

UNIVERSITY OF ZULULAND



STRATEGIC PLAN (SP)

2008 – 2011

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1. OVERVIEW OF HIGHER EDUCATION TRANSFORMATION

South Africa's transition from apartheid to democracy requires that all existing practices, institutions and values are viewed anew and rethought in terms of its fitness for the new dispensation. Today the challenge is to redress the past inequalities and to transform the higher education system to serve a new social order, to meet national needs and to respond to new realities and opportunities. The new Government has put in place a number of policies and structures to give concrete expression to the democratic will of the people.

The release of the Education White Paper 3 A Programme for Higher Education Transformation (1997), the Higher Education Act 101 of 1997, the National Plan for Higher Education (2003) and the Human Resource Development Strategy for South Africa provide clear direction to the future of the higher education sector of South Africa. In order to translate and give expression to these national imperatives, all higher education institutions were required to develop strategic plans. The development of these strategic plans was intended to assist higher education institutions in determining their role and place in our diversified and increasingly competitive higher education system with an emphasis on massification, responsiveness, partnership and collaboration. Recent policy documents in higher education, have in addition, emphasised institutional effectiveness and efficiency, improved quality of academic and support service endeavours, and increased public accountability.

The University of Zululand (UNIZULU) embraced this challenge through its new vision and mission statement and the publication of its Strategic Plan (SP) in 2002. The strategic plan process of the University is seen as a formal process designed to help an organisation identify and maintain an optimal alignment with the most important elements of its environment. In view of continuous changes in the higher education field, particularly Government's programme launched in 2003 of restructuring the higher education landscape through mergers, incorporations and changes to institutional mandates, as well as changes to the University's environment, the University had revisited and evaluated its SP in 2004, 2006 and now again in 2008. The latest Strategic Plan covers the period 2008-2011.

2. BRIEF PROFILE OF THE UNIVERSITY OF ZULULAND IN 2008

The land on which this University stands was donated by the local community, the Mkhwanazi clan, to the then government in 1959 without any compensation. This University opened its doors in 1960 with 41 students as a University College of Zululand under the University of South Africa. In 1970 it became an autonomous University. In 1986 it opened its door to all racial groups. In 2002 the Cabinet of the Republic of South Africa declared it a comprehensive institution.

This institution boasts of its rural-base which is 158 kilometres north of Durban. In 2008 a new city Richards Bay campus opened its doors to a multi-cultural group of students to accommodate the comprehensive elements of this institution. Although it started as a

homeland higher education institution, a highlight is its development and partnership with local, national and global partners.

The international links with higher education institutions in the UK, Norway, USA and Africa region make for a unique development of strategic academic partnerships in an endeavour to enhance quality education in line with our new vision.

It has grown to an entity that is recognised internationally with more than 10 000 students. It offers special programmes in Arts and Humanities, Education, Commerce, Administration and Law including Science and Agriculture. As a comprehensive entity it gives the students' options of Certificates, Diplomas, Degrees, Masters and PHD programmes.

3. BACKGROUND

The Strategic Plan of the University of Zululand was conceptualized as an attempt to align the main elements of the present set of higher education policies with the administration and management of this institution and with the environment in which the University is functioning. In particular, the strategic plan seeks to give effect to the numerous transformational and restructuring initiatives launched since 1994 by Government

Before 1994 there was no single co-ordinated HE system in South Africa. Universities enjoyed a large measure of freedom and autonomy. In their relationship with the State, they were expected to display the required levels of institutional and public accountability

and it was assumed that they would, in and of themselves, respond satisfactorily to the national needs to advance skills and scientific knowledge.

The Higher Education Act 101 of 1997 initiated a period of intense policy development and change for higher education in South Africa. One of the most incisive changes was that brought about through Government's programme launched in 2003 aimed at the restructuring of the higher educational institutional landscape. This restructuring was to be achieved through merging and incorporating institutions and through changing the educational mandates of some others. In this way the University of Zululand was designated a comprehensive university which was expected to accommodate teaching and learning activities as well as research endeavours which incorporated elements of these activities normally associated with general universities as well as universities of technology.

In an attempt to assist Higher Education (HE) institutions to re-orientate themselves in the continuously changing post 1994 policy environment, the Department of Education asked higher education institutions to develop three year rolling plans as from 1998. These plans emphasised enrolment projections and academic programme activities and were informed by Government's views and pronouncements on matters such as the size and shape of the higher education system, equity, institutional efficiency, and inter-institutional cooperation.

Institutions that were significantly affected by Government's merger programme were asked in 2004/05 to develop Institutional Operating

Plans (IOPs) in place of their three year rolling plans. Through these IOPs, these institutions were expected to demonstrate which measures they intended instituting in order to safeguard their status a 'going concern'. The University of Zululand was one of these institutions and accordingly developed and submitted an IOP covering the period 2006-2009.

These operational plans should not be confused with the University's strategic plan. The strategic plan is positioned between the present set of higher education policies and the University's own functioning environment and practices. Under normal conditions, these operational plans would be derived from the strategic plan.

Ultimately the strategic plan of the University is to ensure the University of Zululand achieves the transformation objectives for higher education set out by Government, to establish coherence between the objectives contained in higher education policies and the functional and operational environment and constraints of the University, and to ensure that public funds are used efficiently and effectively.

4. UNIVERSITY OF ZULULAND'S CONTEXT AND ENVIRONMENT

UNIZULU's context, like that of many historically black higher education institutions, continues to be shaped by both our country's apartheid past and our post -1994 future under a democratically elected Government. Below are some of the major environmental and contextual challenges facing the University over the next few years.

- UNIZULU, has been designated a comprehensive university. This means that its strategies and plans must actively seek to incorporate a greater career focus in the design of many, if not most, of its learning programmes. In addition it needs to introduce a variety of certificate and diploma programmes in accordance with the needs expressed by its business and industry constituency. On the research front, apart from increasing its research outputs significantly, it needs to stimulate applied and problem solving research of a multi-disciplinary nature. Unlike some other comprehensive universities which were established through the merger of 'universities' and the then 'technikons', UNIZULU has been tasked to henceforth function under an expanded mandate. In many ways this presents new ground as academics need to be re-oriented to assimilate this expanded mandate – this is by no means an easy task and poses fresh challenges for the University.
- The University of Zululand is one of the few universities in South Africa that can lay claim to being a rural-based one. This means that the needs of the constituent communities of the University are very different from those of an urbanised community. This geographical placement has a number of implications for the University: It has to provide large numbers of residence places for students as there are few other lodging alternatives for students wishing to study at UNIZULU; it needs to establish different kinds of partnerships with the civil society structures in its environment than an urbanised university would

do as in many ways the University is often the only institution possessing a meaningful measure of capacity, human and physical, to support community development measures; its students are largely from impoverished backgrounds and many suffer from poor and inadequate schooling which has left them inadequately prepared for the rigours of university study – this low level of socio-economic and educational empowerment of students places great strain on financial aid for students and on the University's academic development aimed at rectifying some of the gaps in their educational preparation.

- UNIZULU has embarked on a process of developing a separate campus in Richards Bay. This campus is intended to cater mainly for some certificate and diploma programmes, after hours education for working students, and may, in time, cater for some specific degree programmes as well. The development of this campus will require considerable academic and physical planning expertise, as well as the establishment of constructive partnership relations between the University and the business community in Richards Bay.
- Financially, UNIZULU like most South African universities has been suffering under the sustained reduction in Government subsidies over the past number of years. For this rural-based institution has been exacerbated by the fact that it has only recently been able to turn-around from many years of financial deficits, that it cannot hope to match the tuition fee income of some urbanised universities due to the economic impoverishment of its environment, and due to the fact that it

has as yet, not been able to either build up a large endowment fund or increase its third stream income to acceptable levels. This means that achieving the University's many aims will require careful prioritisation and prudent financial management.

In addition the context and environment of the University has been accommodated in the following institutional priorities for 2008:

- Institutional reconfiguration
- Quality assurance
- Effective management
- Capacity building with regard to both academic and non-academic staff
- Enhancement of partnerships

5. PROCESS FOLLOWED IN DEVELOPING THE REVISED STRATEGIC PLAN

This strategic plan is based on the following process. First, a strategic planning workshop was held early in 2008 for members of senior management, academic and non-academic staff, unions and students assisted by an outside expert in higher education affairs. At this workshop positions were put forward and debated on a wide number of matters normally considered in a strategic plan such as the institutional vision, mission, values, goals etc. Secondly, this workshop was followed by a similar one held for members of Council at which the inputs, discussions and positions reached at the first workshop, were evaluated. Finally, a small but representative task team consisting of all major stakeholder groupings of the University

was asked to commence with the revision of the strategic plan based on the findings of these two workshops.

This strategic plan represents the work of this small task team.

6. OUR VISION

A leading rural-based, comprehensive University providing quality education.

7. OUR MISSION

The University of Zululand is a comprehensive institution which is set:

- a. To provide access to students from diverse backgrounds to an enabling and caring teaching and learning environment.
- b. To provide relevant quality education which integrates career preparatory, and general academic programme offerings and research, which are responsive to the development needs of society.
- c. To generate knowledge through appropriate research and disseminate it through publications, teaching and development, in partnership with the local and international communities.
- d. To produce knowledgeable undergraduate and postgraduate students characterized by an impeccable character and displaying good citizenship.

8. OUR VALUES (CAPTIONED AS I TEAM)

As part and parcel of its educative mission, the University of Zululand seeks to integrate education and ethical values in developing its staff and students.

These values are

- 8.1 **Innovation:** promoting attributes of excellence, creativity and discovery among students and staff.
- 8.2 **Teamwork:** working together to accomplish a common goal.
- 8.3 **Efficiency:** sustaining high levels of productivity
- 8.4 **Accountability:** subscribing to integrity and transparency.
- 8.5 **Mutual Trust** inculcating dependable and trustworthy relationships

9. INSTITUTIONAL GOALS

The previous strategic plan listed as many as 9 institutional goals. This was too large a number of goals to incorporate in a meaningful manner in the institution's systems, procedures and approaches. These goals have been evaluated and in some cases combined and re-phrased and in other cases completely reworded to produce the following four primary goals which direct the University's functions:

- 9.1 To provide formal, non-formal and informal learning programmes of high quality, which are relevant and responsive to the needs of students and of society;

- 9.2 To conduct research appropriate to a comprehensive University in partnership with the local, national and international community;
- 9.3 To build a positive image of the University through high quality academic outputs and partnerships with business/industry, civil society, other HE institutions, and research organisations; and
- 9.4 To mobilize and utilize the human, financial and physical resources of the University effectively and efficiently.

10. INSTITUTIONAL GOALS AND RELATED STRATEGIC OBJECTIVES

GOAL ONE

- 10.1 To provide formal, non-formal and informal learning programmes of high quality, which are relevant and responsive to the needs of students and of society**

OBJECTIVES

- 10.1.1 Infrastructural development which supports the offering of relevant and responsive academic programmes, in particular that of career focussed learning programmes;
- 10.1.2 To create a nurturing and enabling environment to promote the development of the potential of staff and students;
- 10.1.3 To offer a wide spectrum of relevant and responsive programmes based on the comprehensive character of this University;
- 10.1.4 To partner with business/industries, government and civil society, in particular appropriate NGOs, in the design and delivery of learning programmes;

- 10.1.5 To establish forms of co-operative learning as an integral part of career focussed learning programmes;
- 10.1.6 To strengthen academic development and other student support activities in order to promote successful learning;
- 10.1.7 To increase the through-put and completion rate of students at the University, and
- 10.1.8 To position UNIZULU as a leading provider of quality education and research.

GOAL TWO

10.2 To conduct research appropriate to a comprehensive University in partnership with the local, national and international community

OBJECTIVES:

- 10.2.1 To promote research conducted on a partnership basis (partners within and outside of the University) and which is aligned to national imperatives through the appropriate provision of resources;
- 10.2.2 To align research with societal needs, in particular with technology development and with human development;
- 10.2.3 To promote multi-disciplinary, problem oriented, and contract research which is in the public interest;
- 10.2.4 To develop and increase research capacity amongst the staff of the University;
- 10.2.5 To develop appropriate policies, incentives and other support systems to increase the University's research output on a sustainable basis, and
- 10.2.6 To pursue research initiatives aimed at generating a third

stream income through viable partnerships.

GOAL THREE

10.3 To build a positive image of the University through high quality academic outputs, and partnerships with business/ industry, civil society, other HE institutions, and research organisations

OBJECTIVES

- 10.3.1 To foster a healthy, secure, supportive, constructive and stimulating work and study environment for staff and students;
- 10.3.2 To establish appropriate systems, procedures and structures to support the establishment of wide ranging partnerships with appropriate structures outside the University;
- 10.3.3 To utilize the resources of UNIZULU in appropriate community development initiatives based on collaboration with relevant communities;
- 10.3.4 To promote professionalism and a customer-orientated service and attitude among employees (a client-service culture);
- 10.3.5 To build community outreach in a variety of forms such as service learning, into academic, research and internship programmes, and
- 10.3.6 To market UNIZULU as an institution of choice nationally and internationally.

GOAL FOUR

10.4 To mobilize and utilize the human, financial and physical resources of the University effectively and efficiently

OBJECTIVES

- 10.4.1 To manage financial, human and infrastructural resources optimally;
- 10.4.2 To achieve acceptable levels of quality in education, governance, management, administration and research;
- 10.4.3 To maintain a Performance Management System for staff to promote quality and productivity;
- 10.4.4 To allocate existing funds according to strategic priorities, and
- 10.4.5 To promote staff development to meet the needs of a reconfigured institution.

11. EVALUATION AND MONITORING OF IMPLEMENTATION OF NEW STRATEGIC PLAN

The various performance agreements entered into between employees and their supervisors under the University's performance management system associated targets derived from UNIZULU's strategic plan for their particular functional area. Regular monitoring of progress towards the achievement of these is the responsibility of supervisors. In addition, the Rector and Vice Chancellor is to report on progress re: the implementation of the strategic plan to Council.

The attached templates will facilitate these processes.

GOAL 1: To provide formal, non-formal and informal learning programmes of high quality, which are relevant and responsive to the needs of students and of society					
Strategic Objective	Programmes/ Actions/Activities	Responsible office/officer	A target Date	Resources Required/Needed	Performance Indicators Outputs/measures
1.1 To allocate funds for infrastructure development in order to support the offering of relevant programmes.	Provide an appropriate physical infrastructure aligned with the strategic direction of UNIZULU.	Finance	2009	Budget for revamp and building new theatres.	New lecture theatres to accommodate five hundred students and lecture theatres with physical features to allow interactive education and disabled students.
1.2 To offer career-focused programmes based on National priorities.	Design career focused programmes based on National priorities.	Finance and Faculties	2009	<ul style="list-style-type: none"> • New lecture halls • Computer laboratories • Laboratories 	Increase in Diplomas and professional degrees output by 5%.
1.3 To create a nurturing environment to promote development of potential for staff and students.	Enhance access and optimal use of resources	MANCO	2009	Human Capital + Funds	Increase in the number of Post Graduates and PhD candidates by 4%.
1.4 To offer a wide spectrum of programmes on the basis of comprehensive character of this University.	Develop an appropriate and relevant programme and qualifications mix (PQM). Review all programmes offered.	DVC; AAR Faculties QPA	2010	Funds and Human Capital	<ul style="list-style-type: none"> • New Diplomas • New Degrees • Professional qualifications All programmes offered in line with new HEQF. Meeting industry needs evident, thorough employment of Unizulu graduates
1.5 To partner with industries, government and other NGOs in academic programme offering.	Expand collaborative partnerships in South Africa, Africa and Internationally.	Faculties CEEL International Office	2009	International scholarships	<ul style="list-style-type: none"> • MOUs • Exchange programmes • Internationalisation of HE.
1.6 To position UNIZULU as a leading provider of quality education and research.	Meet the needs and expectations of students and staff. Students will be offered a wide range of curricula. Staff will retain their jobs.	Faculties DVC; AAR QPA	2009	Funds	<ul style="list-style-type: none"> • More students seeking admission by 5% • Staff retention and reduction of turnover by 5%.

GOAL 2: To conduct research appropriate to a comprehensive University in partnership with the local, national and international community					
Strategic Objective	Programmes/ Actions/Activities	Responsible office/officer	A target Date	Resources Required/Needed	Performance Indicators Outputs/measures
2.1 To promote research productivity aligned with national imperatives.	Conduct research focusing on national issues e.g. HIV/AIDS Establish a programme for research capacity development	Faculties DVC; AAR Finance	2008	Research director Increase budget Research centre	Increase <ul style="list-style-type: none"> • Masters and • Doctoral outputs by 4% • Subsidy generated by 5%. * Publications by 5%
2.2 To align research with technology development and business best practices i.e. to conduct research that focuses on product, market and technology.	Increase the number of patents developed.	Faculties DVC; AAR	2009	Intellectual property Management office i.e. Technology Office	<ul style="list-style-type: none"> • Commercialised research outputs. • Generation of intellectual property.
2.3 To strive to be the best institution for applied research.	Increase financial support for this type of research	Finance Faculties DVC; AAR	2009	Computers Finance	Research output solving practical problems in the community.
To promote translational research* making research result available to the community and science shops. * Making use of existing research results for community betterment.	Make use of available research results Educating community to bring research problems	Faculties DVC; AAR	2008	Research Centre., Journals and internet facilities	Increased research output by at least 5%.
2.5 To promote collaborative research projects among staff.	Incentivise (facilitate skills transfer on research between experienced and non-experienced) seasoned researchers to collaborate with novice researchers.	Faculties DVC; AAR Finance	2008	Research Centre, Journals and internet facilities Funds required	Increase in subsidy Generated by 5%. (non-experienced researchers conducting research independently)
2.6 To create a research data base and promote commissioned research.	Our NRF rated scientists will be on webpage (establish a database for Unizulu).	Research Admin Office	2008	Research centre	Increase in commissioned research by 3%
2.7 To pursue innovative ways of generating third stream income through partnerships.	Establish programme for generation of 3 rd stream income.	Staff	2008	Human Capital	Increase in third stream income for UNIZULU by 3%

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GOAL 3: To build a positive image of the University through high quality academic outputs and, partnerships with business/ industry, civil society, other HE institutions, and research organisations					
Strategic Objective	Programmes/ Actions/Activities	Responsible office/officer	A target Date	Resources Required/Needed	Performance Indicators Outputs/measures
3.1 To foster a healthy, secure, supportive, constructive and stimulating environment for staff and students.	<ul style="list-style-type: none"> • Improve access, safety and security. • Safety & Security programmes & measures 	PSD PPW Finance	2008	Human Capital Finance	<ul style="list-style-type: none"> • University road not going through the taxi rank • Decrease in crime by 10% • Better lighting on campus
3.2.1 To utilize the resources of UNIZULU in community development initiatives, meaningful partnerships and collaborative research.	Promote and reward activities that have reciprocal benefits.	Faculties	2008	Funds required	<ul style="list-style-type: none"> • Community work integrated into curricula • Increase in the number of community projects by 5%.
3.2.2 To promote community engagement through mutually beneficial partnerships.	Encourage staff to do community projects. Develop a communication strategy to ensure regular communication	Staff	2008	Incentives to staff involved	<ul style="list-style-type: none"> • Community work integrated into curricula • Increase in the number of community projects by 5%. • Increase in community projects by 5%.
3.3 To promote customer-oriented service and attitude among employees (a client-service culture).	Create a climate of comradeship, accountability and ownership of the institution.	Staff	2008	---	<ul style="list-style-type: none"> • Mutual respect • Enthusiasm • Pride\harmony • Responsibility • Staff retention.
3.4 To build community outreach into academic, research and internship programmes.	Yearbook must reflect activities in the community.	Faculties	2008	---	Timetable reflecting community activity
3.5 To market UNIZULU product worldwide.	Market UNIZULU internationally.	PRO	2008	Funding	<ul style="list-style-type: none"> • Attract students and staff • Updated and attractive webpage. • A positive marketing strategy.

GOAL 4 : To mobilize and utilize the human, financial and physical resources of the University effectively and efficiently					
Strategic Objective	Programmes/ Actions/Activities	Responsible office/officer	A target Date	Resources Required/ Needed	Performance Indicators Outputs/measures
4.1 To manage financial, human and infrastructural resources rationally.	<ul style="list-style-type: none"> Set standards of financial Management and budgeting. Establish & maintain an adequate system of internal controls. Engage in capacity building initiatives. Manage performance through writing of performance contracts. Set budget & appropriate revenue collection measures. 	All managers	2008	--	<ul style="list-style-type: none"> Plans and time tables. Devolution of management responsibilities to Faculties and Departments.
4.2 To create quality in education, governance, management, administration and research.	<ul style="list-style-type: none"> Set up structures and Committees for good corporate governance & controls. Develop governance & quality assurance policies. 	All Departments QPA	2008	--	<ul style="list-style-type: none"> Decision-making entities Communication channels
4.3 To maintain Performance Management System to promote quality and productivity.	Promote excellence in teaching, research and social responsibility.	Staff	2008	--	<ul style="list-style-type: none"> Good profiles for PMS. Evidence of diligence and responsibility. No complaints from the public.
4.4 To allocate existing funds according to strategic priorities.	Encourage staff to prepare business plans.	Staff	2008	--	Strict financial control measures. Risk Management Plan.
4.5 To promote staff development to meet needs of a reconfigured institution.	Provide access to appropriate facilities and support centres for individual development. Develop a Risk management plan.	Staff	2008	Incentives to staff	Improvement in Qualifications. Staff retention Publications. Staff development initiatives.

DEPARTMENT/SECTION/UNIT : BUDGET AND TARGET

GOAL ONE	Objective(s)	Proposed Budget			Target			
		2008	2009	2010	2008	2009	2010	2011
To provide formal, non-formal and informal learning programmes of high quality, which are relevant and responsive to the needs of students and of society.	To allocate existing funds to infrastructure development in order to offer relevant Programmes.							
	To provide offer career-focused programmes on a prioritized basis.							
	To create a nurturing environment to promote potential development of staff and students							
	To offer a wide spectrum of programmes on the basis of comprehensive character of this University.							
	To partner with industries, government and other NGOs in academic programme offering.							
	To position UNIZULU as a leading provider of quality education and research.							

GOAL TWO	Objective(s)	Proposed Budget			Target			
		2008	2009	2010	2008	2009	2010	2011
To conduct research appropriate to a comprehensive University in partnership with the local, national and international community.	To promote research productivity aligned with national imperatives.							
	To align research with technology development and business best practices.							
	To conduct research that focuses on product, market and technology.							
	To strive to be the best institution for applied research.							
	To promote translational research and science workshops.							
	To promote collaborative research projects among staff.							
	To create a research data base and promote commissioned research.							
	To pursue innovative ways of generating third stream income through partnerships.							

GOAL THREE	Objective(s)	Proposed Budget			Target			
		2008	2009	2010	2008	2009	2010	2011
To build a positive image of the University through high quality academic outputs and, partnerships with business/industry, civil society, other HE institutions, and research organisations.	To foster a healthy, secure, supportive, constructive and stimulating environment for staff and students.							
	To utilize the resources of UNIZULU in community development initiatives, meaningful partnerships and collaborative research.							
	To promote customer-orientated service and attitude among employees (a client-service culture).							
	To build community outreach into academic, research and internship programmes.							
	To market UNIZULU product worldwide.							
	To promote community engagement through mutually beneficial partnerships.							

GOAL FOUR	Objective(s)	Proposed Budget			Target			
		2008	2009	2010	2008	2009	2010	2011
To mobilize and utilize the human, financial and physical resources of the University effectively and efficiently.	To manage financial, human and infrastructural resources rationally.							
	To create quality in education, governance, management, administration and research.							
	To maintain Performance Management System to promote quality and productivity.							
	To allocate existing funds according to strategic priorities.							
	To promote staff development to meet needs of a reconfigured institution.							