



OUR STRATEGY In a Nutshell

*Destination 2026
and Beyond*



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

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UNIVERSITY OF PRETORIA STRATEGIC PLAN 2022–2026:

Destination 2026 and Beyond

The University of Pretoria (UP) endeavours to be a research-intensive, enquiry-led university that is an integral part of society. In pursuit of this intention, UP is called upon to continually renew itself in a rapidly changing, complex and uncertain world.

Our approach to strategic planning is framed by UP 2025, the 15-year long-term strategy that guides our response to national, regional, continental and global challenges and priorities. Implementation of UP 2025 is enabled through three sequential five-year planning horizons to attain agreed-upon aspirations.

Introducing UP's Strategic Plan 2022–2026

This five-year plan (2022–2026) is the third and final phase of implementing UP 2025. It is an opportunity to prepare our pathway beyond 2025, and is a synthesis of contributions put forward by the University community. It describes a reimagined UP and reaffirms our commitment to impacting society positively.

Mobilising the entire University community towards improving our agility and responsiveness is central to our success. This plan is not merely an administrative document – it must be brought to life through our individual and joint actions to ensure UP's continued existence, relevance, competitiveness and sustainability.



FORMULATING THE PLAN



Leadership conversations began at various levels in 2020 and progressed through 2021. In January 2020, the Senate Conference adopted a future-focused outlook, with the idea of transdisciplinarity being central to responding to complexity and uncertainty. The concept of reimagining UP was explored in more detail at the Council Workshop on Transformation in September 2020. This was followed by strategic sessions with the UP Executive and senior management in February and April 2021 that focused on establishing a common understanding of a reimagined UP, along with the actions needed to not only survive, but to thrive and excel.

By consolidating these conversations and drawing from UP 2025 and the 2016–2021 plan, a strategic framework was developed. Dedicated sessions were then held with organised labour representatives and the Students' Representative Council for further insights and contributions. Inputs from the broader University community were obtained by publishing the draft framework on a purpose-built website, with a survey to draw inputs into the strategy. The finalised framework formed the basis of the 2022–2026 strategic plan, which was approved by the University Council in November 2021.

OBJECTIVES

Our Vision

The University's vision is articulated as follows: to be a leading research-intensive university in Africa, recognised internationally for its quality, relevance and impact, and for developing people, creating knowledge and making a difference locally and globally.

Strategic Goals

- ▼ Enhance access and successful student learning.
- ▼ Strengthen the University's research and international profile.
- ▼ Foster and sustain a diverse, inclusive and equitable university community.
- ▼ Optimise resources and enhance institutional sustainability.
- ▼ Strengthen the University's responsiveness and impact in society.



Guiding Principles

- Consistently seek transformational approaches and solutions for the public good, grounded in diversity, inclusivity and social justice.
- Nurture collaboration, and transdisciplinarity to deal with complexity.
- Mobilise and harness partnerships for greater leverage, innovation and impact.
- Co-create initiatives, and value the various perspectives and talents of others.
- Leverage technology, ICT and big data as critical enablers for development.
- Renew and reinvent our approaches in the pursuit of excellence, to ensure agility, relevance and resilience.



Desired Outcomes

▼
Excellence in education, research and practice, and well-resourced initiatives.

▼
Research that is at the frontier of knowledge.

▼
We attract top talent.

▼
A dynamic institutional culture that fosters diversity and inclusion.

▼
An entrepreneurial spirit.

▼
An end to legacy inequalities.

▼
World-class facilities that are repurposed as we develop new approaches to research, teaching and learning.

▼
We turn threats into opportunities, and introduce innovations and disruptive ideas or technologies.

▼
We influence policy reform, creating the conditions for peace and prosperity.

▼
We are recognised as a lead agent for South Africa and Africa's social and economic development and transformation.

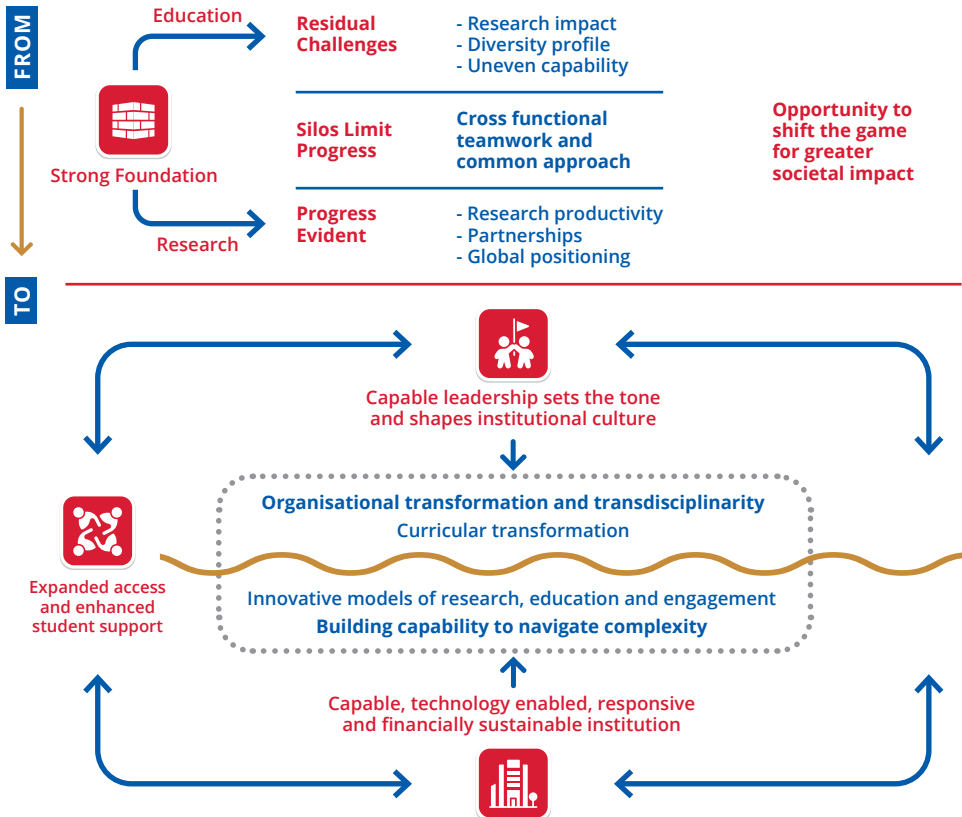
▼
We are engaged with stakeholders at local, national and global levels, and respected as a key partner for influence and impact.

▼
Planetary Protection and Renewal

REIMAGINING OUR DESIRED OUTCOMES

UP aims to bridge the gap between addressing current realities while aspiring to a better future. The required shift is illustrated by our reimagining argument (below), which shapes our approach.

Our Reimagining Argument





Significant progress is evident, such as in research productivity; student diversity; our provision of professionals; pedagogical innovations like hybrid teaching and learning; and our strategic partnerships. But residual challenges remain: capability across the institution is irregular; there is uneven success of students from different backgrounds; the diversity of academic staff needs to be broadened; and the societal impact of our research must be more palpable.

Sustainable outcomes and impacts for the public good

- Demonstrated quality and excellence
- Capability building
- Enabling policy frameworks
- Societal development where nobody is left behind
- Planetary protection and renewal

Shifting to our reimagined state requires us to strengthen an integrated approach; drive a transdisciplinary agenda; and establish a culture of innovation. We intend to build on our current strengths; address issues that limit our ability to respond to and shape the complex environment that the university exists in; and make and prioritise the right choices for actions that will fulfil our purpose to transform society.



ACHIEVING THE OBJECTIVES



Some key priorities



Enrolment growth and diversification



Student and research funding



Psychological and wellness support



Increase hybrid learning programmes



Drive transdisciplinarity



Research quality and impact



Transform and diversify research base



Transform curriculum



Enhance graduate employability



Sustainability



Student success



Transformation



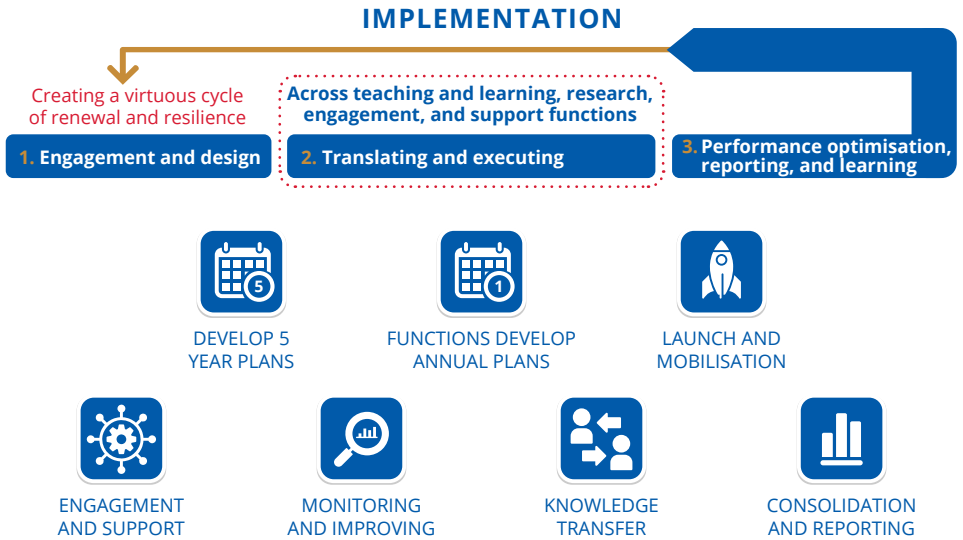
Digital transformation



Strengthen partnerships and global engagement

Implementing The Plan

Effective implementation of the plan will involve the entire University community. The process of reimagining UP will go through a continuous cycle made up of three phases, each with distinct activities.



Implementation of the plan has begun, with each faculty having developed subsidiary five-year plans and more detailed one-year implementation plans, which include specific actions.



YOUR ROLE

At its core, this strategic plan aspires to reimagine UP as a resilient institution within a challenging and fast-changing environment. As we continue to fulfil our purpose, we will play a significant role in South Africa and Africa's social and economic development and transformation through our skilled graduates and impactful research.

Everyone has a part to play. We are calling on you as a member of the University community to engage with the strategy, and to use your talent, ideas and creativity within your various structures to help turn UP's aspirations into reality.



UP Reimagined: 2022 - 2026

Our vision: To be a leading research-intensive university in Africa, recognised internationally for its quality, relevance, and impact, and for developing people, creating knowledge and making a difference locally and globally.

STRATEGIC GOALS

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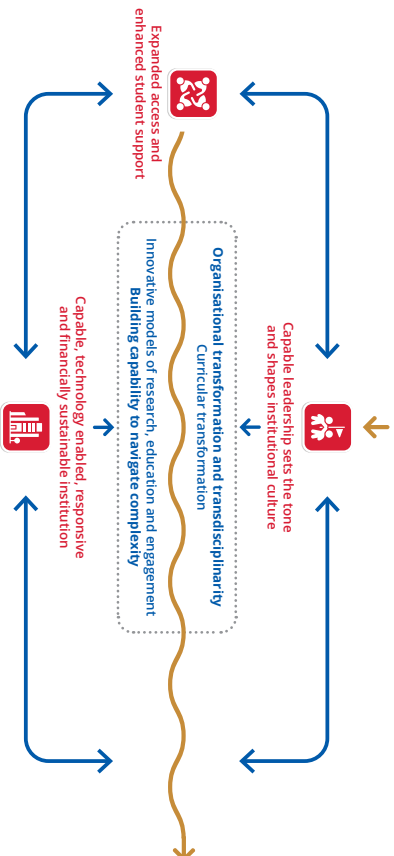
GUIDING PRINCIPLES

- SEEK TRANSFORMATIVE APPROACHES
- COLLABORATION AND TRANS-DISCIPLINARITY
- MOBILISE AND HARNESS PARTNERSHIPS
- CO-CREATE INITIATIVES
- LEVERAGE TECHNOLOGY FOR DEVELOPMENT
- RENEW AND REINVENT OUR APPROACHES

DESIRED OUTCOMES

- EXCELLENCE IN EDUCATION AND RESEARCH
- RESEARCH THAT MATTERS
- ATTRACT TOP TALENT
- ENTREPRENEURIAL SPIRIT
- DYNAMIC CULTURE FOSTERS DIVERSITY AND INCLUSION
- WORLD-CLASS FACILITIES AND NEW APPROACHES
- END TO LEGACY INEQUALITIES
- INNOVATION AND DISRUPTIVE IDEAS
- INFLUENCE POLICY REFORM AND FOSTER PEACE
- AGENT FOR SOCIO-ECONOMIC TRANSFORMATION
- PLANETARY PROTECTION AND RENEWAL
- KEY PARTNER FOR INFLUENCE AND IMPACT
- STRENGTHEN PARTNERSHIPS AND GLOBAL ENGAGEMENT

KEY PRIORITIES



- ENROLMENT GROWTH AND DIVERSIFICATION
- STUDENT AND RESEARCH FUNDING
- PSYCHOLOGICAL AND WELLNESS SUPPORT
- INCREASE HIGHER LEARNING PROGRAMMES
- DRIVE TRANS-DISCIPLINARITY
- RESEARCH QUALITY AND IMPACT
- TRANSFORM AND CURRICULUM RESEARCH BASE
- ENHANCE GRADUATE EMPLOYABILITY
- SUSTAINABILITY
- STUDENT SUCCESS
- TRANS-FORMATION
- DIGITAL TRANS-FORMATION
- STRENGTHEN PARTNERSHIPS AND GLOBAL ENGAGEMENT

YOUR ROLE



Use your talent, ideas and creativity to turn UP's aspirations into reality

Creating a virtuous cycle of renewal and resilience

1. Engagement and design



DEVELOP 5 YEAR PLANS



FUNCTIONAL ANNUAL PLANS



LAUNCH AND MOBILISATION



ENGAGEMENT AND SUPPORT



MONITORING AND IMPROVING



KNOWLEDGE TRANSFER



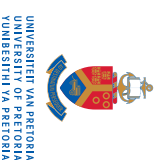
CONSULTATION AND REPORTING

Across teaching and learning, research, engagement, and support functions

2. Translating and executing

3. Performance optimisation, reporting, and learning.

IMPLEMENTATION



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UPOnline Call Centre (for Online Students):
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https://issuu.com/universityofpretoria/docs/up2025_university_of_pretoria_publication_v21



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