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The Purpose of a Strategic Framework

The Vision 2022 Strategic Framework sets out the vision for the University of the Witwatersrand (Wits) to pursue in the next 12 years (2010 - 2022) and identifies the strategies to achieve this vision. Building on an assessment of internal capabilities and resources and an environmental scan, the framework emphasises the need critically to review our approach to research, teaching and learning, and social engagement, and adapt it drastically to attain the goal articulated in the vision. It is a positioning document that articulates the vision and strategic choices this University is making to assert itself as an internationally leading research-intensive institution. The framework does not state detailed mechanisms through which these choices will be executed. This instead will be achieved by a series of rolling three-year strategic plans undertaken throughout the 2010 - 2022 period, each with well-defined objectives, set indicators and benchmarks.

The ability to put goals and objectives into action effectively and efficiently as an organisation is directly linked to alignment with the people, processes and purposes of that organisation. Effective strategy execution is a consequence of a well-thought-out process of strategy formulation and planning. Without visionary and determined leadership, pragmatic implementation plans, and robust monitoring and evaluation systems, strategic planning becomes a meaningless exercise.

It is a positioning document that articulates the vision and strategic choices this University is making to assert itself as an internationally leading research-intensive institution.
The Vision 2022 Strategic Framework positions Wits as an internationally-leading research-intensive university located in Africa.
Wits aspires to be a leading research-intensive university firmly embedded in the Top 100 world universities by 2022.

The Vision 2022 Strategic Framework positions Wits as an internationally leading research-intensive university located in Africa. The preceding Wits 2010 Strategic Plan was directed at the internal consolidation and development of the University’s intellectual strengths, its teaching excellence, and its administrative and financial systems. Wits’s identity has been affirmed as an internationally respected research-intensive university, fully engaged with the contemporary national and international environment. The Vision 2022 Strategic Framework lays the foundation for a Wits that is a leader in research, teaching and innovation internationally in a number of key priority fields of global importance, but without negating our strategic role as leader in a local and regional context.

Wits is fully cognisant of the continuing changes in the global, regional and local context for knowledge production. In this regard we are uniquely positioned to respond to the profound challenges of our times by exploring, much more vigorously, the use of our local and broader African context as a basis for groundbreaking, globally significant research. This in itself will require collaboration by way of select and strategic choices in partnerships and networks to ensure that Wits plays an influential role in South Africa, the Southern African Development Community (SADC) and the rest of the African continent as a distinguished and internationally leading intellectual powerhouse located in a vibrant metropolitan and world-class African city.

To achieve the above will require visionary, determined and practical leadership to ensure that by 2022 Wits will have attained top-100 status. This implies that Wits will need to embark on bold strategies that will:

- Pursue an ambitious internationalisation strategy that will project Wits as a world-class centre of intellectual engagement and a preferred destination for top-class international scholars and students
- Pursue intellectual elitism as an approach that will nurture world leaders in their respective fields of engagement, and graduates through professional development and educational programmes that compare with the very best globally
- Fully exploit its competitive advantages by building aggressively on existing niche areas and strengths and nurturing new avenues for intense engagement where it can produce groundbreaking research output
- Drastically increase its intake of postgraduate students and post-doctoral fellows
- Provide a high-quality support environment and top-class infrastructure for its core functions
- Become recognised among academics globally as a gateway to knowledge and understanding in Africa and a preferred employer for global intellectual talent
- Ensure high-level implementation of choices we make, and monitoring of impact and performance, as a means to set us apart from other universities with similar ambitions.
A Leading Research-Intensive University

We aim to build on this reputation aggressively by intensifying our efforts to create an environment conducive to elevating the standard and impact of research, quality of teaching and learning, and the rigour of intellectual and social engagement to new heights.
The University of the Witwatersrand is a research-intensive university located in the heart of Johannesburg, a dynamic, metropolitan, world-class African city.

Its distinctive capabilities have contributed to the global research and development agenda through leading-edge scholarship and produced global citizens who are passionate about intellectual and social engagement. We aim to build on this reputation aggressively by intensifying our efforts to create an environment conducive to elevating the standard and impact of research, quality of teaching and learning, and the rigour of intellectual and social engagement to new heights.

The purpose of the Vision 2022 Strategic Framework is to articulate a vision that elevates Wits’ position as one of the internationally leading research-intensive universities and a gateway to knowledge and understanding in Africa.

The purpose of the Vision 2022 Strategic Framework is to articulate a vision that elevates Wits’s position as one of the internationally leading research-intensive universities and a gateway to knowledge and understanding in Africa. It provides the overarching framework for more detailed plans that will be based on imperatives current for the time and that will shape strategic thinking during the respective planning cycles.
As an institution built on principles of intellectual excellence, we are committed to providing high-quality, internationally competitive education, founded on high academic standards, cutting-edge research, public engagement, and productive partnerships with leading institutions throughout the world.
Wits’s mission is to grow its global stature as a leading research-intensive university and a gateway to research engagement and intellectual achievement in Africa. This it will achieve by building on the principles of intellectual excellence, international competitiveness and local relevance.

As an institution built on principles of intellectual excellence, we are committed to providing high-quality, internationally competitive education, founded on high academic standards, cutting-edge research, public engagement, and productive partnerships with leading institutions throughout the world.

In pursuing our visionary goal of becoming a top-league university located on African soil, we aim to:

- amplify our generation and dissemination of groundbreaking knowledge in niche areas.
- optimise our international visibility and impact of research, and our reputation for teaching.
- maintain a high proportion of international students and staff
- recruit highly talented students for undergraduate education
- maintain a high proportion of carefully selected postgraduate students.
- produce highly influential graduates for the global civil society
- widen our footprint globally through extensive strategic networks
- attract and retain distinguished scholars and prize-winning leaders in niche and strategic fields.
- attract and retain the best academic and support staff
- contribute to society through research, teaching and social engagement.
- maintain a distinctive focus and reputation for groundbreaking research and scholarship in science, engineering and technology (SET) areas
- benchmark with top-league and top-100 universities, including the UK Russell Group, the Australian Group of Eight, and the Big 5 in South Africa.
- provide a high-quality, supportive research and educational environment for students and staff.
- establish and sustain a sound base for diversified sources of income
- retain a high degree of academic freedom and institutional independence.
- retain our long-lasting legacy of high-level achievement and excellence.
Wits values excellence achieved through uncompromising commitment to intellectual achievement.
Wits values excellence achieved through uncompromising commitment to intellectual achievement. The distinctive character of Wits includes our value system and legacy of visibly committed academics, and a socially engaged and independent-minded institution. These values will be embedded in all Wits policies and activities - taking advice from De Maret that:

"...universities have a lot to lose in public opinion if they lose their values, as these are the glue of the community of scholars at the heart of the university, and their credibility to the outside world."

The enduring commitment of the University to the legacy of intellectual excellence, public engagement and institutional autonomy will be espoused through the following values, which are elaborated upon in detail in the 2005 Academic Aims and Values: A commitment to Scholarship document:

- Independent enquiry and trust.
- International comparability.
- Intellectual excellence and integrity.
- Academic freedom and institutional autonomy.
- Collegiality.
- Social engagement and responsiveness.
- Diversity.
- Accountability.
- Debate and critical engagement.

The generation of knowledge through basic scholarly or scientific research remains the primary function of every research-intensive university in the world.
Universities and Globalisation

Knowledge and Innovation as Drivers of Change

The generation of knowledge through basic scholarly or scientific research remains the primary function of every research-intensive university in the world. Having said this, it is important to observe that global economic and social systems have been radically restructured due to the growing importance of information and knowledge in all spheres of economic and social activities.

This transformation has come about through the interaction of several forces which characterise evolving knowledge economies and innovation systems, and provide a framework for examining the role of higher education in future, i.e.:

- High levels of human resources mobility across national borders and the generation of new knowledge through real and virtual knowledge clusters or networks, irrespective of geographical location
- High levels of knowledge intensity incorporated in products, in services and in production and service-delivery processes
- The intensification of the pace of innovation in all spheres of human endeavour, i.e. the rate of production of new knowledge and the shortening of time between discovery or inventions and innovations for socio-economic development
- The relative ease of accessibility of knowledge through global research networks and the Internet
- The increased importance of research and development (R&D) and the creation and promotion of new knowledge in the form of innovations that are commercialised and generate revenue, as well as in the form of social innovations that have positive development impacts
- The significant value attributed to human knowledge capital compared to valuating an enterprise solely on its fixed capital assets
- The value of information and communication technologies (ICTs) in promoting the capturing, access and analysis of complex and voluminous data sets, and the value of ICT networks in promoting rapid knowledge exchange - irrespective of time and distance and dependent only on access to people and institutional networks
- The emergence of entirely new disciplines and fields of knowledge, e.g. advanced manufacturing, nanotechnology, next-generation communication networks, etc.

“We must rewrite the social contract between the researcher and society, so that freedom of thought is balanced by responsibility for action. We must open our markets, our companies and our knowledge institutions so they work together more productively. Above all, we must create an environment in which the best ideas thrive, the brightest people prosper, and our excellence is rewarded - while at the same time improving the cohesin of our society.”

There is a growing recognition around the world that universities play a key role in generating, sharing and disseminating the knowledge required to drive global competitiveness and economic growth. Such a recognition, far from diminishing the traditional role of universities as institutions that generate knowledge for the enrichment of science, has in fact created the space for dynamic engagement and realignment of knowledge hierarchies. In addition to this, global competitiveness has created opportunities for universities to reimagine different means of sharing and appropriating that knowledge.

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Universities are therefore not only required to keep abreast of socio-economic changes in the global environment, arising from, among other factors, the unprecedented rate of production of new knowledge and scientific or technological innovations, but also to find an appropriate place for themselves to flourish in this landscape. Within a knowledge-based economy, the university becomes a key element of the innovation system both as a creator of new knowledge and ideas based on research, and as provider of human capital. But within innovation systems the respective traditional roles of the core players, viz. industry, government and university, accustomed to operating at an arm’s length from one another, have become increasingly blurred; so much so, that within any specific set of circumstances one may take on the role of the other. This, called the Triple Helix model of innovation, conceptualises a dynamic rather than static relationship among state, industry and academic institutions.

Research and Training for Wits within the Context of Global Challenges

The challenges before the world are immense and complex. Society demands answers to global challenges and sees science as a major part of the solution. The status quo can, by implication, not be an option as the ‘science of complexity’ that characterises global challenges demands ever-changing approaches to research, and development of intellectual capital.

This confronts universities like Wits with new challenges that include, among others, the need:

- to define niche areas of scholarship.
- for different disciplines to work together.
- to collaborate with other social actors for shared purposes.
- to train in depth while integrating across disciplines.
- to integrate into the international efforts and networks.
- to train the next generation of researchers to fit into large teams, yet to retain their own individual identity and allow room for individual creativity.
- to recruit students and scientists from global markets.
- to develop high-level critical skills.
- for students to be trained to participate in the international context.
- for researchers to understand the links among evidence, policy, regulations and implementation.
- to explore new means of knowledge sharing and appropriation (knowledge transfer).

Management Implications

These trends in the changing role of and demands placed on higher education in the economy and society, have also led to the realisation that the management of higher education institutions has become increasingly important and specialised. Two cultures exist in international research intensive universities today, viz. academic culture geared towards knowledge, scientific excellence, academic freedom and sharing of results; and a business culture geared towards producing wealth, profitability and appropriation of results. 6

Universities are recognised as special kinds of businesses, which must recognise and apply business principles if they are to prosper. Academic scholarship and intellectual leadership skills are no longer the sole requirements for running higher education institutions. Efficient management, political networking and fundraising skills are equally, if not more important. Therefore, they need their own ‘business models’ that address the very specific demands placed on them by the society they serve. Wits needs to position itself within this reality as a research-intensive university supported by sophisticated administrative and business systems. It is common knowledge that the survival of world-class universities is entrenched in their ability to generate wealth, allocate resources and use business systems to support the academic enterprise.

Impetus for a wider Wits African engagement

Like elsewhere in the world, universities in Africa are expected by various socio-economic drivers, such as the UN Millennium Development Goals (MDG), to serve as critical players in national and regional economic and social development imperatives, including shaping the research and development (R&D) agenda.

“Dramatic changes in regional economic conditions, globalisation of both input and product markets, and the increase in the intensity of knowledge as an input to production across a wide range of products have contributed to institutions of higher education becoming key national and regional economic development actors.” 7

The challenges before SADC are equally immense and complex. While various nation states face the challenge to align their national objectives to the regional economic and social development interest, this has to be done in a context of competing national interests, and limited national resources. This requires universities to balance the tradition of

Wits needs to position itself within this reality as a research-intensive university supported by world-class administrative and business systems.

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independence of scholarship and generation of knowledge against any social reform imperatives of any given order, and to adopt new institutional models that will allow them to align their activities with public-good and private-gain imperatives.

Today, the era of individualism among tertiary institutions is rapidly passing, as governments and stakeholders increasingly ask them to become team players contributing to a national innovation system that nourishes a national economy. To play this role, these institutions need to put their legal autonomy into practice, become more entrepreneurial, embrace experimentation and change, see themselves as networked partners and institutional collaborators, understand the dynamic needs of the labour market, and strive for greater instrumentality in their teaching and research. ⁸

Through its African Footprint programmes, Wits has reaffirmed its commitment as a university located in Africa by increasingly becoming an "engaged university" which addresses society's needs and expectations in South Africa and Africa through leading-edge research and quality education.

Higher Education Challenges in Africa

It is estimated that there are in excess of 200 public universities in sub-Saharan Africa, many of them established over the past two decades to cater for an unprecedented growth in student enrolments. The estimated growth over these years was over 8% per annum, representing more than a threefold increase over this period. Simultaneously, however, public funding has declined considerably in almost all African states. The impact of this has been a decline in educational quality, a shift towards the less expensive disciplines, a drastic decline in research funding to cover the costs of growing student numbers, a decline in high-level research production, a shrinking proportion of postgraduate enrolment, and a decline in the development of the next generation of academics. This is exacerbated by the fact that an estimated 30 000 home-grown specialists and professionals leave the continent annually. Presently about one third of all African scientists live and work in Organisation for Economic Co-operation and Development (OECD) countries, according to the Network of African Science Academies. ⁹

Despite these adverse conditions under which African universities operate, universities have to act as champions of innovative solutions and important drivers of change in Africa. The development imperatives of African universities are such that the continent is destined to continue to rely heavily on the goodwill of foreign funders and the co-operation of top higher-education institutions beyond its shores for many years to come in order to build the capacity it needs for self-sustainability today. To accelerate this process there have, in recent years, been calls for better co-ordination of support programmes and the need for pan-African strategies and initiatives to direct the building of academic and research capacity within and for the continent. ¹⁰

Building a strong, internationally competitive higher education sector in Africa will require, among other things, strong collaborative linkages among leading academics within Africa. That is to say, there is a need to build on existing strengths. Such collaborative linkages among leading academics with proven track records and demonstrated, tangible measures of recognition and success will expedite the process of becoming globally competitive, enhance regional innovation, and position Africa as one of the centres of global knowledge production in its own right, with African

For Wits to fully assert itself as an African intellectual powerhouse, the University needs to consciously initiate policies that open up spaces for engagement with Africa and not leave this to individual and isolated efforts of faculty staff.

The Environment Influencing our Choices

scholars at the centre of the debates. This process can be accelerated by way of innovative engagements with the African Diaspora, in particular the numerous African scholars who occupy senior academic positions in many of the top universities of the North.

The outcome of such an approach must be an increase in the levels of self confidence among African academics and emerging scholars, as well as respect for academic ideas and scientific inquiry by African governments, business and policy makers. This is necessary for increased levels of democratisation and participatory development. For Wits to assert itself fully as an African intellectual powerhouse, the University needs consciously to initiate policies that open up spaces for engagement with Africa and not leave this to individual and isolated efforts of faculty staff.

Opportunities for Wits in Africa

There are numerous examples of opportunities unique to Africa that feature repeatedly in various national and regional policy frameworks, including those of the African Union (AU) and SADC. These include the development of intellectual capital, research and development, and mobilisation of knowledge for innovation and technological advancement, in areas such as those set out below.

- **Climate and environmental** is of particular importance to Africa as it is generally acknowledged that this continent is most vulnerable to climate change because of its location, its unique biodiversity and its limited capacity to adapt. It is also acknowledged that climate change will manifest itself in shorter and more extreme weather patterns over the continent, leading to droughts, abnormal rainfall and heat waves, with resulting nature-induced hazards and disasters such as landslides, floods and famine.

- The optimal utilisation of Africa’s mineral wealth and other natural resources for economic growth, wealth creation and the improvement of the quality of life will require high-level human resources for research and innovation in several disciplines. These will embrace, among others, the development and utilisation of technologies for infrastructure and ICT; mineral beneficiation; energy; post-harvest technologies, including biotechnology, advanced manufacturing and nanotechnology.

- Africa’s population groups display the largest genetic diversity and virtually nothing is known about this in relation to susceptibility to diseases. Any research activities within the life and health sciences, will need to take this into consideration. That includes biomedical and genomic research with emphasis on both communicable and non-communicable diseases, their treatment and prevention, and pharmaceutical biomaterials and drug delivery technologies. Related are issues of nutrition, and the safe development and application of biotechnology in, for example, pharmaceuticals and genetic modifications, as well as securing and using the indigenous knowledge base in this regard.

- Africa, the undisputed cradle of humankind, provides a large number key fossil deposits across the continent that have preserved within them evidence of not only the earliest manifestations of the hominid line through to the emergence of modern humans, but also associated faunal and floral environments, the study of which enhances our understanding of the factors that have driven human evolution. In addition, the continent’s rich diversity of living peoples from different cultures is the prime laboratory for studying human origins and genetic diversity, our understanding of which is augmented by numerous cave and rock art sites that hold behavioural and morphological evidence of earliest human species.

Wits as Part of the National Research and Innovation System

Research and Human Capital Development Challenges in South Africa

In the past three decades, the rate of new knowledge production in inventions and innovation for socio-economic development has been speeded up by the relative ease of accessibility to knowledge through global research networks and increases in R&D funding across the globe. The national Department of Science and Technology has set an investment target of 2% for R&D growth by 2018 in its Ten Year Innovation Plan (TYIP), a plan that will “drive South Africa’s transformation towards a knowledge-based economy, in which the production and dissemination of knowledge leads to economic benefits and enriches all fields of human endeavour”. It identifies five areas, the so-called “Grand Challenges” of strategic importance for innovation: “Farmer to Parma” (Life Sciences and Health), “Space Science and Technology”, “Energy”, “Global Change”, and “Human and Social Dynamics”.

Increased investment is envisaged for the key drivers of the plan, viz.:
• Human capital development;
• Knowledge generation and exploitation;
• Knowledge infrastructure;
• Enablers to address the ‘innovation chasm’ between research results and socio-economic outcomes.

For Wits the medium to long-term plan is to ensure that its existing structures and frameworks of research engagement and knowledge transfer are capacitated to benefit from this level of investment, to generate the desired levels of research output and to produce high-level intellectual capacity to grow its research engagement.

Human and social dynamics are the core of nearly every major challenge facing South Africa, from climate change to creating a competitive and innovative workforce. Human capital, including high-level skills, remains a significant structural constraint on the national growth and development path. A skilled and capable workforce is essential for an inclusive economy, decent work, rural development, sustainable livelihoods, health, reduction of inequalities and a knowledge-based economy.

Layered on this is an emergent need to:
(a) produce a co-ordinated architecture of national knowledge and innovation policy, and facilities that support various forms of research.
(b) put concerted effort into building top-level research capacities in higher education institutions, particularly a few research-intensive universities.
(c) attract and retain established researchers and train the next generation of scholars.
(d) increase the number of postgraduate students and post-doctoral fellows as a strategy to increase the pool of active researchers.

South African Higher Education

The complex challenges imposed by globalisation find expression in a context of a highly fragmented South African environment with scattered and incoherently mobilised resources for top-end knowledge. Currently, the presiding political voice is shifting higher education institutions towards a homogenous identity and framework for social responsiveness.
As a university producing research and graduates that are internationally revered, we need to ask more sophisticated questions regarding our role as part of the national knowledge and innovation system.

These questions should:
- address the need for a differentiated higher education system as a strategy for the development of multi-dimensional capacities in higher education
- accentuate the centrality of research-intensive universities in national strategies to address complex and unpredictable challenges of globalisation and the contemporary South Africa
- assert the need for Wits to remain an independent entity, autonomous in its choices, identity and governance
- re-invigorate our ability to mobilise world-class resources and capacities to lead top-level research and produce highly trained graduates and scholars
- proliferate a shared understanding of how the choice to invest in top-level global competitiveness in research and teaching will concomitantly position Wits for local public good and economic development

Location of Wits in Johannesburg

Wits is an urban university located in the heart of a populous, vibrant but also complex metropolitan city, an interconnected economic and physical space now officially known as the Gauteng City Region (GCR). This context compels us to ask how this ‘citiness’ should influence the mission and activities of the University. The GCR offers an extraordinary laboratory for research and teaching, but the nature and scale of the challenges faced within the region also, arguably, compel the University to engage with its urban environment through knowledge creation, intellectual critique, the content of teaching programmes, and public service.

A starting point for this engagement is an understanding of the realities, possibilities and challenges of the GCR. Fortunately, Wits has been involved in urban-related research over a long period of time and has developed partnerships with Government and other institutions on matters relating...
The GCR, with its sprawling and fragmented urban footprint, is one of the world’s most inefficient cities in the use of energy and in the cost of providing infrastructure.

to urban development; an important example being the Gauteng City Region Observatory, a formal partnership between Government and universities. However, the scale and complexity of the GCR requires more knowledge and stronger engagement.

In its national and African context, the GCR is a relatively prosperous region, and so it attracts large numbers of migrants, mainly from South Africa, but also from elsewhere in Africa and, increasingly, from other countries, including Pakistan, Bangladesh and China. This is contributing to the development of an increasingly diverse and cosmopolitan - some would say, ‘Afropolitan’ - urban society. Cities of migrants are often associated with cultural, economic and intellectual innovation, but they can also be places of tension, and the GCR is confronting challenges of xenophobia and migrant vulnerability.

The GCR has an economy that contributes around 36% of South Africa’s GDP and has a GDP per capita which is almost 70% higher than the average for South Africa as a whole. These figures, however, obscure enormous urban inequality and poverty. The State of World Cities Report revealed that Johannesburg was the least equal city in the world, slightly worse than other South African cities, and significantly worse than the notoriously unequal Latin American cities. A 2009 study characterised 32% of Gauteng’s population as experiencing economic deprivation. This is proportionately small in South African terms but numerically speaking it is a large number - more than three million people.

Many day-to-day burdens face the residents of Johannesburg, and especially the poorest segments. These include crime and violence; the so-called ‘quadruple burden of disease’ (HIV/AIDS, diseases of lifestyle, diseases of poverty, and physical trauma); political fractiousness and inefficiencies in government, inadequacies in public health, education and public transport, and deteriorating environmental quality. There is the difficult challenge of accommodating a rapidly expanding population with the physical infrastructure of land, housing and services, and the even more difficult matter of building social cohesion in a divided and unequal society. Layered on this is a series of environmental threats, including the effects of climate change; the increasing scarcity of key resources such as land, water and carbon fuels, and the pollution of environmental assets, including through acid mine drainage. The GCR, with its sprawling and fragmented urban footprint, is one of the world’s most inefficient cities in the use of energy and in the cost of providing infrastructure.

There are no easy solutions to many of these challenges. They present ‘wicked problems’. There is wide consensus that we need fairer, greener, safer, and more sustainable and resilient cities. This will require extraordinary creativity and effort. It requires collaboration across institutional divides - an effective and honest government, but also the resources of the private sector; the activism and involvement of ordinary citizens; and the creativity, critique and intellectual strength of universities and research institutes.
It is because of these challenges and requirements that a complex urban context like the GCR is a great location for a university such as Wits. It is not only that University engagement with the city region will contribute to addressing tough local challenges, but it will also position Wits as a leading university in contributing to debates on city development and urbanisation globally, as Johannesburg, and the GCR more widely, have been increasingly referred to internationally as an exemplar of urban challenges in the global South.

**The Challenges for Wits**

The environment and the challenges of global, regional and local imperatives apply equally to Wits as they do to other higher education institutions in the region, all of which are no doubt engaged in processes to face these challenges not only to survive, but also, like Wits, to improve their respective dispensations to provide better services to their respective stakeholder communities. However, for Wits to emerge among the top 100 universities globally by 2022 will require innovative renewal in our approach to core and support functions that will build on Wits’s strengths, exploit its competitive advantages, and focus on those dimensions that will provide us with the distinctive edge that sets us apart from others. This we will achieve only by way of unprecedented determination, commitment, drive and support of all constituencies concerned.

However, for Wits to emerge among the Top 100 universities globally by 2022 will require innovative renewal in our approach to core and support functions, which will build on Wits’ strengths, exploit its competitive advantages and focus on those dimensions that will provide us with the distinctive edge that sets us apart from others.
The University of the Witwatersrand has a strong history of achievements that distinguish it in many ways from other universities in South Africa. These realities include the following:

- Wits has a very high proportion of its enrolments in the SET disciplines, including high levels of Masters and Doctoral students. Indeed, 64% of its Doctoral graduates are from the SET fields of study. Wits is a powerful contributor to the country’s pool of these scarce skills.
- Wits’s strength in postgraduate education is reflected in the fact that one-third of our students study at this level. Importantly, a quarter of these are international students who have been attracted to postgraduate study at Wits.
- The high quality of Wits graduates is reflected in the fact that 90% of graduates that the University produces get permanent employment within 12 months of graduation (excluding those opting to pursue further studies or not to seek employment).
- Wits’s powerful research track record is reflected in part in the 23 fields of study where the University ranks in the top 1% of the world. We have shown especially strong growth in both the engineering and social science fields, signalling the breadth and balance of our disciplinary excellence. Further, our publication record shows a very high level of international collaboration: a substantial percentage (44.8%) of all papers published by Wits academics in International Science Index (ISI) journals have at least one international co-author.
- Wits’s professional disciplines remain leaders in the country, producing graduates who are in demand globally. Wits continues to offer high-quality education in these disciplines, which cut across all faculties, putting emphasis on engineering, health sciences, commerce, law and some areas in the social sciences and the humanities.
• The strength of Wits in the science and engineering disciplines has over the years created a strong culture of innovation and the creation of support structures for the commercialisation of ideas and research results. This, together with the activities of the Learning Information and Knowledge (LINK) Centre on ICT policy, regulation and management, and the more recently established Centre for Entrepreneurship and the teaching and research programmes on Strategic Management of Innovation, both in the Wits Business School (WBS), have considerably elevated Wits’s standing as a university of relevance in the “knowledge economy”.
• Rapid urbanisation and growth of the city and the city region of Gauteng have created a slew of unique opportunities of engagement in a variety of other fields that have been and are being pursued with vigour by our academics. Strong examples include the Gauteng City Region Observatory (GCRO) and the Johannesburg Centre for Software Engineering (JCSE). Strong research and policy advice is provided by (among many others) the Forced Migration Studies Programme, at the Centre for Urbanism and Built Environment Studies (CUBES), and the Sociology of Work Project (SWOP).
• Wits’s long-acknowledged leading position in the health sciences is augmented by its strong foothold in a typical vulnerable rural setting at Agincourt in Mpumalanga, where ongoing research on the ‘quadruple burden of disease’, coupled to the availability of extensive longitudinal datasets, provides unique opportunities for cutting-edge research into comparative studies in urban and rural settings, particularly if seen in conjunction with the activities of the Perinatal HIV Research Unit at Chris Hani Baragwanath Hospital, which is one of largest AIDS research centres in Africa, the Birth to Twenty programme and the Heart of Soweto study.
• Wits has a strong tradition of public intellectual debate.

Through its Distinguished Scholars Programme, Wits continues to attract internationally renowned scientists and Nobel Laureates from around the world to participate in scholarly activities of the University. In 2009 such scholars included the 2001 Nobel Laureate Professor Joseph Stiglitz and 10 other scholars of equal stature across various disciplines.
• There is an unprecedented programme of infrastructure development and improvement at Wits which is due to continue for the next four years. Currently standing at a value of around R1,5 billion, this infrastructure includes both Department of Higher Education and Training (DoHET) and non-DoHET capital projects, and it gives Wits the advantage in consolidating its position as a leading African intellectual powerhouse offering quality education.
• In the past five years Wits has repeatedly been ranked as one of the top 500 of the approximately 20 000 universities in the world. This attests to Wits’s existing internal capacity and the reality of its ability to produce research with high international impact and offer high-quality education.

What will Wits look like in 2022?

By 2022, there will a number of distinct qualities and accomplishments that will position Wits as a leading research-intensive university and these include the following:
• Wits will be in the top 100 world universities, as measured by the quality and impact of research output, and its ability to attract high-quality students and world-class researchers from across the globe.
• Wits will be a world leader in several niche areas and strengths, and will have engaged several new avenues for cutting-edge research.
• Wits’s institutes will have contributed to at least doubling its research output, by way of, among other things, in-depth, cross-disciplinary and multidisciplinary engagement in the emergence of new disciplines and fields of knowledge. These institutes will have world-class research facilities and host a number of distinguished, leading scholars who routinely interact with others across the globe.
• The university will boast at least 50 internationally leading scholars, identified as such either by way of a National Research Foundation (NRF) A-rating or as ISI highly cited researchers, strategically distributed across the schools and institutes. The University will be a mobile campus, ubiquitously accessible to students and staff to respond with greater ability to research, teaching and learning opportunities.
• Wits will serve as an intellectual gateway to South Africa, SADC and beyond, based on locally contextualised groundbreaking research of global impact.
• International students will constitute at least 30% of total enrolments.
• Postgraduate students will constitute 50% of total enrolments.
• Wits will produce highly trained graduates who are globally highly sought after for their ability to contribute to civil society.
• The university will be generating significant additional revenue from third-stream income sources and the Wits Group will be operating at its optimal capability to generate the income required for achieving the 2022 goals.
• Wits will be a fully-fledged ‘Meritocratic-Diverse-Elite’ university supporting all those with the ability to benefit from the Wits experience regardless of social class, race, gender, religion or nationality.
Strategic Priorities

To be a Wits graduate is to be known as a top achiever.
Academic Excellence and the Wits Experience

Wits commits itself to providing a distinct, intellectually stimulating, challenging and rewarding research and educational experience to all its students, staff, alumni, partners and guests, and all organisations that are associated with the University. By pursuing this ambition, Wits will position itself as a gateway to research and intellectual engagement in Africa and a preferred destination for talented students, staff and scholars from around the world who share our values. Wits commits itself to providing a vibrant intellectual experience that allows students and staff to analyse, critique and understand the cultural, social, political and economic contexts in which their knowledge generation and acquisition are located. Wits seeks to uphold values enshrined in the South African Constitution and the Bill of Rights in teaching, research, service and social engagement, and in campus life. The Wits experience has three pillars: the intellectual project, student centeredness and institutional culture.

Wits wants to be vaunted for creating an intellectually vibrant, socially embracing and culturally diverse teaching and learning environment. Student-centeredness at the University does not only focus on provision of facilities that are sensitive to student needs but also on the use of pedagogies that respond appropriately to the learning needs of all students. It includes the creation of a conducive environment, inclusive institutional culture, explicit concern and support for student development, and the promotion of student responsibility for the quality and effectiveness of their learning. It is a given reality that these values cannot be achieved without co-ordinated and transformative programmes informed by rigorous intellectual debate and critique in a research-intensive metropolitan university like Wits.

Strategic Objectives

(a) Attract highly talented students from around the world and provide a unique student-centred and research-driven experience without compromising Wits’ commitment to local imperatives.
(b) Re-invigorate Wits’ reputation for supporting the participation of students and scholars from all diverse backgrounds who have the potential to benefit from our educational opportunities and arrangements.
(c) Attract, develop and retain high calibre and distinguished scholars and support staff by offering a welcoming and supportive environment noted for diversity and high level intellectual achievement.
(d) Cultivating a positive and lasting distinct experience for all who become associated with Wits, by promoting critical enquiry, debate, independence, accountability, and the public good.

An environment that promotes high-level student engagement and performance

Teaching and learning: Teaching and learning at Wits is informed by the Teaching and Learning Plan 2010 - 2014 which provides the strategy that Wits will take in order to sustain and continuously strengthen the quality of education provided by the University. This quality is to be found in the currency of curricula, in the levels of excellence achieved by students, in the improvements in throughput and in the continuing very high demand for our graduates. To be a Wits graduate is to be known as a top achiever.

To this end, teaching and learning should be guided by:

• integration of teaching and research to ensure the currency, liveliness and challenge of the curricula.
The University remains committed to significantly improving student success and graduation rates.

- use of pedagogical practices that encourage learning firmly rooted in strong theory, and a disposition toward independent and critical enquiry.
- development of skills in research, both as an invitation to postgraduate studies and a requirement for professional life.
- internationalisation of students and staff profiles, and the embedding of international perspectives into the curriculum across all learning programmes.
- strategies to enlarge the proportion of students who graduate, and do so with excellence.
- deliberate exposure of students to the full range of intellectual and social experiences that contribute to the breadth and depth of a responsible citizen fit for a sustainable society.

Access and performance: Wits will institutionalise robust mechanisms and rigorous student support programmes to attract local and international students with a strong potential to be intellectual achievers. The university remains committed to improving student success and graduation rates significantly.

To achieve these goals, we will:
- increase the intake of international students to 30% of total enrolments.
- ensure that selection and admission processes are fair and support the attraction of highly talented students who stand to benefit from an intellectually elite environment.
- implement strategies to attract more international students, especially at a postgraduate level.
- improve efficiency across all undergraduate and postgraduate programmes by improving student throughput rates.
- monitor targets for affirmative widening of participation while celebrating the cosmopolitan nature of the University by vigorously promoting diversity and internationalisation.

Student support: Wits will continue to put in place programmes and mechanisms to make teaching and learning more conducive to success.

We will:
- make Wits a wireless campus and ensure that all Wits students have laptops to maximise ubiquitous access to information and learning material through wireless devices.
- monitor student performance and link this to student support mechanisms which are consonant with our definition of graduateness.
- ensure that administrative systems and processes are positioned to provide effective and efficient services to students in person and electronically.
- develop physical infrastructure that supports the total learning needs of Wits students.
- monitor the performance of support staff and provide necessary support and training to institutionalise the culture of service excellence across the University.
- put in place support mechanisms and services that address the particular needs of international students and staff.

An environment that attracts highly talented and distinguished scholars

As Salmi suggests, becoming an internationally leading university is not achieved by self-declaration, but rather conferred by the outside world on the basis of the university’s ability to attract and retain international top scientists and distinguished scholars.

In pursuit of international excellence in teaching and learning, researcher and other scholarly activities, Wits is positioning itself to become a preferred African destination for high-level researchers and scholars. Embedded in this vision is the University’s commitment to a talent management strategy that identifies, nurtures and retains young researchers with the potential for distinguished academic careers in a research-intensive university like Wits.
To make itself a magnet for talent Wits will:

• increase the proportion of international staff to 40% of the total staff complement.
• institutionalise a talent management strategy which is supported by professionalisation of teaching, enhancement of research productivity and professionalisation of administrative support.
• create an institutional environment conducive for critical enquiry, debate, leading-edge teaching, research and social engagement for all Wits researchers and scientists.
• recruit a number of distinguished scholars to guide and support the University’s high-level research initiatives.
• put in place robust mechanisms to identify, attract and retain more talented researchers to promote the University research programmes and scholarly activities.
• support and nurture talent by providing first-class capacity-building programmes to support staff performance across all categories of the Wits workforce.
• maximise individual staff potential through effective performance management, reward and recognition, and separation mechanisms.

Creating lasting impressions and good relations
There is a compelling need to promote Wits nationally and internationally by building lasting positive relationships with all those associated with

Embedded in this vision is the University’s commitment to a talent management strategy which identifies, nurtures and retains young researchers with the potential for distinguished academic careers in a research-intensive university like Wits.
audiences such as scientists, alumni, donors, individuals and organisations to promote the Wits profile and brand nationally and internationally.

Research and Knowledge Leadership

Our commitment to a vibrant and stimulating balance among the pure sciences, applied sciences, social sciences and the liberal arts remains unshakeable, and Wits will sustain the leadership position it currently occupies in a number of these fields. Wits will continue to build on our established track-record of multidisciplinary research groups and thrusts. The University will, on a continuing basis, seek opportunities to support and advance strong existing teaching and research areas, and identify emergent areas, with a view to sustaining leading positions in these niche fields of study. Our distinctive capabilities have contributed to the global research and development agenda through leading-edge scholarship and we have produced global citizens who are passionate about intellectual and social engagement. We aim aggressively to build on this reputation by intensifying our efforts to create an environment conducive to elevating the standard and impact of research using the prestigious institutes approach.

Our distinctive capabilities have contributed to the global research and development agenda through leading-edge scholarship and we have produced global citizens who are passionate about intellectual and social engagement.

Strategic Objectives

(a) Attract leading scholars (ISI highly cited/A-rated researchers) and strategically deploy them across schools and research institutes.
(b) Have 10 prestigious research institutes established by 2022 as an impetus for increased basic, cross-disciplinary and multi-disciplinary research output.
(c) Significantly improve the research output in terms of quality, quantity and impact while continuing to develop research capacity across the university - producing basic and applied research of high quality in abundance.
(d) Create an environment that promotes research excellence by putting in place appropriate organisations, systems and resources, and implementing the research infrastructure strategy.
(e) Intensify the postdoctoral programme by attracting high-level postdoctoral fellows and increasing funding for this programme.
(f) Attract top-level postgraduate students from international markets and provide world-class postgraduate education, ensuring that research at Wits remains challenging, relevant and innovative.
(g) Increase the number of high-impact research networks and
We note that the contemporary imperative is for the ‘science of complexity’, or, in other words, our capacity to advance the fields of knowledge that address the ‘wicked problems’ that confront society, or the leading edges of science that we know will shape our shared futures. As always, all powerful fields of applied or strategic research depend fundamentally on basic and pure research conducted now and in the past. Our commitment to the pure sciences remains unshakeable, and Wits will sustain the leadership position it occupies currently in a number of these fields.

Wits will continue to build on our established track record of multidisciplinary research groups and thrusts. The University will continually seek opportunities to support and advance strong existing areas, and identify emergent areas, with a view to sustaining leading positions in these niche fields of study. We will call this strategy the ‘institutes approach’, where we will work with a limited number of appropriately configured groups to optimise their capacity to attract the resources, human and material, that make for excellence.

Examples of existing areas of strength that lend themselves to institutes, and that are exceptionally well positioned to address challenges and opportunities afforded by our position in Gauteng and Africa, include:

- **Evolutionary Sciences**: Wits already has unique, well-established and world-leading assets and intellectual strengths in human evolution, archaeology and palaeontology. We are strategically located in a country that profiles itself as the ‘cradle of humankind’, and we have evidence of Government’s intention to support this work into the future. With two formal institutes already in place, we are on the way to realising the vision.

- **Institute for Molecular Biosciences**: In the global context of the rising importance of diseases of lifestyle, infectious diseases and HIV/AIDS, Wits already has six research units, access to a genetically unique population, eight hospitals, top-level international networks and a centre of excellence in TB - all available to support this institute. Already conceptualised, this project will soon embark on fundraising.

- **Institute for Global Change**: The issue of climate change has focused unprecedented interest on matters of sustainability. Wits has several research units and groups located across the University, and a working group is currently developing a plan for Wits to be a leading platform for Global Change Science. Four potential focus areas are under consideration. These include: innovation for sustainability, understanding the changing planet, reducing the human footprint and changing the way we live.

- **Institute for Mining, Minerals and Energy**: Wits has strong and unique intellectual resources that address various different dimensions of the minerals and energy complex, including social, economic, environmental and engineering priorities. We already have several research units, unchallenged leadership in the field of mining engineering, existing funding streams, two Research Chairs (the NRF and the South African National Energy Research Institute [SANERI]). The concept of the multidisciplinary institute has already been accepted, and enjoys wide support in industry circles.

- **Health, Population and Society**: Wits enjoys wide international respect for the work conducted in this area of study in various quarters of the University. Our scientists collaborate with other top research institutions.

We aim aggressively to build on this reputation by intensifying our efforts to create an environment conducive to elevating the standard and impact of research using the prestigious institutes approach.
groups internationally and receive strong grant funding. Our strong foothold in both rural and urban environments provides the University with a unique competitive advantage, and some of its most prolific research output arises from activities in this field.

- Institute for the Study of Cities: Wits is located in the most powerful city-region on the continent. Gauteng functions as a financial gateway, an economic hub and a population magnet - and as a consequence distils all the characteristics, challenges and inequities of the developing world. The University has very strong research and teaching capacity in the field of urban studies, and other complementary specialisations from all faculties combine into a compelling niche priority for Wits.

The above are examples of areas currently under discussion; other candidates are likely to emerge. Each institute, although an integral part of and embedded in the University, will in time demonstrate that it is comparable to other esteemed institutes in the world, and an embedded, respected member of the leading networks in the field. To this end, each institute will develop business plans for its trajectories of development, which will include funding and revenue streams, intellectual capital, infrastructure and profiling strategies. The success of the institutes will rely, among other things, on inspirational intellectual leadership and strong institutional champions.

The quality, quantity and impact of our research output will be the differentiating factors for our identity as a research-intensive university. **Our output will be strengthened by placing emphasis on:**

- developing and implementing strategies and organisational models for research institutes
- developing appropriate research-management systems and monitoring mechanisms
- improving the international visibility of our research
- building strategic research networks and collaborations nationally and internationally
- building and improving the research infrastructure to support research excellence
- launching co-ordinated capacity-building strategies and programmes to improve research performance across the University

**Innovation and Social Leadership**

We believe that our capacity to alter the social and economic conditions of the present and influence our chances for the future depends on our capacity for innovation. Our ability to bring different forms of knowledge together in order to do things differently requires a synthesis of academic fields, but sometimes it requires also contributions from different actors in society.

The ‘science of complexity’ and ‘innovation’ is quintessentially cross-boundary, and involves hybrid knowledges and knowledge-transfer projects. Wits will provide high-level support for a selected number of local public-good imperatives as part of its contribution to the national innovation system. It will also promote public engagement, and support socio-economic development through its top-quality research, teaching and critical debate.

**Strategic Objectives**

(a) Embed knowledge transfer capacity within institutes, faculties and schools, integrating this with teaching, research and engagement activities at Wits.

(b) Deepen Wits’s institutional presence in Johannesburg and Gauteng.
The University will put in place systems and mechanisms to encourage a balanced advancement of both commercial and public-good innovation. The ‘institutes’ strategy will be one avenue through which innovation is generated and rooted in social practices. To this end, the institutes, as an integral component of the University, will explore mechanisms to grow funding streams and support systems for researchers to concentrate on research, publishing and other forms of dissemination, infusing into and connecting with the economy and society.

The University will:
- develop and implement knowledge partnerships and knowledge-transfer strategies guided by contemporary and evolving intellectual-property considerations
- implement strategies to be entrepreneurial with groundbreaking research conducted in our institutes, faculties and schools
- develop strategies, systems and mechanisms to support revenue generation without compromising the traditional academic culture of knowledge sharing for public good and the independent enrichment of science
- strengthen Wits Enterprise as a platform for generating revenue for the University and to inculcate and promote the culture of academic entrepreneurship
- launch outreach marketing arrangements to establish and maintain networks and relationships with business, public organisations and individuals in order to promote Wits’s knowledge-transfer activities and groundbreaking research ‘products’
- develop strategies to take advantage of the location of Wits in Johannesburg as a research-intensive university by continuing to engage with the city, the province and national departments in knowledge-transfer and evidence-based policy advice

Extensive Networks and Partnerships

Partnerships enable a combination of the distinctive aptitudes and resources of multiple actors to be brought to bear on common projects for shared purposes. Our capacity for innovation in a complex world depends on the degree to which we can reach across boundaries to address goals that ultimately are predicated on the public good. The success of our academic projects and our financial sustainability is likely to come about as a consequence of, among other things, resilient strategic partnerships. The purpose is to grow a limited number of focused partnerships with local and international collaborators, arising mostly from our research priorities and our contextual opportunities. Among other purposes motivating the selected number of such partnerships will be the intention to fulfil the needs of our multidisciplinary research projects, our partnerships in Africa and our city-region location.
Strategic Objectives

(a) Position Wits as a gateway to research and intellectual achievement in Africa - a university that is deeply committed to local development by means of world-class research, teaching and innovation.
(b) Establish long-term and active research networks and partnerships with the world’s top 100 universities to provide extended opportunities for international mobility of staff and students.
(c) Use bilateral and multi-helix partnerships to support social engagement, knowledge generation and knowledge transfer to leverage resources nationally and internationally.

In order to advance our declared purposes - and often to give effect to them - Wits collaborates in increasingly planned and systematic relationships with other social partners, whether these are in the private sector, government or civil society. Such partnerships enable the combination of the distinctive aptitudes and resources of the partners to be brought to bear on common projects for shared purposes. To this end, natural partners include other universities, the various layers of government, parastatals, industry groupings, the media and civil-society groupings. These relationships require sustained investment over the longer term but promise considerable dividends for both the partners and the wider society.

Wits is positioned to participate in economic growth and social-development agendas, both here and elsewhere on the continent. It is through extensive networks and partnerships (for example, through our Pan-African University Partnerships strategy) that the University seeks to pursue its international excellence in research and teaching, and in student and staff recruitment. The purpose is to grow a limited number of focused partnerships, including those with an international focus, and make these resilient and optimally productive. To achieve these aspirations, Wits will:

• establish formal and active benchmarking agreements with identified benchmark institutions, including the Australian Group of Eight, the Russell Group in the UK, and the Big 5 in South Africa, as articulated in the Wits Benchmarking Framework
• develop an institutional partnership strategy associated with key strategic goals - the research institutes form one category of these
• broaden our African footprint by collaborating with good universities, and partnering with business where appropriate, to contribute to intellectual and human capital development in Africa
• establish strategic collaborations and networks that promote the role of research-intensive universities in South Africa
• take advantage of Wits’s location in Johannesburg and Gauteng by ensuring that Wits becomes an integral part of the Johannesburg and Gauteng development agendas
• establish international networks and collaborations with top-100 world universities for each Wits research institute
Excellence in Governance, Management and Support Services

It is common knowledge that the survival of world-class universities is determined by their ability to generate wealth, allocate resources and use business systems to support the academic enterprise. Scholarship and intellectual leadership skills are no longer the sole requirements for running higher education institutions, but efficient management, networking and fundraising are equally important. Universities need their own ‘business models’ that address the very specific demands placed on them by the society they serve. Wits will position itself within this reality as a research-intensive university supported by visionary leadership, and sophisticated administrative and world-class business systems.

Strategic Objectives
(a) Put in place and develop a world-class visionary, pragmatic and determined management team in portfolios linked to all strategic priorities of the University.
(b) Provide world-class business processes and infrastructure that support the academic services of the university.
(c) Align all decisions and distribution of resources to the strategic goals of the University.

Wits will continue to review business infrastructure and staff performance to support excellence. The culture of good governance, administration and concomitant protocols should permeate the institution, making decision-making smoother, easier and more distributed. This will be achieved by:
- implementing and monitoring the recommendations of the Wits 2001 Review in order to bring about more efficiency and effectiveness in administration
- institutionalising a robust performance management system by 2012
- designing, implementing and reviewing business processes that lead to administrative efficiency
- continuing to monitor the organisational performance against the strategic objectives, risk management and high-level performance indicators

An IT Savvy University

Wits will position itself as an IT-savvy university that uses technology to enhance all its core process, including providing new and innovative ways of engaging students and staff in academic activities.

This includes making the University accessible through mobile technologies irrespective of time and place. While remaining committed to the tutorial-based approach to learning, teaching and learning processes will be reinforced through the application of technology-enhanced pedagogy to address some of the key challenges that we face as a predominantly contact institution.

Wits researchers will be supported by technology to enable them to carry out cutting-edge research as befits a research-intensive university environment, including working in virtual interdisciplinary teams. Research, teaching and learning will benefit from open-access approaches, including institutional repositories, open educational resources and open...
publication, all of which use creative commons licensing, together with traditional copyright-maintenance where appropriate.

Administrative support for our core academic activities will take advantage of the latest technology and approaches, and all IT implementations will consider people, process and technology to ensure success. Where appropriate, innovation will be encouraged and supported in our approach to technology.

To accomplish this, Wits will ensure that it sustains the people necessary, including:

- a core IT department with the necessary skills, attitudes
- an e-learning team that is responsible for the application of cutting-edge technology and pedagogy to teaching-and-learning
- a business intelligence capacity that is able to turn data into information that is available when and where it is needed
- a library system that makes available the latest resources appropriate for a leading research-intensive university
- an IT capacity within faculties that articulates with central IT system to ensure a coherent and responsive approach
- governance mechanisms that provide the right balance between agility and stability

Wits will position itself as an IT savvy university that uses technology to enhance all its core processes, including providing new and innovative ways of engaging students and staff in academic activities.
Strategic Objectives

(a) Improve, develop and maintain the Wits IT infrastructure to facilitate enhanced access to information, teaching and learning, research, and engagement opportunities in a manner that promotes academic excellence appropriate for a leading research-intensive university.

(b) Ensure that students possess computing devices and are connected to Wits irrespective of time or place, and are able to use their own and provided computing devices as knowledge access and creation tools in a connected way.

(c) Ensure that academics are adept at using IT to enhance their teaching, student engagement, research, supervision, administration, and engagement with a broader community.

(d) Ensure that support staff has access to excellent administrative systems that enhance their support role and help contribute to service excellence in all areas.

(e) Ensure that Wits alumni enjoy a sustained and valuable relationship with the University through the creative provision and use of IT.

(f) Ensure that a strong element of innovation underpins the way in which we choose, create and apply ICT to academic and support activities within the university.

(g) Remain cognizant of our position in Africa and actively collaborate in innovation and application areas with other institutions in Africa and the world.

(h) Create, sustain and enhance a leading-edge IT infrastructure, including its network, telephony systems, back-office environment and end-user systems.

(i) Place emphasis on strengthening IT infrastructure, technologies, and approaches that enhance research, promote the visibility of research output, and ensure that Wits researchers (both staff and students) are connected to a global network of researchers and research output.

(j) Ensure that we sustain and enhance a library that provides the latest electronic knowledge resources in support of teaching and learning and research appropriate for a leading research-intensive university.

(k) Provide continuous capacity-building, training and just-in-time learning opportunities to improve student and staff capacity to exploit technology to achieve excellence in their work.

(l) Expand IT platforms to include open-access methods, licenses and approaches, along with more traditional full copyright where appropriate, to enhance our reputation as a global university participating actively in the knowledge commons.

(m) Ensure that the data and the information needed for the administration and management of the institution will be available when and where they are needed, and the underlying data will be accurate and well governed.

Wealthy and Well-Resourced

Abundance of resources is often viewed as the second element that characterises nearly all world-class universities - in terms of the substantial costs involved in sustaining a complex, research-intensive institution. It is commonly accepted that (with certain notable exceptions) governmental funding of university systems around the world has been dwindling over the past two decades. Further, the challenge of pursuing global competitiveness from an African context is rendered more demanding by the reality of inadequate financial resources.
To optimise the generation of income and ensure financial sustainability we will:

- Take advantage of the Wits Group’s ability to leverage our constellation of organisational forms that have evolved to enable us to exploit the increasingly complex and fluid environment of contemporary higher education.
- Continue to implement and review the University Financial Turnaround Strategy.
- Optimise income through government subsidy by ensuring maximum efficiency in teaching and research.
- Maximise the generation of income through knowledge transfer and social engagement arrangements, including exploring the benefits of intellectual property.
- Intensify the capital projects campaign to secure resources for Wits’ main capital projects through government grants, philanthropy, and alumni and private business donations.
- Improve the financial sustainability of Wits by achieving savings in appropriate areas; and
- Refine and use the Strategic Resource Allocation Model to distribute funds and strategically monitor the impact on organisational performance.

Abundance of resources is the second element that characterises most world-class universities, in response to the huge costs involved in running a complex, research-intensive university. 17

Wits will therefore need to put in place mechanisms and programmes designed to generate the means necessary to ensure its long-term financial sustainability as an institution, as well as the proper resourcing of its scholarly and business activities.

**Strategic Objectives**

(a) Optimise generation of income through teaching, research, contract research, fees, donations and endowment.

(b) Ensure long-term financial sustainability in the context of dwindling state funding.

(c) Review the University’s financial tools, including the cost-recovery policy and intellectual property strategy, to ensure that they are consonant with international best practice.
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