

UFS ANNUAL PERFORMANCE PLAN

2023 TO 2025

VISION130
*Renew and Reimagine
for 2034*

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*Inspiring excellence, transforming lives
through quality, impact, and care.*



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1. INTRODUCTION

In September 2022, the University Council adopted Vision 130, which sets out the strategic intent to reposition the institution towards 2034. Vision 130 commits the University to strengthen its reputation among its peers and society as a university of excellence. It states that the UFS' ultimate intent is to be acknowledged as a university that impactfully supports societal development, thus aspiring for maximum societal impact. This commitment to societal impact will require a purpose-driven focus on relevant and cutting-edge research as well as the preparation of globally competitive graduates who understand the local context, with appropriate attributes, skills, and knowledge to enable them to stand out, enter the economy, shape society, become good citizens, future leaders, and stewards of the environment.

Global research is increasingly characterised by strong and large research collaborations. Complex problems faced by societies locally and globally also require multi- and transdisciplinary teams. This necessitates work across academic departments, faculties, and other national and international research groups to produce research outputs with internationally benchmarked knowledge and societal impact and recognition, resulting in international subject field leadership.

While aspiring to be research-led, the UFS will continue to enhance its undergraduate teaching and learning activities, specifically focusing on student success and life-changing educational opportunities from undergraduate to doctoral levels across various disciplines and fields of study.

This planning cycle undoubtedly builds on achievements over the recent past, taking stock of what has become operational and resetting the strategic priorities needed to create meaningful and sustainable change over this planning period. The UFS Strategic Plan 2023 to 2028 sets out the goals, objectives, and aspirations that have been disaggregated into activities and measurable performance indicators in this first three-year rolling Annual Performance Plan (APP).

Against this backdrop, the three-year rolling Annual Performance Plan (APP) 2023 to 2025 allows the University to prioritise its choices towards shaping the kind of University encapsulated in its Vision 130 and Strategic Plan 2023 to 2028. To this end, these priorities have been delineated in the following four goals:

- 1 Goal 1:** *To improve our academic excellence, reputation, and impact.*
- 2 Goal 2:** *To promote an environment of agility, flexibility, and responsiveness based on trust and accountability.*
- 3 Goal 3:** *To advance a transformational institutional culture that demonstrates the values of the UFS.*
- 4 Goal 4:** *To promote stewardship and the prioritisation of institutional resources for strategic intent.*

These goals have been translated into objectives, activities, and key performance indicators demonstrating our priorities for the next three years.

2. STRATEGIC PLAN 2023 TO 2028

VISION 130

The UFS aspires to be a **research-led, student-centred**, and **regionally engaged** University that contributes to development and social justice through the production of **globally competitive graduates and knowledge**.

MISSION

The University's ultimate goal is to impart and generate new knowledge that impactfully supports societal development.

VALUES

The UFS subscribes to values that shape and inform our culture and provide a framework for our actions and decisions. Our values are realised through the conduct of the wider University community and include the following:

- **Excellence**
- **Innovation and impact**
- **Accountability**
- **Care**
- **Social justice**
- **Sustainability**

Vision	The UFS aspires to be a research-led, student-centred, and regionally engaged University that contributes to development and social justice through the production of globally competitive graduates and knowledge.											
Mission	The University's ultimate goal is to be a university that impactfully supports societal development.											
Goals	1: To improve our academic excellence, reputation, and impact		2: To promote an environment of agility, flexibility, and responsiveness based on trust and accountability		3: To advance a transformational institutional culture that demonstrates the values of the UFS		4: To promote stewardship and the prioritisation of institutional resources for strategic intent					
Objectives	1.1: Placing increased emphasis on research that advances societal and knowledge impact 1.2: Ensuring the quantity, quality, and diversity of academic staff with renowned global reputation 1.3: Ensuring that our academic offerings and practices produce desirable and successful graduates		2.1: Ensuring the policies, systems, processes, and practices are appropriate, effective, and efficient 2.2: Ensuring appropriate academic structures as well as management and leadership capacity 2.3: Leveraging the use of digital technologies, business intelligence, and analytics to enable evidence-based decision-making		3.1: Creating a vibrant space for and acceptance of constructive and critical engagement 3.2: Becoming an institution of choice for exceptional students, academics, and support staff 3.3: Becoming a home for staff and students from diverse backgrounds 3.4: Improving the equity profile of academic leadership		4.1: Ensuring the efficiency of the non-academic support structures and systems 4.2: Ensuring the principles of investment to enable academic excellence with particular emphasis on research and postgraduate activity 4.3: Increasing our research and innovation competitiveness 4.4: Ensuring the efficiency of academic programmes, offerings and academic support systems					
Values	Excellence		Innovation and impact		Accountability		Care		Social justice		Sustainability	

Figure 1: UFS Strategic Plan 2023 to 2025

GOALS AND OBJECTIVES

For this planning cycle, 2023 to 2025, the strategic focus is on excellence, visibility, and impact, building on the fundamentals established during the previous planning cycle. This will involve reviewing the Academic Project to encourage multi-disciplinarity and concomitant policies and implementing the relevant systems and processes to facilitate impact and enhance our reputation. Ethical and empowering leadership will also be a focus to ensure that the University culture becomes more facilitative of excellence and the Academic Project.

Emphasis will also be placed on freeing up resources to reinvest in research and innovation. This will require a review of the efficiency of academic programmes, reviewing the academic and support structures, and investing in academic leaders and managers to facilitate and enable this new direction.

In a complex and rapidly changing landscape, it is important to emphasise that prioritising our objectives and activities allows for an adaptive strategy implementation approach that highlights learning and agility. The APP is our road map for navigating our choices, the actions we prioritise, and the investments we make. Furthermore, the APP aims to create a familial atmosphere where everyone works together and understands their role. It endeavours to build an inclusive performance culture that is both professed and actioned.

Against this backdrop, the UFS has judiciously selected a limited number of key performance indicators (KPIs) explicitly linked to each of its strategic objectives (see Table 1). KPIs are quantitative values that monitor and elucidate the quality and effectiveness of the institution and its progress towards achieving its stated objectives. The KPIs and secondary performance indicators will form the basis of the periodic formative evaluation of its strategic plan, aimed at identifying opportunities and informing decisions about required changes throughout the implementation process.

Furthermore, each objective is informed by several carefully selected activities (see Table 2). These activities are used as a steering mechanism and will allow flexibility in addressing the complex nature of the changing landscape. It allows the University to reflect annually and add activities as and when needed.

3. INTEGRATED PLANNING

Integrated planning will assist the UFS in achieving its mission more effectively. It creates consensus regarding the priorities listed in Figure 2 below and moves the entire University towards the same vision. Furthermore, integrated planning must ensure that each objective has the necessary resources to be achieved and that our efforts will be measured so that activities can be course-corrected. It aims to assist portfolios in coordinating their activities across divisions and create more efficiency. Therefore, this framework for strategic planning outlines the key concepts that will underscore Vision 130. The framework recognises that the UFS is unique, and some goals may relate to short-term social or economic challenges and others extending to six years and beyond.

The framework furthermore aims to demonstrate that our aspirational goals, as presented in Strategic Plan 2023 to 2028 and the Annual Performance Plan 2023 to 2025 – as a contract with the Minister of Higher Education, Science and Innovation – play a constructive role in clarifying the strategic direction and relationship between the different layers of planning and the broader policy goals.

Figure 2: UFS integrated planning 2023 to 2034

Strategic vision – twelve years	Vision 130: The UFS aspires to be a research-led, student-centred, and regionally engaged University that contributes to development and social justice through the production of globally competitive graduates and knowledge											
Strategic planning – six years	Mission: The University's ultimate goal is to be a university that impactful supports societal development											
	Strategic Plan 2023–2028						Strategic Plan 2029–2034					
Evaluation and review – three years	Formative Review 2025			Summative Review 2028			Formative Review 2031			Summative Review 2034		
Annual Performance Planning – three-year rolling	APP 2023–2025			APP 2026–2028			APP 2029–2031			APP 2032–2034		
	Portfolio APP 2023–2025			Portfolio APP 2026–2028			Portfolio APP 2029–2031			Portfolio APP 2032–2034		
	Faculty and support APP 2023–2025			Faculty and support APP 2026–2028			Faculty and support APP 2029–2031			Faculty and support APP 2032–2034		
Risk management – three-year rolling	Institutional Risk Register (IRR) 2023–2025			IRR 2026–2028			IRR 2029–2031			IRR 2032–2034		
	Portfolio Risk Register (PRR) 2023–2025			PRR 2026–2028			PRR 2026–2028			PRR 2026–2028		
Strategic resourcing – three-year rolling	Strategic Resource Plan 2023–2025			Strategic Resource Plan 2026–2028			Strategic Resource Plan 2029–2031			Strategic Resource Plan 2032–2034		
Budgeting – annual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Staff performance contracting – annual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Monitoring and reporting – bi-annual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034

To promote an integrated and inclusive planning and reporting culture, the framework makes provision for risk management, monitoring and evaluation, and performance contracting, underscoring levels of combined assurance. The ultimate aim of the framework is to ensure that all planned activities steer and direct the institution towards achieving its vision in a synchronised and well-planned manner.

After a high-level risk assessment of the current institutional risks, alignment in relation to Vision 130 and the Strategic Plan 2023 to 2028 was performed. The UFS risk philosophy enables risk identification on a strategic and operational level, as well as annual revision in pursuit of the UFS strategic objectives. During 2023, the University's risk management process will allow the assessment and evaluation of the risks in the APP 2023 to 2025.

The UFS strategic management process is a key driver in instilling a culture of outward thinking and promoting an approach of bringing together people to voice their thoughts, creative ideas, and strategies to give expression to Vision 130. This will ultimately lead to a level of integration, both structurally and collaboratively, through interdisciplinary teams. This will promote cross-portfolio collaborations on the execution of institutional-wide strategic projects to inevitably achieve the desired outcomes.

4. ANNUAL PERFORMANCE PLAN 2023 TO 2025

The 2023 to 2025 three-year rolling UFS Annual Performance Plan (APP), as presented below, has been prepared according to the requirements set out in the Regulations for Annual Reporting by Higher Education Institutions (Government Gazette No. 37726, 9 June 2014) and sets out the intentions of the University. The UFS deliberately opted for a three-year rolling APP to provide stability in the planning and reporting cycle and to act as a vehicle to measure the achievements of the Strategic Plan 2023 to 2028.

4.1 Strategic performance indicators, targets, and activities.

The tables below illustrate the links from the 27 defined KPIs (Table 1) and the planned activities (Table 2) to the four goals and fourteen objectives of the Strategic Plan 2023 to 2028. The narrative below explains these links/relationships and confirms the relevance of the KPIs and planned activities to the strategic intent of the UFS.

The SMART concept (specific, measurable, attainable, relevant, and time-bound) was applied in selecting the KPIs, to ensure that the most significant, relevant, and representative indicators are monitored. In addition, the UFS will track a range of secondary performance indicators linked to projects and activities as part of its performance monitoring system to ensure that it remains on course towards achieving its objectives at the operational level. KPI target-setting included long-term targets (up to 2034) and was decided through peer benchmarking and not forecasting. The UFS intends to impact, rather than follow, historical trends in this KPI data to reach its goal of being ranked among the top institutions worldwide. The technical indicator descriptions (TDI) will be developed to support the consistent application and monitoring of the indicators during the reporting period.

The planned activities provide detail for implementing the APP 2023 to 2025 by identifying a specific initiative and allocating it to an accountable Vice-Rector portfolio. These activities are not exhaustive, and the accountable portfolios will elaborate and add to them as required in their portfolio plans and performance agreement with the Rector and Vice-Chancellor. Therefore, the planned activities included in the APP represent only the key initiatives required to move the UFS towards achieving each objective over time.

4.1.1 Goal 1: To improve our academic excellence, reputation, and impact.

4.1.1.1 Objective 1.1: *Placing increased emphasis on research that advances societal and knowledge impact.*

The UFS has selected three KPIs to monitor its progress towards achieving Objective 1.1. The first will track the distribution of its total income from all sources directed to the research endeavour. This KPI quantitatively measures the University's commitment to (i.e., the emphasis placed on) research. The second KPI is also quantitative and will track publication citation rates in relation to the Sustainable Development Goals (SDGs). Through this KPI, the UFS will monitor the impact of its research outputs on society (through the SDGs) and the global body of knowledge (through citation rates). The UFS will also monitor its research reputation among published academics worldwide, a qualitative indicator measuring scholarly authors' opinions. The UFS' targets for these KPIs are to increase income directed to research year on year, to double its SDG citation rates by 2028, and to improve its research reputation year on year.

To achieve Objective 1.1, the UFS will undertake two strategic activities over the next three years: Firstly, it will review and redesign the modality of the resourcing of its research enterprise. This will entail innovation in its budgeting process to ensure seamless alignment of institutional resource allocation with the strategic intent of the University. Secondly, it will revise its research agenda, specifically focusing on the SDGs and high-impact research, to ensure that the research it undertakes advances societal and knowledge impact. Accountability for these activities is assigned to the Vice-Rector: Research and Internationalisation.

4.1.1.2 Objective 1.2: *Ensuring the quantity, quality, and diversity of academic staff with renowned global reputation.*

The UFS will monitor three quantitative KPIs in terms of Objective 1.2. It will measure the global renown of its academics by tracking the rate of co-publication of staff with international collaborators and the share of its academic staff complement with an international reputation (where NRF rating is utilised as a proxy indicator of the reputation of UFS scholars). The UFS will also track the research publication outputs of its staff as an indicator of the research activity of its academics. Targets for these KPIs are to increase co-publication to more than half of scholarly output by 2028, to increase international research leaders to 20% of staff by 2034, and to increase publication outputs to one per academic staff member by 2034.

The University will take a two-pronged approach to this objective – firstly, by increasing the number of leading scholars currently employed at the institution, and secondly, by establishing relationships with, attracting, and retaining new leading scholars from across the globe. It will do this by reviewing and redesigning its institutional academic staff development initiatives, looking inward to its established, new, and potential (e.g., postdoctoral fellows) academic staff members. A revision of human resource policies on academic staff recruitment, employment, and reward will be outward-looking, focusing on external, globally renowned scholars. In addition, activities related to the UFS' national and international footprint, co-funded research opportunities, and existing and new global strategic partnerships will establish a formal and long-term association between such scholars and the University. The Vice-Rector: Research and Internationalisation will be accountable for these activities.

4.1.1.3 Objective 1.3: Ensuring that our academic offerings and practices produce desirable and successful graduates.

The perceived desirability of UFS graduates will serve as a qualitative KPI for Objective 1.3 and will be measured through a UFS Brand and Reputation Survey. Desirable graduates are sought-after graduates in the labour market, given their potential to significantly impact future employers. They are also sought after as future postgraduate students with high potential to impact the knowledge environment.

The UFS will also monitor postgraduate enrolments as a share of total enrolments under this objective, given that postgraduates are more employable and likely to succeed in further studies. The UFS targets improvement on the baseline desirability of its graduates year on year, and to increase postgraduate enrolments to 30% of total enrolments (i.e., to achieve a 30:70 ratio between post- and undergraduate enrolments) by 2034.

The Vice-Rector: Academic will be accountable for three activities under Objective 1.3: The UFS will strengthen its academic advisory boards in all faculties and build new industry-faculty collaborations to promote curriculum relevance and impact; it will re-engineer curriculum processes to fully exploit opportunities presented by new advanced technologies; and it will review how faculties support the transition from under- to postgraduate level and prepare students for higher degree studies.

2

4.1.2 Goal 2: To promote an environment of agility, flexibility, and responsiveness based on trust and accountability.

4.1.2.1 Objective 2.1: Ensuring the policies, systems, processes, and practices are appropriate, effective, and efficient.

The UFS will monitor its staff members' experience of the effectiveness of policies, systems, processes, and practices through the lens of sound governance as KPI for Objective 2.1, targeting year-on-year improvement. The aim is to witness the different practices that shape our decision-making arrangements and improve our performance. The indicator will be measured through a UFS Staff Experience Survey, focusing on at least 10 processes or policies that are critical to express Vision 130.

To this end, the planned activities for this objective are to first identify and prioritise at least 10 processes and associated policies and review them. In addition, the delegation of authority will be reviewed, and a set of principles will be devised to be applied during any decision-making process to increase the speed of decision-making. Accountability for these activities will reside with the Registrar.

4.1.2.2 Objective 2.2: Ensuring appropriate academic structures as well as management and leadership capacity.

Two quantitative KPIs will be applied to monitor progress towards Objective 2.2. Academic management and leadership capacity will be measured as the share of academic department heads who are members of the professoriate, and the size of academic departments in terms of their staff complement will serve as a proxy measure of the appropriateness of academic structures. In terms of the latter, the UFS targets a 10-percentage point decrease in the share of academic departments with less than 10 academic staff members by 2025. In terms of the rank of academic department heads, the target is to increase the share of these heads who are part of the professoriate to 75% by 2028.

The Vice-Rector: Academic will be accountable for developing a set of principles to establish academic departments, review and realign faculty structures, and implement new structures. The Vice-Rector: Research and Internationalisation will revise the structure of the research support function and implement appropriate structures and capacity for the Directorate Research Development and the Centre for Graduate Support. The Vice-Rector: Academic will define management and leadership requirements per faculty, initiate a capability audit, and implement new faculty structures and performance agreements for faculty management.

4.1.2.3 Objective 2.3: Leveraging the use of digital technologies, business intelligence, and analytics to enable evidence-based decision-making.

The utilisation of business intelligence (BI) platforms by decision makers (i.e., management staff, from junior to top management level, including academic management) will be monitored as KPI for Objective 2.3. The target for this KPI is to double the share of these staff members who access BI platforms by 2025.

The UFS intends to achieve this objective by implementing a fully-fledged BI system, framework and platform, developing the requisite capacities to promote data analytics, monitor user experience, and update the system as needed. The Vice-Rector: Academic will be accountable for this activity.

4.1.3 Goal 3: To advance a transformational institutional culture that demonstrates the values of the UFS.

4.1.3.1 Objective 3.1: Creating a vibrant space for, and acceptance of, constructive and critical engagement.

Objective 3.1 will be monitored through two qualitative KPIs concerning staff and student experience. The UFS Staff Experience Survey will measure staff members' experience of engagement in the UFS environment, while the South African Survey of Student Engagement (SASSE) will measure students' experience of advanced student-lecturer engagement. The target for staff experience is a year-on-year improvement, and for student experience to have at least half of the students reporting advanced forms of interaction with lecturers by 2034.

Three high-level activities are intended to assist the UFS in achieving this objective. The Vice-Rector: Operations will be accountable to develop and implement tailor-made training programmes for senior and middle managers; the Registrar will review committee structures and implement revised structures; and the Vice-Rector: Institutional Change, Strategic Partnerships and Societal Impact will promote and monitor future-centric dialogue within the UFS community.

4.1.3.2 Objective 3.2: Becoming an institution of choice for exceptional students, academics, and support staff.

Both qualitative and quantitative KPIs will be used to track progress towards Objective 3.2. External and internal stakeholder perceptions of the UFS as an institution of choice will be measured through a UFS Brand and Reputation Survey. The esteem of the UFS among exceptional students will be monitored quantitatively by measuring the share of first-year students with a high admission point score (APS) and the share of higher degree students who transfer to the UFS from other top South African universities. The UFS will target year-on-

year improvement in the share of stakeholders who consider the UFS to be an institution of choice, increasing the share of first-year students with an APS of 35 and above to 30% by 2028, and increasing the share of master's and doctoral students who transfer from top universities to 10% by 2025.

The UFS will achieve this objective by reviewing its marketing and communication approach to position the UFS in line with Vision 130, for which the Rector and Vice-Chancellor will be accountable. The Vice-Rector: Academic will steer the activity of employing and promoting a diverse and talented academic staff complement (prioritising staff with doctorates); the Vice-Rector: Operations will be accountable for recruiting and retaining a support staff complement that supports the Academic Project; and the Registrar will reconceptualise student recruitment to recruit top matriculants and graduate students, and redesign the recruitment, application, and offer management processes in line with the new approach.

4.1.3.3 Objective 3.3: *Becoming a home for staff and students from diverse backgrounds.*

The UFS has selected two KPIs to monitor Objective 3.3. The first qualitative KPI will measure student satisfaction with being on campus through the UFS Student Experience Survey. 'Being on campus' relates to students' opinions about feeling safe, feeling at home, student-staff relations, race relations, and gender relations on campus. The second (quantitative) indicator will measure the share of academic staff members who leave the UFS within three years of joining. The UFS target is to increase student satisfaction to more than 75% by 2028, and to decrease the percentage of academics leaving within three years to 25% by 2025.

The Executive Director: Students Affairs will be accountable for reviewing student accommodation and student life and devising and implementing a new concept and strategy to promote a sense of student belonging and well-being. The Vice-Rector: Operations will be accountable for devising and implementing a staff retention strategy focused on areas with high staff turnover (with a particular focus on newly employed academics).

4.1.3.4 Objective 3.4: *Improving the equity profile of academic leadership.*

KPIs monitoring progress towards Objective 3.4 are quantitative and include measuring the share of the professoriate who are female and black (including African, Indian, and Coloured academics, irrespective of nationality). The UFS targets an increase in females to 50% of the professoriate by 2034, and an increase in black professors to 70% over the same period.

Recruiting, developing, and maintaining academic staff members from designated groups through a headhunting strategy and creating additional opportunities to promote academic staff from designated groups (women in particular) will aim to move the UFS closer to this objective. The Vice-Rector: Academic will be accountable for this activity.

4.1.4 Goal 4: To promote stewardship and the prioritisation of institutional resources for strategic intent.

4.1.4.1 Objective 4.1: Ensuring the efficiency of the non-academic support structures and systems.

Staff experience of the efficiency of administrative structures and systems will serve as a qualitative KPI for Objective 4.1 and will be measured through the UFS Staff Experience Survey. In addition, the share of at least 10 processes (see Objective 2.1) that are digitalised will be measured quantitatively. The UFS targets year-on-year improvement in staff experience and a year-on-year increase in digitalised processes.

The UFS will achieve this objective by digitalising at least 10 processes, reviewing the associated policies and structure, capacity, skills and competencies required, and initiating an institution-wide redesign process of non-academic support structures. The Registrar will be accountable for this activity.

4.1.4.2 Objective 4.2: Ensuring the principles of investment to enable academic excellence with particular emphasis on research and postgraduate activity.

One qualitative KPI has been selected to monitor Objective 4.2. Postgraduate student satisfaction with the services and support provided by the UFS (including accommodation) will be measured through the UFS Student Experience Survey. The instrument will address matters specifically related to the postgraduate student experience, and data will be collected from postgraduate students (including postdoctoral fellows). The target for this indicator is a year-on-year improvement in student satisfaction.

The Vice-Rector: Operations will be accountable for reviewing UFS resource allocation strategies in line with the UFS' strategic intent, and prioritising investment to respond differentially to the infrastructure needs of different campuses, embracing the fact that we are one university with three campuses. Particular attention should be paid to the necessary infrastructure and technologies required on the Qwaqwa and South campuses to attract and retain exceptional students and academic staff.

4.1.4.3 Objective 4.3: Increasing our research and innovation competitiveness.

The share of income originating from the research endeavour will be measured as KPI for Objective 4.3. This includes income from grants earmarked for research and postgraduate development, the research output subsidy/block grant, and income from research-related contracts. The UFS intends to double this share by 2028, with a target of 20% set for 2025.

The UFS will focus on research centres of excellence and research chairs to achieve this objective. Parameters for research chairs and centres of excellence will be set in 2023, and the processes of identifying and establishing these chairs and centres in critical niche areas will be initiated from 2024 onwards. The Vice-Rector: Research and Internationalisation will be accountable for this activity.

4.1.4.4 Objective 4.4: Ensuring the efficiency of academic programmes, offerings, and academic support systems.

Objective 4.4 will be monitored quantitatively through a Programme and Qualification Mix (PQM) Viability Index, and qualitatively by measuring student satisfaction with academic support services through the UFS Student Experience Survey. The PQM Viability Index assesses the academic and financial viability of academic programmes. The Student Experience Survey will use questions related to specific academic support services for students, e.g., central and faculty-based student administration and tutorial services. The UFS targets a year-on-year improvement in both KPIs.

The Vice-Rector: Academic is accountable for the three activities under this objective. An audit of the PQM and a critical reflection and review of the programme structures and accreditation processes will be done, followed by the streamlining of the UFS PQM according to a set of agreed indicators; all modules will be reviewed within a predetermined cycle, non-viable programmes and modules will be analysed, communicated, and corrective measures will be implemented. The UFS academic resource allocation and workload will be reconceptualised to promote conducive staff-student ratios and to develop a road map to align the resources with the workload.

Table 1: Key performance indicator targets 2023 to 2025

Strategic objective	Key performance indicator (KPI)	Targets			
		Base	2023	2024	2025
Goal 1: To improve our academic excellence, reputation, and impact.					
1.1 Placing increased emphasis on research that advances societal and knowledge impact	1.1.1 Share of total income from all sources that is directed to research ¹	New indicator	Base TBC	Improvement from base	Improvement from 2024
	1.1.2 Three-year citation rate in selected SDGs ²	13,3	15	17	19
	1.1.3 UFS research reputation among published academics worldwide ³	TBC THE DataPoints			
1.2 Ensuring the quantity, quality, and diversity of academic staff with renowned global reputation	1.2.1 International research leaders as a share of permanent academic staff ⁴	2,6%	4%	5,5%	7%
	1.2.2 Number of academic staff who authored an accredited publication output as a share of permanent academic staff ⁵	45%	48%	53%	58%
	1.2.3 Co-publication: Scholarly output with international collaborators as a share of total scholarly output ⁶	44,3%	45,5%	47%	48%
1.3 Ensuring that our academic offerings and practices produce desirable and successful graduates	1.3.1 External stakeholder perceptions of the desirability of UFS graduates ⁷	New indicator	Base TBC	Improvement from base	Improvement from 2024
	1.3.2 Postgraduate enrolments as a share of total enrolments	15%	16%	16%	17%

FOOTNOTES

- 1 Measured through an interpretation of the share of the total income from all sources that is directed to research related strategies, processes, activities and projects
- 2 Measured through SCOPUS, in SDGs 2: Zero Hunger, 3: Good Health and Wellbeing, 6: Clean Water and Sanitation, 7: Affordable and Clean Energy, 13: Climate Action, 15: Life on Land, and 16: Peace, Justice and Strong Institutions.
- 3 Measured through THE DataPoints. Licence/subscription would be required.
- 4 International research leaders are leading international and internationally acclaimed researchers and prestigious awardees, i.e. those rated A, B and P by the National Research Foundation (NRF)
- 5 Measured through the UFS Research Information Management System (RIMS), calculated based on all types of DHET-accredited publication outputs, irrespective of the number of output units generated by the author.
- 6 Measured by SCOPUS
- 7 Measured through a UFS Brand and Reputation Survey, to be implemented from March 2023. The instrument will include questions specific to the desirability of UFS graduates.

Strategic objective	Key performance indicator (KPI)	Targets			
		Base	2023	2024	2025
Goal 2: To promote an environment of agility, flexibility and responsiveness based on trust and accountability.					
2.1 Ensuring the policies, systems, processes, and practices are appropriate, effective, and efficient	2.1.1 Staff experience of the effectiveness of policies, systems, processes and practices, disaggregated by length of tenure ⁸	New indicator	Base TBC	Improvement from base	Improvement from 2024
2.2 Ensuring appropriate academic structures as well as management and leadership capacity	2.2.1 Share of academic department heads who are associate or full professors	51%	55%	59%	63%
	2.2.2 Share of academic departments with less than 10 permanent academic staff members ⁹	57%	57%	52%	50%
2.3 Leveraging the use of digital technologies, business intelligence, and analytics to enable evidence-based decision-making	2.3.1 Share of UFS management staff who access business intelligence platforms ¹⁰	21%	29%	37%	45%

⁸ Measured through a Staff Experience Survey, to be implemented in March 2023. The instrument will use questions related to at least 10 processes or policies that are critical to give expression to Vision 130.

⁹ Academic departments are defined as departments located within academic faculties and who employ permanent academic staff, excluding Deans' offices and the Schools of Biomedical Sciences, Clinical Medicine, Pathology and Education Admin, and Support School Health and Rehabilitation Sciences.

¹⁰ Measured as the share of staff members in management appointments who sign in to PowerHEDA dashboards. Management appointments include staff appointed in junior, middle, senior and top management job categories, as well as those appointed as academic management (as per PeopleSoft records).

Strategic objective	Key performance indicator (KPI)	Targets			
		Base	2023	2024	2025
Goal 3: To advance a transformational institutional culture that demonstrates the values of the UFS.					
3.1 Creating a vibrant space for, and acceptance of, constructive and critical engagement	3.1.1 Staff experience of engagement, disaggregated by length of tenure ¹¹	New indicator	Base TBC	Improvement from base	Improvement from 2024
	3.1.2 Undergraduate student experience of advanced student-lecturer engagement ¹²	20%	23%	25%	28%
3.2 Becoming an institution of choice for exceptional students, academics, and support staff	3.2.1 External and internal stakeholder perceptions of the UFS reputation as an institution of choice ¹³	New indicator	Base TBC	Improvement from base	Improvement from 2024
	3.2.2 Share of first-time entering undergraduate students with admission point score (APS) of 35 and above	17%	19%	21%	24%
	3.2.3 Share of transfer master’s and doctoral enrolments who transferred from top South African universities	7,9%	8,6%	9,3%	10%
3.3 Becoming a home for staff and students from diverse backgrounds	3.3.1 Student satisfaction with being on campus ¹⁴	50%	55%	58%	64%
	3.3.2 Share of new academic staff members leaving the UFS within the first three years of appointment ¹⁵	18,42%	18,42%	18,42%	18,42%
3.4 Improving the equity profile of academic leadership	3.4.1 Share of professoriate who are female	32%	34%	35%	37%
	3.4.2 Share of professoriate who are black ¹⁶	21%	25%	29%	33%

11 Measured through a Staff Experience Survey, to be implemented March 2023. The instrument will use questions related to staff engagement in the scholarly environment of the UFS.

12 Measured through the South African Survey of Student Engagement (SASSE), as share of undergraduate students who report advanced forms of interaction with lecturers.

13 Measured through a UFS Brand and Reputation Survey, to be implemented from March 2023. The instrument will include specific questions on whether or not stakeholders believe the UFS to be an institution of choice.

14 Measured through a Student Experience Survey, to be implemented March 2023. The instrument will use questions related to student satisfaction with feeling safe, feeling at home, student-staff relations, race relations, and gender relations on campus.

15 Measured through cohort analyses to determine the share of new appointed permanent instruction/research, excluding contract appointments, staff who left the UFS during year n (terminated employment in year n), who were employed at the UFS for the first time during year n-2 (active employee in year n-2). This indicator will be reviewed in 2023 to analyse the impact of interventions in 2023.

16 'Black' includes African, Coloured and Indian staff members, irrespective of nationality.

Strategic objective	Key performance indicator (KPI)	Targets			
		Base	2023	2024	2025
Goal 4: To promote stewardship and the prioritisation of institutional resources for strategic intent.					
4.1 Ensuring the efficiency of the non-academic support structures and systems	4.1.1 Staff experience of efficiency of administrative support structures and systems, disaggregated by length of tenure ¹⁷	New indicator	Base TBC	Improvement from base	Improvement from 2024
	4.1.3 Share of key administrative processes that are digitalised ¹⁸	New indicator	Base TBC	Improvement from base	Improvement from 2024
4.2 Ensuring the principles of investment to enable academic excellence with particular emphasis on research and postgraduate activity	4.2.1 Postgraduate student satisfaction with services and support provided by the UFS, as well as student accommodation ¹⁹	New indicator	Base TBC	Improvement from base	Improvement from 2024
4.3 Increasing our research and innovation competitiveness	4.3.1 Research income ²⁰ as a share of total income	13%	15%	17%	20%
4.4 Ensuring the efficiency of academic programmes, offerings, and academic support systems	4.4.1 Programme and Qualification Mix (PQM) viability rating ²¹	New indicator	Base TBC	Improvement from base	Improvement from 2024
	4.4.2 Student satisfaction with academic support services ²²	New indicator	Base TBC	Improvement from base	Improvement from 2024

¹⁷ Measured through a Staff Experience Survey, to be implemented March 2023. The instrument will use questions related to those 10 to 20 operational processes that are critical to give expression to Vision 130.

¹⁸ Measured through identifying at least 10 processes that are critical to give expression to Vision 130.

¹⁹ Measured through a Student Experience Survey, which will be an amended version of the satisfaction section of the current Graduate Exit Survey, to be implemented March 2023. The instrument will use questions addressing matters specifically related to the postgraduate student experience, and data collection will target the postgraduate (including postdoctoral) student population.

²⁰ Research income is measured as income from grants earmarked for research (e.g. University Capacity Development Grant), research output subsidy, and income from contracts for research (including National Research Foundation funding) and for clinical research contracts.

²¹ Measured through a Programme and Qualification Mix (PQM) Viability Index (to be implemented March 2023), which considers several factors to assess the academic and financial viability of academic programmes.

²² Measured through a Student Experience Survey, which will be an amended version of the satisfaction section of the current Graduate exit Survey, to be implemented March 2023. The instrument will use questions related to specific academic support services for students, e.g. central and faculty-based student administration, academic advising, and tutorial services.

Table 2: Planned activities 2023 to 2025

Strategic objective	Activities			Accountable Rectorate portfolio
	2023	2024	2025	
Goal 1: To improve our academic excellence, reputation, and impact.				
1.1 Placing increased emphasis on research that advances societal and knowledge impact	Review the current modality of resourcing the research enterprise	Design a new modality for resourcing the research enterprise, aligned with strategic intent	Implement a new modality for resourcing the research enterprise	Vice-Rector: Research and Internationalisation
	Review the research agenda, with a specific focus on the Sustainable Development Goals (SDGs) and high-impact research	Translate the research agenda into research strategies, including requisite resources and infrastructure plans	Implement and monitor the research strategies and agenda, and revise accordingly	Vice-Rector: Research and Internationalisation
1.2 Ensuring the quantity, quality, and diversity of academic staff with renowned global reputation	Produce a triage grow-your-own-timber programme to develop internationally recognised scientists	Fully resource and implement the grow-your-own-timber programme with a focus on A, B and P NRF-rated researchers	Continue implementation and monitor the programme output and impact, and revise accordingly	Vice-Rector: Research and Internationalisation
	Reconceptualise and revise the recruitment, employment, and reward policies of academic staff, with an emphasis on internationally recognised scientists	Approve and implement revised policies and monitor employment status, with emphasis on A, B and P NRF-rated researchers	Continue monitoring, and review the efficacy of the policy and its impact in terms of research reputation and societal impact	Vice-Rector: Research and Internationalisation
	Devise a strategy that defines the ideal national and international UFS footprint, including the intended outputs and impact	Establish co-funded research opportunities with contributions from global strategic partners	Monitor output and impact in terms of graduate desirability and continue to nurture existing and establish new partnerships	Vice-Rector: Research and Internationalisation
1.3 Ensuring that our academic offerings and practices produce desirable and successful graduates	Strengthen academic advisory boards in all faculties and academic departments to promote curriculum relevance and impact	Monitor the impact of academic advisory boards, and build new industry-faculty collaborations/ partnerships and linkages	Evaluate the number and impact of industry collaborations/partnerships and linkages, and amend modes of engagement accordingly	Vice-Rector: Academic
	Re-engineer curriculum development and approval processes to fully exploit opportunities presented by new advanced technologies	Develop and implement a resource plan to promote a vibrant, engaging, technology-enriched learning and teaching environment	Measure the uptake of enhanced teaching methodologies, and monitor content renewal and relevance	Vice-Rector: Academic
	Review academic support for students transitioning from under- to postgraduate, preparing students for higher degree studies	Develop and implement faculty-specific strategies for academic support and monitor the transition of students to postgraduate degrees	Review the postgraduate environment and revise the strategies accordingly	Vice-Rector: Academic

Strategic objective	Activities			Accountable Rectorate portfolio
	2023	2024	2025	
Goal 2: To promote an environment of agility, flexibility, and responsiveness based on trust and accountability.				
2.1 Ensuring the policies, systems, processes, and practices are appropriate, effective, and efficient	Prioritise at least 10 processes (e.g., student registration) and associated policies that are most critical to give expression to Vision 130, and commence the review of these processes and policies	Review these policies and processes to innovate, automate, digitise, restructure, streamline, or eliminate as appropriate, and implement revisions	Determine the efficiency gains and improvement in responsiveness as well as its impact on the environment	Registrar
	Review delegation of authority, in particular for the critical processes, and devise a set of principles to be applied during any decision-making process	Implement the revised delegation of authority policy to increase the speed of decision making	Monitor the responsiveness of the critical processes	Registrar
2.2 Ensuring appropriate academic structures as well as management and leadership capacity	Develop a set of principles to establish academic departments, considering, e.g., minimum thresholds for staff and student enrolments	Review faculty structures and realign according to the principles	Implement new faculty structures	Vice-Rector: Academic
	Revise the research support structure and functions to capacitate research and graduate support that enable an environment conducive to postgraduate education, commercialisation, and research	Implement new structures and capacitate the Directorate Research Development and Centre for Graduate Support	Monitor the impact of revised structures and enhanced research support capacities	Vice-Rector: Research and Internationalisation
	Define management and leadership requirements per faculty, conduct a capability audit, and identify gaps	Review new faculty structures with the required capabilities in mind	Adjust and monitor performance agreements for faculty management	Vice-Rector: Academic
2.3 Leveraging the use of digital technologies, business intelligence, and analytics to enable evidence-based decision-making	Fully implement business intelligence (BI) system with integrated data points	Develop the requisite capacities to promote data analytics and an enabling environment for modelling, visualisation, and use of data	Maintain BI systems, monitor user experience, and revise accordingly	Vice-Rector: Academic

Strategic objective	Activities			Accountable Rectorate portfolio
	2023	2024	2025	
Goal 3: To advance a transformational institutional culture that demonstrates the values of the UFS.				
3.1 Creating a vibrant space for, and acceptance of, constructive and critical engagement	Develop and implement a tailor-made senior and middle management training programme(s)	Continue with implementation and monitor the staff climate, including the effectiveness of communication to all levels of staff	Continue monitoring staff climate and refine training programme(s) accordingly	Vice-Rector: Operations
	Review committee structures, their purposes, and wider communication to give expression to Vision 130 and to avoid duplication	Implement and monitor the effectiveness of new committee structures and their impact	Monitor the effectiveness of new committee structures and their impact	Registrar
	Promote future-centric dialogue within and between communities, including the University community	Promote and monitor future-centric dialogue	Promote and monitor future-centric dialogue	Vice-Rector: Institutional Change, Strategic Partnerships and Societal Impact
3.2 Becoming an institution of choice for exceptional students, academics, and support staff	Review the marketing and communication approach to position the UFS in line with Vision 130	Rigorously implement a marketing and communication roll-out	Monitor the UFS' reputation through the UFS Brand and Reputation Survey	Rector and Vice-Chancellor
	Employ and promote a diverse and talented academic staff complement, prioritising staff with doctorates	Employ and promote a diverse and talented academic staff complement, prioritising staff with doctorates	Employ and promote a diverse and talented academic staff complement, prioritising staff with doctorates	Vice-Rector: Academic
	Recruit and retain a professional support staff complement that supports the Academic Project and promotes an inclusive and vibrant work ethos	Recruit and retain a professional support staff complement that supports the Academic Project and promotes an inclusive and vibrant work ethos	Recruit and retain a professional support staff complement that supports the Academic Project and promotes an inclusive and vibrant work ethos	Vice-Rector: Operations
	Reconceptualise student recruitment to recruit top matriculants and graduate students (potential future doctoral students) and commence with the implementation of a new approach	Redesign the recruitment, application, and offer management processes in line with the new approach, and design a metric for successful recruitment	Review and obtain feedback through the Student Experience Survey	Registrar

Strategic objective	Activities			Accountable Rectorate portfolio
	2023	2024	2025	
3.3 Becoming a home for staff and students from diverse backgrounds	Review student accommodation and student life to promote a sense of belonging and well-being, and devise a new concept and strategy	Secure funding and implement the new concept and strategy to advance student accommodation and student life	Review and monitor the student experience for continuous uptake	ED Student Affairs
	Devise a staff retention strategy (including recruitment and orientation) focused on areas with high turnover, with a particular focus on newly employed academics	Implement retention strategy	Monitor the number and characteristics/ profile of staff leaving the University within the first three years of appointment	Vice-Rector: Operations
3.4 Improving the equity profile of academic leadership	Recruit, develop, and maintain academic staff members from designated groups through a headhunting strategy	Create additional opportunities to promote academic staff from designated groups, in particular women	Monitor the experiences of new staff members, in particular those from designated groups	Vice-Rector: Academic

Strategic objective	Activities			Accountable Rectorate portfolio
	2023	2024	2025	
Goal 4: To promote stewardship and prioritisation of institutional resources for strategic intent.				
4.1 Ensuring the efficiency of the non-academic support structures and systems	Initiate the digitalisation of at least 10 processes	Review the associated structure, capacity, skills, and competencies needed for the critical operational processes	Initiate an institution-wide redesign process of non-academic support structures	Registrar
4.2 Ensuring the principles of investment to enable academic excellence, with particular emphasis on research and postgraduate activity	Review UFS resource allocation strategies in line with the UFS’ strategic intent and campus-specific purpose	Prioritise investment in infrastructure and relevant technologies to create an enabling environment in which all academic staff, students, and their supervisors can function optimally and commence implementation on all campuses	Continue with the implementation of investment in infrastructure and relevant technologies	Vice-Rector: Operations
4.3 Increasing our research and innovation competitiveness	Set parameters for research chairs and centres of excellence, including critical mass required for sustainability (research students, postdoctoral fellows, and international scholars) and income targets	Establish research chairs and conceptualise centres of excellence in critical niche areas	Identify potential research centres of excellence and continue with establishment of research chairs	Vice-Rector: Research and Internationalisation
4.4 Ensuring the efficiency of academic programmes, offerings, and academic support systems	Conduct a PQM audit as reflected in the PQM Viability Index, review the programme structures and accreditation processes	Commence with the Streamlining of the Programme and Qualification Mix (PQM) in accordance with the agreed indicators as reflected in the PQM Viability Index	Continue with the streamlining of the Programme and Qualification Mix (PQM) in accordance with the agreed indicators as reflected in the PQM Viability Index	Vice-Rector: Academic
	Review all modules, with a particular focus on enrolment patterns and curriculum relevance	Produce a module viability index with breakeven points and maximum pedagogical ceiling and consult outcomes	Reduce modules with less than the threshold to allow for the introduction of other critical modules	Vice-Rector: Academic
	Reconceptualise UFS academic resource allocation and workload model to promote conducive staff-student ratios	Develop a road map to align the resources with the workload	Monitor staff experience in relation to workload	Vice-Rector: Academic

4.2 Enrolment Plan

Table 3 shows the UFS' key enrolment plan targets, as agreed with the Minister of Higher Education, Science and Innovation. The APP 2023 to 2025 coincides with the mid-term enrolment planning process. In committing the University of the Free State (UFS) to its enrolment targets for 2023 to 2025, the imperatives of maintaining high quality, enhancing success, and promoting its vision as a research-led university remain at the core of all internal engagements. The plan addresses the need for quality graduates and impactful research to develop new knowledge.

Table 3: Enrolment plan targets 2023 to 2025

Enrolment plan table		Disaggregation	2021	2023 targets		2024 targets		2025 targets	
			Base-line	Mid-year	Year-end	Mid-year	Year-end	Mid-year	Year-end
Enrolments									
1	Total headcount enrolments (contact and distance)		40 954	37 561	41 734	37 958	42 175	38 273	42 526
	First-time entering undergraduate headcount enrolments (contact and distance)		8 006	7 200	8 000	7 245	8 050	7 290	8 100
FP	Foundation student headcount intake into the first year		1 847	1 477	1 641	1 408	1 564	1 373	1 526
9	The proportion of total headcount enrolments per major field of study	Science, engineering, technology	23	23%	23%	24%	24%	24%	24%
		Business/management	16	18%	18%	19%	19%	19%	19%
		Education	27	26%	26%	25%	25%	25%	25%
		Other humanities	34	33%	33%	32%	32%	32%	32%
20	Full-time equivalent (FTE) enrolments	Total unweighted FTEs	33 247	N/A ²³	34 221	N/A	34 578	N/A	35 296
x		Weighted FTEs/funded teaching input units (TIUs)	67 936	N/A	70 555	N/A	71 284	N/A	71 971
Success									

Enrolment plan table		Disaggregation	2021	2023 targets		2024 targets		2025 targets	
			Base-line	Mid-year	Year-end	Mid-year	Year-end	Mid-year	Year-end
33	Total success rates		83%	N/A	83%	N/A	84%	N/A	84%
35	Graduate headcount by qualification type	Total undergraduate	7 985	N/A	7 745	N/A	7 969	N/A	8 282
		Postgraduate to master's level	1 702	N/A	1 715	N/A	1 800	N/A	1 800
		Master's	682	N/A	651	N/A	705	N/A	765
		Doctoral	162	N/A	145	N/A	150	N/A	160
		Total	10 531	N/A	10 256	N/A	10 624	N/A	11 007
47c	Total un-dergraduate graduate headcount in scarce skills areas	Engineering	7	N/A	17	N/A	18	N/A	20
49c		Life and Physical Sciences	359	N/A	404	N/A	415	N/A	430
46c		Animal Sciences	42	N/A	57	N/A	58	N/A	59
48c		Human Health	273	N/A	361	N/A	363	N/A	366
50b		Teacher Education	1 078	N/A	2 070	N/A	2 100	N/A	2 140
Research									
43	Research outputs	Total publication output units	1 321.4 ²⁴	N/A	1 040	N/A	1 135	N/A	1 245
44		²⁵ Total publication output units per capita	1.5 ^{xxiii}	N/A	0.93	N/A	0.99	N/A	1.04

²³ Values are calculated on an annual basis and are therefore only available in June of year n+1.

²⁴ Audited values for 2020, as at March 2022

²⁵

The enrolment targets have been carefully considered to reflect the University's efforts towards a 30/70 distribution between postgraduate and undergraduate enrolments by 2034. This consultative process marks the beginning of a series of iterations towards achieving this desired distribution. Furthermore, the outcome of this consultative process culminated in the following set of principles:

- To carefully consider a slight increase from 42 309 to 42 526 headcount enrolments by 2025 to provide specific growth in science, engineering, and technology (SET) and for new developments in engineering and agriculture.
- To revisit the proportional distribution between postgraduate and undergraduate headcount enrolments to ensure adequate capacity and progression from undergraduate to honours, master's, and doctoral studies.
- To give expression to the UFS vision of becoming a research-led university, a higher growth percentage was envisaged for postgraduate studies.
- To ensure that a growth strategy for postgraduate studies is in line with the overall carrying capacity of the University.
- To reduce the distance educational provisioning due to the low uptake, quality education, and strategic intent.
- To ensure optimal staff-student ratios at all times, including infrastructure, pedagogy, mode of delivery, and staffing.

These principles have been applied consistently and allowed the UFS to reflect critically about its size and shape and the policies and procedures to sustain and manage enrolment targets. As far as reasonably possible, the UFS remains committed to achieving the revised 2023 to 2025 enrolment targets, as it is indicative of the realisation of Vision 130.

4.2 Earmarked Grants

Earmarked grants are used to steer the sector towards the targets agreed upon within the enrolment planning exercise and to ensure that universities address national priorities. Table 4 below presents the allocation of earmarked grants to the UFS and a short narrative of the intended purposes of each earmarked grant.

Table 4: Earmarked grant allocations 2023 to 2024

	Allocation	Allocation	Allocation
	2021/2022	2022/2023	2023/2024
Infrastructure and Efficiency Grant (IEG)	R0	R131 830 000	unknown
University Capacity Development Grant (UCDG)	R33 112 896	R20 575 616	R38 122 000
New Generation of Academics Programme (nGAP)	R3 303 284	R11 198 000	unknown
Foundation Provision Grant (FPG)	R60 610 000	R58 978 000	unknown
Clinical Training Grant (CTG)	R40 386 000	R40 387 000	R45 474 000

4.3.1 Infrastructure and Efficiency

The Infrastructure and Efficiency Grant (IEG) is a grant to support general university infrastructure and efficiency projects as part of a macro infrastructure planning framework that considers campus master plans, disability audits, and maintenance plans previously submitted by universities.

The most recent allocations (2016/17 and 2018/19) were received for backlog maintenance, University priority projects, and student housing units, and the last allocation (2018/19 to 2020/21) was for new modular lecturing space and assessment centres and language development centres on the Bloemfontein and Qwaqwa campuses, as well as undergraduate student housing on both these campuses. The funds will be utilised according to the conditions of open and transparent procurement processes and the submission of annual audited reports.

4.3.2 University Capacity Development Grant

The University Capacity Development Grant (UCDG) is an integrated, people-focused, and transformative programme designed to address capacity development within the UFS at all levels and areas (research, teaching, and curriculum/programme development) to address access and success. The UFS complies with the policy directives of the UCDG and has several interventions within the three core components – student development, staff development, and programme/curriculum development – and operates at the nexus of quality, equity, and success in universities. The UCDG is a well-structured programme, and the spending patterns show that the University has a healthy expenditure record above 90% in the previous cycle and 81% in 2021.

The UFS team works continuously with the Department of Higher Education and Training (DHET) and CREST to improve and enhance expenditure through tighter monitoring and evaluation. In a recent sectorial monitoring and evaluation meeting, the UFS was commended for its approach to the management of the UCDG. Based on feedback, the UFS has made appropriate change requests through the DHET-approved channels. Monthly expenditure monitoring meetings show that the UFS is on track to effectively spend the 2022 UCDG allocation.

4.3.3 New Generation of Academics Programme

The New Generation of Academics Programme (nGAP) is based on carefully designed and balanced equity considerations and in light of the disciplinary areas of greatest need. The nGAP six-year programme and funds are used according to the nGAP Standard Operating Procedures. To this end, the UFS has been allocated 27 nGAP positions, and the successive cohorts over the six years have been summarised in Table 5 below.

Table 5: New Generation of Academics Programme positions filled to date

Phase	Employment Status		
	Positions	Filled positions	Vacant positions
Phase 1	6	4 ²⁶	2
Phase 2	3	3	
Phase 3	2	2	
Phase 4	3	2 ²⁷	1
Phase 5	4	4	
Phase 6	3	3	
Phase 7	5	3 ²⁸	2
Phase 8	1	0 ²⁹	1

The nGAP is a purposefully driven vehicle to build capacity within the University, and a key driver for its success is the ability to recruit, develop, and retain qualified staff. Hence, the UFS' employee retention programmes are vital in attracting and retaining key employees and reducing turnover and related costs. However, the demand for scarce skills in the sector and beyond is higher than the current supply. Hence, managing the nGAP grant to

address full employment is continuing. The UFS has a dedicated team working on the nGAP life cycle – from attraction, recruitment, on-boarding, development, and retention.

In summary, out of the 27 allocated posts, 21 have been filled, and 6 are vacant, as indicated above. The UFS has all interventions in place to manage the life cycle of an nGAP recruit and remains committed to filling these positions. Furthermore, the UFS values the impact of this earmark grant. Against this backdrop, the UFS has the requisite capacity, skills, and interventions to fully consume the allocated funds.

4.3.4 Foundation Provision Grant

The foundation grant is managed through two strategies: initiatives supporting faculties and institutional support. The following strategies have been devised to ensure the effective utilisation of the foundation grants:

- **PROGRAMME 1: Foundation EMS Pathways project**

Developing foundation quantitative and statistical business skills in students in the Faculty of Economic and Management Sciences (EMS) has been piloted with great success over the past two years. The Math Pathways programme will now be a continuing initiative in EMS to support students with quantitative and statistical business skills development to enhance their academic success.

- **PROGRAMME 2: LinkedIn Learning licences**

The LinkedIn Learning self-paced training initiative was also piloted over the past two years. This will be rolled out as continuing support to students to enhance and develop their foundational graduate attributes, employability, and lifelong learning skills on an asynchronous and self-paced platform.

- **PROGRAMME 3: Additional analytics capacity**

Additional analytics capacity will be created through the appointment of data analysts to enhance the tracking of foundation interventions and their implementation.

- **PROGRAMME 4: Additional Instructional Developers' capacity to assist ECP instruction staff**

Additional instructional design capacity will assist the instruction staff in the extended degree programmes (ECP) by developing innovative blended learning materials to enhance the quality of foundational provision, and to support the performance of our students.

In addition to the above, a series of interventions have been included to enhance students' success and narrow the digital divide for foundation students. This includes the following:

- E-books to create a more equitable digitised learning experience for foundation students.
- Laptop provisioning to reduce the digital divide.
- Additional tutorials for foundation students to support academic performance and success.
- Additional module for all final-year students to improve employability.
- Additional coordination and advising capacity.

4.3.5 Clinical Training Grant

The Clinical Training Grant has dedicated plans associated with the allocation of the requisite capacity to monitor the activities, commitments, and spending patterns. Planned expenses for this reporting period include (among others) salaries for 87 clinical and 26 support staff members (77,4% of our annual budget, 44 permanent staff, and 69 temporary/session staff), operational costs associated with clinical training areas and the community-based education (CBE) site, and repairs and maintenance of simulation equipment.

5. BUDGET AND CASH FLOW 2023 TO 2026

5.1 Budget 2023

5.1.1 Subsidy

The Minister of Higher Education, Science and Innovation announces the proposed subsidy to higher education institutions (HEIs), Science and Technology after Medium-term Expenditure Framework (MTEF) discussions in December of each year. The Minister places emphasis on access to higher education and the need for universities to improve their success rates, graduation rates, and research outputs. The total subsidy includes all amounts provided to the UFS by the DHET.

- The Minister's MTEF announcement regarding the subsidy allocation in November 2022.
- The approved teaching input units of 2021 are used for the calculation of the 2023 subsidy.

5.1.2 Tuition

Budgeted tuition fee income increased by 9,41% for 2023 (3,6% decrease in 2022).

A 6,5% increase is budgeted for in 2023 after adjustments for CPI, considering the size and shape of the UFS as per Vision 130 and the UFS' response to prioritise the continuation of positive academic growth, with a significant increase in NSFAS-funded students.

We have decreased the provision for credit losses from 8,5% to a projected 6% in 2023, based on the increased number of students funded by NSFAS and the improved student debt collection.

5.1.3 Other income

Other income mainly consists of credit losses recovered and rent income from buildings. It is, therefore, not representative of the third-stream income of the UFS. The potential to grow this source of income is limited compared to third-stream income.

5.1.4 Staff remuneration costs

Staff remuneration cost as a percentage of Council Controlled Income is 59,92% (2022: 57,27%). It remains a priority for the UFS to maintain total staff costs within the ideal benchmark of 60% of income.

While there is a view in the sector that the salary to Council-controlled income can increase to 62%, the rising costs of infrastructure, digitalisation, student support, energy costs, and other demands from students dictate the need to provide more funds for operational and capital expenditure related to these expenses. It would therefore be safer to work within a 60% salary to Council-controlled income to ensure that these additional demands are supported. The phased insourcing project in 2022/2023 has contributed to the higher salary-to-income ratio.

In the financial sustainability model of the UFS, the total funds available for the cost of the human resource capacity at the UFS is 53% of the total Council-controlled income (excluding salary costs of the Faculty of Health Sciences). Staff costs from post-retirement benefits and accumulated leave pay provisions are 1,9% of income, which is included in the 53% benchmark. Salary discussions occur at the Joint Bargaining Forum, where the current model of maintaining the affordability of the total staff costs within the agreed 53% (excluding Faculty of Health Sciences) limits has been strictly adhered to.

5.1.5 Supplies and services

Except for the operational expenditure included in the pillars of a sound practice budget, all other operational expenditures must be funded from the supplies and services budget. It is proposed that a 6% increase (on 2022 allocations) in operational allocations be granted for the 2023 budget.

5.1.6 Sundry transfers

These transfers aim to disclose expenditure that does not fit the categories for staff costs and operational expenditure. The most important items are:

- Bursaries awarded. Bursaries from the central budget amounted to R131 968 m (2022: R123 856 m). This is further supplemented by investment returns on the capital funds for bursaries with R16 865 m (2022: R15 727 m).
- Salaries paid and funded from other sources, e.g., strategic funds and earmarked subsidies. This is done to ensure that all salaries are included in the amount shown in the category for staff remuneration.
- The net deficit/surplus of the Faculty of Health Sciences.

5.1.7 Discretionary and strategically appropriable funds (Strategic Funds)

Capital expenditure funded through the budget of the University is included in the budgeted strategic fund allocation. This amounts to R127,2 million in 2023.

The most important assumptions for the 2024–2026 forecast are shown in Table 6.

Table 6: Budget assumptions 2024 to 2026

	2024	2025	2026
Increase in subsidy	2%	2,5%	3%
Increase in tuition fee income ³⁰	6,5%	5,5%	4,5%
Other income	5%	5%	5%
Staff remuneration	% income growth (4,1%)	% income growth (3,9%)	% income growth (3,7%)
Supplies and services ³¹	9,0%	9,0%	9,0%
Strategic funds	The amounts allocated to strategic purposes are the remainder of available funds		

5.1.8 Financial sustainability review

Matters of significance for the financial sustainability of the University are:

- Increase income in real terms to support the core business of teaching and learning and research, as well as the supporting infrastructure and intentions contained in Vision 130.
- Optimise subsidy revenue by
 - increasing enrolments for postgraduate rather than undergraduate studies;
 - improving the throughput rate for both undergraduate and postgraduate students;
 - increasing research output through both master's and doctoral studies and publications resulting from studies;
 - recruiting more postdoctoral students to increase research output. All of the above are rigorously pursued by the Rector and Vice-Chancellor, the Vice-Rector: Academic, and the Vice-Rector: Research, with the assistance of the deans; and
 - focusing more on student enrolments in support of institutional goals, including the ratio of self-paying students.
- Manage expenditure by
 - optimising resources because of the recirculation of academic programmes; and
 - ensuring that the pillars of a sound practice budget are funded appropriately.
- Keep total staff remuneration costs within 60% of salary to Council-controlled income. There is always a potential high-risk factor if we move above 60% and a critical risk if we exceed 62%. The critical risk is embedded in the recurring nature of staff costs, which affects the livelihood of staff if a reduction of salaries or retrenchment occurs.
- Maintain fee income in the face of Vision 130's planned decrease in student numbers and the impact of moving towards 62% and above.
- Managing these issues is probably one of the biggest challenges the UFS faces, as staff remuneration costs must be managed to be within the expected spending range, while maintaining academic excellence. This must be done in a climate characterised by the huge pressure exerted on universities to deal with student fees amid demands for free education and/or much lower fees. A fine balance should be struck between human-resource capacity needs, fair remuneration, the ability to attract and retain black academic staff, and the future size and shape of the UFS.

Staff remuneration includes all costs associated with staff, including costs associated with post-retirement obligations and accumulated leave.

5.2 Cash Flow

The budget presented is also a reflection of the cash flow activities associated with the different line items. Time differences in cash flows resulting from revenue and expenditure cycles are not accounted for in cash flow projections, as the net effect is considered insignificant.

5.3 Long-term Financial Review

	2022 UPDATED BUDGET	2023 BUDGET	2024 FORECAST	2025 FORECAST	2026 FORECAST
1. General subsidy As % of income	1,715,905 55.34%	1,731,348 53.39%	1,765,975 52.32%	1,810,124 51.61%	1,864,428 51.24%
2. Tuition and other fees As % income	1,347,707 43.46%	1,474,524 45.47%	1,570,368 46.53%	1,656,738 47.23%	1,731,291 47.58%
3. Other income As % income	37,265 1.20%	36,893 1.14%	38,738 1.15%	40,675 1.16%	42,708 1.17%
TOTAL INCOME	3,100,876	3,242,764	3,375,080	3,507,537	3,638,427
Growth in income	6.1%	4.6%	4.1%	3.9%	3.7%
1. Staff costs As % income	1,775,800 57.27%	1,943,193 59.92%	2,022,482 59.92%	2,101,855 59.92%	2,180,290 59.92%
2. Supplies and services As % income	804,013 25.9%	870,312 26.8%	948,640 28.1%	1,034,017 29.5%	1,127,079 31.0%
3. Sundry transfers	87,629	94,505	99,614	105,062	110,888
EXPENDITURE SUB TOTAL	2,667,442	2,908,009	3,070,735	3,240,934	3,418,256
Funds available before investment income	433,434	334,755	304,345	266,602	220,171
Investment income	195,000	201,825	207,879	214,116	220,539
Budget variances available to budget	(62,811)	24,308	0	0	0
FUNDS AVAILABLE FOR RESERVES, INSTITUTIONAL PILLARS AND STRAT FUNDS	565,623	560,887	512,224	480,718	440,710
	(565,623)	(560,887)	(512,224)	(480,718)	(440,710)
Reserves (2%)	61,965	69,789			
Institutional pillars (including capex)	365,692	377,692			
Strategic projects	137,966	113,407			
FUNDS TRANSFERRED TO NEXT YEAR	0	0	0	0	0

5.4 Housing and Residence Affairs

				*	*	
		2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Total income	a	222,476,437	236,492,453	251,391,478	267,229,141	284,064,576
Total expenses		218,970,489	234,973,902	249,931,347	265,982,465	283,216,644
Personnel expenditure	b	86,094,398	89,538,174	93,119,701	96,844,489	100,718,268
Electricity and water		56,130,323	61,743,355	67,917,690	74,709,459	82,180,405
Maintenance		21,169,593	22,439,768	23,786,154	25,213,323	26,726,123
Interest and redemption	c	27,433,091	31,702,366	34,080,050	36,636,054	39,383,751
Other expenses		28,143,085	29,550,240	31,027,752	32,579,139	34,208,096
Surplus/(deficit) before capital expenses		3,505,948	1,518,551	1,460,131	1,246,676	847,933

* - 6% increase in income for 2023 and 6,3% increase from 2024 onwards
a - Full occupancy planned for 2023
b - Personnel expenditure include security and cleaning personnel cost
c - External loan commitments

5.5 Capital Budget 2023 and Proposed Capital Budgets 2024 and 2025

		2023	2024	2025
A: BLOEMFONTEIN CAMPUS				
Academic facilities		15,000,000	15,450,000	15,913,500
	General: Emergency repairs/paintwork	1,000,000		
	Lecture rooms	1,000,000		
	Animal Research Centre			
	Library façade and outside			
	Kopanong Centre renovations to UFS standards	3,000,000		
	Revitalisation of Library interior spaces – Phase 2 and 8	10,000,000		
Support Services		500,000	1,500,000	1,500,000
	JBG revitalisation	500,000		
	HRA offices			
Student Facilities		3,500,000	2,000,000	2,000,000
	Accessibility (Sasol Library lifts replacement)	3,500,000		
	Accessibility – Johannes Brill lift			
Art/Theatres		-	-	-
	Odeion			
Landscaping		2,000,000	2,500,000	2,500,000
	Landscaping (water-wise gardens) and pathways	1,500,000		
	Revitalisation of Red Square – Phase 4 amphitheatre	500,000		
Road and transport systems		2,500,000	2,575,000	2,652,250
	Road – parking planning and traffic management	-		
	Road maintenance plan	2,500,000		
Infrastructure and large asset perseverance projects		31,900,000	32,857,000	33,842,710
	Electrical high-voltage system (11kV Network)	3,500,000		
	Upgrading sewer bulk services	1,000,000		
	Electrical network: Upgrading of electrical work in buildings	3,500,000		

		2023	2024	2025
	Library air-conditioning replacement (phases 2 and 8)	10,000,000		-
	FGG replacement of HVAC next phase (3 of 5)	3,100,000		
	Solar installation			
	Boiler replacement Architecture	3,200,000		
	Water – reticulation repair works and upgrade	2,500,000		
	Water – residence hot water systems (Roosmaryn)	3,600,000		
	Health and safety	1,500,000		
General		24,840,000	25,585,200	26,352,756
	Smaller needs requested by faculties and support services	5,500,000		
	General planning and managing of projects	1,000,000		
	Air-conditioning general areas	5,000,000		
	Furniture – general	1,500,000		
	Security systems for buildings	4,000,000		
	Sport	3,500,000		
	Provision for unforeseen expenses	4,340,000		
Total Bloemfontein Campus		80,240,000	82,467,200	84,761,216
B: QWAQWA CAMPUS				
		19,300,000	19,879,000	20,475,370
	General asset preservation and needs, including visible deterioration and unforeseen	1,350,000		
	Landscaping – area in front of Intsika similar to Red Square	1,000,000		
	Animal Research NAS			
	Upgrading of NAS labs	2,000,000		
	Student Centre initial phases	10,000,000		
	Library	1,000,000		
	Area lighting	750,000		
	Staff houses			

		2023	2024	2025
	Microgrid	–		
	Water treatment plant	1,200,000		
	Security systems for buildings	1,000,000		
	Sport	1,000,000		
Total Qwaqwa Campus		19,300,000	19,879,000	20,475,370
C: SOUTH CAMPUS				
		5,870,000	6,046,100	6,227,483
	General asset preservation and needs, including visible deterioration and unforeseen	1,500,000		
	Roofs deferred maintenance – final phase	2,120,000		
	Landscaping (water-wise gardens) and infill areas	500,000		
	Security systems for buildings	750,000		
	Sport	1,000,000		
Total South Campus		5,870,000	6,046,100	6,227,483
BLOEMFONTEIN CAMPUS		80,240,000	82,467,200	84,761,216
	- Capital	72,740,000		
	- Security	4,000,000		
	- Sport	3,500,000		
QWAQWA CAMPUS		19,300,000	19,879,000	20,475,370
	- Capital	17,300,000		
	- Security	1,000,000		
	- Sport	1,000,000		
SOUTH CAMPUS		5,870,000	6,046,100	6,227,483
	- Capital	4,120,000		
	- Security	750,000		
	- Sport	1,000,000		
GRAND TOTAL EXPENDITURE		105,410,000	108,392,300	111,464,069

5.6 Other activities

The UFS established a Third-Stream Income Task Team in March 2019, chaired by the Vice-Chancellor. The objective of the task team is to increase third-stream income by improving UFS interaction with the private and public sectors, ensuring that the UFS curriculum is responsive to the needs of employers, and refining the current financial reporting system to allow continuous and accurate monitoring of third-stream income. The team meets six times per annum and includes faculty deans, key members of Rectorate, and representatives from Institutional Advancement, the Directorate Research Development, and the South Campus.

6. INSTITUTIONAL RISK REGISTER

Table 7 below shows the top institutional risks for 2023 onwards, as at 10 November 2022. Risks are linked to strategic objectives and controls and a summary of action plans to mitigate the identified risks are elucidated in Table 7.

Table 7: Top institutional risks 2023 onwards

No.	Goal	Strategic objective	Risk description	Overall inherent (Impact x Likelihood)		Controls	Control effectiveness	Residual risk (Inherent rating x Control effectiveness)	Summary of action plans
1	To promote stewardship and prioritisation of institutional resources for strategic intent	Ensure the efficiency of non-academic support structures and systems	Interruptions in core business due to power outages (overloading of infrastructure and loadshedding) on Qwaqwa Campus	4	4	- Critical facilities have diesel generators - Entire campus will be supplied by a mix of solar and diesel-generated power	Satisfactory	High	- Short-term goals achieved – network switches on UPSs - Computer labs on UPSs to ensure a seamless transition from grid to emergency power - Microgrid project underway. Ordering of all long lead items secured

No.	Goal	Strategic objective	Risk description	Overall inherent (Impact x Likelihood)		Controls	Control effectiveness	Residual risk (Inherent rating x Control effectiveness)	Summary of action plans
				5	5				
2	To promote stewardship and prioritisation of institutional resources for strategic intent	Ensure the efficiency of non-academic support structures and systems	Cyber (Digital/Information) security	25		<p>The most profound controls implemented by ICT during 2021/2022:</p> <ul style="list-style-type: none"> - Global Protect VPN - Dual-factor authentication on various systems, which will also be extended to other systems in future - DKIM and DMARC (email security) - CASB cloud security on O365 - ApexSQL – database activity monitor - Backup encryption - JAMF drive encryption on Apple devices - File server auditing - Image Now retention and audit - SSL decryption on Gateway - Endpoint detection and response (Cybereason) - Security information and event management (Elastic) - Oracle database activity monitor - Thycotic privileged user management / (phase 1) - Endpoint tunnel (Phase1) - System owner questionnaire - Privilege access permissions - PSAT (ProofPoint security awareness training) 	Satisfactory	High	<p>Planned 2023 and beyond:</p> <ul style="list-style-type: none"> - IS Policy Rewrite (ISO 27001 aligned) - Appscan 360 (user audit management) - Privilege management (Thycotic) - Spirion data classification - Encrypt Oracle Traffic - Oracle database encryption - Disk encryption Windows (MBAM) - Appscan De-identification - End-point data loss prevention - Vulnerability management (extension) - Aruba – trusted/untrusted devices - IOT security - Student email security - Student PSAT rollout (ProofPoint security awareness training) - NAT student network - NAT staff network - Gateway data loss prevention - CIS (control implementation and improvement) - Policy implementation and maturity improvement

No.	Goal	Strategic objective	Risk description	Overall inherent (Impact x Likelihood)		Controls	Control effectiveness	Residual risk (Inherent rating x Control effectiveness)	Summary of action plans
				4	4				
3	To improve our academic excellence, reputation, and impact	Placing increased emphasis on research that advances societal and knowledge impact	Inadequate growth in third-stream income relating to research contracts and the narrowing of national and international funding streams creates over-reliance on first and second-stream income to fund research projects	16		<ul style="list-style-type: none"> - Establishment of a Third-Stream Income Committee for continuous evaluation of the UFS third-stream initiatives/drivers should ensure/enable effective management at faculty level - Continuous engagement between Institutional Advancement, DRD, and the Office for International Affairs to advance research activities - The DRD has designated funding available to brand and showcase research at the UFS; examples include the Annual Research Report, regular Research Communique, and various conference displays - The Centre for Graduate Support offers regular grant writing workshops to equip staff with the necessary skills to apply for third-stream funding - DRD has two calls in progress for IP commercialisation and industry engagement 	Satisfactory	High	<ul style="list-style-type: none"> - Various strategies to stimulate contract research, grant income, and diversify the sources of research income in the development phase - Strategies include faculty programmes to get the UFS closer to industry, the development of research hubs, actively marketing our research and technologies to the industry - Identify key role players and industry sectors where the UFS has little or no involvement - Implement proposal development and proposal tracking modules on RIMS to evaluate activity and success rates - Improve relationships with major funding authorities - Engaging with industries and forming strategic partnerships (spinout companies that could generate passive income in future years)

No.	Goal	Strategic objective	Risk description	Overall inherent (Impact x Likelihood)		Controls	Control effectiveness	Residual risk (Inherent rating x Control effectiveness)	Summary of action plans
4	To improve our academic excellence, reputation, and impact	Placing increased emphasis on research that advances societal and knowledge impact	Share of income from advancement activities stagnates due to economic climate and our ability to raise funds	4	4	<ul style="list-style-type: none"> - IA has a CRM system, which tracks interactions by fundraisers and other staff - The system also tracks contributions received to keep abreast of trends 	Satisfactory	High	<ul style="list-style-type: none"> - Retain existing donors, renew lapsed donors, and acquire new donors. Continuous staff training - Review IA structure to optimise fundraising capacity - Strategic approaches to SETAs and other high probability prospects alongside partner departments such as DRD and Financial Aid

No.	Goal	Strategic objective	Risk description	Overall inherent (Impact x Likelihood)		Controls	Control effectiveness	Residual risk (Inherent rating x Control effectiveness)	Summary of action plans
				4	4				
5	To advance a transformational institutional culture that demonstrates the value of the UFS	Become an institution of choice for exceptional students, academics, and support staff	Difficulty to attract quality diverse UG students	16		- Data and statistics from DIRAP are analysed to check quantity and quality of applications against Size and Shape institutional targets. Narrative toolkit is referenced at campaign conceptualisation	Satisfactory	High	<ul style="list-style-type: none"> - Include the narrative in the messages to promote a sense of belonging and care for all groups - Cross-departmental integration and collaboration to encourage effective oversight of the professional, ethical, and shared service delivery at each touch point between application and enrolment - Visits by the VC, Director SRS, and the school marketer to the principal and or SGB will encourage stronger relationships, which will improve loyalty to and advocacy by schools for the UFS - SRS promotes the academic and student life product at national and international career exhibitions and parent evenings

No.	Goal	Strategic objective	Risk description	Overall inherent (Impact x Likelihood)		Controls	Control effectiveness	Residual risk (Inherent rating x Control effectiveness)	Summary of action plans
6	To advance a transformational institutional culture that demonstrates the value of the UFS	Become an institution of choice for exceptional students, academics, and support staff	Difficulty to attract fee-paying undergraduate students	4	4	- Project plan developed, approved, and in place. Status reports are submitted to Vice-Rector Operations every quarter	Satisfactory	High	<ul style="list-style-type: none"> - Increase the number of Quintile 5 and private schools to visit - Implement a campaign targeting private schools - Conduct a root-cause analysis through a survey of why the institution is losing fee-paying students

No.	Goal	Strategic objective	Risk description	Overall inherent (Impact x Likelihood)		Controls	Control effectiveness	Residual risk (Inherent rating x Control effectiveness)	Summary of action plans
				4	4				
7	To promote stewardship and prioritisation of institutional resources for strategic intent	Ensure the efficiency of the non-academic support structures and systems	Fire response and emergency preparedness	16		<ul style="list-style-type: none"> - University has a contract with ER24 to respond to medical emergencies - Good relationship with Mangaung Metropolitan Municipality Department of Disaster Management - Departmental emergency evacuation plans developed, and drills conducted - Safety functionaries appointed and trained at various buildings - Effective Emergency Management Committee is in place - Regular inspections done by the Mangaung Fire Department - Events and Evacuation Coordinator appointed within Protection Services - Protection Services members are trained on a regular basis to enhance skills and group abilities. Newly appointed response officers on Bloemfontein Campus trained in firefighting 	Satisfactory	High	<ul style="list-style-type: none"> - Purchasing of personal protective equipment and other tools of the trade to be enhanced to ensure the safety of members - Additional training and capacity building are needed for fire response in order to start extinguishing fires in less than five minutes

No.	Goal	Strategic objective	Risk description	Overall inherent (Impact x Likelihood)		Controls	Control effectiveness	Residual risk (Inherent rating x Control effectiveness)	Summary of action plans
8	To improve our academic excellence, reputation, and impact	1.3 Ensure that our academic offering and practices produce desirable graduates	Academic programmes lack local relevance and global competitiveness	3	3	<ul style="list-style-type: none">- Focused quality (programme and/ or departmental) reviews in line with local relevance and global competitiveness of curriculum- Processes and procedures with guidelines implemented in a coherent integrated perspective- Consolidated review report on review outcomes- Improvement plans monitored at AC to ensure that outcomes are implemented	Ineffective	High	<ul style="list-style-type: none">- Quality (departmental and/ or programme) reviews being conducted and updated- Dedicated improvement plans approved by AC. The review will be followed by continuous quality and curriculum improvements- AC monitors the improvement plans and report feedback
				9					

No.	Goal	Strategic objective	Risk description	Overall inherent (Impact x Likelihood)		Controls	Control effectiveness	Residual risk (Inherent rating x Control effectiveness)	Summary of action plans
9	To improve our academic excellence, reputation, and impact	Ensure that our academic offering and practices produce desirable graduates	Unemployability of graduates	3	3	<ul style="list-style-type: none"> - Learning pathway more structured and streamlined - Curriculum review of Cat A programmes - Academic advising collaboration between DIRAP, SAS, teaching and learning managers, and CTL - Graduate attributes to be mapped and designed into the curriculum. External reviews of departments highlight improvements needed within the curriculum - Module catalogue must be neatly aligned - GES monitors and reports on employment trends of UFS graduates to Rectorate and faculties 	Ineffective	High	<ul style="list-style-type: none"> - Programme reviews, cleaning of the module catalogue - CTL has developed and implemented the Curriculum Renewal Programme (CRP) to facilitate the integration of graduate attributes - Integration of graduate attributes into all programmes and will be complemented by the implementation of E-portfolios to better position graduates - Use Graduate Exit Survey to gather data on employability

7. MONITORING AND EVALUATION

The APP serves as the framework for monitoring and evaluating the implementation of the Strategic Plan 2023–2028. The APP will be monitored on a quarterly basis and evaluated and reported on bi-annually through the Mid-year Performance Report and the Annual Report submitted to the Minister of Higher Education, Science and Innovation after consultation with and approval by Council, as per the Regulations for Reporting by Public Higher Education Institutions, issued in terms of the Higher Education Act, 1997 (Act no 101 of 1997) as amended, prescribed in terms of section 41, read with section 69 of the Higher Education Act 1997.

These regulations prescribe the following, which are of immediate concern to councils of universities:

- **These regulations apply to all public higher education institutions.**
- **Each public higher institution must**
 - produce a Strategic Plan and update it at least every five years;
 - submit an Annual Performance Plan to the department annually as further provided for in these regulations, which must be consistent with the Medium-Term Expenditure Framework (MTEF) period, must contain performance targets, and should be aligned to the Strategic Plan;
 - identify a core set of indicators to monitor institutional performance;
 - adopt a mid-year reporting system and submit a Mid-Year Performance Report as further provided for in these regulations; and
 - ensure alignment between the Strategic Plan, Annual Performance Plan (APP), Annual Report, budget documents, and Mid-Year Performance report.

The APP is crafted on an annual basis through a consultative process. The University has the prerogative to carefully consider and select objectives and targets from the Strategic Plan 2023–2028, taking into account the changing higher education landscape and novel circumstances that may impact the University's choices, while maintaining alignment between the Strategic Plan and APP.

The APP serves as the foundation for performance monitoring, evaluation, and reporting. It includes indicators, indicator targets, and planned activities that will be monitored quarterly by reviewing key institutional committees' agendas to include the strategic objectives and indicators as presented herein and through a UFS Strategy Implementation Committee chaired by the Rector and Vice-Chancellor, which will steer the strategic direction and execution transparently and engagingly. The deliberations and progress reports of these stakeholders will be monitored bi-annually through the Mid-year Performance Report and Annual Report. Finally, bi-annual assessment of targets and activities will be effected through performance contracting with executives, deans, and senior management. The performance management system of the UFS remains the key management tool to drive strategy execution.

MR DAVID NOKO

Chairperson of the UFS Council



UFS ANNUAL PERFORMANCE PLAN

2023 TO 2025

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