

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 contribute to **Improving Lives and Livelihoods**

INFLUENCING AND IMPACTING

EFFECTING AND ENABLING

SOCIETY

...that leads to mutually beneficial collaborations, the practical application of knowledge and future-ready graduates...

SUSTAINABILITY

...resulting in the delivery of a distinctively DUT experience, within an environmentally responsible and financially sustainable framework...

SYSTEMS & PROCESSES

...we will build an enabling environment that supports dynamic curricula that inspire innovation and entrepreneurship...

STEWARDSHIP

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

AN ENGAGED UNIVERSITY

INNOVATION AND ENTREPRENEURSHIP

ADAPTIVE GRADUATES

A DISTINCTIVE EDUCATION

FINANCIAL SUSTAINABILITY

GREEN ECOSYSTEMS

INNOVATIVE CURRICULA AND RESEARCH

DIGITAL ENVIRONMENT

STATE-OF-THE-ART INFRASTRUCTURE

TRANSPARENCY • HONESTY • INTEGRITY • RESPECT • ACCOUNTABILITY

LIVED VALUES

INSTITUTIONAL CULTURE

CREATIVITY

FAIRNESS • PROFESSIONALISM • COMMITMENT • COMPASSION • EXCELLENCE

AN ENGAGED UNIVERSITY

Be engaged and productive global citizens that establish mutually beneficial partnerships

INNOVATION AND ENTREPRENEURSHIP

Leverage new knowledge and solutions for societal impact

ADAPTIVE GRADUATES

Develop graduates with the acumen to initiate and/or respond to change

A DISTINCTIVE EDUCATION

Create a compelling and future-oriented living and learning environment

FINANCIAL SUSTAINABILITY

Engender a sustainable and efficient business model

GREEN ECOSYSTEMS

Make environmental sustainability core to all university activities

INNOVATIVE CURRICULA AND RESEARCH

Provide curricula that stimulate creativity and innovation to generate new knowledge and solutions

DIGITAL ENVIRONMENT

Adopt integrated digital systems and processes that enable our people to deliver optimally

STATE-OF-THE-ART INFRASTRUCTURE

Provide contemporary work, learning and living spaces

LIVED VALUES

Nurture a people-centred culture that embodies our values and principles

INSTITUTIONAL CULTURE

Foster a culture of accountability and shared responsibility in achieving the DUT way

CREATIVITY

Inspire innovation and entrepreneurship

START

ENVISION2030 INTERPRETATION GUIDE

INTRODUCTION

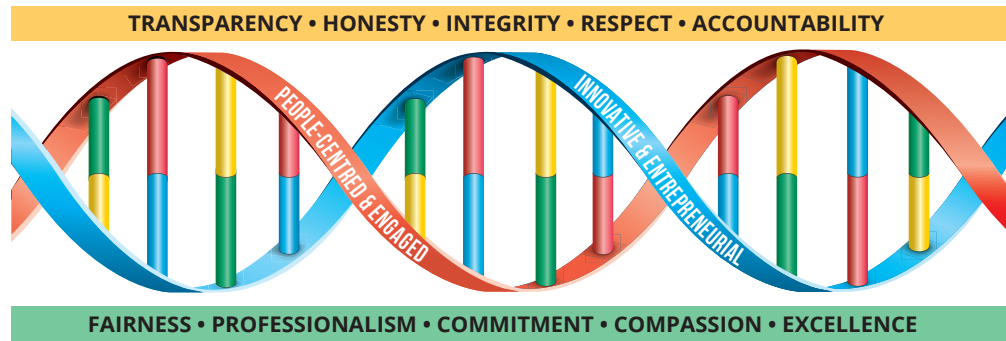
In September 2018, when the ENVISION2030 strategy formulation process was ushered in at Council's 14 September 2018 workshop, the conceptual undertaking was to produce the strategy on a page, emphasising the outcomes and impacts of our work, thus representing a radical departure from previous plans which were limited to and measured in terms of inputs, processes and outputs. Our first milestone of producing a one-page strategy map was accomplished and approved by Council on 29 November 2019. This strategy, known as ENVISION2030, has a 2030 horizon.

A quick explanation of some of the concepts that are contained in ENVISION2030.

ENVISION2030 STRATEGY MAP

ENVISION2030 provides a visual representation of our critical strategic objectives and the crucial relationships among them, that seeks to drive our organizational performance. ENVISION2030 shows the logic and direction, communicates the desired strategic destination and emphasises the outcomes and impacts of our work. Its 2030 horizon is undergirded, by national and international plans and projects that have 2030 as their

THE DUT DNA AND DUT VALUES & PRINCIPLES



Holding the strategy together is the DUT DNA. DUT's DNA comprises two intertwined and paired strands: 'people-centred and engaged' and 'innovative and entrepreneurial'. The double-helix of the DUT DNA is held together by our shared values and principles: transparency, honesty, integrity, respect and accountability, and the trace of fairness, professionalism, commitment, compassion and excellence. Our institutional DNA is a code that lies at the very heart of what defines us as a unique institution and as a unique collective of people that are part of it. Ultimately, it informs how we will develop as a university that is fully conscious of its stewardship role in society; one whose resolve is to revolutionise its systems and processes; a university whose obligation is to do everything in a sustainable manner, environmental and otherwise;

timespan. These include the National Development Plan, the United Nation's Sustainable Development Goals, and with a longer horizon, Agenda 2063: The Africa We Want, strategy. ENVISION203's tagline, '**Creative. Distinctive. Impactful.**' is a summation of its three key attributes.

ENVISION2030 comprises a Statement of Intent¹ and is anchored by four perspectives. The four perspectives of ENVISION2030, namely **Stewardship; Systems & Processes; Sustainability** and **Society**, provide the lens against which our twelve strategic objectives are arranged.

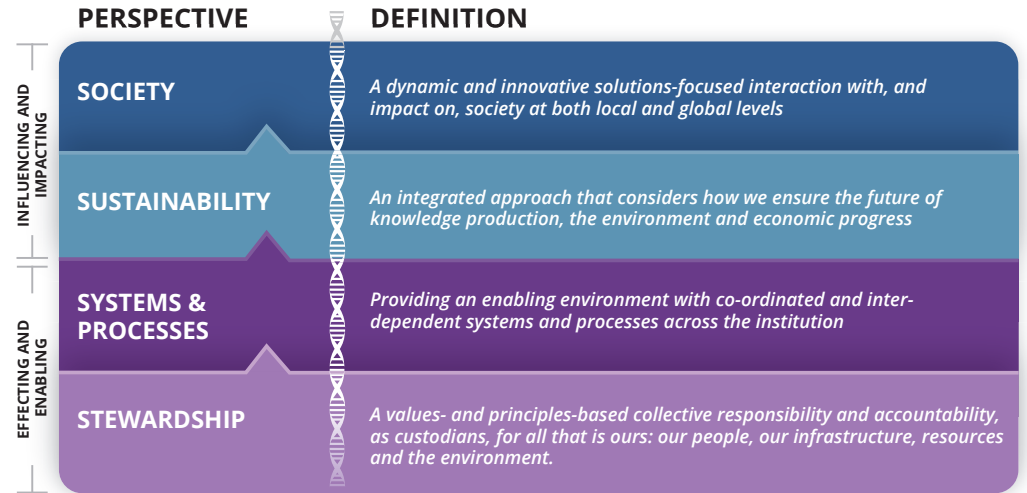
OUR 2030 STATEMENT OF INTENT

- By 2030**
- Our people will be entrepreneurial, innovative, creative 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 a university whose commitment is to impact the lives and livelihoods of our people, both internal and external.

ENVISION2030'S FOUR PERSPECTIVES AND TWELVE STRATEGIC OBJECTIVES

ENVISION2030's four strategic perspectives, namely **Stewardship; Systems & Processes; Sustainability** and **Society**, provide the platform on which we organised our strategic objectives. Each perspective has three strategic objectives. The four perspectives are scaffolded, starting with **Stewardship** at the bottom, which together with **Systems and Processes** are collectively '**effecting and enabling**' perspectives, while our third perspective of **Sustainability**, and the fourth Perspective, **Society**, are, collectively, '**influencing and impacting**' perspectives.



STEWARDSHIP

Stewardship is the fundamental perspective to our strategy, and it sits at the core of our DNA double helix as a values- and principles-based collective responsibility and accountability, as custodians, for all that is ours: our people, our infrastructure, resources and the environment. As a strategic perspective, Stewardship has three strategic objectives, namely, Lived Values, Institutional Culture and Creativity.

SYSTEMS AND PROCESSES

The second of our four Perspectives, that of Systems and Processes is premised on our provision of an enabling environment with co-ordinated and inter-dependent systems and processes across the institution. This perspective sets out Innovative Curricula and Research, Digital Environment and State-of-the-Art Infrastructure as it's trio of strategic objectives.

SUSTAINABILITY

The third Perspective of our ENVISION2030 is Sustainability and is premised on an integrated approach that considers how we ensure the future of knowledge production, the environment and economic progress. The constitutive strategic objectives of our Sustainability perspective are A Distinctive Education, Financial Sustainability, and Green Ecosystems.

SOCIETY

The final perspective, viz. Society, is premised on a dynamic and innovative solutions-focused interaction with, and impact on, society at both local and global levels. This strategic perspective, which frames the locus of impact of our work at the University, is as aspirational as it is outcomes- and impact-oriented. It is premised on the following three strategic objectives: An Engaged University; Innovation and Entrepreneurship and Adaptive Graduates.

By achieving the 12 strategic objectives that underpin our 4 perspectives, we postulate that we will have demonstrably manifested our commitment to contribute to impacting

the lives and livelihoods of our people, both internal and external, locally and globally.

ENVISION2030'S LOGIC STATEMENT

The four perspectives of the strategy map are scaffolded strategically to produce multidisciplinary and inter-related pathways towards an envisaged aim of contributing to improved lives and livelihoods, which is manifested in a University that is engaged in a dynamic and impactful relationship with society at large, characterised by an innovative and entrepreneurial spirit, and the production of graduates who are creative and innovative and demonstrate capacity both to respond to and to lead change. To achieve our aim, we will embark, systematically, on a journey, to 2030, that sees our focus shifting progressively from the embedding of values and attitudes and the alignment and efficiency of systems and processes towards more long-term goals of social, financial and environmental sustainability and meaningful and transformative impact on society. This is encapsulated by the logic statement of the strategy map, when reading from the foundational perspective of Stewardship upwards, is as follows:

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

we will build an enabling environment that supports dynamic curricula that inspire innovation and entrepreneurship,

resulting in the delivery of a distinctively DUT experience, within an environmentally responsible and financially sustainable framework

that leads to mutually beneficial collaborations, the practical application of knowledge and future-ready graduates,

and thus contribute to improving lives and livelihoods.

¹ ENVISION2030 demonstrates a dramatic change from traditional strategic planning and stamps out the outmoded way of planning in terms of vision and mission statements, hedged in by a 5-year time horizon. ENVISION2030 embraces a 10-year time horizon and a statement of strategic intent which is purpose-driven to deliver positive impact that will not only be recognised by the University community but also realised by society.