

STRATEGIC PLAN INTERPRETATION GUIDE

We have undertaken to present the 2020-2030 Strategic Plan on a single page, represented here as the DUT Strategy Map. The Strategy Map shows the logic and direction and communicates the desired strategic destination.

A quick explanation of some of the concepts that are contained in the Map.

Firstly, the concept of the DNA of DUT. Since 2015 DUT has spoken of and worked with the concept of the DNA as being the intrinsic essence of the University. We agreed that because there was familiarity with (if not complete and common understanding of) the DNA comprising the fabric of the University, the concept would be retained but with some modifications. Student-centredness is now replaced with a broader, more inclusive focus on people-centredness; being people-centred requires that our people are engaged people. The first strand is thus People-centred and Engaged. This strand is the input for the output of the second strand, viz. Innovative and Entrepreneurial, essentially being the character of the University we would like to develop.

Secondly, the bridges that support the two DNA strands are the values, principles, ethos and culture of the University. The core values and principles are essential to everything that we do and aspire to be. The Plan is thus strongly values-based.

Thirdly, we no longer talk of four Strategic Focus Areas (SFAs). We have replaced these with the four perspectives of Stewardship, Systems & Processes, Sustainability and Society. The SFAs tended to silo the operations of the University along the lines of Teaching-Learning (SFA1), Research and Innovation (SFA2), Operations (SFA3) and Finance and sustainability (SFA4). The four perspectives are scaffolded, starting with Stewardship at the bottom, and progressing to Society at the top, which shows our ultimate aims and place of impact. There is an interdependency between the perspectives, and this provides a multi-disciplinary, cross institutional approach to our responses to the perspectives and the strategic objectives. When reading the perspectives, work from the bottom perspective (Stewardship), upwards. Stewardship and Systems & Processes are internally focused and are the enablers for the two outward focused perspectives of Sustainability and Society – where we have an impact.



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DUT STRATEGY MAP 2030

	Perspective	Leading question	Definition
Influencing and Impacting	Society	<i>How do we impact society in a transformative way through innovative solutions to its challenges?</i>	<i>A dynamic and innovative solutions-focused interaction with, and impact on, society at both local and global levels</i>
	Sustainability	<i>How do we become and remain sustainable?</i>	<i>An integrated approach that considers how we ensure the future of knowledge production, the environment and economic progress</i>
Effective and Enabling	Systems & Processes	<i>What, where and how do we need to invest, develop and grow our systems in order to excel in our mission?</i>	<i>Providing an enabling environment with co-ordinated and inter-dependent systems and processes across the institution</i>
	Stewardship	<i>How do we ensure that our values and principles are reflected in our institutional culture and practices?</i>	<i>A values- and principles-based collective responsibility and accountability, as custodians, for all that is ours: our people, our infrastructure, resources and the environment.</i>

There are 12 strategic objectives which complete the Strategy Map. At this stage there are no action or implementation plans attached to the Map. That work follows in 2020 which will include the key indicators for each of the objectives, the relevant targets and responsibilities.

STRATEGY 2030

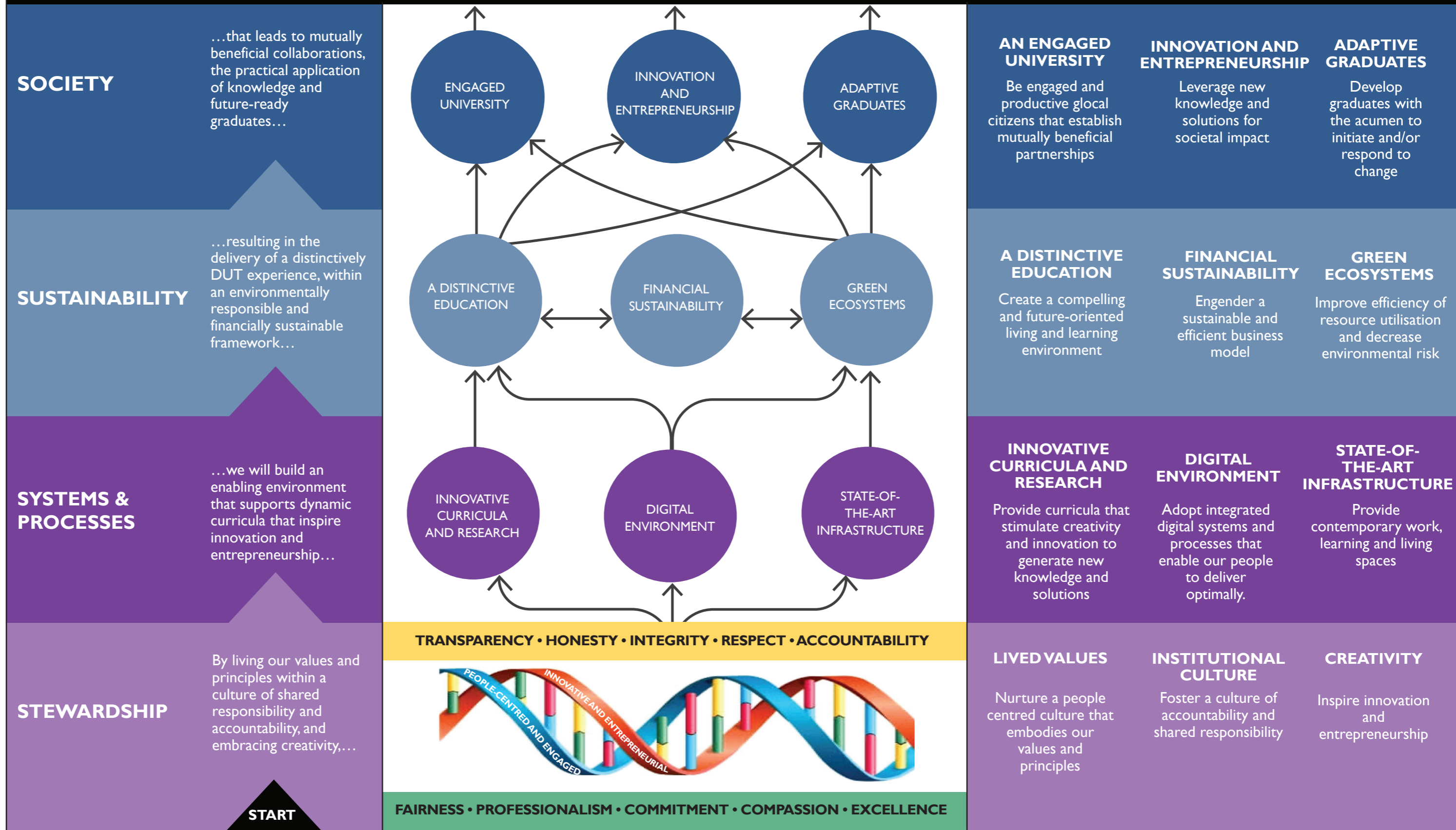
2030 STATEMENT OF INTENT

By 2030, Our people will be creative, innovative, entrepreneurial and adaptive to changes in the world;
 Our people will participate productively in the development of our region, country and the world;
 Our state-of-the-art infrastructure and systems will enhance an ecosystem created to achieve this vision.

...and thus contributing to **IMPROVING LIVES AND LIVELIHOODS**

INFLUENCING AND IMPACTING

EFFECTIVE AND ENABLING



START