

# UNIVERSITY OF VENDA STRATEGIC PLAN

2021-2025



Positioning the  
University of Venda  
for impact and relevance



University of Venda  
*Creating Future Leaders*



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## Foreword by Council Chairperson



Mr JM Lekgetha  
Chairperson of Council

The Strategic Plan 2021-2025 gives effect to the Council's new strategic trajectory of rejuvenating and positioning the University of Venda for impact and relevance. This renewed strategy provides the basis for efficient and effective implementation and management of the University's academic project with a primary focus on enhancing students' learning experiences, engaged scholarship (which is characterised by high-impact research output), promotion of entrepreneurial development as well as the establishment of partnerships with various strategic partners within the borders of our country, the African continent, and the world at large.

Enhancing the quality of our curriculum offering, leadership, and governance remain our driving force behind a much-needed student success. Taking into account the impact of education and skills on the economy, society and the environment, the realisation of our strategic imperatives, as clearly articulated in this Strategic Plan, requires that the core business of the University be conducted in an ethical manner, guided by relevant principles and codes of practice, in the interests of its diverse stakeholders. Most importantly, the University will continue to explore possible ways to generate additional revenue beyond state subsidies to ensure its financial

sustainability. This will be realised, in part, through commercialisation of some research projects, donor funding and other income-generating activities.

The University Council commits to exercise the necessary oversight role through its relevant governance committees to ensure successful implementation of the University's Strategic Plan 2021-2025, and thereby attaining its articulated long-term vision of becoming a leading University in engaged scholarship. The University will continually monitor its movement towards meeting the strategic objectives, develop quarterly performance reports, and communicate the performance results to internal and external stakeholders.

Through the Audit and Risk Committee, Council will continue to annually identify, assess, and mitigate emerging strategic risks to ensure efficient and effective management of the strategy implementation process and achievement of objectives thereof. Overall, I am convinced that the University is being managed by a competent team of executive and senior management that is extremely devoted to producing quality graduates who are locally relevant and globally competitive as envisaged in this new Strategic Plan 2021-2025.

Mr JM Lekgetha  
Council Chairperson

## Introduction from the Vice-chancellor and Principal



Dr NB Nthambeleni  
Vice-Chancellor and  
Principal

It is my great pleasure to present the University of Venda's Strategic Plan 2021-2025. This Strategic Plan builds on our existing strengths and identified opportunities and maps out our strategic trajectory which demonstrates our primary commitment of positioning the University of Venda (UNIVEN) for impact and relevance on local, regional, and international development imperatives. The aim of this document is to help the University realise its full potential by outlining in detail a five-year strategy that centres around students, engaged scholarship, entrepreneurship, institutional governance, and strategic partnerships.

This five-year strategy is a product of an intense strategic review process, which included widespread consultations and collective inputs from the entire University community (including staff, management and governance structures, and student body) as well as key external stakeholders, with a deliberate intention to help guide the University's growth and shape its future. Our four strategic thrusts that underpin this strategy aim to enhance students' learning experiences, and to empower students and staff to become co-creators of knowledge, innovators, and well-equipped entrepreneurs. Through this strategy, the University further seeks to engage, among other things, in research of high impact and relevance at local, regional, and international level. In identifying and developing a five-year Strategic Plan that supports the execution of the UNIVEN core mandate, the University considered its past performance and lessons learned in the realisation of its previous Strategic Plan 2016-2020.

With our students being at the centre of this strategic plan, we therefore recognise that their success remains our performance yardstick. The fact that

we are largely an undergraduate higher education institution with approximately 88% of students enrolled in undergraduate certificate, diploma and degree programmes, compels us to ensure that our teaching and learning are of exceptional quality. This is characterised by appropriate teaching methodologies that seek to impart the requisite skills, knowledge and attitudes relevant to our graduates and that ensure their employability. Our effort of ensuring the success of our students, finds expression through the ARISE Value Chain Model that we have adopted with a specific focus on admission, retention, instruction, scholarship, and enablement.

Although more emphasis is put on positioning the University of Venda for impact and relevance, the other significant rallying points of the UNIVEN Strategic Plan 2021-2025 include the commitment to ensure institutional rejuvenation; institutional efficiency and effectiveness; resolute commitment to excellence; transformation; service culture; good governance and sustainability; as well as implementation of planning processes that are responsive to the University's complexities such as context, and key current and future trends.

Lastly, I would like to extend my sincere gratitude to the entire team of relevant stakeholders who relentlessly championed the planning process from its inception in 2019 by coordinating inputs, consolidating, and engaging the numerous drafts of this Strategic Plan 2021-2025 through various sessions. Without the collective responsibility and efforts of the entire team, this project would not have been successfully concluded. This Strategic Plan enjoins everyone with a vested interest in the business of the University of Venda to committedly ensure its successful implementation.

Dr Bernard Nthambeleni  
Vice-Chancellor and Principal

### Our five-year strategy centres around:

- Students
- Engaged scholarship
- Entrepreneurship
- Institutional governance
- Strategic partnerships.

“The University has established itself as a national asset through its niche focus on a problem-oriented, project-based curriculum with a strength in nurturing under-prepared students to become nationally competitive graduates.”

# The University of Venda

The University of Venda (UNIVEN), situated in the fast-growing town of Thohoyandou in the scenic Vhembe district of the Limpopo Province of South Africa, was established in 1982. Since then, the University has experienced tremendous growth and change. From its early years, staff members were drawn from various backgrounds in South Africa but by 1994 staff members were increasingly recruited from other African countries and overseas.

The presence on campus of staff from diverse backgrounds created a unique atmosphere and a fertile environment for new ideas and a capacity for change. During this time, the institution remained a traditional University that offered a full range of courses straddling the humanities, social sciences, natural and applied sciences.

With the advent of democracy in 1994 and a new leadership at the helm, UNIVEN embarked on a process of accelerated transformation. From 1995, the University shifted its focus to science and technology, resulting in the introduction of new programmes with an increase in student enrolment in the natural and applied sciences. In 2002, the then Department of Education (now the Department

of Higher Education and Training) designated the institution as a comprehensive University that should offer career-focused programmes. Prior to its new mandate, UNIVEN had already taken steps to establish some career-focused programmes with an emphasis on science and technology.

At each stage of transformation, the University aligned its vision and mission to the needs of the community at local, regional, national, continental, and international levels. This process of transformation created significant changes in administrative governance and in the size and shape of the curriculum.

It also attracted better qualified staff and resulted in an improved student profile. To date, the University has established itself as a national asset through its niche focus on a problem-oriented, project-based curriculum with a strength in nurturing under-prepared students to become nationally competitive graduates. The University has therefore become an important player in the South African higher education landscape, contributing significantly to the human resources and development needs of the country and region.

# Our Strategic Identity



## VISION

A University leading in engaged scholarship.



## MISSION

The University of Venda produces graduates that are locally relevant and globally competitive.



## INSTITUTIONAL VALUES

The UNIVEN Strategy 2025 is supported by system of values and principles. These values represent and guide the way the University conducts itself in executing its mandate.



## COMPARATOR GROUP

The University of Venda seeks to benchmark itself with any University or group of universities in the region that demonstrates best practice in:

- ▶ Student experience
- ▶ Institutional research
- ▶ Technologies in pedagogy
- ▶ Institutional governance.

The following is a set of guiding values and principles that we, as the University of Venda, espouse in pursuit of our vision:

- ▶ We are driven by **Quality and Excellence** in all we do and are passionate about learning, innovation and creativity
- ▶ We embrace **Accountability** and are committed to responsible use of human, fiscal and physical resources
- ▶ We are open and **Transparent** to public scrutiny
- ▶ We are passionate about our **Integrity** and accept the responsibility to act ethically

- ▶ We believe in **Respect** and in treating all people and our stakeholders with civility and dignity
- ▶ We believe in **Diversity** and recognise and respect diversity in all its manifestations
- ▶ We accept our **Social Responsibility** and **Community Engagement** in serving and contributing to the intellectual, social and economic well-being of our communities
- ▶ As an institution of higher learning, we embrace our **Environmental Stewardship**, as UNIVEN must lead the way in decreasing our carbon footprint and instill a sense of pride in caring for the environment in our staff and students.



# Graduate Profile



The University's graduate profile provides a clear visualisation of priorities for teaching and learning that can be easily communicated to students, parents, faculties, and staff to align their collective efforts. Identifying and prioritising these competencies will contribute significantly to the creation of and a commitment to a shared vision. Therefore, the University seeks to ensure that when its students graduate, they should possess the following cognitive, personal, and interpersonal competencies:

- ▶ Intellectual rigour and commitment to excellence with a broad understanding of other disciplines
- ▶ Innovative and entrepreneurial ability to identify opportunities
- ▶ Able to communicate information eloquently, effectively and appropriately
- ▶ Socially responsible and committed to bettering their communities and societies
- ▶ Independent, creative and critical thinkers who can apply their knowledge and skills
- ▶ Ethical practice and commitment to sustainability.



“The new UNIVEN Strategic Plan 2021-2025 will create an enabling environment for positioning the University of Venda to make an impact both locally and globally, and to strengthen it to become an efficient and effective institution of higher learning.”

# Strategic Plan 2021-2025

Underpinned by manifold complexities such as context, and key current and future trends within the higher education scenario, the Strategic Plan 2021-2025 captures the key strategic thrusts, objectives, and targets of the University of Venda for the next five years. This strategy provides the necessary framework within which critical and strategic interventions for achieving the University's vision are outlined. Fundamental to the articulation of this Strategy, is the University's vision to become a leading University in engaged scholarship, by producing graduates that are locally relevant and globally competitive. The strategy is built on and supported by the University's resolute commitment to excellence, transformation, service culture, good governance, and sustainability as its guiding principles. The UNIVEN strategic thrusts and objectives are created by taking cognisance of the need to contribute towards meeting the national development priorities as set out in the National Development Plan (Vision 2030).

## UNIVEN STRATEGY AT A GLANCE

The pictorial illustration overleaf depicts the synoptic overview of UNIVEN Strategic Plan 2021-2025. The overarching purpose of the University is captured in the centre statement: **Position the University of**

**Venda for impact and relevance.** This purpose provides the basis for a set of strategic thrusts and objectives which the University seeks to progressively achieve over a period of five years to ensure the success of its strategy and subsequently the attainment of its long-term vision.

The process or set of key activities that the University performs to ultimately produce graduates who are locally relevant and globally competitive are captured by the student-centred ARISE Value Chain Model, which is the model that cuts across and interweaves all strategic thrusts and objectives as set out by the University. The central features of this model include admission of students, provision of academic instruction, development of scholarship and creation of an enabling environment, with an intention to retain students within the system until successful completion of their qualifications.

In its effort to ensure effective implementation of the Strategic Plan 2021-2025, the University of Venda will be guided by a set of institutional values and principles; these range from Quality and Excellence, Accountability, Transparency, Integrity, and Respect, to Diversity, Social Responsibility, Community Engagement, and Environmental Stewardship.

## Our guiding principles:

- ▶ Excellence
- ▶ Transformation
- ▶ Service culture
- ▶ Good governance
- ▶ Sustainability

# Situational Analysis and Strategic Alignment

## STRATEGIC ALIGNMENT

The UNIVEN Strategic Plan 2021-2025 is built on the work that is currently underway and goes further to unveil new strategic initiatives that are fundamental towards positioning the University for the much-needed impact and relevance across local, regional and global spaces. This Strategic Plan capitalises on the advantage presented by the University's distinguishing features such as its designated comprehensive status, HDI-designated funding, geographical location, heritage, student and staff diversity, growing number of professors and NRF-rated researchers as well as the

development of the Musina/Makhado SEZ, to mention but a few.

The Strategic Plan provides a paradigm shift in teaching, learning and research approaches and, most importantly, ushers in a new era that is characterised by ample opportunities for students and staff to develop entrepreneurial knowledge and skills and thereby contribute to the local and regional economic development agenda. This plan is developed against the backdrop of a rapidly changing and increasingly competitive higher education landscape, which is often

# VISION: A UNIVERSITY LEADING IN ENGAGED SCHOLARSHIP

**MISSION:** The University of Venda produces graduates that are locally relevant and globally competitive



## ST1: Student centeredness and engaged scholarship

**S01:** To enhance student well-being and success

**S02:** To enhance curriculum and improve graduateness

**S03:** To strengthen engagements of students staff and community stakeholder

**S04:** To enhance teaching and learning support

**S05:** To enhance research outputs for innovation and impact

## ST2: Entrepreneurial University

**S06:** To develop an entrepreneurial culture

**S07:** To ensure financial stability

**S08:** To be an anchor institution for effective integrated local and regional development

**S09:** To develop enterprise

**POSITIONING THE UNIVERSITY OF VENDA FOR IMPACT AND RELEVANCE**

## ST3: Governance for outstanding Scholarship

**S010:** To promote effective institutional governance and management systems

**S011:** To enhance the corporate identity of UNIVEN

**S012:** To improve governance of institutional information systems

**S013:** To strengthen systems and processes for infrastructure development and maintenance

**S014:** To enhance security in and around campus and in off campus residences

## ST4: Linkages, partnerships and internationalisation

**S015:** To strengthen the University's local regional and international profile and visibility

**ARISE VALUE CHAIN MODEL** = Admission – Retention – Instruction – Scholarship – Enablement

**INSTITUTIONAL VALUES**  
 Quality and Excellence • Accountability • Transparency • Integrity • Respect • Diversity • Social Responsibility & Community Engagement and Environmental Stewardship

characterised by major policy shifts and government's tenacity to meet exceptionally high student demands. UNIVEN's strategy is aligned to and seeks to contribute

towards collective implementation of the national development agenda as outlined in the National Development Plan (Vision 2030).

## SWOT ANALYSIS

To support strategy development, the University underwent a process of re-configuration to better position itself to achieve its strategic intent. In so doing, management conducted an internal review to ascertain whether the University has the relevant and necessary capacity to deliver on its strategy, while at the same time seeking to identify its own weaknesses that may have to be addressed, as they could potentially minimise the University's strategic success.

The following table reflects several strategic and environmental factors that directly and indirectly provided the basis for the University's strategic choices, which underpin the Strategic Plan 2021-2025.

### STRENGTHS

- ▶ University located within a UNESCO-declared biosphere
- ▶ 47% of our staff possess PhD strength
- ▶ Growing number of NRF-rated researchers
- ▶ Strong collaboration efforts with local and international professional bodies
- ▶ Quality undergraduate output/strong undergraduates recognised nationally
- ▶ Large number of academics with capacity and experience to supervise postgraduate students
- ▶ Continuous attraction of students and staff from diverse ethnic racial and national origin which can enhance intercultural competences
- ▶ Appointment of research professors and special category academics
- ▶ Appointment of new Vice-Chancellor and rejuvenation of leadership
- ▶ Improved ICT infrastructure to support and improve teaching and learning outcomes
- ▶ Diversity of staff and student body

### OPPORTUNITIES

- ▶ Development of the Musina/Makhado SEZ to present the University with opportunities for new programme offerings
- ▶ Improved Broadband underutilised
- ▶ UNIVEN is one of the eight HDI-designated institutions
- ▶ Collaborations, networks and funding
- ▶ Designated Comprehensive University status
- ▶ Abundant untapped tourism opportunities
- ▶ Guaranteed student funding from NSFAS

### WEAKNESS

- ▶ Unavailability of adequate human and infrastructural resources
- ▶ Lack of institutional research culture and capacity
- ▶ Lack of integrated institutional planning
- ▶ Lack of integration of data management systems (e.g. HEMIS/MIS)
- ▶ Shortage of third-stream income
- ▶ Silo operation tendencies negatively affect institutional efficiency and productivity
- ▶ Poor collective ownership of the University core business
- ▶ Unequal distribution of academic workload among Schools and staff
- ▶ Lack of industry relationships in the area (challenge with industrial attachment for students)
- ▶ Lack of resources to fund specific programmes on graduate employability
- ▶ Poorly coordinated communication and reporting systems
- ▶ Increased use of part-time academics
- ▶ High bureaucratic tendencies
- ▶ Weak University-business linkages
- ▶ Lack of incentives to attract exceptional students
- ▶ Poor graduate assistantship programme
- ▶ Low throughput rate

### TREATS

- ▶ Unavailability of postgraduate funding
- ▶ Decrease in government funding/subsidy
- ▶ Proposed central application system for undergraduates threatens orderly recruitment
- ▶ Political interference and developments
- ▶ Political pronouncements make planning and review of implemented initiatives difficult
- ▶ Changes in NSFAS model without adequate involvement of key stakeholders might cause tensions and disrupt University business
- ▶ Accreditation backlog due to limited resources
- ▶ Under-preparedness of first-entering students for tertiary education.



## Achieving our Strategic Thrusts and Strategic Objectives

Strategic goals encapsulated in this document will be realised through targeted and methodically planned interventions. These interventions are presented in the form of strategic thrusts with associated strategic objectives and allied performance indicators to be achieved from the beginning of 2021 to the end of 2025. The strategic thrusts, strategic objectives, key performance measures and five-year targets (strategic targets) for delivering the desired outcomes of the Strategic Plan 2021-2025 of the University of Venda are tabulated below.

### Strategic Thrust 1: Student centredness and engaged scholarship

Our students are at the centre of our Strategic Plan and their success remains our performance yardstick. The University of Venda aims to promote excellence in teaching and learning through a variety of academic programmes, enhanced learning experiences and instructional approaches as well as academic support strategies that are intended to address the diverse learning needs, interests, and aspirations of students. The University strives to ensure a co-creation of knowledge that shifts students and community groups from being knowledge consumers to knowledge producers and become partners in problem solving. At the University of Venda, we recognise and endeavour to ensure the generation of knowledge by combining academic knowledge and community-based knowledge, eliminating a hierarchy of knowledge and a one-way flow of knowledge outward from the University.

“The University strives to ensure a co-creation of knowledge that shifts students and community groups from being knowledge consumers to knowledge producers and become partners in problem solving.”

## 1 STRATEGIC OBJECTIVE 1: TO ENHANCE STUDENT WELL-BEING AND SUCCESS

Through fostering positive, integrated, and responsive student experiences that focus on supporting students' holistic well-being, personal and social growth, informed by institutional research.

Key Performance Indicators/Measures	5-Year Targets
1.1 Number of interventions and services focused on improving student well-being and experience	125
1.2 Student success rate	85%
1.3 Number of postgraduate to master's graduates	610
1.4 Number of master's graduates	207
1.5 Number of doctoral graduates	50
1.6 Graduation rate	22%
1.7 Throughput rate	65%

## 2 STRATEGIC OBJECTIVE 2: TO ENHANCE THE CURRICULUM AND IMPROVE GRADUATENESS

Through facilitating high-impact experiences that enrich and extend students' academic journeys, including critical thinking, leadership, entrepreneurship, international exchange, work-based learning and civic engagement.

Key Performance Indicators/Measures	5-Year Targets
2.1 Number of programmes reviewed, and recommendations implemented	60

## 3 STRATEGIC OBJECTIVE 3: TO STRENGTHEN ENGAGEMENT OF STUDENTS, STAFF, AND COMMUNITY STAKEHOLDERS

Through conversations, scholarship, knowledge co-creation and co-production.

Key Performance Indicators/Measures	5-Year Targets
3.1 Number of formalised collaborations with communities, industries, and other stakeholders	5
3.2 Percentage of community engagement projects reviewed for impact	5

## 4 STRATEGIC OBJECTIVE 4: TO ENHANCE TEACHING AND LEARNING SUPPORT

Through conversations, scholarship, knowledge co-creation and co-production.

Key Performance Indicators/Measures	5-Year Targets
4.1 Percentage of first-time entering undergraduate students provided with academic support to improve their success rate	35%
4.2 Percentage of undergraduate students with disabilities provided with academic support	100%

## 5 STRATEGIC OBJECTIVE 5: TO ENHANCE RESEARCH OUTPUTS FOR INNOVATION AND IMPACT

Through targeted interventions to improve research and supervisory capacity of our students and academics.

Key Performance Indicators/Measures	5-Year Targets
5.1 Number of patents filed	5
5.2 Number of NRF-rated researchers	50
5.3 Percentage of academic staff with doctoral degrees who produce at least 1.25 units per annum	80%
5.4 Percentage of research Professors who are self-funded	100%
5.5 Number of postdoctoral fellows appointed	5
5.6 Number of research thrusts/priorities/niches defined and established	5

## Strategic Thrust 2: Entrepreneurial University

The University of Venda strives to position itself as an entrepreneurial service hub and to establish the links to grow both its local and regional economic development impact. Accordingly, the University has identified various strategic mechanisms that it will undertake to help achieve its goal of becoming engaged and entrepreneurial. Central to these will be the inculcation of an entrepreneurial culture, to strengthen the University's involvement in local and regional development as well as to promote enterprise development. The University further intends to move away from depending largely on state subsidies for its financial sustainability by exploring other viable commercial options with the potential to generate extra income for the University.

## 6 STRATEGIC OBJECTIVE 6: TO DEVELOP AN ENTREPRENEURIAL CULTURE

Through internal and external engagements such as entrepreneurship development in Higher Education, Enactus, and similar.

Key Performance Indicators/Measures	5-Year Targets
6.1 Number of entrepreneurial initiatives to strengthen the capacities of staff	5
6.2 Number of staff engaged in entrepreneurial activities	50
6.3 Number of students engaged in entrepreneurial activities	5 000

## 7 STRATEGIC OBJECTIVE 7: TO ENSURE FINANCIAL SUSTAINABILITY

By exploring third-stream income generation opportunities, for example through the advancement unit, funding ambassadors, and the likes.

Key Performance Indicators/Measures	5-Year Targets
7.1 Third-stream income generated as a percentage of University income	20%
7.2 Number of commercialised research projects	3

## 8 STRATEGIC OBJECTIVE 8: TO BE AN ANCHOR INSTITUTION FOR EFFECTIVE INTEGRATED LOCAL AND REGIONAL DEVELOPMENT

By participating in initiatives such as the Vhembe Biosphere Reserve, Integrated and Spatial Development Planning, Local Economic Development Planning, the Nwanedi Agri hub and the Musina-Makhado Special Economic Zone.

Key Performance Indicators/Measures	5-Year Targets
8.1 Number of interventions leading to the development of Thohoyandou into a University Town	5
8.2 Number of entrepreneurial-related Memoranda of Understanding with government entities, civil society, grassroot communities and business organisations	5

## 9 STRATEGIC OBJECTIVE 9: TO DEVELOP ENTERPRISE

By encouraging new venture development among staff, students and the community.

Key Performance Indicators/Measures	5-Year Targets
9.1 Number of businesses incubated	5
9.2 Number of people in the community trained in enterprise development	2 000



### Strategic Thrust 3: Governance for outstanding scholarship

The success of the University of Venda in achieving its strategic objectives largely depends on the effective integration and harmonisation of resources, management processes, systems and decisions. It is incumbent upon all University stakeholders to ensure that necessary efforts are made to improve the effectiveness of governance and management processes and systems required to strengthen the University's capacity and capability to deliver on its strategic priorities.

This Strategic Thrust is therefore more of an enabler, as it contributes mainly towards the development of professional support services and various governance frameworks to deliver operational excellence. The University is intentionally pursuing and instilling a value-driven service culture, developing an optimal decision-making framework, promoting effective governance, developing enabling processes and systems, as well as developing a brand that enhances the experience of stakeholders with a vested interest in the University, its academic offerings and wide array of services.

#### 10 STRATEGIC OBJECTIVE 10: TO PROMOTE EFFECTIVE INSTITUTIONAL GOVERNANCE AND MANAGEMENT SYSTEMS

Through continuous review of policies procedures and practices.

Key Performance Indicators/Measures	5-Year Targets
10.1 Number of governance controls developed/reviewed and implemented to set and monitor direction of the University	40

#### 11 STRATEGIC OBJECTIVE 11: TO ENHANCE THE CORPORATE IDENTITY OF UNIVEN

Search Engine Optimisation (SEO) strategies assessed and optimised annually for positive experience of UNIVEN customers.

Key Performance Indicators/Measures	5-Year Targets
11.1 Percentage of positive stakeholder perceptions about the University brand	75%
11.2 Number of the University's brand enhancement initiatives	25

#### 12 STRATEGIC OBJECTIVE 12: TO IMPROVE GOVERNANCE OF INSTITUTIONAL INFORMATION SYSTEMS

By ensuring quarterly availability of reliable institutional data, student biographical data, and data analytics.

Key Performance Indicators/Measures	5-Year Targets
12.1 Number of ICT general controls and security reviews conducted	10
12.2 Number of business continuity assessments conducted	10

#### 13 STRATEGIC OBJECTIVE 13: TO STRENGTHEN SYSTEMS AND PROCESSES FOR INFRASTRUCTURE DEVELOPMENT AND MAINTENANCE

By strengthening support and management for new infrastructure development, maintenance, horticulture, cleaning and property services in line with our Campus Masterplan and liaising with the DHET-MIF Support Team.

Key Performance indicators/Measures	5-Year Targets
13.1 Number of infrastructure Masterplan reviews conducted annually and submitted to Council	5
13.2 Number of Maintenance Plans approved for implementation	5

#### 14 STRATEGIC OBJECTIVE 14: TO ENHANCE SECURITY IN AND AROUND CAMPUS, AND IN OFF-CAMPUS RESIDENCES

Through coordinating and implementing the Integrated Protection Services Masterplan.

Key Performance Indicators/Measures	5-Year Targets
14.1 Number of Integrated Protection Services Masterplan reviews conducted	5
14.2 Number of campus safety and security programmes conducted	10

### Strategic Thrust 4: Linkages, partnerships and internationalisation

Establishing and strengthening strategic local, regional and international partnerships and collaborations in respect of teaching and learning, community engagement as well as research and innovation contribute significantly towards enhancing the quality of the academic project, including producing graduates who are well-equipped to compete globally. This serves as a precondition to attain the highest possible academic ranking within and outside the borders of South Africa, and the African continent at large. Through this Strategic Thrust, the University is challenged to strengthen its international profile and visibility, as well as to promote reciprocal scholarly partnerships that are characterised by joint international research projects and programmes.

#### 15 STRATEGIC OBJECTIVE 15: TO STRENGTHEN THE UNIVERSITY'S LOCAL, REGIONAL AND INTERNATIONAL PROFILE AND VISIBILITY

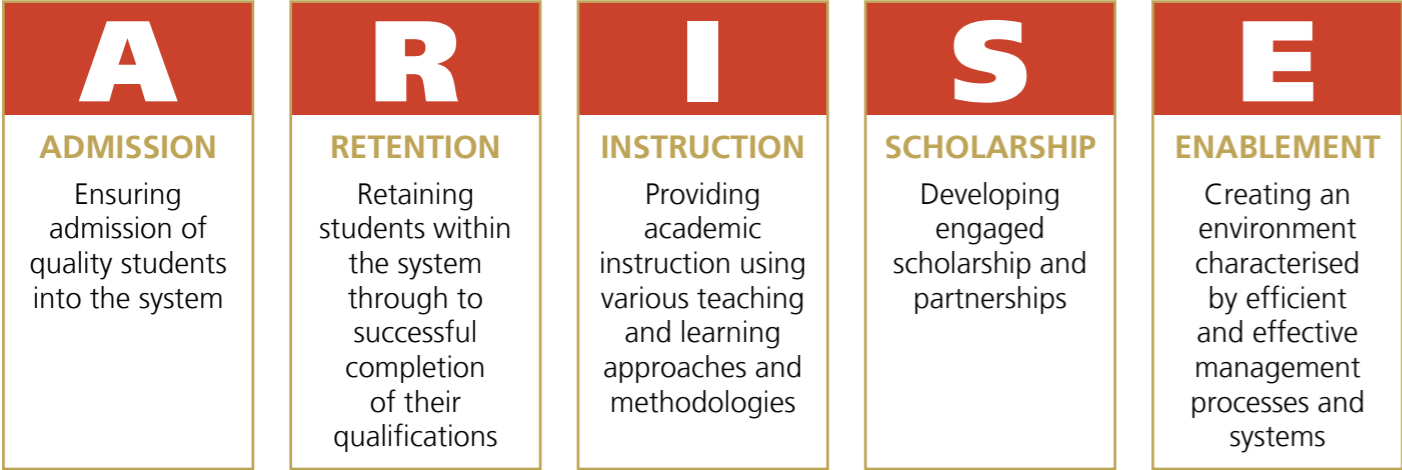
Through local, regional and international effective stakeholder engagements, and reciprocal scholarly partnerships.

Key Performance Indicators/Measures	5-Year Targets
15.1 Number of established partnerships with local and national industries and businesses, including NGOs	10
15.2 Number of major local and regional initiatives in which the University is involved	25
15.3 Number of joint publication units with international partners	50
15.4 Number of public lectures and colloquiums by highly recognised local, regional and international academic/public figures/dignitaries	15
15.5 Number of local, regional and international research projects in which the University participates	15
15.6 Number of agreements with local, regional and international representatives of funding organisations	10
15.7 Number of signed Memoranda of Understanding/Agreement between UNIVEN and other institutions (including joint qualifications) in place to promote reciprocal scholarly partnerships	10



# ARISE Value Chain Model

This model, mooted by Executive Management, will help ensure we create value when implementing the Strategic Plan 2021-2025. The model focuses on the following essential components:



An exercise was conducted to match the Strategic Thrusts of the proposed Strategic Plan 2021-2025 as well as the Strategic Objectives for each Strategic Thrust into the ARISE Value Chain Model to ensure strategic alignment as reflected in the table alongside.



## ARISE VALUE CHAIN MODEL AND STRATEGY 2021-2025

	Strategic Thrust 1: Student centredness and engaged scholarship	Strategic Thrust 2: Entrepreneurial University	Strategic Thrust 3: Governance for outstanding scholarship	Strategic Thrust 4: Linkages, Partnership and Internationalisation
STRATEGIC OBJECTIVES				
<b>ADMISSION</b>			<b>SO10:</b> Promote effective institutional governance and management systems <b>SO11:</b> Enhance the corporate identity of UNIVEN <b>SO12:</b> Improve governance of institutional information systems	<b>SO15:</b> Strengthen the University's local, regional and international profile and visibility
<b>RETENTION</b>	<b>SO1:</b> Enhance student well-being and success <b>SO2:</b> Enhance the curriculum and improve graduateness <b>SO3:</b> Strengthen engagement of students staff and community stakeholders	<b>SO8:</b> Be an anchor institution for effective integrated local and regional development	<b>SO11:</b> Enhance the corporate identity of UNIVEN <b>SO12:</b> Improve governance of institutional information systems	<b>SO15:</b> Strengthen the University's local, regional and international profile and visibility
<b>INSTRUCTION</b>	<b>SO2:</b> Enhance the curriculum and improve graduateness <b>SO4:</b> Enhance teaching and learning support	<b>SO5:</b> Develop an entrepreneurial culture <b>SO9:</b> Develop enterprise		
<b>SCHOLARSHIP</b>	<b>SO3:</b> Strengthen engagement of students staff and community stakeholders <b>SO4:</b> Enhance teaching and learning support <b>SO5:</b> Enhance research outputs for innovation and impact	<b>SO8:</b> Be an anchor institution for effective integrated local and regional development		<b>SO15:</b> Strengthen the University's local, regional and international profile and visibility <b>SO8:</b> Be an anchor institution for effective integrated local and regional development
<b>ENABLEMENT</b>		<b>SO7:</b> Enhance financial sustainability	<b>SO10:</b> Promote effective institutional governance and management systems <b>SO12:</b> Improve governance of institutional information systems <b>SO13:</b> Strengthen systems and processes for infrastructure development and maintenance <b>SO14:</b> Enhance security in and around campus and in off-campus residences	



# Enabling our Strategy 2021–2025

## OUR PEOPLE

Our ambitious vision and mission encapsulated in the Strategy 2021-2025 will be achieved through the efforts and commitment of our staff. We pride ourselves on fostering an inclusive work environment where diversity is embraced and celebrated in all its forms. Our aim is to attract and retain a motivated and effective workforce, where staff are valued, engaged and supported in all aspects of their professional role.

It is thus imperative that the University continues to attract quality national and international academic staff as a basis for maintaining and developing our market position, as well as ensuring that in respect of support and service levels we also only attract, develop and retain the best possible staff. Succession planning, together with the 'grow our own timber' initiative, are among the interventions that will contribute significantly to people development at UNIVEN.

## INTEGRATED INFORMATION AND COMMUNICATION TECHNOLOGY

The University of Venda has an ambitious vision to use technology to increase our competitiveness within the global higher education landscape. UNIVEN has moved its ICT operations to the Cloud with Microsoft Azure and has provided every student with a Windows tablet loaded with various features and software, including Office 365. This has transformed our operations, increased student numbers, enhanced e-learning, and strengthened the University's reputation as a leader in the sector. The next five years will be used to upskill staff to be more efficient and effective, upgrade both our hardware and software, and upgrade the network further to provide state-of-the-art ICT support and equipment to staff and students.

## FACILITIES MANAGEMENT

The University of Venda has over the past eight years invested substantially in infrastructure development to ensure that our staff and students live and work in a dignified environment that truly supports the academic core project of teaching and learning, research and community engagement.

The Minister of Higher Education and Training Dr

Blade Nzimande has consciously driven the funding regime to be particularly sensitive to the needs of historically black universities as part of the broader transformation of the higher education sector that was unequally resourced in the apartheid era and whose effects are still evident in our rural-based historically disadvantaged universities.

The UNIVEN Council has also made available substantial resources to fund numerous infrastructure projects. All this has resulted in several new student residences, new offices for staff, new lecture halls and new laboratories for teaching and research activities.

## LIBRARY AND INFORMATION SERVICES

Access to information is critical to effectively execute the core business of the institution: teaching and learning, research, and community engagement. The library develops and manages access to information and knowledge resources through its professional expertise and offers a range of library and information services. The library exists as both a virtual and physical entity.

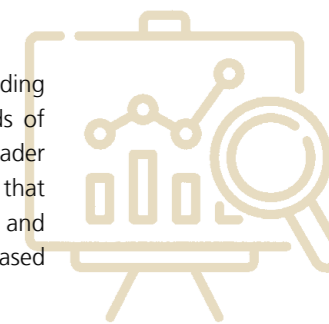
A lot has been achieved over the past five years to strengthen and improve the quality of support the library provides to the academic project of the institution. Further development of academic library and information services will build on achievements made in the past five years.

## STUDENT ACADEMIC ADMINISTRATION

Efficient and effective student academic administration is crucial to achieving the University's strategic objectives that relate to its core business of teaching and learning.

The role of the Student Academic Administration Department is to:

- ▶ Manage and co-ordinate the processes of admission, enrolment, examination, and certification of students
- ▶ Manage, analyse and archive all records related to these processes
- ▶ Communicate all data deriving from these processes to both internal and external stakeholders.



“Efficient and effective student academic administration is crucial to achieving the University's strategic objectives that relate to its core business of teaching and learning.”

“The University of Venda is committed to maintaining a safe and secure working and studying environment for students, academics, staff and visitors to the campus.”

### **INSTITUTIONAL PLANNING AND QUALITY ASSURANCE**

The University of Venda is a quality-driven, financially sustainable comprehensive University that offers credible, approved, accredited, and registered programmes and qualifications. The University recognises that true quality in a University does not happen by accident; it occurs under a carefully planned context with commitment from all internal and external stakeholders. Additionally, quality flourishes where there is demonstrable commitment and sufficient resourcing.

There is a need for the University to have policies and guidelines if it is to maintain the high standards it should as an institution of higher education. Therefore, the significance of our Directorate of Institutional Planning and Quality Assurance (IPQA) is to ensure that we adhere and comply to all relevant pieces of legislation and guidelines from government, the Department of Higher Education and Training, the Council for Higher Education, professional accrediting bodies and the South African Qualifications Authority so that we maintain

the highest possible standards of quality in all our divisions, Schools and Directorates.

### **COMMUNICATION AND MARKETING**

The University of Venda continues to undertake strategies to effectively position itself in the local, national, and international domain as a quality-driven, financially sustainable comprehensive University that offers academic professional and career-focused programmes at undergraduate and postgraduate levels.

To strengthen partnerships, there is a need for advertisements, and to promote the University by producing publications as well as making use of various other channels of communication. This includes effective use of UNIVEN Radio and digital notice-boards.

The Department of Communications and Marketing is responsible for implementing a strategic integrated communications and marketing approach for the University. The approach must give an institutional identity to all communications and marketing activities. The Communications and Marketing Department is committed to providing institutional leadership to positively position the University with its various publics and to provide guidance and counsel to the executive leadership on matters pertaining to strategic communications, marketing, and advancement.

### **SAFETY AND SECURITY**

The University of Venda is committed to maintaining a safe and secure working and studying environment for students, academics, staff and visitors to the campus. As part of this commitment UNIVEN has developed an Integrated Protection Services Masterplan which contains a comprehensive listing of actions and information relating to campus safety, emergency management and welfare of the campus community.

Many UNIVEN departments – such as Student Affairs, Facilities Management and ICT – collaborate in a transversal team to address campus safety issues through their operational plans. The safety of all staff, students and visitors is of paramount importance to us. In this regard UNIVEN is committed to providing a protection service that is available to monitor and assist always.



# Strategy Implementation and Control

- ▶ The Annual Performance Plan 2021 (APP) serves as a tool for the implementation of the Strategic Plan 2021–2025 during the first year of the defined strategic period.
- ▶ The APP will be cascaded down and implemented on an annual basis through various business/operational plans.
- ▶ The University's Annual Performance Plan sets out the key performance indicators and annual performance targets which must inform the business action plans/activities.
- ▶ Necessary resources will be made available by the University to ensure the realisation of annual performance targets articulated in this Annual Performance Plan.
- ▶ The University will continually monitor its progress towards achieving the annual targets, develop quarterly performance reports and communicate the performance results to internal and external stakeholders, including executive management Senate and Council.
- ▶ The University will ensure that staff are empowered to contribute to institutional objectives by aligning their personal objectives with those set out in the Strategic Plan Annual Performance Plan and their respective units' operational plans.

## PERFORMANCE REPORTING FRAMEWORK

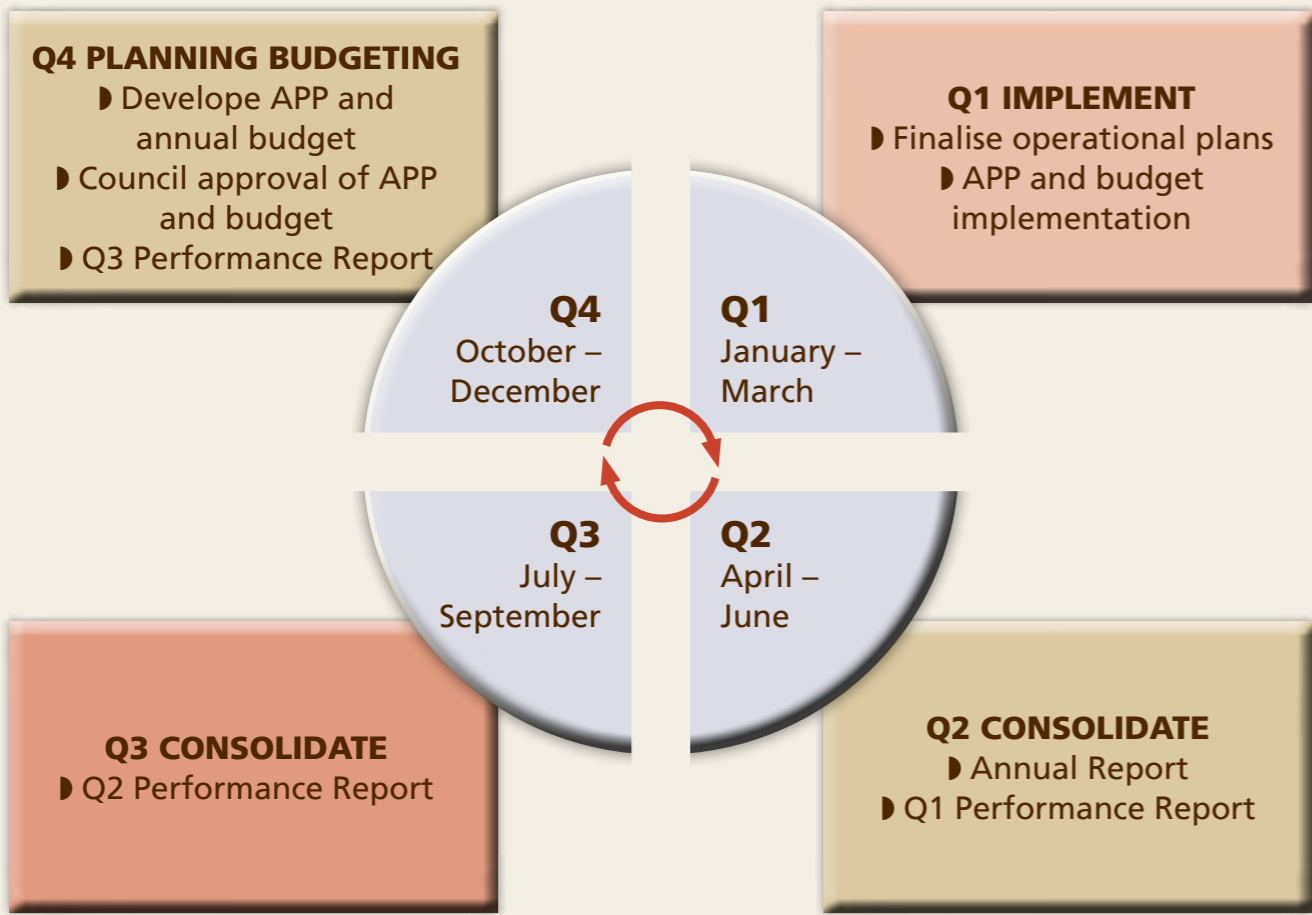
The University's performance planning and reporting framework comprises the following essential components:



## List of Acronyms

<b>ADU</b>	Academic Development Unit	<b>MoU</b>	Memorandum of Understanding
<b>APP</b>	Annual Performance Plan	<b>MTEF</b>	Medium–Term Expenditure Framework
<b>ARISE</b>	Admission Retention Instruction Scholarship Enablement	<b>nGAP</b>	New Generation of Academics Programme
<b>CHETL</b>	Centre for Higher Education Teaching and Learning	<b>NGO</b>	Non–Governmental Organisation
<b>CTG</b>	Clinical Training Grant	<b>NRF</b>	National Research Foundation
<b>DAAD</b>	Deutscher Akademischer Austauschdienst German Academic Exchange Service	<b>NSFAS</b>	National Student Financial Aid Scheme
<b>DBSA</b>	Development Bank of South Africa	<b>PG</b>	Postgraduate
<b>DHET</b>	Department of Higher Education and Training	<b>PhD</b>	Doctor of Philosophy
<b>DRI</b>	Directorate of Research and Innovation	<b>SEO</b>	Search Engine Optimisation
<b>DVC</b>	Deputy Vice–Chancellor	<b>SEZ</b>	Special Economic Zone
<b>EMC</b>	Executive Management Committee	<b>SMC</b>	Senior Management Committee
<b>EU</b>	European Union	<b>SO</b>	Strategic Objective
<b>FTE</b>	Full–time equivalent	<b>ST</b>	Strategic Thrust
<b>HDI</b>	Historically Disadvantaged Institution	<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>HEMIS</b>	Higher Education Management Information System	<b>TCTC</b>	Total Cost to Company
<b>ICT</b>	Information and Communication Technology	<b>UCDP</b>	University Capacity Development Programme
<b>IPQA</b>	Institutional Planning and Quality Assurance	<b>UG</b>	Undergraduate
<b>ITS</b>	Integrated Tertiary Software	<b>UNESCO</b>	United Nations Educational Scientific and Cultural Organisation
<b>KPI</b>	Key Performance Indicator	<b>UNIVEN</b>	University of Venda
<b>MIF</b>	Macro Infrastructure Framework	<b>VC</b>	Vice–Chancellor
<b>MoA</b>	Memorandum of Agreement		

**ANNUAL PLANNING PERFORMANCE MONITORING AND REPORTING CYCLE**





**University of Venda**  
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