

Qwaqwa Revitalization process

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Dr. Elias Malete

Introduction

- In 2010, the Qwaqwa management Team held a strategic planning retreat to:
 - review its annual Performance Reports
 - present 2011 annual performance plans
 - Develop administration and academic reporting templates and
 - Develop the Qwaqwa Campus Strategic Plan

SWOT ANALYSIS

- **Strengths**

- The Campus offers affordable tuition and residential fees
- Campus staff and students show commitment towards achieving common goals
- Strategic location of the university campus in the eastern part of Free State and Northern KZN

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- **Weaknesses**

- Lack of unique programmes and Lack of career orientated academic programmes
- Poor quality of students applying for admission
- Lack of senior academics and inadequate professional qualifications
- Ineffective IT System
- Bad reputation in terms of academic disruptions
- Low staff morale and lack of commitment
- Lack of appropriate facilities

SWOT ANALYSIS

- **Opportunities**

- Growth potential in terms of students numbers
- Leveraging teaching and administration staff from the main campus
- Demand for services and skills from the university
- Strategic partnerships for community development
- Publications through action research for all staff

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- **Threats**

- Huge demands of students applying to the university (infrastructure constraints)
- Unpredictable quality of students (OBE Matriculants)
- Insufficient financial support for students
- Government cutting subsidy for humanities
- Higher Education Audit on Teaching and Learning

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Questions from the Rector

- what should be our **vision** for the QQ campus, given a realistic account of the state-of-the-campus? A small but effective (high-impact education) and efficient (high pass rates) undergraduate campus with limited postgraduate specializations? Or a duplicate of the main campus with all offerings to all students?
- how can the QQ campus be **de-racialised** so that it too meets the criteria for a socially, intellectually, culturally diverse campus?
- what should the QQ campus be named or **re-named** to capture a broader, transformative vision for this rural university site, while still honouring the history, traditions and roots of the institution?
- what could be done to build a strong and exceptional **undergraduate academic culture** on the QQ campus?
- what can be done to bring **greater integration** between the QQ campus and the Bloemfontein campuses despite the dilemmas of physical distance between them?
- what kinds of strategic investments in the QQ campus can take it over and beyond the tipping point?

Improved quality of basic education	Strong focus on early childhood development and the foundation phase
A long and healthy life for all South Africans	Starting an academic degree programme in Community Development Looking into the possibility to start nursing
All People in South Africa are and feel safe	A programme on local governance and public management Exploring a programme for policing Exploring a programme for paralegals

A skilled and capable workforce to support an inclusive growth path	A skilled and capable workforce to support an inclusive growth path
An efficient, competitive and responsive economic infrastructure	Setting up knowledge hubs in the region. Research into water infrastructure and renewable energy Academic programme on ICT Small business development
Environmental assets and natural resources that are well protected and continually enhanced	Academic programme on biodiversity and conservation Community service projects (e.g. on simple burning techniques reducing carbon emissions)

Revitalization

- **Rural and montane development**
- QwaQwa campus will focus on the following areas, in which QwaQwa campus becomes a centre of excellence in teaching, research and development:
- Natural and Agricultural Sciences:
 - Biodiversity and conservation
 - Eco-tourism (in cooperation with life sciences)
 - Agriculture: emerging farmers, sustainable farming
- Economics and business management:
 - Small business development and entrepreneurship
 - Public management

Revitalization

- Humanities
 - **Community development**
 - **Social work** (in a later stage: start with community development as this is less regulated and more unique. If possible, build social work from there)
 - **Political science and governance** (combined with public management)
 - Tourism development and planning
 - African languages (isiZulu and seSotho)
- Education
 - Early childhood education / Foundation phase
 - Language education (isiZulu, Sesotho, Afrikaans, English)
 - Science and mathematics education
 - Agriculture education
 - Social sciences education (history, geography)

- **General programmes**
- Next to these focus areas the campus chooses to (continue to) offer some more general programmes, already existing and offering a good entry for students from the primary catchment area that can use it as a general entry into tertiary education:
 - General B-com, B-admin, and BA
 - Teacher education
 - Mathematics
 - Applied Computer Science
 - Physics/chemistry, with specialization in material science
 - History and heritage
 - These programmes will be undergraduate and, where capacity is available, also post graduate.

Revitalization

Campus life, facilities and student engagement

- The challenge is to make the campus a place where people want to be, located in a beautiful environment. A way to conceptualize this is to see the campus as a village that can be alive and attractive, and has the following:
- Housing for students and staff, and for visiting/exchange students/staff
- Sports facilities
- Shopping and food/restaurant facilities
- Multipurpose facility for cultural activities: film, theatre, ...

Revitalization

- **Continuing education**
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- Next to the undergraduate and post graduate programmes, QwaQwa offers continuing education programmes for various professions in the region:
 - Teachers: focus on science and mathematics
 - Social and community development workers
 - Farmers
 - Entrepreneurs
 - Accountants and bookkeepers
 - Government workers
 - Religious leaders
 - School development (linked to the rector's schools programme)

Revitalization- Facilities

- students residences – 200 beds completed
- New Student residence to erected soon – 200 beds, Accommodation for senior students
- Education building is completed
- Upgrading of student dinning hall and kitchen
- Upgrading of main entrance



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