



STRATEGIC
PLAN

2017-2021



UNIVERSITY OF
KWAZULU-NATAL[™]
INYUVESI
YAKWAZULU-NATALI

INSPIRING GREATNESS

CONTENTS

FOREWORD	1
THE UNIVERSITY OF KWAZULU-NATAL	3
STRATEGIC ALIGNMENT	5
Maintaining Strategic Momentum	8
STRATEGY 2017-2021	13
Purpose	13
Values	13
Pillars for Delivering on the Purpose	13
Mission Statement	15
VISION	16
STRATEGY STATEMENT	17
STRATEGY AT A GLANCE	18
UKZN STRATEGIC PLAN (2017-2021)	19
A. Institutional climate and culture as a catalyst	20
B. Goals for benchmarking achievement	21
C. Enablers as Strategic Success Factors	24
DELIVERING THE STRATEGIC PLAN	28
APPENDICES	29
Appendix 1: Institutional Planning in the context of the Strategic Plan	30
Appendix 2: Annual Planning, Monitoring and Reporting Cycle	31
Appendix 3: Reporting Framework	32

PRODUCED BY:

Corporate Relations Division • University of KwaZulu-Natal

Tel: 031 260 7958 • Facsimile: 086 535 3339

www.ukzn.ac.za

Date: September 2017

FOREWORD

FROM THE VICE-CHANCELLOR AND PRINCIPAL

It is a pleasure to present the University of KwaZulu-Natal (UKZN) Strategic Plan 2017-2021, which outlines the institutional culture, goals and enablers we have identified to help the University realise its full potential, and to inspire greatness in our stakeholders. The process of formulating a new Strategic Plan at UKZN gave us the opportunity to take stock of our achievements and failures and to determine our future in light of the challenges that lie ahead.

This strategy demonstrates our commitment to achieving transformation and excellence through our core function as a knowledge agent, as well as through our engagement with stakeholders and communities. Transformation and excellence are both pervasive elements that are deeply entrenched throughout the strategy to shape the future of the University.

The strategic goals aim to enrich the learning experience for students, to cultivate a commitment to lifelong learning, and to empower students to flourish as innovators and entrepreneurs. We shall continue to engage in cutting-edge research not only to make an increasing intellectual impact internationally but also to benefit society in terms of addressing immediate challenges and societal needs. By growing intimate relationships with public and private sector partners as a vehicle for achieving the above objectives, the University will pursue its core purpose – to inspire greatness in everyone it touches.

To facilitate the delivery of our strategic goals, UKZN is committed to growing a deep service culture across the Institution, to delivering excellence within an enabling

environment, and providing world-class infrastructure to support a vibrant knowledge community. At the heart of the service culture is our value system that all at the University will aspire to live by on a daily basis.

I would like to thank the Task Team who worked tirelessly from the start of the process in 2015, facilitating at University community consultation sessions, and compiling and overseeing the development of numerous drafts of the new UKZN Strategic Plan 2017-2021. My sincere appreciation and thanks are due to the Strategic Plan Task Team.

The UKZN Strategic Plan 2017-2021 represents the collective inputs – a wide array of contributions and thoughts – from the entire UKZN community. In this regard, I would like to take this opportunity to thank all of you for supporting this effort and for providing your inputs during the extensive consultation process. As the UKZN executive team, we look forward to working with you and all our stakeholders to vigorously pursue our collective ambitions for the University. Let us work together in taking collective responsibility to oversee and monitor the implementation of this new strategy. By investing in the future of UKZN, we are investing in a future KwaZulu-Natal and South Africa.

DR ALBERT VAN JAARSVELD
Vice-Chancellor and Principal







THE UNIVERSITY OF KWAZULU-NATAL

The University of KwaZulu-Natal (UKZN) has swiftly established its credentials as a rapidly transforming and research-intensive institution, and has become one of the leading universities in Africa. UKZN is the only merged South African university that has consistently featured in global university rankings over the last five years. Established in 2004, with roots originating in the erstwhile Universities of Natal and Durban-Westville (founded as University Colleges in 1910 and 1960 respectively), this reconfigured Institution is now one of the largest residential universities in South Africa. UKZN's Strategic Plan 2009-2016 began the journey towards African Scholarship with its vision of UKZN becoming a Premier University of African Scholarship, a journey that enhanced the research character of the University. This enabled UKZN to be ranked as one of Africa's most prominent universities in terms of its academic quality and research impact.

Rich in tradition, UKZN has a proud heritage of academic excellence and a history of making a transformative impact regionally, nationally, and globally. The recent publication 100 Years of Academic Excellence, 1910-2010 celebrates this tradition and heritage. UKZN remains deeply committed to advancing African scholarship and being an Institution of Choice for staff and students. As a transformative university which nurtures and develops academic talent and diversity among its students and staff, UKZN aspires to create a deep service culture that inspires greatness across the Institution, in its partners, and also the communities it serves.

UKZN currently has five campuses across the two metropolises of eThekweni (Durban) and Msunduzi (Pietermaritzburg) – which serve as the main hubs of its academic activities. The greater Durban area is fast

urbanising and has a port which handles large volumes of shipping and general cargo for the African continent. Durban is one of the largest commercial and industrial centres in South Africa.

The student population at UKZN is representative of regional demographics, and has grown significantly to a number over 45 000. While this student body size is approaching the limits of space and university resource constraints, there is still capacity to increase the proportion of postgraduate enrolment, which is currently just under 30% of the total student population. UKZN's research centres and research institutes are thriving, and have positioned the Institution as a university with the highest number of published research outputs in 2013 and 2014 in South Africa. Accompanying this success is the maturing of UKZN's intellectual property and knowledge-transfer office, InQubate, which is the driver for the management and commercialisation of UKZN's intellectual property, and which acts as a hub for the growth of student entrepreneurship and industry-university collaborations. The Centre for World University Rankings (CWUR) presently ranks UKZN fourth in South Africa, and the University is placed within the top 500 universities in the world.

The devolved College model – a fundamental outcome of the 2009-2016 Strategic Plan – has matured and now promotes the rendering of effective strategic direction in terms of resource utilisation and improved management and

administrative support functions. As part of its institutional transformation, UKZN has embraced symbols that are consistent with the vision of being a Premier University of African scholarship. The transformation symbols include the new anthem *iHelele*, and academic dress and corporate branding which reflect the Institution's African roots.

University planning is a continuous process that must be responsive, and must adapt to the constantly evolving landscape of the Higher Education sector and the changing needs of wider society. The UKZN Strategic Plan 2017–2021 builds on the current strengths of UKZN and seeks to make further improvements. It also aims to strengthen UKZN so that it can pre-emptively address internal challenges and pro-actively seize on opportunities arising from the external environment. The new Strategic Plan provides an aspirational and robust framework for UKZN to continue to thrive in the uncertain but exciting period that lies ahead for the tertiary education sector in South Africa. Furthermore, it serves as a basis for the development of annual operational plans.

The UKZN Strategic Plan 2017-2021 is the result of a comprehensive consultation process across the University, and its implementation is the responsibility of everyone at the Institution. UKZN leadership looks forward to working with all stakeholders to achieve the Strategic Plan's objectives, and to ensure the sustained success of the University. Deep gratitude is due to all who contributed inputs during the Plan's development, drafting and refinement.

STRATEGIC ALIGNMENT

The UKZN Strategic Plan 2017–2021 builds on work already underway and launches several new initiatives. While maintaining continuity with the normative standard of African scholarship within a global context, the plan takes advantage of UKZN's distinctive features – including its heritage, refreshed academic portfolio, research strengths, and its geographical location as a coastal university on South Africa's eastern seaboard with a significant presence in the midlands of KwaZulu-Natal. The intention is to strategically position UKZN as a locally engaged institution with a strong global presence in selected research areas.

The Strategic Plan will steer UKZN through a period that is likely to be characterised by a rapidly evolving and increasingly competitive Higher Education environment, high expectations from students, and also significant financial pressures.

The following strategic and environmental factors form the backdrop for the strategic choices underpinning the strategic plan:

» People and Institutional Climate

Strengthening of the current institutional climate within UKZN is one of the overarching intentions of the plan.

The leadership at UKZN has already started working to create a climate within which the University can inspire greatness by demonstrating that Higher Education is about compassionate human development and by imparting values that empower all people to reach

their full potential. As part of advancing scholarship and knowledge, UKZN advances mutual understanding, social cohesion, and peace. Therefore, the leadership has embraced the ideal of servant leadership, where moral consciousness is appreciated and accessed through ways that inspire trust, pride, and mutual confidence.

» The Challenge of Scale

The size and shape of UKZN is a key strategic issue running through this document. The University has more than 45 000 students (approximately 42 500 full-time equivalents), 4 400 staff, over 148 370 alumni (8 785 of whom are now international), and an annual budget that exceeds R2 800 million. The current infrastructure accommodates the academic activities in the four Colleges (Agriculture, Engineering and Science; Health Sciences; Humanities; and Law and Management Studies) as well as all student academic and recreational facilities. These are distributed across five University campuses (Edgewood, Howard College, Medical School, Pietermaritzburg, and Westville).

The ongoing development of a Campus Master Plan serves as a guide for the future growth, improvement, and repositioning of UKZN. The Master Plan will be continuously revised over the lifespan of this Strategic Plan in order to reflect the changes in UKZN's size, organisation, and business priorities. This will ensure that the University grows as a comprehensive, college-based, research-intensive institution – with a world-

renowned research profile and distinctive and aligned undergraduate and postgraduate teaching portfolios.

A critical step over the next five years will therefore be to plan to scale, in order to realise UKZN's academic ambition and to offer students and staff the widest range of opportunities, including critical public and private sector partnerships, global mobility, and linkages with world-renowned research and university partners. The principles of equity and opportunity in participation by both students and staff will inform this strategy. Increasing the availability of scholarships and residential accommodation, together with targeted investments in student support, will be required to encourage participation by students who experience disadvantage. Within this context, the quality of the student experience will be paramount. This will need investment in the expansion and improvement of teaching and learning through digital technologies, and in the creation of supportive learning, social, and residential environments. The strategy assumes that classroom teaching and campus life will remain core to UKZN but would require digital enhancement.

Therefore, UKZN's growth parameters have been prioritised as follows:

- The growth of the Institution will be restricted to the current geographic spread between the cities of eThekweni (Durban) and Msunduzi (Pietermaritzburg). An exception will be the provision of programmes in the Health Sciences, where there is a need for an extended platform into rural areas for the provision of healthcare training and services. UKZN will also make provision for extended online education and other

programmes for experiential learning, in order to meet the needs of communities far from our campuses.

- A cap in the growth of the headcount in student enrolment at 50 000 for the period leading to the year 2030.
- A growth in postgraduate enrolment up to 30% of total student enrolment.

» Globalisation

UKZN remains committed to the trajectory commenced in 2009, in terms of advancing African scholarship within a competitive, global, Higher Education environment. Internationalisation has been identified as one of the key goals underpinning the Strategic Plan, in order to meet UKZN's aspiration to be a globally connected University of African Scholarship.

As one of the key drivers for change, global mobility will grow for students, academics, and University brands. This will not only intensify competition but will also create opportunities for more meaningful global partnerships and expanded access to student and academic talent. UKZN will have to strengthen its efforts to increase the international mobility of both students and staff – especially within Africa.

UKZN will need to respond to the increase in the availability of “knowledge” – especially online – which is driving the expansion of access to university education globally. This driver of change will intensify as digital technologies continue to transform the media, retail, entertainment, and other industries, including Higher Education. The national phenomena of an aging researcher cohort and the continued decline in the

per capita funding of Higher Education will be major constraints for the internationalisation agenda, especially with regard to UKZN's world-ranking aspirations.

The idea that the world is currently entering the Fourth Industrial Revolution is gaining traction. This Fourth Industrial Revolution builds on the Third – the digital revolution that has been prominent over the last half century. This has seen a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres, resulting in changes that are evolving at an exponential rate and which are disrupting almost every industry in every country on Earth.

This rapid change, however, presents countless possibilities for billions of people across the world connected by mobile devices – with unprecedented processing power and storage capacity. Emerging technology breakthroughs in fields like artificial intelligence, robotics, nanotechnology, biotechnology and materials science, energy storage, and quantum computing, will all amplify these possibilities.

The breadth and depth of the above changes will herald the transformation of entire sectors of society and result in positive gains in terms of efficiency, productivity and safer and more rewarding jobs. However, the changes may also lead to undesirable consequences such as greater inequality in societies and the displacement of workers by technology.

» National Perspective

Nationally, the Higher Education landscape will continue to see changes in national policy, including reforms to the regulatory environment. The Higher Education

Amendment Bill, passed by the National Assembly and National Council of Provinces at the end of 2016, will give the Minister of Higher Education and Training new powers to, among other things, determine policy on transformation goals, articulation, and also recognition of prior learning within Higher Education. There is likely to be a regulation of tuition fees or further extension of Higher Education for the poor and financial aid for students from middle-income families.

The demand for free, quality and decolonised Higher Education may escalate and create an unstable environment for the running of universities in South Africa. There will be increasing pressures to find new and innovative means to engage students who feel alienated by institutional cultures that are underpinned by normal university governance and democratic processes, echoing increasing dissatisfaction with widening inequality in South African society. This is within the context of a growing trust deficit among ordinary people across the world with regard to mainstream business and political establishments. UKZN carries a heavy responsibility to create a culture that promotes engagement, dialogue, and tolerance for different values. The challenge for University leadership is to provide an engaged, open, and connected form of leadership that practically serves and meets the needs of students as the Institution's major partner. UKZN's primary aim is to shape a future that works for all by putting people first and empowering them to cope with the evolving world. For students and staff, UKZN should be a place of new and original thoughts and ideas that will shape a brave new future.

A number of exciting opportunities are emerging. These include the continued commitment of the Department of Higher Education for the funding of infrastructure development at universities and the introduction of the University Capacity Development Grant for general development within an institution.

The UKZN Strategic Plan 2017–2021 aligns with: the National Development Plan 2030: Our Future – Make it Work (2013); the Provincial Growth and Development Strategy for KwaZulu-Natal (2011); and the White Paper for Post-School Education and Training: Building an Expanded, Effective and Integrated Post-School System (2013).

» Regional and Local Context

Although it is true that Higher Education around the world faces disruptive forces such as MOOCs (Massive Online Open Courses) that will increasingly provide international platforms for education and training, the value of a residential university that simultaneously offers global connectivity and access while also being deeply embedded in its local community, is less susceptible to disruption. Key to this strategic approach is the strength of partnerships and the degree of entrenchment in local communities, the public sector, as well as in industry and corporate partners. It is the intention of UKZN to become a tertiary education institution that is highly connected or “plugged in” to its regional partnerships, and to create an inviting culture for regional partners on all our campuses.

» Transformation and Excellence: UKZN Commitments

Transformation and excellence are key mutually

reinforcing drivers for delivering on the purpose of the Strategy – Inspiring Greatness. They are complementary concepts at UKZN and will be monitored using a number of key performance indicators scattered throughout the Strategy document. The commitment of the University to achieving transformation and excellence simultaneously is unwavering and also entrenched in the UKZN Transformation Charter and the UKZN REACH^T principles.

Maintaining Strategic Momentum

» Achievements

The implementation of the Strategy is a journey and builds on the momentum and achievements of previous strategic initiatives – specifically the UKZN Strategic Plan 2009–2016. The previous planning period was characterised by a number of significant changes in the Higher Education landscape. These included the restructuring of the Higher Education landscape through which the University was born, the introduction of the new sub-framework of Higher Education qualifications within the National Qualification Framework, and the restructuring of the national Post School Education system.

The UKZN Strategic Plan 2009–2016 articulated a clear vision for the University as a Premier University of African Scholarship. It emphasised the goal of being a globally connected University from an African perspective with excellence in learning, teaching, research, and community engagement, leading to an emphasis on growing programmes and promoting indigenous knowledge systems.

UKZN has largely achieved the above aims. It has achieved

a strong global outlook that has placed it among the top 500 universities in the world in major rankings, and has enabled it to establish new and significant international strategic partnerships. A sizeable number of its researchers have gained national recognition for their outstanding research outputs in terms of quality and impact. This has enabled UKZN to maintain the lead nationally – for two consecutive years (2013-2014) – in terms of having the most published research outputs, as recognised by the Department of Higher Education and Training. The Centre for the AIDS Programme of Research in South Africa (CAPRISA), together with the newly formed Africa Health Research Institute, forms one of the most influential research clusters in Africa on HIV Prevention and TB research.

UKZN has made comprehensive changes to the academic programme offerings and academic structure, in order to refresh the taught curricula and to respond to challenges of articulation within the new National Qualifications Framework and the imperatives of the White Paper for Post-School Education and Training. Investment in modern IT infrastructure has also provided a supportive and creative environment for teaching and learning and research, as well as enriching the student experience. Considerable effort is being made to ensure the appropriate decolonisation of curricula across the Institution, so as to reflect UKZN's African roots.

More recently, there has been significant investment in physical infrastructure supported by the Department of Higher Education and Training. These investments are in student residences and in the construction of a modern academic facility at the Edgewood campus. The development of the Campus Master Plan is set to

steer the development of UKZN towards further capital projects, in order to give effect to this plan. The University recently received an international award (Africa Best Employer Brand Awards, 3rd Edition) for being a best employer in terms of the development of its employees and for the strengthening of careers. It has also made significant contributions to local, regional, and national skills development agendas through relevant research solutions and participation in planning and advisory structures. UKZN was also honoured at national level for its extensive efforts made to establish the use of isiZulu as a teaching and academic language.

» **Research flagships**

UKZN aims to strengthen its research performance through strategic investment in key University-wide, cutting-edge research flagships. These flagships represent areas of research where the University aspires to be world class on a sustainable basis, as they will serve as a mechanism for attracting and retaining the best students and staff. Among others, the research flagship investment strategy entails the:

- a. Development of a critical mass of expertise and infrastructure that transcends individual contributions
- b. Establishment of select trans-disciplinary areas that traverse the boundaries of the existing four Colleges
- c. Establishment of key international partnerships in these research areas
- d. Concentration of internal and external resources in order to achieve global recognition.

The research flagships for UKZN for the period 2017-2021 are:

- a. Social Cohesion – Addressing Inequality and Promoting Nation Building
- b. African Health – Saving Lives
- c. Big Data and Informatics – Computing Solutions
- d. African Cities of the Future – Most Liveable Cities

A short description of each of the research flagships is provided below.

SOCIAL COHESION – “ADDRESSING INEQUALITY AND PROMOTING NATION BUILDING”

South Africa is young as an integrated country with a free society, and inherits a massive burden of inequality from the Apartheid past. While South Africa has a remarkable constitution, which entrenches equality and opportunity for all, and there has been an incredible transition of reconciliation and development, led by our iconic leader, Nelson R. Mandela, there remains a legacy of unequal access to resources, or inequality in opportunity for personal or community development.

South Africa has the highest GINI co-efficient of inequality, and is one of the most rapidly changing social systems. This unfortunate situation does provide a geographic advantage for finding better solutions. Research (knowledge and understanding) and trained capacity (students and practitioners) that can contribute solutions to societal challenges that emanate from inequality, may be best implemented in a situation of extremes as these that exist in South Africa. Solutions generated here can inform solutions for the entire world.

This research Flagship will focus on tackling factors that sustain inequality of opportunity and outcomes, by building capabilities, removing barriers, and redressing the wrongs of the past. Furthermore, UKZN will focus on leveraging successes in these areas for translation into real achievements for our citizens and communities, with an emphasis on the poorest of the poor and marginalised communities.

The focus will be on human development in line with the National Development Plan, but which is sustainable, and retains the linkages to the natural resource base on which such communities often depend where appropriate. The approach will be to focus on reducing inequality by finding tailored solutions that address quality of life and aspirations in these communities, including in areas of agriculture, water, natural resource access, land tenure, health and social services. We expect these to collectively translate into improved quality of life, improved education and capacity to work productively. This will be achieved in an environmentally sustainable manner, which takes into account the pressures of global change and climate change. It will build on these successes and contribute to increased social cohesion, taking into account social inclusion, social justice, social capital, and social mobility.

The challenges faced in transforming societies cannot be based on perspectives drawn from separate disciplines. Therefore, this will require interdisciplinary and transdisciplinary approaches that bring together teams from various areas such as food production, natural resources use, water and food security, land-use planning and management, land tenure systems, and link these

with expertise in service delivery in key human welfare outcomes such as social services, poverty alleviation, health, and education. At the same time, solutions will need to be translated into policy and practice, necessitating involvement from development studies, political sciences, economics, and law. We anticipate identifying a few large integrated projects, and recruiting academics and students from across a broad range of disciplines to participate in these projects. Only through these multiple lenses that such a team will bring, will we be able to identify and grasp the types of integrated solutions that will be required.

AFRICAN HEALTH – “SAVING LIVES”

UKZN is a global leader in some areas of medical research, such as AIDS and Tuberculosis. The Flagship research programme strategy offers UKZN an opportunity to build on its existing strengths to expand to a focused set of high impact health research studies. For maximal impact, the Flagship will focus on the top five causes of death in South Africa.

Information on the causes of death in South Africa is central to monitoring health, development goals and in formulating evidence-based health policies. The statistics on mortality and causes of death provide information needed to combat South Africa's quadruple burden of disease – infectious diseases, non-communicable diseases and mortality from injuries as well as to estimate demographic indicators such as infant mortality, child mortality and maternal mortality. According to the latest report (based on death reports) on mortality and causes of death in South Africa in 2015, there are five conditions that contribute to the largest proportion of deaths in

the country. The five most common causes of death are 1) tuberculosis, 2) diabetes, 3) hypertension, stroke and heart disease, 4) HIV and 5) lung infections such as influenza and pneumonia, the latter principally affecting children.

The proposed flagship project will bring together researchers from across the Institution to identify potential high impact studies and to provide these with institutional support and linkages. For each of the Top five causes of death, a community (group) of researchers across disciplines and areas of study will be brought together to enhance their prospects of success.

New knowledge or technologies that contribute to reducing the country's disease burden have the potential to make the greatest impact in saving lives and enhancing UKZN's reputation and impact on health in South Africa.

BIG DATA AND INFORMATICS – “COMPUTING SOLUTIONS”

UKZN is a global leader in some areas of the Mathematical, Physical and Biological Sciences and Engineering, ranging from astronomy to bioinformatics and from quantum information processing to Big Data analytics. Common to these areas is the use of the most advanced classical and quantum computational techniques for generating innovative, competitive and productive solutions. This research Flagship offers UKZN the opportunity to build on existing strengths to expand to a focused set of high impact research and development studies of relevance to the promotion of the 4th Industrial revolution in Africa. The convergence of cyber-physical systems, the Internet of Things and the Internet of Systems is impacting on

most scientific disciplines, economies, and industries. The University of KwaZulu-Natal aims at becoming the pioneer of the intersection of classical and quantum information processing for Big Data analytics in South Africa. The capturing and processing of Big Data are central to the scientific and technological achievements of the Flagship. Being able to exploit Big Data as a tool to create value and to address both local and global challenges, as well as fundamental science questions, requires research and innovation in corresponding analysis techniques and technology. UKZN wants to lead in the science underpinning the disruptive digital technologies and techniques of the 4th Industrial Revolution with the potential to deliver increasingly sophisticated products and services and have a positive impact on socio-economic development in Africa.

The convergence of digital technologies with breakthroughs in the physical and biological sciences will contribute to deliver increasingly sophisticated products and services and have a positive impact on economic development across Africa.

AFRICAN CITY OF THE FUTURE – “MOST LIVEABLE CITIES”

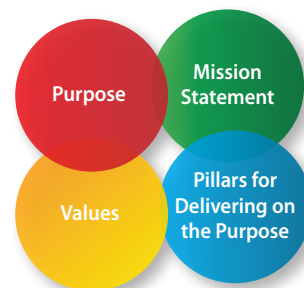
According to UN-Habitat, Africa is urbanising at a rate of 4% per annum, particularly in developing countries. Over the next two decades, cities in Africa will experience higher growth rates than other regions of the world. It has been said by the director of UN-Habitat that urbanisation in the Africa of today is an untapped tool

for development and economic growth. This rapid rise in the population of African cities however presents a range of socio-economic challenges. Urbanisation has the potential to catalyse Africa's structural transformation, if managed properly. Together with good planning of urbanisation and industrialisation, economic growth and human development can be achieved in a sustainable manner. Challenges, which need to be addressed, include congestion, infrastructure (water, housing, sanitation, and energy), food security, pollution, social disaggregation, unemployment, service delivery, crime, violence, and lawlessness, child and women vulnerability, health issues, environment, proper urban planning and design. These challenges provide an opportunity for all disciplines in the University to come together to work in an interdisciplinary, multi-disciplinary synergistic approach to find solutions which are unique and indigenous to the continent that we reside on. In addition, the African City of the Future will encompass concepts such as smart cities, aerotropolis, autonomous vehicles, urban agriculture, as well as the ocean economy for cities that are along the coast.

The proposed research flagship will bring together researchers from across the Institution to work closely with the municipalities, and provincial and national governments to find sustainable solutions to the challenges associated with rapid urbanisation and the vision of developing African cities which are on par or better in terms of liveability than leading global cities.

STRATEGY 2017-2021

The UKZN Strategic Plan 2017-2021 articulates the University's commitment to shaping a better future – by “Inspiring Greatness” within and beyond the University. The strategy includes the purpose and values that will remain fixed during the lifespan of this Strategic Plan. The organisational strategies and practices have had to continually change in order to adapt to a changing operating environment. This enables UKZN to simultaneously manage continuity and change effectively.



● Purpose

The purpose of UKZN, or the reason it exists, is to shape a better future by “Inspiring Greatness”. This purpose reflects the intrinsic motivation for all at UKZN, to advance the University's Mission by what they do and how they go about their business on a daily basis.

● Mission Statement

UKZN's Mission is to be “A truly South African University of Choice that is academically excellent, innovative in research, entrepreneurial, and critically engaged with society.”

This Mission Statement commits UKZN to being one of the great universities of the world, contributing to the advancement of knowledge and scholarship in ways that enrich and transform society in Africa and internationally.

● Values

UKZN aims to establish a value-driven organisational culture that empowers the Institution and its people to achieve institutional goals. The guiding values are Respect, Excellence, Accountability, Client Orientation, Honesty, and Trust – represented as R.E.A.C.H.^T The behaviour and actions of everyone at UKZN will, accordingly, demonstrate:

- **Respect:** UKZN undertakes to promote mutual respect, courtesy, and inclusiveness
- **Excellence:** UKZN undertakes to display quality, leadership and energy in all that it does
- **Accountability:** UKZN promises to be responsible and accountable in the behaviour displayed towards all its stakeholders
- **Client Orientation:** UKZN undertakes to satisfy the needs of all its clients, stakeholders and partners, on a consistent basis
- **Honesty:** UKZN promises to deliver with integrity – steadfastly and with adherence to good governance
- **Trust^T:** The ‘T’ symbol after **REACH^T** refers to the principle of ‘trust’ that underpins all of the other institutional values. The implicit trust enjoyed by every member of UKZN and their well-defined actions that embrace the R.E.A.C.H.^T values, are the important ingredients of the moral fibre of the Institution

● Pillars for Delivering on the Purpose

UKZN's success in Inspiring Greatness depends upon the Institution fostering an enabling organisational culture that will enhance its reputation among its stakeholders

as a partner that can be relied upon. Such an enabling environment will also ensure that UKZN is a university of choice for students, staff, and partners. As the University strives to achieve its purpose, the following pillars will guide its operations in terms of how it goes about its business as a university with an aspiration towards servant leadership:

» **Empowerment**

For UKZN, empowerment encompasses the discovery and development of talent, the unlocking of potential, and the recognition of ambition. This means creating a climate in which staff and students are empowered to grow, contribute, challenge, and make a difference in society. Such an environment must be enabling, inspiring, stimulating, supportive, healthy, and safe. This agenda will require UKZN to invest in its people and to ensure that diversity and equality of opportunity are promoted and celebrated. The Institution will provide education and training opportunities for all its staff as well as the intellectual, physical and social spaces that will enable its people to work and learn effectively.

» **Service Excellence**

Through its service-excellence agenda, UKZN will embed the notion of “going the extra mile” into the execution of its Mission. The Institution’s partners and stakeholders will always come first. UKZN will strive to offer the best possible experience to everyone engaging with the University. The Institution will:

- Benchmark and reward excellent service in all areas of its operations
- Promote a high-performing organisational culture
- Prioritise investment in those activities it considers will improve service quality and yield excellent results

» **Innovation and Entrepreneurship**

UKZN will actively strive to cultivate a culture of innovation and entrepreneurship at the University, and will position the Institution at the epicentre of the innovation and entrepreneurship ecosystem in the region. UKZN will work with its partners to discover and share new knowledge and new ways to lead through its teaching, research, intellectual debate, and the use of technology in order to drive meaningful socio-economic impact and organisational effectiveness. UKZN will also aim to embrace an entrepreneurial spirit in advancing its Mission, and will instill a culture and mind-set of entrepreneurship in its graduates and staff. This entails embracing innovation, entrepreneurship, and calculated risk-taking which is an essential part of UKZN’s strategy to succeed in an ever-changing and increasingly competitive Higher Education environment. In the evolution of universities, innovation and entrepreneurship are becoming significant institutional differentiators. UKZN will work towards sustainability which will leverage a culture and mind-set of innovation and entrepreneurship.

» Transformation

In terms of the transformative ethos of the South African Constitution, “transformation” can be defined as a perpetual ideal entailing the creation of a space in which dialogue and debate are truly possible, in which fresh ways of being are constantly sought and generated, embraced and rejected and in which change is continuous. UKZN’s approach to transformation coheres with this definition, which envisions a society that will always be open to change and contestation and will therefore always be defined by transformation. In the South African context, transformative constitutionalism – which is to heal the wounds of the past and guide the people to a better future – is a foundational value that underpins institutional culture. Therefore, the creation of a value-driven institutional culture and a general reform of the University in all its core activities, are critical. This should result in the demographic transformation of the student and workforce profiles – fit for purpose and mission delivery. The transformation of the institutional

symbols, values, and governance arrangements will reflect the context in which UKZN is positioned. This must be acceptable to all in an environment characterised by academic and social inclusivity, mutual respect and acceptance, and in which all forms of prejudice and unfair discrimination are prohibited. According to the UKZN Transformation Charter, the University community is committed to creating an institution where:

- Research, teaching, learning and scholarship are a vocation for all
- Race and gender representation are evident in all structures
- A socially cohesive and inclusive institutional culture thrives
- Good modes of governance are enshrined
- The right to freedom of expression is guaranteed
- Advancement of the transformation agenda is the responsibility of all

VISION

To be the “The Premier University of African Scholarship”

UKZN carries forward the vision of the predecessor plan and the privilege of making its own choices, while harnessing the expertise and energy of those within and outside the Institution to grow the esteem of the University. This Vision differentiates UKZN from other research-led universities. In this era of rapid globalisation and in the context of vast and powerful forces of cultural imperialism, UKZN takes the responsibility to ensure the development of intellectual enterprises which are relevant to the local socio-cultural context. The University sees itself as being central to the development of South Africa, and pivotal in efforts to advance globally-recognised African priorities. UKZN will therefore shape its African Scholarship agenda by ensuring that knowledge production systems which align to the local African context, inform the University's global engagement.



STRATEGY STATEMENT

The Strategy Statement articulates UKZN's shared vision about where it is, what matters to it, and the future it wants to create. The Strategy Statement is informed by what the University is passionate about, what it could be at international level and what drives its existence. The UKZN Strategy Statement is:

"The University of KwaZulu-Natal, situated on the eastern seaboard of South Africa, strives to inspire greatness in all who encounter the Institution. In its pursuit to be the Premier University of African Scholarship, UKZN delivers on the dual imperatives of quality and transformation. By its nature, a transformative university that places people first, and which nurtures and develops academic talent and diversity among its students and staff, UKZN aspires to a value-driven service culture that inspires greatness across the Institution, in its partners, and in the stakeholder communities it serves. The University promotes innovation and entrepreneurship in its staff, students and partners in order to excel in its research, teaching and learning, and societal service endeavours – and as part of its nation-building efforts. The University welcomes diversity and aspires to grow its international outlook. UKZN is committed to good governance and best practices, to creating an inviting institutional culture for all partners, and to providing an inspiring platform for promoting social cohesion and greatness through nation building."



STRATEGY AT A GLANCE

The pictorial representation in Figure 1 indicates the essence of the UKZN Strategic Plan 2017-2021. The purpose of the Institution is captured in the centre – *Inspiring Greatness*. The purpose is surrounded by the issues pertaining to the institutional climate and culture the University seeks to achieve (e.g. Excellence, Transformation, Service Culture and Innovation and Entrepreneurship). Inspiring Greatness underscores the centrality of the REACH^T values, and outlines the pillars required to achieve the institutional culture objectives. The climate and culture ring is surrounded by the four strategic Goals and four Enablers that inform the substance of the strategy. The entire strategy wheel is surrounded by the outcome of the University's collective endeavours – the Vision to be the Premier University of African Scholarship.

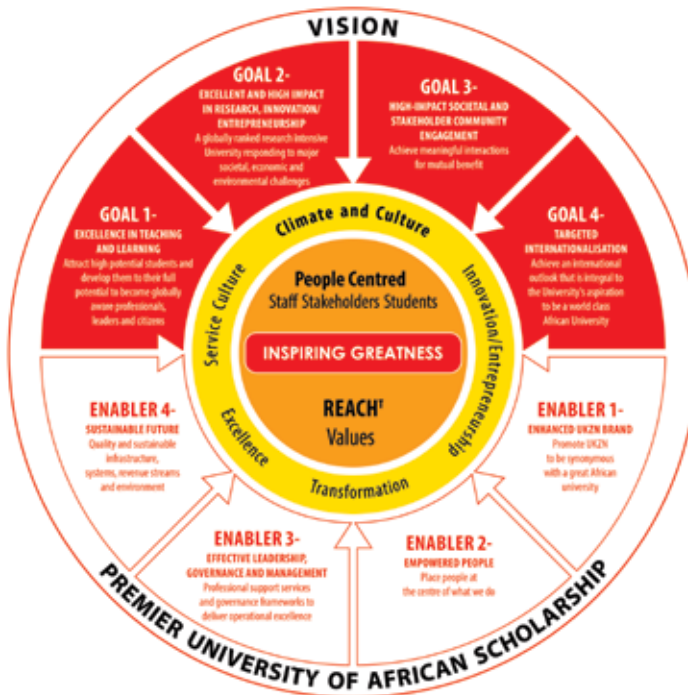


Figure 1: UKZN Strategic Plan 2017-2021, at a glance.

UKZN STRATEGIC PLAN (2017–2021)

The UKZN Strategic Plan (2017-2021) comprises several interlinked and complementary aspects that make up the entire strategy wheel of the University. In the centre is the purpose of the University, which is the reason the Institution exists. The purpose of the current strategic plan is “Inspiring Greatness” in all partners, stakeholders, and clients with whom UKZN engages. Complementary to this are aspects that relate to how the University aspires to go about its business – the climate and culture and people issues, which are all underpinned by a set of agreed values that all people at UKZN are committed to live and work by. The climate and culture issues are supported by a set of four Strategic Goals that form the heart of the strategic intent of UKZN. These Goals will only be achievable if the University succeeds in fulfilling all four Enablers which are a prerequisite for success in terms of achieving the strategic goals. The culmination of all these efforts will allow the effective pursuit of the Vision – to be the Premier University of African Scholarship.

UKZN will know it has been successful in its bold aspirations if – by 2021 – the University is:

- The South African university of choice for the most talented students and scholars
- Consistently ranked among the top 400 universities globally
- Renowned for delivering learning and teaching programmes that transform talented students into thoughtful and accomplished graduates
- Recognised for research impact, innovation, and entrepreneurship
- Known for its service excellence
- Acknowledged as a leader in embedding sustainability and good governance in all aspects of the University's operations, teaching and learning, research, and engagement

A. Institutional Climate and Culture as a Catalyst

At the heart of this strategy is its focus on people issues at the University. The UKZN values (REACH¹) form the foundation of its people strategy, complemented by a focus on entrenching a deep service culture in UKZN – i.e. where the University's partners, clients, and stakeholders come first. In line with the transformation charter, the University will accord focussed attention to driving transformation across the entire

Institution, with collective responsibility by all. The continued pursuit of excellence in all aspects of its operations, including the University's core missions (teaching and learning, research, and community engagement) will be emphasised during all performance assessments. UKZN will strive to become known across the world as an African university with a strong *innovation and entrepreneurial culture*.

STRATEGIC OBJECTIVE	KEY RESULT INDICATORS (KRI) AND KEY PERFORMANCE INDICATORS (KPI)	2021 TARGET
Institutional climate and culture		
KRI		
Stakeholder Service perception score	Stakeholder perception score	70%
KPIs		
To create a conducive teaching-learning climate	Student satisfaction level with the quality of teaching and learning	60%
To create a conducive institutional climate	Staff Engagement Index	65%

B. Goals for Benchmarking Achievement

The quadruple helix of excellence in teaching and learning, research, engagement and internationalisation, is the organising principle of the University's strategy. In implementing this strategy, UKZN will make bold changes that will enhance its reputation and performance. The achievement of these goals by UKZN will only be possible if the Institution strives for excellence in all its endeavours, and seeks every opportunity to increase quality through innovation.

» GOAL 1: To achieve Excellence in Teaching and Learning

UKZN aims to promote excellence in teaching and learning through innovative curriculum design and development, pedagogical strategies, and assessment practices in accordance with the highest quality management principles.

It will also ensure a diverse student body that is representative in terms of race, gender, and social class, and which has the intellectual interest and ability to succeed. It is imperative that UKZN continues to provide access to all deserving students, in order for them to benefit from UKZN offerings.

This goal aims to attract highly talented students and to develop them to their full potential to become globally aware professionals, leaders and citizens. The goal will:

- Promote student access, diversity, and success
- Offer progressive and responsive curricula
- Offer an outstanding academic experience
- Pursue excellence and creativity in teaching and learning

STRATEGIC OBJECTIVE	KEY RESULT INDICATORS (KRI) AND KEY PERFORMANCE INDICATORS (KPI)	2021 TARGET
Goal 1: Excellence in Teaching and Learning		
KRI		
Graduate satisfaction score	Graduate satisfaction score	80%
KPIs		
To achieve a diverse socio-economic student body	Percentage of admitted 1st year students from quintile 1-3 schools	42%
To enhance the quality of teaching staff	Increase proportion of teaching staff with a PhD qualification	60%
To enhance student success with quality teaching and learning	Student graduation rates	26%

» **GOAL 2: To achieve Excellence and High Impact in Research, Innovation and Entrepreneurship**

UKZN aspires to be a globally ranked research-intensive university responding to major social, economic, and environment challenges. To achieve this, the goal is to build a research ethos which acknowledges the responsibility of academic staff to nurture their postgraduate students, and to build UKZN as a pre-eminent producer of new knowledge that is both local and global in context, and which defines

UKZN as the Premier University of African Scholarship.

This goal aims to deliver a globally ranked research-intensive university which responds to major societal, economic, and environmental challenges. The goal will:

- Provide a hub for African scholarship
- Generate leading-edge research and innovation partnerships
- Develop research and entrepreneurial capacity
- Transform societies

STRATEGIC OBJECTIVE	KEY RESULT INDICATORS (KRI) AND KEY PERFORMANCE INDICATORS (KPI)	2021 TARGET
Goal 2: Excellent and High-Impact Research, Innovation and Entrepreneurship		
KRI		
To increase the overall citation index	Citation Index (Leiden)	6.8%
KPIs		
To increase the proportion of postgraduate students	Proportion of postgraduate students	30%
To increase the number of NRF-rated researchers	Number of NRF rated researchers	400
Promote an innovation culture	Number of IP disclosures, licences and spin-offs	15/1/2

» **GOAL 3: To Promote High-Impact Societal and Stakeholder Community Engagement**

UKZN intends to foster meaningful interactions with local, national, and international communities for mutual benefit. Its engagement agenda should enrich the Institution's teaching, learning and research activities, and deepen its contribution to wider society. To this end, UKZN aims to contribute – through knowledge – to the prosperity and sustainability of KwaZulu-Natal and to nation building, by connecting with and committing itself to the stakeholder communities UKZN serves, in a manner that adds value

and earns their respect, admiration, and trust. This goal will strive to achieve meaningful interactions with stakeholder communities and society for mutual benefit. The goal will:

- Develop engaged alumni
- Drive key stakeholder community-enhancement projects
- Strengthen University translational research
- Develop key public and private sector partnerships
- Pursue engagement as a reputation driver

STRATEGIC OBJECTIVE	KEY RESULT INDICATORS (KRI) AND KEY PERFORMANCE INDICATORS (KPI)	2021 TARGET
Goal 3: High-Impact Societal and Stakeholder Community Engagement		
KRI		
Reputation score	QS Academic Reputation score	30
KPIs		
Meeting the perceived needs of stakeholder communities	External grant value attracted for societal-impact work	R900 million
To increase the UKZN social media profile	Social media score	-

» GOAL 4: Targeted Internationalisation

UKZN seeks to achieve an international outlook that is integral to its aspiration to be a Premier University of African Scholarship. It aims to promote Africa-led globalisation through African scholarship by positioning the University through its teaching, learning, scholarship, research, innovation and entrepreneurship and bringing knowledge production systems relating to its local context into the global arena.

This goal is to achieve an international outlook that is integral to the University's aspiration to be a world-class African university. The goal will:

- Strengthen the University's international profile
- Target strategic partnerships
- Improve UKZN's global ranking into the top 400

STRATEGIC OBJECTIVE	KEY RESULT INDICATORS (KRI) AND KEY PERFORMANCE INDICATORS (KPI)	2021 TARGET
Goal 4: Targeted Internationalisation		
KRI		
International co-authorship	Proportion of research outputs co-authored with international authors	49%
KPIs		
To increase the number of international postdoctoral research fellows	Number of international postdoctoral research fellows	280
International grants	Rand value of international grants secured per annum	R400 million

C. Enablers as Strategic Success Factors

The institutional goals for teaching, research, community engagement and internationalisation impose a significant challenge around infrastructure as the University will have to develop appropriate teaching and research facilities in order to achieve these goals.

Through the vehicle of the Campus Master Plan, the University will have to explore options for the development and the creation of innovative and informal learning spaces and a campus environment that supports a rich and rewarding student experience. This will require the institution to seek out and expand opportunities for quality student accommodation. Equally important, UKZN will have to develop viable strategies to ensure a sustainable future by paying particular attention to the many different dimensions of sustainability.

UKZN's people are the key enablers of the success of this Strategic Plan. The set goals need to be tangible for everyone in the organisation to enable total engagement. The University will need to reinforce the values it has chosen and progressively introduce new ways of doing things.

The following Enablers were identified as the key strategic success factors for the realisation of the goals that underpin the 2017-2021 Strategic Plan.

» ENABLER 1: To Enhance the UKZN Brand

UKZN aims to develop a brand that enhances the experience that its students, staff, and all stakeholders have with the Institution, its offerings, and services. The University aims to articulate clearly its unique value propositions that differentiate UKZN from other Higher Education Institutions.

This enabler will promote UKZN as a great African university. The enabler will:

- Pursue strength in teaching and learning
- Drive transformation
- Promote African scholarship
- Pursue research competitiveness, innovation, and entrepreneurship
- Develop key societal, stakeholder and community projects
- Contribute to socio-economic development
- Strengthen institutional culture

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR (KPI)	2021 TARGET
Enabler 1: Enhanced UKZN Brand		
KRI		
To strengthen the presence of the UKZN brand	Net promoter score	65%
KPIs		
To enhance the media reputation of the University	Media impact index	65%

» ENABLER 2: Empowering People

Staff and students are the University's core human capital asset. UKZN's aim is to position itself as an employer of choice for staff and to be a university of choice for students, where talent is nurtured and developed. UKZN will create a welcoming, safe, and stimulating environment which is conducive to study and scholarship for all students and staff.

This enabler will place people at the centre of what the Institution does. The enabler will:

- Provide a transformative student experience;
- Offer a quality, integrated, and holistic academic experience
- Enhance student employability
- Pursue high staff morale through servant leadership, talent management, development and wellness
- Cultivate a positive knowledge community
- Strive to live the UKZN values
- Deliver on the transformation imperative
- Reward innovative practices

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR (KPI)	2021 TARGET
Enabler 2: Empowering People		
KRI		
University of choice for students	Student conversion rate	88%
KPIs		
To be a university of choice for staff	Staff turnover	6.5%
To enhance the employability of UKZN graduates	Percentage of UKZN graduates that obtain employment before/by graduation	55%
Transformation Imperative delivered	Number of South African, African female academics	Prof: 8 Assoc. Prof: 20 Sen. Lect: 40

» **ENABLER 3: Ensure Effective Leadership, Governance and Management**

UKZN aims to ensure that professional support services provide a quality service to enable the achievement of the Institution's vision and the strengthening of its identity and productivity. The University aims to achieve organisational and operational efficiency and effectiveness through quality governance, leadership and management systems and processes, and to foster a deep service culture as a cornerstone of a professional support service.

This enabler will develop professional support services and governance frameworks to deliver operational excellence.

The enabler will:

- Pursue a value-driven service culture
- Develop efficient co-ordination and co-operation
- Develop an optimal decision-making framework
- Promote effective governance
- Improve competitiveness
- Develop enabling processes and systems (incl. ICT)
- Pursue effective knowledge management
- Present integrated reporting

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR (KPI)	2021 TARGET
Enabler 3: Effective Leadership, Governance and Management		
KRI		
Unqualified audit	Unqualified audit	Yes
KPIs		
To ensure effective accountability	Percentage reduction in repeat audit findings by external auditors	80%
To enhance a service-orientated culture	Leadership competence performance score	3.5

» **ENABLER 4: Ensure a Sustainable Future**

UKZN aims to ensure quality infrastructure and systems, financial sustainability, and environment sustainability by improving institutional efficiencies, and growing entrepreneurship, consulting, commercialisation and growing the University endowment funds. The Institution must ensure that it has a size and shape that is consistent with its academic vision and priorities, and that its growth is within the constraints of its facilities and other resources.

This enabler will pursue quality and sustainable infrastructure, systems, revenue streams, and a conducive environment.

The enabler will:

- Promote realistic institutional growth
- Optimise institutional shape and staffing profiles
- Increase and diversify revenue streams
- Implement a spatial master plan
- Provide quality estates and facilities
- Be digitally enabled and enhanced
- Pursue green strategies in order to enhance environmental sustainability

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR (KPI)	2021 TARGET
Enabler 4: A Sustainable Future		
KRI		
Financial sustainability	Operating surplus ratio	2%
KPIs		
To grow the University's third-stream funding	Third-stream income	R950 million
Reduce size of deferred maintenance	Capital investment expenditure vs depreciation ratio	70%
Green strategies to enhance environmental sustainability	Carbon footprint reduction	X
To grow the University endowment	Rand value of new UKZN endowment fund income	R50 million
To ensure long-term financial viability and sustainability	Net financial liabilities ratio	Less than 40%

DELIVERING THE STRATEGIC PLAN

In delivering this strategic Plan, the University will:

- Implement the Strategic Plan annually through an Institutional Annual Performance Plan
- Through the Annual Performance Plan, continually contribute to and implement national Higher Education policy imperatives as they emerge
- Devolve the institutional performance indicators and other institutional objectives arising in the Annual Performance Plan to College and School levels supplemented by additional performance metrics where necessary
- Continually track the Institution's progress towards achieving the strategic objectives, monitor performance, and communicate this performance to internal and external stakeholders
- Develop an enhanced set of institutional Key Performance Indicators (KPIs), which, when complemented with appropriate financial data, will measure the strategic and financial contributions made by the Colleges and Schools, in order to inform the distribution and prioritisation of resources
- Ensure that staff are empowered to contribute to institutional objectives, by aligning their personal objectives with those set out in this plan



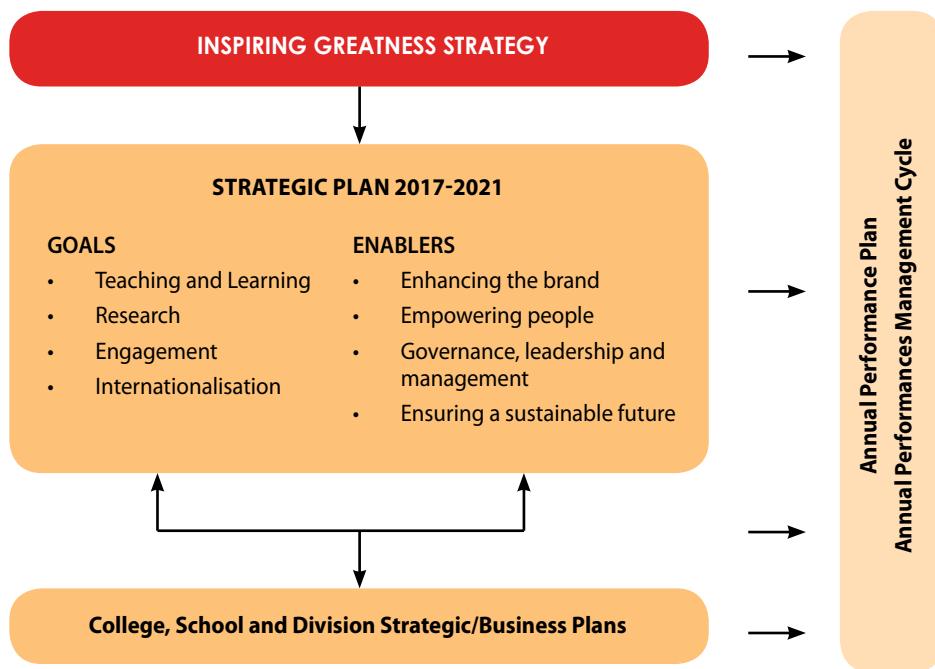
APPENDICES

Appendix 1: Institutional planning in the context of the Strategic Plan

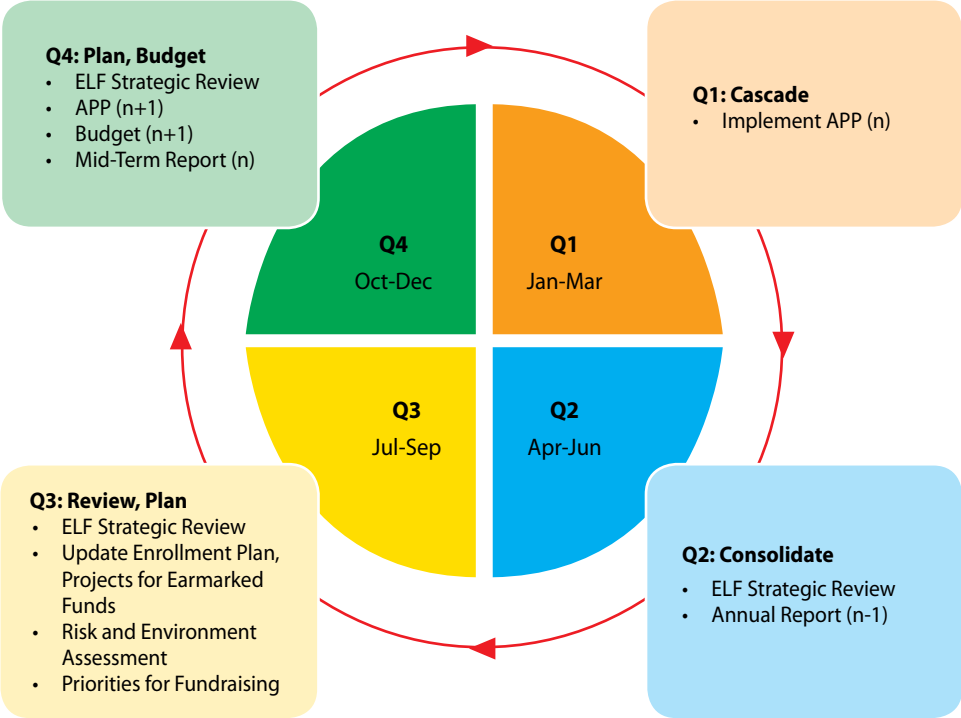
Appendix 2: Annual planning, monitoring and reporting cycle

Appendix 3: Reporting framework

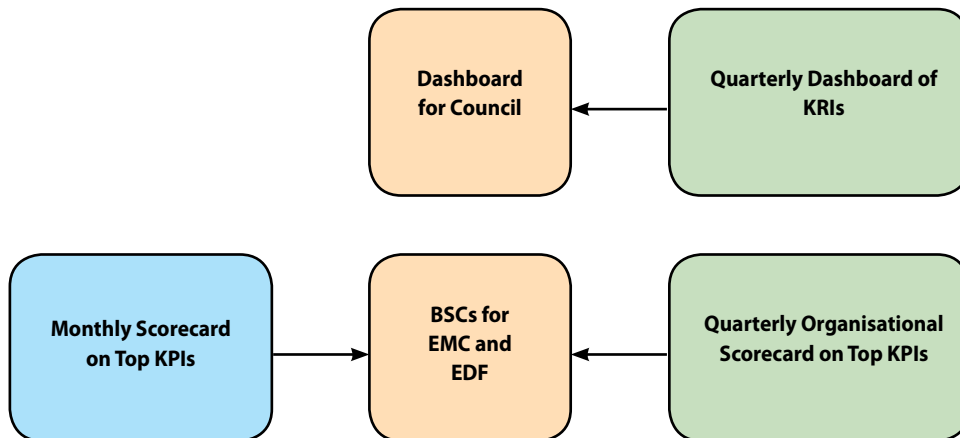
Appendix 1: Institutional Planning in the Context of the Strategic Plan



Appendix 2: Annual Planning, Monitoring and Reporting Cycle



Appendix 3: Reporting Framework





www.ukzn.ac.za



UNIVERSITY OF
KWAZULU-NATAL™
INYUVESI
YAKWAZULU-NATALI

INSPIRING GREATNESS