

We aim to lead MUT into a sustainable future; fostering creativity, agility and resilience in our people, processes and systems. Our processes, systems and people will support effective knowledge-sharing and efficient use of resources. This will foster an environment that enables evolution towards our future profile of people, culture and processes, infrastructure, revenue mix, and global capabilities. It will be addressed through the following initiatives:

- ◆ Recruit and retain staff who are committed to our vision, mission, and values, and who diligently contribute to excellence.
- ◆ Create an organisational culture, administrative processes, and structure that value and promote productivity, while optimising both the utilisation of existing resources and the generation of new resources.
- ◆ Ensure that administrative processes and technology are aligned to efficiently enable academic and support staff, and students to advance the Mission of the University.
- ◆ Provide the physical infrastructure – buildings, classrooms, laboratories, studios, and libraries – that will enable us to support the work of our faculty and staff, and to serve our students in alignment with the University's Master Plan.

- ◆ Increase and optimise the revenue mix beyond the traditional sources of tuition fees and state support through an expansion of resources such as sponsored projects and research, gifts and endowments, scholarships, auxiliary services, partnerships, and entrepreneurship opportunities.

The strategic objectives are indicated in the table below:

Key Performance Indicators, baselines and targets								
Strategic Objectives	KPI	2018	2020	2021	2022	2023	2024	2025
SO5.1 To increase the popularity of the MUT brand	22. Nett promoter score among stakeholders (staff, students and alumni)	Baseline not available	50%	52%	54%	56%	58%	60%
SO5.2 To improve student life and wellness	23. Student satisfaction with the quality of supporting infrastructure	Baseline not available	50%	52%	54%	56%	58%	60%
SO5.3 To improve the well-being and engagement of staff	24. Staff engagement index	Baseline not available	40%	42%	44%	46%	48%	50%
SO5.4 To improve operational efficiency and effectiveness	25. Reduction of the number of qualified audit findings	14	Not more than 10	Not more than 9	Not more than 8	Not more than 7	Not more than 6	Not more than 5
5.5 To sustain and improve financial sustainability	26. Third stream income as a percentage of total income	1.6%	2%	2.4%	2.8%	3.2%	3.6%	4%
	27. Efficiency ratio: Total expenditure as a percentage of total revenue	91%	88%	87.4%	86.8%	86.2%	85.6%	85%
	28. Quick ratio: (Cash & Cash equivalents less Restricted Grants funds + Student debtors) to (Current Liabilities less Current portion of Restricted Grant funds)	1.38	1.5	1.6	1.7	1.8	1.9	2
	29. Total liabilities less Deferred Income (to be amortised) as a % of Total Assets	66.7%	65%	64%	63%	62%	61%	60%
SO5.6 To maintain and improve infrastructure.	30. % of Capex projects awarded within approved procurement plan	No base	80%	82%	84%	86%	88%	90%
	31. % expenditure of capex projects awarded within the approved plan	Baseline not available	50%	56%	62%	68%	74%	80%
	32. Maintain ratio of capex infrastructure maintenance allocation to overall infrastructure budget	33%	34%	35.2%	36.4%	37.6%	38.8%	40%