



UNIVERSITEIT  
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STELLENBOSCH  
UNIVERSITY

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1918 · 2018

# VISION 2040 AND STRATEGIC FRAMEWORK 2019–2024

**FORWARD  
TOGETHER**

**MASIYE  
PHAMBILI**

**SAAM  
VORENTOE**



# VISION 2040

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Stellenbosch University will be Africa's leading research-intensive university, globally recognised as excellent, inclusive and innovative, where we advance knowledge in service of society.

## MISSION

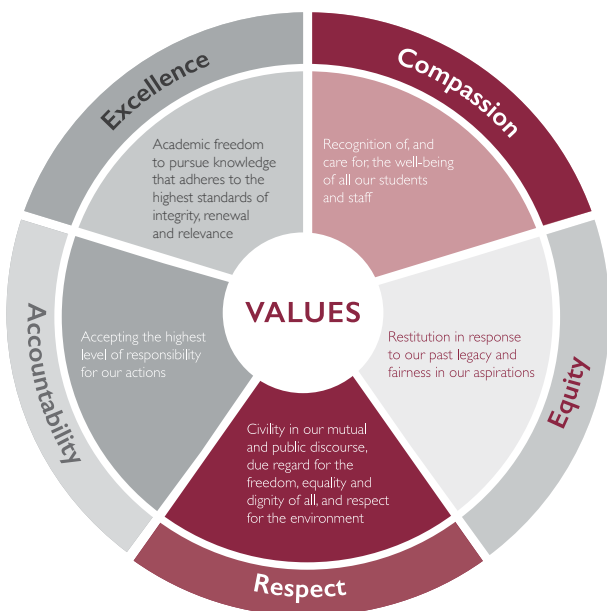
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Stellenbosch University is a research-intensive university where we attract outstanding students, employ talented staff and provide a world-class environment; a place connected to the world, while enriching and transforming local, continental and global communities.

## VALUES

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Our values relate to the beliefs and attitudes that guide our behaviour ('our action guides'). All of the values are equally important, are interconnected and will inform SU's ethics code.



# ATTRIBUTES

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Our attributes define the qualities and characteristics of the University. The following eight attributes embody what we stand for:



# ENABLERS

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Enablers are the elements that make everything possible. They describe the capabilities, forces and resources that contribute to Stellenbosch University's success. Achieving our vision and mission and implementing Strategic Framework 2019–2024 will not be possible without the enablers of:

- people (staff and students);
- purpose;
- technology;
- infrastructure;
- sound finance;
- good governance; and
- good communication.

# STRATEGIC FRAMEWORK 2019–2024

## CORE STRATEGIC THEMES



A TRANSFORMATIVE  
STUDENT EXPERIENCE



NETWORKED AND  
COLLABORATIVE TEACHING  
AND LEARNING



RESEARCH FOR IMPACT



PURPOSEFUL PARTNERSHIPS  
AND INCLUSIVE NETWORKS



EMPLOYER OF CHOICE



A THRIVING  
STELLENBOSCH UNIVERSITY

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*“If you change nothing,  
nothing will change.”*

*– Tony Robbins*

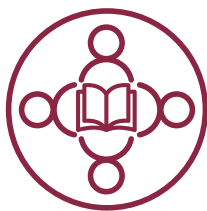
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## **A TRANSFORMATIVE STUDENT EXPERIENCE**

Our institutional goals for this theme are to:

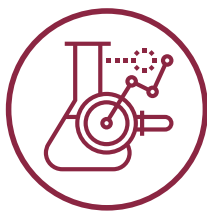
- Provide a unique, personalised student experience that serves as a catalyst for transformational change amidst opportunities for engagement and development through a first-class academic offering, which prepares graduates to lead and excel in a diverse world.
- Develop our students' graduate attributes so that they can be 21<sup>st</sup>-century citizens and achieve their full potential.
- Strengthen strategic enrolment management to enhance access and inclusivity.
- Enhance our student success rate through educational innovation.
- Deliver comprehensive, premium-quality support services to our student community.
- Enhance and expand engagement opportunities for our substantial alumni community.
- Create relevant opportunities for work-integrated learning towards a successful career and positive societal impact.



## **NETWORKED AND COLLABORATIVE TEACHING AND LEARNING**

Our institutional goals for this theme are to:

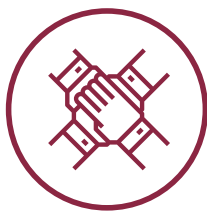
- Focus on a learning-centred approach to teaching, whilst promoting a holistic understanding of teaching and learning.
- Foster interdisciplinary and interprofessional teaching and learning by empowering students to participate in a learning community where staff and students work together to learn, solve problems, research and innovate.
- Create an institution of continuous learning that is skilled at co-creating and sharing knowledge and insights.
- Promote the professionalisation of academics in their teaching role, and the scholarship of teaching and learning.
- Develop a digital strategy to provide the basis for digital fluency and the meaningful integration of learning technologies towards a networked University that engages and inspires students, staff and alumni.
- Expand on Stellenbosch University's knowledge offering to serve new student markets.
- Promote the continuous renewal of the University's academic programmes by means of a systemic process with clearly assigned roles and responsibilities for the various role-players.



## RESEARCH FOR IMPACT

Our institutional goals for this theme are to:

- Develop a research agenda derived from Stellenbosch University's values, societal needs and the sustainability imperative.
- Conduct research of significance based on selected, focused strategic research areas.
- Inform the future research agenda and strategically involve our stakeholders.
- Conduct collaborative and interdisciplinary research that addresses the grand challenges of society.
- Create an embedded culture of innovation and entrepreneurship in our research.



## **PURPOSEFUL PARTNERSHIPS AND INCLUSIVE NETWORKS**

Our institutional goals for this theme are to:

- Develop a framework of principles to ensure local relevance, regional impact and a global reach to enable transactional partnerships and promote transformative partnerships.
- Promote a deep connectedness and interaction with business, industry and government to leverage our strengths, which will include work-integrated learning, continuing professional development, collaborative research, consulting, licensing, spin-out companies and commercial ventures.
- Embrace the communities we serve to bring about social, cultural, environmental and economic development and change.
- Enhance and expand engagement opportunities for, and foster our relationship with, our substantial alumni community.
- Build effective collaborations through partnerships, alliances and networks with other universities, institutions and organisations, where such collaboration contributes to excellence in teaching and learning, outstanding research and social engagement and impact.
- Foster distributed, networked and reciprocal partnerships that are nurtured by both institutional structuring and personal relations.
- Establish appropriate partnerships with institutions in all societal sectors, including the spheres of civil society, public discourse, public opinion-formation and public policy-making.





## EMPLOYER OF CHOICE

Our institutional goals for this theme are to:

- Develop a comprehensive people strategy for SU that embraces diversity and equity, leverages unique talents and strengths, promotes life-long learning and celebrates achievements.
- Enhance the well-being of our people by creating and promoting an enabling, inclusive, equitable, healthy and safe working and learning environment that encourages our diverse staff to maximise their productivity, and where they feel valued and contribute to SU's excellence.
- Improve human resource processes through the application of technology and digitalisation.
- Develop and execute a game-changing talent acquisition and talent management plan, which includes equitable remuneration, the management and rewarding of performance, the identification of competencies and the development of talent and leadership throughout the career cycle of each SU employee.
- Support the development of SU as a learning organisation that is responsive to both individual and organisational needs.



## **A THRIVING STELLENBOSCH UNIVERSITY**

Our institutional goals for this theme are to:

- Cultivate an SU characterised by inclusivity, deep and intentional transformation, and diversity.
- Create opportunities for the advancement of multilingualism in academic, administrative, professional and social contexts, whilst recognising the intellectual wealth inherent in linguistic diversity.
- Change the size, shape and mix of our student population and of our academic programmes to mirror the strategic direction of our vision.
- Create a financially sustainable organisation.
- Raise the standard of the University's facilities and infrastructure to that of a world-class research-intensive university, while embracing visual redress.
- Bring about profound and sustainable change and regeneration in all facets and functions of SU to be agile, adaptive and responsive.
- Aspire to be a leading, research-intensive university ranked amongst the top world universities by 2024.
- Create an entrepreneurial culture that advances innovation institutionally.