UNIVERSITY OF KWAZULU-NATAL ™

INYUVESI YAKWAZULU-NATALI

COLLEGE OF HUMANITIES STRATEGIC PLAN, 2012-2016

EDGEWOOD   HOWARD COLLEGE   PIETERMARITZBURG

VISION

To be the College of Humanities committed to promoting excellence in African Scholarship

MISSION

The mission of the College of Humanities is to promote excellence in African-led scholarship through teaching, research and responsible community engagement (RCE) in a global context.

PREAMBLE

This Strategic Plan of the College of Humanities (hereinafter referred to as College) is a derivative of the ten-year Strategic Plan of the University of KwaZulu-Natal (UKZN), 2007-2016, which envisions UKZN to be the 'Premier University of African Scholarship'. Accordingly, the Strategic Plan's four-year period of implementation commences in 2012 and ends in 2016.

The Strategic Plan seeks to reposition the College in order to undertake cutting-edge research, scholarship and effective teaching. It also aims to create an enabling environment for learning and to sustain community engagement. The Strategic Plan serves as a guide to the six Schools in the College on the basis of which they are expected to develop their own business plans.

ABOUT THE COLLEGE OF HUMANITIES

The College of Humanities is committed to the intellectual development of the region in particular and the world in general through teaching and learning, research, development and responsible community engagement, both as a measure of its social responsibility and in the furtherance of the professional and academic concerns of its disciplines. It is the home of critical thinking, social commentary and robust intellectual debate. It envisages vigorously leading the University in its programme of curricula transformation.

The College is the largest of UKZN's four Colleges and offers programmes on the Howard College, Edgewood and Pietermaritzburg campuses. It has approximately 20,000 students, thereby representing 50% of UKZN's entire student population. In addition, it is served by over 500 academic staff, 135 support staff and a number of contract staff. The College possesses 27 vibrant research, teaching and learning units. Among these institutions is the Centre for Creative Arts (CCA) – described as a 'centre of excellence with a global reach and impact' – which annually organises such internationally reputed events as the Durban International Film Festival, Jomba! Contemporary Dance Experience, the Time of the Writer, and Poetry Africa. In addition, the Centre for African and Literary Studies (CALS), boasts a unique collection of internationally acclaimed African literature. The College is also home to the Dube Chair in Rural Education, the Gandhi-Luthuli Chair for Peace Studies and the Mazisi Kunene Chair.

There are two South African Research Chairs Initiative (SARChI) housed in the College, namely:

- Applied Poverty Reduction Assessment
- Economic Development

The Department of Higher Education and Training accredited journals produced within the six Schools of the College are as follows:

School of Applied Human Sciences

- *African Communication Research* (IBSS listed from 2011)
- *Critical Arts*: *South-North Cultural and Media Studies* (SAPSE, ISI and IBSS listed)
- *Journal of African Cinemas* (IBSS listed from 2011)

School of Arts

- *Current Writing*
- *French Studies in South Africa*
- *Nomina Africana*

School of Built Environment and Development Studies

- *Transformation: Critical Perspectives on Southern Africa*

School of Education

- *Journal of Education*

School of Religion, Philosophy and Classics

- *Alternation: Interdisciplinary Journal for the Study of the Arts and Humanities in Southern Africa*
- *Journal of Gender and Religion in Africa*
- *Journal of Theology for Southern Africa*
- *Neotestamentica*
- *Nidan: Journal for the Study of Hinduism*

School of Social Sciences

- *Innovation: Journal of Appropriate Librarianship and Information Work in Southern Africa*
- *Journal of Natal and Zulu History*
- *Theoria: A Journal of Social and Political Theory*

The College awards an annual 12-month certificate in HIV and AIDS Educational Prevention and Psycho-Social Support in conjunction with the African Centre for Childhood and the Regional Psycho-Social Support Initiative.

The College is unique in that it offers degree programmes in both the traditional and liberal arts and in professionally-oriented disciplines, particularly Psychology, Social Work and Community Development, and Architecture, Housing and Planning. As a result of the College reorganisation which began in 2010, the College has six diverse, yet complementary Schools, all of which came into existence in January 2012.

The Six Schools in the College are:

- **School of Applied Human Sciences (SAHS)**
- **School of Arts (SoA)**
- **School of Built Environment and Development Studies (SoBEDS)**
- **School of Education (SoE)**
- **School of Religion, Philosophy and Classics (SRPC)**
- **School Social Sciences (SSS)**

A brief description of what each School offers is detailed below.

The College has been consistently ranked second within the University in terms of the Department of Higher Education and Training productivity ratings. The College graduates the highest number of PhDs in the University, with approximately ten of its staff regularly ranked among the top 30 published researchers in the University.

The College seeks to promote internationalisation of the University through robust exchange arrangements for both its staff and students. Thus far, the College has signed active MoUs with several institutions, which include:

- Ohio State University, USA
- University of Manitoba, Canada
- University of Ibadan, Nigeria
- Mauritius Institute of Education, Mauritius

Given its emphasis on critical thinking, social commentary and robust intellectual debate, the College is aptly referred to as the 'Soul of the University'. In its quest to be the 'soul' of UKZN and mindful of the society in which the University is located, the College has a range of community engagement initiatives operating through its Schools, Centres and Units. The wide and growing range of community service modules offered in the College ensure that graduates are not only internationally competitive but also fully grounded in the African contexts.

To further enhance academic and community engagement activities, the College has signed an MoU with the Mapungubwe Institute for Strategic Reflections (MISTRA) in South Africa.

ABOUT THE SIX SCHOOLS OF THE COLLEGE OF HUMANITIES

School of Applied Human Sciences

The School of Applied Human Sciences (SAHS) consists of Criminology, Psychology, Social Work, and the Centre for Communication, Media and Society (CCMS). The School offers a range of exciting professional and general degree programmes at the undergraduate and post-graduate levels. The Social Work programme leads to registration with the South African Council for Social Service Professions as a professional social worker. The Psychology programme offers general and structured (i.e., focused) degree programmes, some of which lead to a specialisation in Counselling, Educational, Clinical or Research Psychology. The Centre for Communication, Media and Society (CCMS) is the premier African graduate research centre specialising in public health and development communication, political economy and history of media and in cultural tourism studies. The Criminology programme offers undergraduate and postgraduate training with a strong emphasis in victimology.

School of Arts

The disciplines of the School of Arts, namely, Afrikaans, Drama, English, French, German, isiZulu, Linguistics, Media, and Music, each pay special attention to Africa and promote African scholarship. The School has pockets of academic and research excellence and has produced an 'A' NRF-rated academic. The School's main forté is found in its vibrant collaborations and community engagement. Whereas the School's Centre for Creative Arts hosts events with collaborators from many parts of the world, the highly praised Elizabeth Sneddon and Hexagon theatres maintain long-established links with communities in KwaZulu-Natal and other parts of South Africa.

School of Built Environment and Development Studies

The School of Built Environment and Development Studies is an answer to some of the long-held questions regarding the relationship between the construction of physical infrastructure and the people who either have to use the infrastructure or live in and around it locally and internationally. It is appropriately and strategically placed to work with both the national and local governments in promoting the synergistic relationship between the built environment and social, economic, cultural, political and environmental development. The School consists of the disciplines of Architecture, Community Development, Development Studies, Housing, Planning and Population Studies. The School is also home to the Centre for Civil Society, which has distinguished itself for being at the forefront of social, political and environmental debates. It has a number of NRF-rated scientists and is the home of two SARChI Chairs.

School of Education

The School of Education offers internationally recognised teacher education programmes across all levels of qualifications in Education. With a student population numbering over 7,500 and a staff complement in excess of 140 fulltime permanent staff, the School contributes significantly to the South African education system within the three sectors of producing new teachers, up-skilling existing teachers and knowledge production through its research programmes and publications. The flagship products of the School are its PhD and Masters programmes, producing an average of fifteen doctoral graduates per annum. The School is well on course to achieve its 70% PhD staff profile and 78:22 ratio of undergraduate to postgraduate enrolments by 2016.

School of Religion, Philosophy and Classics

The School of Religion, Philosophy and Classics consists of the disciplines of Religion, Theology, Philosophy, Ethics and Classics. It brings together a group of internationally recognised scholars who are known for their contextually-relevant and Africa-focused research. Collectively, its academic members of staff maintain an excellent track record in competitive research output. The School is internationally known for its vibrant undergraduate and postgraduate programmes (which draws students from 22 African countries and beyond), as well as responsible community engagement. Its graduates have found employment in the public and NGO sectors, academic institutions, religious organisations, government, and international agencies.

School of Social Sciences

The School of Social Sciences includes a wide range of cognate disciplines and programmes such as: Anthropology; Conflict Transformation and Peace Studies; Cultural and Heritage Tourism; Economic History and Development Studies; Gender Studies; Government, Business and Ethics; Historical Studies; Information Studies; Industrial, Organisational and Labour Studies; International Relations; Policy and Development Studies; Political Science; Politics, Philosophy and Economics; Public Policy; and Sociology. Grouped around the four thematic clusters of Culture, Development, International and Public Affairs, and Society and Social Change, these disciplines and programmes offer a full range of degrees at both the undergraduate and postgraduate level. The School's programmes are designed to produce well-educated, rounded, skilled, and sought-after graduates that command respect from employers and colleagues alike.

STRATEGIC THRUSTS

Goal One: To Promote African-led Globalisation in the College of Humanities

- Build College identity through academic and social interaction
- Organise public lectures to nuance the concept of African Scholarship
- Transform curricula through the introduction of African languages, programmes in African Indigenous Knowledge Systems and methodology as well as pedagogy
- Develop strategies for students to acquire relevant knowledge, skills and competencies for both national and global markets
- Encourage strategic partnerships through the signing of Memoranda of Understanding with national and international institutions and making them operationally active and viable
- Utilise alumni networks in African universities
- Implement fully the Transformation Charter and Race and Racism policy of the University

Goal Two: To Promote Responsible Community Engagement in the College of Humanities

- Implement the Community Engagement Framework
- Establish an infrastructure for Community Engagement (CE) in the College of Humanities
- Establish a Community Engagement Committee within each of the six Schools in the College, drawing on Academic Leaders in the Schools and the Directors of its Centres and hold quarterly meetings
- Establish formal links among the six Schools with the College of Humanities Community Engagement structures and hold quarterly meetings
- Construct a database of University, Council on Higher Education, and scholarly understandings of 'Community Engagement' and related terms
- Produce an inventory of existing Community Engagement work in each School
- Work with other sectors of the University to ensure that CE is/becomes a recognised track for academic promotion, with established criteria and measurement benchmarks
- Build research and scholarship around CE through collaborative research projects with a dynamic link to communities within disciplines and across Schools

- Organise an annual event to celebrate CE in the College
- Build leadership succession in CE

Goal Three: To Ensure Pre-eminence in Research in the College of Humanities

- Increase research productivity through targeted strategic research funding and collaboration with research associates
- College research focus areas are:

  - Gender, Race and Identity Studies
  - Indigenous African Knowledge Systems
  - Maritime Studies
  - HIV and AIDS and Health Promotion
  - Politics, Society, Economy, Education and Development

- Increase the numbers of staff members with Doctoral Qualifications to 80% in 2016 by producing 16 staff PhDs per year through the following initiatives:

  - UKZN/SANTRUST Pre-doctoral Proposal Programme
  - The Cohort model of supervision
  - Professional resources for final language editing of staff PhDs
  - Workshops for staff who are registered for doctoral studies

- Meet the postgraduate enrolment target and throughput by way of:

  - Pilot Cohort Supervision workshops
  - Postgraduate recruitment drives and marketing
  - Language editing workshops and assistance to Masters and PhD students to ensure timeous completion
  - Streamlining the research proposal writing process
  - An online and printed manual for Schools and College on postgraduate processes and procedures

- Increase the numbers of Post-doctoral Fellows through post-doctoral scholarships and monitoring their progress to ensure quality research outputs
- Increase Research Capacity Development through:

  - Publication retreats and workshops for PhD students and new or emerging academics
  - Research Excellence Recognition ceremonies

- Funding for attendance at national and international research conferences for postgraduate students and new or emerging academics

Goal Four: To Promote Excellence in Teaching and Learning in the College of Humanities

🔸 Meet the enrolment plan of the College through:

- Harmonising the Academic Performance Score (APS) within the College
- Effective marketing and branding
- Increased Scholarship opportunities for students
- Improved application, admission and registration processes by encouraging on-line application, self-help registration and identifying potential students as early as Grade 11.

🔸 Review the admission criteria based on national trends and criteria
🔸 To increase throughput by introducing College-wide Academic Monitoring and Support programmes through:

- The appointment of Coordinators for Academic Monitoring and Support and Academic Development Officers (ADOs) to provide academic mentoring and support for students considered to be at risk
- Producing 90% throughput in minimum time
- Reduction in the student drop-out rate to less than 5%

🔸 Promote curriculum transformation to focus on specific African content through:

- Standardising course structure with 25% African content and epistemology
- Strengthening or deepening student knowledge as a basis for branding the College graduate
- Introducing a final year core module on research methodology
- Introducing internship programmes in all six Schools
- Implementing a dual medium of instruction in certain programmes
- Introducing a degree programme on African Indigenous Knowledge Systems
- Ensuring that 50% of all programmes are offered bilingually by 2016

- Consistent application of assessment criteria through:

  - Clarifying the type of students to be graduated with respect to the values, knowledge and skills they possess at the point of assessment
  - Promoting evidence-based assessment
  - Organising capacity building workshops

Goal Five: To Position the College of Humanities as an Institution of Choice for Staff

- Establish at least one social event per annum for the College that promotes teamwork and collegiality
- Establish a quarterly communiqué from the Deputy Vice Chancellor highlighting successes, challenges, and new developments in the College
- Revive/re-launch the College of Humanities Newsletter to showcase the Humanities to the wider University community and alumni
- Launch and embed the UKZN Values and Pact in the College
- Target a minimum of six feature articles by academics per annum to showcase the expertise within the College
- Embed the Integrated Talent Management process, inclusive of success planning for critical and scarce skills
- Ensure 100% compliance with the Personal Development Plan and expand the capacity to achieve high levels of organisational performance within the College
- Develop and implement a staff recognition programme to showcase excellence within the College
- Develop, implement, and internalise a climate survey for the College to establish baseline information for future interventions
- Design and implement an Employee Assistance Programme for the College
- Implement Change Management workshops to limit resistance, produce new understandings, and navigate a way through the process of change positively and productively on critical issues that impact the College

Goal Six: To Position the College of Humanities as an Institution of Choice for all Students

- Regularly update and fully populate all College web pages
- Develop effective marketing materials for the College

- Create and maintain a social networking Facebook web page for the College as a means of direct communication for both students and staff
- Conduct two annual customer satisfaction surveys to ascertain student perceptions and experiences within the College
- Develop, implement, and internalise a three-year student recognition programme to showcase excellence within the College
- Create and maintain a network of teachers and guidance counsellors for all target High Schools in the Province so as to attract top students to the School
- Develop a sound advertising strategy to attract prospective undergraduate and postgraduate students
- Update the College marketing DVD in collaboration with Audio-Visual to be used as a marketing tool for High School liaison visits
- Formulate undergraduate/postgraduate recruitment strategies to attract students more effectively
- Improve the recruitment and management of international students
- Facilitate the establishment of a society for postgraduate students across the six Schools of the College

Goal Seven: To Establish Efficient and Effective Management of Systems and Processes in the College of Humanities

- Create and approve service-level agreements for Finance and Human Resources
- Design and implement an online tracking and monitoring system for all recruitment processes within the College
- Review and improve video conferencing facilities at each of the three campuses
- Implement Moodle as an effective learning tool within the College

FUNDRAISING

In terms of its fundraising mandate, the College will implement the following measures:

- Seek direct funding from Government Departments for specific programmes
- Forge strategic links with the private sector
- Promote a culture of endowment funding
- Meet with the UKZN Foundation with specific project proposals
- Collaborate with Convocation
- Develop higher level of competency in grant development, particularly with respect to business approach budgeting
- Initiate large scale collaborative proposals involving inter-disciplinary teams for accessing significant grants
- Reward Schools, Units and Centres that successfully raise funds through research
- Understand the language, discourse and concepts that construct the financial model of RAM
- Implement a performance-linked resource allocation budget for all six Schools in the College

MILESTONES/MEASURES

The following milestones or measures will determine the success of the Strategic Plan:

- Achieve a balanced synergy and collaboration between the six Schools in research, teaching and community engagement
- Meet postgraduate and undergraduate enrolment and throughput targets of the College in line with Senate norms
- Transform curricula in all disciplines and ensure the introduction of new programmes in African Indigenous Knowledge Systems and African Languages
- Reduce undergraduate student drop-out rates to less than 5%
- Drive collaborative research in the five key priority areas of Gender, Race and Identity Studies; Indigenous African Knowledge Systems; Maritime Studies; HIV and AIDS and Health Promotion; and Politics, Society, Economy, Education and Development
- Work to ensure not only that the minimum Productivity Units of each academic staff member meets the UKZN norm, but also that the College achieves an overall increase of at least 25%
- Increase the number of postdoctoral fellows to 100
- Embed the principle of community engagement and develop research and scholarship to advance its potential and capacity for learning
- Collaborate with at least 30 key African universities
- Raise third-stream income
- Improve service delivery to all stakeholders