



Vision 2030 Review and Reflections

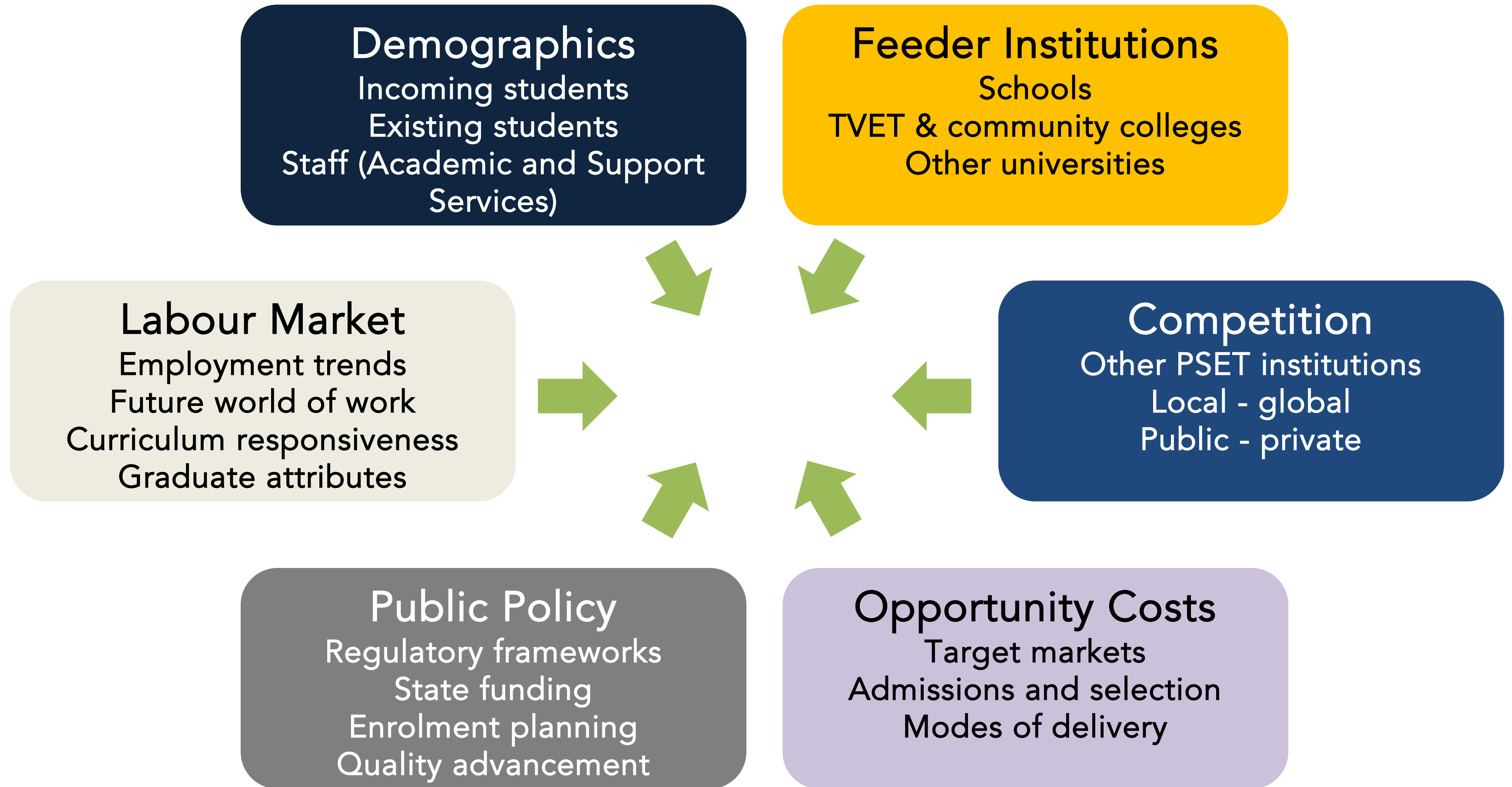
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Senior Director: Institutional Strategy

26 November 2025

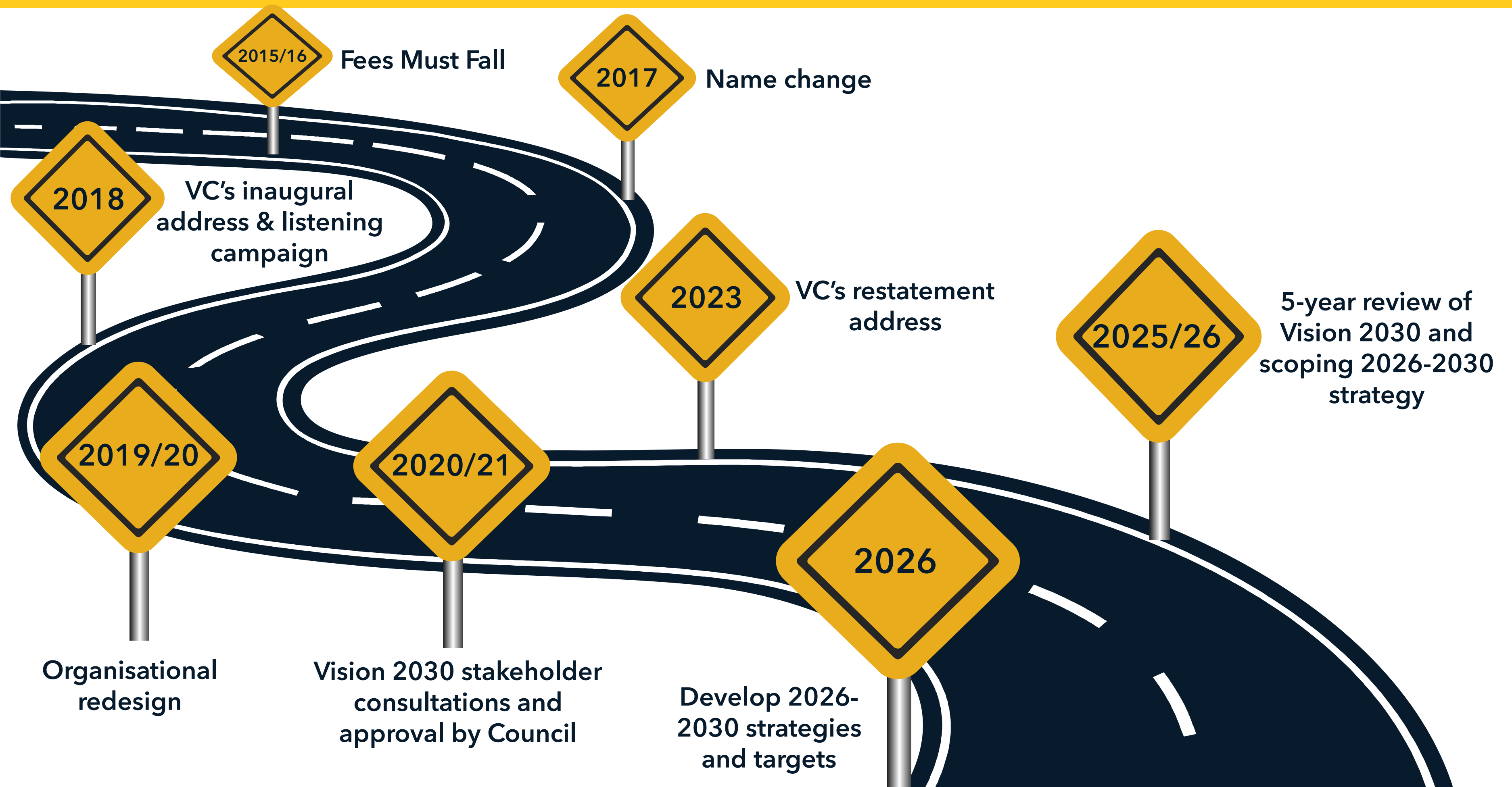


Vision 2030 context

Vision 2030 reflections: Impact of macro-environment



Vision 2030 milestones



Vision 2030 Mid-Term Review

What?

- Impact of the macro-environment on institutional strategy
- Past five years of strategy implementation (2021-2025) – strategic focus areas, enablers, and transversal priorities

How?

- Qualitative and quantitative narratives and analyses

When?

- 2025 and Q1-2 2026

Who?

- Internal and external stakeholders

Why?

- Inform development of 2026-2030 strategy and provide a baseline of strengths and redirections

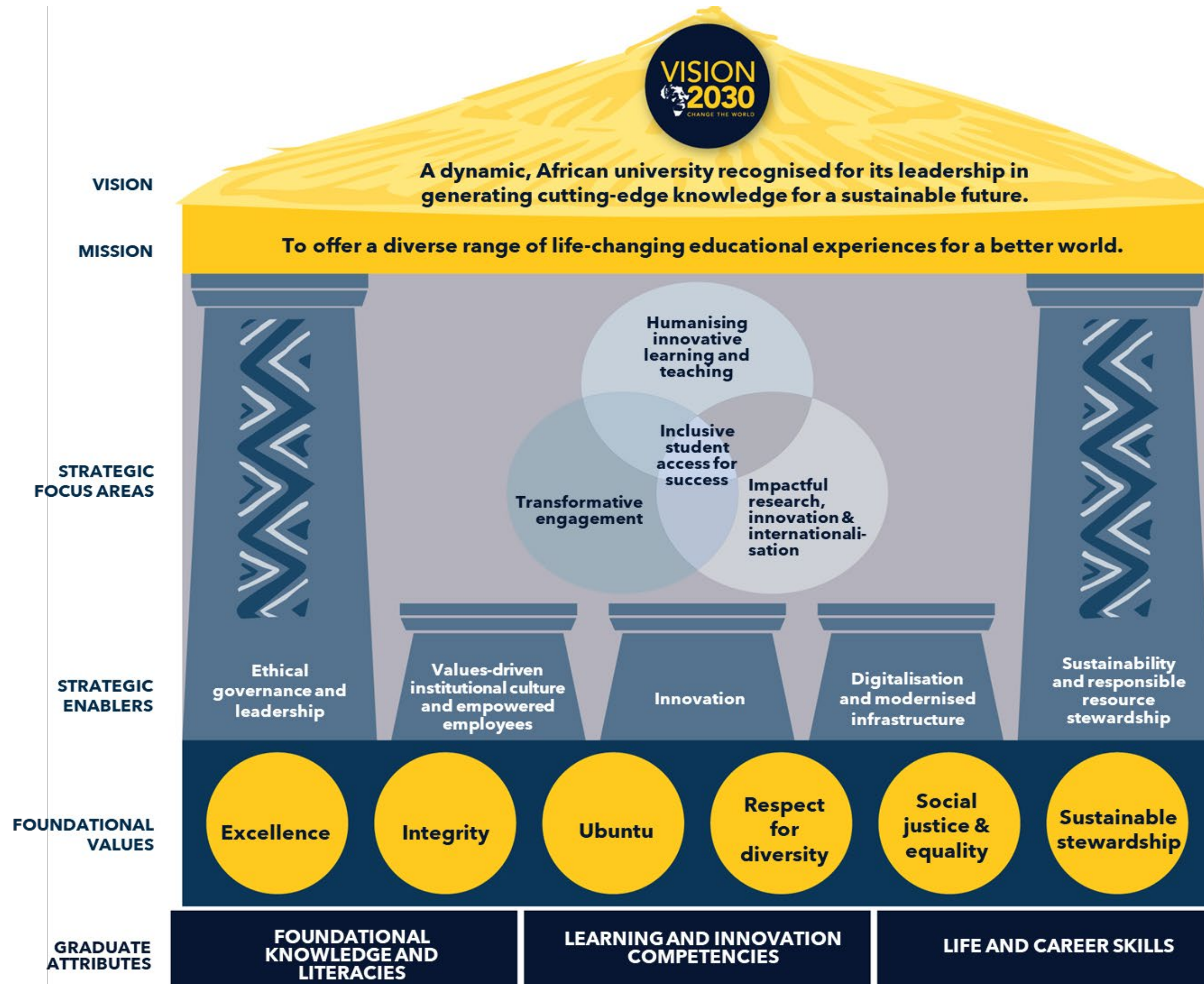
Vision 2030 strategic focus areas, enablers and transversal priorities

University in the service of society

As the only university in the world to be named after the late President Nelson Rolihlahla Mandela, the University is mindful of its responsibility to cultivate a values-driven, transformative ethos and institutional culture that honours the legacy of its namesake. It does so by positioning itself as being in the service of society.

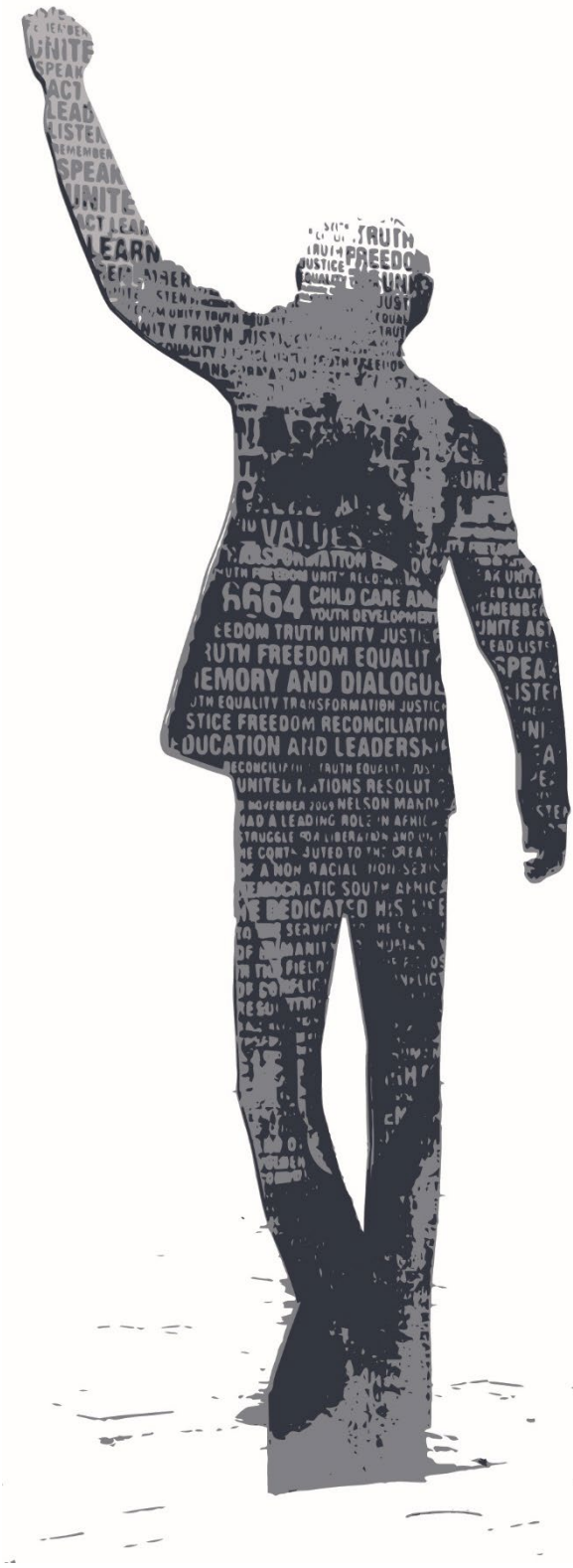


Overview of Vision 2030



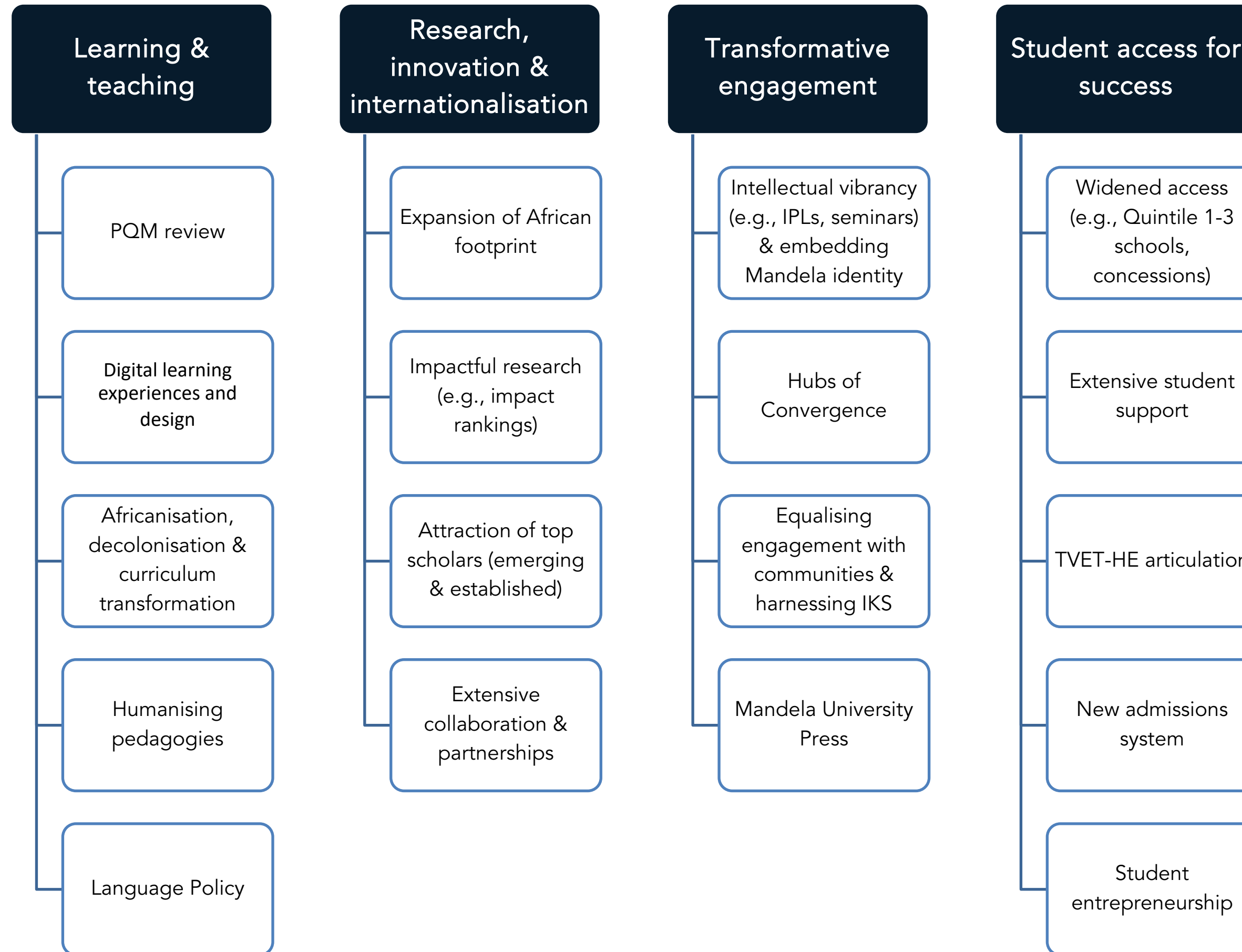
Transversal Priorities

- | |
|---|
| Repositioning equalising forms of engagement |
| Research and innovation excellence (incl. internationalisation) |
| Sustainability and transdisciplinarity |
| Transformation, decolonisation and institutional culture |
| Digitalisation and the Virtual Academy |
| Student access and success |
| Revitalising the humanities |
| Ocean sciences |
| Medical school |
| Food sovereignty and security |
| Student entrepreneurship and youth employability |
| Broad-based black economic empowerment |

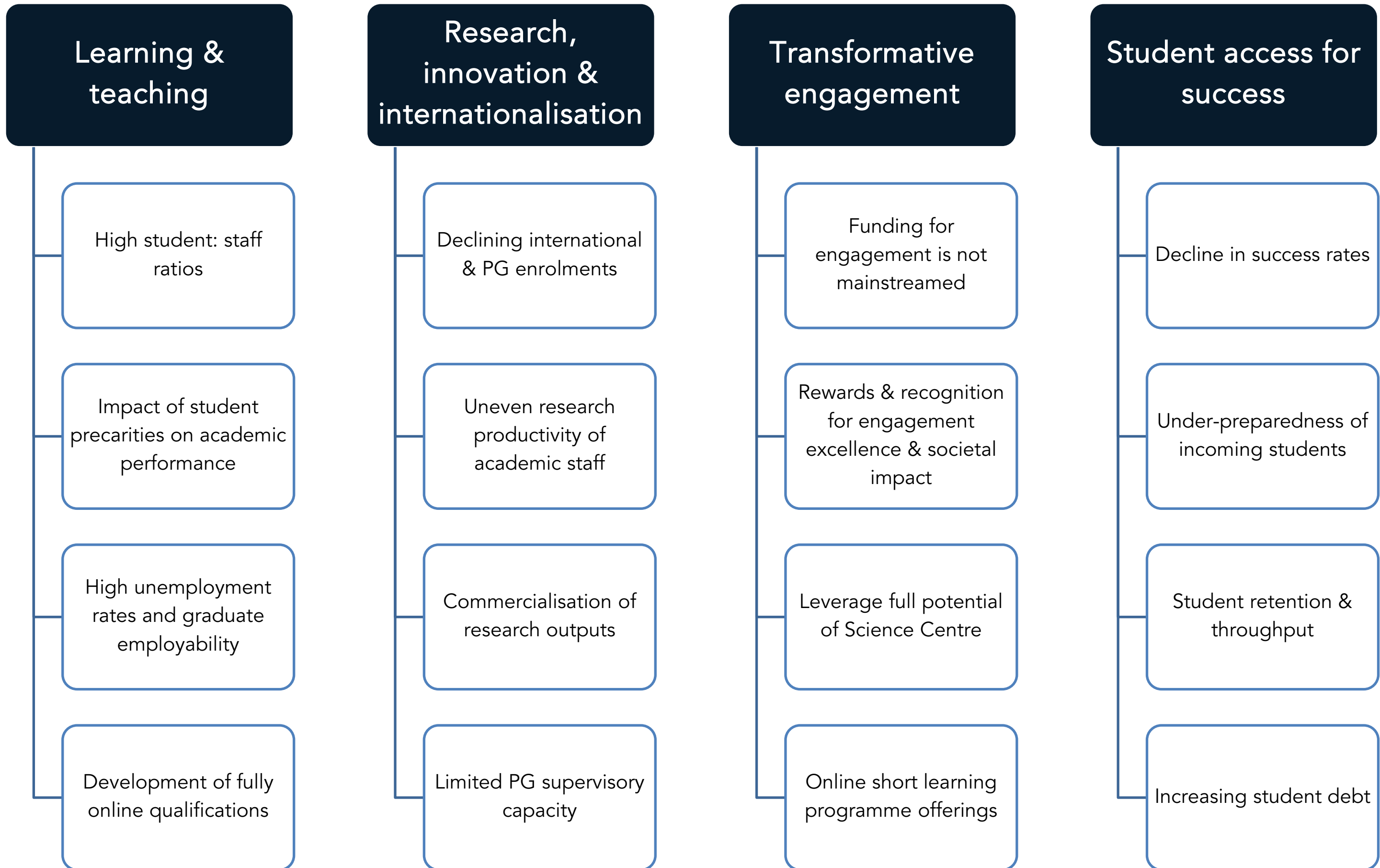


Vision 2030 review: High-level reflections

Highlights and successes: Strategic focus areas



Challenges: Strategic focus areas



Highlights and challenges: Strategic enablers

Highlights

Stable, ethical governance & leadership cohesion
Good progress with policy review & renewal
Robust monitoring, evaluation & reporting systems
Evidence- and data-informed decision-making
Unqualified audits
Initiation of institutional culture signature programmes
Investment in next generation of academics
Student entrepreneurship – impact & awards
Investment in new & modernised infrastructure
Digital transformation strategy starting to yield benefits (e.g., WiFi densification, student devices)
Earmarked reserve for investment in digitalisation
Establishment of SRMA, University Trust, Investment Company & Innovolve
Leveraging of external funding (e.g., SETAs)
Progress towards strategy-aligned budgeting
Sustainability interventions (e.g., SIVTT, environmental sustainability)

Challenges

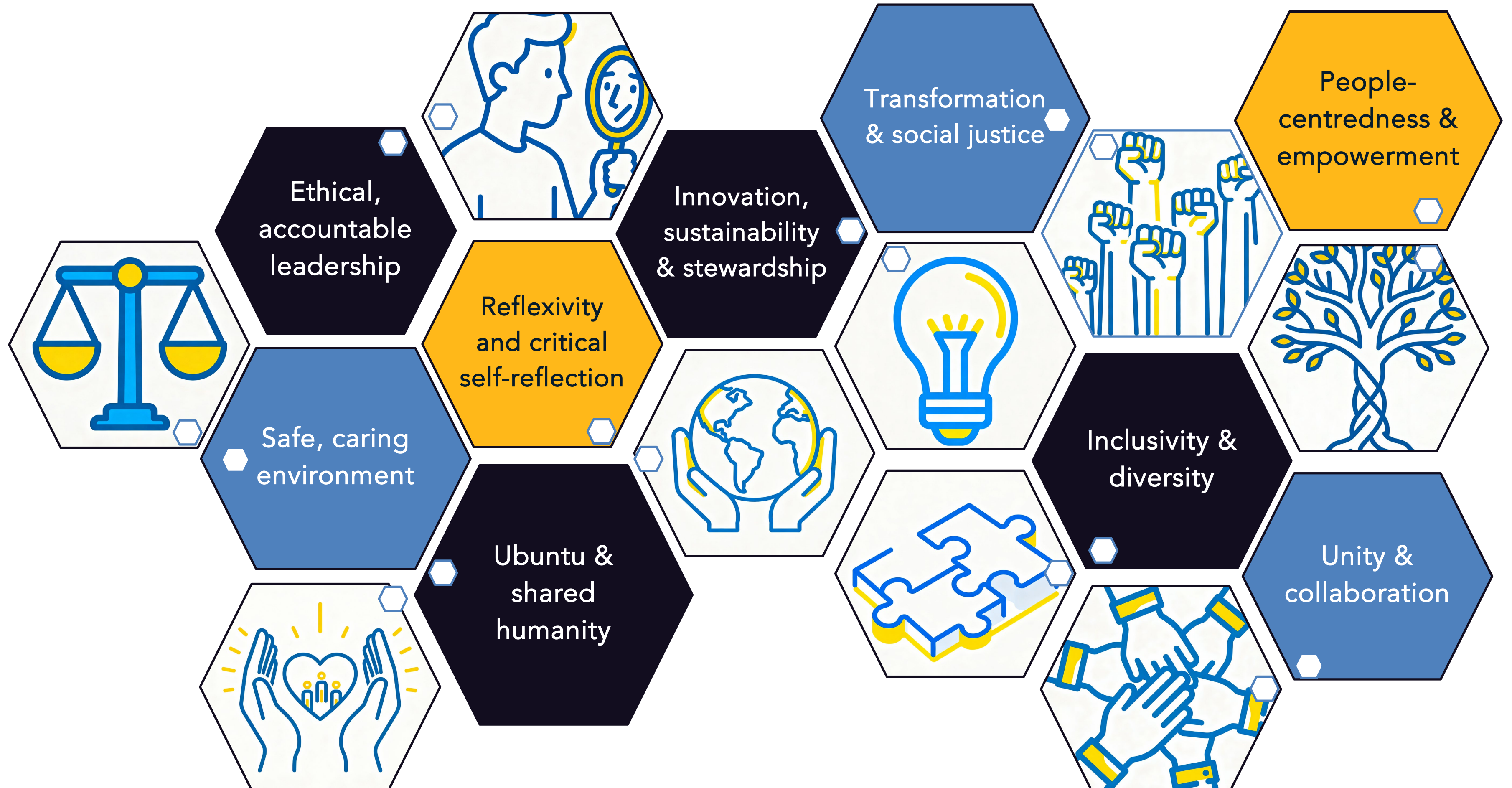
Need to capacitate middle management in strategy deployment & implementation
Systemic rigidities stifle innovation & agility
Slow progress in cultivating a conducive innovation & commercialisation ecosystem
Need to diversify industry partnerships
Need for agile, responsive policies, systems & processes
Need for more integrated approach to HR, finance & ICT
Need to optimise alumni for resource mobilisation
Maintenance of infrastructure & equipment
Optimise utilisation of space
Digital literacy of staff & students and the pace of technological advancement
Staff & student well-being
Constrained national fiscus & student funding crisis

Embedding the Mandela identity

INSTITUTIONAL CULTURE SIGNATURE PROGRAMMES:



Mandela in Us: Key emerging themes



Highlights and challenges: Transversal priorities

Highlights	Challenges
Equalising forms of engagement has created inviting spaces for communities to contribute to the knowledge project – social embeddedness First cohort of medical school graduates in 2026 Interprofessional, community-based medical education Only dedicated ocean sciences campus in South Africa Contribution of research chairs & entities to impact rankings & positioning of the University Revitalising the humanities has foregrounded African epistemologies & knowledge systems Global & national recognition of excellence in transdisciplinary & sustainability research Various initiatives to promote food security (e.g., campus gardens & greenhouses) Student entrepreneurship development & awards Improved B-BBEE level	Cumbersome systems & processes (e.g., supply chain management, ethics approval) Financial sustainability of medical school (e.g., joint appointments) Embedding ocean sciences in the mainstream budget Need to further strengthen African & global South international partnerships Impact of geopolitical tensions on international collaborations & mobility Subsidy distribution model and reward systems do not incentivise transdisciplinary collaboration Silo mentality & territorialism not conducive to transdisciplinarity

NAVIGATING THE

FUTURE



Vision 2030 timeframes

Two three-year rolling strategic plans from 2025-2030

2021-2025

2026-2030

inform

Five one-year operational plans from 2026 - 2030

2026

2027

2028

2029

2030

Vision 2030 vertical alignment and integration

University Strategy - reviewed every five years

VISION 2030 STRATEGY

Informs five-year strategic plans

Each executive management portfolio develops five-year strategic plans aligned to Vision 2030 – reviewed annually

**EXECUTIVE MANAGEMENT
PORTFOLIO STRATEGIC PLANS**

Informs five-year strategic plans

Faculties, divisions, campuses and institutional entities develop five-year strategic and annual performance plans aligned to Vision 2030 – reviewed annually

**FACULTIES DIVISIONS
CAMPUSES ENTITIES**

Informs individual performance plans

Individual performance plans aligned with annual performance plans of organisational units

**INDIVIDUAL
PERFORMANCE PLANS**

Vision 2030 horizontal alignment and integration



Academic &
enrolment
planning



Infrastructure
planning
(digital &
physical)



Resource
mobilisation
&
stewardship



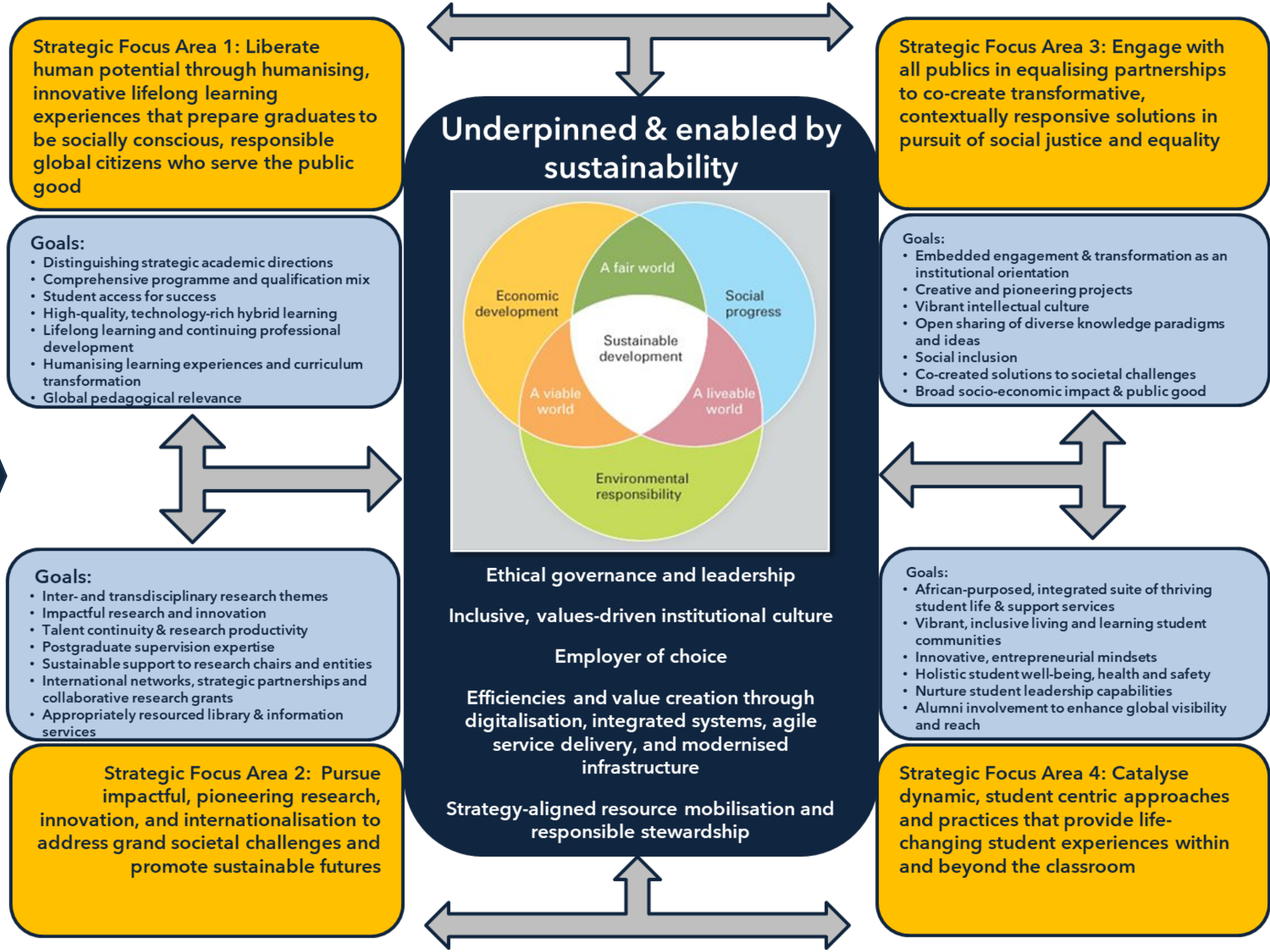
Talent
management



Monitoring,
evaluation,
reporting &
learning

Vision 2030 strategy

Vision 2030 Monitoring, Evaluation, Reporting and Learning Framework



Vision 2030: Next steps



Council,
management &
stakeholders
review Vision
2030 strategy
implementation
and assess
strategic
(re)directions

Management
develops 2026-
2030 strategy
with baselines
and targets
embedded in
MERL
Framework to
inform M&E and
reporting

Communication
& institutional
culture
interventions to
facilitate broad-
based ownership
of strategy

Strategic &
annual
operational
plans inform
resource
mobilisation and
budgeting



CHANGE THE WORLD WITH NELSON MANDELA UNIVERSITY

