

## **I. The Strategic Plan**

### **1. Introduction**

#### **Building on the Gains of *UMP Vision 2022***

Since its inception in 2013, UMP has grown in leaps and bounds surpassing the expected norms. The university has grown from 169 students in 2014 to 7 100 in 2022, introduced new courses and established new Faculties, from 3 in 2014 to 53 in 2022. Such growth, in any organisation, comes with exerted pressure. However, the university proved to be resilient.

Guided by the preceding Strategic Plan, *UMP Vision 2022*, the university pursued its vision and mission achieving 96,4% of the implementation measures outlined in the plan. This has laid a solid foundation from which the ambitions of the new Strategic Plan can be realised.

This context and the continuing rapid growth of the university informed the stance of the new strategic plan. This plan consolidates the gains of *UMP Vision 2022*, while introducing new goals that are complementary and critical to building a sustainable and resilient institution. Thus, the new Strategic Plan is designated as *UMP Vision 2030*.

In as much as *UMP Vision 2030* seeks to build on *UMP Vision 2022*, it acutely addresses the aspiration to be a high performing university, implementing strategies that achieve UMP's vision and mission, guided by their values, and cognizant of the opportunities and constraints of the external environment.

While *UMP Vision 2022* laid the foundation, *UMP Vision 2030* seeks to solidify it.

#### **Vision, Mission, and Values**

A consensus was reached regarding the Vision and Mission of the university. It is believed that the Vision still has ample room for driving the ambitions of the university for the next eight years. It was also agreed that both the Vision and Mission are still relevant. Therefore, the Vision and Mission will remain.

The Values were fully endorsed by all stakeholders and will also remain. In addition, the behaviours identified to demonstrate these Values were also confirmed. The Values will continue to drive UMP's culture going forward.

## **Educational Philosophy and Graduate Attributes**

The Educational Philosophy of UMP remains true to its original formation.

The Graduate Attributes, which guide the holistic development of students, also remain as formulated in *UMP Vision 2022*, with one change. "Sound Discipline Knowledge" has been replaced with "Critical Thinking Knowledge and Skills". This is understood to provide a broader and deeper understanding of the students' learning journey.

## **Strategic Areas**

The eight strategic areas identified in *UMP Vision 2022* remain, albeit with new and developed goals, objectives, and indicators. Based on feedback from internal and external stakeholders, as well as intensive engagement with MANCO and EMANCO the focus of these areas is:

**Governance:** to build on UMP's capable, focused leadership and good, effective governance structures and systems;

**Research and Innovation:** to continue enabling research that is relevant to global, national, and provincial needs leading to centres of excellence, and to explore ways to increase student employability and employer-ability;

**Teaching and Learning:** to continue delivering high quality academic programmes, expanding the range and styles of programmes to widen the student base, fully utilising the facilities and 21<sup>st</sup> century technologies;

**Institutional Support:** to support the purpose and activities of UMP through the appreciation, development and utilisation of iconic, state-of-the-art infrastructure, equipment, facilities, and systems, whilst managing requirements for electricity, water and ICT connectivity;

**Quality Student Experience:** to continue enhancing the holistic development of students to their benefit, the quality of their experience and in line with UMP's Values and Graduate Attributes;

**Engagement and Partnerships:** to deepen partnerships and collaboration with relevant educational institutions, Africa-focused organisations and grassroots communities;

**Finance:** to provide effective and efficient financial management processes and systems, and to further develop 3<sup>rd</sup> income streams;

**Human Resources:** to provide effective and efficient HR processes and systems, to continue developing a values-driven institutional culture and attract, retain, and develop good staff.

Effective and meaningful communication will be woven throughout internal and external interactions to build understanding of who UMP is, what it stands for, what its policies are and how best to work together to achieve mutual goals.

## 2. Vision

The Vision of UMP is:

An African University leading in creating opportunities for sustainable development through innovation

### 3. Mission

The Mission of UMP is:

To offer high quality educational and training opportunities that foster the holistic development of students through teaching and learning, research and scholarship, and engagement, in collaboration with strategic partners.

### 4. Values

The African life ethos of Ubuntu, referring to our orientation to and expressions of humanity to others, forms the broad and overarching framework for our Values.

The Values of the University serve as a basis for all our interactions with students, staff, and all other stakeholders. As such these Values form an abbreviated code of conduct that should shape the behaviour of all the institutional constituents and to which the University subscribes. The Values underpinning UMP Vision 2030 are:

#### **Excellence**

The University commits itself to uphold the highest standards of excellence in all its actions, functions, and services.

#### **To ensure EXCELLENCE at UMP:**

- We pay attention to detail
- We consistently convey positive energy
- We consistently produce the necessary results of a high standard
- We foster and promote innovation

#### **Integrity**

At all times and in all situations the actions and interactions of the University will be characterised by undeviating honesty, by utmost fairness, caring for one another as fellow human beings, and treating one another with the utmost respect.

#### **To ensure INTEGRITY at UMP:**

- We are truthful to ourselves and others
- We do the right thing even when no-one is watching
- We demonstrate mutual respect
- We are accountable for our actions

## **Diversity**

Diversity is valued and celebrated in unlocking a range of interactions and enhancing exposure to a wide variety of diverse cultures, backgrounds, views, and opinions.

### **To ensure DIVERSITY at UMP:**

- We are open to different views, perspectives, and opinions
- We embrace social justice and inclusion
- We ensure exposure to different experiences and cultures

## **Collaboration**

As an engaged institution UMP will actively seek out opportunities for collaboration with all its stakeholders in maximising the development of human potential and socio-economic development.

### **To ensure COLLABORATION at UMP:**

- We encourage strategic partnerships
- We appreciate and value the contribution of others
- We appreciate reciprocity – mutually beneficial engagements

## **Adaptability**

UMP acknowledges our ever-changing knowledge contexts, institutional environments, and social situations and therefore the need to promote and foster adaptability.

### **To ensure ADAPTABILITY at UMP:**

- We embrace change and are socially aware change agents
- We ensure transferability of skills
- We are resilient in the face of adversity

- We promote and invest in life-long learning

## **Relevance**

UMP endorses the need for its academic programmes, research activities, and engagement projects to respond to its context.

### **To ensure RELEVANCE at UMP:**

- We understand and appreciate the environment and context
- We utilise up-to-date approaches, looking ahead strategically
- We align ourselves with the needs of and are responsive to the local, national and regional context
- We promote engagement with strategic partners as related to the context

## **Inspiration**

UMP values inspiration that allows and encourages others to be more and do more than what at first seems possible.

### **To ensure INSPIRATION at UMP:**

- We achieve beyond expectations
- We motivate others to achieve beyond expectations
- We are exemplary – lead by example
- We celebrate success

## **5. Educational Philosophy**

The University of Mpumalanga, as a comprehensive University, understands that its academic project must combine both the creation and transfer of knowledge and skills, and the development of students as independent and critical thinkers with a passion for knowledge and its application.

Our teaching will be theoretically informed, pedagogically appropriate, and sensitive to diversity in all its forms in the educational environment. Our teaching will emphasize the interconnectedness of teaching and learning, research and scholarship, and engagement. The development of our qualifications and curricula will be context sensitive. Our curricula and extra curricula activities will expose students to different ways of knowing and to the value of Indigenous Knowledge Systems.

Our academic staff will be reflective and reflexive practitioners who use information communication technologies to improve learning, which will occur in a diverse range of formal and informal settings. Development programmes for academic staff and student support programmes will support a broadening of access, with increased levels of student success.

## 6. Graduate Attributes

Our graduates will be (or have):

**Resourceful, Responsive and Responsible:** capable of self-directed, life-long learning; authentic research-led enquiry; who are motivated, conscientious, and self-sufficient individuals capable of substantial independent work, who set aspirational goals for continuing personal, professional, and career development.

**Critical-Thinking Knowledge and Skills:** who understand and respect the values, theoretical principles, ethical aspects, methods, and limitations of their discipline; and who possess critical thinking knowledge, skills, and competencies.

**Innovative and Entrepreneurial:** who are intellectually curious, independent, creative, and critical thinkers who are able to innovate by applying their knowledge and skills to the solution of novel as well as routine problems for sustainable development.

**Confident and Effective Communicators:** who are able to engage meaningfully with a range of diverse audiences.

**Ethically and Socially Aware Change Agents:** who are socially aware and ethically inclined, to bring about change.

**Adaptable:** having an understanding of their discipline within dynamically changing, inter and multi-disciplinary contexts; respond flexibly and adapt their skills and knowledge to excel in new situations.

## **7. Achieving the Vision and Mission**

In pursuing the vision and mission, strategic goals have been outlined supported by strategic objectives and indicators. These define the milestones which will be navigational markers of how far or close UMP is to achieving its ideals.



## STRATEGIC GOALS, OBJECTIVES, AND INDICATORS

<b>Strategic Area 1: Governance and strategic leadership and management</b>		
<b>Strategic Priority: Maintain overall institutional environment supporting good governance strategic leadership and management</b>		
<b>Strategic Indicator:</b> By 2030, UMP is implementing a functioning governance and management framework that facilitates effective and efficient decision-making to advance the vision of the institution and is in full compliance with all the relevant regulatory frameworks		
STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
1. Establish and maintain effective and efficient governance, strategic leadership and management	1.1. Implement an effective and efficient multi-campus management model.  1.2. Develop and implement academic governance structures, systems, and processes in support of UMP’s academic mandate  1.3. Implement an effective framework for ethical and transformational	1.1.1. An effective and efficient multi campus management model  1.1.2. Effective and efficient delegation of authority  1.2.1. Academic governance structure that is aligned to the strategic plan

	<p>governance, leadership, and management.</p> <p>1.4. Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.</p>	<p>1.3.1. Effective induction programme and capacity building for Council members</p> <p>1.3.2. Charter for Council and Council committees</p> <p>1.3.3. Code of Conduct for Council members</p> <p>1.3.4. Council approved SRC Constitution</p> <p>1.3.5 Performance evaluation of Council and its committees</p> <p>1.3.6 Training programme on Ethical and Transformational Leadership</p> <p>1.4.1. Approved UMP Statute</p> <p>1.4.2. Annual Risk register</p> <p>1.4.3. Checklist of regulatory compliance</p> <p>1.4.4. Unqualified audit outcomes</p>
--	---	---

<p>2. Promote sound Information Governance and Management at all levels of the institution</p>	<p>2.1. To promote the preservation of organizational information and institutional memory.</p> <p>2.2. To develop and implement systems and processes to access information in line with various legislative, regulatory requirements/frameworks and organisational needs.</p> <p>2.3. To develop and implement systems and processes in support of data management and cybersecurity.</p>	<p>2.1.1. File Plan</p> <p>2.1.2. Document Retention Schedule</p> <p>2.1.3. Records and documents management framework</p> <p>2.1.4 Archiving Protocols</p> <p>2.2.1. Integrated information governance business framework</p> <p>2.2.2. Checklist on regulatory compliance</p> <p>2.3.1. Information and data governance framework</p> <p>2.3.2. Data management training and awareness campaigns</p> <p>2.3.3. Cybersecurity awareness and mitigation campaigns.</p>
--	---	--

<b>Strategic Area 2: Research and Innovation</b>		
<b>Strategic Priority: Establish an institutional environment conducive to high impact scholarship, research and innovation</b>		
<b>Strategic Indicator:</b> By 2030, UMP has established a prevailing research and innovation culture, is developing research excellence in selected niche areas, and has established functioning research support systems.		
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>INDICATORS</b>
1. Create and support an environment that fosters research quality, impact and productivity.	<p>1.1. Provide an enabling policy environment and funding framework for research to improve research quality, impact and productivity.</p> <p>1.2. Provide appropriate research and innovation infrastructure and support.</p> <p>1.3. Promote, recognise and reward research and innovation excellence.</p> <p>1.4. Increase and diversify external and internal financial resources available to support research-related activities.</p>	<p>1.1.1. Academic staff spend at least 20% of time on research.</p> <p>1.1.2. 80% of research outputs, produced by permanent academic staff.</p> <p>1.1.3. 80% research outputs produced by permanent staff with doctorates.</p> <p>1.1.4. 30% of journal articles published in international indices (ISI/IBSS)</p> <p>1.1.5. 30% of journal articles published in DHET national list of accredited journals</p> <p>1.1.6. 20 units yearly increase of research outputs [units] from DHET accredited publications.</p>

		<p>1.1.7. Research data management framework approved and implemented</p> <p>1.2.1. Appropriate research infrastructure and equipment</p> <p>1.2.2. Efficient and effective finance and purchasing support</p> <p>1.2.3. Efficient and effective HR support</p> <p>1.2.4. Efficient and effective Library and Information Services support</p> <p>1.2.5. Efficient technical support</p> <p>1.3.1. Research Excellence Awards</p> <p>1.3.2. Innovation Award</p> <p>1.3.3. 25 academic staff with NRF rating</p>
--	--	--

		<p>1.3.4. Research impact analysis integrated into the research assessment framework</p> <p>1.4.1 80% successful research funding applications per year.</p> <p>1.4.2 10% yearly increase of grant income from external funding agencies.</p> <p>1.4.3 10% yearly increase of contract research income.</p>
2. Develop and sustain the research capacity of staff and students	<p>2.1. Attract, nurture and develop research potential and talent.</p> <p>2.2. Provide support to emerging researchers, postgraduate students and postdoctoral fellows to become research active.</p>	<p>2.1.1. 60% of academic staff with PhDs</p> <p>2.1.2. 30% of academic staff with Masters' degrees</p> <p>2.2.1. 10 postdoctoral fellows</p> <p>2.2.2 Mentoring, Training, Workshops, Seminars and Research Support grant</p>

	<p>2.3. Create a culture of research in undergraduate and postgraduate students.</p>	<p>2.2.3. 8 research seminars and colloquia per year.</p> <p>2.2.4. 1 Research Day per annum</p> <p>2.3.1 Research Mentorship Programme for Undergraduate and Postgraduate students.</p> <p>2.3.2 At least One and 2 Manuscripts from Masters and PhD respectively.</p> <p>2.3.3. 60% of Postgraduate students attended Information Literacy training sessions annually</p>
<p>3. Conduct research and innovation that contributes to local, national, regional, and global sustainability.</p>	<p>3.1. Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.</p>	<p>3.1.1. Database of 10 national and 15 international partnerships</p> <p>3.1.2. 6 contract research projects contributing to socio-economic development.</p>

	<p>3.2. Identify and develop institutional research themes.</p> <p>3.3. Promote the commercialisation of research outcomes in the form of products, processes and services.</p> <p>3.4. Promote entrepreneurship and creative problem solving skills in staff and students.</p>	<p>3.2.1. 3 Research Centres</p> <p>3.2.2. 7 Research themes/focus areas.</p> <p>3.3.1. 15 disclosures</p> <p>3.3.2. 10 positive search report from provisional patent applications.</p> <p>3.3.3. 5 commercialised research products/ processes/ services.</p> <p>3.4.1 20% of UMP students participate in Entrepreneurship activities.</p> <p>3.4.2 20% of staff and students engage in creative problem- solving skills.</p>
--	---	---



**Strategic Area 3: Teaching and Learning**

**Strategic Priority: Establish a set of high quality, relevant and responsive academic programmes which deliver the University’s graduate attributes.**

**Strategic Indicator: In 2030, UMP offers a context relevant PQM that includes undergraduate and postgraduate qualifications.**

STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
<p>1. Develop and implement PQM and enrolment plan that are relevant and responsive to UMP’s context.</p>	<p>1.1. To develop Academic Plan that will inform, underpin and support all academic activity.</p> <p>1.2. To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP.</p> <p>1.3. To support the use of diverse modes of programme delivery both within and between campuses.</p> <p>1.4. To provide formal exposure to the work environment through inclusion of internships and WIL in our</p>	<p>1.1.1 Academic Plan aligned to PQM and Strategic Plan.</p> <p>1.1.2 Academic Plan approved by Council.</p> <p>1.2.1 DHET approved Enrolment Plan.</p> <p>1.2.2 80 Programmes on offer by 2030.</p> <p>1.3.1 60% of contact classes.</p> <p>1.3.2 30% of hybrid classes.</p> <p>1.3.2 10% of online classes.</p> <p>1.3.3 15% of PG student population on block release.</p> <p>1.4.1 All new career oriented qualifications have a WIL component.</p>

	<p>qualifications and thus improve employability.</p>	
<p>2. Develop and recognise teaching excellence pursuant to graduate attributes.</p>	<p>2.1. To provide support through the Programme of Academic Support for Teaching &amp; Learning (PASS for T&amp;L) that includes support for curriculum development, assessment of teaching and learning, and teaching methods.</p> <p>2.2. To promote, recognise and reward excellence in teaching.</p> <p>2.3. To nurture and develop academics as reflective practitioners.</p> <p>2.4. To provide support for the use of multimedia and ICTs in teaching &amp; learning.</p>	<p>2.1.1 A minimum of twelve Professional Development programmes offered annually.</p> <p>2.1.2 80% of academic staff attending T &amp; L development programmes.</p> <p>2.2.1 Annual awards held in recognition of excellence in T&amp;L.</p> <p>2.3.1 Two workshops offered annually on reflective and reflexive practice.</p> <p>2.4.1 Three workshops offered annually on multimedia and ICT integration in T&amp;L for staff.</p>

		2.4.2 All new academic staff have an orientation session on online T&L platforms.
3. Broaden access to UMP and facilitate student success.	<p>3.1. To facilitate articulation to UMP.</p> <p>3.2. To provide a scaffolded programme of student support and mentorship.</p> <p>3.3. To provide structured tutorials to promote success.</p> <p>3.4. To improve completion rates and undergraduate throughput.</p>	<p>3.1.1 Have 10 Diploma programmes by 2030.</p> <p>3.2.1 100% of students recommended for tutorials will attend tutorials</p> <p>3.2.2 First Year Experience programme calendar including Orientation to be submitted to the DVC: Teaching and Learning in Quarter 1.</p> <p>3.2.3 70% of First Years attend Orientation; 60% of First Years participate in FYE</p> <p>3.2.4 Information literacy sessions provided to 30% of first year students by librarians by the end of each academic year.</p>

		<p>3.3.1 List of modules that require structured tutorials .</p> <p>3.3.2 Tutor training programmes implemented at the beginning of every semester.</p> <p>3.3.3 Performance of students attending tutorials improves</p> <p>3.4.1 Annual pass rate is at 75%.</p> <p>3.4.2 60% of students graduate at N +0 years</p> <p>30% of students graduate at N +1 year</p> <p>10% of students graduate at N +2 years</p>
--	--	--

### Strategic Area 4: Institutional Support

**Strategic Priority:** Develop, maintain and safeguard the Iconic Infrastructure and institutional support services, systems, and processes.

**Strategic Indicator:** By 2030, UMP has a comprehensive set of effective and efficient functioning support services.

STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
<p>1. Promote the development of iconic infrastructure.</p>	<p>1.1. To maintain effective and efficient systems and processes for new infrastructure development.</p> <p>1.2. Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional, original, and creative.</p> <p>1.3. Create social spaces for crucial conversations.</p> <p>1.4. Create opportunities for socio-economic development locally.</p>	<p>1.1.1. Below 10% deviation in terms of time and cost for each approved construction programme per project.</p> <p>1.1.2. Below 5% deviation in terms of scope for each approved construction programme per project.</p> <p>1.1.3. Successful implementation of the New Infrastructure Projects Five Year Plan.</p> <p>1.2.1. Architectural design incorporates spaces for social interaction, recreation, and intellectual</p>

		<p>engagement, according to the checklist as per approval process.</p> <p>1.3.1 Architectural design incorporates spaces for crucial conversations.</p> <p>1.4.1 Contribution to socio-economic development ,job creation and skills transfer.</p>
2. Promote the maintenance of infrastructure, facilities, and estate.	2.1. Implement measures for effective and efficient maintenance and renovation of the existing infrastructure and facilities.	<p>2.1.1 3% of annual University operational budget spent on maintenance</p> <p>2.1.2 Achieved 75% scheduled maintenance as per the maintenance plan.</p> <p>2.1.3 Annual seven-year rolling Maintenance Plan and annual Renovation Plan</p> <p>2.1.4 Conducted four maintenance awareness campaigns per annum for students and two for staff at both campuses</p>

	2.2. Implement measures for effective maintenance of the University estate.	2.2.1 An aesthetically appealing estate 2.2.2 Plants used are those adapted to the climate
3. Provide and enhance quality institutional support services.	3.1. To promote and foster an environment that is conducive to the health and safety of UMP's internal and external stakeholders	3.1.1 Developed SHE Management Framework 3.1.2 Conducted four SHE awareness campaigns for Students and two for staff per annum.
	3.2. To promote and foster an environment that is conducive to the protection of staff, students and property	3.2.1 Developed Security Management Framework 3.2.2 Effective and efficient security procedures 3.2.3 Conducted four security awareness campaigns per annum for staff and students
	3.3 To establish and maintain high-quality services in support of the Institution's operations	3.3.1 Positive experience for users. 3.3.2 Immediate response in the case of emergencies and 7- day

		turnaround time to address service needs.
4. Provide and enhance quality ICT institutional support services.	4.1. To provide ICT support to advance the academic project.	<p>4.1.1 All lecture venues to be technology-enabled</p> <p>4.1.2 All academics are trained to use learning management platforms</p> <p>4.1.3 Efficient online teaching and learning through technologies</p> <p>4.1.4 Effective/Appropriate ICT support services for academic staff and students</p> <p>4.1.5 100% of students to have access to digital technologies</p>
	4.2. To provide ICT infrastructure, architecture, systems, and processes in support of institutional operations.	<p>4.2.1 A secured and resilient ICT infrastructure</p> <p>4.2.2 Densified Wi-Fi and other modes of connectivity from 70% to 100%</p> <p>4.2.3 Minimised interruptions to University operations and systems,</p>



		<p>with downtimes planned in times of least use</p> <p>4.2.4 Increased measures and systems that mitigate cybersecurity risks</p> <p>4.2.5 Conducted four cyber-security awareness campaigns for students and two for staff per annum</p>
--	--	---

<b>Strategic Area 5 : Quality Student Experience</b>		
<b>Strategic Priority : Provide a vibrant student experience</b>		
<b>Strategic Indicator:</b> By 2030, students of the University of Mpumalanga will have access to services that promote the holistic development of each and every student.		
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>INDICATORS</b>
1. Create an effective and progressive student leadership	1.1. Ensure the existence of functional student leadership structures.  1.2. Provide development programmes for the student leadership structures.  1.3. Promote accountable and responsible student leadership structures.  1.4. Promote the adherence and observance of relevant University policies by student leadership and the student body.	1.1.1 Elected student leadership structures (SRC & CRCs) by November.  1.2.1 List of training programmes for the year. 1.2.2 90% of student leaders attending leadership training programmes.  1.3.1 Recognised student political structures. 1.3.2 Monthly SRC meetings.  1.4.1 Distribution of relevant policies to the SRC/CRC and new students by March.  1.5.1 Schedule of quarterly meetings between UMP Management Committee and the SRC.

	<p>1.5. Create effective communication strategies between student leadership and University Management.</p>	<p>1.5.2 Schedule of meetings between the Student Affairs Management and the SRC.</p> <p>1.5.3 Schedule of monthly meetings between the Managers: Student Governance &amp; Development and the CRCs.</p>
<p>2. A vibrant and active student life</p>	<p>2.1. Ensure the promotion of a sporting culture amongst students in the University.</p> <p>2.2. Promote coherent and active student societies.</p> <p>2.3. Provide personal development programmes for students.</p> <p>2.4. Promote the wellbeing of students.</p> <p>2.5. Support students staying in accredited private accommodation to</p>	<p>2.1.1 10% of the students participating in sporting codes.</p> <p>2.2.1 10% of the students involved in student societies.</p> <p>2.2.2 An annual analysis of the contribution of student societies towards the holistic development of students.</p> <p>2.3.1 Schedule of personal development programmes.</p> <p>2.3.2 10% of students participating in development programmes annually.</p> <p>2.4.1 Holistic health services offered to students</p> <p>2.4.2 Monthly reports on primary health care services provided to students.</p>

	<p>experience a conducive living and learning environment.</p> <p>2.6. Recognise and reward excellent performance in co-curricular activities</p>	<p>2.5.1 Accredited private accommodation facilities adhering to the accreditation criteria.</p> <p>2.5.2 65% of students at the Mbombela Campus staying in accredited private accommodation.</p> <p>2.5.3 15% of students at the Mbombela campus accommodated on Campus.</p> <p>2.6.1 Co-curricular Excellence Awards held annually.</p>
3. Promotion of an inclusive culture	<p>3.1. Provide support for students with disabilities.</p> <p>3.2. Provide a safe environment for students.</p>	<p>3.1.1 Awareness on the services and support for students with disabilities.</p> <p>3.1.2 Reasonable accommodation for students with disabilities.</p> <p>3.2.1 Two campaigns against gender based violence and femicide (GBVF) held per year.</p> <p>3.2.2 Two awareness campaigns on LGBTQIA+ held per year.</p>
4. Promote the holistic development of students	<p>4.1. Promote academic engagement.</p> <p>4.2. Promote living and learning activities and programmes in the residences.</p>	<p>4.1.1 15% of students attending and participating in academic engagement activities.</p> <p>4.2.1 25% of students involved in living and learning communities in the residences.</p>

	4.3. Promote the use of shared/common spaces for social and academic purposes.	4.3.1 20 events held annually in shared/common spaces for social and academic activities.
--	--	---

### Strategic Area 6 : Engagement and Partnerships

#### Strategic Priority : To position UMP as an engaged institution

**Strategic Indicator:** By 2030, UMP is widely recognised for its responsiveness to societal needs through collaborative and mutually beneficial partnerships at local, regional, national and international levels.

STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
1. Promote Engagement for the public good	<p>1.1 Promote opportunities for engagement with external stakeholders</p> <p>1.2 Promote social awareness and responsible citizenship among staff and students.</p> <p>1.3 Promote and advance public intellectual engagement.</p>	<p>1.1.1. 4 engagement activities annually involving external stakeholders</p> <p>1.1.2. 2 engagement activities annually aligned with academic focus areas.</p> <p>1.2.1. 50% of academic staff involved in engagement activities</p> <p>1.2.2. 40% of students involved in engaged activities</p>

		<p>1.3.1. 4 Public Lectures per annum.</p> <p>1.3.2. Staff providing expert knowledge.</p> <p>1.3.3. Database of experts within the University</p>
2. Develop and sustain beneficial local, regional, national and international partnership that contribute to a sustainable future.	<p>2.1 Participation in partnerships with school, TVET Colleges, HEIS other education and training providers, business and industry, professional bodies, civil society, NGO's and all levels of government.</p> <p>2.2 Promote and sustain the participation of staff and students in internationalisation and international partnership activities.</p> <p>2.3 Foster and sustain partnerships with alumni.</p>	<p>2.1.1. 15 local partnerships with diverse range of strategic stakeholders</p> <p>2.1.2. 20 national partnerships with diverse range of strategic stakeholders</p> <p>2.1.3 30 international partnerships North/South and South/South with diverse range of strategic stakeholders</p> <p>2.1.4. 10 partnerships with HEI in Africa</p> <p>2.2.1. 8% of staff members participating in international partnerships</p> <p>2.2.2. 2% of students participating in international partnerships</p>

		<p>2.2.3. 10% of students experiencing internationalisation at home</p> <p>2.2.4. 30% of staff participating in international conferences</p> <p>2.2.5. 18 International scholars hosted at UMP</p> <p>2.2.6. 120 International students studying at UMP as degree seeking students and Study Abroad students for limited periods</p> <p>2.2.7. 6 Short Learning Programmes offered annually</p> <p>2.4.1. Alumni database</p> <p>2.4.2. 5 Alumni chapters established and functional</p> <p>2.4.3. 1 Alumni meeting held per annum</p> <p>2.4.4. 1 Career Expo held annually</p>
--	--	--

<p>3. Promote and sustain the recognition of engagement as one of the core missions of the UMP.</p>	<p>3.1 Promote the integration of engagement, research, scholarship, teaching and learning.</p> <p>3.2 Recognise and reward engagement at all levels of the institution.</p>	<p>3.1.1. Integrated engagement, research, scholarship, teaching and learning portfolio</p> <p>3.2.1 Engagement Excellence Awards</p> <p>3.2.2 Reward and Recognition Framework that incorporates engagement as a core mission of UMP</p>
---	--	---

<b>Strategic Area 7: Finance</b>		
<b>Strategic Priority: To ensure UMP's financial sustainability and maintain sound financial management and control systems</b>		
<b>Strategic Indicator:</b> By 2030, UMP has maintained sound financial management and control systems for financial sustainability.		
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>INDICATORS</b>
<p>1. Develop and implement an integrated long-term financial sustainability framework.</p>	<p>1.1. Develop a three-year rolling budget.</p> <p>1.2. Allocate resources to support the institutional strategic priorities and goals in a sustainable manner.</p>	<p>1.1.1. Actual expenditure is within the current year of the three-year rolling budget</p> <p>1.2.1. 8% of the annual budget allocated to institutional strategic priorities and goals.</p>



	1.3. Increase third-stream income	1.2.2. 2 awareness campaigns for staff on costing and expenditure management  1.3.1. Annual 8% increase in third-stream income. 1.3.2. At least 18% cost recovery for 3 <sup>rd</sup> stream income to be implemented.
2. Have a diverse range of income sources.	2.1. Tuition and residence fees  2.2. Students have access to funding	2.1.1. Costing framework for tuition and residence fees 2.1.2 Residences break-even  2.2.1. 80% of undergraduate students are funded. 2.2.2. 40% of postgraduate students funded
3. Ensure effective and efficient expenditure management processes.	3.2. Effective and efficient finance functions  3.3. Implement an effective and efficient supply chain management process	3.1.1. Deliver according to Standard Operating Procedures 3.1.2 Deliver finance support on time.  3.2.1 Adherence to Standard Operating Procedures and policies.

	3.4. Implement budget guidelines	3.3.1.MANCO approved budget directives
4. Develop and implement sound financial systems for asset management	4.2. Capitalise constructed assets. 4.3. Timely recording and classification of acquired assets. 4.4. Effective and efficient disposal of assets.	4.1.1. Capitalisation of immovable assets within 5 days of receipt of occupation/completion certificate. 4.2.1. Assets recorded and classified within five days of acquisition 4.4.2. Disposal of assets according to disposal schedule, method and cost

<b>Strategic Area 8 : Human Resources</b>		
<b>Strategic Priority: To foster a conducive work environment that promotes performance and the realisation of human potential</b>		
<b>Strategic Indicator: By 2030, UMP has developed a values-driven and performance focused institutional culture</b>		
<b>STRATEGIC GOALS</b>	<b>STRATEGIC OBJECTIVES</b>	<b>INDICATORS</b>
1. Promote a values-driven institutional culture	<ul style="list-style-type: none"> <li>a. Facilitate measures to inculcate a values-driven institutional culture</li> <li>b. Develop and implement visual icons to visually represent the Values</li> <li>c. Facilitate the development of associated behaviours and acculturation programmes</li> </ul>	<ul style="list-style-type: none"> <li>1.1.1 Annual evaluation of Executives on Values Adherence</li> <li>1.2.1 Icons reflecting Values</li> <li>1.3.1 Two Values Acculturation Workshops per annum for new employees</li> <li>1.3.2 Behavioural manifestation of values</li> </ul>
2. Attract, develop and retain high calibre and talented UMP staff	2.1. Implement recruitment systems and procedures to attract talent and potential to the institution	<ul style="list-style-type: none"> <li>2.1.1 30% of academic staff recruited to have PhDs.</li> <li>2.1.2 Provide a Talent Management Framework that includes identification of scarce and critical skills</li> </ul>

	<p>2.2. Provide academic and skills development opportunities for staff to enhance their work performance</p> <p>2.3. Implement a retention strategy to retain exceptional performing staff</p>	<p>2.1.3 5 ATSP fellows appointed annually</p> <p>2.1.4 Employment Equity Plan implemented according to set targets.</p> <p>2.2.1. Individual Development Plans integrated into the Workplace Skills Plan and Annual Training Report annually</p> <p>2.2.2 Schedule of training programmes in accordance with IDP requirements from PDRE contracts</p> <p>2.2.3 30 percentage staff increased attainment of qualification</p> <p>2.3.1. Retain 10% of staff with PDRE scores of 4-5</p> <p>2.3.2 80% of staff with scarce or critical skills to be retained</p>
--	---	---

<p>3. Develop an effective and efficient HR function</p>	<p>3.1. Provide effective and efficient HR systems and processes</p> <p>3.2 Standard Operating Procedures for all critical HR functions to ensure effective and efficient service delivery</p> <p>3.3. Provide a quality and professional HR service</p> <p>3.4 Promote positive engagement with Organised Labour</p>	<p>3.1.1. 100% of HR practitioners participate in a professional development programme to demonstrate increased competence</p> <p>3.1.2 Bi-Annual Sessions with Faculty and Divisional Heads to determine measure of satisfaction</p> <p>3.1.3 Sign off of HR Service Level Agreement between HR Practitioners and Divisions and Faculties.</p> <p>3.2.1 Annual review of Standard Operating Procedures</p> <p>3.2.2 Standard Operating Procedures for critical HR functions</p> <p>3.3.1 Monitoring of turn around times according to Standard Operating</p>
--	---	---

		<p>Procedures and quality of responses by HR Practitioners</p> <p>3.3.2 Positive experience by users</p> <p>3.4.1 A positive engagement with Organised Labour</p>
4. Position UMP as a high performing institution	<p>4.1. Facilitate the implementation of the Promotion, Development and Reward of Excellence at all levels of the institution</p> <p>4.2. Performance measures and related performance standards are identified</p>	<p>4.1.1. 10% of high performer PDRE Scores in the University bet Levels 4 and 5</p> <p>4.1.2 Performance Standards Framework for all academic posts</p> <p>4.2.1 Performance standards for all institutional posts</p>