Tshwane University of Technology
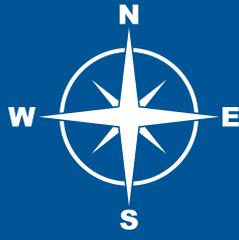*We empower people*

Institutional Strategic Plan 2026-2035

Entrepreneuring the Future Together

VISION
MISSION
VALUES

1. VISION, MISSION AND VALUES

> Vision

An entrepreneurial university of technology, shaping the future.

> Mission

A future-shaping university of technology, advancing excellence in scholarship, innovation, research and engagement.

> Values

Resilience: We proactively adapt and recover effectively to ensure our long-term success and continued impact in a changing world.

Excellence: In our commitment to move from 'Good to Great,' we foster world-class teaching, learning and research, and a high-performance culture.

Accountability: We are ethically responsible and accountable, guided by integrity in all conduct and governance.

Diversity: We promote diversity, respect, inclusivity and support engaged and transformative scholarship.

Stewardship: We responsibly manage our environment, people and resources for the public good and sustainable development.

Tshwane University of Technology

We empower people

STRATEGIC IMPERATIVES, GOALS AND OBJECTIVES

2.   STRATEGIC IMPERATIVES, GOALS AND OBJECTIVES

A strategic imperative is a critical and non-negotiable action, objective, or initiative TUT must undertake to achieve its over-arching goals and maintain its competitive edge as a technology-driven continental leader. This fundamental aspect of our strategic planning and decision-making directly arises from a thorough analysis of our internal capabilities and the external landscape (SWOT and PESTLE Analyses), shaping TUT's future. These imperatives are high-priority initiatives with a significant impact on our long-term success, sustainability and ability to deliver on the mission of advancing scholarly excellence.

TUT has identified five important strategic imperatives to support the implementation of its vision and mission over the next decade. These are:

Strategic Imperative 1.   Nurture future-ready graduates who make a positive impact in society.

Strategic Imperative 2.   Produce cutting-edge research and problem-solving innovations.

Strategic Imperative 3.   Develop environmentally sustainable, future-ready infrastructure.

Strategic Imperative 4.   Establish a digitally transformed university.

Strategic Imperative 5.   Build a financially resilient and economically viable university.

Nurture
FUTURE-READY
graduates

STRATEGIC IMPERATIVE 1:
NURTURE FUTURE-READY GRADUATES WHO MAKE A POSITIVE IMPACT IN SOCIETY

TUT integrates real-world contexts into academia via engaged scholarship. Using evidence-based teaching, TUT develops graduates who are creative, technology savvy/digitally skilled, adaptable, ethical and resilient.

Goal 1. **Deliver high-quality, research-informed education that develops future-ready graduates**

Objective 1.1. Integrate research-informed teaching practices and technology-enhanced pedagogy to improve academic performance and student satisfaction.

Objective 1.2. Strengthen partnerships with industry stakeholders to align programmes with industry demands and enhance graduate readiness.

Goal 2. **Embed innovation and creativity into academic programmes to adapt to evolving societal and technological needs**

Objective 2.1. Implement innovative, technology-enhanced and participatory teaching practices that foster student engagement and develop creative problem-solving skills.

Objective 2.2. Embed sustainability principles and entrepreneurial projects into curricula to address real-world challenges.

Goal 3. **Position TUT as a lifelong learning hub through flexible, inclusive and industry-relevant academic offerings**

Objective 3.1. Expand flexible learning pathways to serve non-traditional and lifelong learners.

Objective 3.2. Collaborate with industry to deliver experiential learning opportunities.

Objective 3.3. Promote community-engagement projects and alumni networks to connect classroom learning with societal impact.

Produce cutting-edge

RESEARCH

and problem-solving

INNOVATIONS

STRATEGIC IMPERATIVE 2
PRODUCE CUTTING-EDGE RESEARCH AND PROBLEM-SOLVING INNOVATIONS

Retain and expand expertise across multiple fields to broaden impact, foster pragmatic research that transforms communities and society by solving real-world problems through innovative, impactful work, strengthened by internal capacity and external partnerships.

Goal 4. **Generate new knowledge and technologies to power a sustainable economy and grow opportunities to improve lives**

Objective 4.1.   Conduct research on pressing societal and economic challenges.

Objective 4.2.   Solicit external funding for projects with societal and economic impact.

Objective 4.3.   Develop entrepreneurial students and researchers.

Goal 5. **Advance TUT's research, innovation and engagement brand reputation**

Objective 5.1.   Build global recognition and prominence.

Objective 5.2.   Strengthen external partnerships.

Goal 6. **Strengthen research capacity and translational innovation**

Objective 6.1.   Attract and develop high-caliber researchers.

Develop environmentally
sustainable, future-ready
INFRASTRUCTURE

STRATEGIC IMPERATIVE 3
DEVELOP ENVIRONMENTALLY SUSTAINABLE, FUTURE-READY INFRASTRUCTURE

Develop sustainable world-class infrastructure, supporting excellence via semi-decentralised management, advancing climate resilience, renewables, socio-environmental responsibility and collaborative healthy spaces for university stakeholders.

Goal 7. **Modernise and maintain safe, accessible infrastructure**

Objective 7.1. Rehabilitate, upgrade and repair infrastructure.

Objective 7.2. Secure adequate funding for high priority infrastructure maintenance and long-term development.

Objective 7.3. Integrate digital systems for proactive maintenance and energy efficiency.

Goal 8. **Decentralise and optimise facility management**

Objective 8.1. Empower campuses with localised decision-making for maintenance, procurement and planning.

Objective 8.2. Streamline processes to accelerate infrastructure and facilities management.

Objective 8.3. Align decentralised operations with university-wide sustainability and safety policies.

Goal 9. **Advance environmental stewardship and holistic well-being**

Objective 9.1. Implement green infrastructure initiatives.

Objective 9.2. Promote staff/student well-being through ergonomic workspaces, mental health support and reduced bureaucratic stress.

Objective 9.3. Embed sustainability education and stakeholder participation in conservation efforts.
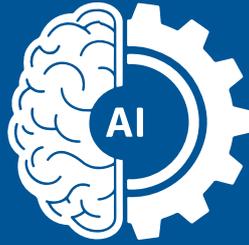
Establish a
**DIGITALLY
TRANSFORMED**
university

STRATEGIC IMPERATIVE 4
ESTABLISH A DIGITALLY-TRANSFORMED UNIVERSITY

Develop innovative digital architecture which transcends silos to advance strategic priorities, to expand access for diverse learners, catalyse research/technology transfer and adopt resilient and agile business models that embody the "University as a Platform," enabling student-centered learning, data-driven decisions, resilient infrastructure and a culture of innovation and inclusivity.

Goal 10. **Transform learning experiences and expand access through digital innovation**

        Objective 10.1.   Deploy advanced educational technologies to transform the learning   experiences.

        Objective 10.2.   Advance the digital capabilities and skills of students and staff to leverage emerging technologies.

        Objective 10.3.   Transform learning and teaching spaces with digital technologies.

Goal 11. **Digitally transform research and collaboration**

        Objective 11.1.   Deploy advanced technologies to accelerate research efficiency, partnerships and collaboration.

Goal 12. **Optimise operational agility and governance through digitalisation**

        Objective 12.1.   Transform the University business processes to improve efficiencies.

        Objective 12.2.   Optimise digital technologies to strengthen data governance to support evidence-based decision making.

        Objective 12.3.   Deploy resilient digital infrastructure to support operational agility.

Build a
FINANCIALLY
RESILIENT and
ECONOMICALLY
VIABLE institution

STRATEGIC IMPERATIVE 5
BUILD A FINANCIALLY RESILIENT AND ECONOMICALLY VIABLE UNIVERSITY

Financial sustainability remains critical for South African universities amid persistent poverty and inequality. As industry demands evolve, higher education institutions must lead the national research and skills revolution.

Goal 13. **Optimise the university's income**

Objective 13.1.   Enhance financial sustainability by strategically diversifying and growing revenue streams.

Objective 13.2.   Strengthen financial sustainability through robust forecasting, scenario modelling and effective management of payroll and capital expenditure aligned to DHET guidelines.

Goal 14. **To manage the university's costs efficiently and effectively**

Objective 14.1.   Enhance financial sustainability by optimising resource allocation and operational efficiency.

Goal 15. **To ensure adherence to supply chain practices and governance prescripts**

Objective 15.1.   Improve governance by implementing supply chain processes fairly, transparently and in accordance with value-for-money principles.

Objective 15.2.   Strengthen financial governance and compliance in supply chain management by improving adherence to SCM policies and building institutional capacity.

**Tshwane University
of Technology**

We empower people

#fromGood2Great