Nelson Mandela University

Vision 2030 alignment

Compiled by
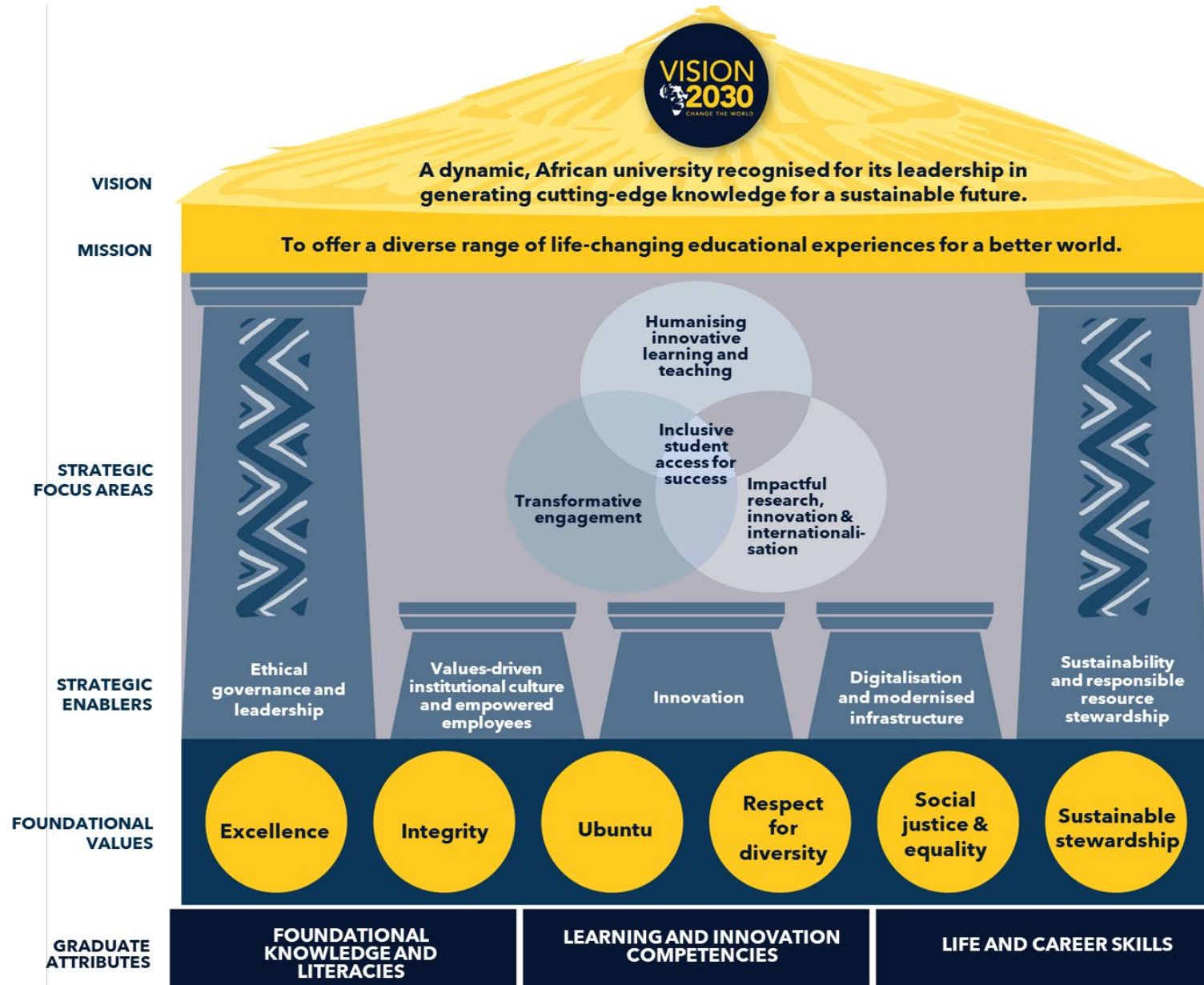Office for Institutional Strategy

OUR VISION
is to be a
**dynamic African
university,**
recognised for its
leadership in
generating
**cutting-edge
knowledge**
for a
**sustainable
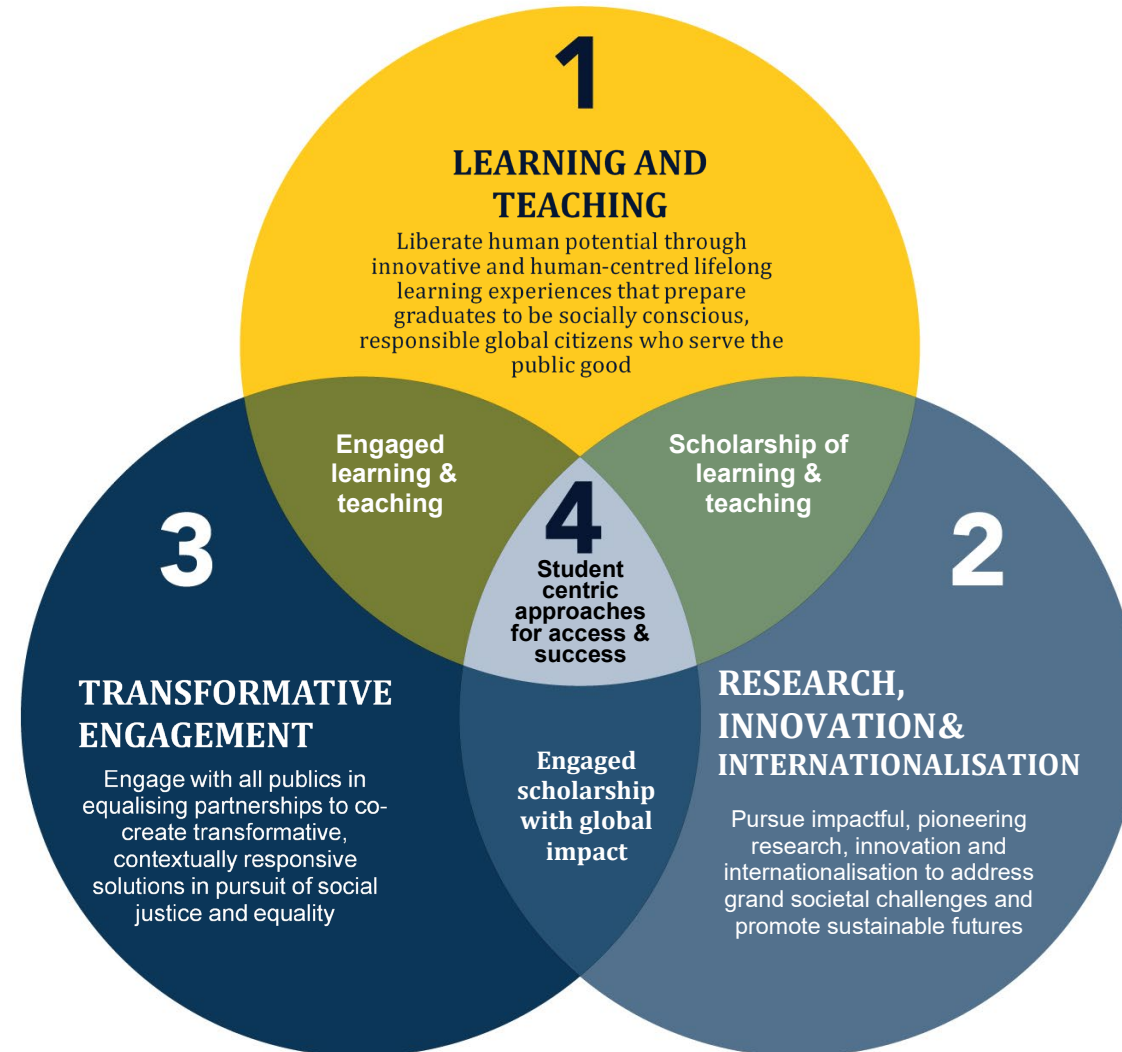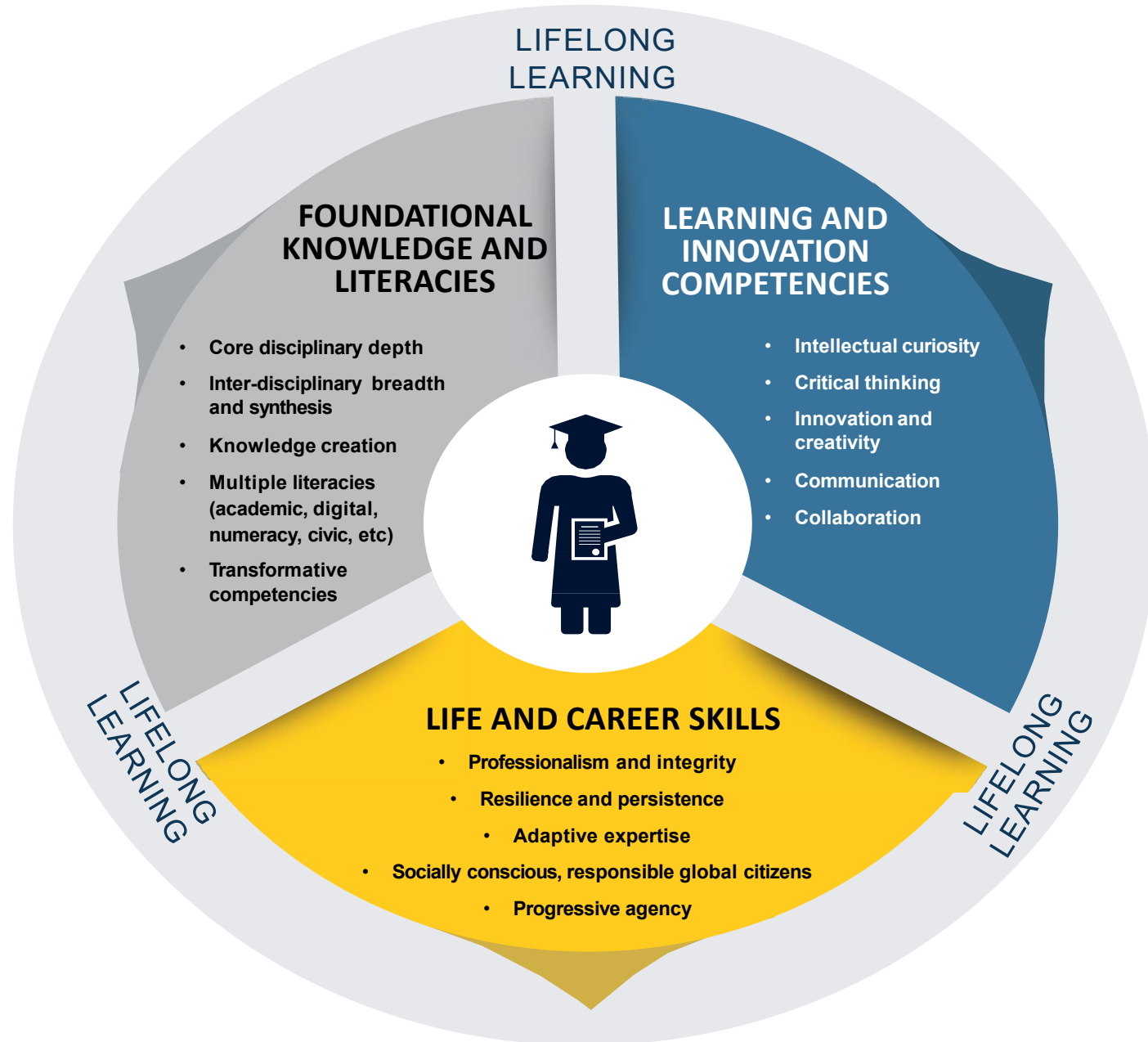future.**

Vision 2030 overview

Vision 2030 values

UBUNTU

SOCIAL JUSTICE AND EQUALITY

DIVERSITY

SUSTAINABLE STEWARDSHIP

INTEGRITY

EXCELLENCE

Vision 2030 strategic focus areas

1

LEARNING AND TEACHING

Liberate human potential through innovative and human-centred lifelong learning experiences that prepare graduates to be socially conscious, responsible global citizens who serve the public good

Engaged learning & teaching

Scholarship of learning & teaching

4
Student centric approaches for access & success

3

TRANSFORMATIVE ENGAGEMENT

Engage with all publics in equalising partnerships to co-create transformative, contextually responsive solutions in pursuit of social justice and equality

Engaged scholarship with global impact

2

RESEARCH, INNOVATION& INTERNATIONALISATION

Pursue impactful, pioneering research, innovation and internationalisation to address grand societal challenges and promote sustainable futures

Graduate attributes

LIFELONG LEARNING

FOUNDATIONAL KNOWLEDGE AND LITERACIES

- Core disciplinary depth
- Inter-disciplinary breadth and synthesis
- Knowledge creation
- Multiple literacies (academic, digital, numeracy, civic, etc)
- Transformative competencies

LEARNING AND INNOVATION COMPETENCIES

- Intellectual curiosity
- Critical thinking
- Innovation and creativity
- Communication
- Collaboration

LIFE AND CAREER SKILLS

- Professionalism and integrity
- Resilience and persistence
- Adaptive expertise
- Socially conscious, responsible global citizens
- Progressive agency

LIFELONG LEARNING

LIFELONG LEARNING

Transversal strategic differentiators

- Medical school
- Ocean sciences
- Revitalising the humanities
- Repositioning engagement
- Transdisciplinary sustainability science
- Food sovereignty and security
- Digitalisation and the Virtual Academy
- Transformative institutional culture
- Student entrepreneurship and youth employability

Situational analysis

STRENGTHS

- Largest comprehensive higher education institution in the Eastern Cape
- Wide range of programmes and qualifications from certificate to doctoral level
- Humanising pedagogies and proactive student support interventions (academic, psychosocial, and financial) that enhance student access for success
- Values-driven, transformative institutional culture that embodies the legacy and ethos of Nelson Mandela
- Growing contribution to public intellectual discourse
- Extensive engagement and collaboration with communities, business, industry, government, and civil society in the service of society
- Leader in transdisciplinary sustainability sciences
- Socially responsive and impactful science, innovation, and technology to promote the public good
- University with the only dedicated ocean sciences campus in South Africa
- Innovative, interprofessional approach to medical and health education
- Wide-ranging efforts to promote social justice, equality, and non-discrimination
- Expanding support for student entrepreneurship and youth employability
- A growing alumni network nationally and internationally
- Investment in technologically enabled learning and teaching spaces and modernised infrastructure
- Multi-campus university with distinct niches for each campus
- Stable, ethical governance and management
- Dedicated, highly skilled employees
- Growing pool of research associates, postdoctoral fellows, and honorary, emeritus, ad personam, visiting, and adjunct (HEAVA) professors

WEAKNESSES

- Cumbersome administrative processes and procedures
- Insufficient flexible educational opportunities for the adult market
- Inadequate, affordable on-campus student accommodation
- Need for integrated enrolment management system to address low conversion of applications and admissions to enrolments
- Need to review programme and qualifications mix, academic size and shape, modes of delivery, and pedagogical approaches to enhance readiness for future world of work
- Limited financial assistance for "missing middle" and postgraduate students
- Declining postgraduate and international student enrolments
- Inadequate career pathing and promotion opportunities for employees
- Proportion of academic staff with doctoral qualifications below the national average
- High student: staff ratios and limited postgraduate supervisory capacity in certain academic disciplines/fields of study
- Declining research outputs of permanent academic staff
- Highly competitive market for talented, diverse employees, especially in scarce and critical skills
- Holistic student and employee wellness in a post-pandemic context
- Constrained financial resources and relatively high dependence on government funding
- Cost of rising demands for wraparound student support (e.g., accommodation, transportation, catering, data connectivity, etc.)
- Inadequate unencumbered third-stream income to fund strategic imperatives and aspirations
- Broad-based black economic empowerment (BBBEE) recognition level

OPPORTUNITIES

- Africa's demographic dividend – burgeoning youth population
- Increased collaborations with industry and employers to enhance curriculum responsiveness and graduate employability
- Stackable credentials and fully online offerings in support of lifelong learning
- Digitalisation – leverage innovative technologies, artificial intelligence, Internet of Things, and machine learning for the renewal of institutional systems, processes, workflows, policies, service delivery, and blended/online learning
- Expanded international partnership footprint, particularly in Africa and the global South
- Flexible/hybrid ways of working to enhance the employee value proposition
- Strengthened engagement and partnerships with TVET and community colleges to facilitate integrated post-school education and training
- Partnerships with schools to improve quality of basic education
- Education and skills for the future world of work
- Digital and circular economy
- High-technology industrialisation
- Big data analytics
- Nano- and biotechnologies
- Healthy nutrition for all
- Water security
- Improving access to quality healthcare
- Just energy transition - renewable energy sources and technologies
- Localisation and SMME development

THREATS

- Weakening global economy
- Rising global geo-political tensions and nationalism
- Persistently high levels of unemployment, poverty, and inequality
- High interest rates and households under pressure due to cost-of-living crisis
- Pervasive food insecurity and hunger
- Rising social unrest
- Rapid urbanisation and uneven access to quality human settlements
- Constrained national fiscus and impact of Government austerity measures
- Financial sustainability within the higher education sector – rising costs, declining state subsidies, and NSFAS administration challenges
- Rising student debt
- Environmental risks - water and energy insecurity, as well as the impacts of climate change, natural disasters, pollution, and loadshedding
- Quality of basic education and schooling, especially poor performance in mathematics and science
- Increased national and global competition for talent
- Crime, violence, and alcohol/drug abuse
- Gender-based violence and gender inequality
- Digital divide and unequal access to mobile devices and data connectivity
- Rising cybersecurity and privacy concerns (e.g., cyber-attacks and data breaches)
- Outbreaks of new variants of Covid-19 and other infectious diseases and pandemics
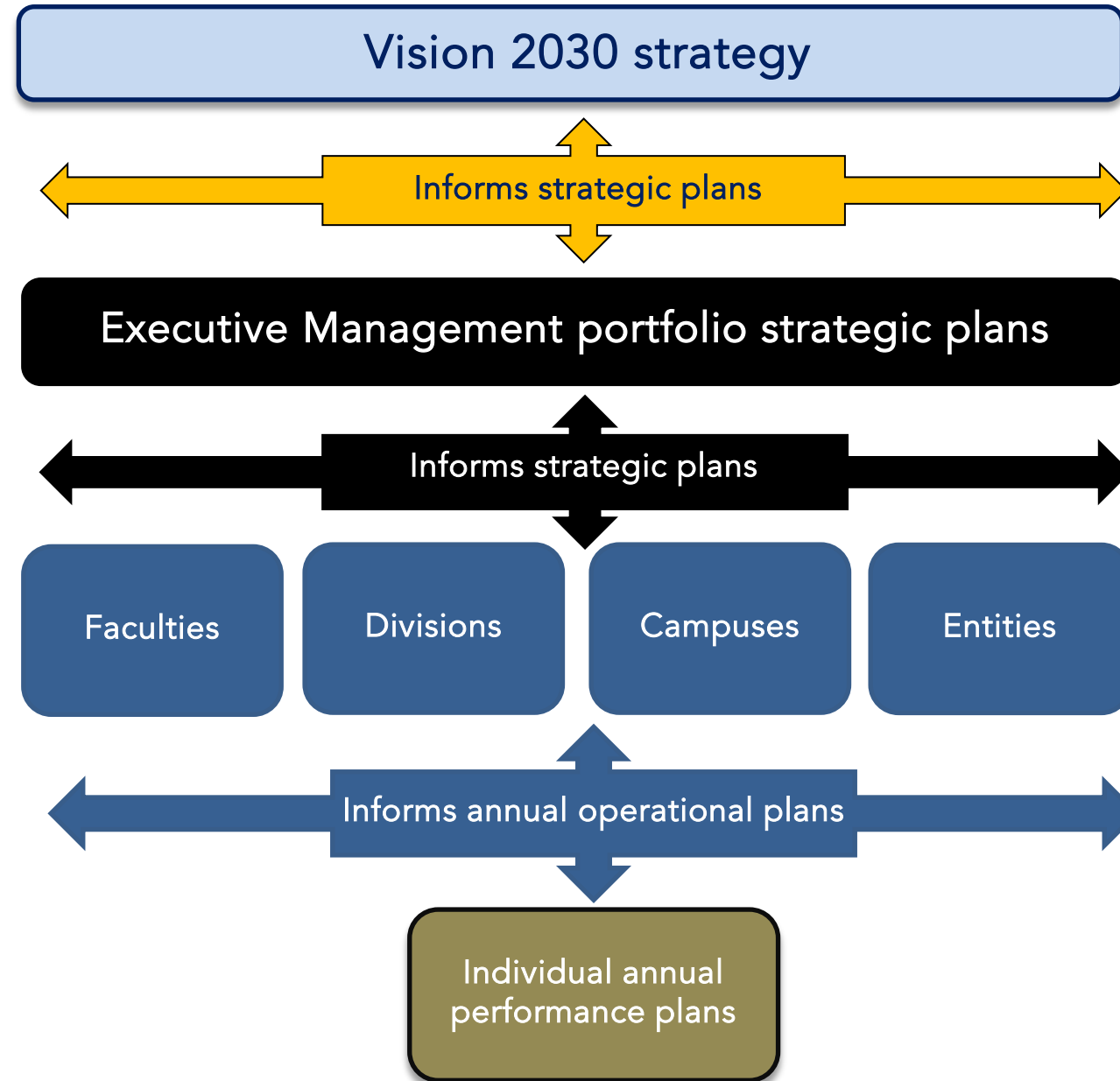
Vision 2030 alignment

University Strategy - reviewed every five years

Vision 2030 strategy

Informs strategic plans

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

Executive Management portfolio strategic plans

Informs strategic plans

Faculties, divisions, campuses and entities develop five-year strategic and annual performance plans aligned to V2030 – reviewed annually

Faculties

Divisions

Campuses

Entities

Informs annual operational plans

Individual performance plans aligned with annual operational plans

Individual annual performance plans

Vision 2030 alignment

STRATEGIC FOCUS AREAS AND ENABLERS

STRATEGIC FOCUS AREA 1: Liberate human potential through humanising, innovative lifelong learning experiences that prepare graduates to be socially conscious, responsible global citizens who serve the public good

STRATEGIC FOCUS AREA 2: Pursue impactful, pioneering research, innovation and internationalisation to address grand societal challenges and promote sustainable futures

STRATEGIC FOCUS AREA 3: Engage with all publics in equalising partnerships to co-create transformative, contextually responsive solutions in pursuit of social justice and equality

STRATEGIC FOCUS AREA 4: Catalyse dynamic, student centric approaches and practices that provide life-changing student experiences within and beyond the classroom

STRATEGIC ENABLER 1: Ethical governance and leadership approaches and practices that embody the values of the University and seek to promote service before self

STRATEGIC ENABLER 2: Inclusive, values-driven institutional culture to position the University as an employer of choice for talented and empowered employees

STRATEGIC ENABLER 3: Enabling innovation ecosystem where students and employees can collaboratively engage with external partners to co-create pioneering discoveries that advance the frontiers of knowledge and promote the public good

STRATEGIC ENABLER 4: Efficiencies and value creation through digitalisation, integrated systems, agile service delivery, and modernised infrastructure

STRATEGIC ENABLER 5: Long-term sustainability through strategy-aligned resource mobilisation and responsible stewardship

VALUES

RESPECT FOR DIVERSITY

UBUNTU

EXCELLENCE

INTEGRITY

SOCIAL JUSTICE AND EQUALITY

SUSTAINABLE STEWARDSHIP

MISSION

To offer a diverse range of life-changing educational experiences for a better world

VISION

A dynamic African university, recognised for its leadership in generating cutting-edge knowledge for a sustainable future

Vision 2030 alignment: planning template

VISION 2030 STRATEGIC FOCUS AREA/ENABLER:
VISION 2030 STRATEGIC GOAL:
DESIRED OUTCOME:

OUTPUTS	INDICATORS	RISKS AND OPPORTUNITIES	RESOURCE IMPLICATIONS	INTER-DEPENDENCIES	MILESTONES				
					2023	2024	2025	2026	2027

Vision 2030 monitoring, evaluation, reporting and learning framework

Monitoring — Routine collection and analysis of data to support effective implementation and assess actual performance against what was planned or expected. Provides feedback on progress, as well as early indicators of problem detection and correction.

Learning — The process through which information generated from M&E is reflected upon and intentionally used to continuously improve strategy implementation to achieve desired results.
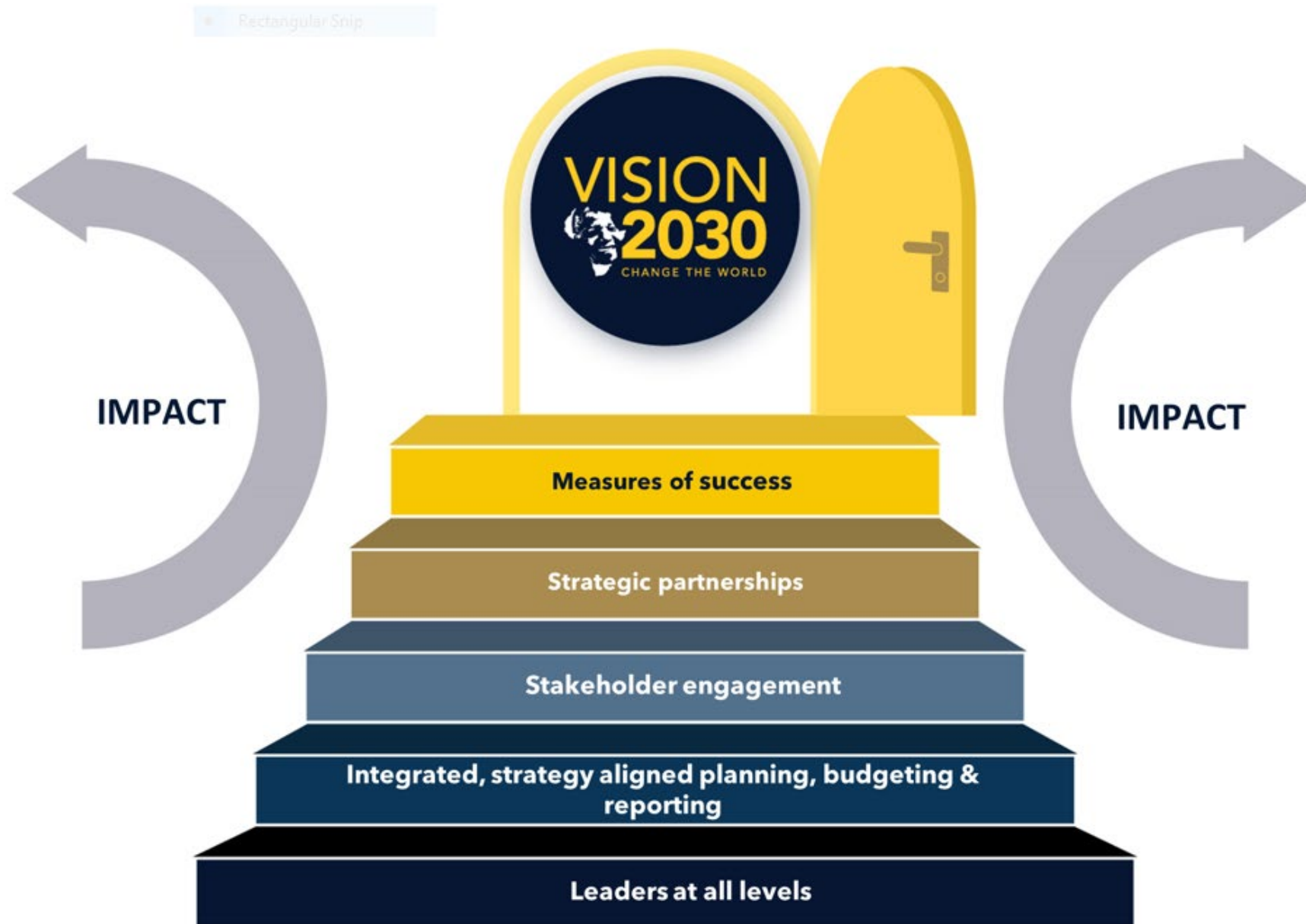
Evaluation — Time-bound and periodic exercise that seeks to systematically analyse evidence to assess relevance, performance (effectiveness and efficiency), value for money, impact and sustainability, and recommend ways forward.

Reporting — The systematic and timely provision of essential information used as a basis for decision-making at appropriate management levels.
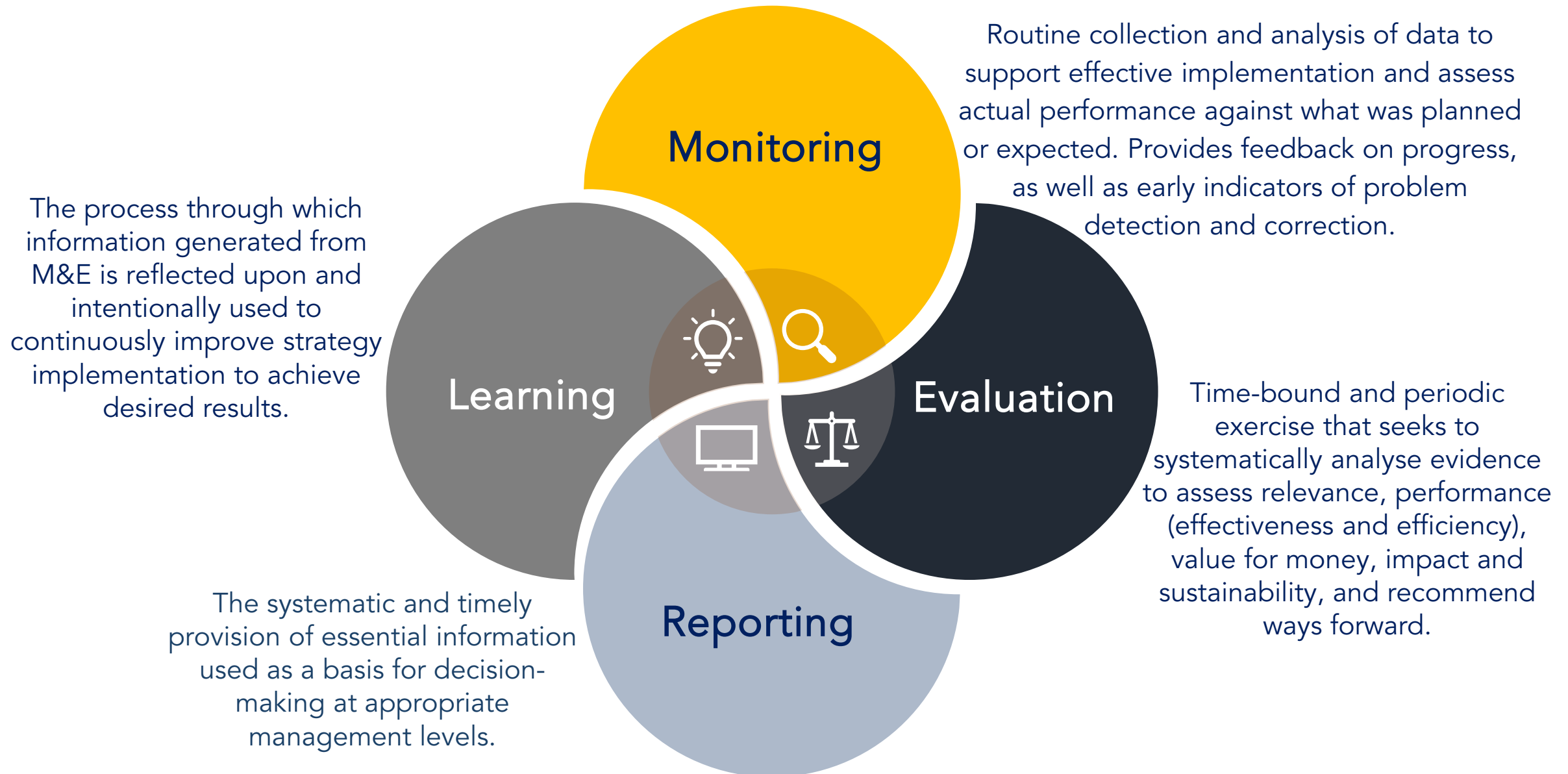
Vision 2030 Monitoring, Evaluation, Reporting and Learning Framework

Strategic Focus Area 1: Liberate human potential through humanising, innovative lifelong learning experiences that prepare graduates to be socially conscious, responsible global citizens who serve the public good

Goals:
- Distinguishing strategic academic directions
- Comprehensive programme and qualification mix
- Student access for success
- High-quality, technology-rich hybrid learning
- Lifelong learning and continuing professional development
- Humanising learning experiences and curriculum transformation
- Global pedagogical relevance

Goals:
- Inter- and transdisciplinary research themes
- Impactful research and innovation
- Talent continuity & research productivity
- Postgraduate supervision expertise
- Sustainable support to research chairs and entities
- International networks, strategic partnerships and collaborative research grants
- Appropriately resourced library & information services

Strategic Focus Area 2: Pursue impactful, pioneering research, innovation, and internationalisation to address grand societal challenges and promote sustainable futures

Underpinned & enabled by sustainability

A fair world

Economic development

Social progress

Sustainable development

A viable world

A liveable world

Environmental responsibility

Ethical governance and leadership

Inclusive, values-driven institutional culture

Employer of choice

Efficiencies and value creation through digitalisation, integrated systems, agile service delivery, and modernised infrastructure

Strategy-aligned resource mobilisation and responsible stewardship

Strategic Focus Area 3: Engage with all publics in equalising partnerships to co-create transformative, contextually responsive solutions in pursuit of social justice and equality

Goals:
- Embedded engagement & transformation as an institutional orientation
- Creative and pioneering projects
- Vibrant intellectual culture
- Open sharing of diverse knowledge paradigms and ideas
- Social inclusion
- Co-created solutions to societal challenges
- Broad socio-economic impact & public good

Goals:
- African-purposed, integrated suite of thriving student life & support services
- Vibrant, inclusive living and learning student communities
- Innovative, entrepreneurial mindsets
- Holistic student well-being, health and safety
- Nurture student leadership capabilities
- Alumni involvement to enhance global visibility and reach

Strategic Focus Area 4: Catalyse dynamic, student centric approaches and practices that provide life-changing student experiences within and beyond the classroom