

- ◆ **Deliver** on our obligations to one another, our students and stakeholders while maintaining high standards and ethical behaviour;
- ◆ **Engage** and collaborate with one another, our students and all stakeholders;
- ◆ **Empower** one another and our students to make a difference. MUT ensures the safety and wellbeing of our people. We create an inclusive and supportive university community in which achievements are celebrated and rewarded. Our people have the opportunity to enrich their lives and pursue their goals;
- ◆ **Discover** and share new knowledge and new ways to lead through teaching, intellectual engagement and use of technology; and
- ◆ **Sustain** our local and global environment, organisational health and ability to create a viable future.

The third aspect of our transformation agenda is to reinforce the foundational themes for MUT. These are the critical capabilities which MUT needs to develop for the success of our 2025 strategy. They point to the skills and perspectives needed to inform the culture within MUT and guide our role beyond the University. Our foundational themes are:

- ◆ **Transformative leadership:** critical thinking, analytical and reflective evaluation, and the ability to effect positive change;
- ◆ **Promoting diversity:** understanding and valuing differences among us. Enhancing our view of the world, how we express ourselves, relate to one another, and our intellectual and moral obligations; and

- ◆ **Globalisation:** technological, communicative, social, and cultural knowledge and skills to lead and succeed in the intensively connected global world.

Our transformation agenda is well documented in MUT Strategy 2025. The onus is now upon us to educate ourselves about our core values, leadership capability expectations and foundational themes for MUT. Would these change any of us? Yes. As I said during the State of the University address:

"We must put our students first and ensure an environment conducive to learning and student success. The first-year students who are joining us for the first time are beginning a new life with new routines and new ways of thinking. Let us join them as they set out on this exciting journey. Let us help them to cope with new challenges and opportunities. From all our students, we expect a positive attitude towards study. They must demonstrate that they are ready to work hard – that they are not applying to MUT just to receive the NSFAS allowance and enjoy a social life. This is crucial in this era of a stagnant national economy which is attended by joblessness among our graduates and attractiveness of our institutions as places of sanctuary cushioned by NSFAS grants. We have to reassert our institution as a place for learning first and foremost."

With or without COVID-19 threats, our transformation trajectory must be foregrounded by our ability to understand and execute our MUT Strategy.

