

# ANNUAL PERFORMANCE PLAN 2023 to 2025

2024 UPDATE

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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:

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

### 2.1 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**.

### 2.2 Mission

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

### 2.3 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 and include the following:

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

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.					
	The University's ultimate goal is to be a university that impactfully supports societal development.					
Mission						
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	<b>1.1:</b> Placing increased emphasis on research that advances societal and knowledge impact <b>1.2:</b> Ensuring the quantity, quality and diversity of academic staff with renowned global reputation <b>1.3:</b> Ensure that our academic offerings and practices produce desirable and successful graduates.		<b>2.1:</b> Ensure the policies, systems, processes and practices are appropriate, effective, and efficient <b>2.2:</b> Ensure appropriate academic structures as well as management and leadership capacity <b>2.3:</b> Leverage the use of digital technologies, business intelligence and analytics to enable evidence-based decision-making		<b>3.1:</b> Creating a vibrant space for and acceptance of constructive and critical engagement. <b>3.2:</b> Become an institution of choice for exceptional students, academics and support staff <b>3.3:</b> Become a home for staff and students from diverse backgrounds <b>3.4:</b> Improvement in the equity profile of academic leadership	
					<b>4.1:</b> Ensure the efficiency of the non-academic support structures and systems <b>4.2:</b> Ensure the principles of investment to enable academic excellence with particular emphasis on research and postgraduate activity. <b>4.3:</b> Increase our research and innovation competitiveness <b>4.4:</b> Ensure 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

## 2.4 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.

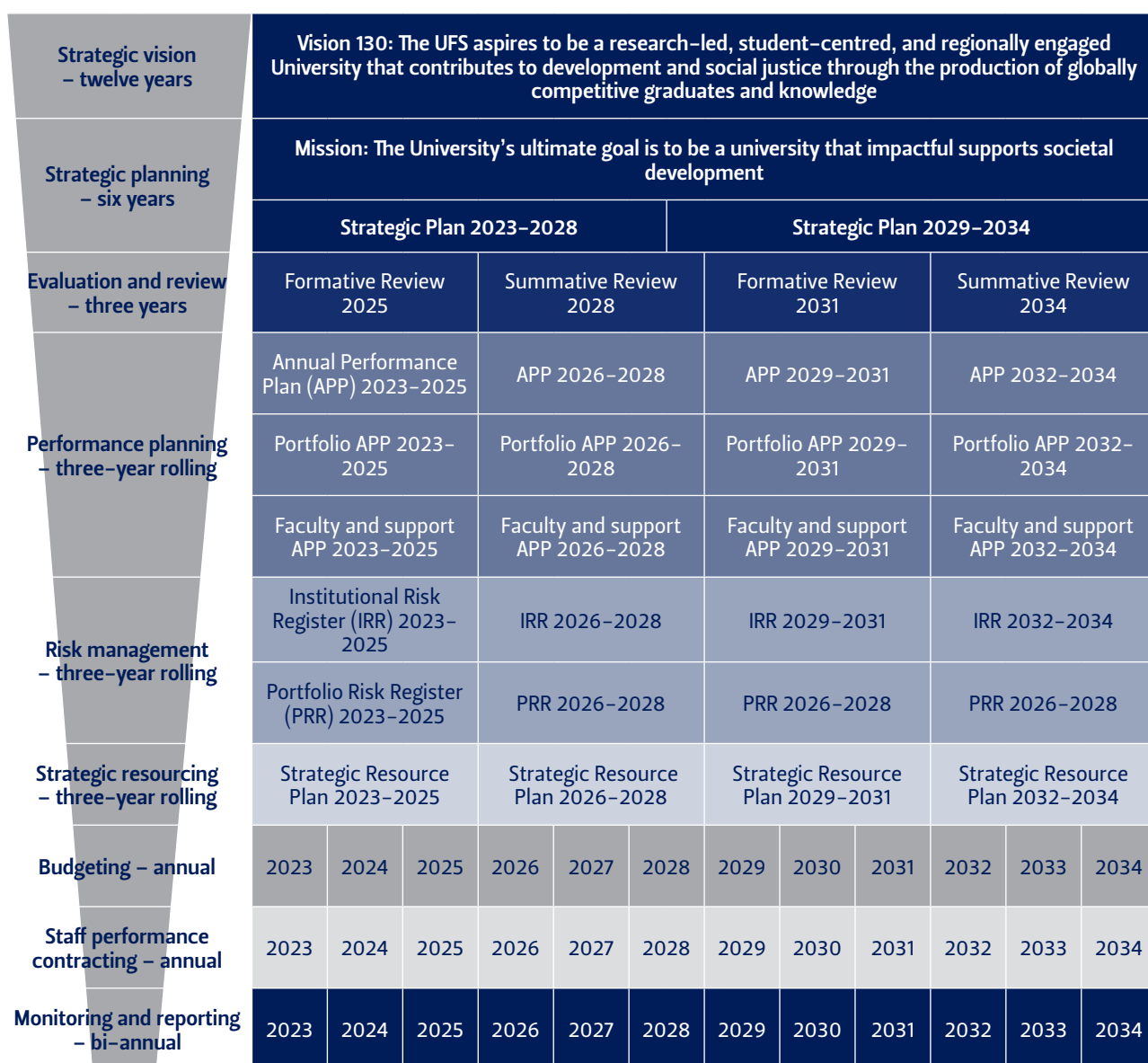
The framework furthermore aims to demonstrate that our aspirational goals, as presented in Strategic Plan 2023 to 2028 and the Annual Performance Plan 2023 to 2025 – as a contract with the Minister of Higher Education, Science and Innovation – play a constructive role in clarifying the strategic direction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

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.



**Figure 2: UFS integrated planning 2023 to 2034**

## 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.

The UFS revised its three-year plan, as submitted to the Department of Higher Education and Training (DHET) in December 2022, to reflect both changes in its strategic priorities for 2024 and 2025 and its progress against its selected KPIs and planned activities. Aligned with Vision 130 and Strategic Plan 2023 to 2028, the UFS has identified five strategic drivers for 2024 as follows:

1. *Successful transition of students from under- to postgraduate studies.*
2. *Growth in postgraduate student enrolments.*
3. *Growth in research supervisory capacity.*
4. *Integrated resourcing.*
5. *Growth of high-impact, strategic alliances.*

These drivers demonstrate the University's commitment to the expansion of its research enterprise, focusing during 2024 on research education at the postgraduate level, research resourcing, and partnerships for impact.

### 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 Deputy Vice-Chancellor 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 Vice-Chancellor and Principal. 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 selected three KPIs to monitor its progress towards achieving Objective 1.1. The first tracks 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 tracks publication citation rates in relation to the Sustainable Development Goals (SDGs). Through this KPI, the UFS monitors the impact of its research outputs on society (through the SDGs) and the global body of knowledge (through citation rates). The UFS also monitors 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.

Indicator 1.1.1 (see Table 1) measures the share of total income directed to research and has been updated for the current APP submission. For all new indicators (marked with \* in Table 1), the previous approved APP noted that the baseline would be established in 2023 and the 2023 target would be equivalent to the baseline. The calculation of KPI 1.1.1 was confirmed during 2023 and is detailed in Appendix 1. The indicator name has been updated to reflect the exclusion of residential income from total income in the calculation. The KPI baseline is set as per the indicator calculation for 2023. Given recent changes in the UFS's research environment, and that the indicator is new and trend data is limited, the UFS has set the targets for 2024 onwards conservatively, to increase by 0,2% annually.

Indicator 1.1.3 is also a new indicator, updated for the current submission. The indicator reflects the reputation of the UFS as perceived by published scholars around the world. The baseline is set as per 2022 data. The targets for 2023 to 2025 are based on the data trend in the KPI and are set to increase by 2 votes annually.

To achieve Objective 1.1, the UFS is undertaking two strategic activities over the three-year period of the APP: Firstly, it is reviewing and redesigning the modality of the resourcing of its research enterprise. This entails innovation in its budgeting process to ensure seamless alignment of institutional resource allocation with the strategic intent of the University. Secondly, it is revising 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 Deputy Vice-Chancellor: Research and Internationalisation.

##### 4.1.1.2 Objective 1.2 *Ensure the quantity, quality, and diversity of academic staff with renowned global reputation*

The UFS monitors three quantitative KPIs in terms of Objective 1.2. It measures 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). Indicator 1.2.1 reflects the international reputation of UFS academics. Indications at mid-year with regard to progress towards achieving the 2023 target requires that the UFS updates its 2024 and 2025 targets, i.e., these targets have been decreased. The 2024 target for indicator 1.2.2 (academics who author accredited publications) has also been revised upwards, based on mid-year results, which show that the UFS had already exceeded its 2024 target for this KPI by June 2023. The UFS also tracks the research publication outputs of its staff as an indicator of the research activity of its academics. Despite a slight change to 2024/2025 targets, the long-term targets for these KPIs remain set 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 is taking 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. To this end, the UFS is reviewing and redesigning its institutional academic staff development initiatives, looking inward to its established, new, and potential (e.g., postdoctoral fellows) academic staff members. The revision of human resource policies on academic staff recruitment, employment, and reward is 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 Deputy Vice-Chancellor: Research and Internationalisation is accountable for these activities.

#### **4.1.1.3 Objective 1.3** *Ensure that our academic offerings and practices produce desirable and successful graduates*

The perceived desirability of UFS graduates serves as a qualitative KPI for Objective 1.3 and is measured through a UFS stakeholder 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.

Indicator 1.3.1 measures the share of external stakeholders who consider the UFS as a producer of desirable graduates. The pilot first survey was conducted during 2023 and while preliminary results are very positive, the response rates were relatively low. The baseline and 2023 target was therefore set lower than the pilot survey results, at 50%, with an average annual increase of 2% thereafter. The survey will again be conducted during 2024 and the results will inform target-setting for 2025 onwards.

The UFS also monitors 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 an increase in postgraduate enrolments to 30% of total enrolments by 2034 (i.e., to achieve a 30:70 ratio between post- and undergraduate enrolments).

The Deputy Vice-Chancellor: Academic is accountable for three activities under Objective 1.3: The UFS is strengthening its academic advisory boards in all faculties and building new industry-faculty collaborations to promote curriculum relevance and impact; re-engineering curriculum processes to fully exploit opportunities presented by new advanced technologies; and reviewing 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** *Ensure the policies, systems, processes, and practices are appropriate, effective, and efficient*

The UFS monitors 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 identify the different practices that shape our decision-making arrangements and improve our performance. The indicator is measured through a UFS Survey of Employee Experience (SEE), focusing on 17 processes that are critical to the realisation of Vision 130.

As noted in the previous APP submission, indicator 2.1.1 is a new indicator. The disaggregation by length of tenure has been removed from the calculation (and KPI title) in order to simplify the measure. The baseline and 2023 target has been set at 41%, based on the results from the pilot survey conducted in 2023. 2024 and 2025 targets have been set conservatively at a 2% annual increase. Based on 2024 interventions and survey results the UFS may revise the 2025 and subsequent targets upwards.

To this end, this objective's planned activities are to first identify and prioritise these 10 to 20 operational processes and associated policies and review them. In addition, the delegation of authority is being reviewed, and a set of principles are being devised to be applied during any decision-making process to increase the speed of decision-making. Accountability for these activities resides with the Registrar.

#### **4.1.2.2 Objective 2.2** *Ensure appropriate academic structures as well as management and leadership capacity*

Two quantitative KPIs are applied to monitor progress towards Objective 2.2. Academic management and leadership capacity is 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 serves as a proxy measure of the appropriateness of academic structures. In terms of the rank of academic department heads (see KPI 2.2.1 in Table 1), the 2024 and 2025 targets have been revised downwards based on the UFS mid-year KPI results which indicate a slower-than-expected growth in professoriate heads of departments. The longer-term target to increase the share of these heads who are part of the professoriate to 75% by 2028 remains unchanged. Targets for indicator 2.2.2 (have also been revised upwards based on mid-year results.

The Deputy Vice-Chancellor: Academic is accountable for developing a set of principles to establish academic departments, reviewing and realigning faculty structures, and implementing new structures. The Deputy Vice-Chancellor: Research and Internationalisation is revising the structure of the research support function and will implement appropriate structures and capacity for the Directorate Research Development and the Centre for Graduate Support. The Deputy Vice-Chancellor: Academic is defining management and leadership requirements per faculty, initiating a capability audit, and will implement new faculty structures and performance agreements for faculty management.

#### **4.1.2.3 Objective 2.3** *Leverage 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) is 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. However, based on lower-than-expected mid-year results, targets for 2024 and 2025 for indicator 2.3.1 have been revised downwards.

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 Deputy Vice-Chancellor: Academic is accountable for this activity.

### 3

#### **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 is monitored through two qualitative *KPIs* concerning staff and student experience. The UFS SEE measures staff members' experience of engagement in the UFS environment, while the South African Survey of Student Engagement (SASSE) measures 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.

Indicator 3.1.1 is a new indicator based on the SEE. Based on the results of the 2023 pilot survey, the baseline and 2023 target has been set at 60%, and the 2024 and 2025 targets have likewise been set conservatively at a 2% annual increase. Based on 2024 interventions and survey results the UFS may revise the 2025 and subsequent targets upwards. Disaggregation by length of tenure has also been removed from the calculation (and KPI title) in order to simplify the measure.

Three high-level activities assist the UFS in achieving this objective. The Deputy Vice-Chancellor: Operations is accountable to develop and implement tailor-made training programmes for senior and middle managers; the Registrar is reviewing committee structures and implementing revised structures; and the Deputy Vice-Chancellor: Institutional Change, Strategic Partnerships and Societal Impact promotes and monitors future-centric dialogue within the UFS community.

#### **4.1.3.2 Objective 3.2** *Become an institution of choice for exceptional students, academics, and support staff*

Both qualitative and quantitative *KPIs* are used to track progress towards Objective 3.2. External and internal stakeholder perceptions of the UFS as an institution of choice is measured through a UFS stakeholder Brand and Reputation Survey. The pilot survey was conducted during 2023 and based on the results the baseline and 2023 target was set at 60%, with an average annual increase of 1% thereafter (see KPI 3.2.1 in Table 1). The survey will again be conducted in 2024 and the results will inform target-setting for 2025 onwards.

The esteem of the UFS among exceptional students is 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 2024 target for the indicator on APS (KPI 3.2.2) has been revised upward based on mid-year results which indicate that the UFS already exceeded its 2024 target by June 2023.

The UFS targets 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 Vice-Chancellor and Rector is accountable. The Deputy Vice-Chancellor: Academic is steering the activity of employing and promoting a diverse and talented academic staff complement (prioritising staff with doctorates); the Deputy Vice-Chancellor: Operations is accountable for recruiting and retaining a support staff complement that supports the Academic Project; and the Registrar is reconceptualising student recruitment to recruit top matriculants and graduate students, and will redesign the recruitment, application, and offer management processes in line with the new approach.

#### **4.1.3.3 Objective 3.3** *Become a home for staff and students from diverse backgrounds*

The UFS has selected two *KPIs* to monitor Objective 3.3. The first qualitative KPI measures 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.

Based on mid-year results, the 2024 and 2025 targets for this indicator have been revised downwards (see 3.3.1 in Table 1). The UFS maintains its longer-term target to increase student satisfaction to more than 75% by 2028.

The second (quantitative) indicator measures the share of academic staff members who leave the UFS within three years of joining. The calculation and targets of this KPI has been revised from the previous APP submission. Previous targets were set to maintain the number of new academics leaving within three years. The new calculation sets the baseline for 2022 at 12%, with conservative targets of 1% improvement per year set thereafter to below 10% by 2025.

With regard to planned activities, the Executive Director: Students Affairs is accountable for reviewing the student accommodation and student life, and devising and implementing a new concept and strategy to promote a sense of student belonging and wellbeing. The Deputy Vice-Chancellor: Operations will devise and implement 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** *Improvement in 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 Deputy Vice-Chancellor: Academic is accountable for this activity.

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

#### **4.1.4.1 Objective 4.1** *Ensure the efficiency of the non-academic support structures and systems*

Staff experience of the efficiency of administrative structures and systems serves as a qualitative KPI for Objective 4.1 and is measured through the UFS SEE. This is a new indicator (KPI 4.1.1) and based on the results of the 2023 pilot survey, the baseline and 2023 target has been set at 46%, and the 2024 and 2025 targets set to increase by 2% annually. Based on 2024 interventions and survey results the UFS may revise the 2025 and subsequent targets upwards. Disaggregation by length of tenure has been removed from the calculation (and KPI title) in order to simplify the measure.

In addition, the share of 17 processes (see Objective 2.1) that are digitalised is measured quantitatively. This is also a new indicator, revised from the previous submission. At mid-year 2023 four out of 17 prioritised processes were considered fully digitalised. The baseline has therefore been set at 24% and targets set to increase by one process annually.

The UFS will achieve this objective by digitalising the 17 processes critical to the realisation of Vision 130; reviewing the associated policies and structure, capacity, skills and competencies required; and initiating an institutional-wide redesign process of non-academic support structures. The Registrar is accountable for this activity.

#### **4.1.4.2 Objective 4.2** *Ensure the principles of investment to enable academic excellence with particular emphasis on research and postgraduate activity*

One qualitative KPI was selected to monitor Objective 4.2 (KPI 4.2.1 in Table 1). Postgraduate student satisfaction with the services and support provided by the UFS (including accommodation) is measured through the UFS Student Experience Survey. The instrument was piloted during 2023 and addresses matters specifically related to the postgraduate student experience, and data was collected from postgraduate students (including postdoctoral fellows). However, the calculation (and title) of the indicator have been revised for the current APP submission to exclude satisfaction with accommodation, given that the vast majority of postgraduate and postdoctoral respondents to the pilot survey indicated residence-related services as 'not applicable'. The baseline is therefore set at 54% as per the survey results, and 2024 and 2025 targets are set conservatively to increase by 2% annually.

The Deputy Vice-Chancellor: Operations is accountable for the planned activity of 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 will be paid to the necessary infrastructure and technologies required at the Qwaqwa and South campuses to attract and retain exceptional students and academic staff.

#### **4.1.4.3 Objective 4.3** *Increase our research and innovation competitiveness*

The share of income originating from the research endeavour is 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 is focussing on research centres of excellence and research chairs to achieve this objective. Parameters for research chairs and centres of excellence will be set, and the processes of identifying and establishing these chairs and centres in critical niche areas will be initiated. The Deputy Vice-Chancellor: Research and Internationalisation is *accountable* for this *activity*.

#### **4.1.4.4 Objective 4.4** *Ensure the efficiency of academic programmes, offerings, and academic support systems*

Objective 4.4 is 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 plans. This indicator (KPI 4.4.1) is new and has been updated from the previous submission. The baseline is set at 85% of plans being viable, and the 2024 and 2025 targets have been set for at least 20 plans (15% of those that are not viable at baseline measure) to become viable/be replaced with viable plans/be discontinued per year.

The Student Experience Survey uses questions related to specific academic support services for students, e.g., central and faculty-based student administration and tutorial services, to measure satisfaction. The pilot survey was conducted during 2023 and the baseline has been set at 54% and targets are set to increase at 2% per year.

The Deputy Vice-Chancellor: 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 followed by streamlining the UFS PQM according to a set of agreed indicators; review of all modules 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 – 2024 updated**

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	BASELINE	TARGETS		
			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 that is directed to research <sup>1</sup>	14,8%	14,8%	15%	15,2%
	1.1.2 Three-year citation rate in selected SDGs <sup>2</sup>	13,3	15	17	19
	1.1.3 UFS research reputation among published academics worldwide <sup>3</sup>	10,6	12	14	16
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 <sup>4</sup>	2,6%	4%	4,5%	6%
	1.2.2 Number of academic staff who authored an accredited publication output as a share of permanent academic staff <sup>5</sup>	45%	48%	55%	58%
	1.2.3 Co-publication: Scholarly output with international collaborators as a share of total scholarly output <sup>6</sup>	44,3%	45,5%	47%	48%
1.3 Ensure that our academic offerings and practices produce desirable and successful graduates	1.3.1 External stakeholder perceptions of the desirability of UFS graduates <sup>7</sup>	50%	50%	52%	54%
	1.3.2 Postgraduate enrolments as a share of total enrolments <sup>8</sup>	15%	16%	16%	17%
Goal 2: To promote an environment of agility, flexibility and responsiveness based on trust and accountability					
2.1 Ensure 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 <sup>9</sup>	41%	41%	43%	45%
2.2 Ensure appropriate academic structures as well as management and leadership capacity	2.2.1 Share of academic department heads who are associate or full professors <sup>10</sup>	51%	55%	55,2%	57%
	2.2.2 Share of academic departments with less than 10 permanent academic staff members <sup>11</sup>	57%	57%	61%	60%

## FOOTNOTES

1. Operational budget allocation for research (including postgraduate bursaries, salaries, and strategically appropriable funds), earmarked government grants for research, and total NRF and research contract income, as a share of total income excluding residential income.
2. Citations per publication, or the number of citations that UFS publications received on average, calculated over three years, only in the SciVal/SCOPUS research areas of SDG 2: Zero Hunger, 3: Good Health and Well-being, 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. Reputation of the UFS as perceived by published scholars around the world; sourced from Times Higher Education (THE) DataPoints Reputation Dashboard; based on over 100,000 survey respondents from 2,500 institutions worldwide. Respondents 'vote' for their top 10 universities worldwide and the numerical KPI value is the number of votes that the institution received from the respondents.
4. Share of permanently appointed instruction/research staff who are leading international and internationally acclaimed researchers and prestigious awardees (i.e., those rated A, B and P by the NRF).
5. Number of instruction/research staff who authored an accredited publication output, including all types of DHET-accredited publication outputs, irrespective of the number of output units generated by the author, as a share of permanently appointed instruction/research staff.
6. Scholarly output (number of publications) with international co-authors as a share of total scholarly output at the UFS.
7. Share of external stakeholder survey respondents (excluding current UFS staff and students) who would recommend the UFS as a producer of desirable graduates, and/or agree that the UFS' academic offerings and practices produce desirable graduates, and/or that UFS graduates are preferred employees.
8. Doctoral, Master's, Honours, and other postgraduate enrolments below Honours level, as a share of total enrolments.
9. Share of staff survey respondents who are satisfied with 17 processes that have been identified by the UFS as key to realising Vision 130.
10. Academic department heads who are associate or full professors as a share of all academic department heads.
11. Academic department with nine or fewer permanent instruction/research staff as a share of all academic departments.

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	BASELINE	TARGETS		
			2023	2024	2025
2.3 Leverage 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 <sup>12</sup>	21%	29%	30%	35%
<b>Goal 3: To advance a transformational institutional culture that demonstrates the values of the UFS</b>					
3.1 Creating a vibrant space for, and acceptance of, constructive and critical engagement	3.1.1 Staff experience of engagement <sup>13</sup>	60%	60%	62%	64%
	3.1.2 Undergraduate student experience of advanced student-lecturer engagement <sup>14</sup>	20%	23%	25%	28%
3.2 Become 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 <sup>15</sup>	60%	60%	61%	62%
	3.2.2 Share of first-time entering undergraduate students with admission point score (APS) of 35 and above <sup>16</sup>	17%	19%	22,5%	24%
	3.2.3 Share of transfer Master's and doctoral enrolments who transferred from top South African universities <sup>17</sup>	7,9%	8,6%	9,3%	10%
3.3 Become a home for staff and students from diverse backgrounds	3.3.1 Student satisfaction with being on campus <sup>18</sup>	50%	55%	55,5%	56,5%
	3.3.2 Share of new academic staff members leaving the UFS within the first three years of appointment <sup>19</sup>	12%	11%	10%	9%
3.4 Improvement in 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 <sup>20</sup>	21%	25%	29%	33%

## FOOTNOTES

12. Management staff members who sign in to the UFS PowerHEDA Dashboards as a share of all management staff members, where management staff members include staff appointed in junior, middle, senior and top management job categories, as well as those appointed as academic management.
13. Share of staff survey respondents who agree with 12 statements measuring engagement in the workplace.
14. Share of undergraduate student survey respondents who report that they have often engaged in advanced forms of student-lecturer engagement during the current academic year, where advanced forms of student-lecturer engagement include the following: talked about their career plans with a lecturer; worked with a staff member on activities other than academic work; discussed module/subject topics, ideas, or concepts with a lecturer outside of class; and discussed their academic performance with a lecturer.
15. Share of internal and external stakeholder survey respondents who would recommend the UFS as a leading (top-tier) university of choice, and/or agree that the UFS is an institution of choice for employees and students.
16. Share of first year (i.e., first-time entering undergraduate) students with an admission point score of 35 and above.
17. Master's and doctoral students who enrol at the UFS as a transfer from a top South African university, where these include the top 5 universities in the Times Higher Education World University Rankings, as a share of all Master's and doctoral students who enrol as transfers to the UFS from another university.
18. Share of student survey respondents who report being satisfied with feeling safe on campus, feeling at home on campus, and with student-staff relations, race relations, and gender relations on campus.
19. Share of instruction/research staff members who were newly appointed in permanent positions and who left the UFS within three years of appointment due to resignations, retirements and retrenchments.
20. 'Black' includes African, Coloured and Indian staff members, irrespective of nationality.

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	BASELINE	TARGETS		
			2023	2024	2025
Goal 4: To promote stewardship and the prioritisation of institutional resources for strategic intent					
4.1 Ensure the efficiency of the non-academic support structures and systems	4.1.1 Staff experience of efficiency of administrative support structures and systems <sup>21</sup>	46%	46%	47%	48%
	4.1.2 Share of key administrative processes that are digitalised <sup>22</sup>	24%	24%	29%	35%
4.2 Ensure 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 <sup>23</sup>	54%	54%	56%	58%
4.3 Increase our research and innovation competitiveness	4.3.1 Research income as a share of total income <sup>24</sup>	13%	15%	17%	20%
4.4 Ensure the efficiency of academic programmes, offerings, and academic support systems	4.4.1 Programme and Qualification Mix (PQM) viability <sup>25</sup>	85%	85%	87%	89%
	4.4.2 Student satisfaction with academic support services	54%	54%	56%	58%

## FOOTNOTES

21. Share of staff survey respondents who are satisfied with 27 listed UFS support services.

22. Share of 17 processes identified as critical to the realisation of Vision 130 that are 100% digitalised.

23. Share of postdoctoral fellow and postgraduate student survey respondents who are satisfied with 17 relevant support services provided to students by the UFS.

24. Income from research output block grant, earmarked grants for research, and contracts for research and clinical research activities), as a share of the grand total income of the Group.

25. Share of PQM plans that are viable, as measured through the UFS PQM Viability Index.

**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 <sup>26</sup>	Design a new modality for resourcing the research enterprise, aligned with strategic intent	Implement a new modality for resourcing the research enterprise	Deputy Vice-Chancellor (DVC): 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	DVC: 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	DVC: 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	DVC: 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	DVC: Research and Internationalisation
1.3 Ensure that our academic offerings and practices produce desirable 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	DVC: 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	DVC: 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	DVC: Academic

## FOOTNOTES

26. During 2023, the UFS prioritised 17 processes as the most critical to give expression to Vision 130, i.e. (1) student recruitment, (2) enrolment management, (3) certification and graduation, (4) institutional budgeting/resource allocation, (5) research funding/resourcing, (6) research support, (7) postgraduate student support, (8) postgraduate progression award programme, (9) curriculum design and development, (10) curriculum governance and administration, (11) review of academic offerings, (12) programme and qualification mix planning, (13) academic student advising, (14) academic staff workload allocation, (15) institutional culture and climate support, (16) business intelligence/management information, and (17) marketing and communication. Activities related to these processes are indicated in grey highlight.

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 Ensure the policies, systems, processes, and practices are appropriate, effective, and efficient	Prioritise at least 10 processesxxvi (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
	Investigate 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 Ensure 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	DVC: 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	DVC: 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	DVC: Academic
2.3 Leverage 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	DVC: 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	DVC: 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	DVC: Institutional Change, Strategic Partnerships and Societal Impact
3.2 Become 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	Vice-Chancellor and Principal
	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	DVC: 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	DVC: Operations
3.3 Become a home for staff and students from diverse backgrounds	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
	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	DVC: Operations
3.4 Improvement in 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 particularly women	Monitor the experiences of new staff members, in particular, those from designated groups	DVC: 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 Ensure 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 Ensure 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	DVC: Operations
4.3 Increase 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 the establishment of research chairs	DVC: Research and Internationalisation
4.4 Ensure the efficiency of academic programmes, offerings, and academic support systems	Conduct a Programme and Qualification Mix (PQM) audit as reflected in the PQM Viability Index, review the programmes structures and accreditation processes	Commence with the streamlining of the PQM in accordance with the agreed indicators as reflected in the PQM Viability Index	Continue with the streamlining of the PQM in accordance with the agreed indicators as reflected in the PQM Viability Index	DVC: 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	DVC: 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	DVC: 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	
			BASLINE	MID-YEAR	YEAR-END	MID-YEAR	YEAR-END	MID-YEAR	YEAR-END
ENROLMENTS									
1	Total headcount (HC) enrolments (contact and distance)		40 954	37 561	41 734	37 958	42 175	38 273	42 526
	First-time entering undergraduate HC enrolments (contact and distance)		8 006	7 200	8 000	7 245	8 050	7 290	8 100
FP	Foundation student HC intake into the first year		1 847	1 477	1 641	1 408	1 564	1 373	3 765
9	Proportion of total HC 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 <sup>27</sup>	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									
33	Total success rates		83%	N/A	83%	N/A	84%	N/A	84%
35	Graduate HC 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 undergraduate graduate HC in scarce skills areas	Engineering	7	N/A	17	N/A	18	N/A	20
Life and Physical Sciences		359	N/A	404	N/A	415	N/A	430	
Animal Sciences		42	N/A	57	N/A	58	N/A	59	
Human Health		273	N/A	361	N/A	363	N/A	350	
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 <sup>28</sup>	N/A	1 040	N/A	1 135	N/A	1 245
44		Total publication output units per capita	1.5 v	N/A	0.93	N/A	0.99	N/A	1.04

### FOOTNOTES

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

28. Audited values for 2020, as of March 2022

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:

- Consider a slight increase 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.
- Revisit the proportional distribution between post- and undergraduate headcount enrolments to ensure adequate capacity and progression from undergraduate to Honours, Master's, and doctoral studies.
- Give expression to the UFS vision of becoming a research-led university through a higher growth percentage for postgraduate studies.
- Ensure that a growth strategy for postgraduate studies is in line with the overall carrying capacity of the University.
- Reduce distance education provisioning due to the low uptake, quality education, and strategic intent.
- Ensure optimal staff-student ratios, including infrastructure, pedagogy, mode of delivery, and staffing.

These principles have been applied consistently and allowed the UFS to reflect critically on 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, which is indicative of the realisation of Vision 130.

### 4.3 Earmarked grants from the Department of Higher Education and Training

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 2025**

	Allocation	Allocation	Allocation
	2022/2023	2023/2024	2024/2025
Infrastructure and Efficiency Grant (IEG)	R 131 830 000,00	R 63 291 000,00	R 94 899 000,00
University Capacity Development Grant (UCDG)	R 37 159 000,00	R 38 443 000,00	R 40 080 000,00
New Generation of Academics Programme (nGAP)	R 11 195 416,00	–	TBC <sup>29</sup>
Foundation Provision Grant (FPG)	R 67 160 000,00	R 54 485 000,00	TBC
Clinical Training Grant (CTG)	R 44 788 000,00	R 45 474 000,00	R 41 426 000,00

#### 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.

## FOOTNOTES

29. To be confirmed: No confirmation has been received from the DHET on 2024/2025 nGAP and FPG funding (September 2023).

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 in successive cohorts over six years.

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, i.e., 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; and additional coordination and advising capacity.

#### **4.3.5 Clinical Training Grant**

The Clinical Training Grant has dedicated plans for allocating 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 2024 to 2027**

### **5.1 Budget 2024**

#### **5.1.1 Subsidy**

The proposed subsidy to higher education institutions is announced by the Minister of Higher Education, Science and Technology after the Medium-term Expenditure Framework (MTEF) discussions in October or later 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 following should be noted in respect of the Minister's MTEF announcement in November 2023 regarding the subsidy allocation:

- This may soon be under pressure as per early warnings of overall budget cuts by the fiscus and the national obligation of NSFAS bursary funding being close to the total block grant to universities.
- The approved subsidised TIUs of 2022 are used for the calculation of the 2024 subsidy, which constitutes 61% of the total block grant received by the UFS. The approved TIUs of the UFS remains stable in terms of size compared to the sector. However, this is subject to the UFS reaching these targets.

### 5.1.2 Tuition

The budgeted tuition fee income increased by 6.89% for 2024 (2023: 2.25%). A projected CPI for 2024 equal to 5% was used for adjustments similar to the national fee adjustment in previous years. The remaining 1.89% adjustment included in the budget is the result of a decreased provision in credit loss from 6% to 5%, an assumption that student numbers will not decrease any further, and fee recalculations resulting from changes to the programme qualification mix of the UFS.

### 5.1.3 Other income

Other income mainly consists of recovered credit losses 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

As shown in section 5.2, staff remuneration costs as a percentage of total income constitute 60.48% (2023: 60.36%). It remains a priority for the UFS to maintain total staff costs within the ideal benchmark of 60% of income. If the ratio is between 60% and 62%, it is considered a high risk.

While there is a view in the sector that the salary to Council-controlled income should not exceed 62%, the current lower percentage in total staff costs is maintained due to the real risk of the Minister announcing reduced subsidies and an accompanying cap on fee adjustments.

Salary negotiations take place at the Joint Bargaining Forum where the current model of maintaining the affordability of the total staff costs within the agreed 53% (excluding the Faculty of Health Sciences) limits are strictly adhered to.

Annual increases include both market alignment and cost-of-living adjustments. While the data provides insight into the historical trend of the increase in staff remuneration adjustments, it is not an indicator of the future, as total staff costs are managed in accordance with the framework provided for in the financial sustainability model.

### 5.1.5 Supplies and services

With the exception of the operational expenditure included in the pillars of a sound-practice budget, all other operational expenditure should be funded from the supplies and services budget. It is proposed that a 4% increase (on 2023 allocations) in operational allocations be granted for the 2024 budget.

### 5.1.6 Sundry transfers

These transfers aim to disclose expenditure that naturally does not fit into the categories of staff costs or operational expenditure. The most significant items are:

- Bursaries awarded: Bursaries funded from the central budget amounts to R167,182 million (2023: R136,124 million). In line with the vision of becoming a research-led university, an additional R20 million for postgraduate bursaries is proposed. This is further supplemented by the investment returns on available funds for bursaries, which amounts to R16,865 million (2022: R15,727 million).
- Salaries paid and funded from other sources, e.g., the strategic funds and earmarked subsidies. This is done to ensure that all salaries paid 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 appropriate funds (strategic funds)

Capital expenditure funded through the University budget is included in the budgeted strategic fund allocation.

## 2025–2027 ASSUMPTIONS

The most important assumptions for the 2025 – 2027 forecast are the following:

	2025	2026	2027
Increase in subsidy	2.5%	3%	3%
Increase in tuition fee income <sup>30</sup>	5.5%	4.5%	4.5%
Other income	5%	5%	5%
Staff remuneration	% income growth (3.9%)	% income growth (3.7%)	% income growth (3.7%)
Supplies and services <sup>31</sup>	9.0%	9.0%	9.0%
Strategic funds	Amounts allocated to strategic purposes are remainder of available funds.		

<sup>^</sup> Considering the transition/enrolment change from UG to PG as well as funding challenges

<sup>\*</sup> The higher-than-CPI increase in the forecast is to make provision for an inflationary adjustment and growth in the academic environment.

### 5.1.8 Financial sustainability review

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

- Increasing 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.
- Subsidy revenue is optimised 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 fellows to increase research output.
- (All of the above are rigorously pursued by the Vice-Chancellor and Principal, the DVC: Academic, and the DVC: Research and Internationalisation, with the assistance of the deans.)
  - Focusing more on student enrolments in support of institutional goals, including the ratio of self-paying students.
- Expenditure is managed by:
  - Optimising resources due to the rearticulation of academic programmes.
  - Ensuring that the pillars of sound-practice budgeting are funded appropriately.
  - Keeping total staff remuneration costs within the 60% of salary to Council-controlled income.
- The risk is always high if we move above 60% and critical if we exceed 62%. The critical risk is embedded in the recurring nature of staff costs, which affects the livelihood of staff if reduction of salaries or retrenchment occurs.
  - Maintaining fee income in the face of Vision 130's planned decrease in student numbers and the impact thereof on moving towards 62% and above.

The management of these issues is probably one of the biggest challenges the UFS faces, as staff remuneration costs must be managed within the expected spending range while maintaining academic excellence. This must be done in a climate that is characterised by the huge pressure exerted on universities by demands for free education and/or much lower fees. A fine balance should therefore be struck between human resource capacity needs, fair remuneration, the ability to attract and retain excellent academic staff, and the future size and shape of the UFS. Staff remuneration includes all costs associated with staff, which in turn includes costs associated with postretirement obligations and accumulated leave.

### FOOTNOTES

30. Increase in tuition fee income is the net result of anticipated fee adjustment, growth in student numbers, and changes in provision for credit risk. The enrolment plans were submitted to the DHET and must still be approved. Any changes in enrolment plans will require an adjustment of assumptions.

31. The higher-than-CPI increase in the forecast for the funds spent on supplies and services is to make provision for an inflationary adjustment and growth in the academic enterprise as well as the increase in the rates for water, electricity, and municipal services. The total spent will, however, remain stable as a percentage of total income.

### 5.1.9 Cash flow

The presented budget is also a reflection of the cash flow activities that are 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 effects are insignificant.

## 5.2 Long-term financial review 2023 to 2027

*Bloemfontein, Qwaqwa and South Campus (R'000)*

	2023 UPDATED BUDGET	2024 BUDGET	2025 FORECAST	2026 FORECAST	2027 FORECAST
<b>1. General subsidy</b>	<b>1 772 376</b>	<b>1 800 568</b>	<b>1 845 583</b>	<b>1 900 950</b>	<b>1 957 979</b>
As % of income	54,19%	53,00%	52,29%	51,92%	51,56%
<b>2. Tuition and other fees</b>	<b>1 459 673</b>	<b>1 560 306</b>	<b>1 646 123</b>	<b>1 720 199</b>	<b>1 797 608</b>
As % of income	44,63%	45,93%	46,64%	46,99%	47,34%
<b>3. Other income</b>	<b>38 670</b>	<b>36 122</b>	<b>37 928</b>	<b>39 825</b>	<b>41 816</b>
As % of income	1,18%	1,06%	1,07%	1,09%	1,10%
<b>TOTAL INCOME</b>	<b>3 270 720</b>	<b>3 396 997</b>	<b>3 529 634</b>	<b>3 660 973</b>	<b>3 797 402</b>
Growth in income	2,6%	3,9%	3,9%	3,7%	3,7%
<b>1. Staff costs</b>	<b>1 974 161</b>	<b>2 054 344</b>	<b>2 134 557</b>	<b>2 213 984</b>	<b>2 296 490</b>
As % of income	60,36%	60,48%	60,48%	60,48%	60,48%
<b>2. Supplies &amp; Services</b>	<b>852 627</b>	<b>908 711</b>	<b>990 495</b>	<b>1 079 640</b>	<b>1 176 808</b>
As % of income	26,1%	26,8%	28,1%	29,5%	31,0%
<b>3. Sundry transfers</b>	<b>88 586</b>	<b>126 224</b>	<b>133 059</b>	<b>140 347</b>	<b>148 020</b>
<b>EXPENDITURE SUB TOTAL</b>	<b>2 915 374</b>	<b>3 089 279</b>	<b>3 258 111</b>	<b>3 433 971</b>	<b>3 621 318</b>
Funds available before investment income	355 345	307 718	271 523	227 002	176 084
Investment income	237 411	274 534	282 770	291 253	299 990
Budget variances available to budget	-31 186	187 140	0	0	0
<b>FUNDS AVAILABLE FOR RESERVES, INSTITUTIONAL PIL-LARS AND STRATEGIC FUNDS</b>	<b>561 570</b>	<b>769 391</b>	<b>554 293</b>	<b>518 255</b>	<b>476 075</b>
	-561 570	-769 391	-554 293	-518 255	-476 075
Reserves (2%)	<b>71 222</b>	<b>73 745</b>			
Institutional pillars(including capex)	<b>377 692</b>	<b>418 309</b>			
Strategic projects	<b>112 657</b>	<b>277 338</b>			
<b>FUNDS TRANSFERRED TO NEXT YEAR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### NOTES

- Increase in tuition fee income is the net result of anticipated fee adjustment, growth in student numbers, and changes in provision for credit risk. The enrolment plans were submitted to the DHET and must still be approved. Any changes in enrolment plans will require an adjustment of assumptions.
- The higher-than-CPI increase in the forecast for the funds spent on supplies and services is to make provision for an inflationary adjustment and growth in the academic enterprise as well as the increase in the rates for water, electricity, and municipal services. The total spent will, however, remain stable as a percentage of total income.

## 5.3 Housing and residence affairs budget 2024 and forecast 2025 to 2028

### Bloemfontein, Qwaqwa and South Campus

	32	33	34	35	
	2024 BUDGET	2025 FORECAST	2026 FORECAST	2027 FORECAST	2028 FORECAST
<b>TOTAL INCOME</b>	<b>254 930 310</b>	<b>270 136 400</b>	<b>286 251 265</b>	<b>303 329 290</b>	<b>321 428 114</b>
Accommodation	250 443 846	265 470 477	281 398 705	298 282 627	316 179 585
Other income	4 486 465	4 665 923	4 852 560	5 046 662	5 248 529
<b>TOTAL EXPENSES</b>	<b>246 922 802</b>	<b>263 445 480</b>	<b>281 181 712</b>	<b>300 228 807</b>	<b>320 692 467</b>
Personnel expenditure	92 644 986	97 277 235	102 141 097	107 248 151	112 610 559
Electricity and water	62 473 151	68 720 466	75 592 513	83 151 764	91 466 941
Maintenance	26 031 438	27 593 324	29 248 924	31 003 859	32 864 090
Interest and redemption	31 702 366	34 080 050	36 636 054	39 383 751	42 337 532
Other expenses	34 070 861	35 774 404	37 563 125	39 441 281	41 413 345
<b>SURPLUS/(DEFICIT) BEFORE CAPITAL EXPENSES</b>	<b>8 007 509</b>	<b>6 690 920</b>	<b>5 069 553</b>	<b>3 100 483</b>	<b>735 647</b>
LESS: Asset preservation reserve 2.5% of accommodation income (Urgency to upgrade old residences in support of the academic project)	- 6 261 096	- 6 636 762	- 5 069 553	- 3 100 483	- 735 647
<b>SURPLUS/(DEFICIT) AFTER CAPITAL PRESERVATION</b>	<b>1 746 412</b>	<b>54 158</b>	<b>-</b>	<b>-</b>	<b>-</b>

### FOOTNOTES

32. 7% increase in accommodation income for 2024 and 6% increase from 2025 onwards

33. Full occupancy planned for 2024 (97% and upwards)

34. Personnel expenditure include cleaning personnel cost

35. External loan commitments



## 5.4 Capital budget 2024 and proposed capital budgets 2025 to 2026

	2024	2025	2026
<b>A: BLOEMFONTEIN CAMPUS</b>			
Academic facilities	12 750 000	12 750 000	12 750 000
1 General: Emergency repairs/paintwork	1 000 000	1 000 000	1 000 000
2 Lecture Rooms	3 000 000	-	-
3 Equitas Auditorium	750 000	-	-
4 Revitalization of Library Interior spaces – floors 2 & 8	8 000 000	-	-
5 Needs identified Academic facilities	-	11 750 000	11 750 000
Support Services	1 000 000	1 000 000	1 000 000
6 GdT Third floor	1 000 000	-	-
7 Needs identified Support services facilities	-	1 000 000	1 000 000
Student Facilities	4 500 000	4 500 000	4 500 000
8 Accessibility (Lift replacement)	1 500 000	-	-
9 Accessibility (Lift Upgrading Biology Mabaleng)	3 000 000	-	-
10 Accessibility according to survey	-	4 500 000	4 500 000
Art/Theatres	500 000	500 000	500 000
11 Scaena	500 000	-	-
12 Wynand Mouton	-	500 000	500 000
Landscaping	2 000 000	2 000 000	2 000 000
13 Landscaping (water wise gardens, infill areas and outside learning areas)	2 000 000	2 000 000	2 000 000
Road- and transport systems	2 500 000	2 500 000	2 500 000
14 Road Maintenance Plan	2 500 000	2 500 000	2 500 000
Infrastructure and large asset perseverance projects	31 500 000	31 500 000	31 500 000
15 Electrical High voltage system (11kV Network)	3 500 000	3 500 000	3 500 000
16 Electrical network: Upgrading of electrical work in buildings	3 500 000	3 500 000	3 500 000
17 Library Air conditioning replacement (floors 2 and 8)	6 000 000	-	-
18 FGG Replacement of HVAC next Phase (3 of 5)	3 000 000	-	-
19 Major air conditioning replacements according to condition assessment	-	9 000 000	9 000 000
20 Solar installation and off-grid solutions	10 000 000	10 000 000	10 000 000
21 Boiler replacement	3 000 000	3 000 000	3 000 000
22 Health & Safety	2 500 000	2 500 000	2 500 000

	2024	2025	2026
<b>General</b>	<b>40 490 000</b>	<b>25 490 000</b>	<b>25 490 000</b>
23 Smaller needs requested by faculties and support services	5 500 000	5 500 000	5 500 000
24 Additional requests by faculties and support services	10 000 000	-	-
25 Signage	990 000	990 000	990 000
26 General Planning and managing of projects	1 000 000	1 000 000	1 000 000
27 Air conditioning general areas	5 000 000	5 000 000	5 000 000
28 Furniture – general	1 500 000	1 500 000	1 500 000
29 Security systems to buildings	4 000 000	4 000 000	4 000 000
30 Sport	3 500 000	3 500 000	3 500 000
31 Sport: Additional requests	5 000 000	-	-
32 Provision for Unforeseen expenses	4 000 000	4 000 000	4 000 000
<b>Total Bloemfontein Campus</b>	<b>95 240 000</b>	<b>80 240 000</b>	<b>-</b>
<b>B: QWAQWA CAMPUS</b>			
1 General asset preservation and needs incl. visible deterioration	1 800 000	2 300 000	2 300 000
2 Upgrading of infrastructure (water and sewer)	-	3 000 000	3 000 000
3 Landscaping Intsika	1 500 000	-	-
4 Landscaping (water wise gardens, infill areas and outside learning areas)	-	1 000 000	1 000 000
5 Minor Electrical needs	2 000 000	2 000 000	2 000 000
6 Student Centre	5 000 000	-	-
7 Library	1 000 000	5 000 000	5 000 000
8 Upgrading of NAS Laboratories	2 000 000	3 000 000	3 000 000
9 Tutorial venues	3 000 000	-	-
10 Solar installation and off-grid solutions	5 000 000	5 000 000	5 000 000
11 Provision for Unforeseen expenses	1 000 000	1 000 000	1 000 000
12 Security systems to buildings	1 000 000	1 000 000	1 000 000
13 Sport	1 000 000	1 000 000	1 000 000
<b>Total Qwaqwa Campus</b>	<b>24 300 000</b>	<b>24 300 000</b>	<b>24 300 000</b>
<b>C: SOUTH CAMPUS</b>			
14 General asset preservation and needs incl. visible deterioration	1 620 000	1 620 000	1 620 000
15 Solar and off-grid solutions	2 500 000	2 500 000	2 500 000

	2024	2025	2026
16 Security systems to buildings	–	–	–
17 Sport	1 000 000	1 000 000	1 000 000
<b>Total South Campus</b>	<b>5 120 000</b>	<b>5 120 000</b>	<b>5 120 000</b>
<b>BLOEMFONTEIN CAMPUS</b>	<b>95 240 000</b>	<b>80 240 000</b>	<b>80 240 000</b>
– Capital	82 740 000	72 740 000	72 740 000
– Security	4 000 000	4 000 000	4 000 000
– Sport	8 500 000	3 500 000	3 500 000
<b>QWAQWA CAMPUS</b>	<b>24 300 000</b>	<b>24 300 000</b>	<b>24 300 000</b>
– Capital	22 300 000	22 300 000	22 300 000
– Security	1 000 000	1 000 000	1 000 000
– Sport	1 000 000	1 000 000	1 000 000
<b>SOUTH CAMPUS</b>	<b>5 120 000</b>	<b>5 120 000</b>	<b>5 120 000</b>
– Capital	4 120 000	4 120 000	4 120 000
– Security	–	–	–
– Sport	1 000 000	1 000 000	1 000 000
<b>GRAND TOTAL</b>	<b>124 660 000</b>	<b>109 660 000</b>	<b>109 660 000</b>

## 5.5 Other activities

The UFS aims to increase third-stream income by improving UFS partnerships with the private and public sectors. Since 2023, the main responsibility for third stream income resides with Institutional Advancement and the Directorate Research Development. Based on historical trends, achievability, and the strategic priorities of Vision 130, the UFS is engaging with stakeholders to set third-stream income targets in different income categories at institutional and faculty level. Consequently, the UFS APP 2025 will include a third-stream income budget, based on targets negotiated and agreed upon within faculties.

## 6. Institutional Risk Register

Table 5 below shows the top institutional risks for 2024 onwards, as of September 2023. Risks are linked to strategic objectives and controls and a summary of action plans to mitigate the identified risks are elucidated in Table 5.

**Table 5: Top institutional risks 2024 onwards**

NO.	RISK DESCRIPTION	OVERALL INHERENT (IMPACT X LIKELIHOOD)		CONTROLS	CONTROL EFFECTIVENESS	RESIDUAL RISK (INHERENT RATING X CONTROL EFFECTIVENESS)	SUMMARY OF ACTION PLANS
1	Interruptions in core business due to power outages in Qwaqwa due to the dilapidated municipal infrastructure and loadshedding	5	4	<ul style="list-style-type: none"> <li>Qwaqwa campus microgrid in place to supply power during outages.</li> <li>Constant monitoring of system.</li> <li>Standby teams available to assist on short notice/after hours.</li> <li>Area fenced off with access control and CCTV.</li> </ul>	Very strong	Medium	<ul style="list-style-type: none"> <li>Load reduction scheme to effectively manage diesel costs and allow use of heaters in residences implemented.</li> <li>Expansion of solar system and possible battery storage by May 2024.</li> </ul>
2	Cyber (digital) security	5	5	<p>Projects in progress 2023:</p> <ul style="list-style-type: none"> <li>Security Information and Event Management (Elastic; completed)</li> <li>Endpoint Central (patch management)</li> <li>Tenable.IO</li> <li>IS policy rewrite (ISO 27001 aligned)</li> <li>Additional staff member appointed SOC (completed Sept 2023)</li> <li>Digital security orientation training for new appointees (continuous)</li> <li>Simulated phishing campaigns (continuous)</li> <li>MARSH/AIG minimum deductible insurance controls (completed)</li> </ul> <p>The most profound controls implemented by ICT during 2021/2022:</p> <ul style="list-style-type: none"> <li>Global Protect VPN</li> <li>Dual-factor authentication</li> <li>DKIM and DMARC (email security)</li> <li>CASB cloud security on O365</li> <li>ApexSQL – database activity monitor</li> <li>Backup encryption</li> <li>JAMF drive encryption on Apple devices</li> <li>File server auditing</li> <li>Image Now retention and audit</li> <li>SSL decryption on Gateway</li> <li>Endpoint detection and response (Cybereason)</li> <li>Oracle Database Activity Monitor</li> <li>Centrify privileged user management (phase 1)</li> </ul>	Strong	High	<p>Projects in progress 2023:</p> <ul style="list-style-type: none"> <li>Trusted and untrusted network architecture to align with the services orientation (in progress)</li> <li>Desktop encryption (in progress)</li> <li>Oracle Traffic Encryption (dependent on ERP optimization project; start 2023)</li> <li>Oracle Database Encryption (dependent on ERP optimization project, start 2023)</li> <li>Spirion data classification (in progress)</li> <li>Oracle Database Deidentification (dependent on ERP optimization project, start 2023)</li> <li>PeopleSoft Data Masking (Appsian) (in progress)</li> <li>IS Policy rewrite (ISO 27001 aligned; in progress)</li> <li>Simulated phishing campaigns (continuous)</li> <li>Digital security orientation training for new appointees (continuous)</li> </ul>

NO.	RISK DESCRIPTION	OVERALL INHERENT (IMPACT X LIKELIHOOD)		CONTROLS	CONTROL EFFECTIVENESS	RESIDUAL RISK (INHERENT RATING X CONTROL EFFECTIVENESS)	SUMMARY OF ACTION PLANS
3	Failure to increase emphasis (resources and attention) on research that advances societal and knowledge impact (SDG's) and funding	5	5	<ul style="list-style-type: none"> <li>Align annual budget to research with strategic intent.</li> <li>Provide funding for publication costs.</li> <li>Improved digital identity and footprint through use of ORCID.</li> <li>Future Professoriate Mentoring Group.</li> <li>Development of young academics through the UCDG and the nGAP.</li> <li>Faculty Advisory Committees evaluate the Faculty research agenda, advise on industry trends, associated risks and provide guidance to improve collaborations and networks.</li> </ul>	Satisfactory	High	<ul style="list-style-type: none"> <li>Review the research agenda, with a specific focus on the SDGs and high-impact research.</li> <li>Translate the research agenda into research strategies, including requisite resources and infrastructure plans.</li> <li>Implement and monitor the research strategies and agenda, and revise accordingly.</li> </ul>
4	Failure to increase our research and innovation competitiveness to diversify income streams and show value proposition	4	4	<ul style="list-style-type: none"> <li>Designated funding for IP commercialisation and industry engagement</li> <li>Workshops to equip staff with the skills to apply for grant funding.</li> <li>Industry mentorship programme to deepen engagement with industry.</li> <li>Improved visibility of UFS researchers' outputs through ORCID and Open Access.</li> <li>Coordinate visits with sponsors and industry to showcase UFS skills and potential for collaborations.</li> </ul>	Satisfactory	High	<ul style="list-style-type: none"> <li>UFS to register on the TIA I Bridge Portal.</li> <li>Directorate Research Development (DRD) website to advertise UFS expertise, services, accredited labs, and infrastructure.</li> <li>Dedicated personnel for grant writing and applications.</li> <li>Set parameters for research chairs and centres of excellence.</li> </ul>
5	Share of income from advancement activities stagnate due to economic climate and our inability to raise funds	4	4	<ul style="list-style-type: none"> <li>Institutional Advancement uses a customer relationship management system to track interactions with fundraisers and other staff, as well as contributions received to keep abreast of trends.</li> </ul>	Satisfactory	High	<ul style="list-style-type: none"> <li>Strategic approaches to SETAs and other high-probability prospects alongside partner departments such as DRD and Financial Aid.</li> <li>Explore international funding opportunities.</li> <li>Retain existing donors, renew lapsed donors, and acquire new donors.</li> </ul>

NO.	RISK DESCRIPTION	OVERALL INHERENT (IMPACT X LIKELIHOOD)		CONTROLS	CONTROL EFFECTIVENESS	RESIDUAL RISK (INHERENT RATING X CONTROL EFFECTIVENESS)	SUMMARY OF ACTION PLANS
6	Difficulty to attract and retain quality fee-paying students and students from minority groups	3	5	<ul style="list-style-type: none"> <li>Recruitment and Admission Strategy implemented.</li> <li>Approved Admissions Policy.</li> <li>Faculty rules.</li> <li>Approved enrolment plans.</li> <li>Prospectus in place.</li> <li>Offer management.</li> </ul>	Satisfactory	High	<ul style="list-style-type: none"> <li>Recruitment strategy targeting quintile 5, private schools and homeschooling communities implemented.</li> <li>Communication and Marketing to profile UFS as an institution of choice to quintile 5 schools, minority groups and fee-paying students.</li> <li>Intensify faculty marketing plans.</li> <li>Implement enrolment planning as a key driver to maintain an optimal balance between intake and capacity.</li> <li>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.</li> <li>Restructuring of undergraduate qualifications to prepare students for postgraduate research.</li> <li>Promote postgraduate student funding in key programmes.</li> </ul>
7	Inadequate financial capital, academic support services and resources to promote academic excellence and quality	4	4	<ul style="list-style-type: none"> <li>Dedicated proposal writers in faculties and DRD.</li> <li>Impactful partnerships.</li> <li>Increase in targeted SLPs.</li> <li>Budget process in place.</li> <li>IEG funding from DHET.</li> <li>Monitor expenditure of allocation and report on earmarked grants.</li> <li>New recruitment strategy and task team established.</li> <li>System and administration renewal project in place.</li> </ul>	Strong	Medium	<ul style="list-style-type: none"> <li>Enhance capacity to develop grant proposals.</li> <li>Collaborate with Institutional Advancement to engage alumni.</li> <li>Repositioning of SLPs.</li> <li>Full infrastructure audit and spatial renewal plan to determine fit-for-purpose.</li> <li>Implement a transparent infrastructure capital budgeting and forecasting model for procurement of new and replacement large equipment.</li> <li>Review the digitalisation plan in line with Vision 130.</li> <li>Improve curriculum advising and improve uptake of student support initiatives.</li> <li>Process reengineering in critical areas</li> </ul>
8	Inability to attract, recruit and retain academic leadership and qualified, diverse academic and support staff	4	3	<ul style="list-style-type: none"> <li>Human Resources procedures in place.</li> <li>Academic Promotion Criteria.</li> <li>Performance Management.</li> <li>Programmes to develop staff (NESP, QDP and Future Professoriate).</li> <li>Time relief to complete Master's/doctorates funded through the UCDG.</li> <li>Mentor programmes (supervision).</li> <li>Reward and incentives.</li> <li>Succession planning.</li> <li>Continuous professional development of academic staff.</li> </ul>	Satisfactory	High	<ul style="list-style-type: none"> <li>Define management and leadership requirements per faculty, conduct a capability and capacity audit, and identify gaps.</li> <li>Develop and implement a tailor-made head of department training.</li> <li>Enhance a forward-looking promotion system.</li> <li>Recruit, develop, and maintain academic staff members.</li> <li>Extend the pool of scarce skills.</li> <li>Blended learning for staff upskilling.</li> <li>Allocate more staff for postgraduate supervision to disciplines with high student completion rates.</li> <li>Determination of department academic staff profile in process.</li> </ul>

## 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 developed on an annual basis through a consultative process. The UFS 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 through a UFS Implementation Strategy Committee chaired by the Vice-Chancellor and Principal, 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.

**SIGNATURE: CHAIRPERSON OF COUNCIL**

[Signature will be added upon Council approval]

**MR DAVID NOKO**

Chairperson of the UFS Council



# ANNUAL PERFORMANCE PLAN 2023 to 2025

2024 UPDATE

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