



# University of Johannesburg

## THE PAN- AFRICAN CENTRE FOR CRITICAL INTELLECT UAL INQUIRY

Strategic  
Objectives  
2014-2025

## Strategic goal

### GLOBAL EXCELLENCE AND STATURE

#### Preamble

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The following strategic objectives provide a focused means for realising the Vision, Mission and Values of the University as set out below. They represent a re-working of the original Strategic Thrusts 2020 in the context of a wider positioning of the University as 'The Pan-African Centre for Critical Intellectual Inquiry', with the primary goal of achieving global excellence and stature.

<b>VISION:</b> An international university of choice, anchored in Africa, dynamically shaping the future			
<b>MISSION:</b> Inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge			
<b>VALUES:</b> Imagination <b>Conversation</b> <b>Regeneration</b> <b>Ethical foundation</b>			
Shaping the future	Learning together from our diversity	Developing sustainability through creative contribution	Treasuring academic freedom
Thinking independently	Making wise decision collectively	Introspecting for renewal	Seeking balance in the pursuit of knowledge
Developing cosmopolitan identity	Engaging meaningfully with one another	Innovating for the common good	Facing challenges with courage and earning trust.
Exhibition, ambition and drive	Displaying mutual respect	Making positive change	Acting responsibly by being fair, consistent and transparent
Adopting entrepreneurial approaches	Leading consultatively	Taking advantage of overlooked opportunities	Participating in and helping the community (Ubuntu)*

## PERSONALITY

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We are constantly, deliberately in conversation about who we are becoming

We always imagine a new future, in the process regenerating ourselves, and doing so on firm ethical foundations

We are cosmopolitan and liberal minded

We are caring and inclusive, we effuse ubuntu, we are mutually supportive of each other

We are pro-active and responsive, guided by hindsight, insight and foresight

We are forward looking, we anticipate, we are alert and agile

We are results-realising and collegial

We are accessible

We serve each other and we serve humanity

We work together to create new knowledge to shape our shared futures

We are the Pan-African epicentre of critical intellectual inquiry

Of global excellence and stature, and

By 2025 we are consistently ranked in the 400 leading universities

## Strategic Objective One: Excellence in Research and Innovation

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### Postgraduate studies

The University aims to attract outstanding graduates from diverse backgrounds into its postgraduate programmes. This will be done by offering a range of innovative programmes characterised by the highest level of scholarship and rigour that incorporate into the curriculum cutting-edge research developments. New programmes that explore inter- and multi-disciplinary connections, will be at the cusp of new proto-disciplinary spaces and many programmes will engage with practical, theoretical and conceptual issues that offer insight into the challenges and opportunities presented by the African continent.

The University also aims to offer a number of programmes jointly with prestigious national and international institutions, and to provide up-to-the-minute, flexible and responsive professional and continuing education for graduates already in the workplace who wish to refresh and update their knowledge and skills.

Postgraduate students will be offered an excellent living and learning experience through the provision of high level infrastructure, support in the pursuit of their studies, and engagement with outstanding academics including eminent visiting scholars from other parts of Africa and the world.

The University aims for consistently high postgraduate output.

### Research

The University aims to increase its stature and reputation through the quality, integrity and impact of its research endeavour, particularly as it engages with issues pertinent to the pan-African context. It aims to increase its research productivity, through the volume of its national and international publications, and to increase its research impact through targeted publishing in high impact journals, collaboration with prestigious national and international scholars and participation in high level international conferences. It aims to extend the reach of its research through the engagement of its researchers with the media and other public fora.

Further, it aims to increase its levels of external research funding through applications for research grants and scholarships, contract research, international funding and joint grants with partners.

The University aims to increase its research capacity by increasing the supervisory capacity of staff, appointing post-doctoral fellows and 'super' post-doctoral fellows, visiting and distinguished professors.

### Innovation

The University aims to promote a culture of innovation and entrepreneurship by providing a stimulating and supportive environment, especially in its technology stations, for problem-solving research projects that can be commercialised, and applied, technology-driven research and development with the potential to lead to patents and technology transfer.

## Strategic Objective Two: Excellence in Teaching and Learning

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### Enrolment Profile

The University aims for an enrolment profile that shows increasing growth in SET fields while maintaining significant proportions of enrolments across all the other primary disciplinary areas.

Its goal is to enrol outstanding students from diverse backgrounds including a significant proportion of international students, a significant number of students from illustrious schools in Africa, from South African schools in the lowest two quintiles and from illustrious South African schools, communities and families

### Intellectually rigorous curricula which respond innovatively to the challenges of the 21<sup>st</sup> century

Undergraduate curricula should speak to cutting-edge developments in disciplines and reflect latest trends in undergraduate education. The University aims to offer a mix of strong, leading-edge, technology-driven programmes, professional and general formative programmes. Some of its programmes will have an inter-disciplinary and multidisciplinary character, and some will be developed to the eminence of flagship status. These will include joint degrees with prestigious international partner universities and programmes that are internationally accredited.

The intention is that all curricula should prepare students for active global citizenship and some will specifically prepare students for the world of work through embedding WIL, internships and service learning in curricula that facilitate linkages with industry.

The University aims to embed in the delivery of programmes sophisticated teaching and learning strategies, appropriate to different programme types, which include the constant and dynamic use of learning and teaching with technology both on and off campus.

A further objective is to enhance the quality of programmes through regular quality reviews with peer participants, and faculty reviews with international participants.

Continuous professional education and life-long learning should be supported by offering non-subsidised programmes that are relevant and responsive, and student mobility should be enhanced through the flexible use of RPL and CAT.

### Outstanding achievements by the full range of our highly diverse student body

The University aims to achieve excellent student success rates, improved retention and increased graduate output. To achieve this outcome, it aims to ensure that academic staff to student ratios are appropriate to programme type, and that a high proportion of senior academic staff enable high levels of student performance. The diverse set of academic development and support strategies at first year level will be extended to subsequent levels, including tutoring and mentoring systems. An awards system will recognise top student achievement.

A further objective is to provide intellectually challenging extra-curricular opportunities to students for the development of entrepreneurship and for undergraduate research that will open pathways to postgraduate studies. Opportunities to achieve proficiency in the language of instruction and conversational proficiency in isiZulu and Sesotho sa Leboa should be offered.

### Pre-eminence and stature as a teaching-focused institution

A primary objective for the University is to develop teaching as a scholarly activity. This should be achieved through the public acknowledgment of teaching commitment and expertise at Faculty and at University level. First year and senior undergraduate students should be exposed to the scholarly thinking of senior academics and visiting professors in the classroom.

Staff qualifications should be improved through extension of the Staff Qualifications Programme to enhance staff capacity and programmes for early, mid and later career development should be offered, so as to maximise talent and retain our valued staff.

Teaching should be evaluated regularly by students and peers.

## Strategic Objective Three: International Profile for Global Excellence and Stature

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### International students

The University aims to have an increased proportion of undergraduate and postgraduate international students through focused recruitment from Africa, the BRICS nations, Asia, the Americas, Australasia and Europe. Articulation into UJ programmes should be facilitated by flexible use of RPL and CAT.

International students should be offered an excellent living and learning experience through the provision of high quality accommodation, academic, administrative and social support, funding and bursaries, language testing and language programmes and the development of an International Student Centre. Programmes should offer opportunities for internships and WIL.

### International staff

The University aims to increase its recruitment of permanent international academics of stature and to offer initial support for their orientation to South Africa and the University.

It also aims to increase the number, and support of, international visiting professors of stature, and post-doctoral and other fellows.

### Study abroad – inbound and outbound

The University's objective is to make structured inbound study abroad programmes a significant feature of its offerings and to increase the number of international students participating in these programmes.

It also aims to partner with international institutions offering relevant structured study abroad programmes for outbound students and to increase the number of UJ students participating in these programmes.

### Smart Institutional partnerships

To enhance its international profile, the University intends to increase the number and stature of its partnerships with universities, targeted UN agencies, the AU and embassies to secure funding and to facilitate the offering of joint degrees, executive/short learning programmes and the establishment of a Global Policy Institute for Africa or Leadership School. It also aims to secure a Confucius Institute at UJ and increase the number of student and staff exchange programmes.

## Strategic Objective Four: Enriching Student-Friendly Learning and Living Experience

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### Excellent teaching and learning facilities

The University aims to ensure that there are sufficient teaching and learning facilities of varying sizes that are well-equipped to serve as lecture, tutorial, seminar and laboratory venues. The libraries on all campuses should be key resources and operate as hubs for student learning through the provision of social and learning commons and WiFi access.

The University aims to ensure that all first-time entering students have access to portable electronic devices that are loaded with appropriate applications to enrich their learning.

### Support through the student life cycle

A key objective of the University is to provide services to students at all stages of their academic life cycle, from being prospective students still at school, through initial entry into the University, passage through their studies, and eventual exit into the world of work. Such services would include career and programme guidance offered to learners at schools, academic advising for appropriate placement, access to bursaries and loans, psycho-social counselling and career counselling at exit level. Where appropriate, programmes will give students exposure to the world of work through WIL, internships and service learning.

### Learning and Living Communities

In this area, the University's objective is to provide all students with an environment that is nurturing and supportive of their academic endeavours and provides a wide range of extra-curricular activities to meet their needs and interests and foster their all-round development.

This entails the provision of quality residential accommodation on campus that fosters a culture of academic and social responsibility, off-campus accommodation that is closely monitored for quality, and day-houses for students who are not in residence. In this respect, a particular focus will be on accommodation and facilities for postgraduate students in the form of a postgraduate hub with social and learning spaces.

It also entails the provision of student centres, opportunities for engagement in art and cultural activities, sport, health services and above all, a safe and secure environment.

A further objective is to provide students with leadership development opportunities and the chance to contribute to surrounding communities through volunteer work.

### A responsible and respectful student culture and ethos

The University aims to develop students who are responsible and accountable for their actions, and respectful of human dignity, especially in relation to women, foreign students, gays and lesbians.



## Strategic Objective Five: National and Global Reputation Management

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### Pan-African value proposition, character and personality

The University aims to be the pan-African centre of critical intellectual inquiry through extensive scholarship, participation in the knowledge production networks of the continent, including partnering with CODESRIA, and through a flow of high level scholars from the continent into UJ as visiting professors to participate in its public lectures, seminars and programmes. An annual named public lecture will throw the spotlight of scholarship on the needs, challenges and opportunities presented by the continent. Over time, these perspectives will become infused into UG and PG curricula, and inaugural addresses will reflect the University's ongoing reflections on the pan-African context of its research and knowledge production.

### Elevated academic reputation

The University aims to enhance public awareness of its academic achievements by profiling flagship programmes, top academic scholars, top students, and achievements and awards. UJ's reputation will be extended through concerted engagement with international networks available through organisations such as Universitas 21 and QS WUR.

### Dynamic brand

The aim of the University is to have dynamic brand and marketing strategies that enable the careful management of transitions through consistent alignment of all elements and environments, internal and external, including the UJ website, social media and the way in which it advertises positions. Targeted marketing will aim to increase SET enrolments, postgraduate student enrolments and international student enrolments.

### National and Global Strategic Communication

The goal of the University is to have a proactive, responsive communications system that projects a positive image of the University and its achievements into the public arena and is capable of responding effectively to crises. It should publicise a database of UJ experts and actively promote UJ participation in public debates and opinion-shaping in the media.

### National and international leadership influence, visibility and stature

The University aims to play a significant role in public leadership through thoughtful, well-informed and scholarly reflection and engagement on the part of its senior scholars, senior management, senior academic leaders, student leaders and members of Council. This will be achieved through participation in conferences and networks nationally and internationally, through serving on professional boards, associations and other organisations, developing 'smart' domestic partnerships as well as contributing to the public media. Within the University the aim is to establish a results-realising and collegial leadership culture.

### Alumni

The University aims to establish an active alumni base characterised by its loyalty to the institution, its positive promotion of UJ's reputation and well-being and its contribution to the University in time, expertise and resources. This will be achieved through maintaining an extensive, updated, valuable alumni data base and web portal, profiling influential alumni, creating affinity groups, hosting an alumni day, giving Dignitas Awards and providing alumni benefit programmes.

## Strategic Objective Six: Fitness for Global Excellence and Stature

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### Financial stability and sustainability to support the GES drive

The University aims for financial stability and sustainability by ensuring that it has world class financial systems in place to ensure good investment returns, a balanced annual budget and five year financial plan. It will also engage in sustained efforts to increase its external funding sources and third stream income.

### Staff

The human resource capacity of the University should be such that it enables the University to realise its ambitions while striving to be inclusive and developing the full potential of all its staff members. Employment strategies for academic staff should build the proportions of black, women, disabled and international staff in the staff component, and enable the attraction and retention of illustrious academic staff. Programmes should enable the personal and professional development of staff, and include appropriate institutional support for staff to excel. This should be realised among other things by the development of emerging senior and executive leadership, and a culture that is respectful of human dignity, especially of students, women, foreign staff, gays and lesbians.

### Environment and ethos

The University aims to provide a welcoming and caring environment with a strong service orientation. This should be manifest in well-kept gardens, buildings and facilities, helpful and prompt attention at all service points, clear way-finding, and open communication.

University business should be conducted efficiently within an overall culture that is both results-realising and collegial.

### Sustainability

The University aims to minimise harmful impact on the environment through managing its carbon footprint, reducing energy and water wastage, encouraging paperless communication and generally fostering a culture of responsible stewardship of the environment among all staff and students.

### World class infrastructure and systems

The University aims to provide its community with excellent infrastructure to support teaching, learning and administration. The campus master plan with a special focus on APB, and particular attention paid to access for PwD are crucial in this respect.

A key objective in this regard is to establish a data warehouse and BIS to enable the multiple databases in the University to be used in conjunction with one another.

### Good governance

The University's operations at all levels should be underpinned by the practice of good governance principles in the form of legal and ethical compliance, the responsible exercise and fulfilment of duties, risk management and the mitigation of risk, and consistent quality control and assurance.