CC&M : Corporate Communication and Marketing strategy 2012 (CCMS)

1.	Institutional /Corporate level (2015 Revisited and Functional plans)		
	1.1 Unisa Positioning:		
	1.1.1 **Unisa vision:** Towards *the* African university in the service of humanity		
	1.1.2 **VC&P vision:** The new Unisa will combine scholarship, critical thinking and self-reflection with the values of African cultures – openness, warmth, compassion, inclusiveness, and community – and through cutting-edge technology we will reach our students wherever they are. This new Unisa will be a focal point for innovation, sensitive to our local context of African ethics but mindful of our global reach. (Amplify 11C's)		
	1.1.3 **Mission:** The University of South Africa is a comprehensive, open distance learning institution that produces excellent; scholarship and research, provides quality tuition, and fosters active community engagement. We are guided by the principles of lifelong learning, student-centredness, innovation and creativity. Our efforts contribute to the knowledge and information society, advance development, nurture a critical citizenry and ensure global sustainability.		
	1.1.4 **Competitive positioning :** Council Indicative Performance Framework		
	1.1.5 **Governance:** UNGC, King III, HEQC and DoHE principles.		
	1.1.4 **Values:** Social justice and fairness and excellence with integrity.		
	1.1.5 **Value proposition:** Accessible, flexible and globally recognised.		
	1.1.6 **Brand strategy:** Unisa Brand Blueprint		
	1.1.7 *Core areas*	*Unisa 2015 revisited & IOP 2012 – 2013 : Goals and strategies*	*Planning themes, priorities and focus areas: 2012*
	i. Teaching and learning	1. Revitalize the PQM, teaching and learning.	i. Aligning technological capabilities with the ODL model. ii. Academic teaching and learning. iii. Creating and enabling environment for students with disabilities. iv. Improving student success and throughput through innovative teaching and learning practices. v. Providing innovative and effective student support.
	ii. Research	2. Increase innovative research and capacity.	i. Research and innovation. ii. An improved research profile through quality research outputs.
	iii. Community engagement	3. Grow community engagement initiatives	i. Growing CE initiatives. ii. An integrated CE working ethos to promote teaching and research.

	iv. Corporate	4. Position Unisa as a leading ODL institution 5. Create an enable environment for persons with disabilities 6. Establish Unisa as a leader in sound corporate governance and the promotion of sustainability 7. Redesign organizational architecture in line with institutional strategy and the ODL model	i. Positioning Unisa as a leading ODL institution through internationalization. ii. Ranking of Unisa – reputation. iii. Promoting sustainability. iv. Uncommon thinking around third-stream income. v. Re-envisioning environmental sustainability through King III and UNGC. vi. Being a caring university. vii. Building and maintaining a technology enhanced ODL institution to promote the effectiveness of Unisa's core institutional processes.

1.1.8 Strategic focus areas:

1. Student focus.

2. Managed access.

3. Promote Science facilities.

4. Focus on research.

5. Position and promote education.

1.2	**_Corporate Communication & Marketing_**
1.2.1	**Vision:** To position Unisa as *the* African University in the service of Humanity.
1.2.2	**Mission:** To ensure understanding of strategic themes, priorities and focus areas by means of integrated strategic communication and marketing activities to selected target markets and stakeholders to effectively position Unisa.
1.2.3	**Objectives:** 1. Direct, manage and coordinate internal and external communication and marketing to position Unisa as a leading comprehensive ODL institution by means of the Unisa Communication and Marketing Framework, Integrated Strategic Communication and Marketing Framework and Corporate Communication and Marketing Strategy. 2. Initiate, create and develop integrated communication and marketing activities to create a shared understanding of the strategic themes, priorities and focus areas of Unisa among internal and external target markets and ensure adherence to corporate governance requirements, by means of the Communication and Marketing operational plan and Communication and Marketing plans. Adhered to by the portfolios, colleges, regions and CC&M directorates as well as the Communication and marketing calendar. 3. Analyse and interpret the competitive environment and establish market needs through detailed environmental analyses, measurement and benchmarking to provide continuous corrective strategic communication and marketing direction as indicated.
1.2.4	**CC&M Integrated strategic communication and marketing:** Corporate Communication and Marketing is responsible for developing and executing integrated strategic corporate and marketing activities to selected target markets and stakeholders to effectively position Unisa. The activities comprise a range of communication and marketing modes by means of various services and products to maintain and grow Unisa's positioning as a premier provider of comprehensive open and distance learning. They include media relations and publicity, corporate publications and media, electronic media, marketing promotions and advertising, branding and signage as well as public relations and corporate . The activities are all aimed at supporting Unisa's strategic objectives and operational plan, as well as planning themes, priorities and focus areas and ensuring a shared understanding of these themes among the selected internal and external target markets. They are aligned with the university's commitment to good corporate governance and stakeholder relationship management as required by King 3.
1.2.5	**Current perception of CC&M:** Quality and quantity outputs, service excellence, credible, coordinated, decentralised.
1.2.6	**Desired perceptions of CC&M:** Strategic, leading edge, pro-active, budget conscious, world class and insourcing.

1.2.7	**Prerequisites for CC&M success:**

1. Clear and specific directives in terms of strategic themes, priorities and focus areas.
2. Involvement right from the strart pertaining to any envisaged communication and marketing activities.
3. Adequate resources (financial, HR and ICT).
4. Completion of and adherence to communication and marketing plans.
5. Adherence to CC&M policies, procedures and guidelines.
6. Aknowledgement and acceptance of CC&M expertise.
7. Adherence to CC&M deadlines.

1.2.8 CC&M Major anchors (CIF)	**Performance indicators**	**Rationale**
i. Academic dimension		
a. International academic stature		Indicates the value of the research in the eyes of peers and thus indicative of the Unisa's reputational image and research prowess.
		CC&M Strategy: • Integrated strategic communication management to promote innovation: ✓ Research ✓ Teaching and learning ✓ Community engagement • *Project :* Research and Innovation week
b. Academic excellence		
➢ Undergraduate students performance	% First time entering headcount students of total graduates	Enrolment planning and management, balancing the intake of new students against the capacity of the system to deliver effectively is a critical issue to avoid systems failure in both human and infrastructural terms. Furthermore, such a strategy will reduce subsidy losses.
		CC&M Strategy: • *Campaign :* Managed access. • *Project :* Online learning.
➢ Postgraduate students and research performance	% PG FTE enrolments to total FTE enrolments	This measure addresses the aspiration of becoming a high performing institution and significantly increasing postgraduate enrolments and subsequently research productivity. The longer term impacts on innovation, economic growth and development from this strategy resonates with a unique service rendered to humanity.
		CC&M Strategy:

			• Supporting the College of Graduate studies with their communication and marketing plan. • *Project :* Research and Innovation week
	ii. People dimension	Staff climate	Improve staff morale.
			CC&M Strategy: • *Project:* Organisational health
	iii. Service dimension	Staff and student satisfaction	Improvement in constituent elements of the annual staff and student satisfaction surveys is an indicator of improvement in the quality and efficacy of services offered to students and or staff.
			CC&M Strategy: Student communication and marketing framework.
	iv. Government and sustainability dimension	Total headcount and FTE enrolment and graduate output excluding occasional students	All universities are provided with enrolment and output targets by in a rolling MTEF cycle by the Minister of Education; which are negotiated and agreed with Council
			CC&M Strategy: • *Campaign :* Managed access • Niché marketing.
	v. Stakeholder relations dimension	Number of university generated articles in all media platforms	The image of the University should be positively profiled to decision makers, the public and prospective students through all media platforms.
			CC&M Strategy: • Integrated brand blueprint in campaigns, projects and integrated communication management. • King III : Chapter 8 • *Project:* Chance to Advance • *Project:* International ODL conference
	1.2.9 CC&M focus		
	i. Corporate • Ensure integrated strategic communication management • Market benchmarking and analysis to Council and Mancom • Simplify content • Ensure leading edge communication and marketing acitivities • Compile a student communication and marketing summary • Revise student satisfaction survey to reflect comprehensive student communication and marketing.		
	ii. Marketing		

	- Niché marketing to focus on managed access - Business to Business - Brand sensitisation
	iii. Communications - Integrated strategic communication management - Revise publications - Increase electronic publications - Strategic themes for publications - Incorporate graduations publication - More pro-active action and positive content to mass media - Regular meetings with editors and journalists - Revise annual report to a sustainability report
	iv. EWC - Implementation of new Web Content Management System - Integrated web communication and content management - Launch new websites (CoE, CGS) - Maximise social media - Student walk animation - Enterprise content management project - Student communication and marketing project focus on student and staff feedback - Revised EWC guidelines - Research focus
	v. PR - Database - Ensure completion of the PR year plan in consultation with VP's office - Analyse and summarise themes & target markets per event
1.3	**Communication and marketing campaigns (MF):**
1.3.1	A campaign to reposition Unisa by means of managed access
1.3.2	A campaign to ensure understanding of Open Distance Learning
1.4	**Projects (ED & Directors):**
1.4.1	Organisational Health Assessment (Dr A Grobler)

	1.4.2	Living green (Ms L Schmidt)
	1.4.3	Research and innovation week (Prof L Labuschagne)
	1.4.4	Online learning – 6 signature courses (Dr G Mischke)
	1.4.5	The Chance to Advance programme (Ms G James)
	1.4.6	Positioning the PVC portfolio (Prof P Ryan)
	1.4.7	New student system (Prof T Maluleke)
	1.4.8	Student relationship management (Mr C Baloyi)
	1.4.9	International ODL conference (Dr P Prinsloo)
	1.4.10	CoL conference 2012 (Prof D Singh)
	1.4.11	International Piano Competition (Dr J Roos)
	1.5	***Portfolios : Communication and marketing focus areas***
	1.5.1	**VC&P**
		• African intellectual series / diplo speaks
	1.5.2	**Pro - VC**
		• Reposition the PRO-VC portfolio
		• Assist with OER visit and initiatives
		• Promote 6 online learning signature courses
		• Promote Chance to Advance programme
	1.5.3	**Vice Principal Advisory and Assurance Services**
		• Sustainability / Living green campaign
	1.5.4	**Registrar/Deputy Registrar**
		• Student communication and marketing framework
		• Managed access campaign
	1.5.5	**VP : Operations**
		• Project : Organisational Health
	1.5.6	**VP : Finance and University Estates**
		• Sustainability Report
		• Update signage on all buildings
	1.5.7	**VP : Insitutional Development**
		• Managed access campaign

		• Projects
		• Brand value assessment
		• Quality report
		• UNGC report
		• IOP report
	1.5.8	**VP : Academic : Teaching and Learning**
		• International ODL conference
		• College of Education launch
		• College of Graduate Studies launch
	1.5.9	**VP : Research and Innovation**
		• Research and Innovation week
		• Research Report
		• Flyers : Flagship of each college (refer CSET)
		• Flyers : Centres of excellence

2.	Portfolios (IOP, Colleges, Departmental and Regional plans and communication and marketing strategic objectives)
	PRO - VICE CHANCELLOR
	TMALI
	• Seminar and Conference series to promote discourse. • Public lectures and Publications to maximize TMALI's brand. • Offering short courses and recruiting students. • Fundraising to sponsor students study programmes and promote a culture of learning and research.
	AMIFAM
	• Media write ups on Mafeje and his scholarship in relation to the Research Thematic areas • Support the Academic Conference which will serve as a launch pad for the Institute • Target the public sector on outcomes of the activities of the institute as it relates to policy
	ED : Office of the Pro-Vice Chancellor
	• Academic Plan- Workshops • Signature courses -Summit • OA workshops • OER workshops • Advancement of Technology and Innovation • Graduateness • Projects in office of PVC

	• Change to advance programme:
	  ✓ Roll out Chance 2 Advance programmes marketing
	  ✓ Profile Unisa Campaign for Learning initiatives and participants
	  ✓ Create a data base of presenters and facilitators

	IOP Actions
	• Implement the approved instrument ot prioritize and determine the viability of the PQM
	• Ensure a coherent comprehensive PQM
	• Revised and rationalized postgrduate coursework offerings
	• Align PQM to the HEQF
	• Develop and implement enrolment plan
	• Develop strategy and framework for offering short learning programmes
	• Review and develop all modules and programmes in terms of approved Framework for a team approach in curriculum and coursware development (FTA)

	• Incorporate the principles and statement on graduateness in the Curriculum policy, the ODL pedagogy and the ICT strategy for enhancing teaching and learning into the development of all modules and programmes
	• Develop and design signature courses
	• Implement ICT strategy for enhanced teaching and learning
	• Develop a cost effective and efficient ODL pedagogical model
	• Conceptualise community engagement as central to the core functions of the University and its alignment in terms of teaching and research
	• Develop a funding model for community engagement
	• Ensure that community engagement and outreach directorate is adequately resourced
	• Implementation of the ODL model
	• Develop a policy position on OER and migration plan
	• Consolidate the organisational architecture to give expression to Unisa's character as a comprehensive ODL institution
	• Improvement of regional facilities
	• Develop the enterprise architecture that is aligned with the Organisational Architecture
	• Develop a new Student System and Enterprise content management system
	• Implement the ICT strategy and plan
	Communication and Marketing focus areas:
	• Reposition the PRO-VC portfolio
	• Assist with OER visit and initiatives
	• Promote 6 online learning signature courses
	• Promote Chance to Advance programme

	VICE PRINCIPAL ADVISORY AND ASSURANCE SERVICES
	Legal Services
	•
	Risk Management
	•
	Internal Audit
	•
	IOP actions
	• Develop a comprehensive and integrated sustainability reporting framework including GRI, King III and UNGC
	• Develop and implement a strategy for sustainable usage of natural resources
	Communication and Marketing focus areas
	• Living green campaign
	•

REGISTRAR / DEPUTY REGISTRAR
Deputy Registrar
Dir : Student Assessment Administration (DSAA)
• Inform all role players of any changes to the approved academic schedule. • Communicate status of projects.
Dir : Student Admission and Registrations (DSAR)
• Ensure student Service excellence. • Ensure effective and efficient student service delivery (technology driven registration system). • Publish applications - closing dates. • Publish registrations – closing dates. • Ensure technology driven processes.
Dir : Music
• Launch new jazz curriculum and jazz music examinations programme • Promote music examinations in Southern African countries to increase awareness and open new centres (ie Lusaka, Maputo, Harare, Gabarone) • Promote and adverstise UNISA International Jazz School to be held 28 Sept – 6 October 2012 at Unisa Main Campus, Pretoria. • Promote SA and Overseas' Scholarship Competitions
Music Foundation
• Ensure general public interest in attending concerts and the 12th Unisa International Piano Competition.
Div : Graduations
• Improve graduations publication
Div : Records Management
• Implement Enterprise Content Management • Scanning at the regions – (Technology and compliance) • Implementation of File plans
Div : Licensees
•
ED: Dean of Students
• Promote student funding. • Focus on students with disabilities. • Ensure student health and wellness. • Promote life skills and co-curriculum.

| | • Promote student Governance and Leadership Development. |

	Dir : Student Development
	•
	Dir : ARCSWiD
	• Ensure enabling mechanism and resources
	Div : Student Funding (DSF)
	• Promote available funding
	IOP actions
	• Implement alternative, innovative and technology enhanced assessment practices.
	• Partnering with organisations to assist students with disabilities
	• Creating a nurturing environment for staff and students with disabilities
	• Promote institutionwide advocacy and awareness-raising on the diverse needs of staff and students with disabilites
	• Research ICT requirements addressing the needs of students and staff with disabilities
	• Develop sustainable student governance intervenitons for the SRC
	• Review and streamline the Institutional Statute and governance sturctures to achieve efficiency and optimal functionality
	Communication and Marketing focus areas
	• Student communication & marketing summary
	• Managed access campaign

VP : OPERATIONS	
ED : Human Resources	
• Organisational Health Assessment	
ED : Study Material, Publications, Production and Delivery	
•	
ED: ICT	
• Internal communication campaigns for new systems such as ECM, Student System, Extending Network Connectivity, Academic Information Management System, Library Infrastructure Enhancement, Student Relationship Management, Supply chain Management, Facilities management, Identity management, Data and Information Integrity, ODL initiatives, Implementing ICT architectures. • New exhibiting event: ICT Indaba. • Office Automation with regard to participating as Unisa Living Green.	
Dir : Protection Services	
• Ensure service excellence and quality. • Foster a health and safety environment.	
IOP Actions	
• Establish a responsive recruitment and selection system to attact high quality staff with disabilities	
• Provide leadership on disability issues as per the Employment Equity Act	
• Creating a nurturing environment for staff and students with disabilities	
• Promote institutionwide advocacy and awareness-raising on the diverse needs of staff and students with disabilities	
• Ensure long-term financial sustainability	
• Continuously enhance organisational health and effectiveness	
• Promote an institutional culture that subscribes to the institutional ethos and values	
• Implmement an institutional wide Talent Management System	
• Implement the approved leadership development programme	
• Infuse effective people management practices among line managers	
• Build adequate humand intellectual capacity in all Colleges, Professional and administrative support functions to promote robust management practices (e.g. Financial and Human Resource Management, Quality Assurance, Risk Management and Control and Project Management)	
Communication and Marketing focus areas:	
• Project : Organisational Health	

VP : FINANCE AND UNIVERSITY ESTATES	
ED: Finance	
	• N/A
ED : University Estates	
	• Provide an interactive electronic communication space for staff to engage with University Estates.
	• Promote the activities of University Estates and the understanding of the Departments role within the University.
	• Seek out opportunities to actively engage with key stakeholders on issues pertaining to University Estates.
	• Ensure the promotion of safe and healthy environments on our campuses, as well as the protection of our physical and natural heritage.
	• Promotion of environmental protection on our campus.
IOP Actions	
	• Audit all Unisa buildings and infrastructural facilities to determine compliance with needs of persons with disabilities and act in accordance with audit outcomes
	• Ensure long-term financial sustainability
	• Realign institutional infrastructure and property and maintenance plan with Unisa as a comprehensive ODL institution
	• Development of an Integrated Facilities Management System
	• Improvement of regional facilities
Communication and Marketing focus areas:	
	• Sustainability Report
	• Update signage on all buildings.

VP : INSTITUTIONAL DEVELOPMENT	
ED: Strategy, Planning and Quality Assurance (SPQA)	
•	
ED: Diversity Management, Equity and Transformation	
•	
ED : Corporate Communication and Marketing (refer 1.1 - 1.8)	
•	
Dir: Foundation and Alumni	
•	
Dir: International Relations and Partnerships (IRPD)	
•	
IOP Actions	
• Design and develop an integrated institutional development plan	
• Position Unisa as a leading provider of ODL in South Africa, the continent and globally through collaboration and partnerships.	
• Research ICT requirements addressing the needs of students and staff with disabilities	
• Develop an Integrated Transformation plan (ITP)in line with the sectoral developments (HESA)	
• Mainstream the foundation and alumni support acitivites to build sustainable partnership for institutional advancement	
• Review and amend all policies and procedures	
• Design and develop an instrument to monitor and evaluate institutional efficiencies and enhanced service delivery	
• Finalise college and departmental charters in line with the Institutional Service Charter	
• Build andmaintain a culture of quality and continuous improvement	
• Advance employment equity	
• Establish a culture of performance, accountability and stewardship through the integrated performance management system	
• Institutionalising an Employee Health and Wellness and Assistance Programme	
Communication and Marketing focus areas:	
• Managed access campaign	
• Projects	
• Brand value assessment	
• Quality report	
• UNGC report	
• IOP report	

	VP : ACADEMIC : TEACHING AND LEARNING
	ED : CAES
	• Teaching and learning: WIL students • Research : Labs Marketing Campaign • Community engagement • College
	ED : CSET
	• Teaching and learning: Increase recruitment: Under Graduate Students / Post Graduate Students / Staff Support CSET's initiates to increase throughputs • Research: Showcase the CSET Research Flagship projects • Community engagement: Facilitate College Flagship Community Engagement projects and Community Outreach • College / Region / Department / Institute: Communication and Implementation plan for the move Florida Campus
	ED : CHS
	• Teaching and learning: Provision of quality learner support by optimum use of tutors, meaningful infusion of African Knowledge and Systems and Integrated and appropriate use of ICTs. • Research: Grow enrolments with a specific focus on South African D-students, increase the number of M&D graduates and produce high quality master's and doctoral graduates. • Community engagement: Develop a College Plan, conceptualise CE programmes and service learning and promote participation in community engagement and corporate/public social responsibility. • College: To be the African centre of excellence in the Human Sciences by making a continuous and positive contribution in the service of Humanity. Our slogan: Together we can make a difference.
	Institute for Social and Health Sciences (ISHS)
	• Academic focus – Research and community engagement
	ED : CLAW
	• The new programmes offered in the College from 2012; The Postgraduate Diploma in HIV/AIDS Law and the Diploma in Paralegal Studies. • All postgraduate courses offered in the College, in the School of Criminal Justice selected undergraduate courses. • Tuition and research awareness through the profiling of academics. • The new institute which will be established in the College – The Institute for Dispute Resolution in Africa.
	ED: CEMS
	• Teaching and learning: Marketing of new PQM • Research : Communicating and marketing CEMS research flagships and projects. • Community engagement : Communicating and marketing of CEMS's community engagement flagships and projects. • College / Region / Department / Institute: Creating CEMS alumni interest groups and relationships.

Bureau for Market Research (BMR)	
	- Below-the-line promotions. - Media, publicity and public relations. - Electronic media.
Centre for Business Management(CBM)	
ED : CoE	
	- Teacher Education - Science, Technology and Mathematics - Teaching and learning of early childhood development - INSETA (Institute of Higher Education)
SBL	
	None
ED : Academic planner	
	- PQM viability and prioritization - Enrolment Planning - Communication regarding STLC meetings
ED : Tuition and Facilitation of Learning	
Dir : Counselling, Career and Academic Development (DCCAD)	
	Need help
RD : Western Cape	
	- Teaching and learning: - Research : - Community engagement : - College / Region / Department / Institute:
Eastern Cape	
	- Recruit students in line with the DHET targets and guidelines - Communicating ODL model to all Unisa stakeholders - Provide special attention to institution's rural students : - Enhance staff morale through continuous regional interventions

RD : Midlands	
	• Teaching and learning: • Research : • Community engagement : • College / Region / Department / Institute:
RD : KZN	
	• Teaching and learning: Focused marketing activities outlining KZN region support activities to learners. • Co-Marketing or leveraging on the CAES & CSET colleges marketing drives at regional level. • Community engagement: Through Participation in philanthropic upliftment initiatives with the Social work department. • Region: KZN profiling as the sustainable brand to local government, corporate and media houses by encouraging post graduate studying of employees at Master's & Doctorate level.
RD : Limpopo	
	• Attract students according to institutional student recruitment plan. • Advocate for institutional recognition as an ODL institution. • Achieve equitable access to learning opportunities by reaching out to remote areas. • Analyse and interpret the environment.
Mpumalanga	
	• Teaching and learning: • Research : • Community engagement : • College / Region / Department / Institute: Advocate & increase brand awareness in the region and increase student enrolment
RD : Gauteng	
	• Teaching and learning: • Research : • Community engagement : • College / Region / Department / Institute: • Promoting the services offered by the regional offices in support of the university's core functions listed above.
Dir : Regional Ethiopia Centre	
	• Teaching and learning: • Research : • Community engagement : • College / Region / Department / Institute:

	Dir : Curriculum and Learning Development (DCLD)
	• Facilitation of Teaching and Learning
	IOP Actions
	• Implement the approved instrument to prioritize and determine the viability of the PQM
	• Ensure a coherent comprehensive PQM
	• Revised and rationalized postgraduate coursework offerings
	• Align PQM to the HEQF
	• Develop and implement enrolment plan
	• Develop strategy and framework for offering short learning programmes
	• Review and develop all modules and programmes in terms of approved Framework for a Team Approach in Curriculum and Courseware Development (FTA)
	• Incorporate the principles and statement on graduateness in the Curriculum Policy, the ODL pedagogy and the ICT strategy for enhancing teaching and learning into the development of all modules and programmes
	• Develop and design signature courses
	• Implement ICT strategy for enhanced teaching and learning
	• Implement the approved conceptual framework for student support in teaching and learning
	• Implement the strategy for enhancing student success, retention, graduation and satisfaction
	• Implement alternative, innovative and technology enhanced assessment practices
	• Develop a cost effective and efficient ODL pedagogical model
	• ODL training and development programme developed through Centre for Professional Development
	• Conceptualise community engagement as central to the core functions of the University and its alignment in terms of teaching and research
	• Indentify in partnership with communities specific needs which can be addressed through the expertise of the institution in the areas of teaching and research
	• Promote CE through International fellowship
	• Ensure that community engagement and outreach directorate is adequately resourced
	• Implementation of the ODL model
	• Establish library partnerships with leading libraries on the continent
	• Provision of adequate space and building in African countries as required and feasible
	• Position Unisa as a leading provider of ODL in South Africa, the continent and globally through collaboration and partnerships
	Communication and Marketing focus areas:
	• International ODL conference
	• College of Education launch

	• College of Graduate Studies launch

VP : RESEARCH AND INNOVATION	
Dep : Library	
• Promotion of Library Services. • Library branding. • Launching new/improved service.	
Dep : Research	
• None	
Dir : Unisa Press	
• Market penetration: distribution and expansion of market share. • Assist with product range refocus, towards more financially viable (commercially successful) and corporate publications. • Assist with improving client service, together with the Unisa Press Sales Section. • Key strategic driver: Expand Unisa Press market reach and market share. • To position Unisa Press as a publishing powerhouse for academic and corporate publications on the African continent.	
Dep : Information and Strategic Analysis (DISA)	
• None	
Unisa School for Graduate Studies (USGS)	
• None	
IARS (CARS)	
• None	
Institute for Open and Distance Learning (IODL)	

• Increase ODL research output
    ✓ Create awareness
    ✓ Suggest themes
    ✓ Breakaway session (once a year)
    ✓ Conduct research – workshops, seminars for ODL-RTT research groups & Doctoral students of UNISA
    ✓ Liaise with academic journals to publish
    ✓ Reflexive research
• IODL occasional lecture series (3-4 lectures & 3 workshops presented by international scholars)
• Forum for UNESCO chairs (1 per year)
• ACDE workshop (1 x3 days per year for collaborating partners to support development of database. (publicity, venue, refreshments)
• Professional development (training sessions)
• 2012 ODL conference (website, media, PR, promotional gifts, programmes, posters & other assistance/guidance?)	

• List of research themes

	Institute of Science and Technology Education (ISTE)
	• None
	SARCHI
	• Conferences and Retreats. • Post Graduate Research Workshops. • International Fellows and Circle of Elders Summits. • Projects in the Office. • Graduation ceremonies.
	IOP Actions
	• Promote research in line with the identified focus areas
	• Increase number of SARCHI chairs linked to identified focus areas
	• Advance ODL research on the African continent and internationally
	• Strengthen existing and emerging areas of research excellence through Centres of Excellence; Research Chairs and the Research Professors programme
	• Increase the number of research active staff and enhance research performance across the University
	• Enahnce the competitiveness of Unisa's resarch system through state-of-the-art equipment and infrastructure
	• Increase the number of researchers holding externally funded grants
	• Increase the number of NRF rated researchers
	• Increase the number of postgraduate student registrations
	• Increase the number of postgraduate student completions
	• Revise and consolidate postgrduate student support framework
	• Increase the research ethical awareness of staff and student researchers
	• Establish an innovation advocacy program in order to educate Unisa researchers on the value and benefits of protecting Intellectual Property
	• Implement effective research policies and procedures to maximise community engagement (CE) research, knowledge transfer and/or commercialisation
	• Attract, train and retain high quality researchers
	• Maintain a supportive environment for researchers
	• Implement and maintain effective and efficient research policies and procedures to support research
	• Identify in partnership with communities specific needs which can be addressed through the expertise of the institution in the areas of teaching and research
	• Establish library partnerships with leading libraries on the continent
	• Provision of adquate space and buildings in African countries as required and feasible

	• Strategic positioning of ODL globally through International Fellowships to create a platform for Unisa academics to gain ODL exposure internationally
	• Showcasing ODL activities in seminars, conferences and publications globally
	• Position Unisa as a leading provider of ODL in South Africa, the continent and globally through collaboration and partnerships
	Communication and Marketing focus areas:
	• Research and Innovation week
	• Research Report
	• Flyers : Flagship of each college (refer CSET)
	• Flyers : Centres of excellence

Ministerial targets	2013 Target
Headcount enrolments	311 814
FTE enrolments	158 557
Teaching input units	128 503
First-time entering UGs	54 810
Proportion of headcounts by CESM group	SET: 11,8% Bus/Man: 43,0% Educ.: 13,4% Other Hum.:31,8%
Proportion of headcounts by qualification level	UG D/Cs: 28,1% UG degrees:55,6% PG<M: 7,8% Masters: 2,3% Doctors: 0,3%
Graduates Graduation Rate	34 119 10,9%
Course success rate	63,0%

College	CESM First Order	Average Annual Growth	Annual % Growth - Market	Movement in market share - Market share points	Growth Category	What College Marketing Strategy is needed to achieve the desired market position?
CAES	Business, Commerce and Management Sciences	15%	2.4%	6.1%	Expand	
	Education	3%	6.7%	9.1%	Expand	
	Law	7%	-1.7%	-1.1%	Stabilize	
	Social Sciences and Social Studies	10%	6.3%	3.7%	Expand	
	Agriculture and Renewable Natural Resources	12%	2.6%	4.9%	Expand	
	Computer Science	15%	0.5%	-3.7%	Minimize	
	Engineering and Engineering Technology	13%	3.8%	0.2%	Expand	
	Health Care and Health Sciences	11%	3.7%	-0.7%	Potential	
	Home Economics	10%	-1.1%	5.0%	New market	
	Life Sciences and Physical Sciences	5%	3.0%	-0.3%	Potential	
CEMS	Business, Commerce and Management Sciences	3%	2.4%	6.1%	Expand	
	Communication	2%	7.0%	-4.7%	Potential	
	Psychology	3%	1.7%	3.3%	Expand	
	Public Administration and Social Services	4%	5.0%	-0.4%	Potential	
	Social Sciences and Social Studies	2%	6.3%	3.7%	Expand	
	Computer Science	2%	0.5%	-3.7%	Minimize	
	Engineering and Engineering Technology	3%	3.8%	0.2%	Expand	
	Mathematical Sciences	1%	5.4%	5.8%	Expand	
CHS	Business, Commerce and Management Sciences	6%	2.4%	6.1%	Expand	
	Education	10%	6.7%	9.1%	Expand	
	Arts, Visual and Performing	4%	1.0%	-2.7%	Minimize	
	Communication	10%	7.0%	-4.7%	Potential	
	Languages, Linguistics and Literature	7%	0.8%	9.4%	Expand	
	Law	3%	-1.7%	-1.1%	Stabilize	
	Libraries and Museums	7%	2.5%	5.6%	Expand	
	Philosophy, Religion and Theology	5%	-3.3%	-3.9%	Stabilize	
	Psychology	5%	1.7%	3.3%	Expand	
	Public Administration and Social Services	7%	5.0%	-0.4%	Potential	
	Social Sciences and Social Studies	6%	6.3%	3.7%	Expand	
	Agriculture and Renewable Natural Resources	6%	2.6%	4.9%	Expand	
	Health Care and Health Sciences	7%	3.7%	-0.7%	Potential	

College	CESM First Order	Average Annual Growth	Annual % Growth - Market	Movement in market share - Market share points	Growth Category	What College Marketing Strategy is needed to achieve the desired market position?
	Mathematical Sciences	15%	5.4%	5.8%	Expand	
CSET	Business, Commerce and Management Science	14%	2.4%	6.1%	Expand	
	Philosophy, Religion and Theology	0%	-3.3%	-3.9%	Stabilize	
	Social Sciences and Social Studies	0%	6.3%	3.7%	Expand	
	Computer Science	3%	0.5%	-3.7%	Minimize	
	Engineering and Engineering Technology	11%	3.8%	0.2%	Expand	
	Life Sciences and Physical Sciences	4%	3.0%	-0.3%	Potential	
	Mathematical Sciences	7%	5.4%	5.8%	Expand	
CEMS	Business, Commerce and Management Sciences	3%	2.4%	6.1%	Expand	
	Communication	2%	7.0%	-4.7%	Potential	
	Psychology	3%	1.7%	3.3%	Expand	
	Public Administration and Social Services	4%	5.0%	-0.4%	Potential	
	Social Sciences and Social Studies	2%	6.3%	3.7%	Expand	
	Computer Science	2%	0.5%	-3.7%	Minimize	
	Engineering and Engineering Technology	3%	3.8%	0.2%	Expand	
	Mathematical Sciences	1%	5.4%	5.8%	Expand	
CHS	Business, Commerce and Management Sciences	6%	2.4%	6.1%	Expand	
	Education	10%	6.7%	9.1%	Expand	
	Arts, Visual and Performing	4%	1.0%	-2.7%	Minimize	
	Communication	10%	7.0%	-4.7%	Potential	
	Languages, Linguistics and Literature	7%	0.8%	9.4%	Expand	
	Law	3%	-1.7%	-1.1%	Stabilize	
	Libraries and Museums	7%	2.5%	5.6%	Expand	
	Philosophy, Religion and Theology	5%	-3.3%	-3.9%	Stabilize	
	Psychology	5%	1.7%	3.3%	Expand	
	Public Administration and Social Services	7%	5.0%	-0.4%	Potential	
	Social Sciences and Social Studies	6%	6.3%	3.7%	Expand	
	Agriculture and Renewable Natural Resources	6%	2.6%	4.9%	Expand	
	Health Care and Health Sciences	7%	3.7%	-0.7%	Potential	
	Mathematical Sciences	15%	5.4%	5.8%	Expand	

- Masters and PhD students
- Business to Business
- African marketing drives

- Information sessions
- Local career exhibitions