

8 June 2015

UMP 2022: A SEVEN- YEAR STRATEGIC PLAN FOR THE UNIVERSITY OF MPUMALANGA

INTRODUCTION

The Strategic Plan for the University of Mpumalanga (UMP), designated as *UMP 2022*, is a substantive and direction setting document that constitutes a framework for the University's development during the next seven years.

The Strategic Plan is the overarching planning document for UMP within an integrated planning process and will be supported by separate plans for teaching and learning (Academic Plan), research, community engagement, infrastructure including maintenance, and annual institutional performance plans.

The Strategic Plan was developed through a broad consultative process, which allowed for contributions from a variety of internal and external stakeholders of the University on their expectations and hopes for the institution.

UMP 2022 clearly defines the university's role and function for the next seven years, and which strategic priorities are to be pursued in realising this role and function. In doing so, *UMP 2022* gives direction to and directly influences the University's decisions on the maintenance of its existing higher educational activities, the amendment of these activities, and the initiation of new higher educational activities. Annual budgets during the next seven years will support the realisation of *UMP 2022* and the University's Annual Reports and its Performance Reports during this period will be aligned to *UMP 2022*. In addition the annual performance assessment of UMP's Council will focus on its role in guiding the University towards the actualisation of *UMP 2022*.

OUR CONTEXT

The University of Mpumalanga is an African University that is rooted in its home in Mpumalanga and as such, it is responsive to its immediate political, socio-economic, geographic and historic context, and its place in the world.

The University of Mpumalanga was established in 2013 by the Government of South Africa as one of three new post-apartheid universities and embodies all the ideals and aspirations of an inclusive, non-racial, non-sexist, transformed and democratic society.

In terms of its establishment charter, UMP is a Comprehensive University which provides the opportunity for us to develop a Programme Qualification Mix that balances general and professionally oriented education normally associated with traditional universities, with vocationally and technologically oriented teaching and learning programmes normally associated with universities of technology. In addition our scholarship and research activities will include discipline based basic research as well as multi-disciplinary and trans-disciplinary applied research and technological innovation.

The University was established both as a new university, as well as by incorporating the former Lowveld College of Agriculture and by including the former Siyabuswa Teacher Education College¹. UMP thus comprises the peri-urban main campus of the former Lowveld College of Agriculture and its associated teaching farm in Mbombela, and the rural campus of the Siyabuswa Teacher Education College located in the settlement of Siyabuswa.

As part of the incorporation, UMP offers the Diploma in Agriculture in Plant Production that was previously offered by the Lowveld College of Agriculture, and will assume full responsibility for the academic programmes and other activities at the Siyabuswa Campus from 2017.

In 2014, UMP enrolled its first students into a Bachelor of Education in Foundation Teaching at Siyabuswa; into a Diploma in Hospitality Management at the Mpumalanga Regional Training Trust (MRTT) facility at KaNyamazane, and a Bachelor of Agriculture at the Main Campus in Mbombela. UMP's campuses serve very different communities and provide an opportunity for UMP to broaden access and extend our reach and influence in ways that would not be possible without the Siyabuswa campus.

During the past 10 years a number of national priorities and goals have been identified in a range of Government reports² that provide direction to *UMP 2022*. These include improving the extent and quality of health and other social services; providing improved education and training services and opportunities; strengthening rural development, environmental management, food provision and food security, and advancing land reform; advancing entrepreneurship, economic growth and

¹ Although some staff members of the former National Institute for Higher Education (NIHE) based in Mbombela, have since been appointed to UMP's staff establishment through normal staff recruitment and appointment processes, UMP does not have any formal legal obligations towards NIHE as an institution, indeed NIHE has ceased to exist.

² 10 Year Innovation Plan (2007), New Growth Path (2010), National Development Plan (2011), and National Skills Development Strategy III (2012).

investment, and accelerating job creation; and strengthening democracy and social equality, improving governance and public accountability, advancing personal and social security coupled to decreasing levels of criminal activity and corruption.

The socio-economic development challenges encountered by the Province of Mpumalanga are of the utmost importance to UMP in shaping its future direction and strategy. These include building on the comparative advantage of the Province in fields such as agriculture, mining, conservation and services such as tourism, to achieve socio-economic goals linked to national goals and priorities; embarking on concerted strategies and plans to improve employment rates in the Province, focussing in particular on youth unemployment; improving the health and general well being of inhabitants of the Province, and further afield, through expanded and improved education and training opportunities, supporting enhanced delivery of health and other social services, and the improved functioning of local authorities and concomitant service delivery³.

Against the above national and regional background UMP will, as part of *UMP 2022*, ensure that its teaching and learning, research and engagement activities as well as other institutional activities contribute significantly to the realisation of these goals on a regional, national and international level.

Like all universities, UMP is subject to all formally approved higher education legislation, regulations and policies and is committed to adhering not only to the letter, but also the spirit, of these oversight and steering instruments. Annexure A lists the documents that have informed *UMP 2022*. In addition a number of developing policies such as those covering student housing, articulation of qualifications between institutions, and a new higher education funding approach, were taken into account in the shaping of UMP's direction over the next seven years as reflected in *UMP 2022*.

OPPORTUNITIES

As a new university, UMP benefits from a number of opportunities that are either not immediately available or are less easily pursued by the more established higher education institutions. Realising each opportunity will have its own challenges and the opportunities and associated challenges form an important framework for directing specific institutional activities as part of *UMP 2022*.

The newness of the University in many ways provides space and opportunity for us to define ourselves as a distinct African University which does 'different things differently'.

³ In this regard the Provincial Economic Review and Outlook of 2012/13 contains important pointers for the University

There is the opportunity to design and shape almost everything de novo - from symbols and buildings, to qualifications and culture. In short an opportunity to learn from the past and shape a new African University for the future.

As a new comprehensive university, UMP is well positioned to offer meaningful study alternatives to students in general but particularly to under- prepared and socially and economically disadvantaged students in the form of discipline based general academic programmes, disciplinary and multi-disciplinary professional academic programmes, and vocationally and technologically oriented academic programmes at appropriate NQF levels. Furthermore, UMP will incorporate discipline based research as well as more technologically applied or problem solving multi-discipline based research in its knowledge creation activities.

Here the challenge will be to balance the need for speedy development of a number of top quality teaching and learning programmes that represent the University's commitment to high levels of relevance and responsiveness on a regional, national and international level, with the need for significant engagement with a variety of stakeholders with often competing interests. The emphasis of University stakeholders, particularly the external stakeholders, on UMP contributing to finding knowledge based solutions for many of the social and economic challenges faced in our country, requires establishing high quality post graduate academic programmes as soon as possible to pave the way to move quickly into research based advanced study.

As a new university, we have the opportunity to develop an environment and culture that supports the concept of "Living and Learning" and where emphasis is on the holistic development of our students. This will require co-ordinated planning of everything affecting our students: from the residences to the university's open spaces, and from the ICT infrastructure and services to our pedagogies.

The attractive geographical location of the University in Mbombela provides significant opportunities for the University and is a strong pull factor in attracting high quality staff and students. The region is characterised by a concentration of bio-diversity related enterprises involved in nature conservation, wildlife management, agriculture, forestry tourism and hospitality. The region is also renowned for its heritage and culture and as a centre of mining. Together these provide natural niche areas in which the University could make its mark as a premier academic institution.

The Campus at Siyabuswa provides a very different context and allows UMP to provide Higher Education and Further Education to communities that otherwise would not have access to these forms of education and training.

The University has sufficient land at the Mbombela Campus for future growth, and access to additional land through the Provincial as well as the various Local Governments in Mpumalanga. At Siyabuswa space is somewhat limited but options for acquiring additional land nevertheless exist.

The University is very well positioned in terms of adjoining countries such as Mozambique and Swaziland to embark on and maintain a vibrant internationalisation programme that will see a two-way movement of staff and students and of forms of knowledge exchange between these and other countries.

The University has enjoyed the relative safeguard of a special customised funding dispensation from Government that takes account of its existing and immediately foreseen developmental trajectory. While this provides security in the short term, the longer term challenge is for UMP to become financially sustainable. The earmarked, and ring-fenced funding for major infrastructure development and renewal, creates the opportunity for us to design and build an African University that is fit for purpose without placing an undue financial burden on the institution.

The University enjoys very high levels of goodwill and active support from its many stakeholder constituencies and related institutional structures, particularly in Mpumalanga but also further afield that are eager to enter into collaborative partnerships with the University. In the next seven years, we will formalise our relationships with many of these organizations, in support of our core functions of teaching and learning, research and engagement.

The University is committed as part of *UMP 2022* to focus on these and other opportunities, and to build on the existing strengths of UMP.

VISION

From the foregoing UMP's vision is:

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

Our vision while unashamedly aspirational is also realistic, capturing our desired identity and ethos as a university.

Being an '*African university*' does not merely refer to UMP's geographical location but more so to its character and identity being informed firstly by an African paradigm of indigenous knowledge, culture and life orientation and secondly also by a broadly western paradigm of knowledge, culture and life orientation.

UMP 2022's vision serves to give overall strategic direction to the University for at least the next seven years and is meant to form a basis for its academic and support functions as well as for its interactions with its different stakeholders and constituencies.

MISSION

UMP's mission 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.

Our mission defines 'what we do', 'for whom we do these things', and 'how we do them' and demonstrates UMP's unequivocal commitment to a high quality academic project as a platform for an enriching student experience in accordance with UMP's student centeredness in all its functions and activities.

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 2022* are:

- ***Excellence***

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

- ***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.

- ***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.

- ***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.

- ***Adaptability***

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

- ***Relevance***

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

- ***Inspiration***

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

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.

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.

Sound Discipline Knowledge: who understand and respect the values, theoretical principles, ethical aspects, methods and limitations of their discipline; and who possess discipline-relevant professional or vocational or academic 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.

ACHIEVING OUR VISION AND MISSION

The goals and ideals captured in the vision and mission, and the graduate attributes set out in the preceding text will be realised through targeted and systematically planned interventions.

These interventions are presented in the format of strategic goals with accompanying strategic objectives and associated indicators of what is to be achieved at various stages during the period 2015-2022 are listed for each strategic priority.

STRATEGIC GOALS, OBJECTIVES AND INDICATORS

Strategic Area 1: Governance and strategic leadership and management		
Strategic Priority: Establish an overall institutional environment supporting good governance strategic leadership and management		
Strategic Indicator: By 2022, UMP has developed 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 effective and efficient governance and strategic management systems and processes in support of UMP's mandate	1.1. Develop and implement an effective and efficient multi-campus management model. 1.2. Develop an academic structure in support of UMP's academic mandate 1.3. Develop an effective framework for ethical and sound governance and management at UMP. 1.4. Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	1.1.1. An effective and efficient multi campus management model 1.1.2. Effective and efficient delegation of authority 1.2.1. Approved academic structure that is aligned to the strategic plan 1.2.2. Approved terms of reference for academic leadership and management 1.3.1. Approved set of institutional values 1.3.2. Effective induction programme for Council Senate Committees and Institutional Forum 1.3.3. Council approved charter for council and council committees, senate and its committees and MANCO and its sub-committees 1.3.4. Council approved SRC Constitution 1.4.1. Approved statute 1.4.2. Risk register 1.4.3. Timeous submission of internal and external reports 1.4.4. Unqualified audit outcomes

Strategic Area 2: Research and Knowledge Generation		
Strategic Priority: Establish an institutional environment conducive to high impact scholarship, research and innovation		
Strategic Indicator: By 2022, UMP has established a prevailing research and innovation culture, is developing research excellence in selected niche areas, and has established functioning research support systems.		
STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
1. Create and support an environment that fosters research quality and productivity.	1.1. Provide an enabling policy and funding framework for research to improve research quality and productivity. 1.2. Provide appropriate research and innovation infrastructure and support. 1.3. Promote, recognise and reward research and innovation excellence. 1.4. Increase and diversify external and internal financial resources available to support research-related activities.	1.1.1. Academic staff spend at least 20% of time on research. 1.1.2. Proportion of research outputs, produced by permanent academic staff. 1.1.3. Percentage research outputs produced by permanent staff with doctorates. 1.1.4. Number of journal articles published in DHET International list (ISI/IBSS) 1.1.5. Number of journal articles published in DHET national list 1.1.6. Number of research outputs units from DHET accredited publications (books, book chapters, journal articles and conference proceedings). 1.2.1. Appropriate research infrastructure and equipment. 1.2.2. Efficient finance and purchasing support 1.2.3. Efficient HR support 1.2.4. Efficient library information services support 1.2.5. Enhanced IT connectivity 1.2.6. Efficient technical support 1.3.1. Number of Research Awards 1.3.2. Number of Innovation Awards

		1.3.3. Number of categories of incentives for research productivity 1.3.4. Number of research Chairs 1.3.5. Number of academic staff with NRF rating 1.4.1 Number of successful research funding applications 1.4.2 Rand value of grant income from external funding agencies 1.4.3 Rand value of contract research income 1.4.4 Rand value of research funding from internal sources
2. Develop and sustain the research capacity of staff and students	2.1. Attract, nurture and develop research potential and talent. 2.2. Provide support to emerging researchers, postgraduate students and postdoctoral fellows to become research active. 2.3. Create a culture of research in undergraduate students.	2.1.1. Proportion of academic staff with PhDs 2.1.2. Proportion of academic staff with Masters degrees 2.2.1. Number of postdoctoral fellows (including international fellows) 2.2.2. Number of sustained initiatives to attract, develop and support emerging researchers 2.2.3. Number of research seminars and colloquia 2.3.1. Number of undergraduate curricula including a research project. 2.3.2. Number of research modules in undergraduate curricula
3. Conduct research that contributes to local, regional, national and global sustainability.	3.1. Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.	3.1.1. Number and impact of national and international partnerships/collaboration/networks/linkages. 3.1.2. Research and Innovation contributing to socio-economic development

	3.2. Identify and develop institutional research themes. 3.3. Promote the commercialisation of research outcomes in the form of products, processes and services.	3.2.1. Number of research centres of excellence. 3.2.2. Number of research themes/focus areas. 3.2.3. Amount of funding earmarked for research themes/focus areas 3.3.1. Number of disclosures 3.3.2. Number of positive search report from provisional patent applications. 3.3.3. Number of commercialised research products, processes and services.
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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 2022, UMP offers a context relevant PQM that includes undergraduate and postgraduate qualifications from diploma through to doctoral degrees, presented by using diverse modes of delivery. Many qualifications include experiential learning and exposure to trans-disciplinary thinking. A well-resourced Academic Development Unit, and a comprehensive suite of support programmes support academic staff who teach in world-class facilities using modern and appropriate pedagogies Students are supported by a comprehensive mentorship programme that facilitates the move from school to university and supports student access with success. Teaching and learning is embedded in all that we do and students thrive in a rich living and learning environment. Student success, by all measures, is above the national average and benchmarks.		
1. Develop a PQM and enrolment plan that is appropriate for a multi-campus Comprehensive University and that is responsive to our context.	1.1. To develop an Academic Plan that will inform, underpin and support all academic activity. 1.2. To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions.	1.1.1. Academic plan is approved by Academic Boards, Senate and Council. 1.2.1. Students articulate between qualifications at UMP and between institutions (including TVET colleges) and UMP 1.2.2. Percentage of full time students

	1.3. To support the use of diverse modes of programme delivery both within and between campuses. 1.4. To provide formal exposure to the work environment through inclusion of internships and WIL in our qualifications and thus improve employability.	1.2.3. Percentage of students staying at the residences 1.3.1. Some qualifications make use of multiple modes of delivery. Some students are part time. 1.4.1. 80% or more of graduates find employment within three years of graduating 1.4.2. Number of qualifications including work integrated learning 1.4.3. Number of qualifications including service learning 1.4.4. Number of qualifications with advisory boards 1.4.5. Number of internships
2. Develop and sustain capacity and ability of staff as educators.	2.1. To provide support through the Programme of Academic Support for Teaching & Learning (PASS for T&L) that includes support for curriculum development, assessment of teaching and learning, and teaching methods. 2.2. To promote, recognise and reward excellence in teaching. 2.3. To attract, nurture and develop academics as reflective practitioners. 2.4. To provide a policy and support for the use of multimedia and ICTs in teaching & learning.	2.1.1. Number of academic staff involved in teaching and learning development programmes 2.1.2. Number of academic development interventions and initiatives offered 2.2.1. Teaching Excellence Awards is established and an annual award ceremony recognises excellence in teaching. 2.3.1. Teaching portfolios increasingly indicate that staff are reflexive practitioners and feedback from assessors is positive. 2.4.1. Staff increasingly use multimedia and ICT in teaching and learning and the number of staff using blended learning increases annually.

3. Broaden access to UMP and support access with success.	3.1. To accept a range of minimum entrance requirements including Recognition of Prior Learning. 3.2. To provide a scaffolded programme of student support and mentorship and; 3.3. To have a flexible qualification structure that together will promote success and improve completion rates and throughput.	3.1.1. Student academic records show a range of access routes and prior learning. 3.2.1. Course handouts reveal that student support (mentor programmes and academic literacies) is formally scheduled through at least the first two years 3.3.1. Pass rates are above 75%.
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Strategic Area 4: Planning and Institutional Support

Strategic Priority: Establish iconic infrastructure, quality estate and other support services and effective systems and processes aligned with the institution's strategic direction and which contribute to an inspiring and conducive academic and working environment. Establish integrated institutional planning systems and institutional support systems and services advancing the institution's overall strategic and operational goals.

Strategic Indicator: By 2022 UMP is supported by a functioning integrated planning framework and a comprehensive set of effective and efficiently functioning support services.

STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
1. Promote the development and maintenance of iconic infrastructure and facilities.	1.1. Develop systems and processes for new infrastructure development and maintenance of existing infrastructure. 1.2. Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional original and creative. 1.3. Create social spaces for crucial conversations with both internal and external stakeholders	1.1.1. Iconic infrastructure 1.1.2. Five year maintenance plan 1.2.1. Spaces for sporting codes 1.2.2. Spaces for social interaction 1.3.1. Spaces for intellectual engagement

2. Establish effective systems and processes in support of integrated planning.	2.1. Establish an effective integrated planning framework. 2.2. Establish systems and processes for monitoring and evaluation	2.1.1. Integrated planning framework 2.2.1. Monitoring and evaluation tool 2.2.2. Annual monitoring and evaluation reports
3. Establish and enhance quality institutional support services.	3.1. To promote and foster an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders. 3.2. Create and maintain quality estate and facilities informed by the needs of students and staff 3.3. Expand ICT Infrastructure to enhance the academic project and support services	3.1.1. Monthly health and safety reports which are favourable. 3.1.2. Availability of first aid kits 3.1.3. Training of Health and Safety Officers 3.1.4. Maintain firefighting equipment 3.1.5. Health and safety site inspections 3.2.1. Measures to combat alien and invasive plants 3.2.2. Well maintained estate 3.2.3. Horticulture plan 3.2.4. Adequate signage 3.2.5. Reasonable accommodation for persons living with disabilities 3.3.1. Wi-Fi enabled environment 3.3.2. ICT Support for the academic project 3.3.3. ICT enabled support services/functions 3.3.4. ICT support for research

Strategic Area 5 : Quality Student Experience		
Strategic Priority : Provide a student centred support system for the holistic development of students		
Strategic Indicator: Students of the University of Mpumalanga will, by 2022, have access to services that are centred on the holistic development of each and every student. A quality learning and social experience by students through an engaged student practice will be enhanced through the provision of a variety of student centred services. By 2022, UMP alumni will be independent and socially relevant graduates that contribute meaningfully to society in their respective spaces.		
STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
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 student leadership structures. 1.4. Promote the adherence and observance of the university policies by student leadership and the student body. 1.5. Create effective communication strategies between student leadership and university leadership	2.1.1. Elected student leadership structures in place (SRC & CRCs). 1.2.1. Schedule of leadership training programmes and reports 1.2.2..Quarterly SRC-Student mass meetings & SRC monthly reports 1.3.1. Timeous distribution of policies to students & policy workshops for SRC members 1.4.1. Schedule of quarterly meetings between UMP Management and the SRC/CRCs 1..5.1. Schedule of monthly meeting between the Dean of Students and the SRC/CRCs.
2 A vibrant and active student life	2.1. Ensure the promotion of a sporting culture amongst students in the university 2.2. Promote coherent and active student societies 2.3. Stimulate and sponsor personal development programmes for students. 2.4. Promote and support student life events	2.1.2. 30% of the student body involved in sporting activities 2.2.1. 30% of student body involved in student societies in all UMP campuses 2.3.1. Schedule of development programmes. 2.4.1. Student life events held at Campus and University levels. 2.5.1. Services and programmes on health and

	2.5. Promote healthy living and practices for students 2.6. Ensure the promotion and support for students with disabilities. 2.7. Support off-campus students to experience a holistic academic environment	wellness 2.6.1. Campaigns and adequate services for students with disabilities 2.7.1. Adequate and accredited off-campus accommodation.
3. Promote the holistic development of students	3.1. Promote academic engagement 3.2. Promote living and learning activities and programmes in the residences and the university in general. 3.3. Promote the use of shared/common spaces for social and academic purposes. 3.4. Encourage community engagement and support initiatives by students	3.1.1. Academic debate events in all UMP campuses 3.2.1. Functional Living & Learning Communities 3.3.1. Increase utilisation of facilities and spaces for social and academic purposes 3.4.1. Community engagement events and projects

Strategic Area 6 : Engagement and Partnerships		
Strategic Priority : To establish the pursuance of collaborative engagement and partnerships as a prevailing institutional practice		
Strategic Indicator: By 2022, UMP is widely recognised for its responsiveness to societal needs through collaborative and mutually beneficial partnerships at local, regional, national and international levels. Engagement is integrated into the core activities of the institution.		
STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
1. Promote Engagement for the public good	1.1. Promote opportunities for engagement with external stakeholders 1.2. Promote social awareness and responsible citizenship among staff and students.	1.1.1. Number of engagement activities involving external stakeholders 1.1.2. Number of engagement activities aligned with academic focus areas. 1.2.1. Percentage of staff involved in engagement activities

	1.3. Promote and advance public intellectual engagement.	1.2.2. Percentage of students involved in engaged activities 1.3.1. Number of Public Lectures. 1.3.2. Critical engagement with the public 1.3.3. Staff providing expert knowledge on matters of public interest 1.3.4. Data base of staff with expertise
2. Develop and sustain beneficial local, regional, national and international partnership that contribute to a sustainable future.	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. 2.2. Promote and sustain the participation of staff and students in internationalisation and international partnership activities. 2.3. Foster and sustain partnerships with donors and funding organisations 2.4. Foster and sustain partnerships with alumni.	2.1.1. Number and range of local partnerships 2.1.2. Number and range of national partnerships 2.1.3. Number and range of international partnerships 2.1.4. Number and range of partnerships in Africa 2.2.1. Number of international partnerships 2.2.2. Number of staff participating in international partnerships 2.2.3. Number of students participating in international partnerships 2.2.4. Number of staff participating in international conferences 2.2.5. Number of international scholars hosted at UMP 2.2.6. Number of international students hosted at UMP 2.2.7. Number and range of international activities on campus 2.3.1. Frequency of contact with donors and funding organisations. 2.3.2. Rand value of funds raised and resources leveraged 2.3.3. Diverse range of funders and sponsors

		2.3.4. Number of National and international funders 2.4.1. Alumni database 2.4.2. Alumni chapters 2.4.3. Number of meetings held 2.4.4. Funds raised and resources leveraged from alumni
3. Promote and sustain the recognition of engagement as one of the core missions of the UMP	3.1. Promote the integration of engagement, research, scholarship, teaching and learning. 3.2. Recognise and reward engagement at all levels of the institution.	3.1.1. Integration of engagement , teaching and learning research 3.1.2. Engagement Excellence Awards 3.1.3. Engagement Excellence Team Awards 3.1.4. Engagement recognised as one of the core missions of UMP

Strategic Area 7 : Finance		
Strategic Priority: To establish UMP's financial sustainability and sound financial management and control systems		
Strategic Priority: By 2022 UMP has established an acceptable level of 3 rd stream income to supplement 1 st and 2 nd stream income, operates in terms of a comprehensive institutional financial planning system, allocates internal funds according to a rational input/output model, and consistently has unqualified annual financial audits.		
STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
2. Develop an integrated long-term financial framework to ensure sustainability of the institution	1.1. Identify initiatives to support the institutional strategic priorities and goals in a sustainable manner. 1.2. Determine income streams and cost implications. 1.3. Implement model to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels.	1.1.1 Number of initiatives identified. 1.2.1 Number of income streams with cost implications. 1.3.1 Approved models for strategic resource allocation

2. Develop a diverse range of income streams	2.1. Optimise student fees and subsidy income.	2.1.1 % increase in student fees collected.
	2.2. Identify and secure more robust alternative revenue streams.	2.1.2 % increase in subsidy income.
	2.3. Mobilise relevant role-players for fund-raising.	2.2.1 Number of revenue streams secured.
3. Ensure efficient utilisation of assets and resources	3.1. Develop a coherent approach to budget settings, reducing overheads and promote a proactive approach to value for money.	2.3.1 Number of fund raising events.
	3.2. Develop sound financial systems, controls and reporting measures.	3.1.1 Council approved budget parameters.
	3.3. Develop appropriate procedure and tender processes	3.2.1 Council approved financial systems, controls and reporting measures.
		3.3.1 Compliance with Council approved procedure and tender processes

Strategic Area 8 : Human Resources		
Strategic Priority: To promote an enabling HR environment that enhances performance		
Strategic Priority: By 2022, UMP has developed an institutional HR culture and policies and practices that are people affirming and promote the realisation of human potential.		
STRATEGIC GOALS	STRATEGIC OBJECTIVES	INDICATORS
1. Create and sustain an affirming institutional culture for all staff	1.1. Develop an institutional culture that is diverse, customer centric, empowering and inclusive.	1.1.1. Staff value diversity and inclusivity. 1.1.2. Service that is customer centred and professional.
2. Attract, develop and retain talented UMP staff	2.1. Develop a recruitment model that will attract talent and potential to the institution. 2.2. Develop a retention strategy for exceptional performing staff.	2.1.1. Recruitment and selection process that is based on UMP values 2.2.1. Performance Management system that recognises and rewards exceptional performance.

	2.3. Develop and facilitate a career advancement and staff development programme.	2.3.1. High retention of talented staff 2.3.2. Effective Staff Development Programme 2.3.3. Effective induction programme
3. Facilitate employee wellness programmes that will benefit all staff	3.1. Develop a Wellness Programme that will motivate staff and enhance performance.	3.1.1. Holistic Wellness Programme.
4. Ensure effective and efficient HR systems and processes	4.1. Develop user friendly HR systems and processes.	4.1.1. Accessible HR systems and processes 4.1.2. Web-based HR systems and processes