



**RESEARCH, INNOVATION
AND ENGAGEMENT (RIE)
PLAN**

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FROM THE DESK OF THE DEPUTY VICE-CHANCELLOR: RESEARCH, INNOVATION AND ENGAGEMENT: PROFESSOR NOKUTHULA SIBIYA

At Mangosuthu University of Technology (MUT), Research, Innovation and Engagement (RIE) are considered to be key drivers of change in our efforts to address poverty and socio-economic issues at a local, regional and national level, as outlined in Vision 2030 of the National Development Plan (NDP). When I assumed my responsibilities as Deputy Vice-Chancellor (DVC) of the RIE portfolio in September 2022, I took it upon myself to align with MUT's Strategic Plan 2020-2025, which reflects the aspirations of the NDP. It is with pride that I now share the strategic plan for the RIE portfolio, which runs from 2023 to 2025.

This document is a culmination of various consultations that took place with strategic stakeholders, including the Research Indaba held on 26-27 September 2022 and the Engagement Indaba held on 1 December 2022. The rationale behind these consultations was to:

- strengthen MUT's research output;
- arrive at a common understanding of community engagement at MUT, by unpacking the concepts around it;
- pave the way to improve community engagement by integrating it into teaching and learning and research;



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- increase efforts to enhance MUT's innovation in Science, Engineering and Technology (SET);
- improve MUT's international footprint; and
- prepare alumni to be job creators as envisaged by the Entrepreneurship Programme.

The RIE Plan is divided into two parts. The first part focuses on successes and challenges raised at the Research Indaba. The second part sets out the strategic framework for the RIE Plan, namely, our which clearly outlines key outputs, performance measures and targets. The strategic framework consists of MUT's Strategy 2020-2025 plan aligns with the strategy into operational plans, cascading into results-driven performance plans.

As we pursue the MUT Strategy 2020-2025, we must remain responsive to our changing environment and adjust our tactics to remain relevant. The success of the strategy depends on a people-centred approach; the setting aside of infrastructural and financial resources to support strategic and operational needs; and the implementation of measures to monitor and evaluate progress and drive further improvements.

1. RESEARCH INDABA

The Research Indaba identified and set out a roadmap for three key focus areas in Research, Innovation and Engagement at MUT for the next three years. This was the outcome of a collaborative process between strategic internal and external stakeholders. The main points arising from discussions are shared below, together with key resolutions taken.

1.1 RESEARCH

1.1.1 Research Units, Centres and Centres of Excellence

Staff members were encouraged to establish Research Units and Centres as these will greatly enhance MUT's ability to secure external income and contribute to third stream income.

It was noted that Council had recently approved the Delegations of Authority and that the procedure to apply for Research Units, Centres and Centres of Excellence will need to be revised to comply with the approved Delegations of Authority.

It is also necessary to benchmark the criteria for the establishment of Research Units, Centres and Centres of Excellence as the current criteria were established twenty years ago and may not meet minimum standards any longer. It was recommended to remove Bachelor of Technology (BTech) students from the criteria.

It was recommended that to avoid duplication of reporting, quarterly faculty reports should exclude outputs and achievements since these are covered by the Research Directorate's quarterly reports.

DTI/NRF funded Research Centres should be considered as a future development.

1.1.2 Recognition of Researchers

The current procedure and categories for the recognition of researchers were highlighted.

From 2023 onwards, the Research Awards and Community Engagement Awards will be combined. It may be necessary to limit the number of awards and acknowledgements to fit them all into a single awards evening.

Researchers agreed that the awards for the most productive researcher and runner-up, as well as the most productive novice researcher, be replaced with a gold, silver, and bronze prize per faculty, based on research productivity. The Senate prize will be retained.

The inclusion and value of research bibliometrics, such as citation indices or the H-index, was debated. The decision was that research output would continue to follow the DHET policy as MUT is still a developing university and more people should be encouraged to publish in DHET-accredited journals.

When recognising researchers, only Master's and doctoral student supervision will be included and Diploma and BTech students will be removed from the evaluation. Supervision of a Course Work Master's degree will carry a weight of 0.5. The weight allocated for the supervision of postgraduate (PG) students will be shared by the supervisors (proportional allocation will apply). Patents will be included as one of the recognition criteria. The contribution of Retired Research Professors and Postdoctoral Research Fellows (PDRFs) is acknowledged as their core business is to increase research output.

Four new categories of awards were proposed, namely:

- Most Productive Senior Researcher of the Year;
- Most Productive Woman Researcher of the Year;
- Most External Research Income Secured (DVC: RIE Prize); and
- Most Productive Researcher (VC Prize).

The revised standard operating procedures (SOPs) for research recognition were approved during the first quarter of 2023. After their approval, a call for applications was issued and these were considered by the RIC and approved by Senate during the third quarter. The 2023 Research Awards will take place according to the new SOPs.

It was agreed that the impact of research on society is important, and that this aspect of research will be considered by Community Engagement and Development.

1.1.3 The role and expectations of Retired Research Professors

The guidelines for progress reports by Retired Research Professors were shared. It was noted that they do not have job descriptions and as such there is uncertainty about what is expected from them. It was agreed that Retired Research Professors must focus on research publications and other DHET-acknowledged research output, as well as research capacity development and research collaboration. Clarity must be provided with regard to:

- the allocation of seed funds to initiate research projects and collaboration until grant funding is received;
- the appointment of research assistants;
- the appointment of PDRFs;
- the term of appointment (the Retired Research Professors agreed that one year was too short to make progress); and
- the possible introduction of an alternative term for 'retired'.

1.1.4 Open Access Publishing

The history of open access publication, culminating in the Berlin Declaration, was discussed. The importance of research in relation to the DHET's Draft Policy for the Recognition of South African Higher Education Institutional Types was outlined. Researchers were encouraged to publish in open access journals as this not only limits the risk of publishing in predatory journals, but it is also a cost saving measure. The need to develop the following documents was emphasised:

- an Open Access Publishing Policy; and
- a Research Data Management Policy.

The Library Directorate will develop these policies.

1.1.5 A Research Informed University - MUT Context

The concept of a “research-informed university” is contained in the MUT Academic Identity Document and is one of the principles behind the MUT Strategic Plan 2020-2025. Discussion on this concept gave rise to the following observations and recommendations:

- There is an overemphasis on teaching and learning at the University.
- MUT is a developing university and as such there must be opportunities for both fundamental and applied research.
- MUT research should be for the benefit of society. In collaboration with the Moses Kotane Institute (MKI), a Digital Centre has been established at MUT, which will not only benefit MUT students but the greater Umlazi community.
- Burning national issues must be reflected in our research niche areas and be given priority.
- Research niche areas must be flexible and grow with the expertise at MUT.
- Multidisciplinary research must be encouraged.
- Research must be incorporated in both teaching and learning and community engagement.
- The curriculum must be transformed based on research.
- Staff must be encouraged to bring new knowledge to teaching instead of using dated handbooks and notes. Research publications must be used together with textbooks.
- Staff qualifications must be discipline specific before teaching and learning qualifications is perused, to allow fast tracking of the offering of higher degrees.
- Staff must be supported to upgrade their discipline-specific higher degrees.

1.2 COMMUNITY ENGAGEMENT AND DEVELOPMENT

The integration of community engagement into teaching and learning and research was discussed, and the following recommendations were made:

- There should be an MUT-wide discussion on what is meant by “engagement”.
- Researchers agreed that they do not know how to integrate research into community engagement and guidance was recommended.
- The incorporation of community engagement into the Faculty Research Committees should be reconsidered.
- A session should be facilitated to unpack what “community” means in the MUT context.

1.3 TECHNOLOGY STATION IN CHEMICALS

The mandate and activities of the Technology Station in Chemicals (TSC) were discussed. Particular emphasis was placed on the recognition of new product development and whether people should be recognised if they are paid to do product development. This is similar to the

question of recognising Research Professors and PDRFs for publications if they are paid to publish. The following recommendations were made:

- PDRFs could be considered for recognition to support innovation.
- Participation of researchers in the TSC should be supported and encouraged.
- Researchers must have access to TSC equipment.
- There must be closer collaboration between the TSC and the Community Engagement and Development (CEAD) Directorate.
- MUT must provide both technical and business support to entrepreneurs.
- The social economic impact of projects is important.
- Products developed for SMMEs should be considered as community engagement.
- Faculties must be informed about opportunities within the TSC.

1.4 GENERAL SUGGESTIONS

General recommendations and suggestions made during the Research Indaba included:

- NRF information sessions would be appreciated.
- Guidelines for “predatory” conferences would be helpful.
- The workload model should include uninterrupted time for research and community engagement.
- A Community Engagement Report should be submitted to Council, like Research and Innovation as well as Teaching and Learning.
- A Community Engagement Day should be facilitated to showcase community engagement activities.
- The MUT culture needs rethinking, since staff members are conditioned to focus on teaching and learning. As a result research, innovation and community extension are done by volunteers.
- MUT encourages silos, yet collaboration is essential. We need to move away from competition and work towards a common goal.
- The concept of a teaching university is limiting and against the general understanding of what it means to be a university. Deans and Heads of Department need to be instrumental in a culture change.
- MUT is unknown, and the Marketing and Communications Department (MarComms) should develop a plan to showcase MUT more.
- A workshop is needed on innovation, intellectual property rights and community engagement.
- A discussion on the DHET Draft Policy for the Recognition of South African Higher Education Institutional Types is necessary

1.5 SUMMARY OF RECOMMENDATIONS

- Complete the benchmark for research accounts/ research trust funds and develop SOPs for the new system.

- Develop a new research funding model based on the research accounts/research trust funds as part of the turnaround strategy.
- As an interim arrangement, introduce a limit to the amount MUT will pay towards publication costs.
- Revise the criteria and approval procedure for Research Units, Centres and Centres of Excellence.
- Reconsider the way in which research entities report on progress.
- Apply for DSI/NRF Research Centres to enhance external/third stream income.
- Combine the Research Awards and Community Engagement Awards functions.
- Revise the categories for research awards.
- Community Engagement and Development must consider the societal impact of research.
- Develop job descriptions, policy, and procedures to manage the appointment of Retired Research Professors.
- Have a MUT-wide discussion on what is meant by “Engagement”.
- Capacitate researchers on how to integrate research into community engagement.
- Reconsider the incorporation of community engagement into the Faculty Research Committees.
- Facilitate a session to unpack what “community” means in the MUT context.
- Develop an Open Access Publishing Policy.
- Develop a Research Data Management Policy.
- MarComms should develop a plan to showcase MUT more.
- A workshop is needed on innovation, intellectual property rights and community engagement.
- A discussion on the DHET Draft Policy for the Recognition of South African Higher Education Institutional Types is necessary.

2. REPORT ON THE EVALUATION OF THE 2019 UNIVERSITIES RESEARCH OUTPUT (MARCH 2021)

Overview of journal publications

Journal articles remain the predominant mode of knowledge dissemination across most scientific fields and disciplines. Table 1 below shows a noticeable **increase in the number of journals** in which South African academics published in years 2005-2019.

Table 1: Publication output units by publication type by university, 2019

| Institution | Book Units | | Conference Proceedings Units | | Journal Units | | Overall units in 2019 | Share of total sector units |
|--------------|---------------|--------------------------------|------------------------------|--------------------------------|----------------|--------------------------------|-----------------------|-----------------------------|
| | Actual Units | % of total institutional units | Actual Units | % of total institutional units | Actual Units | % of total institutional units | | |
| UKZN | 156.8 | 6.14% | 61.9 | 4.87% | 2067.3 | 12.02% | 2286.1 | 10.88% |
| UJ | 359.0 | 14.05% | 294.8 | 23.20% | 1622.6 | 9.44% | 2276.3 | 10.83% |
| UP | 296.0 | 11.58% | 82.2 | 6.47% | 1682.4 | 9.78% | 2060.6 | 9.80% |
| SU | 327.7 | 12.83% | 110.2 | 8.67% | 1595.8 | 9.28% | 2033.7 | 9.68% |
| UCT | 220.0 | 8.61% | 79.9 | 6.29% | 1636.2 | 9.52% | 1936.0 | 9.21% |
| WITS | 272.4 | 10.66% | 68.5 | 5.39% | 1577.8 | 9.18% | 1918.8 | 9.13% |
| NWU | 189.2 | 7.41% | 118.8 | 9.34% | 1233.2 | 7.17% | 1541.2 | 7.33% |
| UNISA | 125.6 | 4.92% | 73.1 | 5.75% | 1167.9 | 6.79% | 1366.6 | 6.50% |
| UFS | 305.9 | 11.97% | 52.3 | 4.12% | 813.5 | 4.73% | 1171.7 | 5.57% |
| UWC | 68.0 | 2.66% | 12.3 | 0.97% | 513.8 | 2.99% | 594.2 | 2.83% |
| RU | 65.8 | 2.58% | 21.7 | 1.71% | 460.5 | 2.68% | 548.1 | 2.61% |
| NMU | 21.0 | 0.82% | 49.6 | 3.90% | 389.0 | 2.26% | 459.6 | 2.19% |
| UL | 13.1 | 0.51% | 25.9 | 2.04% | 348.7 | 2.03% | 387.7 | 1.84% |
| UFH | 7.6 | 0.30% | 1.5 | 0.12% | 353.1 | 2.05% | 362.2 | 1.72% |
| TUT | 8.2 | 0.32% | 58.4 | 4.59% | 294.8 | 1.71% | 361.3 | 1.72% |
| DUT | 33.7 | 1.32% | 19.5 | 1.53% | 300.1 | 1.75% | 353.3 | 1.68% |
| UNIZULU | 19.1 | 0.75% | 17.2 | 1.36% | 219.7 | 1.28% | 256.0 | 1.22% |
| CPUT | 32.0 | 1.25% | 32.6 | 2.57% | 178.1 | 1.04% | 242.7 | 1.15% |
| UNIVEN | 6.7 | 0.26% | 1.4 | 0.11% | 189.5 | 1.10% | 197.6 | 0.94% |
| CLT | 9.5 | 0.37% | 49.1 | 3.87% | 112.4 | 0.65% | 171.0 | 0.81% |
| VUT | 4.7 | 0.19% | 29.9 | 2.35% | 127.3 | 0.74% | 161.9 | 0.77% |
| SMU | 1.2 | 0.05% | 0.0 | 0.00% | 105.5 | 0.61% | 106.7 | 0.51% |
| WSU | 4.5 | 0.18% | 4.0 | 0.32% | 86.7 | 0.50% | 95.2 | 0.45% |
| UNIP | 1.7 | 0.07% | 3.1 | 0.24% | 65.9 | 0.38% | 70.8 | 0.34% |
| MUT | 0.5 | 0.02% | 0.4 | 0.03% | 45.3 | 0.26% | 46.2 | 0.22% |
| SPU | 4.6 | 0.18% | 2.4 | 0.19% | 7.2 | 0.04% | 14.2 | 0.07% |
| Total | 2554.7 | 100.00% | 1270.8 | 100.00% | 17194.2 | 100.00% | 21019.7 | 100.00% |

Out of 26 universities, **MUT was ranked number 25** for **publication** output units by publication type.

3. STRATEGIC PLAN

3.1 STRATEGIC GOALS

- Excellence in teaching and learning
- Excellence in research, innovation, and engagement
- Excellence in community engagement
- Targeted national engagement and internationalisation
- To create an enabling support environment

3.2 STRATEGIC THEMES

Underpinning these goals are four strategic themes:

- ensuring financial sustainability;
- meeting the expectations and needs of our students and stakeholders – government, business, industry, and communities;
- improving internal processes and systems to meet these expectations and needs; and
- developing the culture, skills, and training required to support our processes.

3.3 MUT’s Strengths, Weaknesses, Opportunities and Threats (SWOT) and how these relate to RIE at a strategic level

| STRENGTHS | WEAKNESSES |
|---|--|
| <ul style="list-style-type: none"> • Undergraduate success rate above the University of Technology (UOT) median in South Africa • High proportion (60%) of enrolments in SET programmes which are above UOT median in South Africa • Career focussed programme offerings and curricula providing opportunities for work-integrated learning* • Strong linkages with industry via advisory boards • Residential public university model • University-wide commitment to community engagement and service learning* • Number of MUT researchers participating in the eThekweni MILE programme (inter-institutional collaborative research project including municipality and industry stakeholders)* | <ul style="list-style-type: none"> • Low throughput rate • Limited financial sustainability due to dependence on declining levels of state funding* • Brand association with former Technikon • Low number of post-diploma offerings • Low number of academic programmes endorsed by professional bodies/associations • Low number of DHET-accredited research output units* • Low percent of academic staff with PhD qualification below the UOT median* • Weak IT infrastructure and skills to support blended learning • Weak governance structures and processes • Inadequate lab, lecture and research infrastructure including limited access to physical space* • Low employment rates among graduates within 4 months of completion |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • DHET goodwill and commitment to infrastructure funding • Government commitment to fund poor and ‘missing middle’ students • Engagement with a growing alumni base • Collaborative opportunities with the Technological Higher Education Network South Africa (THENSA)* • Growing third stream income as a percentage of total income* • Direct opportunity to recruit students from high performing schools in Umlazi* • Growing demand for continuing education opportunities* | <ul style="list-style-type: none"> • Potential loss of accreditation from professional bodies • Increasing automation in the workplace leading to job losses or resulting in decreased employment opportunities for graduates • Increasing competition for students • Rise of private higher education providers operating in Umlazi |

*These areas relate directly to RIE.

4. WHAT HAS BEEN ACHIEVED IN 2022-2023?

The University has the following Research Centres and Research Chairs:

2 Research Centres

- Centre for Algal Biotechnology
- Centre for Green Technologies

2 Research Chairs:

- DST/SARChi Chair in Sustainable Work, Education, Environment and Transformation (SWEET)
- Chair in Human Settlements

MUT's research output increased dramatically and continues to increase. Between 2021 and 2022, research

output increased from 68.87 units (audited) to 106.32 units (unaudited) respectively.

Staff qualifications have also improved, with the number of doctoral qualifications rising from 22% to 26%, while 54% of staff now hold a Master's qualification.

MUT currently owns four South African patents, of which two are also protected in China. The MUT Intellectual Property portfolio also includes two trademarks. We are currently in the process of filing a provisional patent for an organic herbicide. One disclosure detailing an application for use during selection of practical sessions was received from the Electrical Engineering Department.



5. MUT STRATEGY STATEMENT: To Shape and Own the Future

The MUT strategy has two pillars. Firstly, we seek to:

- revitalise our academic value chain for the Fourth Industrial Revolution (4IR) by providing knowledge and learning that advances the professions, business, industry, government, and our communities;
- align our academic endeavour with fields of knowledge and scholarship emerging in the 4IR;
- advance knowledge and understanding among our communities; and
- offer a decolonised curriculum that inspires a truly African identity.

Secondly, we seek to:

- embed a value-driven institutional culture that puts our people first as the major asset of the University;
- embrace and promote diversity; and
- ensure sustainable use of resources.

Strategic partnerships and engagement are key to the success of our Strategy.

5.1 ACADEMIC IDENTITY: 2025

By 2025, MUT will have embedded the academic identity of MUT as a quality University of Technology (UoT) in the South African context. The academic identity of MUT has two prominent features:

- **A largely undergraduate focus in the three faculties in which the research function seeks to inform teaching rather than to shape it.** It is within this context that MUT strives to be a research-informed UoT. Our institutional arrangement and prioritisation will be as follows:

- The professions, business, and industry will inform teaching, so that applied research and industry exposure enhance learning as well as the student experience.
- The curriculum will be work-integrated to provide experiential learning and exposure to professional practice. The learning will thus be research-inspired and integrated.

- **Strategic growth of the PG profile through niche areas of research in selected Areas of Collaborative Academic Excellence (ACAEs) cutting across Faculties and Departments to incubate new academic areas aimed at:**
 - creating an environment conducive to collaboration, creativity, and critical engagement. This will entail the adoption of a workload model and development of infrastructure for the development of research;
 - providing a focus for the growth of PG student enrolment;
 - achieving excellence in multidisciplinary and interdisciplinary research;
 - engaging with emerging fields of knowledge and scholarship;
 - responding to needs linked to eThekweni's growth and development opportunities and the imperatives of the National Development Plan; and
 - strengthening our ties with the social, economic, political, and cultural communities around us.

5.2 SPECIAL FOCUS ON RESEARCH

This academic identity of MUT calls for a special focus on the research function, with the aim of strengthening the academic identity .

The research function is fundamental for the creation of knowledge and its dissemination, enabling us to “shape and own the future”.

Research influences both the content and teaching of courses in different ways, depending on the institutional arrangement and prioritisation. The agenda of being a research-informed University of Technology will be strengthened through the following institutional arrangement:

- Firstly, the professions, business and industry will inform teaching so that applied research and industry exposure are critical for learning and student experience.
- Secondly, the curriculum will be work-integrated to provide experiential learning and exposure to professional practice. This arrangement will ensure that learning is research-inspired and integrated. Therefore, for MUT, the research function will seek to inform teaching rather than to shape it.

5.3 MUT IN THE POST-SCHOOL EDUCATION AND TRAINING (PSET) SYSTEM

The differentiated role of MUT as a research-informed university within the PSET system will contribute to the national technology and innovation agenda. By partnering with the Technical and Vocational Education and Training (TVET) sector, we will act as a change agent for social, economic, technological and national development. Through the offering of Higher Certificate and Advanced Higher Certificate qualifications, we will directly influence the quality of the workforce through the provision of skills and we will assist with the social integration of disadvantaged groups into the economy.

6. RIE PLAN (2023-2025)

6.1 STRATEGIC GOAL #2 - Excellence in Research, Innovation and Engagement

| Strategic Objectives | KPI | Base-line (2022) | Key Outputs | Performance Measures | Target | Resources | 2023 | 2024 | 2025 |
|---|--|------------------|--|---|---|---|------|------|------|
| SO 2.1 Increase research productivity. | 2.1.1 Number of accredited research output units. | 45.2% | 2.1.1.1 Increased number of accredited research outputs | <ul style="list-style-type: none"> Number of publications in accredited academic and peer reviewed journals | <ul style="list-style-type: none"> Increase research output by two units per annum | <ul style="list-style-type: none"> Funds for research support. Incentives for research support | 60 | 62 | 64 |
| | | | 2.1.1.2 Increased pool of supervisors, mentors, and researchers to support Master's and doctorate enrolment studies for staff | <ul style="list-style-type: none"> Number of supervisors, mentors and researchers appointed | <ul style="list-style-type: none"> Increase appointments by one per annum | <ul style="list-style-type: none"> Funding for research support. Funding for labs/ research equipment/ research infrastructure | 8 | 9 | 10 |
| | | | 2.1.1.3 Increased submission of research funding proposals | <ul style="list-style-type: none"> Number of successful research funding proposals increased | Finalisation of research funding proposals by 2% | <ul style="list-style-type: none"> Optimise support by strengthening staff capacity in Institutional Development, Finance and Research Directorate | 25 | 26 | 27 |
| 2.1.1.4 Access to funded Research clusters | <ul style="list-style-type: none"> Number of research clusters and projects | | | | | | | | |
| SO 2.2 Increase the commercialisation of Intellectual Property (IP), both protectable and unprotectable. | 2.2.1 Number of protected IP (including trademarks). | 6 | 2.2.1.1 Development of IP (products, patents, prototypes, artefacts, designs etc.) | <ul style="list-style-type: none"> Number of registered IP outputs converted into commercial output or business ventures Market the IP output for commercialisation through various media platforms | <ul style="list-style-type: none"> Increase IP commercialisation by one per annum | <ul style="list-style-type: none"> Appoint an IP Manager to be responsible for the identification, protection and commercialisation of IP | 7 | 8 | 9 |

6.2 STRATEGIC GOAL #3- Excellence in Community Engagement

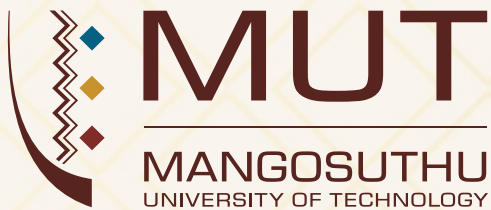
| Strategic Objectives | Strategic KPI | Base-line (2022) | Key Output | Performance Measure | Target | Budget (Resources and infrastructure required) | 2023 | 2024 | 2025 |
|--|--|------------------|--|---|--|--|------|------|------|
| SO 3.1 To increase MUT's contribution to the sociocultural and economic development of the local community | 3.1.1 Number of university projects registered with the Community Engagement and Development (CEAD) Directorate. | 12 | 3.1.1.1 Co-ordinate university community engagement projects registered with the CEAD Directorate. | <ul style="list-style-type: none"> Number of Service-Learning projects supported Number of community-based research project supported Number of community development projects facilitated Number of outreach projects co-ordinated and facilitated Number of student volunteerism projects co-ordinated and facilitated | <ul style="list-style-type: none"> Increase community engagements by one per annum | <ul style="list-style-type: none"> Project infrastructure costs to support project needs | 13 | 14 | 15 |
| | 3.1.2 Host university public engagements. | 6(5.6) | 3.1.2.1 Presentation of interesting topics at public lectures | <ul style="list-style-type: none"> Number of public engagements Number of workshops and seminars offered Integration of innovative teaching and learning processes | <ul style="list-style-type: none"> Increase public lectures by one annually | <ul style="list-style-type: none"> Incurred costs for new systems, processes, and infrastructure | 6 | 7 | 8 |
| | 3.1.3 Number of student entrepreneurship projects. | 4(3.8) | 3.1.3.1 Establishment of student entrepreneurial projects to produce creators of jobs | <ul style="list-style-type: none"> Partner with industry and professional bodies Increased graduation rate in WIL Number of entrepreneurship programmes Review of undergraduate and post graduate programmes to integrate into market, socioeconomic and related relevance Increase access to higher education (HE) by concluding agreements with Technical and Vocational Education and Training (TVET) Colleges, and applying Recognition of Prior Learning (RPL) processes Establish business ventures Student development interventions Introduction of SMME and incubator programmes Integration of entrepreneurship in academic programmes | <ul style="list-style-type: none"> Increase number of student entrepreneurship projects by one annually | <ul style="list-style-type: none"> Increased third stream income as a proportion of total revenue | 4 | 5 | 6 |

| Strategic Objectives | Strategic KPI | Base-line (2022) | Key Output | Performance Measure | Target | Budget (Resources and infrastructure required) | 2023 | 2024 | 2025 |
|---|--|------------------|---|---|--|--|------|------|------|
| | 3.1.4 Number of capacity-building initiatives for internal and external stakeholders. | 6(6.4) | 3.1.4.1 Build capacity for internal and external stakeholders in engagement and partnerships | <ul style="list-style-type: none"> • Identification of internal and external stakeholders • Introduction of online capacity development interventions • Staff exchange programmes (international) • Assess Return on Investment (ROI) for value creation | <ul style="list-style-type: none"> • Increase capacity building initiatives by one annually | | 8 | 9 | 10 |
| SO 3.2 To increase the number of partnerships with local government and communities. | 3.2.1 Number of partnerships with local government and communities. | 6(5.8) | 3.2.1.1 Establishment of partnerships with government, industry, and community on basic needs of the community | <ul style="list-style-type: none"> • Establish partnerships with relevant SETAs. • Establish types of systems and processes required to address issues such as lack of electricity, water purification etc. • Capacitate and develop the local community to engage in identified interventions. • Partner with FETs colleges to engage with the local community on RPL recognition. | <ul style="list-style-type: none"> • Increase partnerships with local government and communities by one per annum | <ul style="list-style-type: none"> • Infrastructure required for specified projects • External funding | 7 | 8 | 9 |
| SO 3.3 To increase MUT's contribution to the development of academic and professional communities. | 3.3.1 Number of community engagement presentations by academic staff at relevant symposia and conferences. | 9 | 3.3.1.1 Identification of relevant community engagement research topics | <ul style="list-style-type: none"> • Establishment of relevant symposia and conferences via various media platforms • Development of webinars etc. to reach out to the broader community • Capacitate staff on webinar development and online delivery of presentations | <ul style="list-style-type: none"> • Increase community engagement presentations by two annually | <ul style="list-style-type: none"> • Infrastructure and resource costs | 11 | 13 | 15 |
| | 3.3.2 Number of MUT staff who represent the University in professional communities, bodies of associations. | 4 | 3.3.2.1 Identification of academic staff who are actively involved with their local community and professional associations | <ul style="list-style-type: none"> • Create systems and processes that enable and enhance engagement • Professional body recognition and registration | <ul style="list-style-type: none"> • Increase representation on professional bodies by one annually | <ul style="list-style-type: none"> • Infrastructure and resource costs | 5 | 6 | 7 |

CONCLUDING REMARKS BY THE DVC: RIE

MUT's research output has increased dramatically and continues to do so. In 2021, MUT received the NRF Excellerator Award in recognition of its excellence and accelerated research. I thank all researchers (staff, students, Retired Research Professors and PDRFs), as well as research administrators at all levels, including the faculties, for their contributions in driving RIE at the University. Well done to our MUT community who continue to strive for excellence! We wish everyone the very best for 2022/2023.

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