



THE UNIVERSITY OF THE
SOUTH PACIFIC

❖ USP STRATEGIC PLAN 2010 - 2012



QUALITY, RELEVANCE, SUSTAINABILITY

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Vice-Chancellor's Foreword



The Vice-Chancellor of the University of the South Pacific, Professor Rajesh Chandra.

The University of the South Pacific stands at perhaps the most crucial crossroads in its 41-year history. It faces the call for increased provision of higher education for a region in which the participation rate in higher education is about one quarter of what is deemed adequate to be competitive in an increasingly globalised knowledge society and at the same time is being asked to improve its quality, relevance and sustainability. It needs to strengthen its regional character while answering calls for greater efficiency and productivity. While it reforms and reshapes for a more sustainable and relevant future, it must also take on board new initiatives that reflect the needs of its Member Governments and other stakeholders. It needs to make hard decisions and strategic choices.

The operating context for these decisions and changes, which require speed and agility, is daunting. The Pacific Islands have not yet felt the worst of the unprecedented global economic crisis. The economic performance of our region, which has been of concern for at least two decades, is now worsening significantly. Furthermore, at least two of our Member Governments have committed themselves to the development of their own national universities. Competition from providers of tertiary and higher education from outside the region is increasing. There are also rapid technological changes that present further challenges for the University. The human

resources of the University, which have experienced a loss of quality in recent years, need focused and urgent strengthening, despite the tight financial position of the University.

Yet ranged against these challenges is a series of conspicuous successes. The University is the unchallenged world leader in the tertiary-level teaching of Pacific Studies, ranging from environment to dance, economics to art, and education to information systems. The University of the South Pacific is home to the world's greatest concentration of expertise about the Pacific – a veritable think-tank for its member governments – and hosts by far the largest number of Pacific Island students of any university. The University is adept at teaching from a distance, thereby facilitating learning by students who might otherwise have no such access. By 2010, the University will have a new Information and Communications Technology (ICT) Centre, the largest in the Pacific Islands that will enable it to make a massive and sustainable contribution to the information technology needs of its member countries.

The University represents a unique, strong and rewarding partnership with its Member Governments, key donors, and the community at large. While the University itself can plan effectively for its future, Governments also need to rise to the challenge of aligning their own development,

especially in higher education and their partnership with the University.

The closeness and strength of this partnership will largely determine the future success of the University and its ability to help Member Governments achieve their sustainable development goals. In addition, universities need to reach out and serve their communities, across the Pacific region in the case of the University of the South Pacific, to ensure that regional expectations are met, yet also maintain a global outlook, embracing the benefits that internationalisation can bring in today's community of nations and peoples.

The University prides itself on its global outlook, manifested by its scholarship, its collaborative activities, and its positioning as The University of the South Pacific – complementary not subordinate to universities that serve other geographical regions. Yet the University is also a university for the Pacific, striving to meet the developmental needs of its member countries, fully appraised and supportive of Pacific region initiatives such as the Pacific Plan, and an active member of the CROP family that advises and responds to Pacific concerns.

This Strategic Plan is designed for recovery and reshaping of the University, and for its targeted expansion. In the current volatile and uncertain situation, it is prudent to plan for three years to re-establish a triennial framework for the strategic planning and funding of the University. As soon as the economic and planning context of the region becomes clearer, planning will begin for the next Strategic Plan beyond 2012.

The Vision of USP is to deliver excellence; to be highly regarded locally, regionally and internationally; and to be proactive in identifying and meeting the challenges of a sustainable future in the Pacific. This Strategic Plan for the University of the South Pacific, "*Quality, Relevance, Sustainability*", will build on significant progress made during 2008 and 2009. The key aim is to establish a sustainable future for the University and to strengthen its role as the premier institution in the Pacific that engages regionally and with Pacific communities to create more sustainable economies, environments, and social development appropriate to the changing region we occupy. The Strategic Plan will also enable the University to move forward into the next decade of the 21st century with renewed confidence and academic leadership in order to deliver excellence in all that it does, and to

project itself as a well-respected international institution, with a strong focus on student success.

This Strategic Plan brings together a vision (what the University aims to achieve), a mission (how the University will achieve its vision), and a series of values that defines how the University operates. This Strategic Plan has been the subject of considerable consultation with a range of stakeholders within and beyond the Pacific region. For the purpose of structuring this Strategic Plan, six Priority Areas have been identified. Each of these includes Objectives and Strategies that will lead to specific outputs. These are measurable through key performance indicators and benchmarking, are risk-assessed, and are aligned with resources.

This document summarises the Strategic Plan for 2010-2012. I am grateful to all those representatives of our member governments, our communities, our donor partners and numerous individuals who gave careful thought to what the University proposed to achieve over the next triennium (2010-2012). The University is committed to ensuring that this planning is carried through to full implementation. Crosscutting and Support Plans will further develop the initiatives and activities of this Strategic Plan. A detailed Log-Frame will guide implementation, monitoring and evaluation. The Council will receive regular performance-oriented reports on the implementation of this Strategic Plan.

Recognising the economic plight of the Member Governments, the University will ensure that the cost of implementing the Strategic Plan will not be passed on to them. This will impose severe pressure on the University, but this is the most prudent response to the difficulties currently faced by Member Governments. The Futures Review (2004) provided a 2025 vision for the University, while acknowledging the challenging future that the South Pacific region and Member Countries of USP will face. USP needs to respond more vigorously to the needs of all its stakeholders – our Island nations, our communities, and our students. It must do this with a clear sense of purpose in the delivery of quality and relevance, harnessing the talents of its leadership and staff members, and working within good governance and management principles. We must progress together to create and ensure sustainable futures for all.

Professor Rajesh Chandra, **Vice-Chancellor**

The University of the South Pacific (USP)

41 Years of Meeting the Needs of the Pacific

Founded in 1968, the University of the South Pacific serves the regional needs of its 12 Member Countries:

- | | |
|--------------|------------------|
| Cook Islands | Fiji Islands |
| Kiribati | Marshall Islands |
| Nauru | Niue |
| Samoa | Solomon Islands |
| Tokelau | Tonga |
| Tuvalu | Vanuatu |

One of only two regional universities in the world, USP aspires to be a university of excellence, serving the needs of the peoples of the South Pacific.

As we move into our fifth decade of service, the needs and challenges of our region are becoming ever greater and more complex than before. Environmental changes and their impacts on the sustainability of life in the islands of the South Pacific, and the requirements for improved economic systems, good governance and strengthened democratic political systems all speak to the role of USP in the future development of the region.

Quality, relevance and sustainability are the driving forces that inform this Strategic Plan. In addition, its implementation will be driven by improvements in the ways that the University manages its operations, and provides equity in its learning, research and engagement across the region. Ultimately this new Strategic Plan will be driven by strong governance to ensure it has the confidence of all its stakeholders, and is held in high regard regionally and internationally.



The University's main Laucala Campus in Suva, Fiji.

USP at a Glance

Students

	2008	%
Number of Students	19,146	100.0
in non Pre-Degree Courses	13,663	71.4
in Pre-Degree Courses	4,968	25.9
in courses at both Pre-Degree and Degree Level	515	2.7

Equivalent Full Time Students (EFTS)

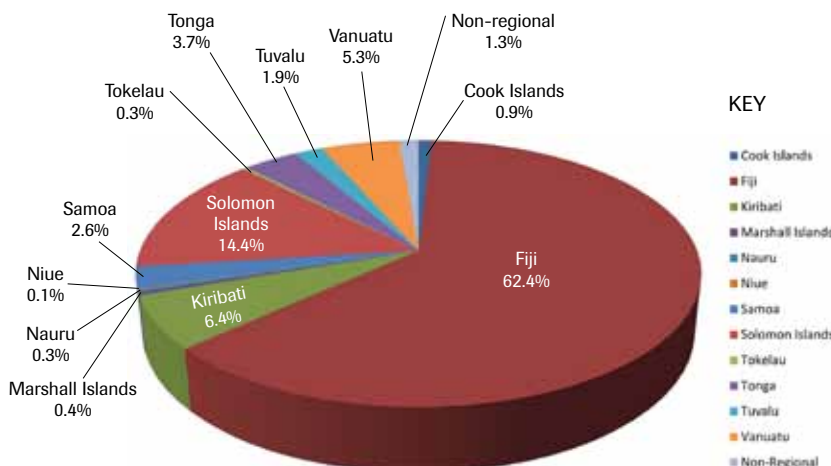
EFTS by Campus 2008

Campus	2008	%
Cook Islands	87	0.8
Fiji, Labasa	211	2.0
Fiji, Laucala	7,330	70.1
Fiji, Lautoka	434	4.1
Kiribati	476	4.5
Marshall Islands	44	0.4
Nauru	20	0.2
Niue	5	0.1
Samoa, Alafua	216	2.1
Solomon Islands	741	7.1
Tokelau	30	0.3
Tonga	205	2.0
Tuvalu	91	0.9
Vanuatu, Emalus	573	5.5
Total	10,463	100.0

EFTS by Mode of Study 2008

Mode of Study	2008	%
Face to Face	6,315	60.4
Flexi School	223	2.1
Print	3,925	37.5
Total	10,463	100.0

EFTS by Country of Citizenship 2008



EFTS by Course Level 2008

Course Level	2008	%
Sub-degree	24	0.2
Bachelor	7,495	71.6
Postgraduate	767	7.3
Other	2,178	20.8
Total	10,463	100.0

EFTS by Gender 2008

Gender	2008	%
Female	5,457	52.2
Male	5,007	47.9
Total	10,463	100.0

Finance:

	2008 (FJ\$)	2007 (FJ\$)
Total Operating Income	134,784,112	132,078,387
Total Operating Expenditure	129,359,142	132,282,143
Government Grants	49,923,430	49,923,430
Operating Surplus	5,424,970	-203,756

Staff Categories by Gender 2008

Staff Classification	Female	Male	Total
Academic and Comparable	207	355	562
Intermediate and Junior	308	236	544
Permanent Hourly Paid	112	284	396
Total	627	875	1502

The Strategic Context: Quality, Relevance, Sustainability

The University has passed through some of its most challenging years recently. It went from surpluses in 2003 and 2004 to deficits in 2006 and 2007, with early projections of deficits in 2008. The University suffered significant damage to its reputation through adverse publicity about its activities. Member Governments had begun to express serious concerns about the cost-effectiveness and sustainability of the University. The University had fallen out of its triennial funding cycle. The political crisis in Fiji in December 2006 and the absence of a substantive Vice-Chancellor until July 2008 added to the perceived lack of direction and financial pessimism.

The arrival of the new Vice-Chancellor in July 2008 saw a marked shift in the direction and performance of the University. The work of the Budget Deficit Reduction Committee was accelerated. Decisive changes were implemented with immediate and significant improvements in cost-effectiveness. A major effort was made to win back the trust and confidence of Member Governments, donors and other stakeholders. The outline of a new Strategic Plan, with a shorter than normal time-frame, was approved by the Council in October 2008. A new management structure was implemented in early 2009 with streamlined responsibilities aligned to the draft Strategic Plan.

The current Strategic Plan *“Our Future, Your Future”* covers the period 2006-2010. While the overall aspirations of this Plan are comprehensive, a new Strategic Plan aligned with the re-established triennial cycle was required given the manifold challenges that the University is facing. A focus on recovery and consolidation informs the new Strategic Plan because of the vastly changed circumstances in which the University is currently operating.

The University’s Member Governments, which primarily fund the University, are facing unprecedented economic challenges arising from the global economic crisis. The economic performance of our region over the last two decades has been unprepossessing at best. Even the relatively well-performing Member Countries are likely to suffer economic decline driven by the global financial crisis in concert with national factors. There is a strong likelihood that private student demand

for tertiary qualifications may be constrained, both in terms of enrolment numbers and the ability of students to pay the private fees set, already at a relatively high level, given the average incomes in the region. The net effect may be that the University could face stagnant or declining incomes from private fees.

There are also significant developments in the tertiary sector of some of our Member Governments. Fiji has announced the establishment of the Fiji National University. Samoa already has a national university. Some other countries are also considering the feasibility of developing national universities.

The key strategic issues for the University for the next few years will be:

- **Service to the Region** - Retaining and enhancing the regional nature of the University. While the University has served its region well and expanded and strengthened itself over the last forty one years, careful navigation and consideration is now needed on the part of both the University and its Member Countries to ensure that an institution so central to the future of Member Countries individually and collectively is not jeopardized through unexpected developments and decisions.
- **Stakeholder Engagement** - Frank and open discussions as to what kind of USP the Member Countries wish to see in the future are central to its future development. The process used to develop this Strategic Plan has encouraged this aspect and Member Countries are likewise encouraged to engage robustly with the University on their expectations and human resource requirements. The University on its part will seek more opportunities to solicit Member Country views.
- **Staffing** - The reputation and performance of the University depends on the quality of its staff. The challenge of recruiting high quality staff, motivating and further developing them, retaining them, and having them align their plans with the University’s strategic objectives represents a key requirement for its success. This entails remunerating staff adequately. There are significant risks if the University cannot do this.

- **Quality** - The University's ability to raise its standards or, even in an extreme case, to maintain existing standards is a key quality issue. It requires the enhancement of the teaching and learning environment, including significant investment in technologies, and improvements in the quality of student intake and the teaching skills of lecturers.
- **Funding** - The University needs adequate funding to improve quality, and to undertake the many initiatives contained in this Strategic Plan. The economic situation of Member Countries means that no additional burdens can be placed on them. Yet the cost of the Fiji dollar devaluation, the attendant inflation, pressures for salary adjustments, and the cost of the initiatives in the Strategic Plan will all need to be met. This will place unprecedented pressure on the University to raise additional funds, scrutinize all expenditure, and to take bold and decisive reforms to create a more sustainable institution.
- **Continuous Improvements** - These will be made to the Governance and Management of the University, especially to promote accountability, transparency, and efficiency.

The University's success in the future will depend on the collaborative efforts of the University itself, its Member Governments, donor partners, and other stakeholders. It is important to emphasize the partnership responsibility of Member Governments and donors in ensuring that the University grows and consolidates its position as the premier provider of top-quality higher education in the region while also promoting Pacific regional consciousness and integration.

The University has had to adopt a very cautious approach to its new Strategic Plan to avoid putting an additional burden on Member Countries. Given the economic difficulties of its Member Countries, it is not

seeking to finance the Strategic Plan from additional Government contributions as has been normal practice up until this point. Indeed, it plans to absorb the entire cost of implementing the Strategic Plan, estimated to be just below \$11,000,000, within the normal financing of the University. Together with the absorption of a likely salary adjustment, this means that the University will need to continue reforming and reshaping itself to release savings to finance new initiatives; to promote its relevance to the region; and to promote its quality through innovative and cost-effective provision of learning and teaching, research and consultancies. It will need to be prepared to deal with the inevitable tensions and stresses arising from the required changes. The Management and Council will need to be strong and decisive. It is especially important that the Council provides a supportive environment for the Management to undertake these difficult tasks.

The strategy proposed is not ideal and there are risks but, given the current economic situation globally and regionally, and the already deteriorating situation of our Member Countries, the proposed way forward is the only feasible and prudent option. As the situation of our Member Countries improves, the approach adopted may change, leading to a fresh injection of resources.

The key to successful strategic planning is effective implementation. Monitoring, evaluation and control are essential to ensure that progress is being made against the Strategic Plan and that the management of quality, resourcing and planning is correctly aligned. This document therefore not only describes the vision that is implicit in the Strategic Plan 2010-2012 but also how this will be implemented, measured, monitored, evaluated and reported.

Our Vision and Mission

Our Vision

The Vision of the University of the South Pacific is

- to be proactive in recognizing and meeting the higher educational needs of its member countries,
- to deliver quality learning and teaching, research, and enhance quality in all University services.
- to be highly regarded locally, regionally and internationally, and
- to provide relevant and sustainable solutions across the spectrum of contemporary challenges in the Pacific.

Our Mission

The Mission of the University of the South Pacific is

- to advance knowledge and understanding through learning and teaching that is both relevant and of high quality, and which prepares students from diverse backgrounds for the workplace and lifelong learning;
- to increase knowledge and understanding through high-quality research that is internationally recognized and which has applications for the Pacific region and benefits the people who occupy it;
- to effectively engage with stakeholders throughout the Pacific region, particularly with our Member Countries, to enhance political, economic, social and cultural development; and
- to work in partnership with stakeholders to ensure that the opportunities offered by the international knowledge economy and globalizing world can be harnessed effectively for the benefit of all Pacific peoples.



The main University Library, Laucala Campus.

Our Values

To achieve its Vision and Mission, USP values the following:

1 Students

We value our students and we will endeavour to create positive learning environments, including campus-life activities and appropriate support for DFL students, that will encourage all students to be successful, and increase their potential for academic and personal growth and lifelong learning.

2 Staff

We value the people who work for the University and, through investing in them, supporting their development and empowering them, the University will expect, deliver and reward high standards of performance.

3 Commitment to quality and relevance

We will provide our students with a high-quality learning experience, expose them to relevant academic programmes and research, and maintain the University as a centre for excellence in all things Pacific.

4 Diversity

We value the diversity of our students and staff, and we are dedicated to ensuring positive experiences and welcoming campus communities for all.

5 Good governance and leadership

We shall adopt the highest standards of good governance, leadership and transparency through the implementation of ethical processes at all levels.

6 Environmental sustainability

We shall demonstrate concern for the environment in all our activities, through creating campus environments that are sustainable. We shall incorporate environmental awareness in our academic programmes and make a strong contribution to the environmental awareness agenda throughout the Pacific and internationally.

During the next triennium, the University will seek to embed Pacific values more deeply in all its students, through the introduction of generic courses which will expose all students to the nature of the Pacific, the distinctiveness of its cultures, regional commonalities and disparities, and the values that bind Pacific peoples together. Yet just as the University expressly values its Pacific identity, it realizes that its graduates will become part of the emerging global knowledge economy, so it will instill in them the global understanding that they will need to compete in the world of the future.

The construction of the state-of-the-art Japan-Pacific ICT Centre located at the University's Laucala Campus.



The Regional and Global Challenge



Laucala Campus Graduation Ceremony.

This Strategic Plan builds on the unique strengths of the University of the South Pacific, including the following.

- A renowned USP brand, maintained for 41 years.
- A concentration of highly qualified staff with skills in various disciplines – a pool of talent that can be leveraged for the benefit of the region.
- A ubiquitous graduate population in the region, many of whom are in leadership positions – comprising an alumni body of significant potential
- A leader in education within the region.
- Active partnerships with numerous other universities, strengthening our research and learning.
- A network of 14 campuses across 12 countries, linked by a common aim to provide the region with high-quality and relevant learning; applied research; and effective engagement with our communities for understanding their needs and providing appropriate solutions.
- The leader in open and distance learning technologies and multi-modal course delivery to a diverse range of peoples across the Pacific Ocean.
- An extensive regional library network centered on a first-rate central library that operates in an increasingly digital environment.
- A centre of excellence for learning and research in all things Pacific, with a comprehensive Pacific Collection in the central library.

Responding Regionally and Globally

This Strategic Plan responds proactively to our region’s current needs within a global setting, specifically by -

- Strengthening the regional outreach of the University, including serving our member Countries effectively, streamlining USP operations on all campuses, and understanding and meeting stakeholder needs;
- Ensuring that USP academic programmes are relevant to changing needs, create new knowledge, and supply appropriately-skilled graduates to meet the human capital requirements of the region;
- Meeting the lifelong learning needs of the region;
- Ensuring that USP research has a conspicuous impact on development in the region;
- Assisting Member Countries improve their technological capability and bridge the digital divide;
- Building our international partnerships with leading universities;
- Working across Oceania to preserve, protect, archive, showcase and develop Pacific arts, culture and heritage, and the rich value this has for the world.

Creating a Sustainable Future at USP

Our Priority Areas and Strategic Goals

We have six priority areas and strategic goals for the planning period 2010-2012.

Priority Area 1 | Learning and Teaching

Strategic Goal: The University will deliver relevant and high-quality programmes leading to improved levels of student success and graduates who are well-grounded in Pacific issues and who are (i) knowledgeable and well-informed, (ii) creative and critical thinkers, (iii) superior problem-solvers, (iv) effective communicators and team players, (v) competent leaders, (vi) innovative and entrepreneurial, (vii) ICT and information literate, (viii) socially and culturally responsive, and (ix) self-motivated and independent learners.

Priority Area 2 | Student Support

Strategic Goal: The University will enhance the success of its students by improving learning environments and support, on-campus living and facilities, and will enrich campus life through a greater variety of cross-cultural experiences, thereby strengthening pan-Pacific consciousness across all campuses.

Priority Area 3 | Research, Graduate Affairs and Innovation

Strategic Goal The University will increase the quality, quantity, focus, equity and dissemination of its research, leading to greater access, applications and benefit for the Pacific region.

Priority Area 4 | Regional and Community Engagement and Internationalisation

Strategic Goal: The University will exercise leadership and engage proactively with the region, its communities and internationally on major development issues.

Priority Area 5 | Human Resources

Strategic Goal: The University of the South Pacific will continue to be the employer of first choice in higher education in the Pacific Region.

Priority Area 6 | Governance, Management and Continuous Improvement

Strategic Goal: The University is committed to delivering institutional effectiveness through the highest standards of governance, management and continuous improvement

Information and Communication Technology is dramatically transforming USP. The satellite dish at the USP Nauru Campus.



Priority Area 1 | Learning and Teaching

Strategic Goal

The University will deliver relevant and high-quality programmes leading to improved levels of student success and graduates who are well-grounded in Pacific issues and who are (i) knowledgeable and well-informed, (ii) creative and critical thinkers, (iii) superior problem-solvers, (iv) effective communicators and team players, (v) competent leaders, (vi) innovative and entrepreneurial, (vii) ICT and information literate, (viii) socially and culturally responsive, and (ix) self-motivated and independent learners.

Objectives and Strategies

Objective 1 | Improve the quality of academic programmes and ensure that they are highly regarded locally and internationally

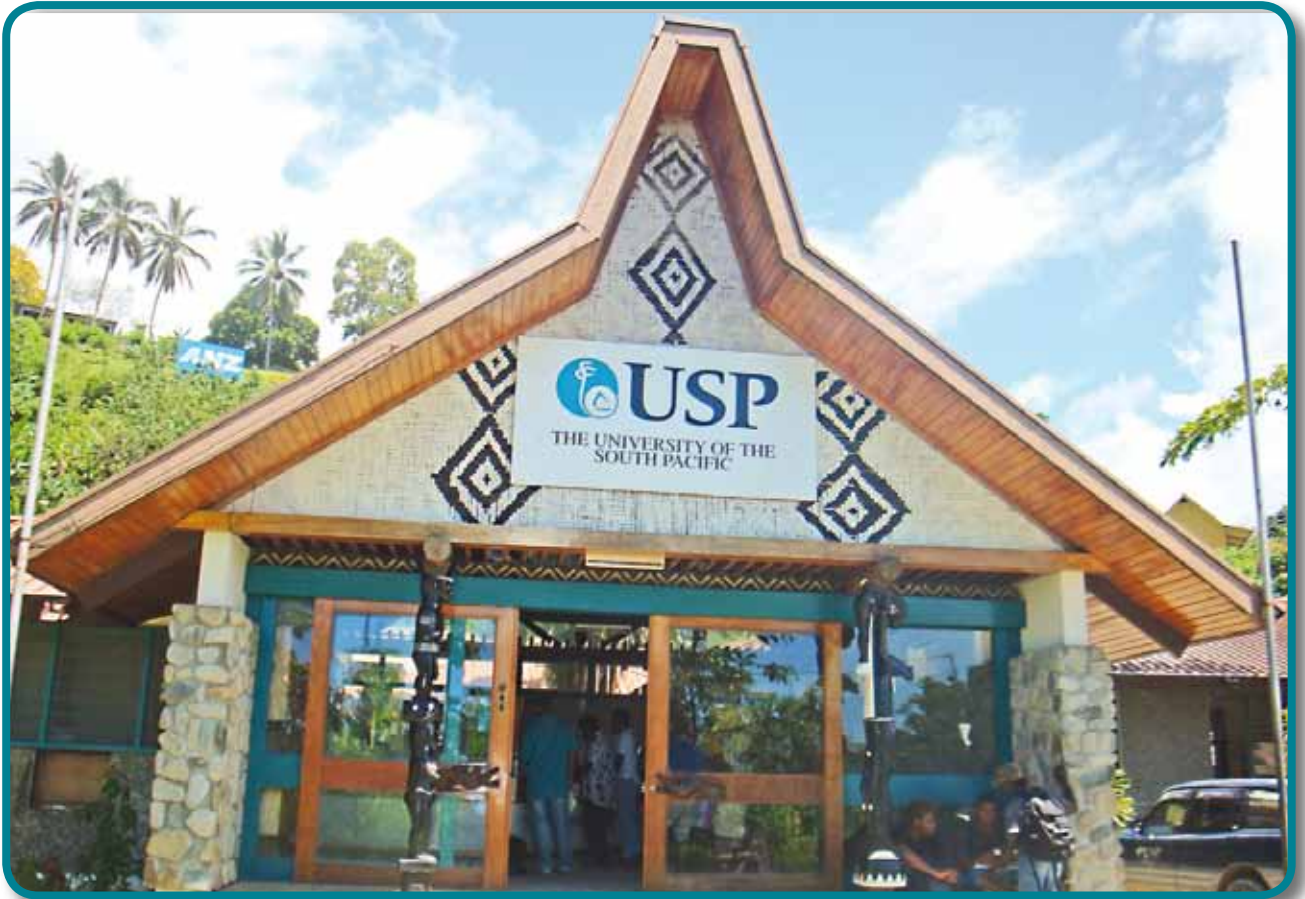
Strategies

- 1.1 Implement the Learning and Teaching Policy and Plan
- 1.2 Complete and make operational the Japan-Pacific ICT Centre to support existing commitments of the university in IT in strengthening delivery of learning and teaching across the university
- 1.3 Review all courses and programmes to ensure quality in terms of student success rates, including pass, progression, completion and destination to employment and/or further studies by 2012
- 1.4 Convert additional full programmes at both Undergraduate and Postgraduate level into a flexible distance learning format
- 1.5 Reinstigate External Examiner Review of all programmes
- 1.6 Seek international accreditation of professional degrees
- 1.7 Review the structure of USP degrees
- 1.8 Increase student work-placements, attachments and internships
- 1.9 Implement graduate attributes in all courses and programmes
- 1.10 Implement a standardised student workload
- 1.11 Expand the face-to-face component where viable

Objective 2 | Ensure USP programmes continue to be relevant and responsive to the needs of the region and to the region's integration into the global economy.

Strategies

- 2.1 Conduct a review of the whole academic portfolio in terms of relevance, quality and viability.
- 2.2 Introduce four core courses at Undergraduate level
 - Pacific Studies and the Environment
 - Communication and Information Literacy
 - Governance, Ethics and Sustainability
 - English Language
- 2.3 Promote Pacific consciousness to all staff and students
- 2.4 Based on regional needs and market assessments, offer a broader range of Masters Degrees
- 2.5 Further develop courses and programmes that meet regional priorities, particularly in the areas of Pacific Studies, Social Change and Development, Arts, Language and Culture; Economic Growth, Trade and Development; Fisheries and Ocean Management; Island Environments, Climate Change, Energy and Sustainable Development; Governance, Security and Public Sector Management; Teacher Education and Training and Educational Leadership; ICT; Agriculture and Food Security and Technology; and Science and Technology
- 2.6 Implement the Graduate Employability Plan



USP Solomon Islands Campus

Objective 3 | Improve the quality of teaching in all campuses.

Strategies

- 3.1 Improve peer review of teaching
- 3.2 Introduce a Teaching Excellence Award
- 3.3 Improve training and staff development of academic staff through Graduate Certificate/ Diploma in Tertiary Teaching
- 3.4 Improve process for student evaluation of teaching
- 3.5 Significantly expand the implementation of *Moodle* as a learning management system
- 3.6 Improve the physical teaching environment in all campuses
- 3.7 Appropriate weight to be given to excellence in teaching for promotion

Key Targets

- Learning and Teaching Policy & Plan : 2010
- Japan-Pacific ICT Centre : 2010
- Review of Academic Portfolio completed:2011
- Four new courses at under graduate level (Refer to Strategy 2.2) to be operational by 2011
- 50% increase in number/percentage of courses to be implemented through *Moodle* by 2012

Key Performance Indicators

- Student retention
- Course pass/fail rates
- Student progression to next level of study
- Time to completion rates

Priority Area 2 | Student Support

Strategic Goal

The University will enhance the success of its students by improving learning environments and support, on-campus living and facilities, and will enrich campus life through a greater variety of cross-cultural experiences, thereby strengthening pan-Pacific consciousness across all campuses.

Objectives and Strategies

Objective 4 | To enrich student experience by strengthening a sense of community thereby better preparing USP students for leadership roles in life, work and society.

Strategies

- 4.1 Implement the Student Charter
- 4.2 Develop a more robust student governance structure that promotes active participation, strong community spirit, civic responsibility and volunteerism
- 4.3 Develop schemes to raise student leadership qualities
- 4.4 Enhance the Year 1 student experience including improvement of the Year 1 orientation programme
- 4.5 Undertake annual surveys of student perceptions of their experience and satisfaction
- 4.6 Educate and empower students in managing the use of alcohol and avoiding substance abuse

Objective 5 | To improve student and academic support services to ensure student safety, security and well-being and improved student success.

Strategies

- 5.1 Strengthen Student Orientation activities for all students.
- 5.2 Review and improve facilities and services for students with special needs
- 5.3 Improve recreational spaces and enhance campus life activities
- 5.4 Identify and implement best practice in supporting students to adopt a healthy and safe life-style
- 5.5 Enhance student counselling services, including HIV and AIDS and reproductive health

- 5.6 Improve and increase student accommodation and implement a Student Housing Strategy
- 5.7 Implement a Campus Safety and Security Strategy
- 5.8 Further enhance the library network to enable it to provide equitable access to excellent library services, resources and facilities across the region
- 5.9 Enhance Banner to include *Degree Works*
- 5.10 Improve the student to computer ratio
- 5.11 Improve support for students in using ICTs
- 5.12 Enhance student support for international students
- 5.13 Review opportunities for enhancing pastoral care and spiritual development of students.

Objective 6 | To enhance services that would improve the employability of USP graduates

Strategies

- 6.1 Establish a Careers Advisory Service
- 6.2 Increase work placement opportunities
- 6.3 Assist students to create e-portfolios to improve employability
- 6.4 Organise employer and career fairs
- 6.5 Carry out a broad employer survey in 2010 followed by sectoral or country surveys in 2011 and 2012
- 6.6 Establish Dean's Lists for outstanding students
- 6.7 Reinstitute an Annual Graduate Destination Survey



The University is committed to staff development across the region.

Key Targets

- Student Charter to be fully implemented by 2010
- An increase in the number of student accommodation – additional 100 beds by 2011
- Graduate Destination Survey operational by 2010
- Careers Advisory Services to be established by 2011
- 20% improvement in student to computer ratio by 2012

Key Performance Indicators

Student Satisfaction/Perception (years 1 and 2) with:

- Early experience including orientation
- Learning and Teaching
- Quality of Courses
- Timetable and Examination
- Student Support, including library and information services
- Student Diversity
- Personal and Social Development

Graduating Student Experience with:

- Teaching
- Assessment and Feedback
- Academic Support
- Organisation and Management
- Learning and Resources, including library and information services
- Personal Development
- Graduate Destination into employment and further study
- Employer Satisfaction

Priority Area 3 | Research, Graduate Affairs and Innovation

Strategic Goal

The University will increase the quality, quantity, focus, equity and dissemination of its research, leading to greater access, applications and benefit for the Pacific region.

Objectives and Strategies

Objective 7 | To raise the level of quality, quantity, accessibility, impact and sustainability of the University's research programmes

Strategies

- | | |
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| <ul style="list-style-type: none"> 7.1 Host at least two international research conferences at USP; one at Laucala campus and one at a regional campus. 7.2 Conduct a baseline external international assessment of the quality and relevance of the University's research at the end of 2011 7.3 Increase the number of higher degree completions 7.4 Encourage academic staff to publish their research in high impact journals 7.5 Enhance research training and formalise mentoring for early-career researchers and graduate students | <ul style="list-style-type: none"> 7.6 Develop essential generic research skills seminars for early career and post graduate researchers. 7.7 Recognise and reward innovative research-active scholars 7.8 Strengthen research collaborations internationally and regionally 7.9 Negotiate with donors and corporate organisations for postgraduate scholarship funding 7.10 Create appropriate research infrastructure to enhance research activities at USP 7.11 Embed research skills within USP final-year undergraduate students 7.12 Strengthen interaction between postgraduate students of all disciplines 7.13 Provide additional funding and facilities for postgraduate students including a research handbook 7.14 Review the structure of postgraduate degrees |
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The USP Kiribati Campus.

Objective 8 | To build the University's capacity for interdisciplinary research and to better align research with the priorities of Member Countries

Strategies

- 8.1 Develop interdisciplinary research clusters
- 8.2 Encourage further exploration of Pacific knowledge systems and methodologies
- 8.3 Undertake a desk-based scoping study of the research priorities of the 12 member countries
- 8.4 Ensure that research conducted by the interdisciplinary clusters is spread evenly among member countries
- 8.5 Strengthen the operations of the Research Office
- 8.6 Reorganise methods of internal research funding

Objective 9 | To effectively disseminate research results and outcomes

Strategies

- 9.1 Effectively communicate research achievements of USP to member countries
- 9.2 Develop and activate an electronic research repository
- 9.3 Publicise USP research through research lectures, visiting scholars and research days
- 9.4 Produce an annual report on research and develop a database on research

Key Targets

- Research clusters to be operational by end of 2010
- Increase the number of PhD students to 40 EFTS by 2012
- Increase the number of research-active professors to 20 by 2012
- Increase internal research allocation by 25% each year to 2012
- Increase external research income by 25% each year by 2012

Key Performance Indicators

Staff participation in research

- Proportion of staff holding research grants
- Number of chairs, full-time research staff and post-doctoral fellows
- Vacancy rate at the Professor and Associate Professor level
- Number of PhD and Research Master Students and completions

Research funding

- Internal research funding
- External research income

International research collaboration

- Number of active strategic international research partnerships
- Number of regional research partnerships

Research outputs

- Bibliometric data on publications
- International peer esteem (measured by External International Research Assessment 2011)

Priority Area 4 | Regional and Community Engagement and Internationalisation

Strategic Goal

The University will exercise leadership and engage proactively with the region, its communities and internationally on major development issues.

Objectives and Strategies

Objective 10 | To strengthen and expand communication and partnerships with member governments, national, regional and international institutions, the private sector, civil society organisations, professional bodies and academic networks

Strategies

- 10.1 Increase visits to governments and senior officials in all Member Countries, led by the Vice-Chancellor
- 10.2 Ensure that Campus Directors develop local engagement strategies and plans, and regularly report on progress with their national governments and stakeholders
- 10.3 Increase public presentations in regional countries and intensify media connections across the region
- 10.4 Establish an Alumni Office
- 10.5 Implement the Communications and Marketing Strategy and Plan
- 10.6 Establish a Pacific Islands Tertiary Institutions Association
- 10.7 Improve public policy engagement through regular country updates, at least three annually.
- 10.8 Regular engagement with the Forum and CROP agencies and parliamentarians with a view to harmonizing relevant regional initiatives such as the Pacific Plan

Objective 11 | To enhance the role and potential of the Regional Campuses

Strategies

- 11.1 Increase funds and implement activities for the Smaller Island Development Fund
- 11.2 Further development of the learning environment of the five campuses: Cook Islands, Kiribati, Marshall Islands, Solomon Islands and Vanuatu (to cater for Francophone students)
- 11.3 Implement the Regional Campus Infrastructure Development Plan
- 11.4 Assist countries to access aid for campus activities
- 11.5 Upgrade USPNet and broaden the bandwidth
- 11.6 Review the management needs of regional campuses

Objective 12 | To be an enterprising university, engaged in knowledge transfer

Strategies

- 12.1 Re-establish a University Commercialisation Strategy and Plan including a knowledge base of the University's intellectual resources that can be matched with opportunities for applied research and consultancy
- 12.2 Investigate and identify more activities that could be run on a full commercial basis
- 12.3 Expand staff and student community outreach



Wood carvings on display at the Oceania Centre for Arts and Culture, and Pacific Studies, Laucala Campus.

Objective 13 | To strengthen and expand professional and Continuing & Community Education training across the region

Strategies

- 13.1 Develop regional CCE training and business plans
- 13.2 Develop individual CCE plans
- 13.3 Conduct a needs analysis to identify niche areas for expansion of professional training offered by the university.
- 13.4 Expand CCE and professional training

Objective 14 | To strengthen internationalisation of the University

Strategies

- 14.1 Development of a more focused plan with a target to increase the number of international students
- 14.2 Revision and update of the business plan for supporting international students including appropriate support services.
- 14.3 Review all current international partnerships with a view to consolidate fewer but more strategic international agreements

Key Targets

- At least 3 member countries visited by a member of the senior management each year
- Establish Alumni Office by 2010
- Broaden and expand Bandwidth of USPNet by 2010
- Infrastructure development implemented in 3 regional campuses by 2011
- 25% increase of international students by 2012

Key Performance Indicators

- Number of staff and student exchanges
- Number and quality of international and regional partnerships
- Number of civic partnerships
- Income generated by commercial activity
- Number and value of consultancies
- Development of Campus Plans and their implementation
- Number and percentage of past graduates on Alumni Database
- Number and percentage of international students

Priority Area 5 | Human Resources

Strategic Goal

The University of the South Pacific will continue to be the employer of first choice in higher education in the Pacific Region.

Objectives and Strategies

Objective 15 | To recruit and retain the best available staff

Strategies

- 15.1 Intensify efforts to attract excellent staff
- 15.2 Solicit, analyse and respond to feedback on staff support services
- 15.3 Strengthen occupational health and safety processes, systems, procedures and monitoring
- 15.4 Improve staff retention rates
- 15.5 Review and set competitive and comparable salary and benefit levels based on the current international market for academic and support staff

Objective 16 | To develop and implement strong and effective human resource management strategies and policies

Strategies

- 16.1 Develop and implement a Human Resources Strategy and Plan
- 16.2 Implement outcomes of expert reviews of the human resources (HR) section
- 16.3 Refine to ensure effectiveness of the HR database and its reporting templates
- 16.4 Review the role of Heads of Schools
- 16.5 Develop core competency profiles for all staff as underpinning for position descriptions
- 16.6 Develop and implement a transparent and documented formal academic and comparable staff workload model
- 16.7 Strengthen gender equity
- 16.8 Strengthen the process and procedures for staff induction

Objective 17 | To further implement a performance-oriented reward system as part of systematic staff development.

Strategies

- 17.1 Establish a Vice-Chancellor's Forum to showcase best practice in learning and teaching
- 17.2 Develop and implement a performance-oriented bonus system that rewards high achievement and incentivizing staff
- 17.3 Establish Vice-Chancellor's Lists for outstanding teaching, research, University service and engagement, including prizes, medals and awards
- 17.4 Improve staff development across the region
- 17.5 Refine the Performance Management System (PMS) to ensure alignment with the Strategic Plan, Mission, Goals and Objectives

Key Targets

- Vice-Chancellor's Forum by 2010
- Workload Model to be in place by end of 2010
- Human Resources Strategy and Plan implemented by 2011
- Increase in the number of PhD staff at lecturer level and above by 2012

Key Performance Indicators

- Staff recruitment, retention and development
 - Processing times at key stages of recruitment
 - Time taken to fill vacancies
 - “Hit” rate – web advertising of vacancies
 - Number of appointable candidates per position
 - Acceptance-of-offer rate
 - Number of unadvertised temporary positions
 - Percentage of contract renewals
 - Reduction in number of academic staff within 5 years of retirement age
 - Percentage of academic staff at Lecturer level and above holding a PhD
 - Academic staff: course ratios
 - Regional/international staff ratios (Academic and Support)
 - Number and percentage of staff undertaking further studies (formal and short courses)
 - Number of staff formally involved in PMS
- Staffing excellence, equity and diversity
- Number and percentage of male and female academic and non-academic staff
 - Staff development budget
 - Incentives – performance, efficiency, teamwork, etc



The USP Tonga Campus in Nuku'alofa, Tonga.

Priority Area 6 | Governance, Management and Continuous Improvement

Strategic Goal

The University is committed to delivering institutional effectiveness through the highest standards of governance, management and continuous improvement

Objectives and Strategies

Objective 18 | To strengthen University governance through a range of strategies for improving the effective operation of the Council and Senate.

Strategies

- 18.1 Clarify roles and responsibilities of Council to determine the scope of good practice and identify gaps between the Charter and good practice
- 18.2 Strengthen the Finance and Investment Committee
- 18.3 Enhance Council information and reporting
- 18.4 Improve reporting and accountability to Member Countries
- 18.5 Improve the effectiveness of Senate
- 18.6 Make an Annual Monitoring Statement to Council

Objective 19 | To strengthen senior management and associated management systems and processes of planning and review, monitoring and evaluation and risk management.

Strategies

- 19.1 Ensure that a comprehensive set of operational plans, policies, frameworks and support plans (including goals, objectives, outputs, risk mitigation strategies, responsibilities, timelines, resources and KPIs) is in place to deliver the strategic planning priorities
- 19.2 Delegate an appropriate level of authority and accountability to academic and administrative units

- 19.3 Establish a robust system of reviews to ensure transparency and a higher degree of synchronisation and coordination
- 19.4 Improve content, style, frequency and reliability of internal USP communications
- 19.5 Establish and implement an integrated operational calendar and map-setting requirements for meeting reporting, planning and budget cycles
- 19.6 Diversify revenue streams and portfolios for services and markets
- 19.7 Monitor the Strategic Plan and undertake an evaluation of progress every six months
- 19.8 Enhance the institutional research, policy and planning function to provide more comprehensive management information
- 19.9 Improve project management systems and support
- 19.10 Undertake international benchmarking of KPIs, including participation in the Association of Commonwealth Universities annual benchmarking exercise, the Society of College and University Planning annual forum, the Tertiary Education Facilities Management Association (TEFMA) annual conference and the Association of Institutional Research annual conference
- 19.11 Align policy, institutional planning, physical planning and quality in the Office of the Pro Vice-Chancellor – Planning and Quality
- 19.12 Ensure alignment of the planning and budgetary/ resources allocation processes, quality reviews and audits.

Objective 20 | To institutionalize a risk management strategy within the university.

Strategies

- 20.1 Develop and fully implement a Risk Management Strategy
- 20.2 Keep Top 10 strategic risks under review and maintain a Risk Register for all areas of operation
- 20.3 Hire, train and develop staff in risk management
- 20.4 Ensure disaster management planning occurs, including training on disaster recovery

Objective 21 | To ensure quality is foremost in all University enabling and support functions.

Strategies

- 21.1 Undertake a formal review at the end of 2010 of progress against the Institutional External Quality Audit 2008
- 21.2 Review the University Quality Strategy by 2012
- 21.3 Ensure that the external review of academic programmes is fully implemented
- 21.4 Strengthen the Planning and Quality Office to carry out a defined range of quantitative and qualitative institutional research projects, and provide annual analyses of key performance data

Key Targets

- Review of Council governance, structures and roles completed by 2010
- Integrated Management Cycle encompassing planning, budgeting, review and audit operational by 2010
- Formal implementation of External Quality Audit Review completed by end of 2011
- Risk Management Plan Developed by 2011

Key Performance Indicators

Strengthen the financial and organisational sustainability through improved processes and greater efficiency:

- Key senior management positions established and filled
- Accountabilities for key positions determined
- Council delegations to committees determined
- Terms of Reference and good practice principles for Committees accepted
- Roles, responsibilities and good practice principles for Council established
- Committee structure streamlined
- Council information lines/communication responsibilities defined and articulated
- Level/adequacy of reporting between Council and Member Governments
- Terms of Reference and operation of Finance and Investment Committee (FIC) reviewed and scope of activities re-defined
- Financial Performance : Surplus as a percent of budget; government contribution share of total income; debt/borrowing ratio

Strengthen senior management and align responsibilities to the strategic plan:

- Executive Information System
- Responsibilities assigned for strategic goals
- Leadership training plan formulated and implemented
- Budget incentives
- Devolved authorities and responsibilities

Refine planning framework to better integrate with resource allocations and performance reporting:

- University-wide integrated planning, budgeting and resource allocation

The USP Planning Cycle

Planning Priorities

Planning processes at USP are designed to understand the state of the University, to identify and monitor the changing context in which it operates, and the challenges and opportunities on the horizon. The University is guided by the following planning priorities.

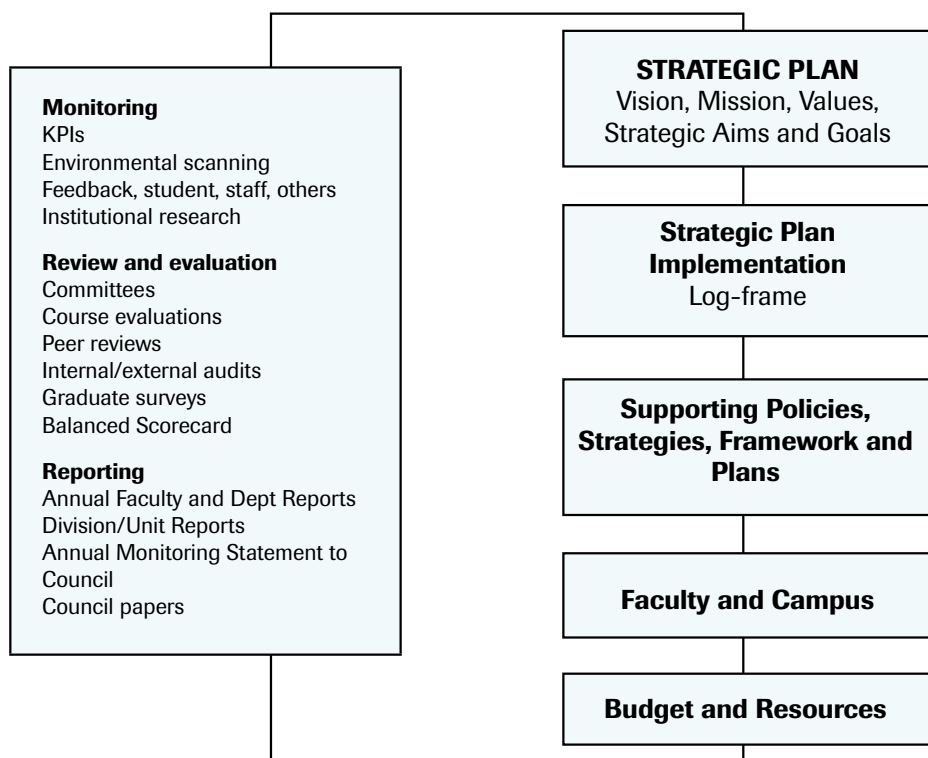
1. To build the University's regional and international reputation as a centre of academic excellence in all things Pacific.
2. To provide a high-quality and relevant student learning experience.
3. To strengthen the University's research and its applications to the Pacific region.
4. To actively engage with the Member Countries, meet their needs and serve their communities.
5. To 'live' our values, improving the livelihoods and sustainability of our stakeholders, staff and students.
6. To improve our campus network and leverage our presence in the region to equitably meet the needs of all Member Countries.

Planning Process

The Strategic Plan will be the main guiding framework for the next three years to reposition the University, create a strong sense of sustainability in its operations, and raise it to be held in high esteem and regard locally, regionally and internationally.

Underpinning the University's Strategic Plan will be a number of second-tier plans designed to support and operationalise its Vision, Mission, Values, and Strategic Aims and Objectives.

The Planning Cycle at USP



Aligning Strategic and Support Plans

Key Strategies and Policies developed in 2009 to be implemented in 2010-2012:

- Learning and Teaching Policy and Plan
- Research Strategy and Plan
- Graduate Employability Plan
- Student Enrolment Management Plan and Projections
- Student Experience Strategy and Plan
- Regional and Community Engagement Strategy and Plan
- Commercialization Strategy
- Student Housing Strategy
- ICT Plan
- Rolling 3-Year Faculty and Unit Plans
- Student Charter
- Marketing and Communications Strategy and Plan
- Regional Campuses Infrastructure Development Plan

During 2010-2012, a number of other supporting strategies and plans will be developed and implemented:

- Rolling 3-Year Campus Plans
- Internationalisation Policy and International Student Recruitment Plan
- Policy and Guidelines on Intellectual Property Rights
- Human Resources Strategy
- Academic Staff Workload Allocation System
- Revised Performance Management System
- Staff Development Policy and Plan
- Laucala Physical Campus Master Plan
- Campus Safety and Security Policy and Plan
- Facilities Management and Long-term Maintenance Plan

The above documents can be accessed as they become available from the Office of Planning and Quality at www.usp/ip/intdocs

Institutional Key Performance Indicators (KPIs)

No	Priority Area	Institutional KPIs
1	Learning and Teaching	<ul style="list-style-type: none"> • Student Retention • Student Pass rates • Time to completion rate
2	Student Support	<ul style="list-style-type: none"> • Student Satisfaction about delivery of learning and teaching services • Student satisfaction with student support services and activities
3	Research, Graduate Affairs and Innovation	<ul style="list-style-type: none"> • Research Income from all External Sources • Expenditure on research • Postgraduate Degree Enrolments and Completions • Number of chairs, full-time research staff and post-doctoral fellows
4	Regional and Community Engagement and Internationalisation	<ul style="list-style-type: none"> • Number and quality of International and Regional Partnerships • Regional Policy Engagements • Number and percentage of international student enrolments
5	Human Resources	<ul style="list-style-type: none"> • Average length of service of academic and comparable staff • % of academic staff at Lecturer level and above with a PhD • Level of commendation by external reviewers every three years
6	Governance, Management and Continuous Improvement	<ul style="list-style-type: none"> • Financial Surplus as a % of budget • Cash Margin, Debt Borrowing Ratio • Government Contribution share of Total Income • Council information lines/communication responsibilities defined and articulated

Cost of the Strategic Plan 2010-2012

The table below shows the cost (F\$) of the Strategic Plan 2010-2012 broken down by year and by Priority Area. The University will fund the cost of the Strategic Plan from within its own resources, and not through requests for increased contributions from Member Governments.

Priority Areas	2010	2011	2012	Total
Priority Area 1 Learning and Teaching	457,000	457,000	457,000	1,371,000
Priority Area 2 Student Support	1,680,000	646,000	630,000	2,956,000
Priority Area 3 Research, Graduate Affairs and Innovation	567,000	619,500	987,000	2,173,500
Priority Area 4 Regional and Community Engagement and Internationalisation	1,060,500	1,060,500	1,060,500	3,181,500
Priority Area 5 Human Resources	252,000	194,000	194,000	640,000
Priority Area 6 Governance, Management and Continuous Improvement	168,000	189,000	189,000	546,000
	4,184,500	3,166,000	3,517,500	10,868,000

Key Strategic Planning Events

	2010	2011	2012	Significant Annual Reporting Activity
	KPIs/benchmarking reports (all Priority Areas)			
Learning and Teaching	← Internal reviews of academic programmes → Review of Institutional Quality Audit ← Implement Employability Strategy →			Graduate Destination
Student Support	Implement Enrolment Management Plan			Student satisfaction/perceptions surveys
Research, Graduate Affairs and Innovation	Implement Research Strategy	Baseline measurement of research productivity (ERA 2011)	Revise Research Strategy following ERA 2011	Research Assessment
Regional and Community Engagement and Internationalisation	Implement International Student Recruitment Strategy	All international partnerships reviewed and strategic international alliances developed		Commercialisation and community engagement survey International student survey
Human Resources	← Develop HR Strategy →		Implement new HR Strategy	Human Resources Report
Governance, Management and Continuous Improvement	Chancellery restructuring implemented and all senior positions filled Risk Management		Review of University Quality Strategy	Management audits
Physical Planning	← Implement Campus Master Plan → ← Implementing Campus Development Plans → Implement Student Housing Strategy			Major Projects Report
Implementation, Monitoring and Evaluation		Preparation of Strategic Plan 2013-2019		Annual Monitoring Statement of the Strategic Plan Financial Report

The University of the South Pacific
Office of the Vice-Chancellor

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