



# Strategic challenges

Along with other historically disadvantaged institutions in the country that experienced stunted development under apartheid, MUT's overarching challenge derives from its history and location in an area largely bereft of mainstream economic development opportunities. For MUT to succeed in reaching its goals it is crucial that we bravely face the challenges arising from this complex and debilitating legacy. The major challenges we face include the following:

- ◆ Ensuring financial sustainability through diversification of our income streams in the light of declining levels of state funding.
- ◆ MUT's governance structures and processes need to be strengthened and supported by experience and clarity of roles at the levels of Council, Executive Management, and Senate.
- ◆ MUT is a young and previously disadvantaged university that has yet to develop the infrastructure and expertise required to achieve the status of a mature research university.
- ◆ Our planned growth requires that we adjust rapidly to changes in our culture and immediately locate funding and support for additional facilities and academic staff development. We will need infrastructure to cope with increased access. We must address the low levels of qualifications among the academic staff.

- ◆ To become nationally and internationally respected, and to attract and retain high-quality academic staff, students, researchers, and sources of support, we must increase research opportunities, productivity, and funding. We must build superb teaching and research facilities with state-of-the-art technology and effective electronic communications systems.
- ◆ MUT must review its Programme and Qualification Mix and create an equitable balance among our disciplines to provide the technological knowledge base and innovation that enrich our society and quality of life. Our academic offering must be aligned to our strategic positioning in a local and national context.
- ◆ MUT must increase support for both undergraduate and postgraduate students, improve student success and graduation rates, and expand our global focus and linkages.
- ◆ We must nurture outstanding leadership and build consensus by emphasising service excellence across the University, defining clear standards of accountability, establishing and prioritising objectives for meeting those standards, and creating a viable means to assess progress toward our strategic initiatives.
- ◆ MUT needs to build a comprehensive marketing plan to promote our accomplishments, relevance and responsiveness to national needs, and to excite the public and ignite the interest and support of government and our business partners.

The strategic objectives addressing some of these challenges, as outlined in Section 9, will be complemented by the projects in the University Campus Master Plan as well as plans being developed in partnership with the DHET in its "Historically Disadvantaged Institutions Development Grant" (HDI-DG) dedicated to sustainable development of the historically disadvantaged universities in the country.