81%	81%
	2. Student graduation rate	19%	21%	21.4%	21.8%	22.2%	22.6%	23%
	3. Throughput rate (in min+2) for the 3-year diploma	49%	50%	52%	54%	56%	58%	60%
SO1.2 To improve graduate satisfaction with the quality of teaching and learning	4. Graduate satisfaction with the quality of teaching and learning	90%	91%	91.8%	92.6%	93.4%	94.2%	95%
	5. Approved E-learning Strategy	No Strategy	Approved Strategy	Piloted strategy	Implemented Strategy	Implemented Strategy	Implemented Strategy	Implemented Strategy
SO1.3 To increase the quality of graduates	6. Percentage of graduating students with WIL experience	54%	54%	55.2%	56.4%	57.6%	58.8%	60%
	7. Employability of graduates (at graduation)	32.3%	33%	34.4%	35.8%	37.2%	38.6%	40%
SO1.4 To increase the number of programme offerings endorsed by professional bodies/associations	8. Number of approved academic programmes endorsed by professional bodies/associations	7	10	11	12	13	14	15
SO1.5 To increase the ratio of post-diploma programme offerings	9. The ratio of HEQSF aligned qualifications at NQF levels 5-6 to NQF levels 7-10, listed on MUT's PQM.	66:34	65:35	64.36	63.37	62.38	61.39	60:40



Goal #2

Excellence in research, innovation
and engagement



MUT is dedicated to the advancement of knowledge through research and discovery. Success in this endeavour is essential to provide the rich knowledge base, innovation, and workforce required to grow and sustain the quality of life for an increasingly diverse and rapidly changing global society. Sharing discoveries through publications, presentations, performances, exhibits, and other creative outlets is critical to fulfilling our role as a university. Building upon a broad research base, three areas of CAE will provide MUT with expanding opportunities for multifaceted research and interdisciplinary research collaborations:

- ◆ Human and social settlements and development
- ◆ Energy and the environment
- ◆ Health and food security

In addition, MUT will maintain a supportive and proactive environment for the development of the institution's research enterprise and other creative endeavours.

The strategic objectives are indicated in the table below:

Key Performance Indicators, baselines and targets								
Strategic Objectives	KPI	2018	2020	2021	2022	2023	2024	2025
SO2.1 To increase research productivity	10. Number of accredited research output units	40.3	42	43.6	45.2	46.8	48.4	50
SO2.2 To increase the commercialisation of Intellectual Property (IP), both protectable and unprotected	11. Number of protected IP (including trademarks)	5	6	7 (6.6)	7 (7.2)	8 (7.8)	8 (8.4)	9



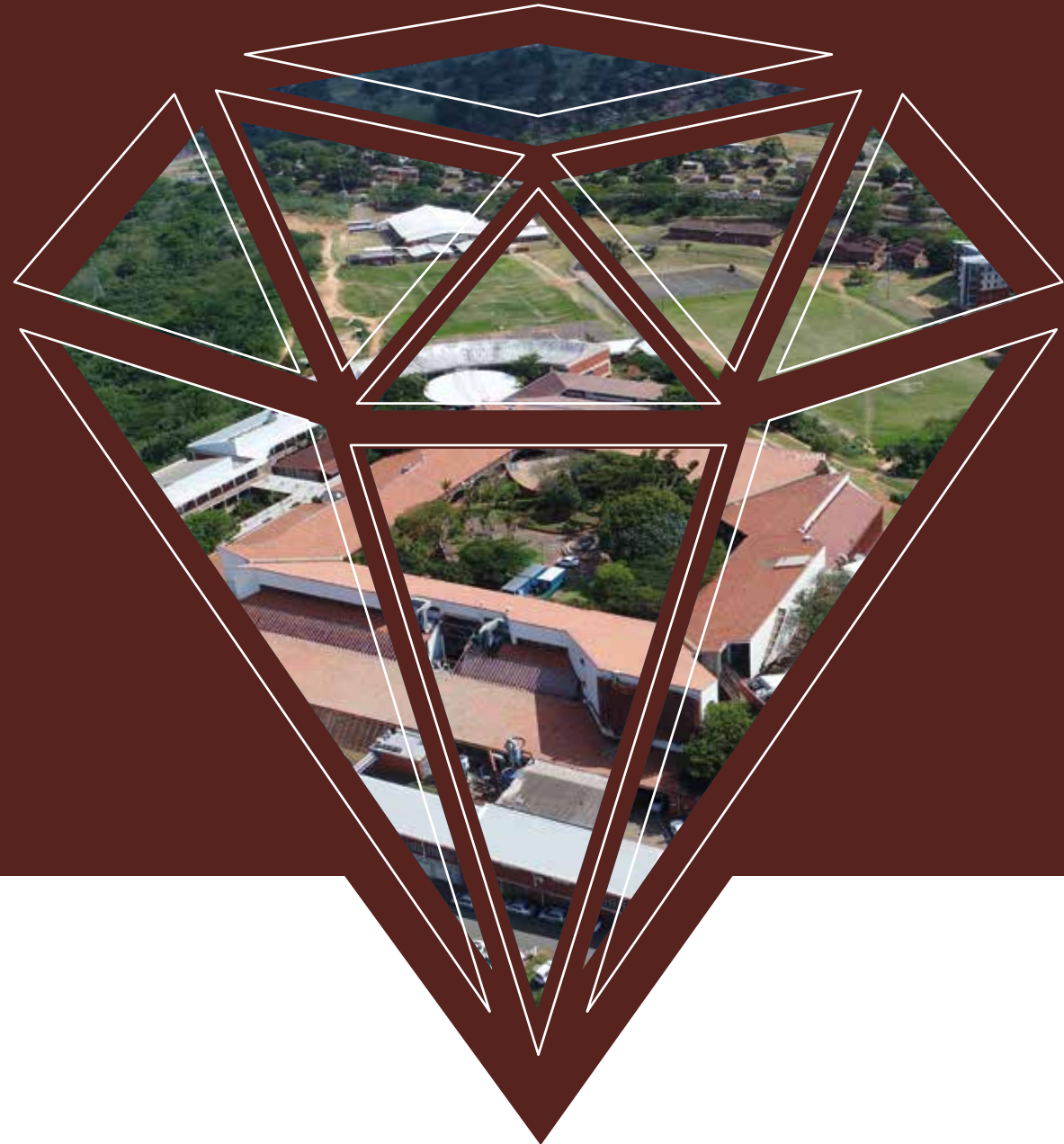
Success in this endeavour is essential to provide the rich knowledge base, innovation, and workforce required to grow and sustain the quality of life for an increasingly diverse and rapidly changing global society.





Goal #3

Excellence in community
engagement



Community engagement at MUT is the active involvement of the university community through its academic and support staff, students, and alumni in strategic partnerships with the broader community to enrich learning and research, prepare engaged citizens, and contribute to the public good. Community engagement values a culture of openness and access, creating value and improved quality of life, active communication and collaboration with community stakeholders, and positive constituent services at all levels. Engagement initiatives work to transform the lives of individuals and communities through active involvement with MUT's stakeholders by building relationships, conducting dialogue focused on common goals, and extending university knowledge, resources and expertise that contribute to the advancement of society.

We aim to position MUT as a preferred partner for community, industry and business leaders with outstanding capability and strengths in our areas of expertise. We will develop a rich and vibrant culture that will expand the community's awareness and appreciation of the human condition, our history and cultures, and aesthetic awareness through an active community programme of visual arts exhibitions, debates, and discussions; and preserving and presenting the history of our region.

Through its anchor strategy, MUT will have a wider focus beyond community partnerships through a scope of engagement that includes physical, economic, and social revitalisation of its neighbourhood.

The strategic objectives are indicated in the table below:

Key Performance Indicators, baselines and targets								
Strategic Objectives	KPI	2018	2020	2021	2022	2023	2024	2025
SO3.1 To increase MUT's contribution to the socio-cultural and economic development of the local community	12. Number of university projects registered with IRDCE	8	10	11	12	13	14	15
	13. Number of public lectures offered annually	1	4	5 (4.8)	6 (5.6)	6 (6.4)	7 (7.2)	8
	14. Number of student entrepreneurship projects	0	3	3 (3.4)	4 (3.8)	4 (4.2)	5 (4.6)	5
	15. Number of capacity-building initiatives for internal and external stakeholders	1	4	5 (5.2)	6 (6.4)	8 (7.6)	9 (8.8)	10
SO3.2 To increase the number of partnerships with local government and communities	16. Number of partnerships with local government and communities	1	3	4 (4.4)	6 (5.8)	7 (7.2)	9 (8.6)	10
SO3.3 To increase MUT's contribution to the development of academic and professional communities	17. Number of community-engagement presentations by academic staff at relevant symposia and conferences	No baseline	5	7	9	11	13	15
	18. Number of MUT staff who represent the University in professional communities, bodies or associations	No baseline	2	3	4	5	6	7



Goal #4

Targeted national engagement and internationalisation



MUT needs to contribute to national development in support of the National Development Plan by stimulating social and economic development through activities such as outreach, service, and collaborative research and commercialisation programmes that respond to national needs and align with the MUT mission.

Our alumni will extend their engagement with MUT, working together to enhance our reputation and to support our ongoing development, nationally and internationally. Students and staff will continue to embrace diversity as part of our distinctive culture. We aim to enhance the local community's global role by serving as a resource for sharing global understanding and perspectives such as linkages through international student exchange programmes, international staff, and international research activities.

The strategic objectives are indicated in the table below:

Key Performance Indicators, baselines and targets								
Strategic Objectives	KPI	2018	2020	2021	2022	2023	2024	2025
SO4.1 To increase national visibility	19. Number of nation-building projects	1	2	2 (2.4)	3 (2.8)	3 (3.2)	4 (3.6)	4
	20. Number of international staff and student exchange programmes	0	1	2 (1.8)	3 (2.6)	3 (3.4)	4 (4.2)	5
SO4.2 To increase international visibility	21. Percentage of international student enrolment as a proportion of total student enrolment	1%	1.2%	1.36%	1.52%	1.68%	1.84%	2%

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We aim to enhance the local community's global role by serving as a resource for sharing global understanding and perspectives such as linkages through international student exchange programmes, international staff, and international research activities.

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Goal #5

To create an enabling support environment



We aim to lead MUT into a sustainable future; fostering creativity, agility and resilience in our people, processes and systems. Our processes, systems and people will support effective knowledge-sharing and efficient use of resources. This will foster an environment that enables evolution towards our future profile of people, culture and processes, infrastructure, revenue mix, and global capabilities. It will be addressed through the following initiatives:

- ◆ Recruit and retain staff who are committed to our vision, mission, and values, and who diligently contribute to excellence.
- ◆ Create an organisational culture, administrative processes, and structure that value and promote productivity, while optimising both the utilisation of existing resources and the generation of new resources.
- ◆ Ensure that administrative processes and technology are aligned to efficiently enable academic and support staff, and students to advance the Mission of the University.
- ◆ Provide the physical infrastructure – buildings, classrooms, laboratories, studios, and libraries – that will enable us to support the work of our faculty and staff, and to serve our students in alignment with the University's Master Plan.

- ◆ Increase and optimise the revenue mix beyond the traditional sources of tuition fees and state support through an expansion of resources such as sponsored projects and research, gifts and endowments, scholarships, auxiliary services, partnerships, and entrepreneurship opportunities.

The strategic objectives are indicated in the table below:

Key Performance Indicators, baselines and targets								
Strategic Objectives	KPI	2018	2020	2021	2022	2023	2024	2025
SO5.1 To increase the popularity of the MUT brand	22. Nett promoter score among stakeholders (staff, students and alumni)	Baseline not available	50%	52%	54%	56%	58%	60%
SO5.2 To improve student life and wellness	23. Student satisfaction with the quality of supporting infrastructure	Baseline not available	50%	52%	54%	56%	58%	60%
SO5.3 To improve the well-being and engagement of staff	24. Staff engagement index	Baseline not available	40%	42%	44%	46%	48%	50%
SO5.4 To improve operational efficiency and effectiveness	25. Reduction of the number of qualified audit findings	14	Not more than 10	Not more than 9	Not more than 8	Not more than 7	Not more than 6	Not more than 5
5.5 To sustain and improve financial sustainability	26. Third stream income as a percentage of total income	1.6%	2%	2.4%	2.8%	3.2%	3.6%	4%
	27. Efficiency ratio: Total expenditure as a percentage of total revenue	91%	88%	87.4%	86.8%	86.2%	85.6%	85%
	28. Quick ratio: (Cash & Cash equivalents less Restricted Grants funds + Student debtors) to (Current Liabilities less Current portion of Restricted Grant funds)	1.38	1.5	1.6	1.7	1.8	1.9	2
	29. Total liabilities less Deferred Income (to be amortised) as a % of Total Assets	66.7%	65%	64%	63%	62%	61%	60%
SO5.6 To maintain and improve infrastructure.	30. % of Capex projects awarded within approved procurement plan	No base	80%	82%	84%	86%	88%	90%
	31. % expenditure of capex projects awarded within the approved plan	Baseline not available	50%	56%	62%	68%	74%	80%
	32. Maintain ratio of capex infrastructure maintenance allocation to overall infrastructure budget	33%	34%	35.2%	36.4%	37.6%	38.8%	40%



Call to action and accountability

To ensure the success of the MUT 2025 Strategic Plan, we must follow through by incorporating the strategic initiatives into our everyday management, operations, and decision making.

MUT intends to operate as an integrated whole, with each element and component contributing to the University mission and vision, collaboratively and in a holistic fashion. This approach will move the institution as a

whole toward the realisation of its Vision. The performance information (or operational plans) for the implementation of this Strategic Plan will be managed through the proposed executive management structure.



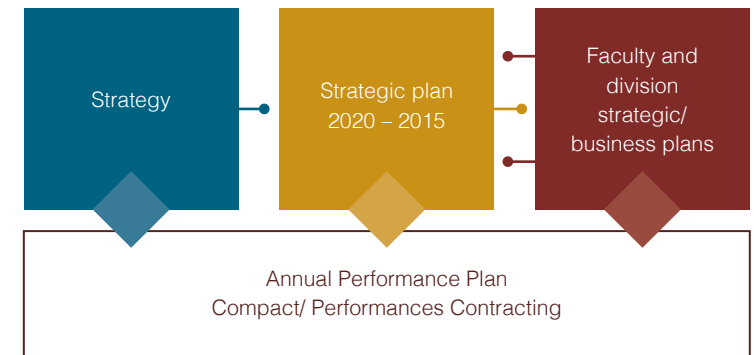
MUT intends to operate as an integrated whole, with each element and component contributing to the University mission and vision, collaboratively and in a holistic fashion.



Implementation plans

An implementation process that will ensure that the strategic plan is carried out effectively is critical to our success.

The implementation plans for the Strategy are:



The scope, timeframes and responsibilities for these plans are as follows:

Plan levels	Scope	Time frame	Lead responsibility	Content
University Strategic Plan	University Strategic Direction	5 years	EMC	Long-term initiatives
Annual Performance Plan (APP)	Annual implementation of the Strategic Plan: <i>Agreement between Council and the Minister of Higher Education and Training</i>	1 year	Department of Institutional Planning and Research	Annual targets towards the achievements of the KPIs in the Strategic Plan and the agreements between the Council and the Minister of Higher Education and Training
Performance/ Operational Plans of the 9 Divisions	Annual business/ operational plans in support of the APP	1 year	Deans of Faculty and Heads of Departments/ Divisions	Targets, initiatives and financial implications for the achievement of the APP
The Compact	The compact will serve as the basis for annual performance contracting of the Vice Chancellor with Council.	1 year	EMC	Annual targets as per the following plans: <ul style="list-style-type: none"> • APP • Additional Council specific targets



Integration into operational planning (unit-level and compacts)

Senior Management guide the implementation of MUT 2025 across the University. It will act as a clearinghouse to communicate strategic direction and promote optimum alignment of our current operations and new initiatives with the MUT 2025 plan. It will coordinate initiatives throughout the University, monitoring progress and key metrics, and providing communication and transparency to the planning process.

Delegated authorities and decision making, will, however, remain as assigned by the institutional Delegations of Authority Framework, to empower all units with the responsibility to the

determine implementation of their respective parts of the plan.

Integration of MUT 2025 as the guide for our budget process

The Strategic Plan framework will be applied to examine whether current and new resource allocations appropriately reflect our priorities through a transparent, interactive process. Budget proposals will be evaluated according to how well they align with the plan and to what degree initiatives advance fulfilment of the MUT strategic direction. Further dialogue is required to shift resource allocation approaches to this new model, while fully considering existing commitments and realistic expectations for growth.

Plan for Financial Sustainability

This Strategic Plan will be accompanied by a Plan for Financial Sustainability which will help MUT to understand whether there will be long-term financial resources to continue to fulfil its Vision and Mission. Through this Plan, the University will engage in a systematic analysis of its financial ability to continue to provide services over time.

Ongoing revision and modification of the plan

Monitoring of progress toward goals and improvements per key high-level metrics will guide the evaluation and plan revision process. The Directorate of Institutional Planning and Research (DIPR) will routinely collect and publicly disseminate this information as a “dashboard report” showing how we are closing the gaps between current and desired status.

The EMC can respond with changes to approach, resources deployment, and shifting conditions over time where plan modifications are required. Senior Management will advise in this process, coordinate any special task force projects, and manage an annual Strategic Retreat for broad participation and commitment on annual plan updates.

Organisational structure to support MUT 2025

An enabling organisational structure will be put in place to create a Senior Management Team that is broadly representative of the university community and advisory to all levels while maintaining a high degree of transparency and participation in the planning process to promote optimum alignment of the University’s organisation towards a set of common goals.

Communication

We must develop an institutional communication system to inform the internal and external community of MUT’s commitment to its announced mission and progress toward its vision. Quarterly reporting of performance metrics on our goals will be a standard part of reporting on institutional performance by the Executives and Deans. Senior Management will biannually review progress on all initiatives. The Vice-Chancellor will present an annual public “State of MUT” address, to be accompanied by ongoing public relations activities.

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MUT’s image, branding, reputation, and prestige will reflect all the aspirational goals outlined in this plan and inform key audiences about progress, constantly recognising and celebrating accomplishments along the way.

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To facilitate external communications, a public Web site will be established that contains our goals, specific metrics, and progress toward the goals. As a result of our internal system and the public Web site, the university community will be able to assess our progress, and senior leaders will have regular opportunities to discuss and adjust our initiatives as required.

Marketing MUT 2025

Telling the MUT story and sharing our 2025 vision are essential to attract top students, academic staff, research sponsors, and resource contributors and to gain optimal buy-in from all MUT's stakeholders. These stories will demonstrate MUT's values-in-action work to positively reinforce integrity, excellence, inclusiveness, respect, collaboration, and innovation. MUT's image, branding, reputation, and prestige will reflect all the aspirational goals outlined in this plan and inform key audiences about progress, constantly recognising and celebrating accomplishments along the way.





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MUT Takes a stand Against Xenophobia and Gender-Based Violence

Unfortunately, sexual and gender-based violence and xenophobic attacks on foreign nationals are rampant in our society. MUT joins the many voices in condemning these actions. We are committed to contributing to heightened awareness of the harmful effects of these acts and to support national efforts and campaigns to stop them.

We desire an environment in which our students and staff live, work and study in a safe environment without constant fear and intimidation. At the same time, as an organisation with a globalised academic mission, which values its relations with institutions and communities across the globe, we condemn all acts of xenophobia.

The stance of the MUT leadership against sexual and Gender-Based Violence and xenophobia within the University is unequivocal. Gender-Based Violence and xenophobic attacks are not acceptable. Condemnation needs to be constant and consistent and perpetrators need to be prosecuted. We are committed to doing everything in our power to minimize the scourge within the University and to support those who have been affected. We are committed to enhancing measures to support survivors and ensure that perpetrators are prosecuted under the law. We are reviewing the University policies to align with the national policy framework to address gender-based violence in the post-school education and training system.

We caution that public naming and shaming of alleged perpetrators of sexual and Gender-Based Violence, particularly on social media, is not legal. It is understandable for victims to feel that the legal system is not prompt in offering support and protection to victims and in prosecuting offenders. But naming and shaming is inefficient in bringing perpetrators to justice and can cause harm to innocent people, including the victims.