UNIVERSITY OF LIMPOPO

Strategic Plan

2030

Contents

1. Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the Executive and Senior Management of the University of Limpopo under the guidance of the Vice-Chancellor and Principal, Prof N.M. Mokgalong and approved by the Council.
- Accurately reflects the performance targets which the University will endeavour to achieve for the period 2026-2030.
- Was prepared according to the requirements as set out in The Regulations for Reporting by Public Higher Education Institutions (Government Gazette, 9 June 2014 no. 37726).

Prof NM Mokgalong

Vice-Chancellor & Principal

Mr PJ Nefolovhodwe

Chairperson of the University Council

2. Strategic Overview

2.1. Our Vision

To be a leading African university focused on the developmental needs of its communities and epitomising academic excellence and innovativeness.

2.2. Our Mission

- To provide excellent and relevant academic programmes, research and community engagement initiatives which respond to the developmental needs of communities whilst producing well rounded graduates who give back to their communities and are global citizens.
- To enhance access to higher education for under-prepared, socially and economically disadvantaged students.
- To provide academic support services to all students of the University in order to ensure success in their studies.
- To provide planned opportunities for the development of all staff, particularly the academic staff in respect of their teaching, research and community engagement skills.
- To strive to strengthen and maintain partnerships and collaboration with the government and private sector, local authorities, international institutions and our alumni community.
- To endeavour to diversify the University's funding streams significantly, particularly the increase of third-stream income, in order to support the launching of new teaching and learning, research and community engagement activities and sustain the existing ones.

2.3. Our Values

- **Accountability**: We are answerable to a wide range of internal and external stakeholders.
- **Transparency:** We promote openness, debate, discussion and consultations.
- **Integrity:** We promote honesty, duty of care, respect and fairness.

- **Academic Freedom:** We protect the right to adopt innovative teaching and learning, research and community engagement.
- **Excellence and Professionalism:** We adhere to the norms and standards of higher education and that of professional bodies, excellence and professionalism.

2.4. Our Motto

"Finding Solutions for Africa"

3. Situational Analysis

The University of Limpopo enters the 2026–2030 strategic cycle at a pivotal time in the evolution of South Africa's higher education landscape. Across the sector, universities are navigating a number of challenges, including the following:

- Decline in State funding, and inability of self-funded students to pay their tuition fees. This funding constraint has adversely affected the quality of provisioning, calling for Universities to use innovative methods to improve other sources of income, often under not so ideal conditions given the slowed economic growth in South Africa.
- The imperative to develop and introduce new academic programmes that are responsive to the social and economic needs of the country, continent and the world.
- The need to harness the power of information and communication technologies to improve both operational efficiencies and delivery of the academic project.
- With increased access to Higher Education in South Africa, a dire need has arisen for greater investment to be made in infrastructure, including student accommodation and academic infrastructure (smart classrooms, laboratories and library resources and holdings).
- Strengthening of partnerships between the Universities, government, industry and the communities, in the context of the quadruple helix, has become critical for the financial sustainability of universities, and their improved.
- The heightened level of public accountability requirements from both the state and its regulatory agencies, has introduced additional reporting requirements.

- Given the declining public trust of universities in South Africa, these institutions are called upon to produce research that can be of value to the economy and society broadly.
- Access with success remains a key priority for planning, funding and quality assurance steering mechanisms in South Africa. To this end, all South Africans across race, ethnic, gender, class, religious, sexual orientation or creed must be given the opportunity to access higher education and succeed in higher education. This value, in South Africa, cannot be divorced from the historical and socio-political developments in South Africa, both during the pre-1994 and post-1994 eras respectively.
- The relationship between universities and the state in South Africa is being reshaped by heightened accountability expectations and fiscal constraints. While the state's efforts to enhance accountability are well-intentioned, universities have raised concerns about the perceived encroachment on institutional autonomy. With increasing fiscal pressures on the public budget, it is foreseeable that some higher education resources may be redirected toward other pressing socio-economic priorities. These shifts may, if not carefully managed, contribute to a widening trust gap between universities and the state.

While the national government remains committed to expanding access, delayed NSFAS disbursements and capped tuition fee increases continue to affect operational stability. In response, the University of Limpopo is intensifying its focus on financial sustainability, sound governance, and innovative resource mobilisation. We are determined to diversify income streams and strengthen third-stream revenue generation through partnerships, research commercialisation, and entrepreneurial activity, ensuring that our core academic mission remains protected and sustainable.

Our commitment to enhancing the student experience is equally central to our transformation journey. The University recognises that access without success is insufficient. Therefore, we are investing in academic support, career readiness, and holistic student development to ensure that every student who enters our gates has the best possible chance to succeed. Our ambitious infrastructure programme, which will deliver 4 500 additional on-campus beds by 2027, alongside a new High-Performance Sports Centre and Medical School, demonstrates this commitment in tangible form. Safe, dignified, and inspiring spaces are essential for learning, wellbeing, and academic excellence.

The national Council on Higher Education's second cycle of institutional audits reaffirmed the importance of quality assurance, integrity, and accountability across the sector. The University welcomes the commendations received for our research excellence, community engagement, and transformation initiatives. Guided by the approved Institutional Improvement Plan, the University is acting decisively and with speed to strengthen quality systems, enhance academic standards, and entrench a culture of evidence-based self-reflection and continuous improvement.

Transformation at the University of Limpopo is about evolving beyond the historically disadvantaged institution label and positioning ourselves as a leading African university rooted in excellence, inclusivity, and innovation. It encompasses the modernisation of systems, the diversification of our academic and professional staff, and the cultivation of a culture of excellence that welcomes and empowers all.

Digital transformation stands at the heart of this renewal. Through the UL Digital Transformation Strategy (2025–2027), the University has embarked on an ambitious shift toward becoming an "intelligent university." By migrating to integrated, cloud-based systems and harnessing data analytics, we are creating a digitally enabled environment that enhances teaching, learning, research, and administration. This technological evolution aligns with global trends in artificial intelligence, open science, and data governance, ensuring that UL remains responsive to the Fourth Industrial Revolution while safeguarding academic integrity and equity.

In parallel, we continue to strengthen our research and innovation ecosystem. The Research and Innovation Strategy (2026–2030) commits the University to expanding postgraduate enrolments, increasing research income, growing the number of NRF-rated researchers and postdoctoral fellows, and advancing our distinctive NICHE research areas. By promoting impact-oriented, African-centred research, the University will enhance its national and global standing while contributing solutions to the pressing challenges of our communities and continent.

The G20 Presidency of South Africa in 2025 and the broader global focus on education, skills, and innovation present new opportunities for international collaboration. Through Goal 6 of this Strategic Plan, the University will strengthen its partnerships, expand student and staff mobility, and build a more globally connected academic community. In doing so, we aim to project the University of Limpopo as an institution that is proudly African, globally relevant, and driven by excellence and impact.

Our transformation is also moral and ethical. We are committed to maintaining clean audits, upholding transparent governance, and building a safe, inclusive university free from gender-based violence and workplace harm. Integrity, accountability, and professionalism will continue to define our institutional culture.

As we enter this new strategic cycle, we are fully aware that the context remains challenging. Yet, the University of Limpopo has proven its resilience and capacity to adapt. The 2026–2030 Strategic Plan positions us not only to navigate change but to lead transformation.

In reaffirming our motto, "Finding Solutions for Africa," we commit to producing graduates, knowledge, and innovations that change lives and shape the future of our nation and continent whilst remaining financially sustainable, academically excellent, digitally transformed, research-active, and globally engaged.

The year 2029 will mark the University's 70th anniversary, coinciding closely with the conclusion of this Strategic Plan. This milestone provides an opportunity to celebrate seven decades of academic excellence and societal contribution, to reflect on the challenges that have shaped our journey, and to engage collaboratively with partners in defining our shared future. Through this Strategic Plan, the University renews its steadfast commitment to the values of social justice and the advancement of South Africa's democratic ideals; principles that have remained at the heart of its mission for more than two-thirds of a century.

4. Defining Our Transformation

Transformation at the University of Limpopo (UL) is essentially about the University undergoing a total radical transformation akin to that of a butterfly from a caterpillar, where the University is envisioned outside of the "historically disadvantaged institution" (HDI) label. A future UL is one in which the provision and quality of programmes, students' graduate attributes, academics, culture and services are poised towards finding solutions for Africa. Immediate focus towards this transformation is anchored in the following areas:

- Digital transformation of systems and process optimization to improve student services, student experience and administrative efficiencies thus creating a digitally enabled academic and corporate environment.
- Quality provisioning of a diverse and relevant programme and qualifications mix (PQM), teaching and learning resources, and environment that responds to the real and felt needs of society and the professions by promoting innovative teaching and learning methodologies and student support services.
- Engaged scholars who conduct research and produce knowledge that is accessible, inclusive, impactful, and empowers both its producers and users to solve the pressing challenges of our time and build a better future.
- A diverse and equitable workforce comprised of academics and professionals who are committed to serving our students and to their own personal development. This workforce is equipped with the appropriate skills, knowledge, and heart to thrive in this rapidly changing and complex world.
- A distinct and unique institutional culture that is welcoming and open to all and advances the knowledge project while contributing to the resolution of African and global challenges.

5. University Goals

The University aims to achieve its mission and vision through eight goals as follows:

Goal 1: Improve the quality of teaching and learning at the University.
This goal focuses on enhancing the quality and relevance of teaching, learning, and assessment across all faculties. It seeks to strengthen blended learning, maintain high undergraduate pass rates, and ensure all programmes meet national accreditation standards. By optimising the Programme and Qualification Mix (PQM), the University will introduce new qualifications and short learning programmes that respond to emerging trends in education and the evolving demands of the future world of work. Curriculum renewal processes will draw from insights generated through community engagement projects, ensuring that programme content remains responsive to societal needs.

Strategic objectives:

1.1. Enhance the provision of quality blended teaching, learning, and assessment.

1.2. Optimise the PQM for relevance, responsiveness, and viability.

1.3. Maintain accreditation of all our programmes.

Outcome: Delivery of high-quality, accredited programmes, and digitally enhanced teaching and learning that consistently achieves strong student success rates and produces employable, future-ready graduates who enhance Africa's human capital.

Goal 2: Improve student support and development services.

Goal 2 aims to enrich the overall student experience through improved academic, career, and wellbeing support. It prioritises preparing students for employability and entrepreneurship through work-readiness and entrepreneurship programmes, while also enhancing sports, recreation, and residential infrastructure. Continuous student feedback through satisfaction surveys will guide the University's efforts to create an inclusive and supportive learning environment.

Strategic objectives:

2.1. Assist students in career choices and success in finding employment or embarking on entrepreneurship upon graduation from the University.

2.2. Improve student's residences, recreational and sports offerings, and infrastructure.

2.3. Improve student experience.

Outcome: Comprehensive student support and development services to create a vibrant, inclusive, and enabling environment that improves student wellbeing, retention, and graduate employability.

Goal 3: Attract, recruit, develop, and retain quality academics and professional support staff.

This goal underscores the University's commitment to building a high-performing, diverse, and inclusive workforce. It focuses on advancing the scholarship of teaching by supporting academics to obtain teaching qualifications and increasing the representation of women in both academic and management positions. Through these measures, the University aims to cultivate excellence and equity across its human capital base.

Strategic objectives:

3.1. Advance the scholarship of teaching for academic staff.

3.2. Enhance the profile and diversity of staff.

Outcome: A diverse, skilled, and motivated academic and professional workforce that drives institutional excellence, innovation, and transformation across all faculties and support functions.

Goal 4: Strengthen the role of community engagement as a core function of the University.
Goal 4 seeks to strengthen the role of community engagement as a core, integrated function of the University by embedding it in teaching, learning, and research processes to generate applied knowledge, enhance curriculum relevance, and contribute measurable social impact. It promotes the implementation of multidisciplinary projects that address community needs and the development of free online courses to enhance youth skills and social awareness. Through these initiatives, the University reinforces its mission to be a driver of transformation and development in the region.

Strategic objectives:

4.1. Implement integrated Teaching & Learning, Research and Community Engagement projects.

4.2. Introduce free online courses for the youth.

Outcome: Integrated community engagement initiatives that generate measurable social and economic impact, positioning UL as a catalyst for local and regional transformation through applied knowledge and service.

Goal 5: Improve the University's research standing and status.

Goal 5 seeks to strengthen the University of Limpopo's position as a research-intensive, innovation-driven institution. It focuses on advancing research excellence, building institutional capacity, and enhancing global engagement through increased postgraduate enrolments and completions, a growing number of NRF-rated researchers, research chairs, and postdoctoral fellows, and expanded international collaborations aligned with the University's NICHE areas. The goal also prioritises fostering a vibrant research and innovation ecosystem that encourages entrepreneurship, technology transfer, the commercialisation of intellectual property, and research initiatives that increasingly incorporate community-based methodologies and outputs emerging from integrated engagement projects. Digitally enabled through systems such as the Integrated Research and Postgraduate Management System (IRPGMS) and guided by ethical artificial intelligence practices, these initiatives aim to strengthen supervision, research support, and data integrity. Collectively, they will enhance research output, visibility, and impact, positioning UL as a leading hub for African-centred knowledge creation and innovation.

This goal must be read in conjunction with the University's Research and Innovation Strategy (2026–2030), which directly informs and underpins the objectives and priorities articulated in this Strategic Plan

Strategic objectives:

5.1. Build institutional research capacity.

5.2. Grow the University's research output and impact.

5.3. Enhance postgraduate training and success.

Outcome: The implementation of UL Research and Innovation Strategy (2026-2030) will lead to a measurable increase in the University of Limpopo's research excellence, innovation capacity, and global standing. It will strengthen the University's ability to generate impactful, high-quality research; enhance postgraduate throughput and research productivity; and expand opportunities for intellectual property commercialisation and research income. Through this strategy, the University will position itself as a digitally agile, African-centred hub of research and innovation that actively contributes to societal transformation, community upliftment, and global knowledge advancement, truly embodying its motto of "Finding Solutions for Africa."

Goal 6: Improve UL's branding and strengthen partnerships and internationalisation.

Goal 6 seeks to enhance the University of Limpopo's visibility, reputation, and global engagement by strengthening partnerships, promoting academic mobility, and expanding its international footprint. It focuses on building mutually beneficial collaborations with local and international institutions that advance teaching, research, and community engagement. By increasing the number of international students, academics, and exchange opportunities, the University aims to foster a more diverse and globally connected academic community. Strengthening UL's brand identity is central to this goal, positioning the institution as an innovative, forward-looking African university known for excellence, inclusivity, and impact. Through effective communication, strategic partnerships, and international collaboration, the University will extend its reach and influence in alignment with its motto of "Finding Solutions for Africa."

Strategic objectives:

6.1. Strengthen partnerships.
6.2. Increase international participation.

Outcome: Strong partnerships, global collaborations, and a distinctive brand identity that elevate UL's reputation and influence as a globally connected African university committed to excellence and societal relevance.

Goal 7: Enhance the level of governance, administration and safety within the University.

This goal promotes a culture of integrity, accountability, and wellbeing. It commits the University to maintaining clean audit outcomes through sound internal controls while ensuring a safe, inclusive, and respectful environment. Initiatives to raise awareness and build institutional capacity to prevent gender-based violence and workplace harm form a critical part of this goal.

Strategic objectives:

7.1. Improve overall internal control systems.
7.2. Create a safe and conducive environment for excellence.

Outcome: Ethical, transparent, and efficient governance systems to ensure institutional integrity, compliance, and a safe, inclusive campus that fosters trust, accountability, and performance excellence.

Goal 8: Diversify the University's sources of income for sustainability, growth and competitiveness.

Goal 8 focuses on securing the University's long-term financial sustainability by expanding third-stream income. It encourages innovation in fundraising, partnerships, and commercial ventures that enhance institutional growth and competitiveness, ensuring that UL can sustain its strategic priorities and broaden its impact.

Strategic objective:

8.1. Improve the generation of other sources of income.

Outcome: A diversified and resilient financial model that secures long-term sustainability, enabling continued growth, innovation, and strategic investment in the University’s core academic mission.

Table 1: Strategic objectives supporting UL Goals for the period 2026-2030

Key Performance Indicator		**Annual Performance Plans**					
		Audited performance 2024	**2026**	**2027**	**2028**	**2029**	**2030**
Goal 1: Improve the quality of teaching and learning at the University							
1.1	**Strategic objective: Enhance the provision of quality blended teaching, learning, and assessment**						
1.1.1	**Increase and maintain undergraduate percentage pass rate**	84.2% against a target of 85%	84.5%	85%	85%	85%	85%
1.1.2	**Increase and maintain undergraduate percentage pass rate in Science Engineering and Technology programmes**	79.3% against a target of 80%	79.5%	80%	80%	80%	80%
1.2	**Strategic objective: Optimise UL's PQM for relevance, responsiveness and viability**						
1.2.1	**Introduce new, short learning programmes (SLPs)**	1 SLP against a target of 4	1 new SLP approved per Faculty	1 new SLP approved per Faculty	1 new SLP approved per Faculty	1 new SLP approved per Faculty	2 new SLP approved per Faculty
		New indicator	1 approved SLP implemented per Faculty	1 approved SLP implemented per Faculty	1 approved SLP implemented per Faculty	1 approved SLP implemented per Faculty	1 approved SLP implemented per Faculty
1.2.2	**Develop new programmes**	0 against a target of 4	1 new programme approved	1 new programme approved	2 new programmes approved	2 new programmes approved	3 new programmes approved
1.3	**Strategic objective: Maintain the accreditation status of academic programmes**						

Key Performance Indicator		Annual Performance Plans					
		Audited performance 2024	**2026**	**2027**	**2028**	**2029**	**2030**
1.3.1	**Percentage accreditation status maintained**	100% against a target of 100%	100%	100%	100%	100%	100%
Goal 2: Improve student support and development							
2.1	**Strategic objective: Assist students in career choices and success in finding employment or embarking in entrepreneurship upon graduation from the University**						
2.1.1	**Increase percentage final year students attending University work-readiness programme**	73% against a target of 50%	60%	65%	66%	67%	70%
2.1.2	**Increase number of Entrepreneurship programmes conducted for students**	32 against a target of 8	15	15	20	20	20
2.2	**Strategic objective: Improve students' residences, sports and recreational offerings and infrastructure**						
2.2.1	**Complete the construction of key infrastructure projects**	High performance Centre concept document and benchmarking report presented to EMC	High Performance Sports Centre business case/ strategy approved by EMC	Construction of 4500 Bed Student Residences completed Construction of Security Upgrades completed	Construction of medical school commenced	Construction of High-Performance Sports Centre commenced	-
2.3	**Strategic objective: Improve student experience**						
2.3.1	**Number of student satisfaction surveys on student services conducted**	5 against a target of 1	1 Student satisfaction	1 Student satisfaction	1 Student satisfaction	1 Student satisfaction	1 Student satisfaction

Key Performance Indicator		Annual Performance Plans					
		Audited performance 2024	**2026**	**2027**	**2028**	**2029**	**2030**
			survey on student services conducted	surveys on student services conducted	surveys on student services conducted	surveys on student services conducted	survey on student services conducted
Goal 3: Attract, recruit, develop, and retain quality academics and professional support staff							
3.1	**Strategic objective: Advance the scholarship of teaching for academic staff**						
3.1.1	**Increase number of academic staff trained with a teaching qualification**	51 against a target of 40	55 academics enrolled	60 academics enrolled	65 academics enrolled	70 academics enrolled	75 academics enrolled
3.2	**Strategic objective: Enhance the profile and diversity of staff**						
3.2.1	**Increase percentage female staff in management positions**	37% against a target of 44%	42%	44%	46%	48%	50%
3.2.2	**Increase percentage female academic staff**	41% against a target of 44%	42%	44%	46%	48%	50%
Goal 4: Strengthen the role of community engagement as a core function of the University							
4.1	**Strategic objective: Implement integrated Teaching & Learning, Research and Community Engagement projects**						
4.1.1	**Increase number of approved integrated community engagement projects implemented**	19 against a target of 8	2 Approved integrated community engagement projects implemented per Faculty	2 Approved integrated community engagement projects implemented per Faculty	3 Approved integrated community engagement projects implemented per Faculty	3 Approved integrated community engagement projects implemented per Faculty	3 Approved integrated community engagement projects implemented per Faculty

Key Performance Indicator		Annual Performance Plans					
		Audited performance 2024	**2026**	**2027**	**2028**	**2029**	**2030**
4.2	**Strategic objective: Introduce free online courses for the youth**						
4.2.1	**Increase number of free online courses aimed at addressing skills development and issues affecting the youth**	6 against a target of 1	1 free online course delivered from any Faculty / relevant Department	1 free online course delivered from any Faculty / relevant Department	1 free online course delivered from any Faculty / relevant Department	1 free online course delivered from any Faculty / relevant Department	1 free online course delivered from any Faculty / relevant Department
Goal 5: Improve the University's research standing and status							
5.1	**Strategic objective: Build institutional research capacity**						
5.1.1	**Increase research income[1]**	R102 906 000	10% increase compared to the previous year	10% increase compared to the previous year	10% increase compared to the previous year	10% increase compared to the previous year	10% increase compared to the previous year
5.1.2	**Increase number of post-doctoral fellows**	37 against a target of 45	40	45	50	55	60
5.1.3	**Increase number of rated researchers**	53 against a target of 50	75	80	85	90	95
	Increase number of B-rated researchers	New indicator	Develop programme to	Implement programme to	1	-	2

[1] Income received for research purposes.

Key Performance Indicator			Annual Performance Plans					
			Audited performance 2024	**2026**	**2027**	**2028**	**2029**	**2030**
				support researchers to obtain B-rating	support researchers to obtain B-rating			
5.1.4	**Increase number of research chairs**		4 against a tarted of 7	5	6	7	8	9
5.2	**Strategic objective: Grow the University's research output and impact**							
5.2.1	**Increase postgraduate enrolments**	**% Masters**	6.2% against a target of 7%	7%	8%	9%	10%	15%
		% Doctoral	1.8% against a target of 1.8%	1.8%	1.9%	2%	3%	5%
5.3	**Strategic objective: Enhance postgraduate training and success**							
5.3.1	**Reduce average time (years) to completion (Master's)**		4 against a tarted of 7	2.8 years	2.6 years	2.4 years	2.3 years	2.2years
Goal 6: Improve UL's branding and strengthen partnerships and internationalisation								
6.1	**Strategic objective: Strengthen partnerships**							
6.1.1	**Increase number of new local and international partnerships linked to teaching and learning/ research or community engagement programmes**		5 against a target of 5	5	5	5	5	5
6.2.	**Strategic objective: Increase international participation**							

Key Performance Indicator			Annual Performance Plans					
			Audited performance 2024	**2026**	**2027**	**2028**	**2029**	**2030**
6.2.1	**Increase number of first-entering international students**	**Undergraduate students**	New indicator	30	40	50	60	70
		Postgraduate students	New indicator	10	20	30	40	50
6.2.2	**Increase number of academics and students participating in international exchange programmes**		20 against a target of 10	20	25	30	35	40
Goal 7: Enhance the level of governance, administration and safety within the University								
7.1	**Strategic objective: Improve overall internal control systems**							
7.1.1	**Improve audit outcomes**		Clean audit outcome	Clean audit outcome for year n-1	Clean audit outcome for year n-1	Clean audit outcome for year n-1	Clean audit outcome for year n-1	Clean audit outcome for year n-1
7.2	**Strategic objective: Create a safe and conducive environment for excellence**							
7.2.1	**Develop and implement measures to enhance institutional capacity and awareness to prevent gender-based violence and harm in the workplace**		28% against a target of 15%	20% staff members trained	22% staff members trained	24% staff members trained	26% staff members trained	28% staff members trained
			5% against a target of 5%	10% of students trained	12% of students trained	14% of students trained	16% of students trained	18% of students trained
Goal 8: Diversify the University's sources of income for sustainability, growth and competitiveness								
8.1	**Strategic objective: Improve the generation of other streams of income**							

Key Performance Indicator		Annual Performance Plans					
		Audited performance 2024	2026	2027	2028	2029	2030
8.1.1	**Increase other streams of income[2] as a percentage of total income**	22% against a target of 16%	25%	26%	27%	28%	29%

[2] Sale of goods and services, private gifts and grants, donations, investment income and rental income.

5. Annual Performance Plan 2026

The annual performance plan (APP) sets out the targets for the academic year 2026 with quarterly milestones. The quantitative targets are cumulative. The University's 2024 audited performance provides the verified baseline for all 2026–2030 strategic targets and enables evidence-based planning aligned with the next strategic cycle.

Table 2: Quarterly targets against the APP 2026

Key Performance Indicator		Audited Performance	Annual Target	1 Jan – 31 Mar	1 Apr – 30 Jun	1 Jul – 30 Sep	1 Oct – 31 Dec
		2024	**2026**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
Goal 1: Improve the quality of teaching and learning at the University							
1.1	**Strategic objective: Enhance the provision of quality blended teaching, learning, and assessment**						
1.1.1	**Increase and maintain undergraduate percentage pass rate**	84.2% against a target of 85%	**84.5%**	-	-	-	84.5%
1.1.2	**Increase and maintain undergraduate percentage pass rate in Science Engineering and Technology programmes**	79.3% against a target of 80%	**79.5%**	-	-	-	79.5%
1.2	**Strategic objective: Optimise UL's PQM for relevance, responsiveness and viability**						
1.2.1	**Introduce new, short learning programmes (SLPs)**	1 SLP against a target of 4	**1 new SLP approved per Faculty**	-	-	1 new SLP per Faculty approved by Senate	-

Key Performance Indicator		Audited Performance	Annual Target	1 Jan – 31 Mar	1 Apr – 30 Jun	1 Jul – 30 Sep	1 Oct – 31 Dec
		2024	2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		New indicator	**1 approved SLP implemented per Faculty**	-	-	-	1 approved SLP implemented per Faculty
1.2.2	**Develop new programmes**	0 against a target of 4	**1 new programme approved**	Programme identified by a relevant Faculty	-	-	1 new programme approved by Senate
1.3	**Strategic objective: Maintain the accreditation status of academic programmes**						
1.3.1	**Percentage accreditation status maintained**	100% against a target of 100%	**100%**	100%	100%	100%	100%
Goal 2: Improve student support and development							
2.1	**Strategic objective: Assist students in career choices and success in finding employment or embarking in entrepreneurship upon graduation from the University**						
2.1.1	**Increase percentage final year students attending University work-readiness programme**	73% against a target of 50%	**65%**	-	40%	-	65%
2.1.2	**Increase number of Entrepreneurship programmes conducted for students**	32 against a target of 8	**15**	-	5	10	15
2.2	**Strategic objective: Improve students' residences, sports and recreational offerings and infrastructure**						
2.2.1	**Complete the construction of key infrastructure projects**	High performance	**High Performance**	-	-	HPC business	-

Key Performance Indicator		Audited Performance	Annual Target	1 Jan – 31 Mar	1 Apr – 30 Jun	1 Jul – 30 Sep	1 Oct – 31 Dec
		2024	2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Centre concept document and benchmarking report presented to EMC	**Sports Centre business case/ strategy approved by EMC**			case/ strategy approved by EMC[3]	
2.3	**Strategic objective: Improve student experience**						
2.3.1	**Number of student satisfaction surveys on student services conducted**	5 against a target of 1	**1 Student satisfaction survey on student services conducted**	-	-	1 Student satisfaction survey report conducted and presented to EMC	-
Goal 3: Attract, recruit, develop, and retain quality academics and professional support staff							
3.1	**Strategic objective: Advance the scholarship of teaching for academic staff**						
3.1.1	**Increase number of academic staff trained with a teaching qualification**	51 against a target of 40	**55 academics enrolled**	-	-	-	55 academics enrolled
3.2	**Strategic objective: Enhance the profile and diversity of staff**						

[3] EMC – Executive Management Committee

Key Performance Indicator		Audited Performance	Annual Target	1 Jan – 31 Mar	1 Apr – 30 Jun	1 Jul – 30 Sep	1 Oct – 31 Dec
		2024	2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.2.1	**Increase percentage female staff in management positions**	37% against a target of 44%	**42%**	-	38%	-	42%
3.2.2	**Increase percentage female academic staff**	41% against a target of 44%	**42%**	-	38%	-	42%
Goal 4: Strengthen the role of community engagement as a core function of the University							
4.1	**Strategic objective: Implement integrated Teaching & Learning, Research and Community Engagement projects**						
4.1.1	**Increase number of approved integrated community engagement projects implemeted**	19 against a target of 8	2 Approved integrated community engagement projects implemented per Faculty	-	1 Approved integrated CE project implemented per Faculty	-	2 Approved integrated CE project implemented per Faculty
4.2	**Strategic objective: Introduce free online courses for the youth**						
4.2.1	**Increase number of free online courses aimed at addressing skills development and issues affecting the youth**	6 against a target of 1	1 free online course delivered from any Faculty / Department	-	-	-	1 free online course delivered from any Faculty / Department
Goal 5: Improve the University's research standing and status							
5.1	**Strategic objective: Build institutional research capacity**						

Key Performance Indicator			Audited Performance 2024	Annual Target 2026	1 Jan – 31 Mar Quarter 1	1 Apr – 30 Jun Quarter 2	1 Jul – 30 Sep Quarter 3	1 Oct – 31 Dec Quarter 4
5.1.1	**Increase research income[4]**		R102 906 000	**10% increase compared to the previous year**	-	5%		10%
5.1.1	**Increase number of post-doctoral fellows**		37 against a target of 45	**40**	-	20	-	40
5.1.2	**Increase number of rated researchers**		53 against a target of 50	**75**	-	-	-	75
	Increase number of B-rated researchers		New indicator	**Develop programme to support researchers to obtain B-rating**	-	-	-	Programme approved by Senate
5.1.3	**Increase number of research chairs**		4 against a tarted of 7	**5**	-	-	-	5
5.2	**Strategic objective: Grow the University's research output and impact**							
5.2.1	**Increase postgraduate enrolments**	**% Masters**	6.2% against a target of 7%	**7%**	-	6%	-	7%
		% Doctoral	1.8% against a target of 1.8%	**1.8%**	-	1.4%	-	1.8%

[4] Income received for research purposes>

Key Performance Indicator			Audited Performance	Annual Target	1 Jan – 31 Mar	1 Apr – 30 Jun	1 Jul – 30 Sep	1 Oct – 31 Dec
			2024	**2026**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
5.3	**Strategic objective: Enhance postgraduate training and success**							
5.3.1	**Reduce average time (years) to completion (Master's)**		2.9 against a target of 3.0	**2.8 years**	-	-	-	2.8 years
Goal 6: Improve UL's branding and strengthen partnerships, and internationalisation								
6.1	**Strategic objective: Strengthen partnerships**							
6.1.1	**Increase number of new local and international partnerships linked to teaching and learning/ research or community engagement programmes**		5 against a target of 5	**5**	-	3	-	5
6.2	**Strategic objective: Increase international participation**							
6.2.1	**Increase the number of first entering international students**	**Undergraduate students**	New indicator	**30**	-	-	-	30
		Postgraduate students	New indicator	**10**	-	-	-	10
6.2.2	**Increase number of academics and students participating in international exchange programmes**		20 against a target of 10	**20**	-	10	-	20
Goal 7: Enhance the level of governance, administration and safety within the University								
7.1	**Strategic objective: Improve overall internal control systems**							

Key Performance Indicator		Audited Performance	Annual Target	1 Jan – 31 Mar	1 Apr – 30 Jun	1 Jul – 30 Sep	1 Oct – 31 Dec
		2024	2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4
7.1.1	**Improve audit outcomes**	Clean audit outcome	**Clean audit outcome for year n-1**	-	-	Clean audit outcome for year n-1	-
7.2	**Strategic objective: Create a safe and conducive environment for excellence**						
7.2.1	**Develop and implement measures to enhance institutional capacity and awareness to prevent gender-based violence and harm in the workplace**	28% against a target of 15%	**20% staff members trained**	-	10%	15%	20%
		5% against a target of 5%	**10% of students trained**	-	5%	8%	10%
Goal 8: Diversify the University's sources of income for sustainability, growth and competitiveness							
8.1	**Strategic objective: Improve the generation of other sources of income**						
8.1.1	**Increase other streams of income[5] as a percentage of total income**	22% against a target of 16%	**25%**	-	22%	-	25%

[5] Sale of goods and services, private gifts and grants, donations, investment income and rental income.

6. Ministerial Approved Enrolment Targets

Key Performance Indicator	Link to UL Goals	Target				
		2026	2027	2028	2029	2030
A. Access						
First time entering undergraduates	1	5100	5200	5300	5400	5500
Headcount enrolments	1	24870	25172	25481	25798	26123
Headcount enrolments (foundation provisioning)	1	1263	1321	1378	1436	1494
Headcount enrolments total (undergraduates)	1	21079	21217	21355	21493	21631
Headcount enrolments total (postgraduates)	5	3750	3912	4081	4257	4441
Enrolments by major field of study:						
Science engineering and technology	1	10864	11079	11296	11517	11741
Business/Management	1	3380	3460	3543	3627	3712
Education	1	3451	3522	3595	3668	3743
Other humanities	1	7175	7111	7048	6986	6927
B. Success						
Graduates (undergraduates)	1, 2, 3	3816	3861	3908	3957	4007
Graduates (postgraduates)	5	1446	1509	1574	1642	1713
Success rate/graduation rate	1, 2,3	21	21	22	22	22
Undergraduate output by scarce skills:						
Life and physical science	1, 2, 3	554	561	569	576	584
Human health	1, 2, 3	292	308	324	339	355
Teacher education	1, 2, 3	734	746	759	772	785
Success rate/graduation rate	1, 2, 3	82%	82%	82%	82%	82%
C. Efficiency						
Instruction/research/professional staff:						
Headcount and FTE[6] of permanent instruction/ research professional staff	3	757	770	783	797	811
Staff[7] with doctoral degrees (%)	3, 5	42%	43%	43%	44%	44%
Number of nGap staff	3					
Ratio of FTE instructional/ research staff to FTE students	3	25,4	25,7	25,6	25,5	25,4
D. Research output						
Total units of publications	5	470	478	486	495	504
Publications units per FTE staff[8]	5	62%	62%	62%	62%	62%
Research Master's graduates	5	272	283	296	308	322
Doctoral degrees graduates	5	51	53	55	58	60

[6] Full-time equivalent
[7] Academic and support staff
[8] Instructional research staff FTEs

7. Financial Overview

7.1. Budget Linked to UL Goals

UL Strategic Goals	R'000				Estimates (R'000)	
	2025	2026	2027	2028	2029	2030
Goal 1: Improve the quality of teaching and learning at the University	497 780	500 167	515 172	530 628	546 546	562 943
Goal 2: Improve student support and development services	22 289	22 396	23 067	23 759	24 472	25 206
Goal 3: Attract, recruit, develop and retain quality academics and professional support staff	7 430	7 465	7 689	7 920	8 157	8 402
Goal 4: Strengthen the role of community engagement as a core function of the University	14 859	14 930	15 378	15 840	16 315	16 804
Goal 5: Improve the University's research standing and status	163 450	164 234	169 161	174 236	179 463	184 847
Goal 6: Improve UL's branding and strengthen partnerships, and internationalisation	14 859	14 930	15 378	15 840	16 315	16 804
Goal 7: Enhance the level of governance, administration and safety within the University	7 430	7 465	7 689	7 920	8 157	8 402
Goal 8: Diversify the University's sources of income for sustainability, growth and competitiveness	14 859	14 930	15 378	15 840	16 315	16 804
TOTALS	**742 956**	**746 519**	**768 914**	**791 982**	**815 741**	**840 213**

7.2. Consolidated MTEF Budget

Line item	Consolidated (R'000)					
	2025	2026	2027	2028	2029	2030
Total Income	**2 573 235**	**2 709 059**	**2 825 318**	**2 947 262**	**3 075 199**	**3 209 455**
State subsidy	1 229 063	1 278 226	1 316 572	1 356 069	1 396 752	1 438 654
Tuition fees	896 865	963 520	1 025 176	1 090 777	1 160 575	1 234 841
Student Accommodation	167 460	177 508	186 383	195 702	205 487	215 762
Other student fees	103 235	110 908	118 005	125 556	133 590	142 138
Provision for student debt	-149 005	-159 744	-169 618	-180 107	-191 249	-203 084
Rental income	8 952	9 310	9 589	9 877	10 173	10 479
Research Income	102 000	106 080	109 262	112 540	115 916	119 394
Income from contracts, grants & donations	38 465	40 004	41 204	42 440	43 713	45 025
Other operating income	9 497	9 877	10 173	10 479	10 793	11 117
Investment Income	166 703	173 371	178 572	183 929	189 447	195 130
Less: Total Expenses	**2 415 200**	**2 507 027**	**2 607 389**	**2 712 322**	**2 822 040**	**2 936 768**
Personnel costs - Academic	882 494	935 444	982 216	1 031 327	1 082 893	1 137 038
Personnel costs - Non-Academic	588 578	623 893	655 087	687 842	722 234	758 345
Contracts - Cleaning	40 850	42 484	43 758	45 071	46 423	47 816
Contracts - Security	86 664	90 130	92 834	95 619	98 488	101 442
Contracts - Others	84 189	87 557	90 184	92 889	95 676	98 546
Maintenance	80 000	83 200	85 696	88 267	90 915	93 642
Rates and Utilities	70 806	73 638	75 847	78 123	80 466	82 880
Other operating expenses	380 447	369 509	380 594	392 012	403 773	415 886
Depreciation	201 172	201 172	201 172	201 172	201 172	201 172
Surplus before transfers	**158 035**	**202 032**	**217 929**	**234 940**	**253 159**	**272 686**
Movable assets	31 809	32 462	32 932	32 932	32 932	32 932
Projects	53 765	55 915	57 593	59 321	61 100	62 933
Surplus before provisions	**72 461**	**113 655**	**127 404**	**142 687**	**159 126**	**176 821**
Retirement benefit obligations	47 462	49 360	51 335	53 388	55 524	57 745
Surplus for the year	**24 999**	**64 294**	**76 069**	**89 299**	**103 603**	**119 076**

7.3. Subsidy and Earmarked Grants

Description	2025	2026	2027	2028	Linkage to Performance Indicators
	R'000				
State subsidy	1 229 063	1 229 063	1 229 063	1 229 063	Block grant for university operations
Infrastructure and Efficiency Grant	46 000	46 000	46 000	46 000	Improved infrastructure contributes to the improved quality of teaching and learning and administration of the University.
University Capacity Development Grant	26 575	26 575	26 575	26 575	Support provided to develop teaching, learning and research capacity at the University.
University LED Collaborative Projects	68 150	68 150	68 150	68 150	For Consultative workshops to brainstorm University Challenges with a view to develop a policy framework which would be supported by this grant.
Foundation Programmes Subsidy	41 310	41 310	41 310	41 310	Support provided to assist foundation phase programmes and lectures.
Sibusiso Bengu Development Grant	80 241	80 241	80 241	80 241	Support development of infrastructure at the university
Clinical Training Grant	20 361	20 361	20 361	20 361	Support specific to health science Programmes
Total	**1 511 700**	**1 511 700**	**1 511 700**	**1 511 700**	

7.4. Long Term Capital Expenditure

Line Item	Funding Source	Amount R'000
Security Upgrades Including Boundary Walls & Gates Image Revamp Phase 2	Own Funds	38 000
Security Upgrades Including Boundary Walls & Gates Image Revamp Phase 3	Own Funds	81 000
Refurbishment of Biccard Street Residence	Own Funds	30 000
Electrical Infrastructure Refurbishment and maintenance	Own Funds	11 615
Internal Roads Phase 5	Own Funds	5 000
Laboratory Refurbishments for accreditation purposes	Own Funds	63 500
Experimental Farm Security Upgrade	Own Funds	5 000
Student Health Centre	Own Funds	2 800
R40 Refurbishments	Own Funds	5 000
Tiro Hall Refurbishment	Own Funds	9 000
Water Augmentation (Boreholes and Reservoir)	Own Funds	63 572
Medical School Infrastructure	DHET Grants: IEG	119 600
Sustainable Campus Plan	DHET Grants: IEG	3 731
		437 818

7.5. Cashflow Projections

Line item	2025	2026	2027	2028	2029	2030
	R'000				Estimates	
Revenue (A):	**2 471 235**	**2 602 979**	**2 716 056**	**2 834 722**	**2 959 282**	**3 090 061**
State subsidy	1 229 063	1 278 226	1 316 572	1 356 069	1 396 752	1 438 654
Student fees	1 018 555	1 092 191	1 159 945	1 231 927	1 308 404	1 389 656
Rental income	8 952	9 310	9 589	9 877	10 173	10 479
Income from contracts, grants & donations	38 465	40 004	41 204	42 440	43 713	45 025
Rendering of services	9 497	9 877	10 173	10 479	10 793	11 117
Interest income	166 703	173 371	178 572	183 929	189 447	195 130
Expenditure (B):	**2 299 602**	**2 394 232**	**2 496 742**	**2 603 403**	**2 714 900**	**2 831 462**
Personnel costs	1 471 072	1 559 336	1 637 303	1 719 168	1 805 127	1 895 383
Operational expenditure	380 447	369 509	380 594	392 012	403 773	415 886
Maintenance	80 000	83 200	85 696	88 267	90 915	93 642
Rates and Utilities	70 806	73 638	75 847	78 123	80 466	82 880
Contracts	211 703	220 171	226 776	233 580	240 587	247 805
Movable assets	31 809	32 462	32 932	32 932	32 932	32 932
Projects	53 765	55 915	57 593	59 321	61 100	62 933
Net increase in cash (A-B)	**171 633**	**208 747**	**219 314**	**231 319**	**244 382**	**258 599**
Cash at beginning of year	**3 280 494**	**3 452 127**	**3 660 873**	**3 880 187**	**4 111 506**	**4 355 888**
Cash at end of year	**3 452 127**	**3 660 873**	**3 880 187**	**4 111 506**	**4 355 888**	**4 614 487**

8. Risk Management

The Strategic Risk register below details only the top six risks from the University's comprehensive approved risk register, including their likelihood, an assessment of the identified risk's potential impact; and the measures put in place to mitigate the risks. Digital transformation related risks, including cybersecurity, data governance, and information systems continuity, are comprehensively identified and managed through the University of Limpopo Digital Transformation Strategy Risk Register (2025–2027). These risks are therefore not duplicated in this Strategic Plan but are also monitored through the institutional risk governance framework and reported to Council.

Risk	Cause	IR[9]	RR[10]	Link to UL Goal	Risk Mitigation Action
1. Poor academic outcomes due to declining quality of teaching and learning	Declining quality of teaching and student support services as a result of rapid changes broght by the University-wide adoption of multimodal teaching and learning	High	Mod	1,2,5	Train all students and academics on the use of Blackboard and other e-Learning tools
					Provide support (Helpdesk) to students on the use of Blackboard and other e-learning tools
					Implement adequate systems that will ensure the integrity of online assessments
2. Inadequate, non-conducive teaching & learning environments	Lack of or slow pace of development and or maintainance of physical infrastructure	High	Mod	1,2	Monitor the implementation of the University's approved annual infrastructure maintenance plan

[9] Inherent risk rating
[10] Residual risk rating

Risk	Cause	IR[9]	RR[10]	Link to UL Goal	Risk Mitigation Action
3. Non-compliance with applicable legislation and regulations	• Inability to comply with applicable laws and regulations.	High	Mod	7	Ensure all employees declare their interests on an annual basis and ensure no employee and their immediate families conduct business with the University
					Review, approve and implement approved Institutional Occupational Health and Safety Policy and Plan
4. Insufficient and decreasing funding	Declining state subsidy, tuition and donor funding due to struggling economy	High	Mod	8	Increase UL's third stream income as per APP 2026 target
	Failure to meet postgraduate enrolment targets				Develop and implement a targeted recruitment strategy to increase postgraduate enrolments particularly in Undergraduate SET[11], Master's and Doctoral programmes
5. Inadequate business continuity across key functions of the University	Inadequate business continuity and recovery in the event of disruptions (e.g. lockdown, protests, load-shedding, cyber-attacks, construction) to core functions of the Institution	Mod	Low	All	Ensure all key functions of the University have an approved Risk Management and Business Continuity Plan which should be implemented when disruptions occur

[11] Science, Engineering and Technology

Risk	Cause	IR[9]	RR[10]	Link to UL Goal	Risk Mitigation Action
6. Fraud and corruption	Vulnerability to fraud and corruption due to lack of implementation of policies to deal with transgressors	Mod	Low	All	Implement the Corruption Prevention Policy – Develop Faculty/ Departmental Corruption Prevention Plans

Rating	**Range**	**Interpretation**
Low	1–5	🟩 Minimal impact, easily managed
Moderate	6–10	🟧 Manageable, requires monitoring
High	11–15	🟧 Serious, needs proactive controls
Critical	16–25	🟥 Severe, top management attention required

9. Legislative Mandates

- Basic Conditions of Employment Act 75 of 1997
- Broad-Based Black Economic Empowerment Act 53 of 2003
- Companies Act 71 of 2008
- Constitution of the Republic of South Africa 1996
- Consumer Protection Act 68 of 2008
- Higher Education Act 101 of 1997 as amended
- Higher Education and Training Laws and Amendment Act 23 of 2012
- Labour Relations Act 66 of 1995
- National Qualifications Framework Act No. 67 of 2008
- National Skills Development Strategy
- Occupational Health and Safety Act 85 of 1993
- Pension Funds Act 24 of 1956
- Protection of Personal Information Act 4 of 2013
- Promotion of Access to Information Act 2 of 2000
- Promotion of Administrative Justice Act 3 of 2000
- Regulations for Reporting by Higher Education Institutions, Government Gazette no: 37726 of 9 June 2014
- Skills Development Act 97 of 1998
- Skills Development Levies Act No. 24 of 2010
- South African Qualifications Authority Act 58 of 1995
- White Paper on Post School Education and Training