

UNIVERSITY OF THE FREE STATE STRATEGIC PLAN

2023 TO 2028

Renewal and Reimagination for Greater Impact

(Reviewed and updated: November 2025)

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



UNIVERSITY OF THE
FREE STATE
UNIVERSITEIT VAN DIE
VRYSTAAT
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FREISTATA

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FOREWORD BY THE VICE-CHANCELLOR AND PRINCIPAL



Prof Hester C Klopper
Vice-Chancellor
and Principal

We find ourselves at an extraordinary moment in human history, a moment that demands that we confront an uncomfortable truth. While artificial intelligence capabilities advance exponentially, doubling in power every few months, our educational systems remain fundamentally unchanged from their industrial-era origins. We are preparing students for a world that is transforming faster than we can imagine, using methods designed for a world that no longer exists. The question before us is not whether we will adapt—it is whether we will lead this transformation or be swept aside by it. This is not merely an academic observation, but an urgent call to action that shapes every aspect of our institution.

The mid-term review of our Strategic Plan 2023–2028 has provided invaluable insights into our progress towards Vision 130 and highlighted the need for bold recalibration. Through comprehensive stakeholder engagements, executive and senior leadership summits, and strategic workshops, we have refined our institutional direction to embrace what I call “walking with purpose”—a purposeful stride towards academic excellence, towards holistic transformation, and towards a future where the UFS stands as a beacon of innovation and hope for the Free State, our country, and all of Africa.

Our refined vision positions the UFS as *an innovative research-led, student-centred and regionally engaged university that contributes meaningfully to responsible societal futures*. This is not merely an aspiration, but a living, breathing commitment that every community member must embody. We are building upon a foundation of excellence while preparing students for a world that is transforming faster than we can imagine.

Our path rests on five interconnected strategic pillars: Academic Excellence and AI-Enhanced Research Impact; Institutional Agility in the Age of Exponential Change; Transformational Culture for a New Generation; Systemic Sustainability and Strategic Investment, and Collaborative Innovation and Global Integration. These pillars are underpinned by four essential guardrails: our people as the irreplaceable heart of the UFS, leading through partnership in the age of collaboration, implementation from vision to revolutionary reality, and our unwavering focus on responsible societal futures.

The strategic themes emerging from our extensive consultations—innovative and entrepreneurial ecosystem development, comprehensive internationalisation, academic renewal, systemic sustainability and multi-campus model optimisation—create a comprehensive framework for prioritising initiatives and allocating resources. We are committed to moving beyond incremental adjustments to embrace bold renewal and reshape our position among the leading African universities.

This refined Strategic Plan represents not merely aspirational statements, but a concrete action agenda requiring ongoing leadership commitment, strategic resource allocation and accountability mechanisms. Success will not be measured by plans created, but by sustainable changes implemented and the transformative impact we achieve in creating responsible societal futures through sustainable innovation.

Together, we walk with purpose towards a future where the University of the Free State leads change and shapes the world through innovation and research impact, our world-class academics, and globally sought-after graduates.

Prof Hester C Klopper
Vice-Chancellor and Principal



1. CONTEXT

Higher education institutions worldwide are navigating an unprecedented era of transformation driven by converging global forces that demand strategic agility and innovation. Geopolitical shifts, changing international partnerships and evolving research collaboration networks are reshaping the landscape of academic engagement and knowledge exchange. Simultaneously, rapid technological advancement, particularly the integration of artificial intelligence, digital transformation and data analytics, fundamentally alters pedagogical approaches and workforce requirements.

The global employment market increasingly demands graduates who possess not only disciplinary expertise, but also digital literacy, entrepreneurial thinking and the ability to address complex, interconnected societal challenges. Universities are being called upon to become innovation hubs that bridge academic excellence with real-world impact, fostering inter- and transdisciplinary collaboration and producing knowledge that contributes meaningfully to sustainable development goals and Responsible Societal Futures.

Within the South African context, these global imperatives intersect with distinct national priorities relating to transformation, social justice and economic development, creating unique opportunities and specific challenges for higher education institutions. The country's strategic positioning as a gateway to African markets and its commitment to addressing historical inequities and advancing inclusive development require universities to balance international competitiveness, regional engagement and local responsiveness.

In September 2022, the University Council adopted Vision 130 to set out its strategic intent to reposition the UFS towards 2034, when our institution will commemorate its 130th anniversary. The comprehensive mid-term review conducted in 2025 through extensive institutional stakeholder engagements—including executive and senior leadership summits, strategic workshops and consultations—has provided critical insights into implementation progress and areas requiring strategic recalibration.

This review process, involving the executive, senior and extended leadership groups, has resulted in refined vision and mission statements that capture our institutional aspirations and, emphasising “responsible societal futures through sustainable innovation” reflects our commitment to leading change through innovation and research impact, world-class academics and globally sought-after graduates.

Responsible Societal Futures refers to our commitment as a university to addressing societal challenges through responsible innovation, social responsibility and sustainable development. This includes our willingness to look ahead and anticipate social, economic, environmental and technological shifts—and deliberately guide our research, teaching and learning, community engagement and innovation to address them in a morally and socially accountable way.

Five core strategic pillars will guide our institutional development: innovative and entrepreneurial ecosystem development, comprehensive internationalisation, academic renewal, systemic sustainability and multi-campus model optimisation. These themes align with emerging global trends while addressing specific institutional needs and national development priorities.

Our commitment to sustainable societal impact requires a purpose-driven focus on relevant and cutting-edge research, as well as the preparation of globally competitive graduates who understand the local context and have the appropriate attributes, skills and knowledge to enable them to flourish, enter the economy, shape society and be responsible citizens and future leaders, as well as stewards of the environment. The United Nations Sustainable Development Goals (SDGs) are a primary lens for assessing sustainability and societal impact, incorporating the Africa Agenda 2063 and the National Development Plan 2030.

The refined Strategic Plan 2023–2028 sets goals, objectives and aspirations for the remaining strategy period, disaggregated into activities and measurable performance indicators in a three-year rolling Annual Performance Plan (APP). This strategic framework provides stability and clarity for planning and a framework for decision-making while maintaining scope for promoting change and institutional agility in response to rapidly evolving national, continental and global contexts.

2. STRATEGIC FOCUS OVER THE NEXT THREE YEARS

The strategic focus for the remainder of the 2023–2028 period centres on the transformational implementation of Vision 130 through five interconnected strategic pillars that respond to global disruption and institutional aspirations. Our approach moves beyond incremental improvement to embrace bold renewal and reshaping that positions the UFS at the forefront of educational transformation.

Academic Excellence and AI-Enhanced Research Impact constitute our foundational pillar, integrating cutting-edge technology with deep human insight to create a research and innovation powerhouse. We will pursue measurable academic excellence through transdisciplinary research that tackles complex societal challenges—climate change, inequality, technological disruption, planetary health and social transformation. Establishing our **Free State Futures Forum** as a biennial think tank launching in 2026 will bring together thought leaders to shape the future from the heart of South Africa, for the good of our planet.

Institutional Agility in the Age of Exponential Change addresses the critical imperative for streamlined processes, agile governance structures and rapid implementation capabilities. We will embrace digital transformation as a fundamental reimaging of institutional operations, harnessing artificial intelligence to eliminate bureaucratic bottlenecks while creating an institutional culture where innovation thrives at every level. This includes comprehensive implementation of our digital systems maturity model and strategic administrative and support staff professionalisation.

Transformational Culture for a New Generation emphasises creating an inclusive, values-driven institutional environment that prepares students for a world where emotional intelligence, creativity and adaptability are as valuable as technical knowledge. Our commitment to transformation goes beyond compliance to embody our values of excellence, innovation, impact, sustainability, accountability,

care and social justice. This transformation will be visible in our curriculum, innovative teaching methodologies, interpersonal engagement and deep social connection.

Systemic Sustainability and Strategic Investment ensure long-term institutional viability through income diversification, strategic partnerships and optimised resource utilisation. We are establishing the VC-ISRC Imbewu Legacy Fund for student support and the Talent Magnet Fund for global academic recruitment. Our ambitious target of a twenty-five percent (25%) overall increase in third-stream income by 2027 and a two hundred percent (200%) increase in third-stream income contributions through partnerships and philanthropy demonstrates our commitment to financial sustainability while maintaining our academic mission.

Collaborative Innovation and Global Integration break down artificial barriers between disciplines, institutions and sectors. Our soon-to-be-completed Transdisciplinary Innovation Hub at the South Campus will serve as a living laboratory where students, researchers and industry partners collaborate on real-world challenges. This represents our commitment to becoming an Innovation Hub—a true Entrepreneurial Knowledge Ecosystem where the boundaries between academia and industry dissolve in the service of human progress.

These five pillars are supported by four essential guardrails: recognising our people as the irreplaceable heart of the UFS; leading through partnership in an age of collaboration; maintaining relentless focus on implementation from vision to revolutionary reality, and ensuring that all initiatives contribute to responsible societal futures.

Our strategic implementation incorporates insights from comprehensive stakeholder engagements, including the March 2025 Executive Summit, the May 2025 G25 Workshop, and the August 2025 mid-term review workshops. These consultations have refined our strategic goals and objectives while aligning with Vision 130's core commitments to excellence, transformation and societal impact.

Integrating artificial intelligence and digital technologies across all institutional functions reflects our recognition that we are preparing students for a world where AI will transform every profession and industry. Our graduates will distinguish themselves, not through memorisation or instruction-following—capabilities where AI excels—but through creative thinking, deep empathy, critical questioning, assumption challenging and collaborative work with humans and artificial intelligence systems.

This strategic focus period will establish the UFS as a responsive institution that is regionally and globally recognised as a quality contributor to research and educational opportunities that attracts high-calibre students and scholars. Success depends on harnessing our distinctive strengths, embracing our diversity and promoting a culture of responsible leadership and resource stewardship.

The refined Strategic Plan prioritises measurable outcomes while maintaining our commitment to promoting an affirming transformational experience for staff, students and communities. Our strategy is geared towards greater innovation, visibility and impact, striving to be a university that meaningfully supports societal development through responsible societal futures.

3. BUILDING ON THE ACHIEVEMENTS IN THE RECENT PAST

Strategic planning allows one to reflect on achievements during the previous strategy period, take stock of what has become operational and reset strategic priorities for meaningful and sustainable change.

The past three years (2023–2025) of implementing this six-year strategy have seen significant progress towards Vision 130 objectives. We have successfully foregrounded policies, procedures and systems

supporting increased postgraduate enrolments while attracting higher-performing students and improving success and throughput rates.

Our contribution to providing graduates in scarce skills areas has increased, particularly in architecture, medical sciences and sustainable agriculture. These increases demonstrate success in ensuring curricular relevance and graduate employability through ongoing curriculum renewal and transformation efforts, coupled with coordinated approaches to student experience, academic quality enhancement, learning analytics and graduate attributes development.

The University has invested significantly in teaching and learning staff, emphasising academic qualifications with systems for staff development, recognition and reward. Curriculum renewal processes have been embedded as fundamental components of learning and teaching.

The UFS has excelled in contributing to local, regional and global knowledge, particularly through increased research impact and uptake. Research output quality is improving, as reflected in the rising number of international journal publications. Research productivity has improved in publication numbers and per capita output, including postgraduate research. The number of leading researchers is growing, and identified research areas of strength and distinctiveness are being developed through focused resource allocation.

The efficiency and effectiveness of UFS governance and support systems have improved through increased policy management capacity, enhanced student representation in institutional governance, and improved data systems integration and management information credibility. Significant infrastructure investments in information technology and physical infrastructure have supported these improvements.

Regarding positive societal impact using the SDG lens, the UFS has moved beyond disciplinary boundaries through embedded collaborative research, an emphasis on multidisciplinary approaches and the incorporation of interdisciplinary research across faculties. We are expanding impact through targeted student enrolment increases, language transformation, curriculum reform and increased open-access publications aligned with global open science movement commitments.

The UFS's participation in the Times Higher Education World University and Impact Rankings demonstrates performance on a par with well-regarded national peers, with 2023 and 2025 rankings showing consistent improvement trajectories.

The previous Integrated Transformation Plan's focus on systems and processes forms the foundation for Vision 130 evolution. While much previous work continues and has become embedded within operational structures, these continuing activities provide the foundation for Vision 130 implementation and strategic advancement.

4. THE UFS STRATEGIC PLAN 2023 TO 2028

4.1. VISION

The UFS aspires to be an innovative research-led, student-centred and regionally engaged university that contributes meaningfully to responsible societal futures.

4.2. MISSION

The University will generate and impart new knowledge that advances innovative and sustainable solutions to inform society's contemporary and future progress.

4.3. 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.



EXCELLENCE

Excellence: We are committed to pursuing excellence in every aspect of university life. Excellence is the foundation of rigour in our scholarship, including the advancement, imparting and application of knowledge. It informs our learning, teaching, research, broader engagement, and management and governance processes.



INNOVATION
AND IMPACT

Impact: The University's goal is to be a university meaningfully supporting sustainable societal development. We value and encourage creativity and strive to identify, question and challenge the status quo. Our knowledge will continue to contribute to developing the Free State, South Africa and the African continent, as well as advancing global knowledge and understanding.



ACCOUNTABILITY

Accountability: We recognise our obligation to students, staff, stakeholders, society and the global knowledge community. We will be stewards of good governance who are accountable, responsible and dutiful in our actions. We will be conscientious in utilising financial and physical resources and having an impact on the broader environment.



CARE

Care: We are committed to creating circumstances that are conducive to high-quality teaching, learning and scholarship, while emphasising the well-being and happiness of the university community. We are committed to caring for ourselves, our fellow humans and the natural environment. We seek new citizenship and ways of promoting a sense of belonging at the UFS, premised on respect, inclusivity and empathy.



SOCIAL JUSTICE

Social justice: In pursuing social justice, we seek to advance the values of human dignity through ethical and transparent institutional responsiveness. We interpret social justice within the South African historical context to emphasise inclusiveness, the reduction of inequality and the creation of opportunities and pathways out of poverty and dispossession. Our commitment to social justice calls everyone to build on productive foundations and create new structures in pursuit of truths and practices that grant human dignity to everyone.



SUSTAINABILITY

Sustainability: We commit to ethical and responsible stewardship of all institutional resources, processes and practices to ensure operational, financial, environmental and societal sustainability. We aspire to live harmoniously with our environment, influencing all our choices and decisions.

4.4. GOAL 1:

Improve our academic excellence, reputation and impact

Excellence, reputation and impact are inextricably bound and mutually reinforcing; the University therefore continues its commitment to pursue excellence in every aspect of university life.

In Vision 130, excellence is an institutional value that (in the academic project context) is the foundation of rigour in scholarship, which includes advancing, imparting and applying knowledge.

In the research context, this entails an emphasis on visibility and impact for sustainability. The University embeds itself within national and international scholarly communities and strengthens partnerships with industry and the world of work.

In the learning and teaching context, the University has made significant strides in the success and employability of its graduates. The focus now turns to graduate desirability and their ability to make a lifelong societal impact.

Objective 1.1: *Increase impactful, collaborative research that addresses societal challenges, leverages digital innovation and aligns with the SDGs, positioning the UFS as a national and global leader.*

Vision 130 emphasises research impact, embracing both knowledge and societal impact. This identifies the need for a greater focus on collaborative research that can attract large-scale funding, as well as niche areas where the University is seen as a national and global leader. For research sustainability, research teams must attract funding covering research costs and the university's overhead contributions.

By 2028, we will increase the budget allocated to research endeavours, contribute significantly to Sustainable Development Goals and increase the number of highly productive, internationally competitive research groups.

Objective 1.2: *Increase the quantity, quality and diversity of academic staff with a renowned global reputation, supported by targeted recruitment, professional development and competitive retention strategies.*

Research excellence rests on researcher quality, research team quality and team leadership quality. Vision 130 commits to recruiting and retaining internationally recognised academics in fields relevant to the UFS's local, national and international context. We will recruit and retain promising postdoctoral scholars with established academic records and increase the proportion of academic staff with doctoral qualifications who are actively conducting research.

By 2028, we will increase the number of principal research leaders in specific fields, as well as leading researchers and scholars and collaborations with targeted international institutions, while also increasing the proportion of research-active academics.

Objective 1.3: *Deliver academic offerings and practices that produce graduates who are highly employable, digitally literate and equipped to contribute meaningfully to society and the economy.*

Vision 130 commits to student success, throughput, graduateness and employability, with an enhanced focus on excellence. A key excellence indicator targets graduates who are more than employable—UFS graduates should be desirable and sought after, should create employment and be seen as exceeding mere employability quality.

By 2028, we will improve UFS graduate desirability and increase postgraduate enrolments as a share of total enrolments.

4.5. GOAL 2:

Promote an environment of agility, flexibility and responsiveness based on trust and accountability

Organisations that are innovative and seen as leaders in their field should be agile, flexible and responsive. The organisational members move decisively, operate autonomously and make decisions quickly within trust and retrospective accountability frameworks.

As the University recruits and retains leading academics with international reputations, it needs room to focus on scholarship, innovation and excellence. As we attract talented students, we must provide safe, supportive environments conducive to pursuing excellence.

Objective 2.1: *Streamline, digitise and continuously improve policies, systems and processes to drive efficiency and responsiveness.*

Increasing the number of researchers with international reputations and top graduate students necessitates increasingly enabling support structures. Acquiring a reputation for being responsive to academic project needs requires environments where processes are simplified and decisions are appropriately delegated.

By 2028, we will streamline approval processes, reduce decision-making time and improve staff satisfaction with institutional policies, processes and procedures.

Objective 2.2: *Establish academic structures and leadership capacity that foster cross-functional collaboration, agility and effective decision-making.*

It is recognised that certain aspects of academic departmental structures are fragmented and disjointed. Historically, departmental structures have been based on traditional academic disciplines, resulting in many departments with suboptimal numbers of academics to deliver the academic project.

By 2028, we will improve academic departments' knowledge strength and structure, composition and scope, review the rationale for the existence of very small departments and improve academic leadership seniority.

Objective 2.3: *Leverage digital technologies, business intelligence, AI and data analytics to enable evidence-based decision-making, continuous improvement and institutional agility.*

The academic project evolves through targeted interventions and decision-making. As delegation levels increase, decision-making must become more transparent and responsive, facilitated by digitising information and tools for rapid, devolved, evidence-based decision-making.

By 2028, we will increase the application of business intelligence tools by university managers and work towards integrating information systems for better and faster decision-making.

4.6. GOAL 3:

Advance a transformational institutional culture that demonstrates the values of the UFS

A culture informed by university values is critical for an institution that aspires to excellence, visibility and impact. The University will become a vibrant space for innovative, constructive and critical engagement where ideas are discussed, contested, improved and implemented while demonstrating human connectedness, respect and solidarity across social and historical divides.

Objective 3.1: *Create an inclusive, supportive environment for constructive engagement, well-being and continuous measurement of cultural transformation.*

We are committed to creating circumstances conducive to high-quality learning, teaching and scholarship, while emphasising the University community's well-being.

By 2028, we will advance an institutional culture and climate encouraging robust engagement.

Objective 3.2: *Become an institution of choice for exceptional students, academics and support staff, through a values-driven culture and competitive opportunities for growth and recognition.*

Vision 130 requires recruiting and retaining internationally recognised academics in fields relevant to the UFS's local, national and global context. This creates the reputation needed to attract top students and support staff while appointing promising postdoctoral scholars with established academic records.

By 2028, we will establish a reputation for excellence and impact among external stakeholders, improve graduate and undergraduate student satisfaction, and increase the number of high-performing matriculants and postgraduate students choosing to enrol at the UFS.

Objective 3.3: *Become a home for staff and students from diverse backgrounds, fostering a sense of belonging and supporting holistic development.*

To retain exceptional staff and students, the University must become a supportive institution where routine activities enhance the academic project. All staff and students should experience a sense of belonging at the University.

By 2028, we will create an institutional culture and climate that creates a sense of belonging for all and improves retention of excellent staff and students.

Objective 3.4: *Improve the equity profile of academic leadership through targeted recruitment, systematic monitoring and accountability mechanisms.*

Diversity and inclusivity are hallmarks of our commitment to social justice. The UFS pursues diversity among students and staff, including a diversity of ideas, perspectives and methodological approaches, with particular attention to racial, socio-economic, gender, capability and epistemological diversity.

By 2028, we will improve the equity profile of the professoriate while enhancing intellectual diversity, focusing on gender parity in all leadership positions.

4.7. GOAL 4:

Promote stewardship and prioritisation of institutional resources for strategic intent

Resources include people, academic and research spaces, physical infrastructure, technology and finance. The University must ensure that limited resources are used to maximum impact.

Our commitment to strengthening postgraduate studies and research while reducing undergraduate emphasis changes the dynamics within faculties and departments. Research focus requires shifts in responsibilities, workloads and funding mechanisms to support greater emphasis on knowledge advancement and application.

Objective 4.1: *Optimise professional and support structures through digital transformation, process automation and regular review.*

The University's diverse skills and competencies are manifested in its academic, professional, support and service staff. Moving forward requires taking advantage of current and emerging technologies to improve efficiency through investment in people and infrastructure.

By 2028, we will improve support structure and function efficiency for the academic project and target specific high-impact processes for digitisation.

Objective 4.2: *Deploy the principles of resource investment to enable academic excellence, with a particular emphasis on research, postgraduate studies and sustainable innovation infrastructure.*

A research-led university requires investment to be research-productive and this includes creating environments that are conducive to innovation, supportive of emerging scholars and graduate students, and welcoming to visiting students and staff.

By 2028, we will increase investment in postgraduate infrastructure and research centres of excellence while improving the satisfaction of researchers, postdoctoral fellows and graduate students.

Objective 4.3: *Increase our research and innovation competitiveness by diversifying revenue streams, strengthening partnerships and commercialising intellectual property.*

Institutional research income should reflect the University's efforts towards a 30/70 distribution between postgraduate and undergraduate enrolments by 2034. This will require attracting sustainable research funding, possibly through large, self-sustained research centres.

By 2028, we will increase research income, emphasising research grants, commercialisation and targeted contract research.

Objective 4.4: *Review and regularly align academic programmes and support systems to maximise efficiency and relevance to market and societal needs.*

The University offers many programmes, some of which are below sustainability thresholds and are provided by part-time staff. These programmes may be using resources that could be invested in a new focus on postgraduate studies and research.

By 2028, we will review the viability of academic programmes and departments to enhance academic strength and coherence.

4.8. GOAL 5:

Establish collaborative innovation and global integration

Like other higher education institutions, the UFS finds itself in a fast-paced, changing society. These changes bring complex problems requiring innovation and collaboration at all societal levels. Technology has cemented global integration, reminding us of how we are bound together.

We will make bold decisions to champion innovations anchored in deep collaborations locally and globally, including investing in transdisciplinary efforts across campuses to break down artificial barriers and championing an innovation hub to promote a true entrepreneurial knowledge ecosystem.

Objective 5.1: *Break down artificial barriers between disciplines, institutions and sectors to foster groundbreaking discoveries at the intersection of disciplines.*

The complexity of societal problems calls for solutions developed within more than one discipline or field of study. Research generation and knowledge training experienced by students at undergraduate and postgraduate levels should accommodate inter- and transdisciplinarity.

By 2028, we will increase the number of research centres in niche areas, promoting discipline intersections and increasing research impact across institutions and sectors, both locally and globally.

Objective 5.2: *Develop the UFS as an innovation hub and true innovative entrepreneurial knowledge ecosystem, thriving on creative synergy across all three campuses.*

A 21st-century university should be a centre of innovation and entrepreneurship where creativity is supported so that new ideas can be turned into prototypes or services that respond to human challenges.

By 2028, we will invest in pockets of innovation and entrepreneurship across all three campuses to provide systematic support.

Objective 5.3: *Create dynamic spaces where students tackle society's most complex challenges and learn to direct questions and ensure that AI serves humanity's highest aspirations.*

The speedy evolution of AI usage in higher education is a global phenomenon that we must embrace. Implementing change management and providing AI adoption support has the potential to limit fear and create optimal learning environments for students and staff.

By 2028, we will develop AI policies and guidelines and systematically support students and staff.

5. IMPLEMENTATION OF STRATEGIC PLAN 2023 TO 2028

Implementing our strategy will focus on key drivers to realise Vision 130, requiring strategic choices. The Annual Performance Plan 2026 to 2028 is a strategic vehicle to assist in executing our choices. There will always be continuing activities that sustain university operations and are not foregrounded in the APP.

The APP is reviewed annually, and it remains the University's prerogative to consider activities that find expression in the APP carefully. Structures are in place to monitor and evaluate progress and facilitate internal and external requisite reporting.

Implementation success depends on sustained leadership commitment, adequate resource allocation, systematic change management, and accountability for outcomes across all institutional levels. Our strategic direction represents collective wisdom and commitment to transformational change and strategic excellence, positioning the UFS to achieve Vision 130 and fulfil its mission as a leading African university contributing meaningfully to responsible societal futures.



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STRATEGIC PLAN

2023 TO 2028

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