



Mangosuthu University of Technology

STAKEHOLDER ENGAGEMENT PLAN 2017-2020

“Engaging our Stakeholders to be an Academic Institution of Impact”

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BACKGROUND

Stakeholder Engagement Plan (SEP) is informed by a set of principles defining core values underpinning interactions with stakeholders^{1,2}. This plan aims at making MUT survive and thrive in a challenging environment and to be relevant by regular interaction with crucial stakeholders. This document is vital for MUT to be able to understand and respond to legitimate stakeholder concerns. Concomitantly this plan also aims at providing an excellent educational experience to attract and retain students, who, regardless of their background, will succeed at university and become graduates of influence. Increasing student demand and market share of students in all markets across all faculties, and retention of students, is one of the most important goal of the Stakeholder Engagement Plan and of critical importance to the future of the University. The plan details strategies concerning student recruitment (marketing campaigns and branding), a coordinated schools outreach program, a streamlined scholarships and financial aid framework and development of Visitor Centre at MUT.

Mangosuthu University of Technology will continuously improve its research performance and, through its research, deliver social dividends. Engagement activities will increase industry and government funding of our research excellence and improve our reputation and influence. The plan details strategies to increase the focus on how industry engagement can be extended and broadened from the current work within MUT Alumni and other parts of the University. The aim is to grow research income through funded Chairs, Institutes, Centres, Units and other diversified income generation, as well as emphasise the value of research partnerships, promotion and dissemination. This includes strategies to identify thematic areas of academic work in which MUT will seek to gain influence. These will be areas of work we will be known for and excellent for. They will reconnect with our founding principles to be interdisciplinary and innovative, and will address emerging fields that relate to grand, global challenges as well as government priorities.

To attract and retain excellent staff who, through their teaching, research and professional support, will positively contribute to MUT's development as a University of Impact. The diverse staff of the University needs to be supported and developed to undertake engagement as an activity that is valued. The plan details strategies that will develop an internal culture of engagement for staff.

Mangosuthu University of Technology will be a university whose engagement allows it to demonstrate exemplary environmental and financial sustainability. The plan also focuses on the portfolio's development work. The University's philanthropic activities will build a sustainable operation through increased fundraising. Mangosuthu University of Technology will also engage with the region through ventures that demonstrate this focus of our influence. We will undertake and explore the role of MUT in engaging with diverse communities, in engaging on matters related to the region, and the Office of Marketing and Communications in strengthening our media profile in the region.

¹ International Finance Corporation, 2007, Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets, www.ifc.org/enviro

² AccountAbility, 2008. AA1000 Stakeholder Engagement Standard (AA1000SES) [pdf] Available <https://www.stakeholdermap.com/stakeholder-engagement.html#account>. Accessed on 17 March 2017.

Engagement as integrated approach at MUT

This plan outlines a new and exciting set of ideas for MUT to further engage with its external partners and the communities we serve. The plan helps us to improve the performance, and enhance the reputation, of our research and teaching and learning activities. It will help us to realise our vision of becoming an Academic Institution of Impact. It outlines initiatives that build on our current strengths, and encourages all disciplines and organisational units to collaborate to achieve our shared goals³. The plan is linked to the overarching goals of the Strategic Plan 2020⁴, and integrates existing and new activities that promote what MUT values: our interdisciplinary approach to scholarship; our commitment to diversity, sustainability and accessibility; and our strong engagement locally and globally.

Engagement as a scholarly activity at MUT

The work that universities undertake continuously evolves with society needs, political direction and economic challenges amongst others. Scholarly engagement and collaboration is increasingly important as external funding becomes more important and fee competition increases. This plan reconsiders the service component of academic work as engagement. Engagement underpins strong outcomes in research and teaching and learning, but has also become a third pillar of university work in its own right. Through our engagement, MUT can promote not only what we are excellent at, but also what we are excellent for. Engagement is at the heart of the value proposition of MUT and its programs, and what sets us apart. We seek to give opportunity to people to make a difference in the world by demonstrating how when you know more you can do more. Knowing more comes from exposure to our outstanding research and learning and teaching programs. Doing more, and making a difference, comes from how MUT will engage in our research and learning with the external world. The MUT campus is a focus for the University's community engagement strategies. We engage with various government departments, industry, health authority, local communities and other partners.

⁵The diversity of engagement at MUT

The four Academic Groups practice engagement across our campus in many different ways, as do our support areas. They add up to a depth and scale of influence that sets us apart.

In Management Sciences our engagement with local, national and global management sciences, social sciences and cultural partners is befitting of and in Business, our leadership of new thinking in sustainable business practices and emerging fields of tourism and entrepreneurship is based on partnerships and engagement with both the corporate and organizational business worlds. We intend to be a leader in public policy and international relations based on engagements with government departments, and international partnerships strongly focused locally and globally.

In Natural Sciences, we have programs in food security and environmental sciences and planning that engage with partners from research, government and business at home and overseas. These illustrate our influence to policy making and practices at the heart of grand global challenges such as climate change.

³ Stakeholder Research Associates Canada Inc, 2005, The Stakeholder Engagement Manual Volume 1: The Guide to Practitioners' Perspectives on Stakeholder Engagement, www.StakeholderResearch.com

⁴ Mangosuthu University of Technology: Strategic Plan 2020.

⁵ MUT Research and Innovation Framework.

We also engage in areas of ICT and engineering critical to South Africa's future economy, renewable energy and population growth and urban development.

Our plan is to engage with employers through an Industry Affiliates Program, extending to 100s of placements, and lead the government in building the Science Technology Engineering and Mathematics (STEM) workforce of the future through engagement with schools. On the other hand, in Health Sciences, our engagement with the pharmaceutical and medical fields via drug discovery programs, extensive clinical placements and service, will allow the University to influence health policy and anticipate future health challenges.

Our strengths

Mangosuthu University of Technology will continue to be a place where you can know more. We will enhance the experience for our students through improved engagement with schools and other pathways, and with employers of graduates, building on excellent Work Integrated Learning and career mentoring programs. We will improve our reputation by growing our engagement with schools, industry, partners, government, and communities, and with our alumni and supporters of the University. Through this plan we will enhance the opportunities for all at MUT to do more.

Our reach

A stronger focus on engagement will allow us to further build from what we are good at, into what we can be good for. Being good for things will allow us to demonstrate how when you know more you can do more. Our scope to influence the cultural, government, business and professional communities of Umlazi and our location offers opportunity to address educational, environmental, health, sports, science and social sustainability matters. Health, with a focus on sport and related business, engineering and professional activities, offer engagement opportunities befitting the fastest growing university precinct in the South of Durban⁶.

Building on existing engagement⁷

We already undertake extensive engagement activities across the University. The opportunity in the next stage of our development is to translate these efforts into a more comprehensive and coordinated Engagement Plan. The plan needs to connect all parts of the University, to focus on the needs of external customers, and to help build our reputation, raise funds and recruit students. This plan outlines a life cycle approach to engagement across five dimensions. These are:

1. Industry and partner engagement
2. Community engagement
3. Schools and pathways engagement
4. Alumni engagement
5. Donor engagement.

This life cycle approach will facilitate new, coordinated engagement activities across the University, new systems and facilities to underpin a more effective and strategic way of working, and new mechanisms and policies to support culture and capability building. It will allow us to do more as an Academic Institution of Impact.

⁶ Mut Research and Innovation Framework

⁷ Griffiths University Engagement Plan 2015-2018.

A. STEPS TO GROW INDUSTRY ENGAGEMENT

1. Provide graduates to meet partner workforce needs from industry-linked courses
2. Extend to executive and corporate education and employee skill development
3. Use expertise and partner/industry trust to build consultancy and contract research and large collaboration projects.
4. Align trusted, value-adding investments with MUT activities and other co-investments.
5. Establish a number of funded Chairs as boundary-spanning connections between partners/industry and a University as a whole.

Other industry activities

- > Establish a University-wide MUT Leaders Forum of CEOs of key and emerging partners of influence
- > Target an increase in funded Chairs and centres in all Groups based on partnerships and co-investment
- > Establish a University-wide Work Integrated Learning (WIL) framework and present this information on a new industry-focused website
- > Build upon existing Group strategies to develop holistic industry engagement across the University

B. STEPS TO GROW COMMUNITY ENGAGEMENT

1. Initiate projects with community partners
2. Offer programs and activities serving community needs
3. Open MUT to community organisations
4. Align investment of our capacity with community partners
5. Establish interdisciplinary and whole-of-university collaborations with community partners.

Other community activities

- > Establish Leaders Forum with partners/communities of influence around our campus
- > Target an increase in external income for community engagement
- > Grow activities in executive education and contract research and incorporate into campus engagement plans

C. STEPS TO GROW SCHOOLS ENGAGEMENT

1. Attract prospective students and alumni to our campus through brand/media/innovative Visitor Center
2. Convert prospective students into enrolments
3. Retain enrolled students and become net importer of switchers and growing non-school leaver, corporate and online markets.
4. Provide student experience and capture stories of student and graduate success.
5. Make MUT a University of choice for high quality students

Other schools activities

- > Development and implementation of content marketing strategy to engage prospective students
- > Development of student recruitment approach to focus on conversion to enrolments,
- > Development and launch of Visitor Centre at MUT

> Align MUT Connect with school outreach programs of Academic Groups

D. STEPS TO GROW ALUMNI ENGAGEMENT

1. Provide outstanding student experiences
2. Capture Alumni interest on graduation
3. Stay connected to alumni
4. Nurture connections with emerging alumni leaders and wider alumni communities.
5. Involve connected alumni in mentoring, philanthropy and industry engagement.

Other alumni activities

- > University-wide Alumni Awards including young alumni, international alumni and Group winners
- > Alumni networks established for core groups including all Academic Groups
- > Increased events and social media alumni activity as platform for engagement, and online and executive education growth

E. STEPS TO GROW DONOR ENGAGEMENT

1. Stories of support created to promote scholarships and projects
2. Engage the commitment of staff, students and current core donors building a giving culture
3. Build external culture and expand donor base through alumni and the Annual Appeal.
4. Use internal and external culture as foundation for coordinated bequests, donors and major gifts in another cities and globally.
5. Establish sustained fundraising growth.

Other donor activities

- > Launch MUT Futures Scholarships scheme and profile stories of recipients to promote Annual Appeal and Staff Giving Program
- > Manage increased and coordinated portfolio of major gifts, bequests and endowments extending to other cities and globally
- > Prepare for sustained fundraising growth on transformed internal and external giving culture

^{8,9} OPERATIONAL PLAN FOR ENGAGEMENT

The Operational Plan for Engagement has 11 goals with linked targets and strategies.

STUDENTS

<i>Goal 1: Scale</i>	<i>Target</i>
MUT will be a university of a size sufficient to support a comprehensive range of programs across all three faculties	To meet student enrolment targets set in the planning process

Engagement strategies

⁸ Mangosuthu University of Technology: Research and Technology Transfer Operational Plan 2017 (Proposed).

⁹ Mangosuthu University of Technology: Research and Innovation Strategic Plan 2030.

- S1.1 Conduct market research to lead academic program development
 S1.2 Develop coordinated schools outreach and pathway programs across Academic Groups
 S1.3 Improve conversion of higher quality preferences into enrolments
 S1.4 Enhance and evolve Know More. Do More. Brand identity
 S1.5 Launch new Visitor Centre at MUT
 S1.6 Implement a, streamlined scholarships and financial aid framework

Goal 2: Retention	Target
Attract, retain and improve the participation rate of equity target groups	Attract at least 5 % of equity target groups by 2025

Engagement strategies

- S2.1 Strengthen/Initiate Student Support Unit engagement with students and
 S2.2 Grow MUT Futures Scholarships scheme
 S2.3 Engage with future students, families and communities, to build aspiration, and enable access, participation and success of students from equity target groups

Goal 3: Student Satisfaction	Target
To improve student satisfaction with their university experience	To implement and achieve at least 60% student overall Satisfaction by 2017

Engagement strategies

- S3.1 Initiate and Implement MUT strategic roll out to support an enhanced student lifecycle experience
 S3.2 Enhance student engagement with University promotion and fundraising activities

Goal 4: Work-ready graduates	Target
To prepare work-ready graduates with the capacity to play an influential role in the world	To ensure the development of all our programs is guided by employer needs and delivery draws on external expertise

Engagement strategies

- S4.1 Collaborate with the DVC Academic to promote industry engaged learning, and present this information on an industry focused website
 S4.2 Establish Industry Advisory Boards in all Groups
 S4.3 Engage adjuncts, industry fellows and externals with academic titles as appropriate

Goal 5: Alumni engagement	Target
To encourage meaningful, mutually beneficial engagement between the University and its alumni and students engaged in giving	To grow numbers of actively engaged alumni year on year

Engagement strategies

- S5.1 Establish a University-wide Alumni Awards program incorporating young alumni, international alumni and winners from each Academic Group
 S5.3 Strengthen on-shore alumni events program and increase social media alumni activity to drive engagement, fundraising and online and education growth
 S5.4 Engage alumni more broadly in all University activities

RESEARCH

Goal 6: Research income	Target
To increase research income	To increase external research income by 10% per annum

Engagement strategies

S6.1 Target an increase in funded Chairs and Centers and diversified income generation across all faculties or academic groups.

S6.2 Strengthen research and Technology Transfer administration¹⁰

Goal 7: Research dissemination	Target
Identify and disseminate the impact of research outcomes	Annually update University Research Impact Register

Engagement strategies

S7.1 Extend a program of engagement innovation forums related to emerging fields of study that respond to grand challenges and research priorities of the country

S7.2 Develop marketing and communications strategy promoting research impact and influence, and promote the Research Impact Register

Goal 8: Research benefit	Target
To support uptake of research outcomes through technology transfer and enterprise activities	To grow and maintain income from contract and commercial research, technology transfer and enterprise 15% of the research income total by 2018

Engagement strategies

S8.1 Establish Leaders Forum program with CEOs of key and emerging partners

S8.2 Align future issues of MUT SPIRIT/PUBLICATIONS with major themes of MUT research and external partnerships

STAFF

Goal 9: Attract, train and retain excellent staff	Target
1. To give staff the opportunity to provide feedback about their working environment, engagement and satisfaction	1. To ensure that all Groups and divisions implement strategies, appropriate to the element, to assess staff attitudes and engagement at least every three years
2. To encourage staff excellence in engagement	2. To acknowledge and support exemplary staff engagement activities and achievements
3. To increase staff engagement in fundraising	3. To build a University-wide culture of giving that supports external fundraising activities

Engagement strategies

S9.1 Convene engagement fora to share ideas and align strategies across all areas

¹⁰ Mangosuthu University of Technology: Research and Innovation Framework 2016.

of engagement

S9.2 To evolve the Indigenous Employment Strategy and grow and promote the Indigenous Staff Network

S9.3 Incorporate engagement components in selection and promotion criteria for academic staff

S9.4 Grow Staff Giving Program in support of Students' Future Fund

S9.5 Grow staff engagement in the mission of the University

SUSTAINABILITY

Goal 10: Sustainability	Target
To operate as a sustainable organisation	To grow the quantum and proportion of income from philanthropy, increased donor numbers and rands raised

Engagement strategies

S1.1 strategically manages an expanded and coordinated portfolio of major gifts, bequests and endowments.

REGIONAL AND INTERNATIONAL ENGAGEMENT

Goal 11 Regional and International Engagement	Target
1. To coordinate, enhance and project the depth of MUT's engagement nationally and internationally	1. To increase visibility of MUT as a national and international institution as measured by website, social media and coverage analytics
2. To be an exemplar in sustainable community engagement and thought leadership	2. To ensure all faculties contribute to, and engage with, their local communities

Engagement strategies

S11.1 Engage with alumni locally and internationally to promote the University^{11,12}

CONCLUSION

MUT, like other universities is a complex organisation, and given the importance of stakeholder engagement to its future reputation and success, there is a benefit in developing a more coordinated, responsive and proactive approach learning from other sectors. While MUT does focus on energy saving to reduce emissions and cost, it is in education, research, community engagement, its core business, that it has a key role in adaptation. If MUT were to embrace stakeholder engagement, it would more readily identify, relevant research topics, data/case study sources and funding, courses that employer's need and students want, ways in which alumni can help, and ways to effectively influence thinking and behaviour towards more sustainable practices at home and at work. Being attuned to stakeholder expectations increases the chances of delivering on strategy. The approach to engaging stakeholders should consider what their stake is, what their key concerns and expectations are and address how we communicate with them.

ACKNOWLEDGEMENTS

¹¹ Mangosuthu University of Technology: Internationalisation Strategy, 2017 (draft).

¹² Mangosuthu University of Technology: Research and Innovation Strategic Plan 2030.

Selected parts of this document were adapted and modelled with permission from the Griffiths University.