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.

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

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.



DURBAN UNIVERSITY OF TECHNOLOGY INYUVESI YASETHEKWINI YEZOBUCHWEPHESHE

DUT STRATEGY MAP 2030

STRATEGY 2030

2030 STATEMENT OF INTENT

Our people will be creative, innovative, entrepreneurial and adaptive to changes in the world; By 2030, 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 ...that leads to mutually **AN ENGAGED ADAPTIVE INNOVATION AND** beneficial collaborations, UNIVERSITY **GRADUATES ENTREPRENEURSHIP** the practical application INNOVATION **SOCIETY** of knowledge and **ENGAGED** ADAPTIVE Be engaged and Leverage new Develop AND UNIVERSITY productive glocal knowledge and graduates with future-ready **GRADUATES ENTREPRENEURSHIP** graduates... citizens that establish solutions for the acumen to mutually beneficial societal impact initiate and/or respond to partnerships change ...resulting in the A DISTINCTIVE FINANCIAL delivery of a distinctively GREEN **EDUCATION SUSTAINABILITY ECOSYSTEMS** DUT experience, within A DISTINCTIVE GREEN **FINANCIAL** an environmentally **SUSTAINABILITY** Create a compelling Engender a Improve efficiency of **ECOSYSTEMS EDUCATION SUSTAINABILITY** responsible and and future-oriented sustainable and resource utilisation financially sustainable living and learning efficient business and decrease framework... environment model environmental risk **INNOVATIVE** STATE-OF-DIGITAL **CURRICULA AND THE-ART** ...we will build an **ENVIRONMENT RESEARCH INFRASTRUCTURE** enabling environment STATE-OF-**SYSTEMS & INNOVATIVE** that supports dynamic **DIGITAL** Provide curricula that Adopt integrated Provide THE-ART **CURRICULA PROCESSES** curricula that inspire **ENVIRONMENT** digital systems and stimulate creativity contemporary work, **INFRASTRUCTURE** AND RESEARCH innovation and processes that learning and living and innovation to entrepreneurship... generate new enable our people spaces knowledge and to deliver solutions optimally.

STEWARDSHIP

By living our values and principles within a culture of shared responsibility and accountability, and embracing creativity,...



TRANSPARENCY • HONESTY • INTEGRITY • RESPECT • ACCOUNTABILITY



FAIRNESS • PROFESSIONALISM • COMMITMENT • COMPASSION • EXCELLENCE

LIVED VALUES

Nurture a people centred culture that embodies our values and principles

INSTITUTIONAL CULTURE

Foster a culture of accountability and shared responsibility

CREATIVITY

Inspire innovation entrepreneurship