Focus area 1

The four standards concentrate on the role that an institution's governance, strategic planning (as contained in its vision, mission, and strategic goals), management and academic leadership play in its quality management to enhance the likelihood of student success and to improve the quality of learning, teaching and research engagement, as well as accommodating the results of constructive, integrated community engagement.

Standard 1	Standard 2	Standard 3	Standard 4
The institution has a clearly stated vision and mission, and strategic goals which have been approved by appropriate governance structures, subjective to comprehensive stakeholder engagement	The stated vision, mission and strategic goals align with national priorities and context as well as sectoral, regional, continental, and global imperatives (e.g., Africa Vision 2063 or the Sustainable Development Goals).	There is demonstrable strategic alignment between the institution's quality management system for core academic activities across all sites and modes of provision and its vision, mission, and strategic goals, as well as its governance and management processes	There is a clear understanding of and demonstrable adherence to the different roles and responsibilities of the governance structures, management, and academic leadership
Mature	**Mature**	**Mature**	**Mature**
+ Vision and mission is fit-for-purpose, responsive to national needs, and is cognisant of regional, continental and global challenges + A consultative process was followed to replace the Institutional Intent and Strategy 2013-2018 with the Strategic Framework 2019-2024 + Core strategic themes are developed and measured with strategic management indicators + Effective system for annual integrated reporting according to the core strategic themes + Business model supports financial viability, resource allocation and sustainability + Rigorous and consultative budgeting process	+ Well-considered differentiation as a research-intensive university + Clear institutional and faculty alignment with national and international priorities + Programme review and renewal activities, as well as research and social impact, are focused on producing graduates who contribute to the national and international priorities (grand challenges) and context	+ Faculty and responsibility centre Strategy Implementation Plans (SIPs) are aligned with the six core strategic themes + SIPs are translated into goals and objectives with allocation of human and financial resources + High quality and comprehensive data and performance dashboards to monitor the strategic management indicators + Good practice guide with themes and criteria for self-evaluations + Good governance, management and fiduciary oversight with transparent financial planning and reporting	+ Highly functioning and mature governance, management and committee structures at both the central and decentralised (faculty) levels + Academic leadership roles and responsibilities clearly defined and aligned with governance and management + Individual staff members' roles and responsibilities are clearly outlined in work agreements drafted according to key performance areas and measurable indicators with annual performance appraisal conversations + Student governance leadership structures are clearly defined + Student representation on all governance structures.

INTERIM IMPROVEMENT ACTIONS

- Develop and implement qualitative and quantitative indicators for "networked and collaborative teaching and learning"	- Capacity for and success with transformation remains a progressive challenge which is addressed through an intentional and structured process of profound change of the University's places, people and programmes	- Dashboards with key indicators to provide real-time progress - Besides institutionalised policies, structures and systems there is a need for just-in-time support for QA processes across faculties and responsibility centres - The revision of mandates for all statutory committees to be completed	- Faculty feedback on institutional policy development not optimal due to capacity constraints - All mandates of faculty committees need to be formalised / reviewed - Postgraduate representation on student committees requires strengthening - Delegation framework and Institutional Rules to be aligned with Statute - Further digitisation needed in the governance support function