

# UNIVERSITY OF PRETORIA

## Presentation to the Portfolio Committee on Higher Education, Science and Innovation

14 September 2022



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Contents

- (a) Vision, mission, values and strategic goals
- (b) Alignment with national, continental and global imperatives
- (c) Governance
- (d) Academic entities
- (e) Strengths and achievements
- (f) Transformation
- (g) Student services
- (h) Responses to COVID-19
- (i) Student success
- (j) Student funding
- (k) UP Finances
- (l) Student protests
- (m) Conclusion



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Our Story

## Vision

To be a leading research-intensive university in Africa, recognised internationally for its quality, relevance and impact, as also for developing people, creating knowledge and making a difference locally and globally.

## Mission

In pursuing recognition and excellence in its core functions of research, teaching and learning, and integrating engagement with society and communities into these, the University of Pretoria will use quality, relevance, diversity and sustainability as its navigational markers.

## Strategic Goals

- To enhance access and successful student learning
- To strengthen the University's research, international profile, and global engagement
- To foster and sustain a transformed, inclusive, and equitable University community
- To enhance institutional sustainability
- To strengthen the University's social responsiveness and impact in society



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Our Values

## The members of the University of Pretoria believe that:

- our community of scholars must be founded on the pursuit of knowledge through research, teaching and learning, with membership acquired on the basis of intellectual merit, ability and the potential for excellence; and that
- differing perspectives, arising from diverse backgrounds and histories that define our identities, deepen scholarly inquiry and enrich academic debate.

## We cherish:

- academic freedom, creative and innovative thought, ethical standards and integrity, accountability and social justice; and
- our staff and students as the University's core asset.



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Our Values (cont.)

## We foster:

- an inquiry-led and evidence-based approach to creating knowledge; and
- academic citizenship, whereby we commit ourselves to harnessing our intellectual abilities in the interest of our nation and humanity.

## We recognise that:

- in a resource-constrained world where vast disparities remain, the University must endeavour to produce graduates who appreciate the importance of community service, entrepreneurial endeavours and innovative actions in generating employment and development in our local communities



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

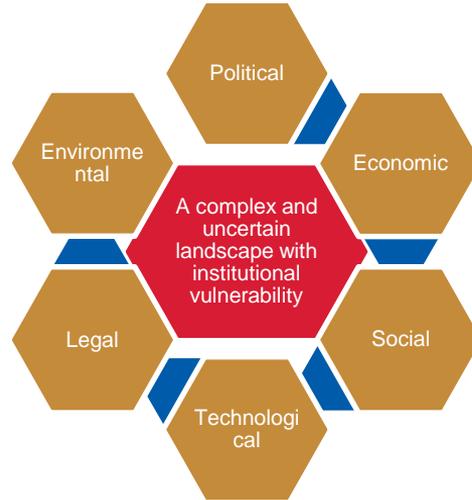
# The landscape we play in

A globally connected landscape.....

- Increasing recognition of planetary boundaries
- Resource scarcity constraining well-being and development – water and energy insecurity
- Climate change
- Shift to clean and renewable energy alternatives
- Regulatory frameworks shape institutional functioning
- High governance requirements in relation to regulator and funder expectations
- Onerous reporting requirements – not necessarily fit for purpose
- Instances of policy incoherence

....influencing dynamics across the spectrum of local-national-continental-global levels

- Historic legacies
- Corruption draining the national fiscus
- Politicisation of union and student activities
- Governance challenges across sectors contributing to vicious cycles of failure



- Technology shifts with digital transformation
- Profound opportunities influencing modes of education
- Unequal access to technology
- High costs of technology and data

- Economic decline exacerbated by COVID-19
- Unsustainable indebtedness
- All-source decline in university funding
- High institutional cost base
- Innovation has the potential to create multiple streams of value
- Worsening inequality – economic and social
- Societal fault lines aggravated by COVID-19 pandemic – vulnerable groups hardest hit
- Heightened expectations of young people with disillusionment and activism
- High youth unemployment with challenges to employability
- At the same time, the growing youth population provides powerful potential for development
- Prevailing need and opportunity to shift an unskilled or semi-skilled population to skilled and knowledge work
- Unequal access to higher education
- Lower academic success rates in disadvantaged groups
- New ways of learning in younger generations
- Clear opportunity for universities to be change agents & catalysts of transformation

# Alignment with National, Continental & Global Imperatives

- Expanding equitable access to university education
- Skills development in scarce skills fields e.g. engineering, health sciences, veterinary science, teacher education, actuarial science, accounting, economics and natural and agricultural sciences
- Transforming teaching and learning (Teach and Learn: The UP Way) to enhance student success
- Curriculum transformation
- Research that matters e.g. food security, energy, water, climate change, one health, inequalities, social justice and human rights.
- Transdisciplinary research - Engineering 4.0, Future Africa, Innovation Africa @UP, Forestry and Agricultural Biotechnology Institute, Javett-UP Art Centre, etc.
- Transformation – diversity, equity and inclusivity
- Staff and student well-being
- Digital transformation e.g. UPOne, AR and VR technologies in learning, teaching and research, Engineering 4.0, digital transformation strategy, etc.
- Multi-pronged sustainability initiatives – human, social, economic and environmental sustainability



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Alignment with SDGs

Institutional Goal	Relevant SDGs	Cross-cutting SDGs
Student access and successful learning		
A transformed, inclusive and equitable university community		
Resource optimisation and institutional sustainability		
Our research and international profile		
Social responsiveness and impact on Society		



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

www.up.ac.za

# Institutional statute of the University of Pretoria

The aim of the current Governance structure is to enable the University of Pretoria (UP) to give effect to any **law or guidelines** relating to the University of Pretoria and to **promote the effective and responsible management** and governance of the University in respect of matters not expressly prescribed by any law.

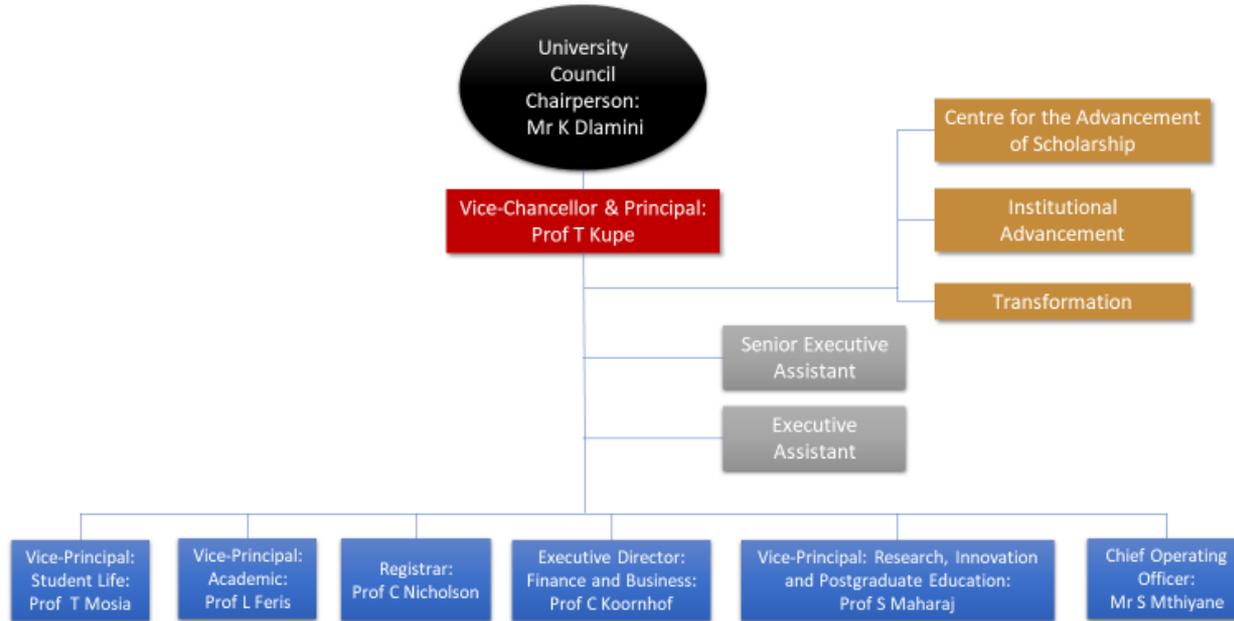


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Executive Structure





# UP Strengths & Achievements

- % of black contact students: 59.31% (2014) – 62.72% (2021)
- % of female contact students: 54.52% (2014) – 57.26% (2021)
- Students receiving NSFAS: 8.82% (2014) – 21.32% (2020) – 31.6% (2021)
- % of permanent academic staff with PhD: 51% (2014) – 72% (2021)
- % registrations in SET (contact students): 53.32% (2014) - 49.96% (2021) – a challenge.
- % successful FTE students to total FTE enrolments: 81.83% (2014) - 85.9% (2021)
- % of Black Staff (Department of Labour EE definitions): 39.83.% (2014) – 68.70% (2021)
- Female academics: 48.93% (2014) – 55.37% (2021)



# Research Breakthroughs

- Middle ear transplant with 3D-printed bones (Prof Mashudu Tshifularo).
- Discovery of new compounds with the potential to eliminate malaria (Prof. Lyn-Marie Birholtz et al.).
- Nanobodies for COVID-19 detection and therapy (Prof Tahir Pillay et al.).
- Formation of X-shaped galaxies by black holes (UP researchers et al.).
- Discovery of a group of 20 galaxies (Shilpa Ranchod, MSc student).
- Conversion of biowaste into a component (activated carbon) of supercapacitors (Prof Ncholu Manyala).
- Non-surgical artificial insemination of a lioness that gave birth to two cubs
- UP has 606 NRF rated researchers (highest in the country and three new ‘homegrown’

A rated researchers)



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Scarce Skills Output

In 2020 (latest data available), UP's proportion of graduate outputs by all South African universities (excluding comprehensive universities and universities of technology) in scarce skills fields was as follows:

- 25.8% of Engineering degrees
- 13.7% of Accounting Science degrees
- 19.2% of MBCHB degrees
- 100% of BVSC degrees
- 13.9% of all master's-level graduates
- 10.5% of all doctoral-level graduates



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Advancing SDGs...

## IMPACT RANKING PERFORMANCE:

### Top 50 university in the world:

- SDG 8 (Decent Work and Economic Growth: position 44)
- SDG 15 (Life on Land: position 30)

### Top 100 university in the world:

- SDG 9 (Industry, Innovation and Infrastructure: position 88)
- SDG 17 (Partnership for the Goals: position 86)

### Top 200 university in the world:

- SDG 16 (Peace, Justice and Strong Institutions: 101 –200)
- SDG 10 (Reduced Inequalities: 101 - 200)

### Top 300 university in the world:

- SDG 3 (Health and Wellbeing: 201 - 300)
- SDG 4 (Quality Education: 201 - 300)



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Sporting Prowess

## TUKSSPORT ( 30+ SPORTING CODES)

### Tokyo Olympics

- Ms Tatjana Schoenmaker – new world record in 200m breaststroke and won silver in 100m breaststroke
- Mr Kyle Blignaut (shot put) finishing in sixth position, the second South African shot-putter to compete in an Olympic final
- Ms Wenda Nel (400m hurdles) made it through to the semi-finals as did the rowing team

### Tokyo Paralympic Games

- Mr Ntando Mahlangu set a world record in the long jump (7.17m) to win gold and also won the 200m event

### Commonwealth Games (2022)

- Tatjana Schoenmaker claimed gold in 200m breaststroke and Kaylene Corbett claimed bronze in the same event
- Pieter Coetze won gold in 100m backstroke

### Football

- The Tuks women's football team won the Gauteng Sasol League playoffs (September 2022), claiming the Gauteng title for the first time in the history of the club



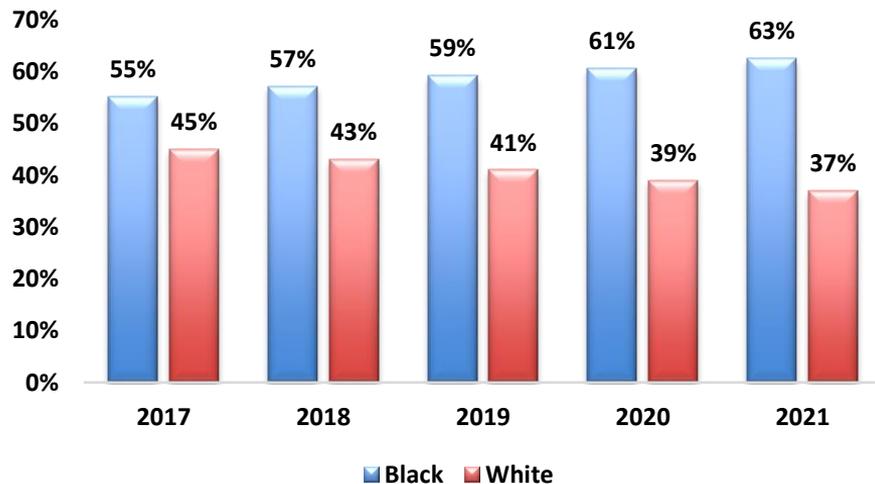
UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

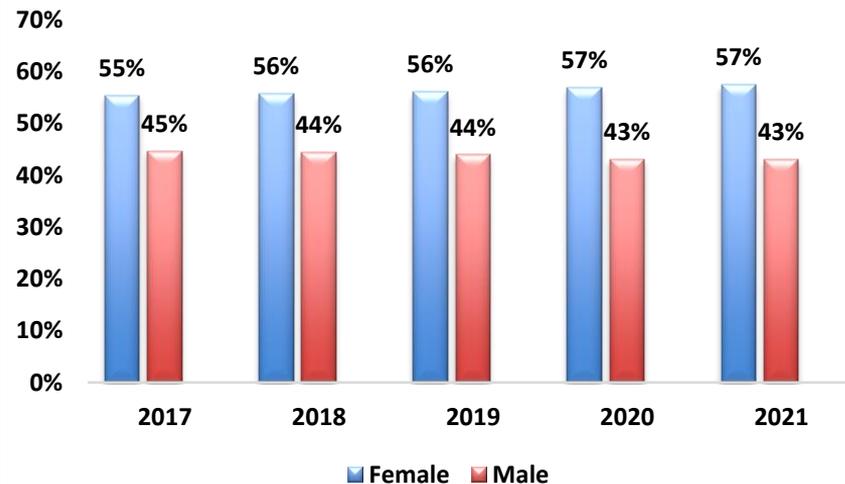
[www.up.ac.za](http://www.up.ac.za)

# Transformation – Student Demographics

2017-2021 Student Enrolments Per Race



2017-2021 Enrolments Per Gender

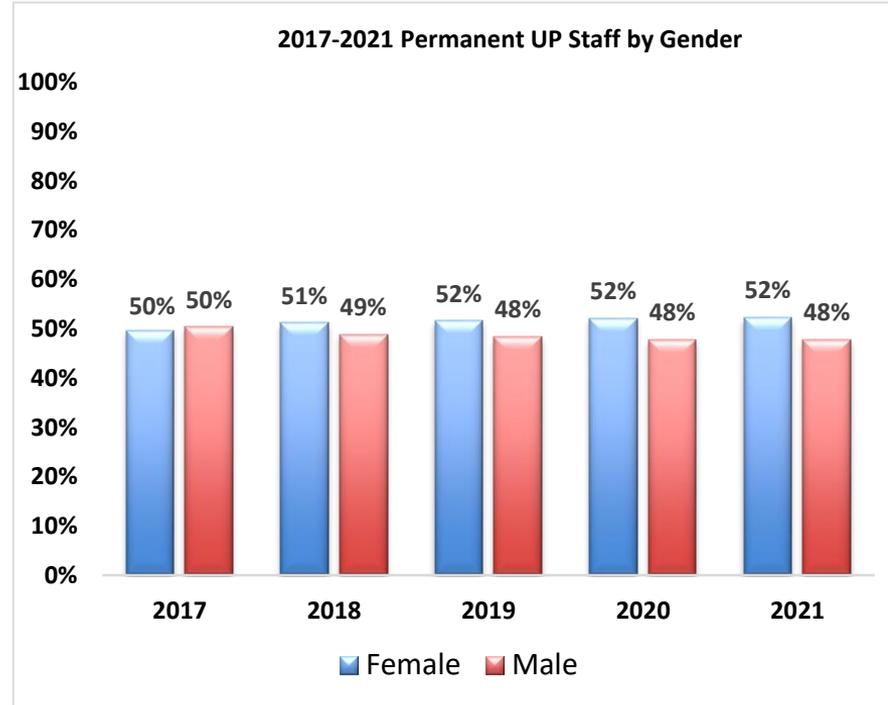
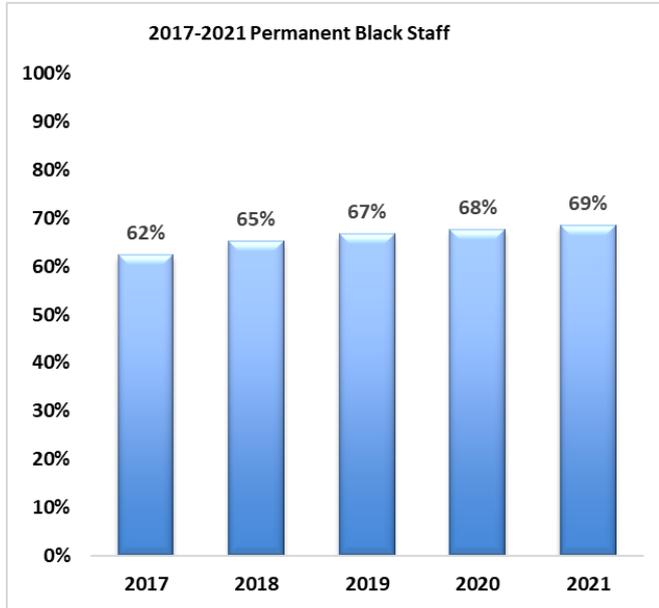


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

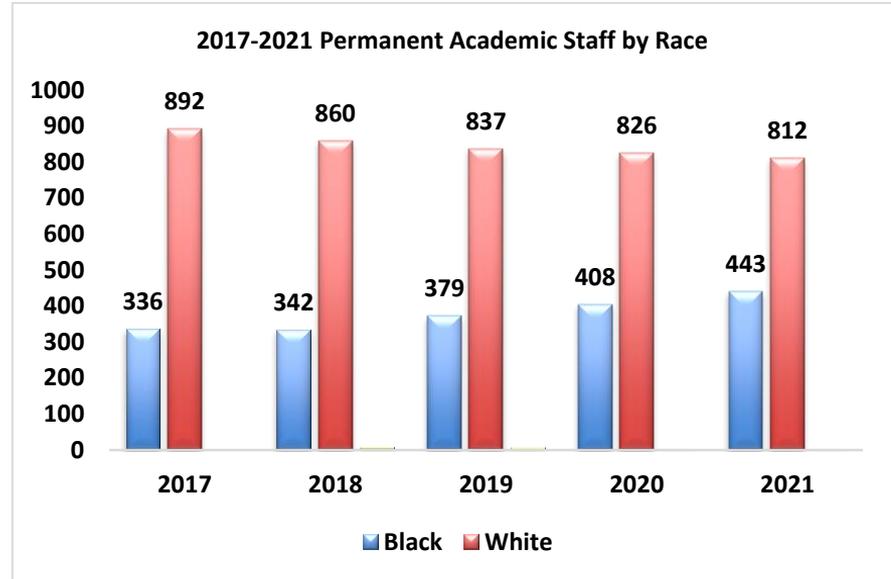
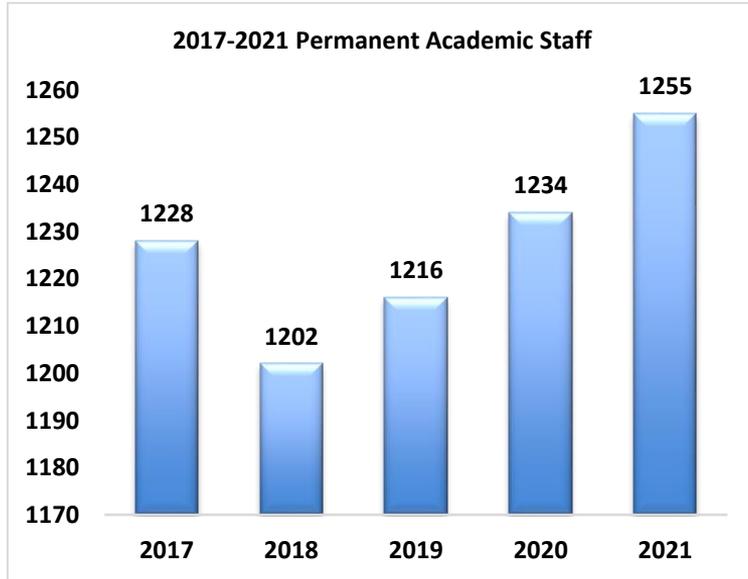
Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Transformation: Staff Demographics



# Transformation: Permanent Academic Staff



# Policies, Programmes & Structures that Advance Transformation

- Anti-Discrimination Policy
- Language Policy (Language Development Plan is being developed)
- HR Policies
- The Trans Protocol
- Religious Observance Protocol
- Student Accommodation Policies
- The Employment Equity Plan
- Transformation Plan: 2022 – 2026 (being finalised)
- Institutional Transformation Committee and Transformation Office
- Disability Unit
- Pre-University Academy
- Strategic bursary fund
- Institutional Forum



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Institutional Culture Survey (2021)

Institutional culture domain	Key outcomes
Leadership and management	<ul style="list-style-type: none"><li>Leadership, strategy and management practices are positively perceived</li><li>Changes are well planned and managed, but could be more proactive and agile</li><li>Strong performance orientation</li><li>Inadequate support for staff to navigate change</li></ul>
People relations	<ul style="list-style-type: none"><li>Staff generally feel valued, respected and experience job fulfillment</li><li>Language experienced as a divider</li><li>High levels of formality that inhibit open and robust debate/engagement</li></ul>
Academic environment	<ul style="list-style-type: none"><li>Academic culture supports excellence in teaching and learning</li><li>Staff expertise and competence is valued</li><li>Curriculum transformation is valued but lacks a shared view</li></ul>
Student culture	<ul style="list-style-type: none"><li>Positive experience of teaching and learning</li><li>Access to financial resources contribute to continued studies and supports academic experience</li><li>Strong sense of belonging</li><li>Inclusive institutional culture</li><li>Positive residence culture</li><li>Inadequate opportunities to contribute to faculty decision-making</li><li>Inadequate representation by the SRC.</li><li>COVID-19-related challenges (coping online, loneliness, etc.)</li></ul>



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Student Services

- Student development activities, including leadership activities.
- Mental health and wellness – a tiered approach; mental health protocol has been developed and is out for consultation, digitization of mental health services to enhance access, substance abuse SOP and treatment curriculum being finalized, etc.
- Residences as learning spaces to boost student success - Wi-Fi connectivity in rooms, wellness support, safety and security, food security, back-up electricity, infrastructure upgrades and refurbishment, etc.



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Student Services

- Food supply for needy students – 672 students supported by UP Student Nutrition and Progress Programme, food pantries, etc.
- Extramural student life programme (a wide variety of sporting codes, cultural events and activities, arts, etc.) supports the holistic development of students.
- Vibrant student life - Step-it-UP, RAG of Hope, Nothing but Vernac, UPlympics, welcome and orientation in residences, 124 registered societies, hybridization of activities, etc.
- Transport – buses that shuttle students between classes to different campuses and residences.



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Responses to COVID-19

- Harnessed the latest technology to transition to emergency remote teaching.
- Telephone tutoring to students with connectivity challenges. Study materials were also provided in flash discs and in hard copy.
- Developed digital and multimedia learning materials and activities
- Launched the Solidarity Fund to raise funding to buy laptops for students.
- Provided 3 000 laptops and tablets to students in need – delivered to students' homes.
- Virtual delivery (e-therapy) of professional psychological support to students
- UP was the first academic institution in South Africa to open a COVID-19 vaccination site.
- #VaccinateDon'tProcrastinate campaign.
- Clinical trials and testing e.g. UP participated in a WHO multi-centre clinical trial for Africa focusing on various antiviral compounds.



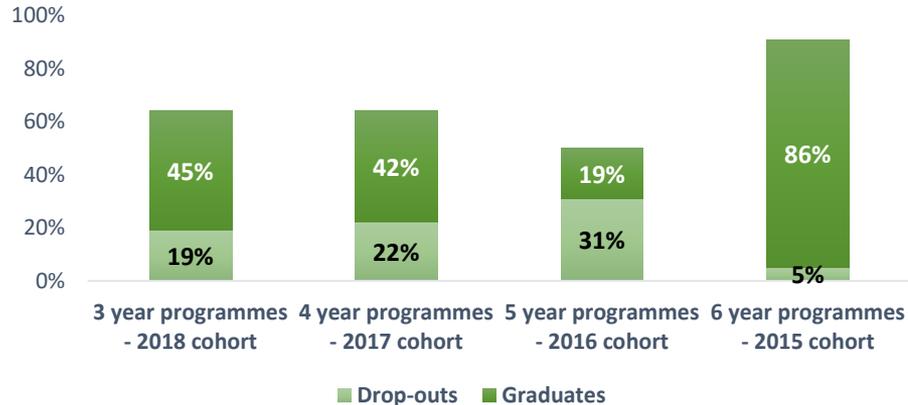
UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

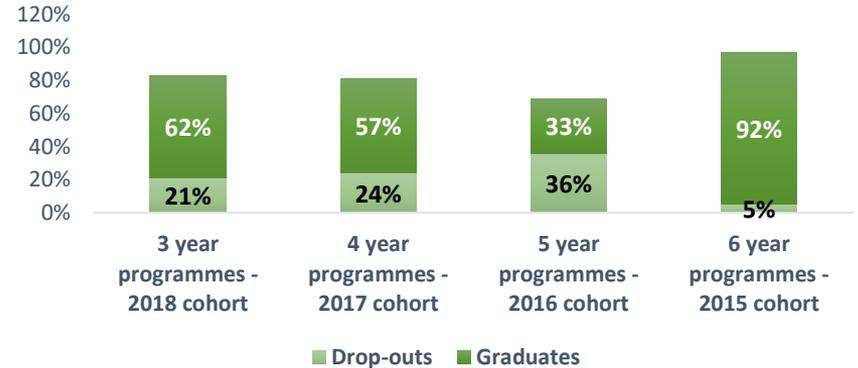
[www.up.ac.za](http://www.up.ac.za)

# Throughput and Drop-out Rates of 2021 Graduates

## Min Time



## Min Time + 1

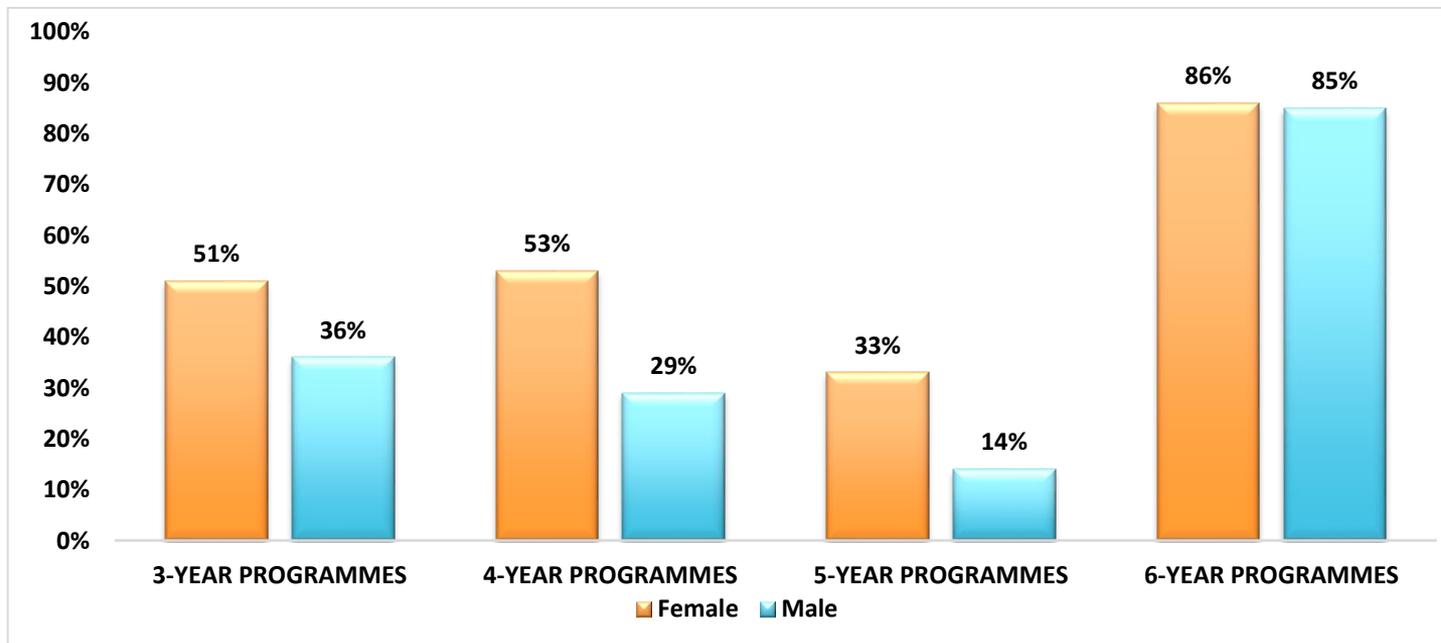


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Undergraduate Graduates In Minimum Time of 2021 Graduates by Gender

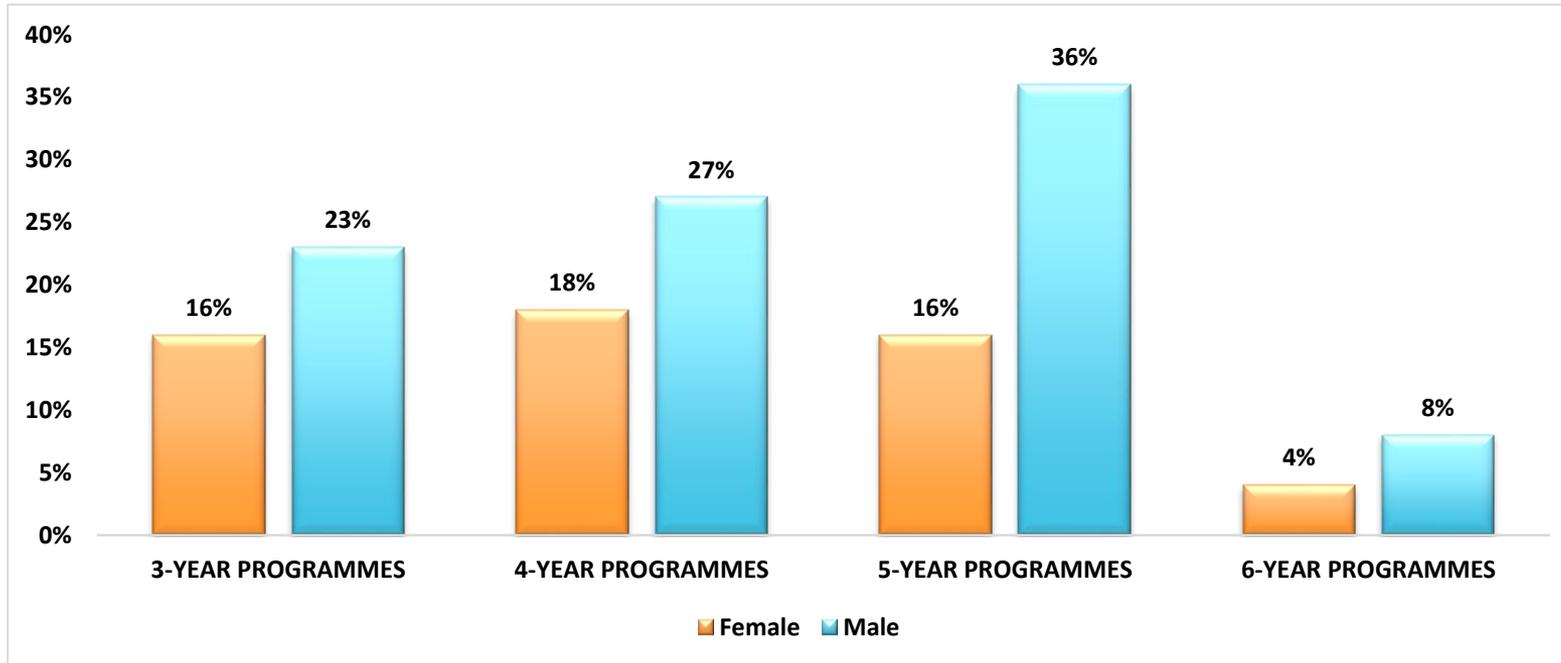


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Undergraduate Cumulative Dropouts in Minimum Time of 2021 Graduates by Gender

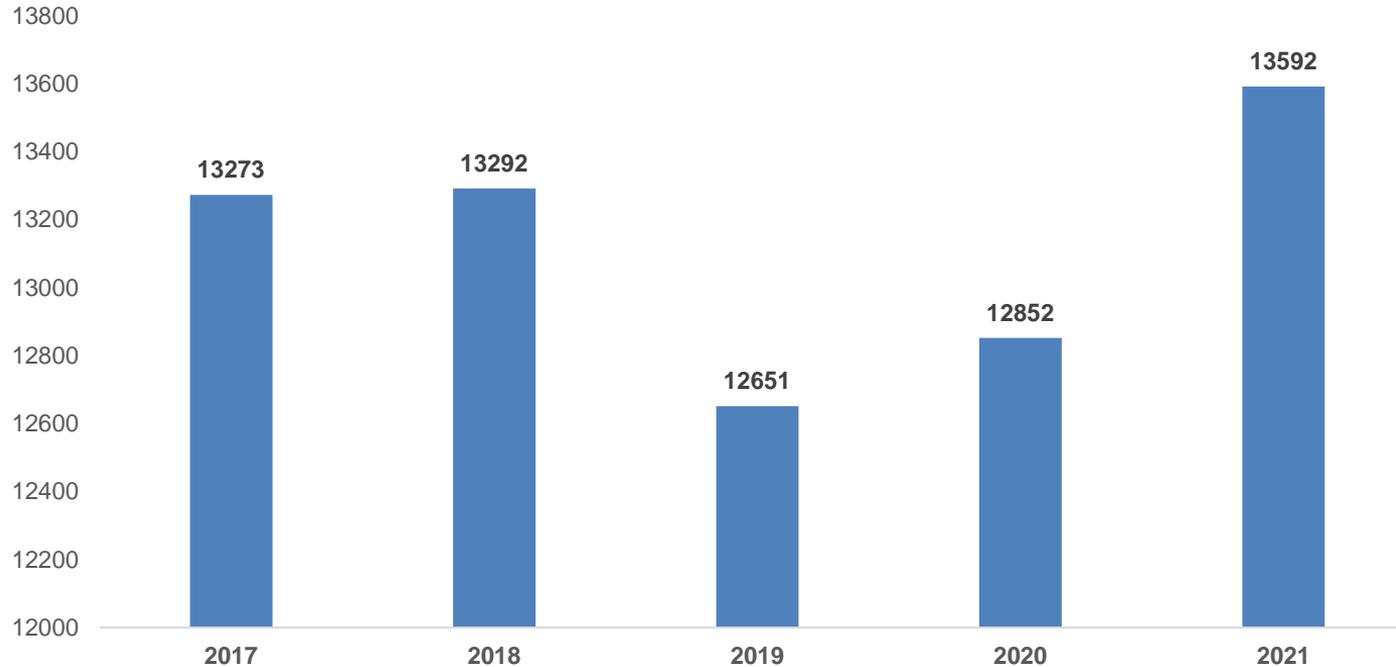


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Total UP Graduates: 2017-2021

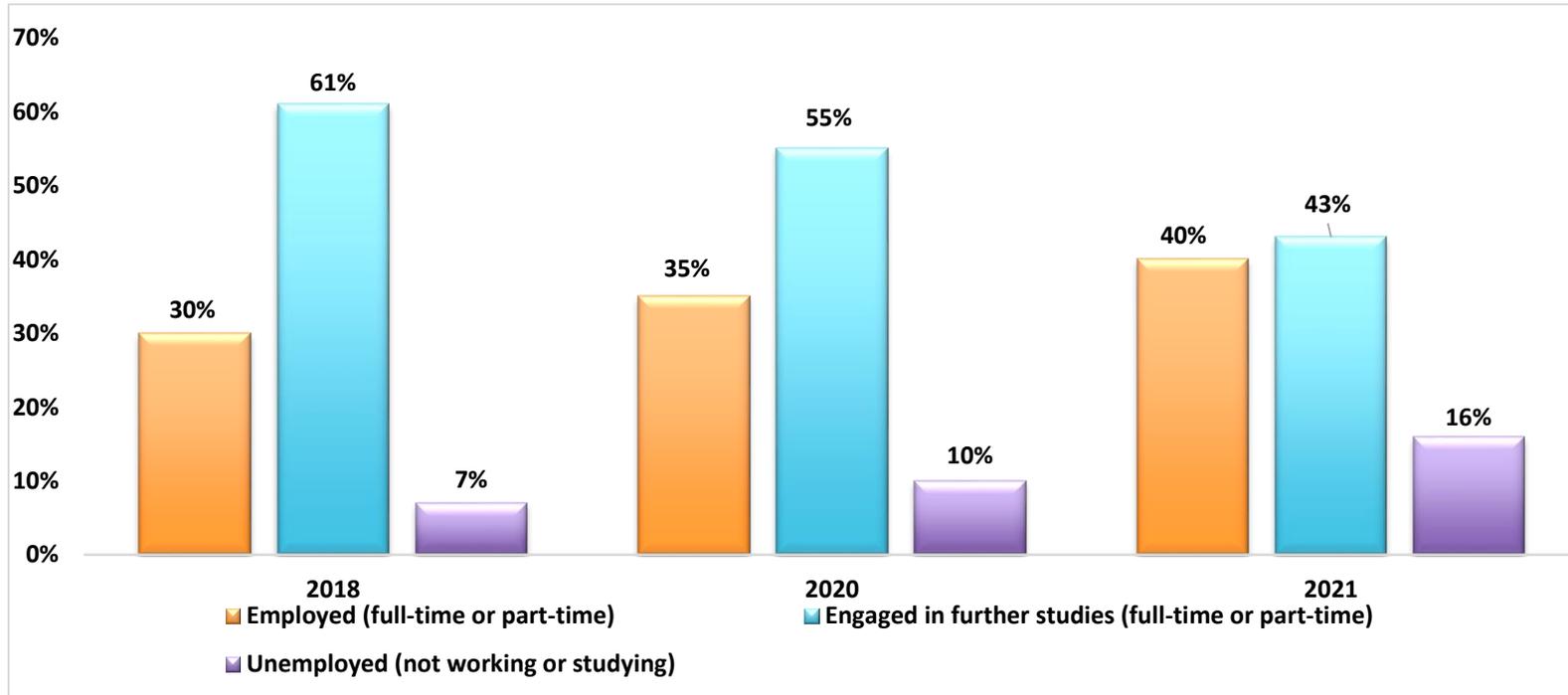


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Comparison of Employment Status Among Graduates Completing their Undergraduate Studies (2018 – 2021)



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Support for Graduate Employability

- UP's Department of Enrolment and Student Administration's (DESA) Career Service function offers mentorship, skill development training and placement opportunities for UP students to prepare for work.
- Graduates have access to assistance from the Career Services Office (CSO) for two years following graduation. In early 2021 CSO was helping approximately 200 graduates to find employment by assisting them with their CVs and job searches.
- UP is proud that SAGEA (South African Graduate Employers Association) gave an award to Career Services in 2021 'in recognition of high standards of excellence' for the best work-readiness programme.
- UP's Department of Institutional Planning, Monitoring and Evaluation monitors the state of graduate outcomes and employability, effective skills application and consequent institutional reputation in the market using surveys.
  - Employer Survey
  - Graduate Destination Survey



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Interventions to Improve Student Success

- FLY@UP and FLY Higher@UP initiatives
- Tshebi data initiative
- Curriculum transformation
- Transdisciplinarity in teaching and learning
- Widening and deepening the use of digital platforms in teaching and learning
- UP Pre-University Academy
- Staff development programmes
- Student life initiatives
- Strengthening postgraduate supervision
- Work readiness initiatives
- Funding initiatives for students in need of financial support
- Peer mentoring, tutoring and student advising



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

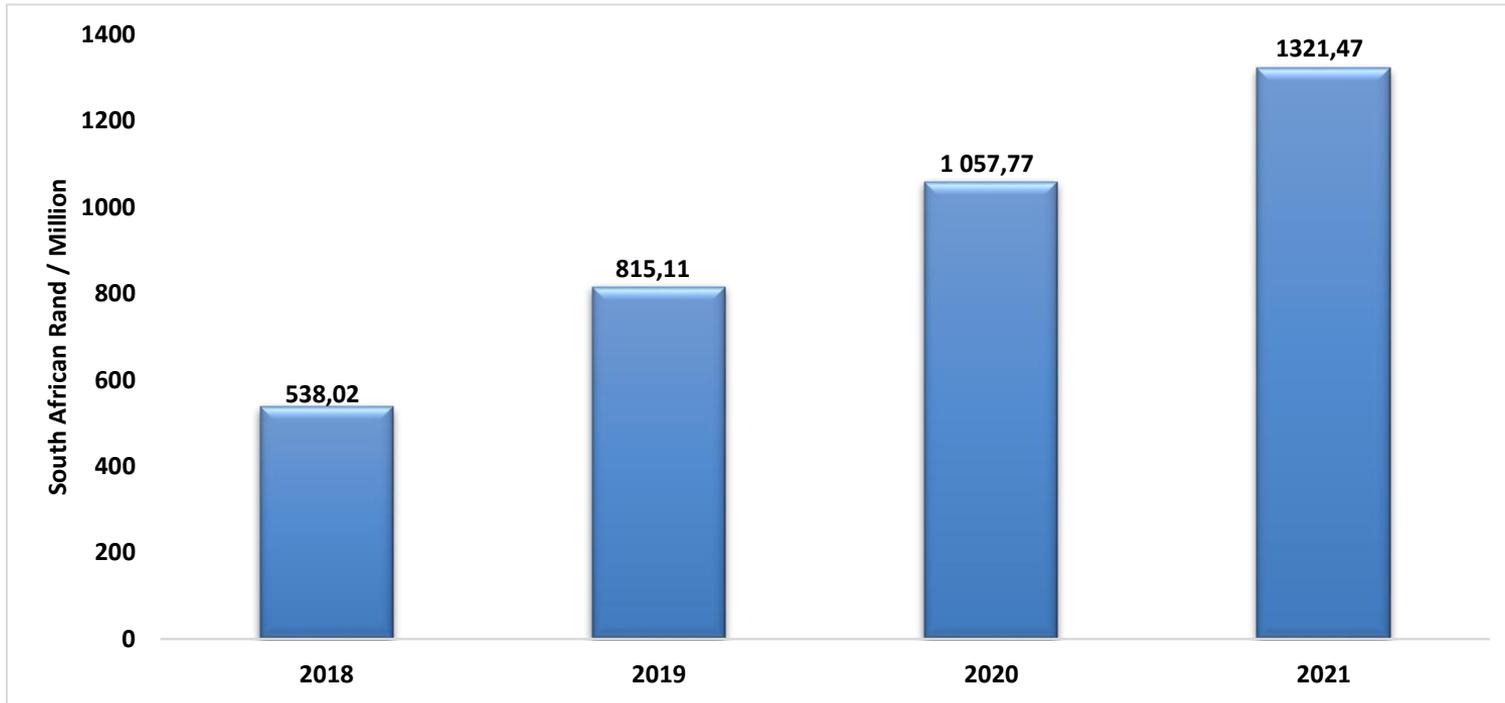
[www.up.ac.za](http://www.up.ac.za)

# NSFAS and Missing Middle Students

- The University of Pretoria currently has 11 834 NSFAS funded students.
- 1 523 NSFAS-funded students are accommodated in university owned residences and 7 652 are accommodated in accredited accommodation.
- The University has made funding available from its own sources to assist students who meet the missing middle criteria.
- Students who are experiencing financial difficulties are encouraged to liaise with the student funding office to enter into payment plans, apply for UP assist loans and/or apply for various external bursaries.
- UP is aggressively undertaking marketing campaigns to secure external funding to assist financially needy students.



# NSFAS Disbursement



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Funding Provided to Students

	2021 Rm	2020 Rm
Awarded from own funds	191.10	171.67
Awarded from funds allocated to UP	1 562.04	1 275.31
Awarded by external organisations and administered by UP	378.26	394.82
<b>SUBTOTAL: BURSARIES</b>	<b>2 131.40</b>	<b>1 841.80</b>
<b>LOANS</b>	<b>25.29</b>	<b>26.07</b>
<b>TOTAL: BURSARIES AND LOANS</b>	<b>2 156.69</b>	<b>1 867.87</b>



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# UP Financial Position 2021

- University subsidies have increased by 1.03% when compared to 2020 (CPI for 2021 was 4,5%).
- Tuition, accommodation & meal fees have been capped since the #FeesMustFall campaign
- Tuition and accommodation fee increases were capped at 4.23% and 6.23% respectively.
- Pressure on the operational budget as a result of:
  - Limited increases in block and earmarked grants
  - Limited adjustments to tuition and accommodation fees
  - Salary and other institutional costs increasing above CPI
- Increase in outstanding student debt
- Additional costs relating to the insourcing of previously outsourced services

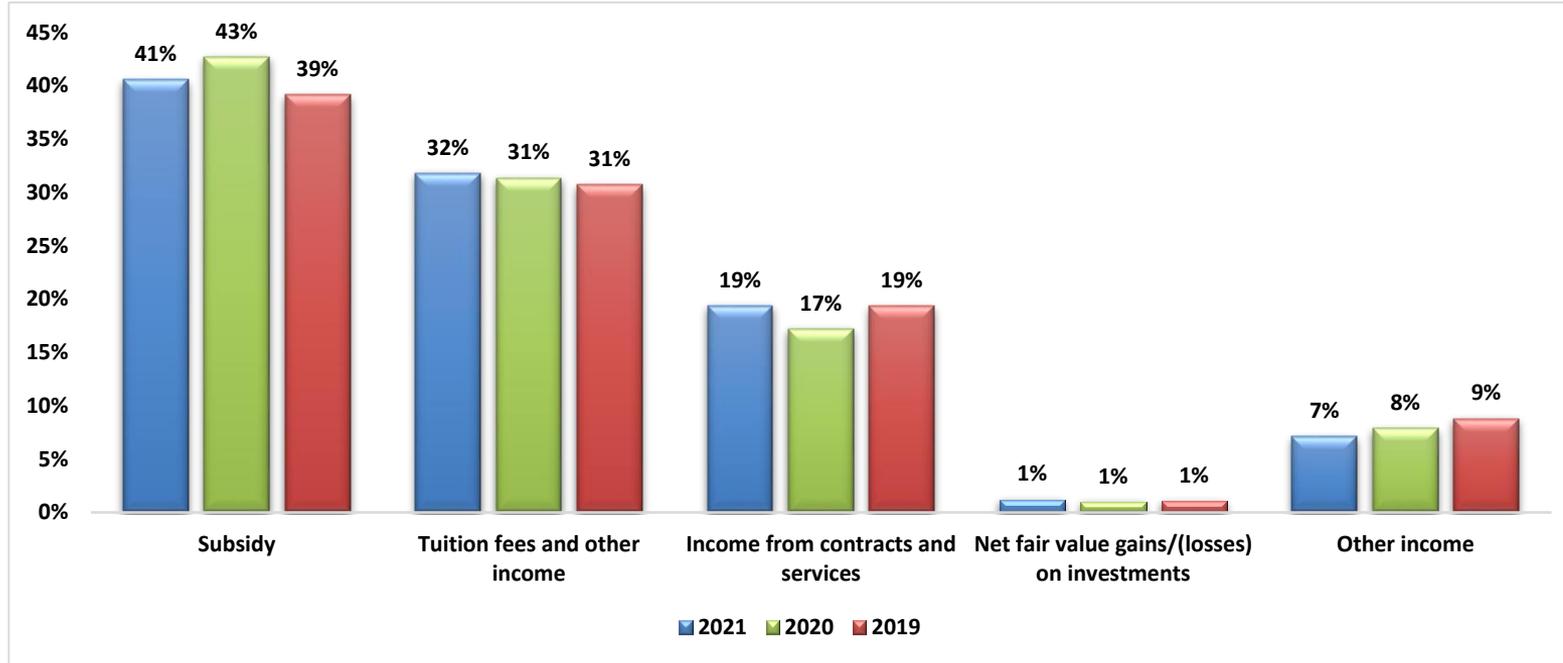


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# UP Income Sources

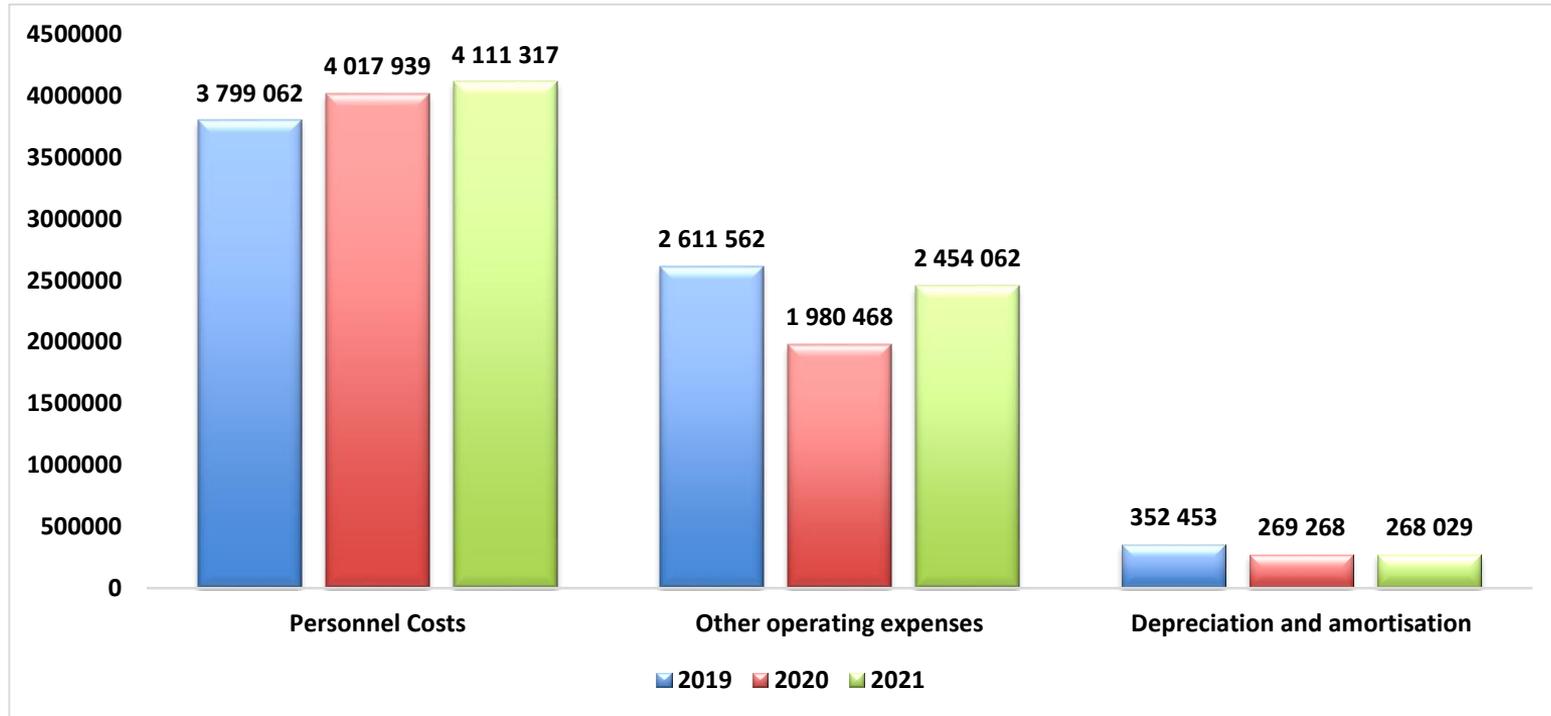


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# UP Expense Categories

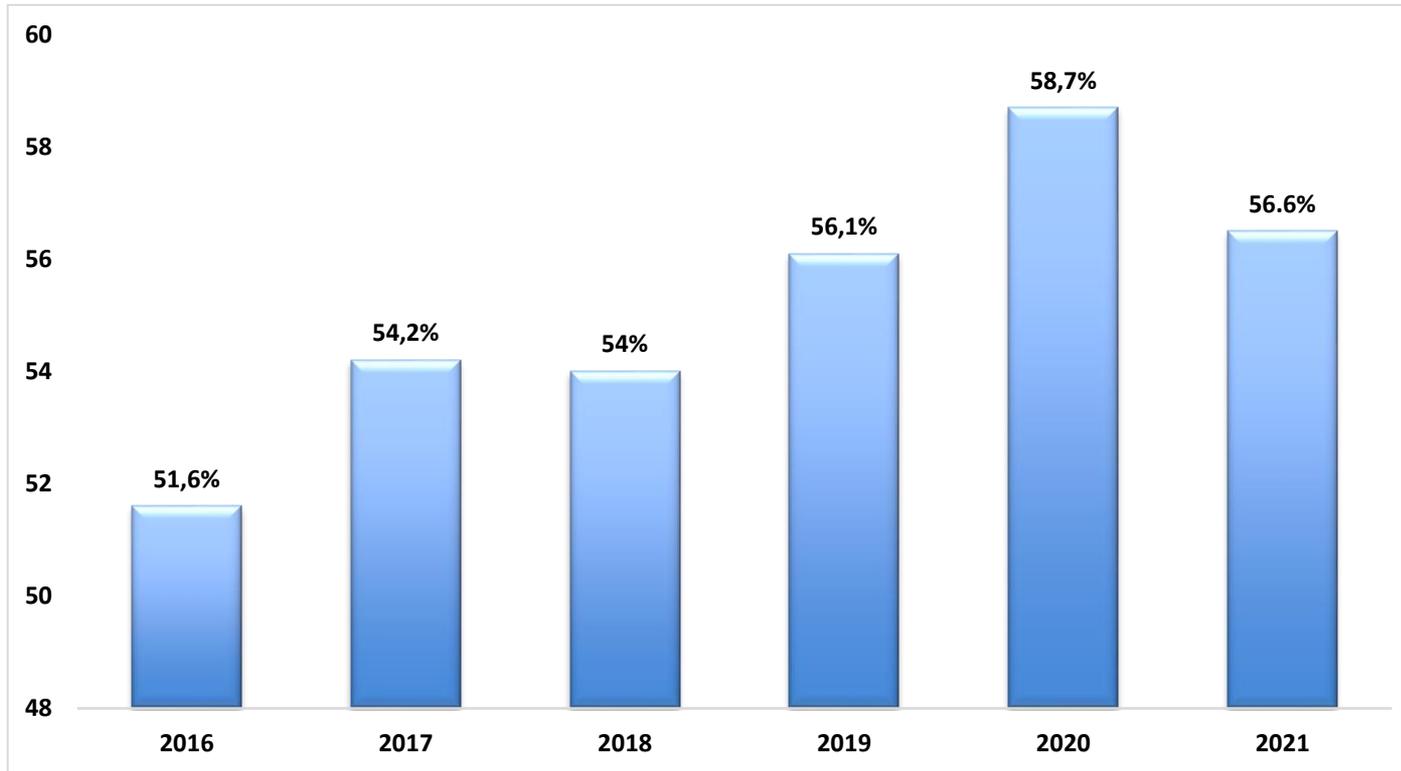


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Total Personnel Costs / Total Revenue

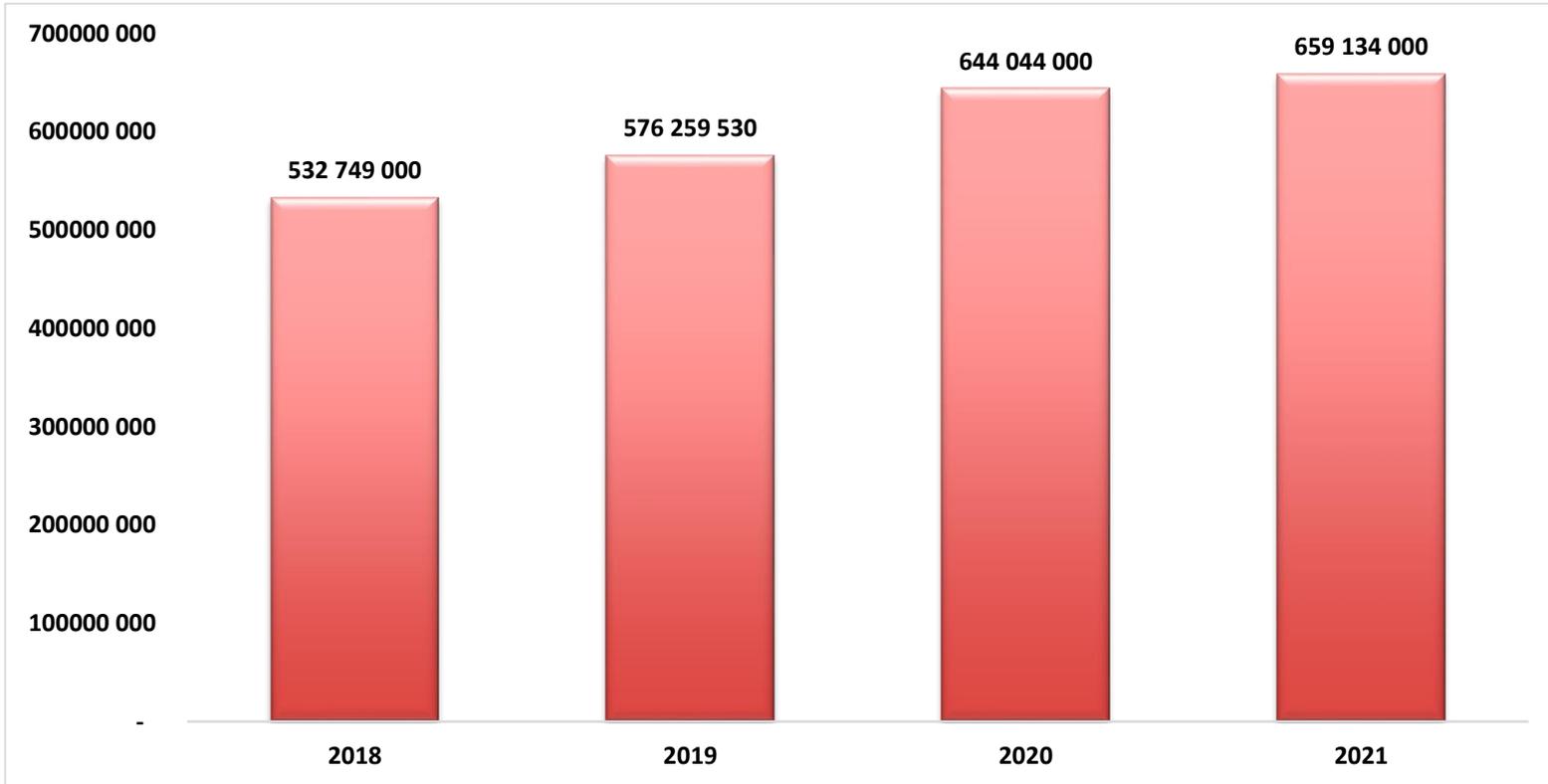


UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Cumulative Student Debt



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Financial Sustainability Plan

**Cost  
Containment  
and reduction**

**Income  
Enhancement**

**Cost  
Replacement**

**Fundraising**



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Financial Sustainability

- To deliver to South Africa the University must be financially sustainable at all times
- Ensure that a diversifying university sustains quality in all respects
- Ensure break even budgets.
- Ensure a financially sustainable University in terms of solvency, liquidity and cash flow.
- Ensure a “fit for purpose” structure for human resources, operations and infrastructure, aligned to the UP 2025 Strategic Plan.
- Grow third stream income substantially and ensure optimal usage of such funds to support strategic initiatives.
- Fundraising showing an increase and campaigns like Giving Day on the go.
- Strengthen financial discipline, broaden sustainability initiatives and eliminate waste.
- Significantly reduce levels of bad debt.
- Achieve an optimal ratio for academic to administrative staff and staff to student ratios



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Student Protests

- Protest is sacrosanct at UP
- The University experienced attempts to mobilise for a protest by a small group of students led by the SRC from 22-25 August 2022.
- When the mobilisation was not successful, the group resorted to disruption and blocking of buses and a campus.
- Pre-cautionary suspensions were then implemented and lifted when the students made representations as per the process.
- The cause was incorrect assumptions regarding the first payment of tuition fees.
- The first payment of fees for 2023 had been adjusted from R5 000 to R7 500 but the student's total tuition fees do not change because of this adjustment.
- For example, if the tuition fee for a programme is **R50 000**, it will remain **R50 000**, the only change would be the first or initial payment, that is **NOT paid by all students**.



# Student Protests

- The increase of the first payment of tuition fees from 2023 followed lengthy and detailed discussions with all stakeholders in 2021, including the SRC.
- This is the first adjustment of the first payment since 2016.
- The adjustment will **NOT** affect all students - students who are funded by the NSFAS and by external sponsors are not required to make the first payment.
- Students who cannot make the first payment can approach the University for financial assistance from its various schemes to assist those in need.
- The first payment, due at registration, is part of the total annual fee and is not in addition to it.
- No deserving academically qualifying students will be excluded.
- We will engage the SRC in fact based dialogue to work together in this regard.



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Conclusion

- The University practices and is committed to fact-based dialogue with all stakeholders who wish to make inputs into decisions and policies.
- The University will continue to strike balances that are socially sensitive and seek inclusivity.
- The University is increasing its effort to achieve transformation, inclusivity and equitability in all it does.
- The University will ensure that the institution is sustainable and continues to offer a high quality education and conducts transformative research that contributes to South Africa and Africa's development
- The University is focused on working with all stakeholders in society from local communities to national, regional and global partners to address challenges that face all societies across the world.



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)

# Thank You



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Make today matter

[www.up.ac.za](http://www.up.ac.za)