

Institutional Strategy and Sustainability Data analytics

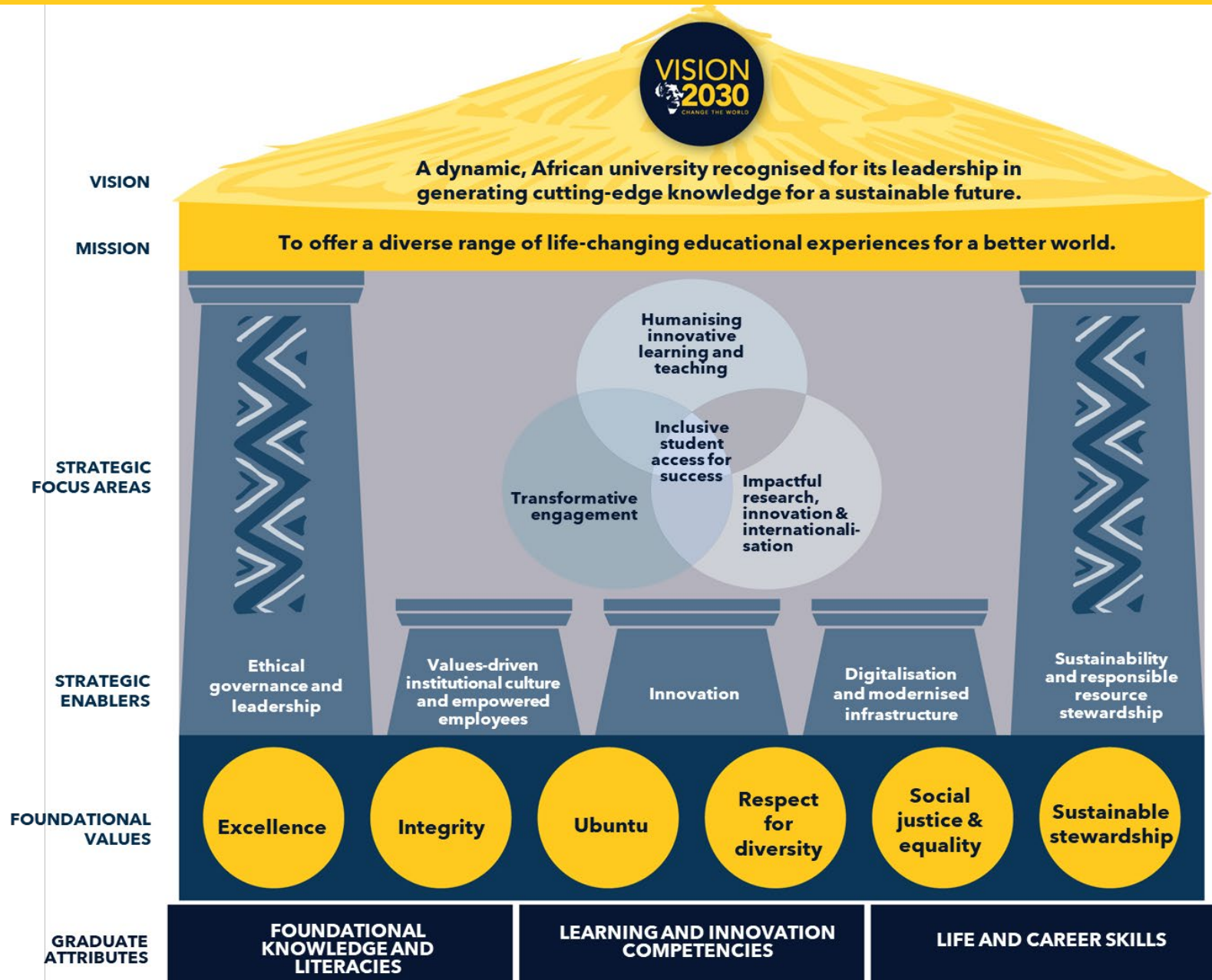


Professor H Nel
Senior Director: Institutional Strategy
8 September 2025



Strategic context and overview

Vision 2030 overview



Vision 2030 core messages

NELSON MANDELA
UNIVERSITY



CORE PURPOSE

IN THE
SERVICE
OF SOCIETY

CORE OUTCOME

CO-CREATE A
SUSTAINABLE,
SOCIALLY JUST WORLD

ATTRIBUTES

Provide
transformative,
lifelong learning
experiences that
liberate human
potential

Pursue **impactful**
research,
innovation &
internationalisation
to promote
sustainable futures

Engage with
all publics in
equalising
partnerships that
advance agency &
promote the
co-creation of
African-purposed
solutions

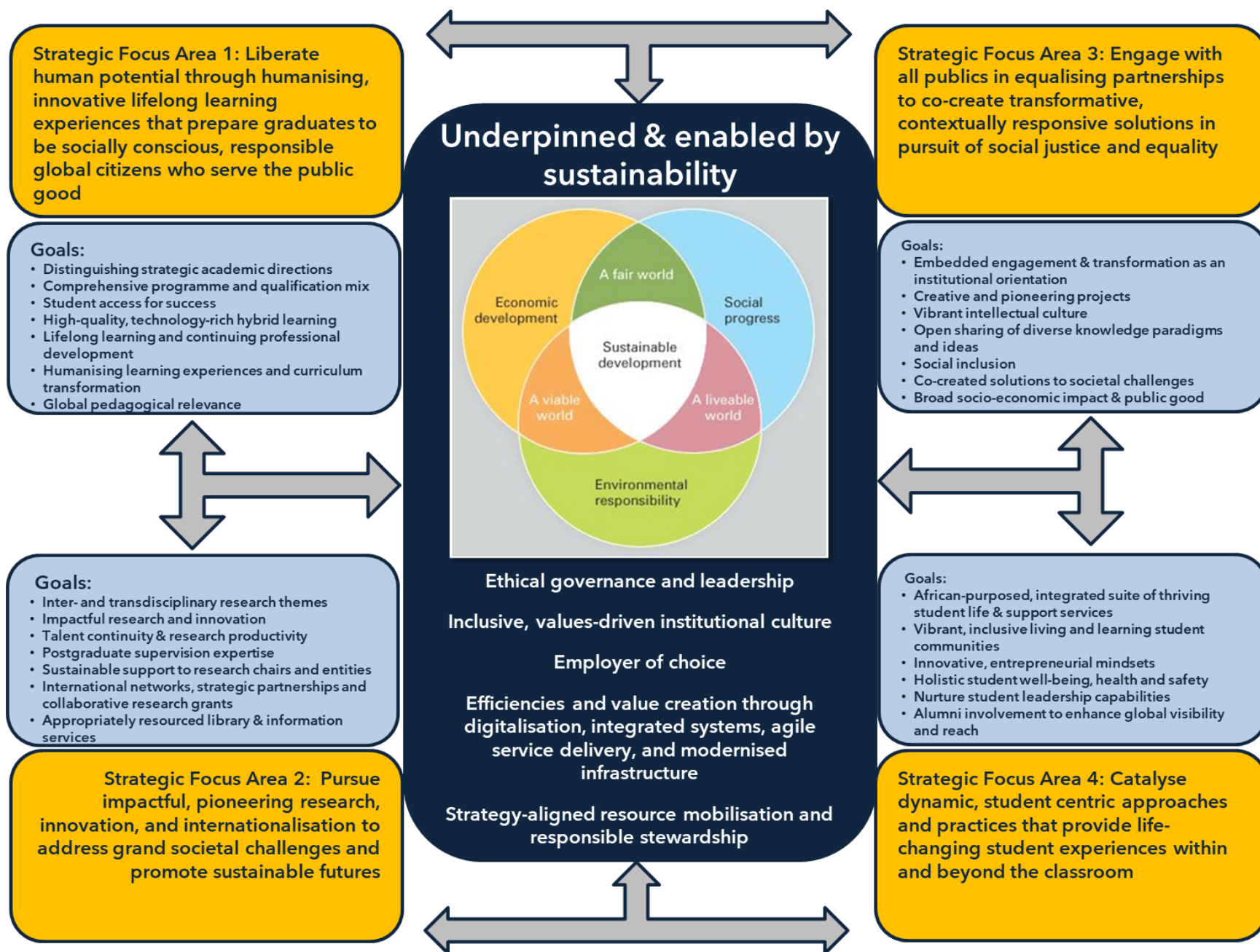
BENEFITS

Cultivate socially
conscious, globally
connected citizens who
serve the public good

Contribute to
changing the
world through
discovery,
scholarship &
innovation

Foster a more **equal,**
inclusive & just society
through action &
stewardship

Vision 2030 monitoring, evaluation, reporting and learning framework





Sustainability interventions

Vision 2030 sustainability conceptual framework

SUSTAINABLE DEVELOPMENT DEFINED

“ Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. ”

(Source: Brundtland Commission Report, 1987)



ENVIRONMENT, SOCIAL, AND GOVERNANCE REPORTING



Vision 2030 alignment and integrated planning



Academic & enrolment planning



Infrastructure planning (digital & physical)



Resource mobilisation & stewardship



Talent management planning

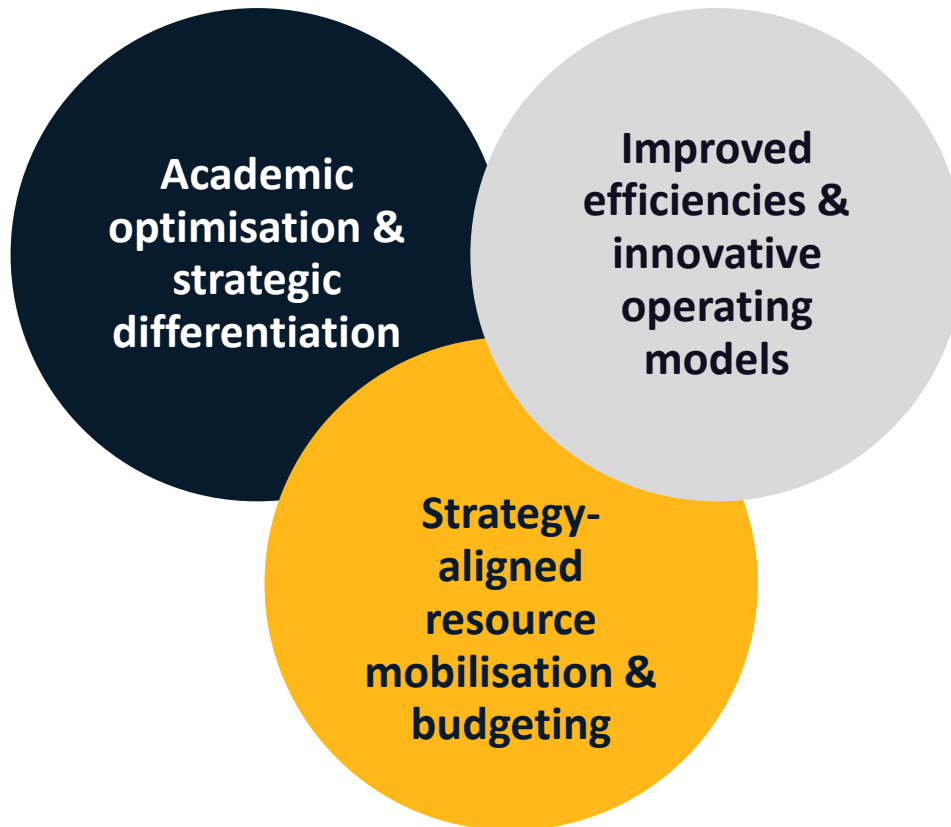


Monitoring, evaluation, reporting & learning



Institutional sustainability and viability interventions

Sustainability and Institutional Viability Task Team (SIVTT)



Masonge Siphuhlise Campaign



“Count every cent and make every cent count”

Institutional culture signature programmes

INSTITUTIONAL CULTURE SIGNATURE PROGRAMMES:





Academic viability data: 2021-2024

SIVTT academic viability data analytics: 2024

Qualification Type	2021	2022	2023	2024 Target	2024 Actual	% Deviation from 2024 targets	Average annual growth rate 2021-2024
UG Diploma or Certificate	10 650	12 307	11 803	12 100	12 051	-0.4%	4.2%
Advanced Diploma	1 751	1 752	1 723	1 800	1 635	-9.2%	-2.3%
UG Degree	13 733	14 639	14 534	14 702	15 881	8.0%	5.0%
Total UG	26 134	28 698	28 060	28 602	29 567	3.4%	4.2%
PG Diploma	500	527	427	447	528	18.1%	1.8%
Honours	770	829	730	760	752	-1.1%	-0.8%
Master's	1 556	1 486	1 420	1 460	1 395	-4.5%	-3.6%
Doctoral	615	568	556	555	570	2.7%	-2.5%
Total PG	3 441	3 410	3 133	3 222	3 245	0.7%	-1.9%
Occasional	160	212	169	200	156	-22.0%	-0.8%
Grand total	29 735	32 320	31 362	32 024	32 968	2.9%	3.5%

Table 2: Total headcount enrolments by qualification type and qualification level, 2021-2024

SIVTT academic viability data analytics: 2024

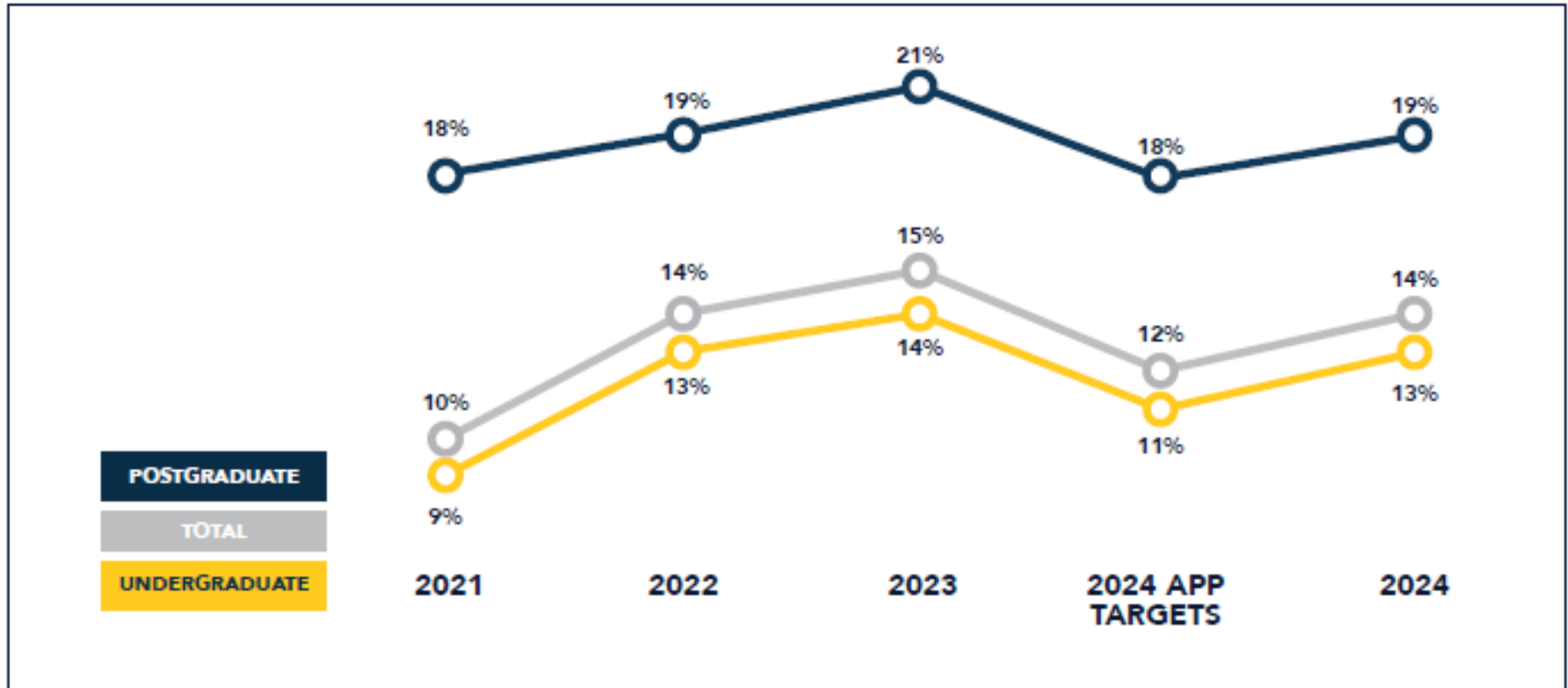


Figure 26: Undergraduate and postgraduate dropout rates, 2021-2024

SIVTT academic viability data analytics: 2024

Qualification type	Nelson Mandela University				Nelson Mandela University			
	(2016 cohort)				(2017 cohort)			
	MT	MT+1	MT+2	MT+3	MT	MT+1	MT+2	MT+3
1-year UG certificates (MT=1)	60%	71%	74%		58%	74%	76%	
3-year diplomas (MT=3)	25%	41%	51%		24%	44%	53%	
3-year degrees (MT=3)	31%	46%	54%		29%	46%	54%	
4-year degrees (MT=4)	46%	60%	67%		44%	60%	66%	
PG Diplomas (MT=1)	66%	80%	83%		61%	79%	82%	
Honours (MT=1)	64%	83%	86%		59%	81%	85%	
Coursework Master's (MT=3)	43%			60%	55%			70%
Research Master's (MT=3)	50%			62%	40%			60%
PhDs (MT=3)	20%			48%	20%			54%

Table 13: Throughput rates for the 2016 first-time entering cohorts and targets for the 2017 first-time entering cohorts by qualification type

Qualification type	Targets: Nelson Mandela University (2017 cohort)				National average excluding UNISA (2017 cohorts)			
	MT	MT+1	MT+2	MT+3	MT	MT+1	MT+2	MT+3
1-year UG certificates (MT=1)	61%	72%	75%		26%	46%	58%	
3-year diplomas (MT=3)	26%	42%	52%		24%	42%	53%	
3-year degrees (MT=3)	32%	47%	55%		30%	51%	59%	
4-year degrees (MT=4)	47%	61%	68%		46%	64%	70%	
PG Diplomas (MT=1)	67%	81%	84%		61%	79%	82%	
Honours (MT=1)	65%	84%	87%		65%	79%	83%	
Coursework Master's (MT=3)	44%			61%	45%			64%
Research Master's (MT=3)	51%			63%	40%			58%
PhDs (MT=3)	21%			49%	14%			51%

Table 14: Throughput rate targets for the 2017 first-time entering cohorts and national averages for the 2017 cohorts by qualification type

SIVTT academic viability data analytics: 2024

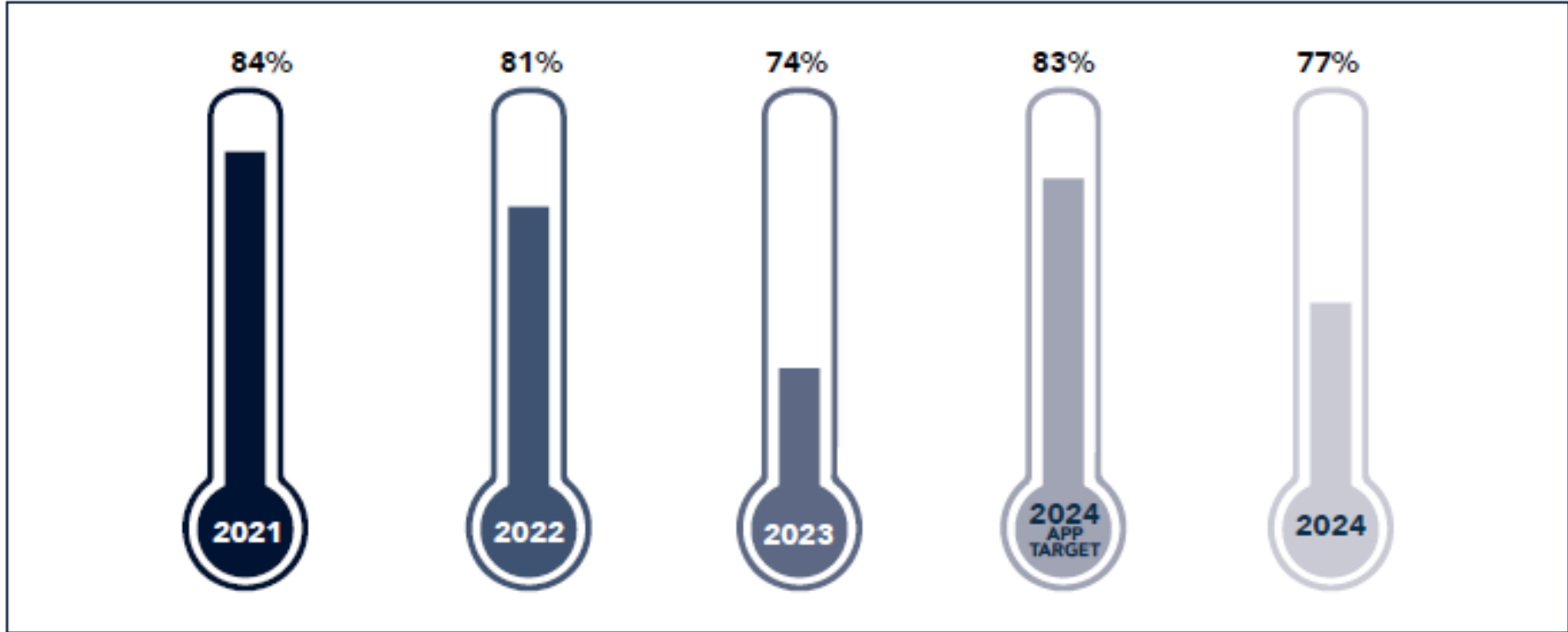


Figure 18: Success rate for all modules, 2021-2024

SIVTT academic viability data analytics: 2024

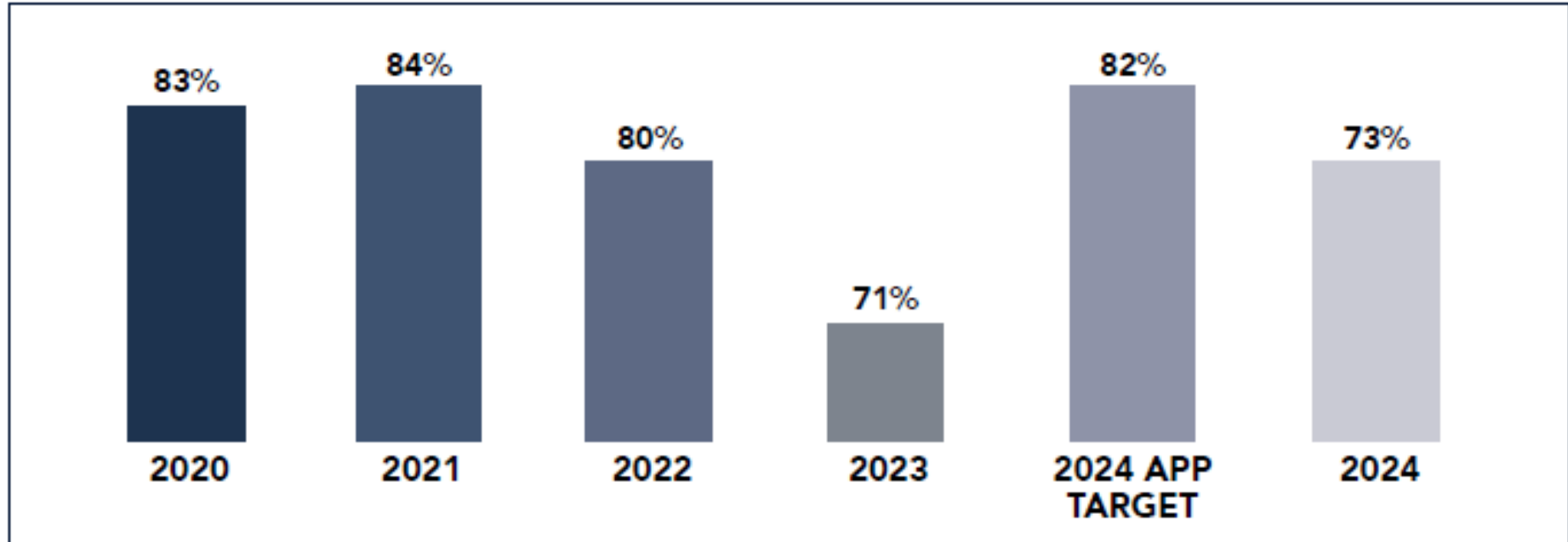


Figure 21: Success rate of first-time entering undergraduate students, 2021-2024

SIVTT academic viability data analytics: 2024

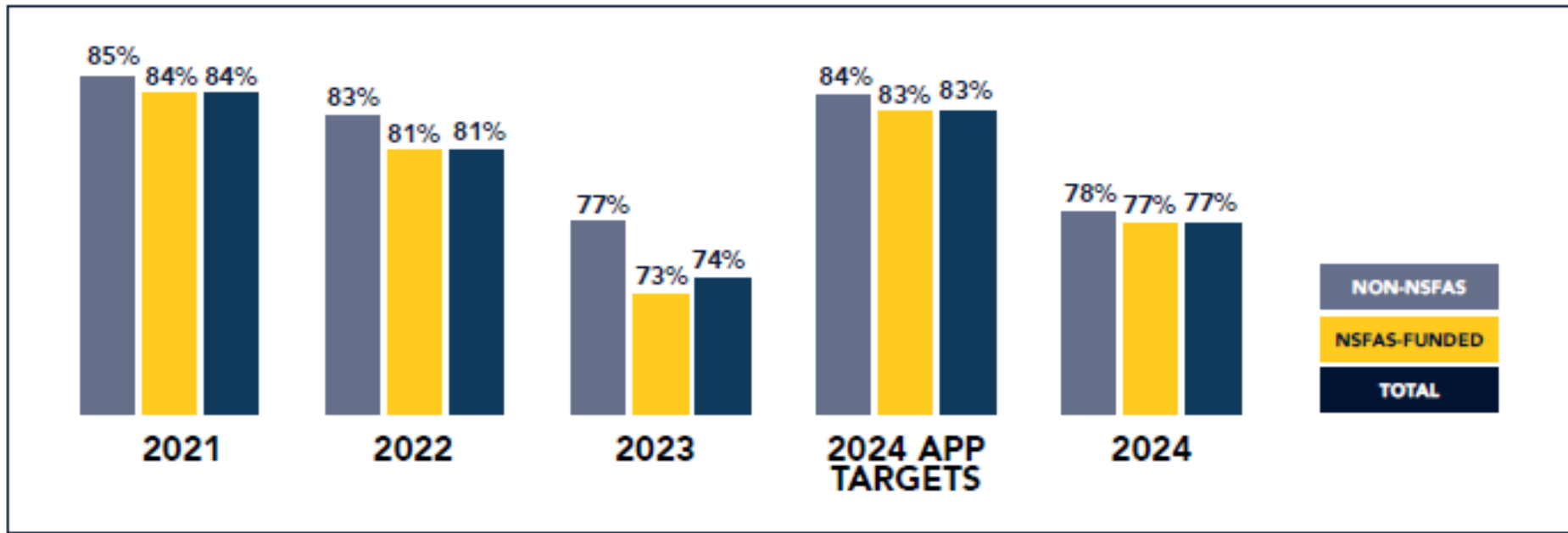


Figure 22: Success rate of NSFAS-funded students, 2021–2024

SIVTT academic viability data analytics: 2024

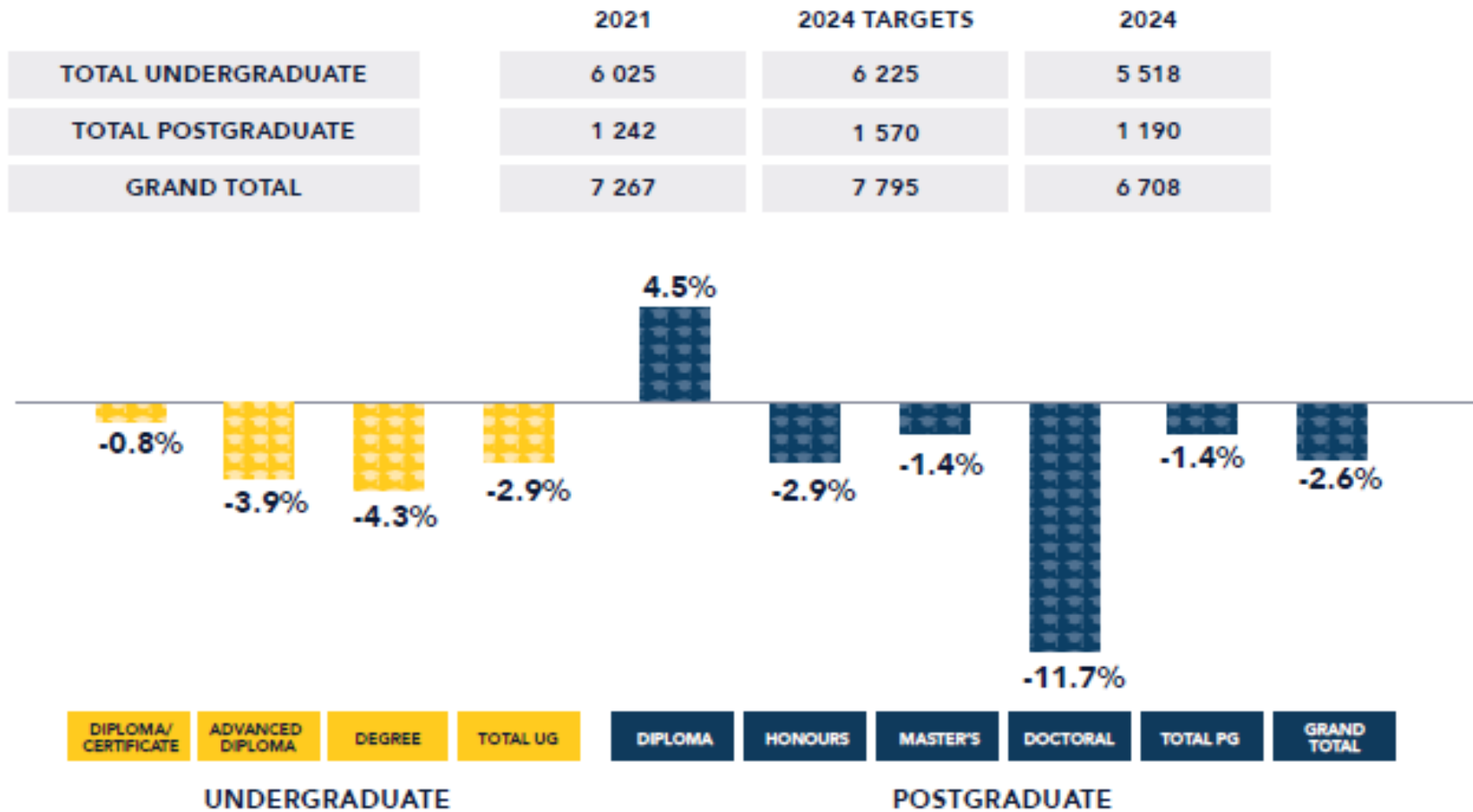


Figure 23: Average annual growth rate in graduates, 2021-2024

SIVTT academic viability data analytics: 2024

Qualification type	2021	2022	2023	Enrolment Plan 2024 Targets	2024	% Deviation from the 2024 targets	Average annual growth rate 2021 to 2024
UG Diploma or Cert	2 265	2 633	1 795	2 477	2 210	-10.8%	-0.8%
Advanced Diploma	1 069	981	882	1 140	948	-16.8%	-3.9%
UG Degree	2 691	2 488	2 035	2 608	2 360	-9.5%	-4.3%
Total UG	6 025	6 102	4 712	6 225	5 518	-11.4%	-2.9%
PG Diploma	267	305	236	359	305	-15.0%	4.5%
Honours	540	577	465	678	494	-27.1%	-2.9%
Master's	339	306	309	442	325	-26.5%	-1.4%
Doctoral	96	83	93	91	66	-27.8%	-11.7%
Total PG	1 242	1 271	1 103	1 570	1 190	-24.2%	-1.4%
Grand Total	7 267	7 373	5 815	7 795	6 708	-13.9%	-2.6%

Table 10: Number of graduates per annum, 2021-2024

SIVTT staff data analytics: 2024

Gender	2021	%	2022	%	2023	%	2024 Targets	%	2024 Actuals	%
Female	1 494	59%	1 525	59%	1 508	59%	1 533	60%	1 490	59%
Male	1 048	41%	1 052	41%	1 057	41%	1 022	40%	1 052	41%
Total	2 542		2 577		2 565		2 555		2 542	
Population group	2021	%		%		%		%		%
African	1 352	53%	1 402	54%	1 425	56%	1 434	56%	1 445	57%
Coloured	457	18%	462	18%	463	18%	460	18%	454	18%
Indian	87	3%	89	3%	84	3%	84	3%	78	3%
White	646	25%	624	25%	593	23%	577	23%	565	22%
Total	2 542		2 577		2 565		2 555		2 542	
Disability	2021	%		%		%		%		%
	66	3%	69	3%	79	3%	82	3%	88	3%
Nationality	2021	%		%		%		%		%
South African	2 489	98%	2 521	98%	2 505	98%	2 496	98%	2 479	98%
International	53	2%	56	2%	60	2%	59	2%	63	2%
Total	2 542		2 577		2 565		2 555		2 542	

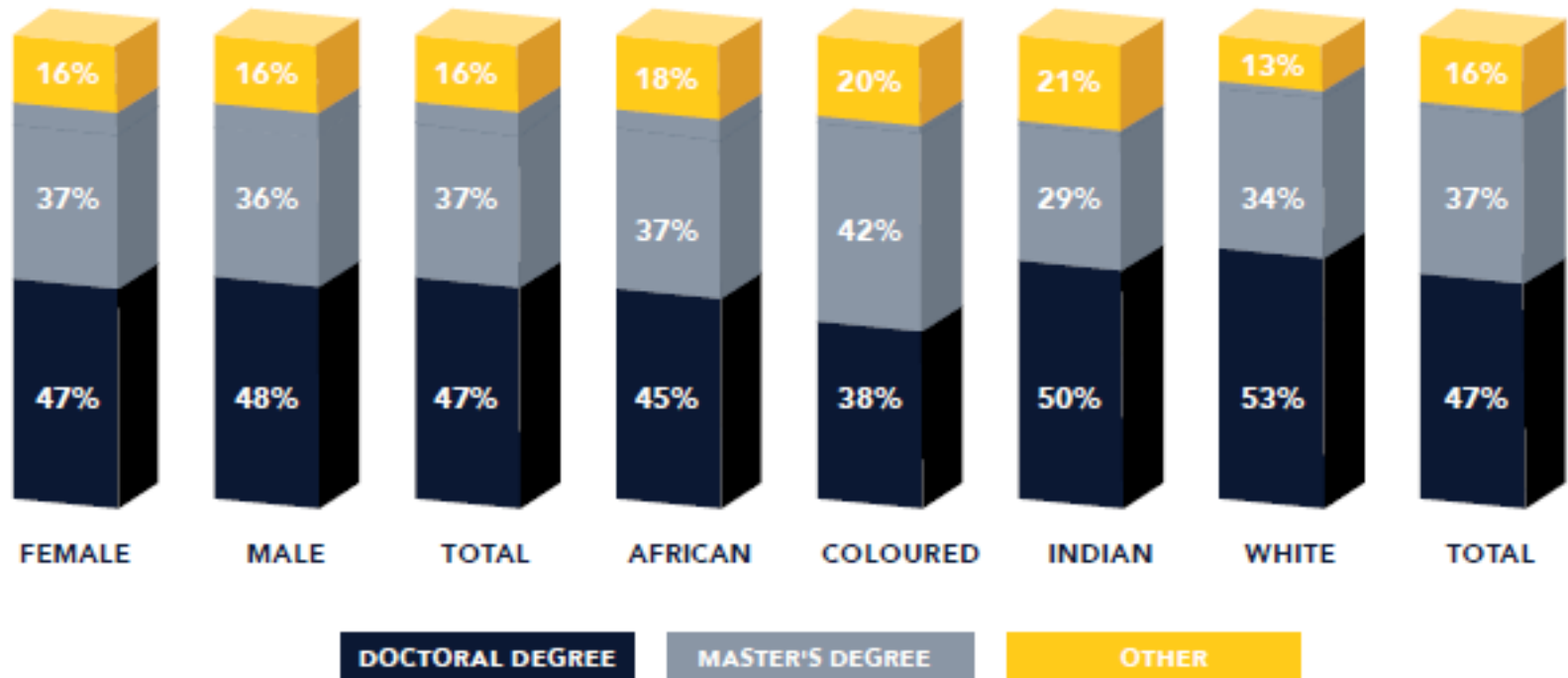
Table 25: Total permanent academic and PASS staff according to gender, population group, disability and nationality, 2021-2024

SIVTT academic staff data analytics: 2024

Gender	2021	%	2022	%	2023	%	2024 Targets	%	2024 Actuals	%
Female	366	52%	380	53%	372	51%	373	51%	373	51%
Male	336	48%	339	47%	351	49%	352	49%	353	49%
Total	702		719		723		725		726	
Population group	2021	%		%		%		%		%
African	224	32%	248	34%	265	37%	275	38%	278	38%
Coloured	120	17%	121	17%	126	17%	126	17%	126	17%
Indian	37	5%	39	6%	36	5%	36	5%	34	5%
White	321	46%	311	43%	296	41%	288	40%	288	40%
Total	702		719		723		725		726	
Disability	2021	%		%		%		%		%
	19	3%	19	3%	23	3%	23	3%	24	3%
Nationality	2021	%		%		%		%		%
South African	659	94%	676	94%	674	93%	676	93%	672	93%
International	43	6%	43	6%	49	7%	49	7%	54	7%
Total	702		719		723		725		726	

Table 26: Permanent academic staff according to gender, population group and disability, 2021-2024

SIVTT academic staff data analytics: 2024



SIVTT academic staff data analytics: 2024

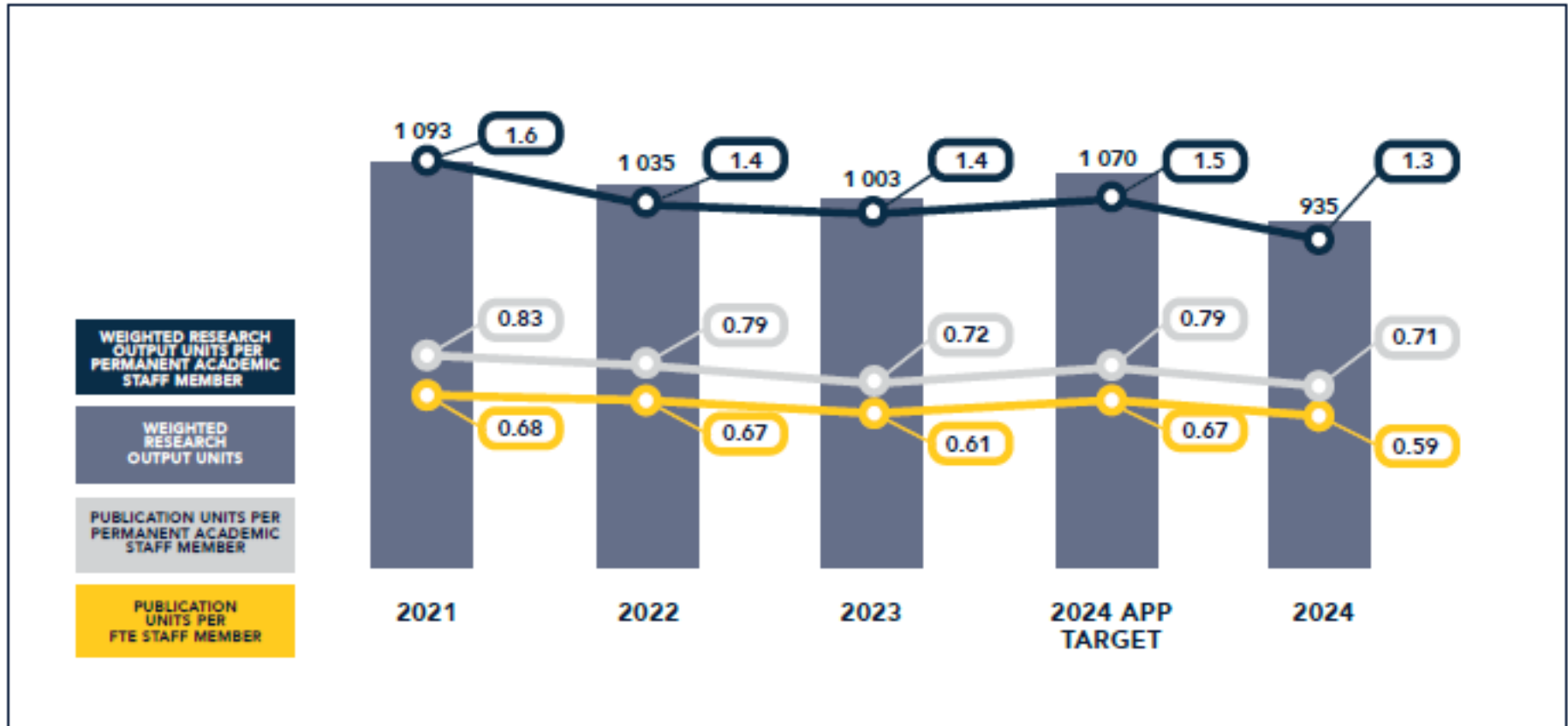


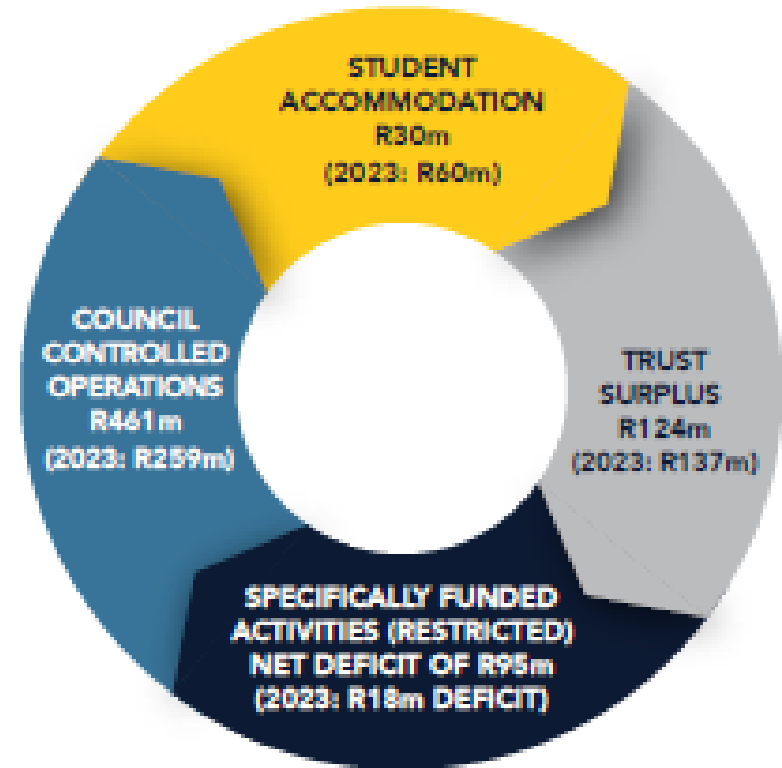
Figure 29: Weighted research output units per permanent academic staff member, 2021-2024



Financial viability data: 2024

SIVTT financial data analytics: 2024

**CONSOLIDATED
STATEMENT OF
COMPREHENSIVE INCOME
REFLECTS A
CONSOLIDATED SURPLUS
OF R520m
(2023: R438m)**



SIVTT financial data analytics: 2024

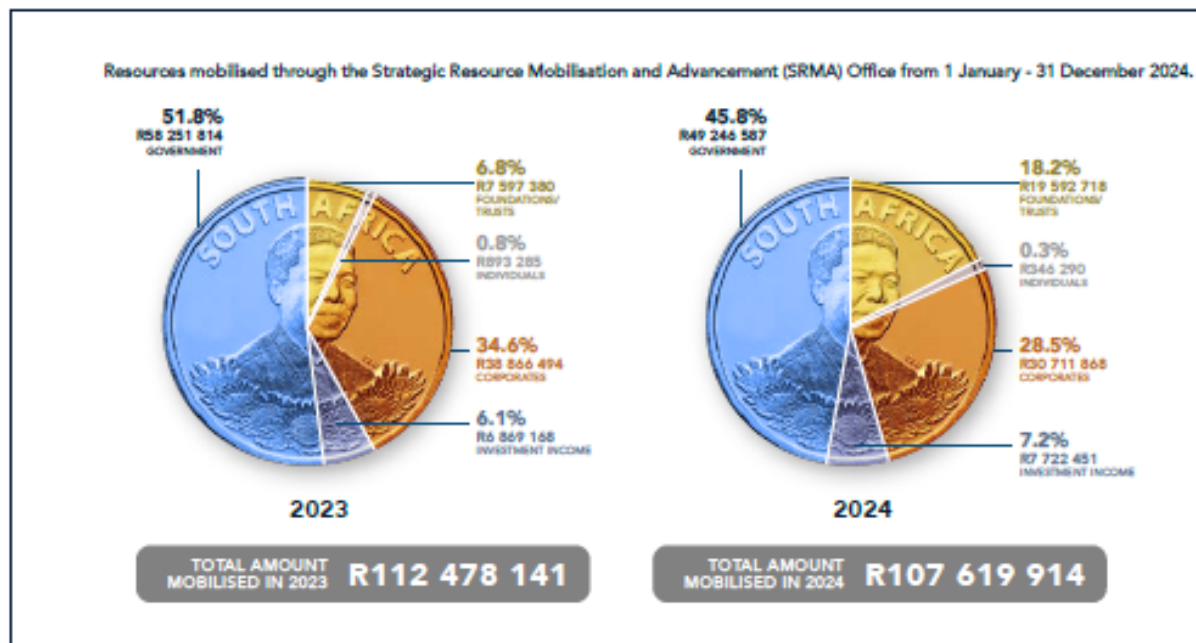
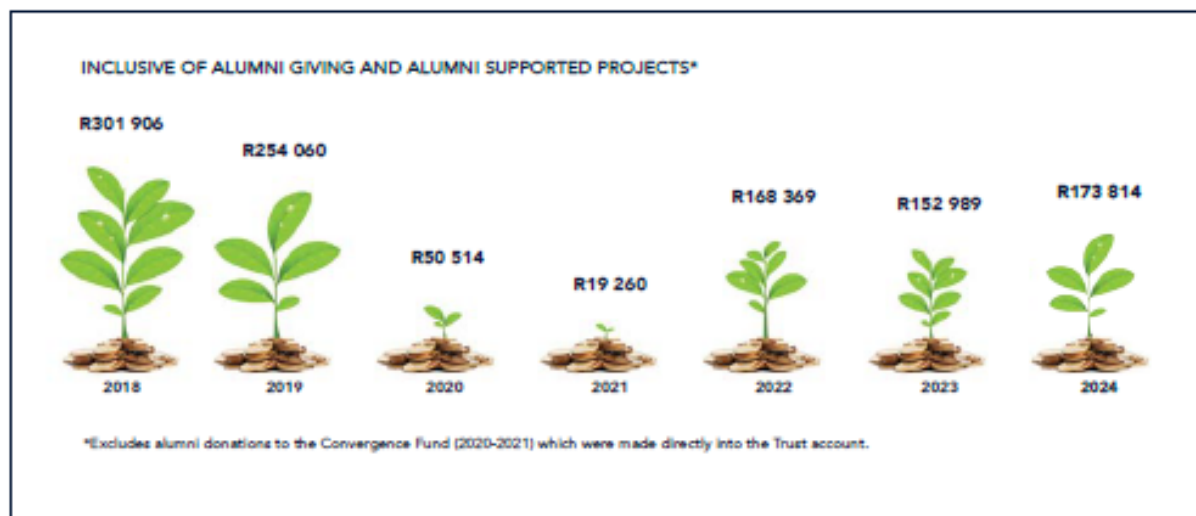


Figure 45: Funding mobilised through the Nelson Mandela University Trust in 2023-2024



SIVTT financial data analytics: 2024

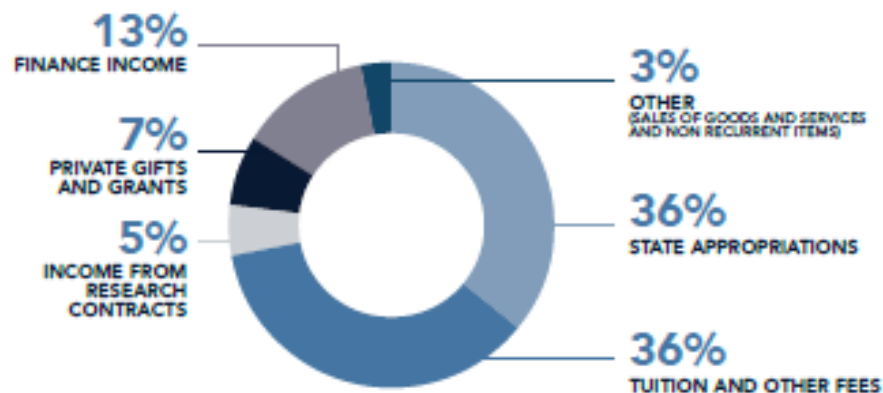
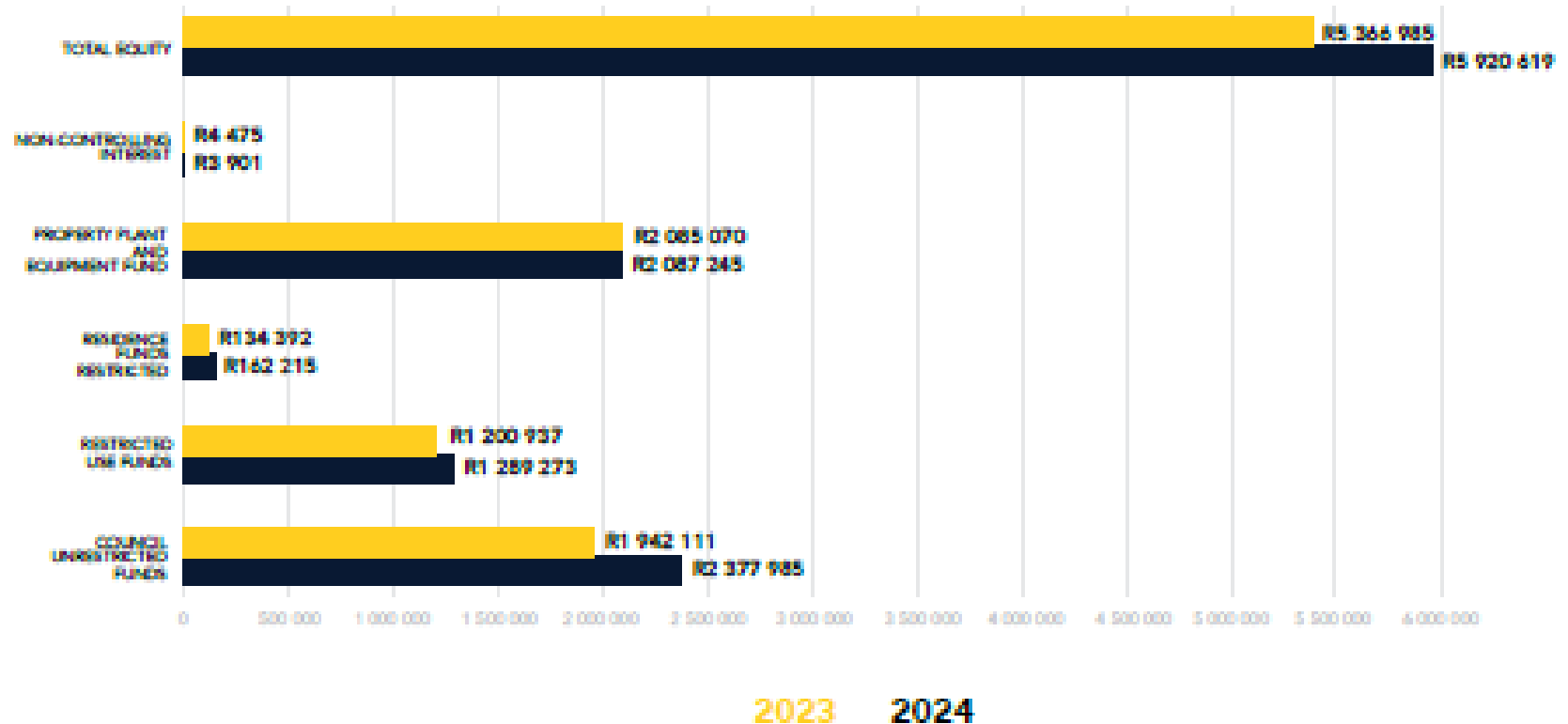


Figure 48: Income streams



SIVTT financial data analytics: 2024



SIVTT financial data analytics: 2024

Financial Indicators	2024	2023	2022	2021	2020
Council-controlled: State support income (State appropriations/ total recurrent income)	42.21%	43.89%	48.16%	52.33%	52.28%
Council-controlled: Own funding as % income (other income/total recurrent income)	57.70%	56.11%	51.84%	47.66%	47.71%
Council-controlled: Staff cost as % total recurrent expenses – total staff costs (Council-controlled – AFS)/recurrent expenditure (Council-controlled)	62.46%	59.87%	66.00%	65.15%	61.56%
Council-controlled: Staff cost as % total recurrent income – total staff costs (Council-controlled – AFS)/recurrent income (Council-controlled). The expected normal standard for total personnel cost as a percentage of total revenue is between 58% and 63%	53.63%	54.84%	57.69%	56.77%	57.71%
Council-controlled: Staff cost (Academic, including Foundation Programme, and Professional Administrative and Support Staff and as a % of net tuition fees and operational subsidy). Council benchmark 65%	63.68%	63.94%	58.03%	57.79%	59.82%
Council-controlled: Net surplus as % including finance income. The DHET expected normal standard is a surplus. Council benchmark of between 5% and 10% from Council-controlled operations.	14.14%	8.42%	12.59%	12.87%	6.25%
Council-controlled: Net surplus as % excluding finance income	-0.23%	-3.52%	4.21%	7.56%	0.11%
Student debt ratio: Student debtors before provision for doubtful debt/total tuition and other fees.	36.13%	28.87%	28.92%	33.02%	42.22%
Short term liquidity ratio (current assets/current liabilities). Expected normal standard is > 2:1	4.29	3.51	4.12	5.13	6.91
Sustainability ratio (Council-controlled reserves only) (Council-controlled reserves/annual recurrent expenditure on Council-controlled expenditure). In 2020, Council set this target at 1.00 for reserves to equal the annual cost of recurrent expenditure	0.85	0.69	0.68	0.63	0.55
Sustainability ratio (total reserves) Total reserves/annual recurrent expenditure	2.12	1.90	2.00	1.91	1.61
Post-retirement liabilities (balance sheet)	R87m	R67m	R72m	R75m	R62m



Environmental viability data: 2024

SIVTT environmental data analytics: 2024

PHOTOVOLTAIC SOLAR INSTALLATIONS ACROSS ALL CAMPUSES:



2025: R45 000 000
2026: R20 000 000

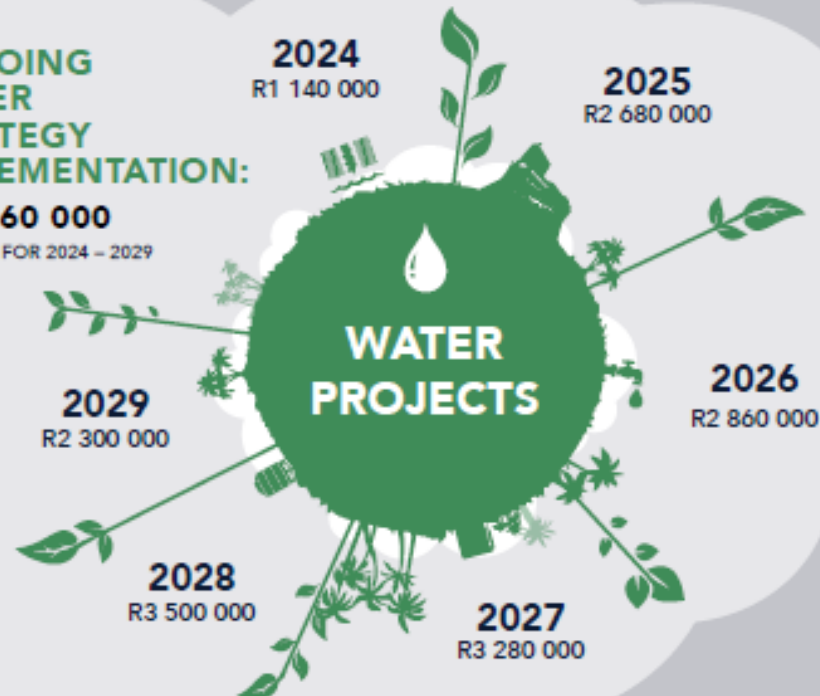
PV Solar installations on all our campuses, +/- 4 Megawatt.
This will be put out to tender in February 2025.
This will be a 11 month contract, across all campuses, including George.

ONGOING WATER STRATEGY IMPLEMENTATION:

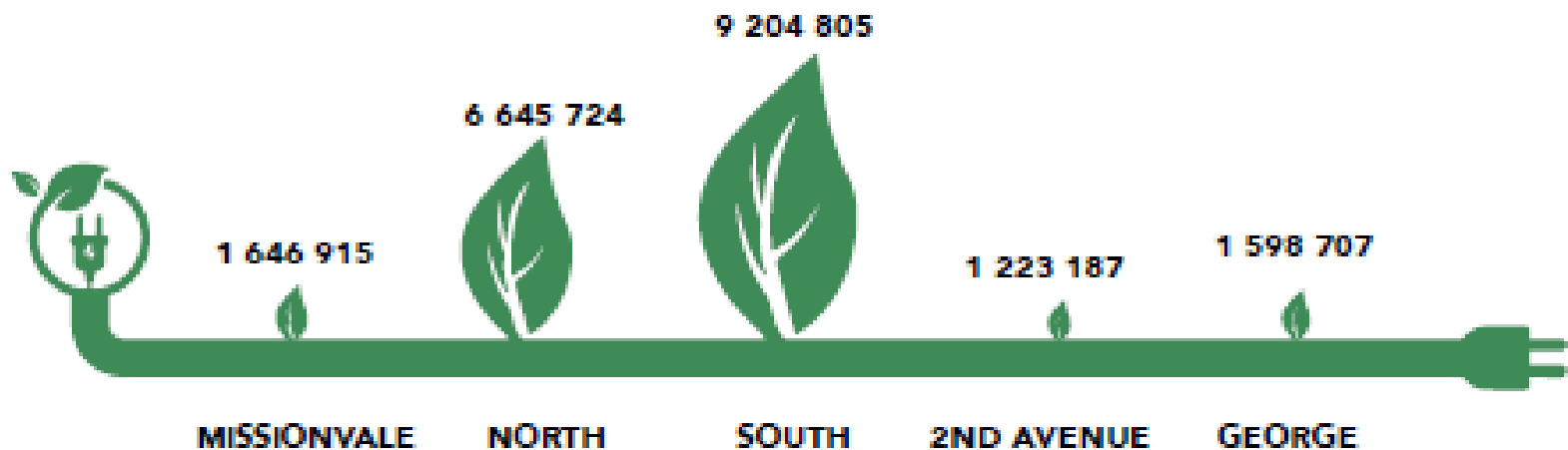
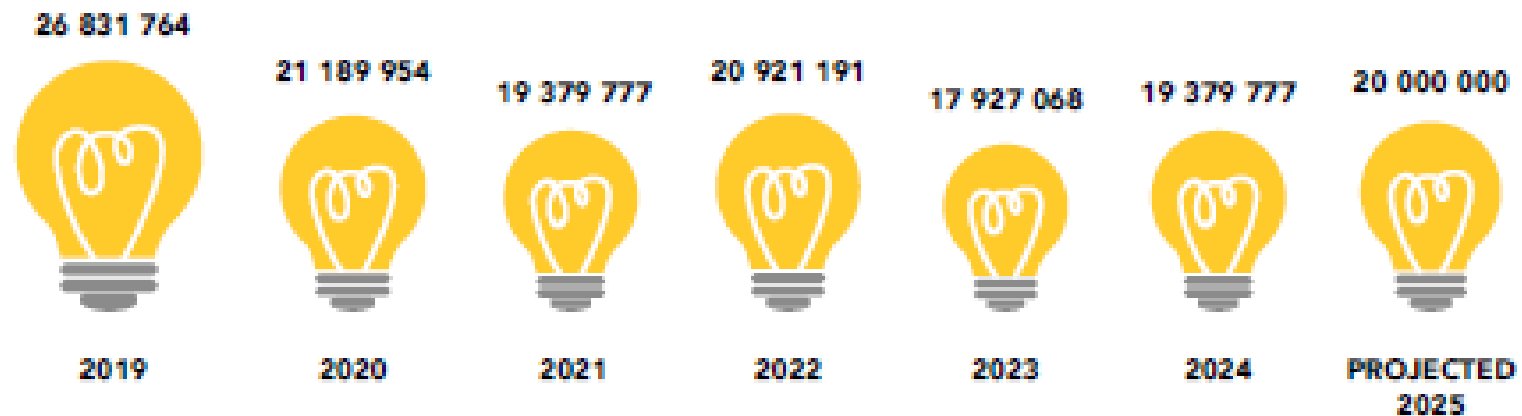
R15 760 000

PLANNED FOR 2024 – 2029

This relates to
projects across the
campuses to ensure
water security.



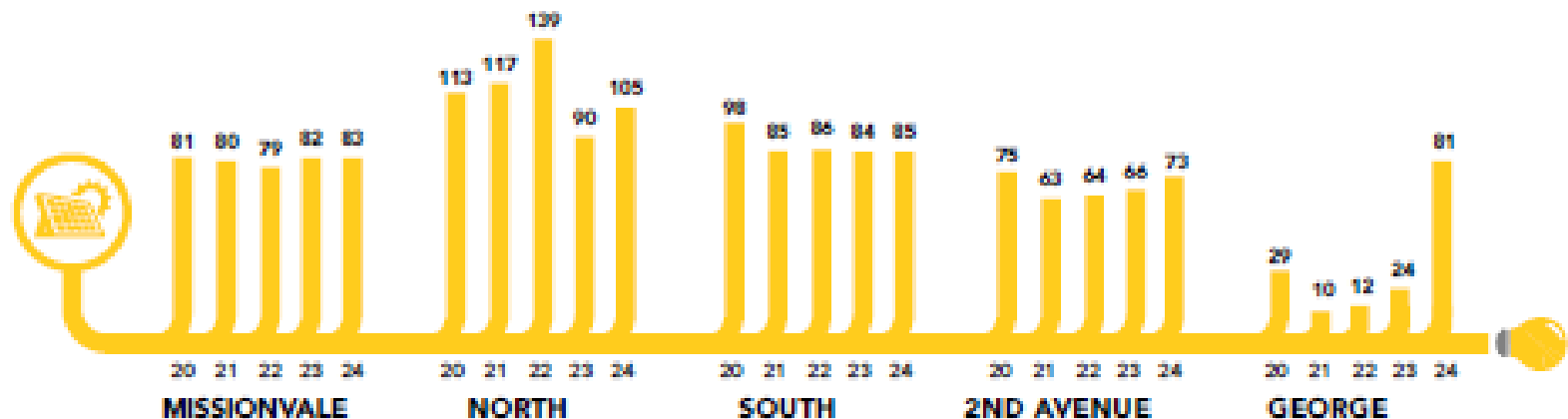
SIVTT environmental data analytics: 2024



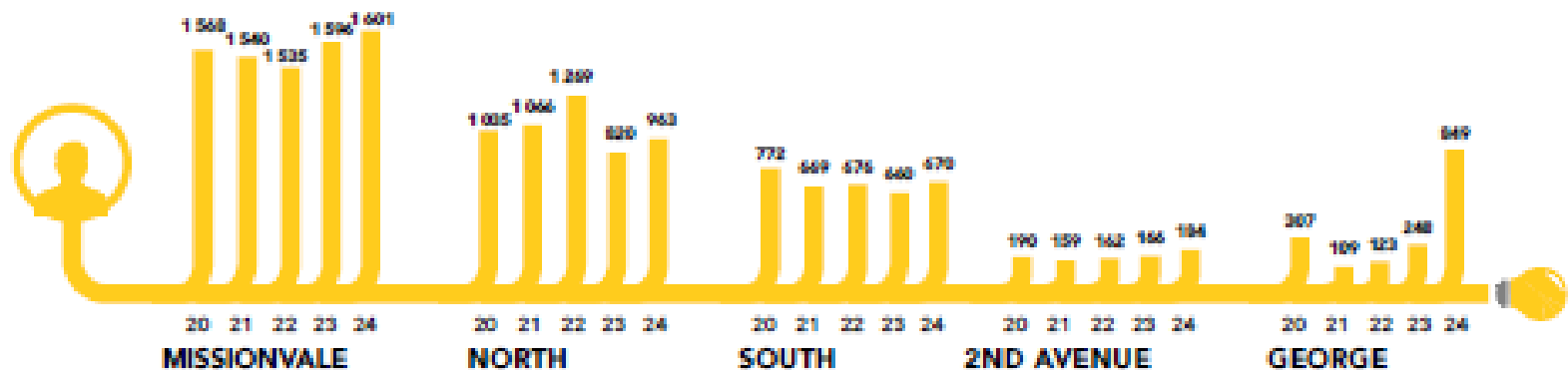
The green energy generated (only on South Campus), is 912 250 kWh, or 10% of the energy for that campus.

SIVTT environmental data analytics: 2024

ELECTRICAL CONSUMPTION MEASURED IN KWH PER TOTAL GROSS M²



ELECTRICAL CONSUMPTION MEASURED IN KWH PER STUDENT



NOTE: Historic data for both Bird Street and Ocean Sciences have not been accurate and will be refined for inclusion in future statistics.

SIVTT environmental data analytics: 2024

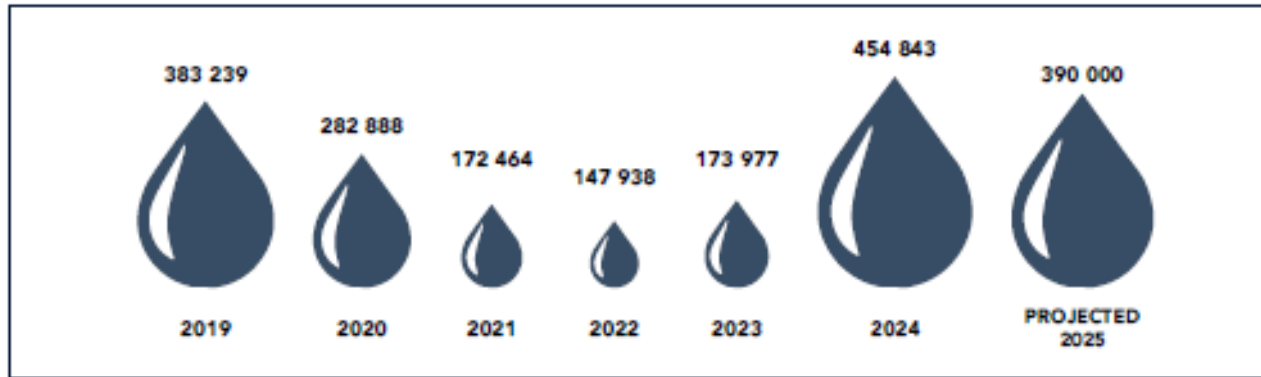
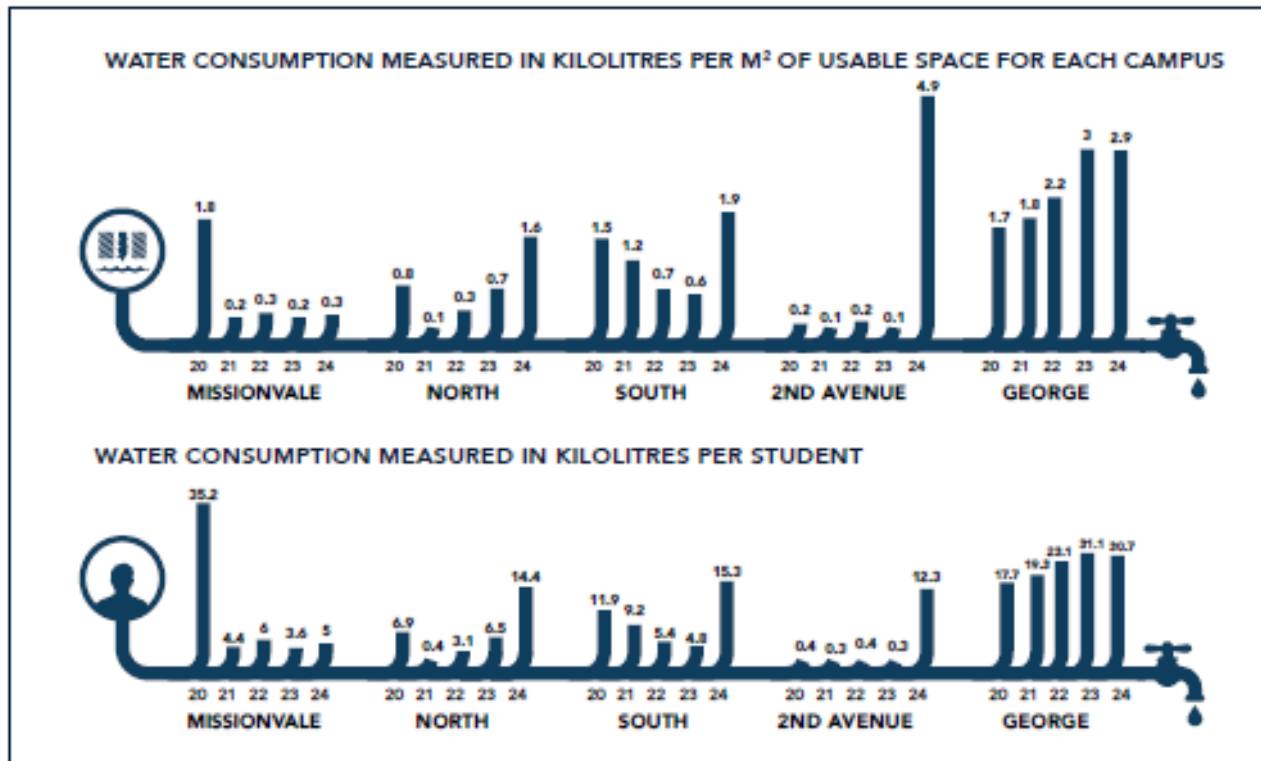
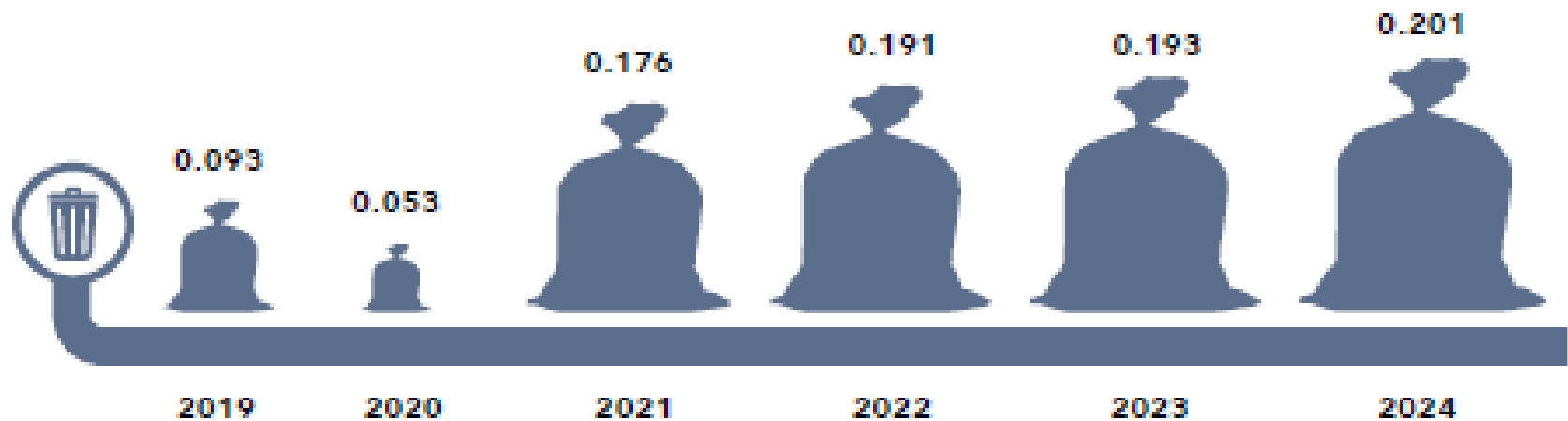


Figure 37: Water consumed on all campuses, 2019-2024



SIVTT environmental data analytics: 2024

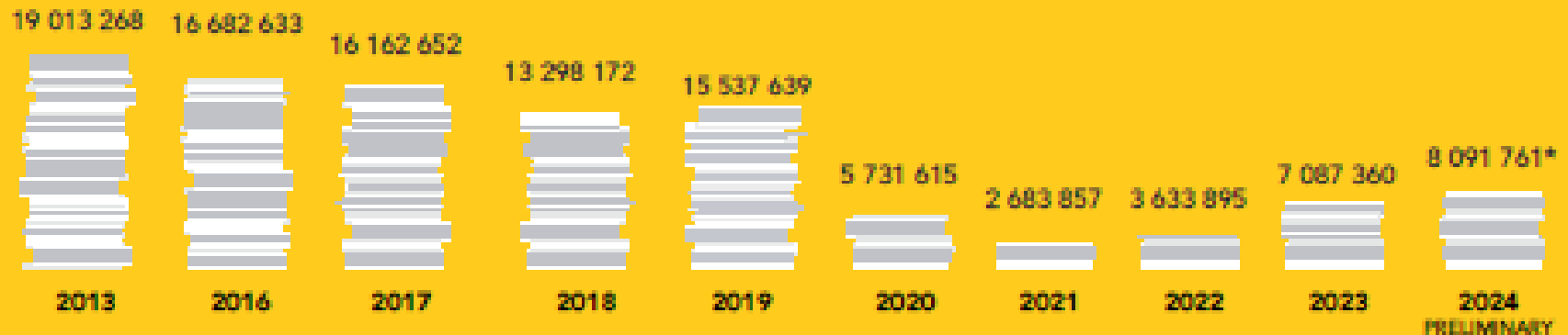
Cubic meter of waste (m³) generated per square meter (m²) of usable space on all the University campuses.



SIVTT environmental data analytics: 2024

REPROGRAPHICS FROM 2013 - 2024

PAGES PRINTED PER YEAR

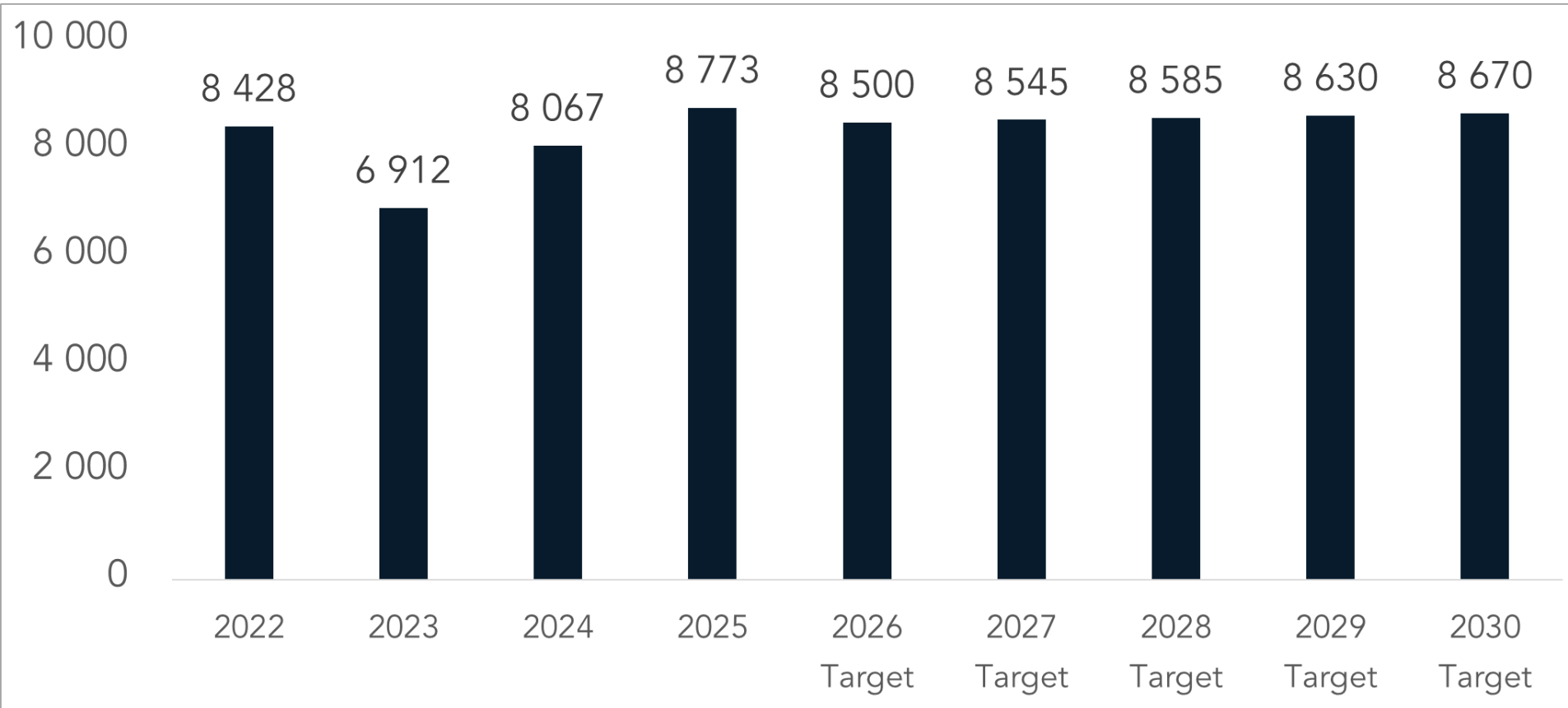


*In line with the increased activity, students and staff on campus, the number of copies increased by almost a third in 2022. Although the University has moved onto electronic platforms for many of its functions, the examination process and related operations still require printing, as required by academic accreditation bodies. The total pages printed a year increased substantially in 2023 (almost doubling the 2022 total). Preliminary figures for 2024 show another increase, although the totals are still well below pre-COVID-19 pandemic totals.



Enrolment plan data and targets: 2026-2030

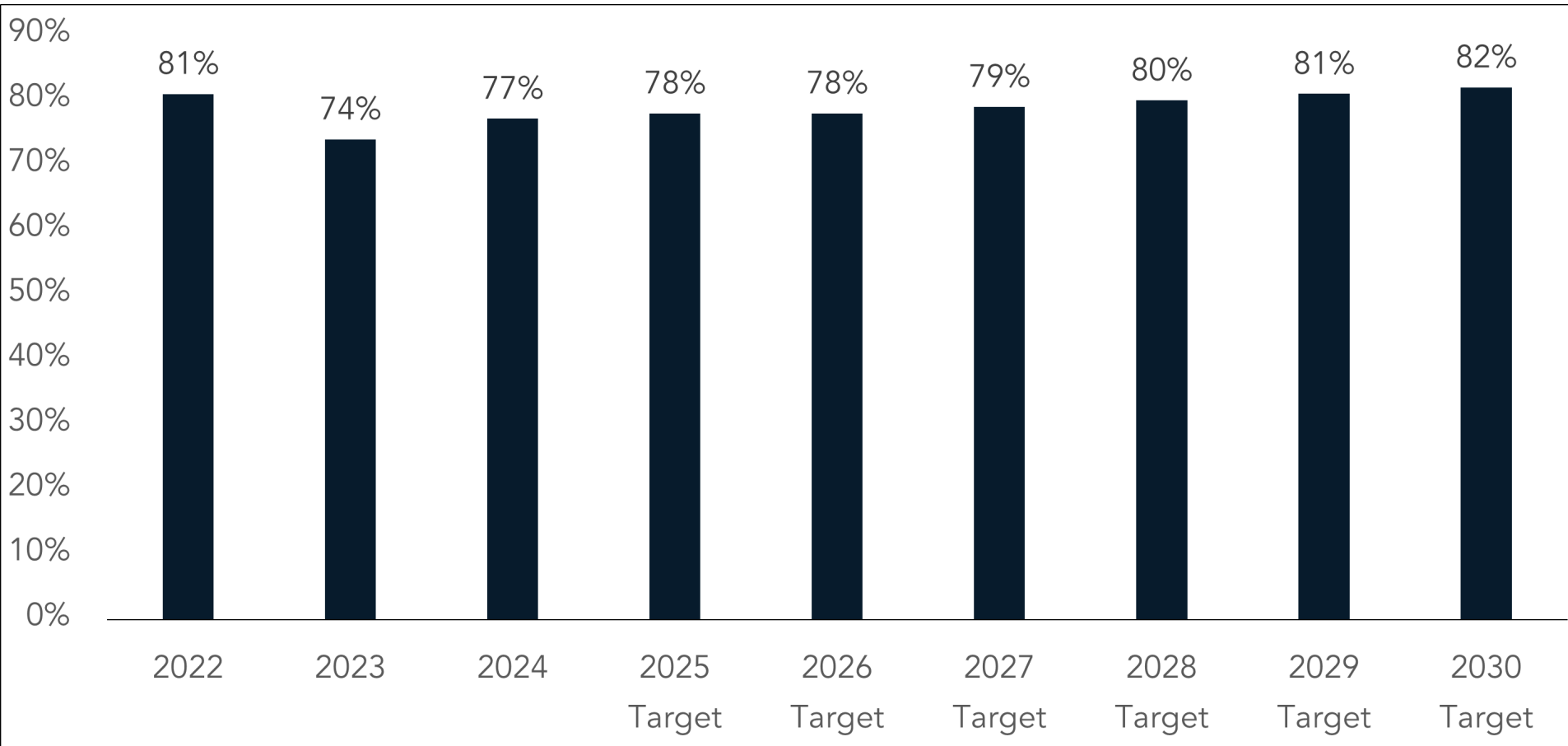
First-time entering undergraduate students, 2022 to 2025 actual and 2026 to 2030 targets



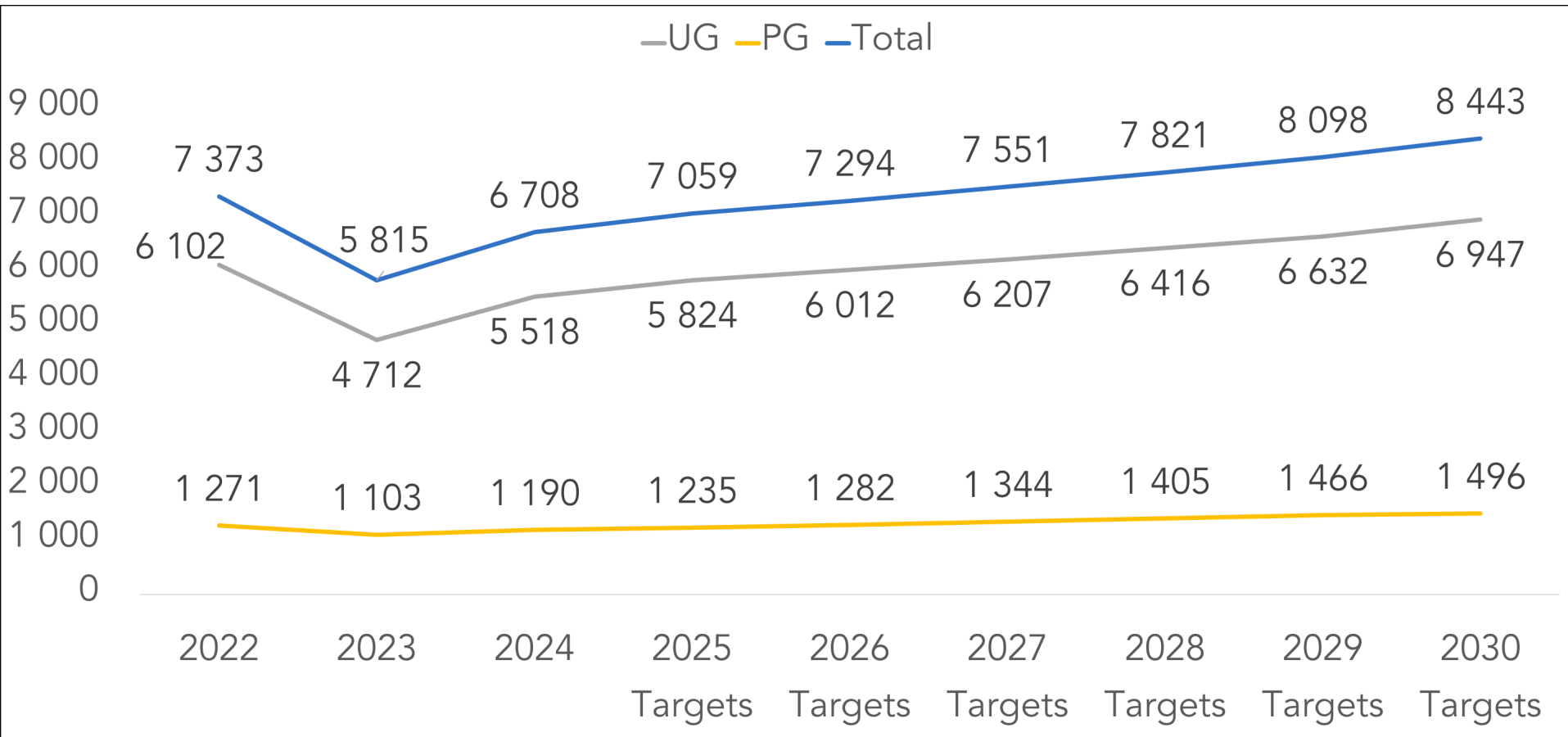
Enrolments by qualification type, 2022 to 2025 actuals and 2026 to 2030 targets

Qualification Type	2022 Actual	2023 Actual	2024 Actual	2025 Prelim	2026 Target	2027 Target	2028 Targets	2029 Targets	2030 Targets	Average annual growth rate 2022-2030
UG Diploma or Certificate	12 307	11 803	12 051	12 625	12 688	12 752	12 815	12 879	12 944	0.6%
Advanced Diploma	1 752	1 723	1 635	1 573	1 604	1 637	1 669	1 703	1 737	-0.1%
UG Degree	14 639	14 534	15 881	16 676	16 926	17 180	17 438	17 699	17 965	2.6%
Total UG	28 698	28 060	29 567	30 874	31 219	31 568	31 922	32 281	32 645	1.6%
Postgraduate to Master's	1 356	1 157	1 280	1 329	1 473	1 556	1 645	1 704	1 753	3.3%
Master's	1 486	1 420	1 395	1 360	1 422	1 486	1 535	1 577	1 627	1.1%
Doctoral	568	556	570	487	579	596	611	622	641	1.5%
Total PG	3 410	3 133	3 245	3 176	3 474	3 638	3 791	3 903	4 021	2.1%
Occasional	212	169	156	86	92	96	98	101	104	-8.5%
Grand total	32 320	31 362	32 968	34 136	34 785	35 302	35 811	36 285	36 770	1.6%

Student success rates, 2022 to 2024 actuals and 2025 to 2030 targets



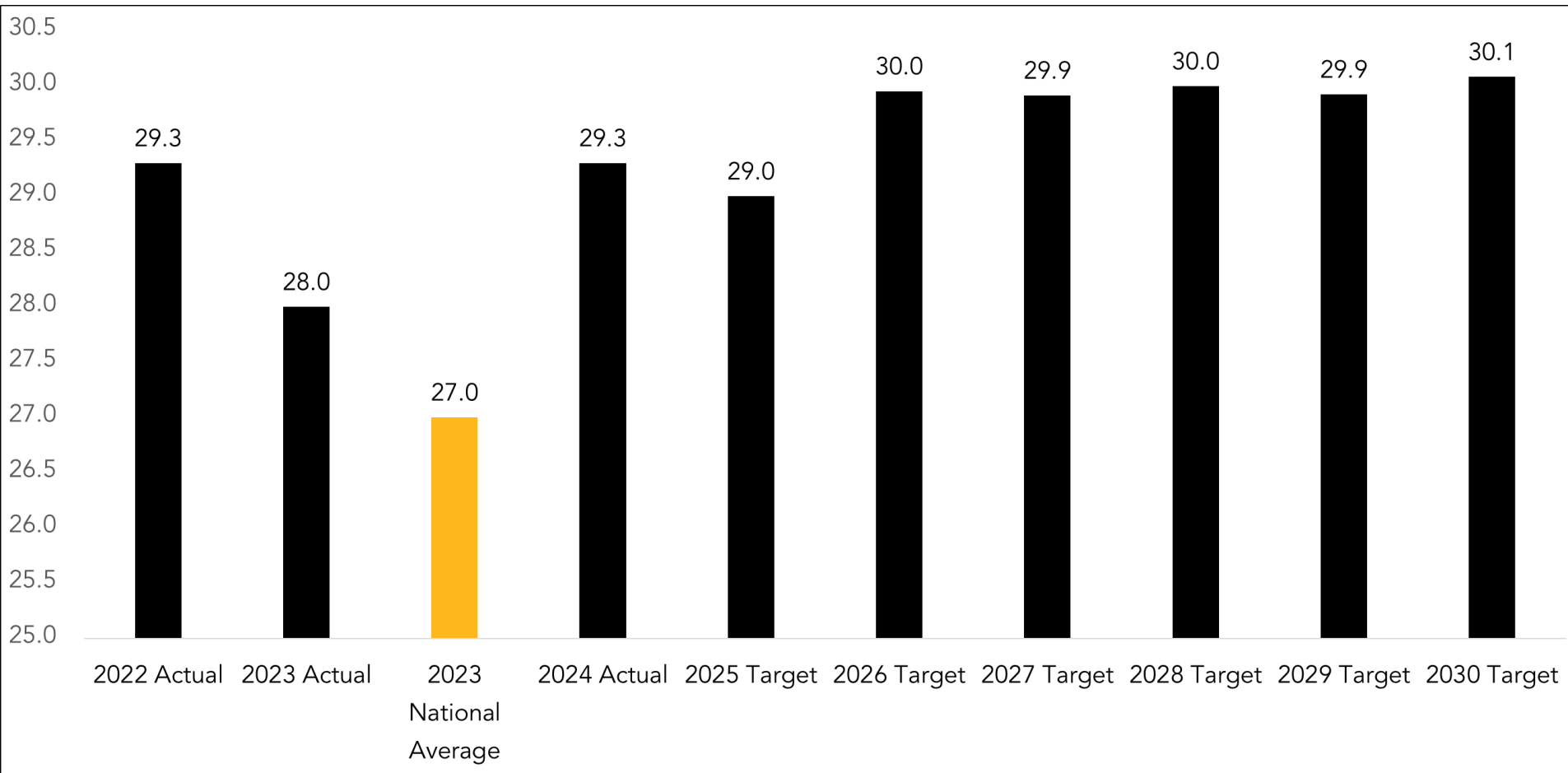
Graduate outputs 2022 to 2024 actuals and 2025 to 2030 targets



Throughput rates for the 2018 first-time entering cohorts, compared to national averages

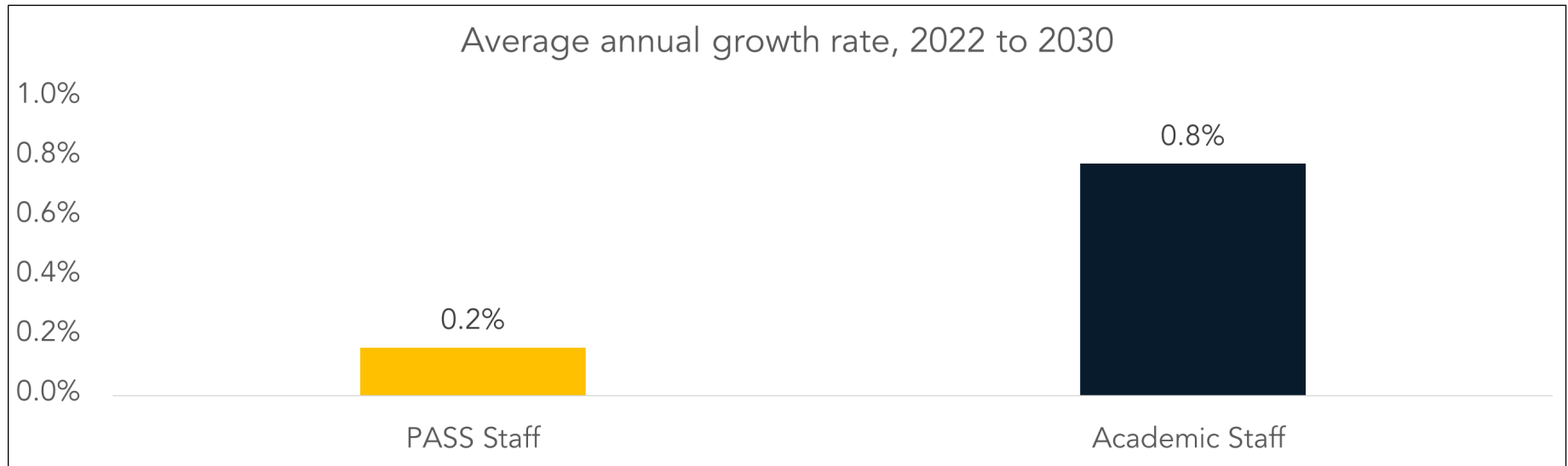
Qualification Type	Mandela University (2018 cohorts)				National average excluding UNISA (2018 cohorts)			
	MT	MT+1	MT+2	MT+3	MT	MT+1	MT+2	MT+3
1-year UG certificates (MT=1)	54%	71%	75%		22%	40%	50%	
3-year diplomas (MT=3)	28%	49%	56%		28%	52%	64%	
3-year degrees (MT=3)	26%	43%	52%		30%	52%	59%	
4-year degrees (MT=4)	42%	59%	65%		46%	64%	69%	
PG Diplomas (MT=1)	63%	79%	82%		60%	79%	82%	
Honours (MT=1)	66%	83%	86%		63%	78%	82%	
Coursework Master's (MT=3)	48%			61%	44%			64%
Research Master's (MT=3)	41%			57%	36%			55%
PhDs (MT=3)	18%			57%	15%			50%

Student: Staff FTE ratio, 2022 to 2024 and 2025 to 2030 targets

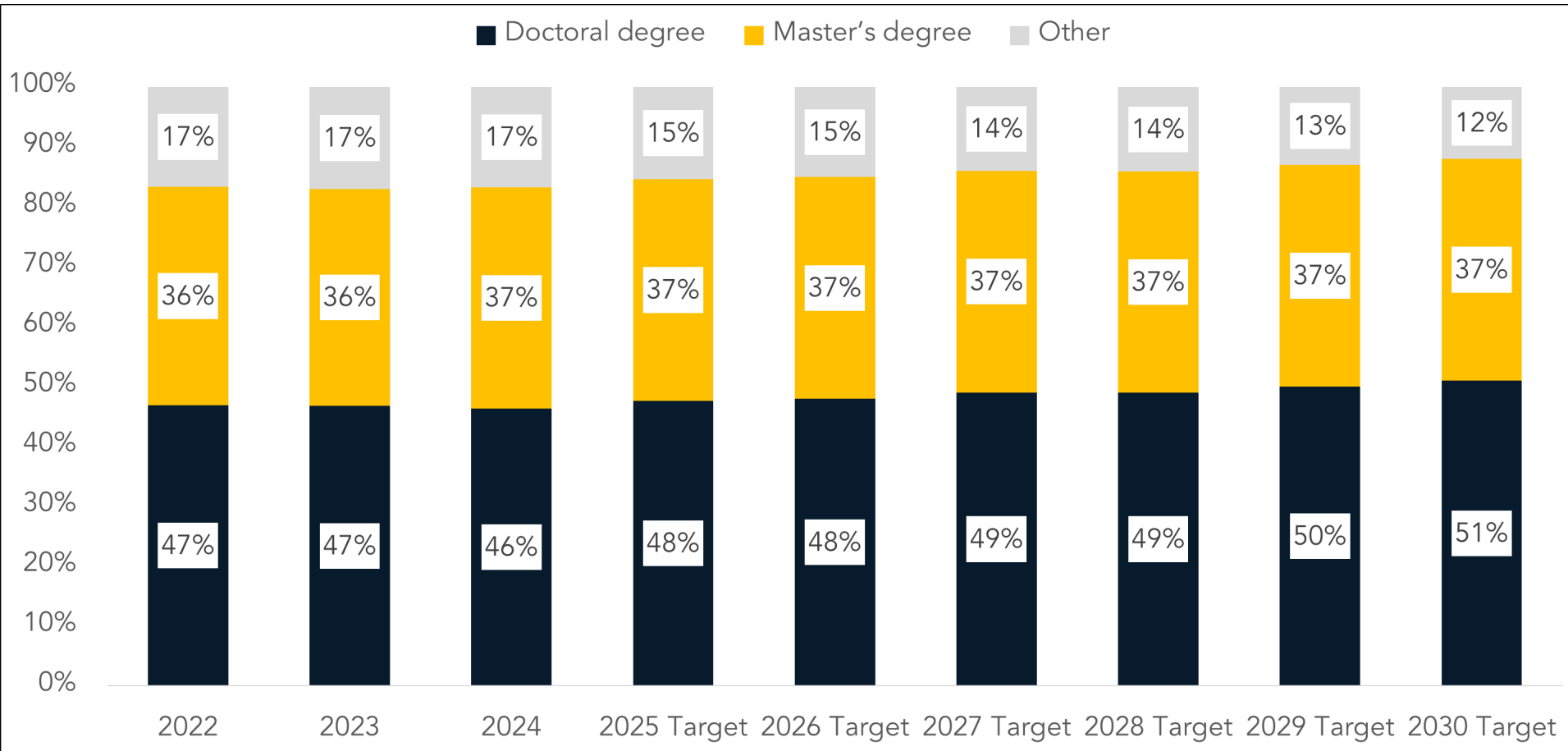


Ratio of PASS to Academic Staff, 2022 to 2025 and 2026 to 2030 targets

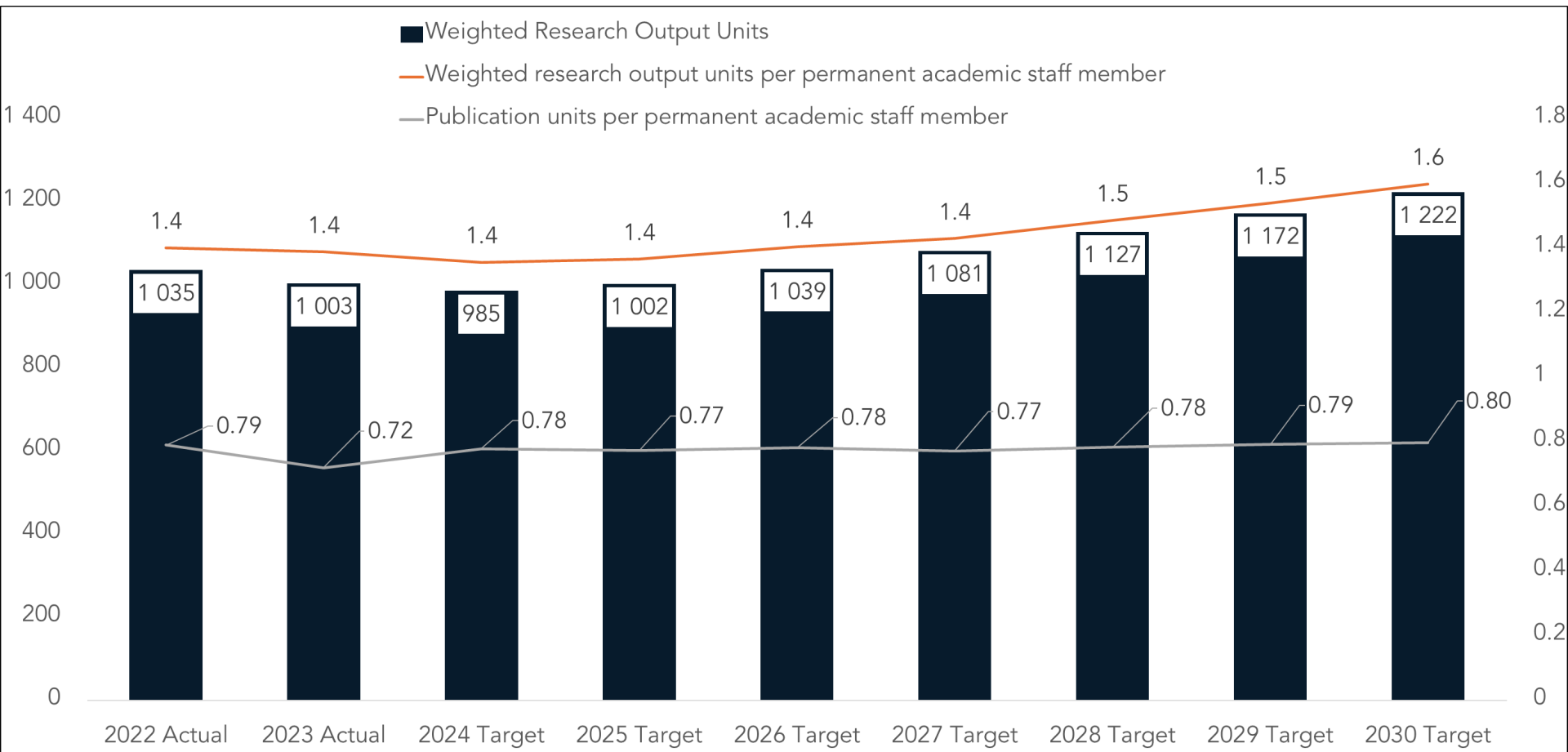
	2022	2023	2024	2025	2026 Target	2027 Target	2028 Target	2029 Target	2030 Target
Ratio of PASS staff to Academic staff (service employees included)	2.58	2.55	2.50	2.49	2.50	2.47	2.47	2.47	2.46
Ratio of PASS staff to Academic staff (service employees excluded)	1.66	1.67	1.64	1.63	1.64	1.59	1.60	1.59	1.59



Qualification profile of permanent academic staff, 2022 to 2024 and 2025 to 2030 targets



Research outputs, 2022 to 2023 and 2024 to 2030 targets



Concluding remarks



- ❖ Nelson Mandela University seeks to advance a values-driven, humanising institutional culture that liberates the full potential of all students, staff, and communities.
- ❖ The University seeks to consolidate its strengths as a comprehensive university and, in so doing, advance excellence and promote long-term sustainability.

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