



**UNIVERSITY OF
ZULULAND**

STRATEGIC PLAN 2010-2013

R e s t r u c t u r e d f o r R e l e v a n c e



Vision

A leading comprehensive university providing quality education.

Mission

To produce globally competitive graduates, relevant for the human capital needs of the country, by providing quality education which upholds high standards of research and academic excellence.

Values

- **Innovation:** promoting attributes of excellence, creativity and discovery among students and staff.
- **Teamwork:** working together to accomplish a common goal.
- **Efficiency:** sustaining high levels of productivity.
- **Accountability:** subscribing to integrity and transparency.
- **Mutual Trust:** inculcating dependable and trustworthy relationships and mutual respect.



Strategic Plan: University of Zululand



Prof CR de Beer
Council

The environment within which modern universities function has become extremely competitive. This would necessitate a clear articulation of the strategic intent and goals of institutions. Preferred strategies would aim at focussing the core functions of the institution and explain the deliberate strategic choices and targets driving its positioning.

The Strategic Plan of the University of Zululand serves as an important tool to communicate the intentions of the University. It also serves as an institutional mechanism facilitating institutional planning, oversight, accountability and the mobilisation and alignment of resources.

The strategic goals of the University are ambitious and supportive of its responsibility to deliver on its mandate as a comprehensive institution. Success will however require strong leadership and a focus on the quality of the academic project. Building an enabling institutional culture and embracing the interest of students and staff will also be definitive moments realising the University's aspiration to build its stature and pride.

The strategic framework of the University reaffirms its continued commitment to the successful future of the country and the University of Zululand's special role.



Strategic Plan

In 2010 the University of Zululand attained its 50th anniversary [1960-2010]. This is the time to celebrate the University's history of academic excellence and its contribution to the struggle and the development of the new South Africa. It is also the time to refocus and put into effect our mandate as a comprehensive university. Renewal, projecting into Unizul's future as a South African university advancing democracy, access to and success through higher education are all central themes as we observe and celebrate our 50 years of existence. The next 50 years will be the time for Unizul to enhance its already successful programme, engage in curriculum transformation, fortify its image through its academic offerings, centres of excellence and state-of-the-art facilities for students, and embed excellence and quality in its academic and professional support structures.

For the next five years, the University will be on a renewal trajectory. Key to renewal are the philosophies of student-centredness and living and learning geared to transform Unizul into a university of choice. Major challenges include transforming the curricula; establishing centres of excellence; recognising productive academic and support staff and rewarding

them with appropriate salaries; the long-term retention of staff; the retention of students for postgraduate studies; the reviewing and realigning of faculty offerings as befits a comprehensive university; the renewal of aging infrastructure and the building of new facilities at the KwaDlangezwa Campus; and the clear defining of the institutional culture. The academic enterprise remains central to Unizul's character and operations. The academic, research and vocational programmes offered at the Richards Bay Campus should reflect Unizul's identity as a comprehensive university.

In this regard, the University has adopted five strategic goals within an overall Strategic Plan:

- High quality academic and career-focused programmes, relevant and responsive to the needs of students and society
- Research outputs appropriate to a comprehensive university
- A positive image within business/industry, civil society, higher education institutions and research organisations based on quality outputs, partnerships and marketing strategies
- The efficient and effective utilisation of human, financial and physical resources
- A caring environment underpinned by safety, good health and wellness.

The Strategic Plan was adopted by Council on 9th July 2010.

The success and achievement of our goals rests on a number of pillars which include a robust resource mobilisation strategy, regional and global collaborations, contributions by the university's alumni, academic-driven leadership to implement the academic enterprise, good governance, a strong work ethic and quality student support services.

All members of the university community have value to add to the successful implementation of the Strategic Plan and the integrity of Unizul.



Professor N.M. Mazibuko
Rector and Vice Chancellor

Stakeholder Analysis

STAKEHOLDER	EXPECTATION
Students	<ul style="list-style-type: none"> • Quality education programmes and qualifications • Appropriate environment conducive to learning
Communities	<ul style="list-style-type: none"> • Contribution towards local development
Sponsors/Donors	<ul style="list-style-type: none"> • Accountability and good governance • Consultation/partnerships
Government (Provincial/National)	<ul style="list-style-type: none"> • Maintenance of an appropriate professional reputation/image • Produce graduates that are fit-for-purpose and respond to skills demand
Business	<ul style="list-style-type: none"> • Accessibility and throughput rate • Skills, academic excellence image & fitness of and for purpose
Parents/Guardians	<ul style="list-style-type: none"> • Value for money : recognised qualification • Healthy and safe environment • Information
Staff	<ul style="list-style-type: none"> • Market related remuneration and attractive service conditions • Appropriate environment for teaching and research (tools of trade) • Continuous development and growth opportunity
Organised Labour	<ul style="list-style-type: none"> • Market related remuneration and attractive service conditions • Appropriate environment for teaching and research (tools of trade) • Continuous development and growth opportunity • Recognition and consultation/negotiation
Research Community	<ul style="list-style-type: none"> • Collaboration • Research outputs
CHE/Regulatory Bodies	<ul style="list-style-type: none"> • Compliance • Quality outputs

STRATEGIC GOALS

1. High quality academic and career-focused programmes, relevant and responsive to the needs of students and society
2. Research outputs appropriate to a comprehensive university
3. A positive image of the University with business/ industry, civil society, HE institutions and research organisations through high quality outputs, partnerships and marketing strategies
4. Efficient and effective utilisation of human, financial and physical resources of the University
5. A caring environment underpinned by safety, good health and wellness

GOAL 1

High quality academic and career focused programmes which are relevant and responsive to the needs of students and society

Strategic Objective

To provide relevant quality education which integrates career preparatory, and general academic programme offerings and research, which are responsive to the development needs of society (in line with CU).

Activity/Initiative

- Undertake a comprehensive audit of current programmes.
- Review all programmes for sustainability and cost-efficiency.
- Continuous internal and external reviews of programmes.
- Review and revise programmes and modules with a view to consolidation and rationalisation.
- Offer high quality programmes appropriate to our mission.
- Tracking of graduates
- Benchmark programmes against quality standards.

- Institute and maintain support systems for academic and intellectual development.
- Implement the University Language Policy.
- Monitor faculty-based language related initiatives to ensure non-violation of the official language policy.
- Create a vibrant university intellectual community.

Key Performance Indicators (KPIs)/Outputs/Measures

- Quality review report presented to Senate and adopted by Council.
- All programmes accredited and meet peer review standards.
- Programmes are largely sustainable financially.
- Report on sustainability of programmes submitted to Council by September 2010
- Revised content of syllabi.
- Recurriculated programmes.
- Letters of accreditation from relevant bodies.
- Accredited programmes.

- Employability of graduates.
- Appropriately qualified staff.
- Annual tracer studies.
- UNIZUL achieves national graduation norms and above
 - * 22,5% - 3 yr. UG programmes
 - * 18% - 4 yr. UG programmes
 - * 54% - Honours and PG Diplomas
 - * 30% - Masters
- Mentorship/tutor programmes offered for lecturers and students and enhanced academic outputs and throughput realised
- Student survey reports affirming use of English as the official language of instruction.
- All teaching and communications in English.
- For language majors other than English, an abstract in English is required – although instruction may take place in those languages.
- Discourse forums on contemporary issues and academic themes; debates; lectures [inaugural and public]; seminars, workshops, performances; conferences, et al.

GOAL 2

To conduct research appropriate to a comprehensive university

Strategic Objectives

- To develop a system of ongoing research aligned to technological developments and business best practices.
- To be a recognised leading institution in Applied Research.
- To make Research results available for developmental purposes.
- To promote collaboration on Research projects amongst staff and form partnerships locally, nationally and internationally.
- To create a comprehensive research database at Unizul.

Activity/Initiative

- Conduct an audit of current research profile.
- Identify opportunities and gaps in current research profile.
- Promote research capacity of staff, students, and researchers.
- Initiate and conduct applied research projects e.g. patent developments.
- Identify appropriate research and make results available.
- Establish systems to promote collaboration between experienced researchers and non-researchers and explore partnership opportunities.
- Create a databank of all research activities and ensure effective coordination.



Key Performance Indicators

(KPIs)/Outputs/Measures.

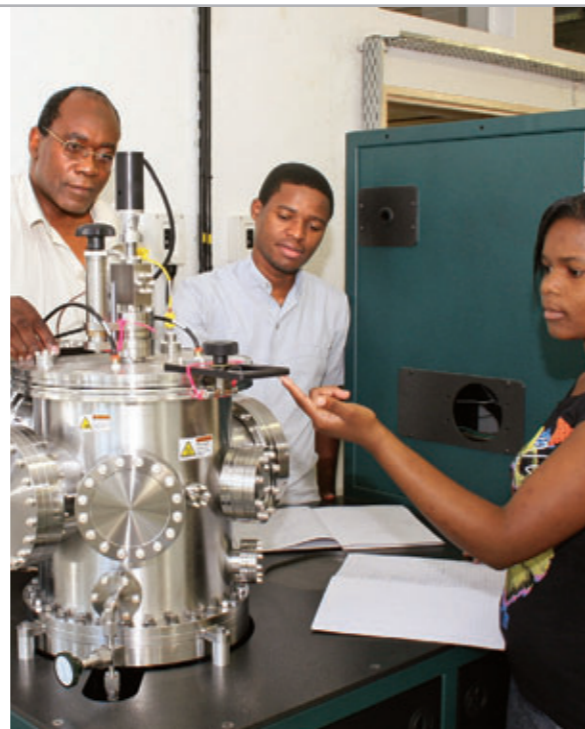
Database of current research profile.

Annual Reports outlining opportunities and gaps.

Increased:

- * Quality Masters and Doctoral student enrolments and outputs
- * Post-doctoral fellowships
- * Subsidy generated publications
- * Commercialised research outputs
- * Generation of intellectual property rights
- * Honorary appointments
- * Capacity-building workshops and staff exchanges
- * Research outputs are quantified and form part of performance agreements for academic leadership

- Number of community-based research projects
- Increased research output
- Research partnerships established internationally
- Research outputs and participation increased
- Research databank established and coordinated



GOAL 3

A positive image of the University with all stakeholders

Strategic Objectives

- To promote brand awareness of the University of Zululand.
- To promote and sustain service excellence.
- To develop and maintain a high level of work ethics among all employees.
- To market Unizul worldwide.
- To manage media relations.

Activity/Initiative

Identify and implement programmes to create and maintain brand awareness of Unizul

- Conduct customer-care workshops / seminars to acquire competencies on service excellence (workshop on work ethic, management of conflict, diversity management).

- Draw up service level agreements (SLA) with support services.
- Conduct regular evaluations of academic, administrative and support departments/ sections.
- Revamp public relations office (PRO) / corporate services.
- Resuscitate Unizul annual newsletter.
- Resuscitate UNICOM for & with students [include electronic medium].
- Ensure creative student participation in publication.
- Conduct open day, graduate recruitment, inaugural and open lectures.
- Guidelines for community engagement are developed.
- Develop and maintain a media and communications strategy.

Key Performance Indicators

- UZ brand awareness increases.
- Corporate branding material developed.
- Customer satisfaction survey reports provided to Council.
- SLA tabled before Council meeting.
- Status reports tabled at Council meetings.
- Fully operational Communications and Marketing structure in place.
- Annual publications provided.
- Annual reports provided.
- Framework/Policy for community engagement structures developed and approved.
- Production of flyers/prospectus finalised and distributed.
- Publication of educational statistical information on Unizul website.
- Professionally handled media relations with proactive and positive reporting.

GOAL 4**Efficient and effective utilization of human, financial and physical resources of the University****Strategic Objectives**

- To optimise management of financial, human and infrastructural resources
- ICT infrastructure
- Infrastructure in general
- Human resources

Activity/Initiative

- An audit of both academic and administrative staff in terms of qualifications and portfolios.
- Determine and manage a balanced budget.
- Keep expenditure within approved budget.
- Manage debt efficiently.
- Develop and maintain sound investment policies.
- Maintain financial viability of the institution.
- Institute a system of internal controls to

- prevent abuse of assets, wasteful and irregular expenditure as well as fraudulent activities.
- Review the effectiveness and efficiency of ICT.
- Deploy and maintain an appropriate ICT system.
- Provide physical and information management infrastructure that supports the academic enterprise.
- Provide adequate and appropriate academic space for classrooms, laboratories, faculty offices and research, and student support.
- Provide suitable and adequate accommodation facilities for students requiring same.
- Establish and maintain a system for attracting and retaining suitable human resources.
- Staff development.

- Create and maintain a high performance culture.

Key Performance Indicators

- Annual Skills Audit report.
- Balanced budget established and maintained.
- Expenditure is managed within the overall budget provision.
- Less than R25 m fee write-off of student debt.
- Fund investments have capital retention plus 5% return.
- Unizul is financially viable and systems in place to ensure this.
- Unqualified audit report and system of internal controls in place and in line with auditing standards.
- ICT infrastructure report produced.
- ICT infrastructure deployed and supports

- Unizul business processes optimally.
- Facilities for information management in place and adequately equipped to support academic programmes.
- Adequate and suitable space provided for education, student support and research.
- Accommodation facilities are adequate and suitable.
- Appropriate policies and system in place for recruitment and retention of staff.
- Staff development initiatives and performance incentives in place.
- Performance agreements in place for all staff and regularly maintained.



GOAL 5**To create a work and learning environment underpinned by safety, good health and wellness****Strategic Objectives**

- To create a working and learning environment sensitive to employees and students' needs.
- Facilitate the establishment and maintenance of recreational activities through academic and support units.
- Create environment conducive to spiritual re-generation.
- Ensure proper nutrition and living conditions.
- Ensure safety and security for university community.

Activity/Initiative

- Increase visibility of the HIV/AIDS Unit/ services and promote their activities.
- Create and maintain employee and students

wellness programmes.

- Develop mentorship programme.
- Comply with health and safety regulations.
- Revamp recreational and support facilities
- Allocate space and time for spiritual activity [not necessarily places of worship].
- Review and provide nutritionally balanced meals.
- Audit off-campus University property; refurbish and bring to service for student and staff use [safety, wireless, eateries].
- Review and implement a credible system for safety and security on campus.
- Comply with health and safety rules.
- Provision of hygienic and safe environment for all.
- Address safety and security concerns
- Instill among staff and students an appreciation of the diverse nature of our country.

Key Performance Indicators

- Consolidation of Health Clinic, HIV/AIDS Unit, Counselling Centre and other health related units under one roof of the Wellness Centre. Employ Director for this Centre.
- Increased awareness programmes, employment of counsellors / postgraduate students trained to assist HIV/AIDS patients .
- Well equipped gym over the next three years-to be run by Dept of Biokinetics and Sport Science/Sports Club; achieve a 10% increase in membership each year.
- Expanded Counselling Centre to assist students with matters impacting negatively on their studies, including use of drugs and alcohol. Review sale of liquor on campus in line with student facilities that include relaxation spaces and eateries [Reconceptualise Student Centre].
- Monthly meetings with Faculty EXCOs

re:student progress and challenges. Regular reports. Counselling service to be provided to employees also(depression, HIV/AIDS sufferers, personal problems, referrals, etc.) in consultation with HCM.

- Better information provision to employees by HCM (salaries, medical aid, induction, etc.). Satisfactory and timely feedback.
- Employment of coordinator for mentorship programme with assistance from senior and postgraduate students. Positive reports from students.
- Regular inspection by and positive report from Health Safety Officer each quarter.
- Build a state of the art student centre.
- Improve facilities for cricket and soccer.
- Renovated squash courts.
- State of the art Edu/Entertainment (theater) facility.
- Increased involvement of Department of Biokinetics and Sport Science in the various

sports codes.

- Monthly talks and debates involving staff, students and external people on matters of ethics, morality, human values, nation building, good citizenship and spirituality.
- Provision of nutritious and sufficient food. Positive reports from students and Consumer Science Department.
- Stricter monitoring of off-campus housing.

Audit Report

- Report by PSD. Discussion of recommendations and implementation of decisions.
- Regular inspection by and positive report from Health Safety Officer each quarter.
- Litter free physical environment.
- Enhance access control, including perimeter fencing and monitoring.
- Workshops and seminars on political

tolerance and proper behaviour, diverse nature of our country's population in terms of culture, values, religion etc.

- Decisive and timely action, as provided for by the laws, rules and regulations is taken against offenders to enforce safety.



Renewal Project 2011-2015

The Renewal Project includes, among other things, conceptualizing:

- Overhaul and realignment of the academic enterprise within faculties and departments [2011-2012].
- Appointment of the executive team to drive the academic enterprise and essential support services [2011]. This will allow the vice chancellor to focus on resource mobilisation and solid institutional strategic planning and management.
- State of the arts student centre and technological support [2011-2013].
- Renewal of the Humanities/Arts- which are essential for generating critical thought, socio-economic development, peace programmes / interventions, democracy, human rights, advancing arts and culture, performing arts, tourists and related disciplines, philosophy and ethics 2011-2012].
- Centres of Excellence within faculties and across disciplines [at least four in 2011-2012].
- Participating in the 2011 National Research Chairs [62] adding to 92 in 2010 [2011].
- Staff development programmes primarily for academic staff who are the drivers of excellence in the academic enterprise[ongoing].
- Creating a new generation of academics for Unizul as a CU [ongoing].
- Renewal of the aging infrastructure, mobilization of expertise, accessing intellect and financial resources through convocation, the University Foundation and internal support infrastructure [from 2011-2014].
- Renovating and constructing residences for registered students that are designed for living and learning [HIGH PRIORITY 2011-2015].

Institutional Strategic Goals 2011-2021

- Develop and offer innovative academic and career-focused programmes in specific areas.
- Achieve research outputs appropriate to a comprehensive university in specific strategic areas and focus.
- Create a positive image of the University with business, local industry, civil society, HE institutions and research organisations.
- Annual strategic plans and programmes of action will be developed by the academic leadership and the Communications and Marketing Division.
- Achieve optimum utilisation of human, financial and physical resources of the University. Appoint staff at appropriate levels with relevant skills and competencies, develop retention strategy and policies that enhance productivity and reward excellence.
- Create a caring, safe and healthy life on our campuses.
- By 2021 at least 80% of academic staff must have a doctoral

qualification. Annual staff development, exposure of staff to study opportunities locally and globally.

- Renewal of the aging infrastructure and construction of a modern infrastructure that promotes a conducive learning, teaching and living environment for students.
- Establish faculties of Law and Commerce that offer quality and relevant professional programmes.
- Make Unizul an institution of choice for high performing students.
- Achieve the 60% technical 40% conventional programme status .
- Be a centre of excellence on African languages and language policy.
- Achieve an annual 10% registration target for international students.
- Ongoing implementation of the Institutional Plan. Cluster recommendations for a cycle of a 1 - 3 years.





**UNIVERSITY OF
ZULULAND**



**Years of Excellence
Sigubha Iminyaka Senza Umsebenzi
Oseqophelweni Eliphezulu**

UNIVERSITY OF ZULULAND

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