



Nelson Mandela  
Metropolitan  
University

for tomorrow

Port Elizabeth & George



## Vision 2020

“NMMU will be one of South Africa’s top universities recognized for its excellence in key fields of study in the humanities and sciences.”

– Vice-Chancellor Professor Derrick Swartz

Vision 2020 sets out a roadmap of the strategic pathway NMMU is taking over the next decade to gain international recognition in generating cutting-edge knowledge to contribute towards the challenges of sustainability.

This booklet aims to provide a snapshot of the essential features of that strategic pathway to 2020.

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## Our vision

To be a dynamic African university recognised for its leadership in generating cutting-edge knowledge for a sustainable future

## Our mission

To offer a diverse range of quality educational opportunities that will make a critical and constructive contribution to regional, national and global sustainability.

## Our values



## Strategic objectives of Vision 2020

**IN pursuit of Vision 2020, NMMU is committed to:**

- ▶ Establishing a distinctive academic brand that draws on our competitive strengths, unique knowledge assets and strategic locations
- ▶ Creating an environment conducive to excellence in teaching, learning and student success
- ▶ Creating an environment that encourages, supports and rewards research and innovation
- ▶ Positioning NMMU as an engaged university that contributes to sustainability
- ▶ Developing a culture that embraces transformation
- ▶ Implementing a financial growth and development strategy to ensure competitiveness and sustainability
- ▶ Improving business processes, systems and infrastructure to promote a vibrant staff and student life
- ▶ Maximising staff and student potential

“ Our unique combination of knowledge assets, as a comprehensive university, allows NMMU to be an exciting space for social experimentation, innovation and social responsiveness. ”

– Vice-Chancellor Prof Derrick Swartz

“ We must all live up to what the name Nelson Mandela represents. ”

- NMMU Chancellor Santie Botha

## NMMU of tomorrow

### At a glance ...

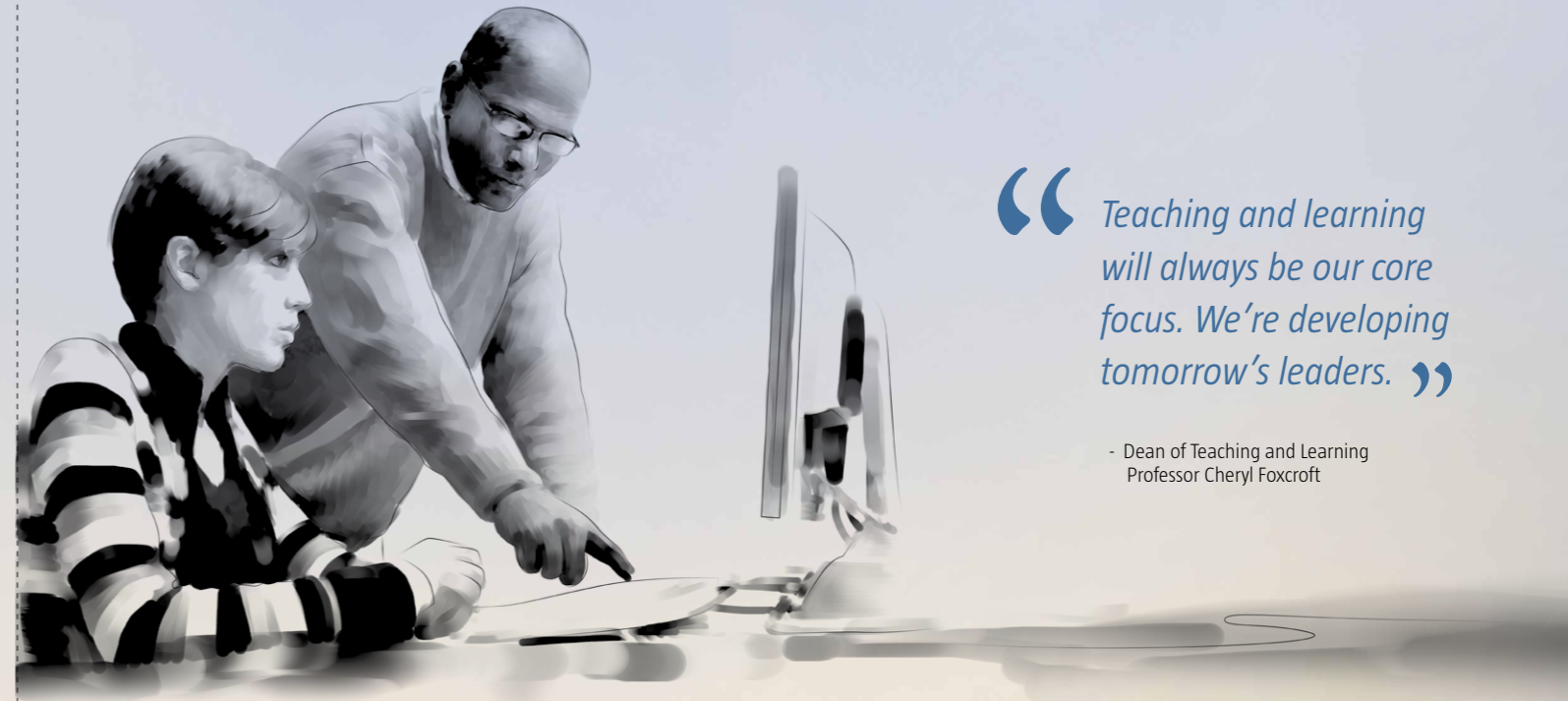
NMMU is a comprehensive university offering the widest and most diverse range of qualifications from undergraduate to doctoral levels, from vocational, professional to academic qualifications.

Our multi-campus university will blend the best of science, engineering, technology and business and management with the humanities. This integrated approach to scholarship will develop graduates equipped to respond to the multi-dimensional challenges of sustainability.

As a result of NMMU's growing reputation, the university will attract a greater number of our students from outside the Eastern Cape. As many as 15% of them will be international students. As a comprehensive university we will maintain a balanced mix of diploma and degree programmes and postgraduate student numbers will increase to at least 20% of the student body.

NMMU prides itself as a university fully committed to a 'green' agenda, in which we seek to embed the basic idea of a sustainable planet in everything we do: our curricula, research, engagement and the way we organise life and conduct business on all our campuses. And so, "green" will be the norm for our 30 000-plus students.

Diversity is a key source of strength of any modern organisation, and our university will actively seek to draw students, scholars and its pool of knowledge from all over the world.



“ Teaching and learning will always be our core focus. We're developing tomorrow's leaders. ”

- Dean of Teaching and Learning  
Professor Cheryl Foxcroft

## Teaching and learning

Our core business of teaching and learning will continue to respond to national and regional needs through the expansion of programmes, and continual updating of curricula to meet the needs of tomorrow.

Teaching and learning will become increasingly interdisciplinary, again to meet real needs and give our graduates the flexibility to adapt to an ever-changing work environment.

Blended learning, a combination of face-to-face lecturing and technology-enhanced learning using Skype, video conferencing, laptops, iPads and Kindles, will be the norm, while group learning and peer support will be expanded. We will be known for our vibrant, multi-cultural student life where students and staff from different backgrounds will be encouraged to interact with each other beyond the classroom.

Staff will be highly-qualified in engaging students actively in learning and humanising teaching strategies will be applied to develop graduates for work and life.

“ *Our research will offer cutting-edge knowledge for the benefit of society.* ”

– Deputy Vice-Chancellor:  
Research and Engagement, Professor  
Thoko Mayekiso

## Research and innovation

NMMU’s research reputation will have grown as it increasingly responds to advance the needs of society regionally, nationally and internationally. It will encourage the generation of research for sustainable solutions, often by bringing experts together from various disciplines to provide society with tangible, integrated results.

An increasing number of its inventions will be commercialised and its various specialist centres – like the technology stations, InnoVenton and eNtisa – will be recognised internationally for their practical industry solutions.

By 2020 NMMU will also provide cutting-edge knowledge in the fields of:

- ▶ Sustainable local economic development
- ▶ Cyber citizenship
- ▶ Manufacturing technology and engineering
- ▶ Nanoscale characterisation and development of strategic materials
- ▶ Strategic energy technologies
- ▶ Sustainable human settlements
- ▶ Coastal marine and shallow water ecosystems
- ▶ Humanising pedagogies
- ▶ Democratisation, conflict and poverty
- ▶ Biodiversity conservation and restoration
- ▶ Health and wellbeing
- ▶ Earth stewardship science

NMMU’s relationships with industry and society will be significantly stronger through an increased number of partnerships and research chairs.

## Technology

NMMU will be at the forefront of all technological advances that improve the acquisition of knowledge – be it via a computer or smartphone. Its computer laboratories will be open 24/7; its campuses wireless; its libraries on-line and teaching aids available to a generation that has never known a world without screens.

NMMU will expand and intensify flexible and technology-enabled modes of learning that are geared to the needs of a diverse range of learners. Our institutional processes, systems and infrastructure will embrace innovative “green” technologies.

## Engagement

NMMU will continue to be known for its excellence in engaging with multiple stakeholders to ensure that its teaching, learning, research and innovation are responsive to the needs of society.

We will join hands with government, business, industry, broader civil society and other partners at local, regional, national and international levels so that together we may contribute to the generation of knowledge that addresses societal problems, contributes to public understanding, and enhances quality of life.

We will ensure that we provide meaningful opportunities for continuing education and professional development for internal and external communities through our robust portfolio of short learning programmes.

“ *Information will always be the press-of-a-button away.* ”

– Chief Information Officer Sam Bosire



“ *NMMU students will be held in high esteem because of their values, excellent knowledge and ability to adapt.* ”

– Dean of Students Khaya Matiso

## Our students

The NMMU student of tomorrow will be well-rounded and capable of success anywhere in the world. This graduate will have attributes that include a commitment to social justice and equality, civic consciousness, internationalism, adaptive expertise and personal responsibility. These attributes are embedded in our teaching, research and engagement.

This student of tomorrow will be technologically-savvy, thanks to blended learning and other multi-media initiatives, be supportive of “green” initiatives, a champion of justice and ever mindful of the needs of others. Indeed, volunteerism will be a natural thing to do, as underscored by our value of *ubuntu*.

Our students will leave NMMU with both an academic qualification and a co-curriculum record, highlighting sporting, cultural and other extra mural activities that point to the student’s whole development as a responsible citizen.



## Our staff

NMMU staff will be acknowledged as ambassadors of the vision and mission of NMMU, and be encouraged to develop their potential in their own areas of expertise.

Like our students, NMMU staff will reflect the values of the institution and be recognised both internally and externally for their knowledge, commitment and positive attitude. The staff member of tomorrow will be sought after by industry and other tertiary institutions.

Our diverse staff profile will broadly reflect South African society. More young people will be employed to grow the next generation of academic staff, while the ratio of students to staff will improve to ensure that the highest standards of quality are maintained.

## Institutional culture

NMMU will be a microcosm of our nation in which diversity will be our strength. The caring ethos of staff will be mirrored by students as ambassadors of the NMMU brand – exemplifying the values of the university’s namesake, Nelson Mandela, and those promoted by the university.

We will create the conditions in which our staff and students work together in an atmosphere of mutual respect and shared responsibility. Building on our values, we will create a nurturing and affirming institutional culture in which all staff and students will be encouraged to express their opinions and ideas.

“ *NMMU will be a sought-after destination by staff and students as a vibrant, well-functioning and dynamic university.* ”

– Institutional Planning Senior Director  
Professor Heather Nel

“ *NMMU will be a role model among institutions of higher learning.* ”

– Deputy Vice-Chancellor: Operations  
Dr Sibongile Muthwa

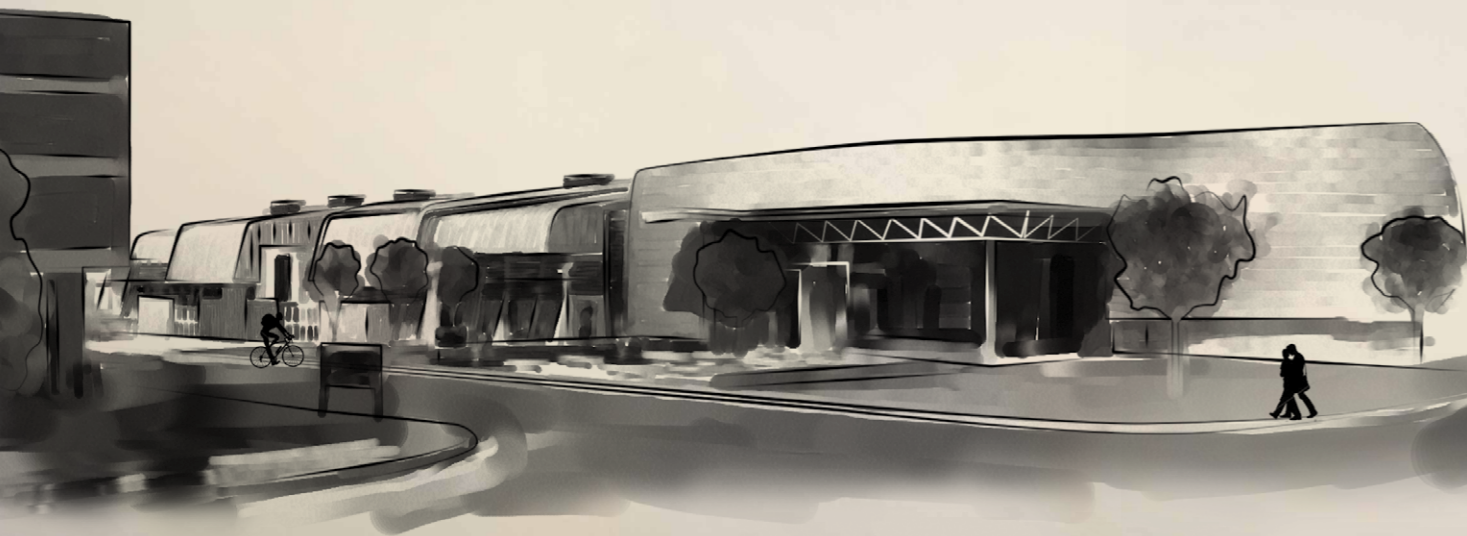
## Infrastructure

NMMU has an urban design framework for each of its campuses in line with Vision 2020.

This overriding spatial plan will put nature first; focus on pedestrians as opposed to cars, and cluster like-minded departments together. An adherence to “green” building processes and easy accessibility to key structures will be the norm as NMMU is increasingly recognised as an infrastructural role model.

The Second Avenue “green” Business School will be a case in point.

We will ensure that we are able to match the growth and diversification of our student profile with the resources, infrastructure and systems that are necessary to sustain vibrant living and learning communities on all campuses.



## Going green

NMMU will lead the way among institutions of higher learning as it decreases its carbon footprint and instills in its staff and students a sense of pride in caring for the environment.

In keeping with our value of respect for the natural environment, recycling and cycling will be the norm, as pedal-power and pedestrians take pride of place on campuses designed to put nature first.

NMMU will harvest much of its own renewable energy through wind and solar projects, and be the university that others turn to in seeking solutions to energy challenges.

“ *Being situated on a nature reserve is an awesome privilege.* ”

– horticulturalist Elana Storm



“ NMMU is a university on the rise – intent on living out its vision, mission and values. ”

– Deputy Vice-Chancellor Academic  
Professor Piet Naude

## Achieving our dream

Now that you have a clearer picture of our university of tomorrow, you may be wondering how we are to achieve it by 2020.

### The university will do so by:

- ▶ Retaining and recruiting top class academic and professional staff;
- ▶ Growing and diversifying our revenue in support of new goals;
- ▶ Attracting and retaining quality students.

## Short-term plans

In responding to the eight strategic objectives, executive management will set three-year plans as the university works towards its dream. These manageable time frames will allow NMMU to consistently review and adapt its plan and maintain the momentum for Vision 2020.

## Finance

To support the dream, NMMU has embarked on a R1-billion capital campaign. This campaign by the NMMU Trust is divided in two – R500m for capital projects as identified in the urban design framework and R500m as an investment, with the interest used to fund further projects. Third stream income will be greatly increased to complement funding received from government subsidy and tuition fees.

## The key

Staff and students remain the key to Vision 2020. It is staff and students who will build this dream, not the physical bricks and mortar, for they are the drivers, the ones whose knowledge, innovation and commitment will make it happen.





“ *It’s people who turn dreams into reality. In our case, it’s the staff and students of NMMU who will make Vision 2020 happen.* ”

– Nelson Mandela Metropolitan University employee

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