



Vice-Chancellor's Quarterly

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Universities have become such complex organisations that they have had to adopt some the practices established in the corporate world. Strategic Planning is one such activity that is seen as an essential even for quality assurance purposes.

With the Cape Peninsula University of Technology approaching its fifth birthday since its inception, senior management has deemed it proper to lead the institution in planning for the next decade - 2010 to 2020

Dreaming and Planning about CPUT: 2010-2020!

Time for a new planning cycle

Internal pressures and external imperatives have made planning a necessity at this stage.

The 2006 to 2009 Strategic Plan with its six strategic directives enabled CPUT to make the shift necessary to craft a new identity: developing into a university of technology.

This meant building new portfolios at executive and directorate levels. There also has been a noticeable growth in research outputs and affirmation of research niche areas. Such changes necessitate intensive planning in order to keep the momentum of related developments.



The Vice-Chancellor:
Professor Vuyisa Mazwi-Tanga

Rapid changes taking place nationally and globally have not left CPUT untouched. Nationally, Higher Education Institutions are challenged to respond to serious concerns that include unemployment, shortage of skilled labour, HIV/Aids pandemic, and an unstable economic climate. There are also marked shifts in the national research initiatives that have to be taken on board by researchers. The global financial crisis has also hit South Africa. Also, there is uncertainty about the long term impact of the credit crunch facing the global economy. Globalisation also means that CPUT, like other institutions, faces stiff competition over staff and students.

It is therefore urgent that the whole CPUT community begins to dream, envision and outline the mission, central purpose and direction of the Institution during the next ten years.

A Strategic Plan workshop held on 19 and 20 November heralded the

start of a process that will span six months. On the first day, the workshop, consisting mainly of EM, Deans and Directors, was in the hands of an eminent scholar on strategic planning, Prof Mzamo Mangaliso, who provided an introduction to the theory and practice of strategic planning. The follow-up to this was a reflective exercise by CPUT leadership about the institution's progress and where it wishes to be by 2020.

A consultative approach

There is general agreement within the University that the approach to be adopted in the planning should be consultative. The intention is to take along every member of the CPUT community, giving them a voice in the construction of the plan, to ensure ownership of the Vision and a Mission that will take our Institution to 2020. Several strategies have been identified as a means of promoting participation.

Task teams

There are seven broadly representative task teams that will focus on particular areas identified as important. These teams, led by conveners, will not only collect data but will also consult various units and individuals throughout CPUT. The information and knowledge collected from within and outside CPUT will go towards the development of a new Strategic Plan.

The focus areas of the task teams, including names of conveners, are as follows:

- a) Values (Dr N Tisani)
- b) Aligned and judicious financial management (Mr M du Plessis)
- c) National and International imperatives

(Dr C Nhlapo)

d) Benchmarking: National and International practices (Mr D Bleazard)

e) Vision and Mission (Prof LV Mazwi-Tanga)

f) Graduate attributes (Prof T Volbrecht)

g) "Quick wins" (Dr C Nhlapo)

If the need arises, more task teams may be created.

Official launch

The official launch of the process by the Vice-Chancellor will be on 11 December. Come and see and hear for yourself!

Timetable roll-out

The Strategic Plan Committee will roll out and monitor a timetable indicating the various stages that will be followed until the Plan is approved by Council at the end of June 2010.

Conclusion

This is the final issue of the *Quarterly* for 2009. We hope to continue with this initiative even during the coming year. May you have a restful and blessed festive season with family and friends!

Readers' Feedback Section

Since the last edition of the VC's *Quarterly* that discussed the topic of Sustainability, the Marketing and Communication Department has not received any feedback in the form of questions or comments from the CPUT community.

'Have your say'...

Send your key questions and comments on the topic of *dreaming and planning* about CPUT to news@cput.ac.za