



OUR VISION

is to be a **dynamic African university**, recognised for its leadership in generating **cutting-edge knowledge** for a **sustainable future**.

OUR MISSION

to offer a diverse range of **life-changing** educational experiences for a **better world**

OUR CORE MESSAGES

CORE PURPOSE

IN THE SERVICE OF SOCIETY

CORE OUTCOME

CO-CREATE A SUSTAINABLE, SOCIALLY JUST WORLD

ATTRIBUTES

Provide **transformative, lifelong learning** experiences that liberate human potential

Pursue **impactful research, innovation & internationalisation** to promote **sustainable futures**

Engage with all publics in **equalising partnerships** that advance agency & promote the co-creation of **African-purposed solutions**

BENEFITS

Cultivate socially conscious, globally **connected citizens** who serve the public good

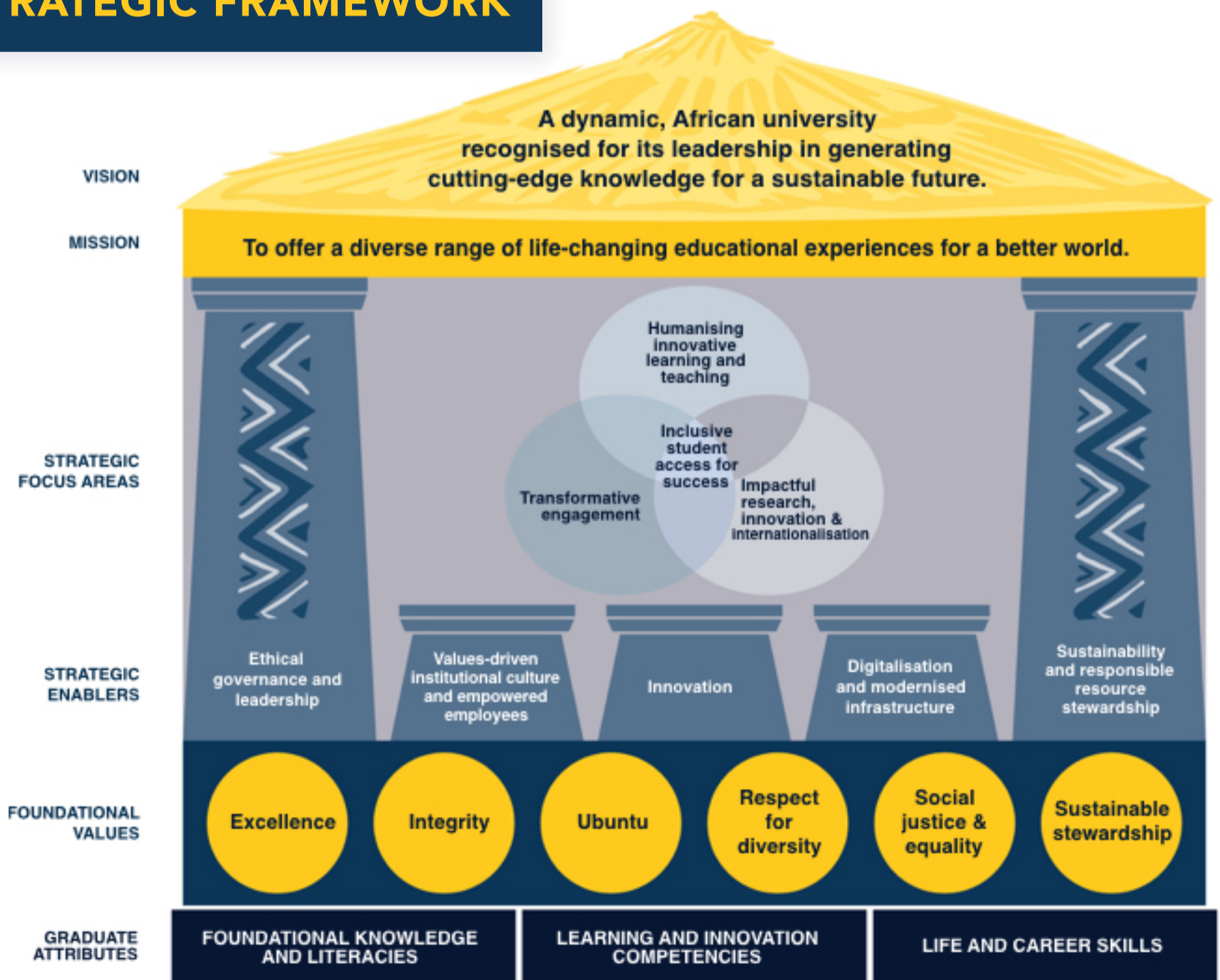
Contribute to **changing the world** through discovery, scholarship & innovation

Foster a more **equal, inclusive & just society** through **action & stewardship**

OUR VALUES



STRATEGIC FRAMEWORK



STRATEGIC FOCUS AREAS



GLOBAL MEGATRENDS IMPACTING HIGHER EDUCATION



STATEMENT OF COMMITMENT TO AN INCLUSIVE INSTITUTIONAL CULTURE

Nelson Mandela University is committed to inclusive excellence and values that celebrate all forms of diversity.

Diversity includes race, colour, culture, gender, gender identity and expression, sexual orientation, religion, age, national origin, ancestry, disability, and/or class.

We recognise that the university is both a contested and generative space, supporting the concurrent existence of multiple perspectives and experiences.

Our mission, vision and values require us to engender an inclusive culture, free from bias, prejudice, discrimination and hurtful/hateful conduct towards our students, employees, alumni and other relevant stakeholders.

We support educational experiences and conditions that encourage social inclusion and cohesion, contributing to a society based on democratic values, social justice and fundamental human rights.

We denounce all forms of behaviour that conflict with our values.

We are committed to eliminating all forms of discrimination and exclusion, including discrimination on the grounds of race, gender, sex, pregnancy, ethnic or social origin, colour, sexual orientation, age, disability, religion, consciousness, belief and culture.

ACTION STATEMENTS:

Embedding our values can be realised by:

- Fostering mutual respect, collaborative relationships, unambiguous communication, explicit understandings about expectations and critical self-reflection.
- Honouring freedom of expression, ideals of citizenry, and civility of discourse, as fundamental to personal, professional, and organisational growth.
- Challenging and dismantling systemic oppression.
- Freely expressing who we are, our own opinions and points of view.
- Fully participating in teaching, learning, work and social activities.
- Feeling safe from abuse, harassment, bullying and/or unfair criticism.
- Providing effective leadership in the development, coordination, implementation and assessment of a comprehensive range of programmes and services to promote diversity and understanding of differences.
- Offering educational opportunities toward the development of socially responsible leaders who are willing to engage in discourse and decision-making that can lead to co-creative, transformational change within the University and our broader society.
- Intentionally nurturing a culture of open-mindedness, compassion, and inclusiveness among individuals and groups.
- Purposefully building teams/groups whose members have diverse cultures, backgrounds and life experiences.
- Creating and maintaining opportunities for engagement, education, and discourse related to issues of equity, diversity and inclusion.
- Providing effective reporting mechanisms to address any form of exclusion and discrimination at the University.

FROM VISION 2020 TO VISION 2030

VISION 2020 APPROVED

Vision 2020 strategic plan approved by Council in June 2010.

UNIVERSITY NAME CHANGE

In 2017, Nelson Mandela Metropolitan University changes its name to Nelson Mandela University and embraces a new identity and brand.

VC'S LISTENING CAMPAIGN

VC embarks on University-wide listening campaign with all students and employees during 2018 to thoroughly assess the state of the University.

VISION 2020 DECADAL REVIEW

Decadal review of Vision 2020 is undertaken as a baseline to inform Vision 2030 strategy.



FEES MUST FALL PROTESTS

Nationwide Fees Must Fall protests erupt in 2015/16 and result in the prolonged shutdown of higher education institutions, including Nelson Mandela University.

INAUGURATION OF VICE-CHANCELLOR

Professor Sibongile Muthwa is inaugurated as Vice-Chancellor in April 2018. She sets out her vision to take the University boldly into the future in the service of society.

ORGANISATIONAL REDESIGN

All faculties and support divisions undergo intensive organisational redesign process in 2018/19 to ensure strategy-alignment.

VISION 2030 APPROVED

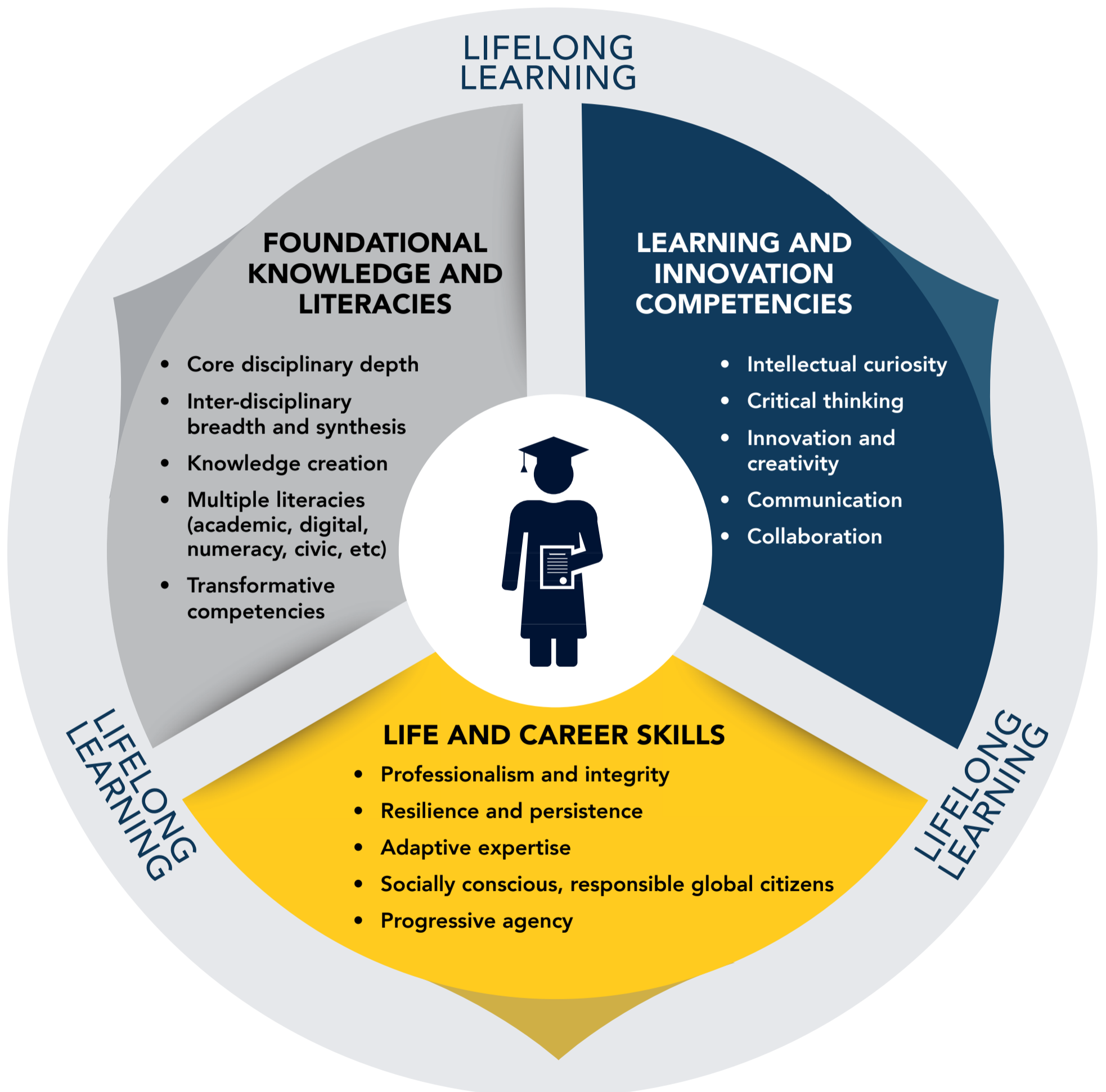
Vision 2030 strategy is developed and approved by Council in 2021 following extensive stakeholder engagement.

ACADEMIC AND STRATEGIC DIFFERENTIATORS



GRADUATE ATTRIBUTES

Through benefitting from a life-changing educational experience, Nelson Mandela University graduates will be known for demonstrating the following attributes:



STRATEGY IMPLEMENTATION ENABLERS



CASCADING VISION 2030

University Strategy - reviewed every five years

VISION 2030 STRATEGY

Informs five-year strategic plans

Each executive management portfolio develops five-year strategic plans aligned to Vision 2030 – reviewed annually

EXECUTIVE MANAGEMENT PORTFOLIO STRATEGIC PLANS

Informs five-year strategic plans

Faculties, divisions, campuses and institutional entities develop five-year strategic and annual performance plans aligned to Vision 2030 – reviewed annually

FACULTIES

DIVISIONS

CAMPUSES

ENTITIES

Informs individual performance plans

Individual performance plans aligned with annual performance plans of organisational units

INDIVIDUAL PERFORMANCE PLANS

STRATEGY-ALIGNED PLANNING

STRATEGIC FOCUS AREAS AND ENABLERS

STRATEGIC FOCUS AREA 1:
Liberate human potential through humanising, innovative lifelong learning experiences that prepare graduates to be socially conscious, responsible global citizens who serve the public good

STRATEGIC FOCUS AREA 2:
Pursue impactful, pioneering research, innovation and internationalisation to address grand societal challenges and promote sustainable futures

STRATEGIC FOCUS AREA 3:
Engage with all publics in equalising partnerships to co-create transformative, contextually responsive solutions in pursuit of social justice and equality

STRATEGIC FOCUS AREA 4:
Catalyse dynamic, student centric approaches and practices that provide life-changing student experiences within and beyond the classroom

STRATEGIC ENABLER 1:
Ethical governance and leadership approaches and practices that embody the values of the University and seek to promote service before self

STRATEGIC ENABLER 2:
Inclusive, values-driven institutional culture to position the University as an employer of choice for talented and empowered employees

STRATEGIC ENABLER 3:
Enabling innovative ecosystem where students and employees can collaboratively engage with external partners to co-create pioneering discoveries that advance the frontiers of knowledge and promote the public good

STRATEGIC ENABLER 4:
Efficiencies and value creation through digitalisation, integrated systems, agile service delivery, and modernised infrastructure

STRATEGIC ENABLER 5:
Long-term sustainability through strategy-aligned resource mobilisation and responsible stewardship

VALUES

RESPECT
FOR
DIVERSITY

UBUNTU

EXCELLENCE

INTEGRITY

SOCIAL
JUSTICE AND
EQUALITY

SUSTAINABLE
STEWARDSHIP

MISSION

To offer a diverse range of life-changing educational experiences for a better world

VISION

A dynamic African university, recognised for its leadership in generating cutting-edge knowledge for a sustainable future

INTEGRATED PLANNING



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It is therefore up to all of us to take Nelson Mandela University boldly to the next level in the service of society

- PROF SIBONGILE MUTHWA
VICE-CHANCELLOR

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VISION 2030 MONITORING, EVALUATION AND REPORTING FRAMEWORK

STRATEGIC POSITIONING AS NELSON MANDELA UNIVERSITY

- An innovative, African University embracing the values and legacy of Nelson Mandela
- Comprehensive programme mix with diverse range of quality educational opportunities and articulation pathways
- New strategic academic directions
- University of choice for talented staff and students

HOLISTIC DEVELOPMENT OF STAFF & STUDENTS

ORGANISATIONAL SUSTAINABILITY

- Transformative institutional culture
- Engaged, high-performing staff
- Financial sustainability and revenue mobilisation
- Responsible environmental & resource stewardship
- Integrated sustainability planning, budgeting & reporting
- Modernised infrastructure
- Re-engineered, streamlined & digitalised systems & processes

STUDENT ACCESS AND SUCCESS THROUGH EXCELLENCE IN:



TEACHING & LEARNING EXCELLENCE

- Widening access for success
- Academic development & support
- Humanising pedagogies
- Curriculum renewal & transformation
- Technology-enabled L&T
- Language policy and practices
- Diversify academic staff profile
- Internationalisation
- Graduate attributes - employability & entrepreneurship

RECOGNITION AND REWARD SYSTEMS

INNOVATIVE & ENGAGED SCHOLARSHIP

- Research outputs - Improve quantity and quality
- Staff workload and career path - Balance between L&T, research & engagement
- Staff qualifications profile
- Develop next generation of academics
- Strategic partnerships - local, national, continental and global
- Public good and societal impact
- Civic responsiveness, public good and societal impact

“ A university that associates itself with Nelson Mandela... must remain rooted in answering the challenges that confront our society in a global economy. This must be an African university that serves the continent and her people. ”

- CYRIL RAMAPHOSA
at launch of Nelson Mandela University