

Strategic Plan 2018-2020

Introduction

Fiji National University is presently midway through its current Strategic Plan 2015-20. In August 2017, the University Council's Corporate Governance and Strategic Planning Committee reviewed the University's progress against its 2020 objectives and requested that the key objectives be updated to reflect developments since 2015. This document summarises the updated objectives for each of the five 'Core areas' in the Strategic Plan 2015-20.

Vision and Mission

Vision: To be recognised as a key driver of Fiji's economic prosperity.

Mission: To support the economic and social development of Fiji through relevant, high-quality education and training that maximises graduate employability and applied research that has positive societal impact.

Core Area 1: Meeting Fiji's human resource needs through learning, teaching and training

Objective 1.1: To produce highly employable graduates, who are valued by employers.

Actions

- Ensure that each programme has an active Industry Advisory Committee, which annually reviews the curriculum and assessment regime to ensure that they are relevant to employers' needs.
- Measure graduate employability by programme and make curriculum changes as appropriate.
- Ensure that all programmes achieve national or international accreditation, where relevant.
- Embed an assessed industrial attachment within every undergraduate programme.

Objective 1.2: To improve the efficiency and accessibility of education and training.

Actions

- Rationalise provision and focus physical infrastructure on single 'centres of excellence', rather than replicating expensive facilities on multiple campuses.

- Develop the University's capacity to offer programmes by blended learning, combining distance-learning with intensive face-to-face learning on campus.

Objective 1.3: To grow the University equivalent full-time student (EFTS) by 5% a year.

Actions

- Establish a new marketing function under the Director Marketing Communications, to bring together all channels of marketing and strengthen the University's brand.
- Strengthen relationships with secondary schools, teachers, parents and students.
- Align internal incentives for Deans to grow tuition revenue and control costs.

Key Performance Indicators (Core Area 1):

Student satisfaction rates
% progression rates from year 1 to 2
% completion rate
Average GPA of graduating students
% of graduates employed within 6 months
Average starting salaries of graduates
No. of programmes accredited by national bodies
No. of programmes accredited by international bodies

Core Area 2: Knowledge creation and innovation

Objective 2.1: To focus research on areas of national priority.

Actions

- Work with external stakeholders to identify national research priorities.
- Focus research support through the University Research Committee on projects which align with national policy priorities.
- Proactively seek external research income with the support of the University Research Office.
- Carry out a detailed manpower planning study, to forecast labour market needs and inform the design of the University's curriculum.

Objective 2.2: To increase the quality and impact of our research.

Actions

- Incentivise the publication of Scopus-indexed journal articles, especially those in quartile one and two journals, and the publication of articles in journals with a Pacific focus.
- Provide workshops for academic staff on bidding for grants and preparing papers for publication.

Key Performance Indicators:

- No. of Papers in A+, A, B, C ranked journal
- \$ value research income
- No. of conferences and workshop hosted
- No. of reports addressing policy issues of national interest

Core Area 3: Student services and campus life

Objective 3.1: To make Fiji National University first-choice for students

Actions

- Improve the quality, choice and value for money of catering facilities on campus, either through in-house provision or outsourcing services.
- Increase the number of beds and the quality of hostel accommodation, either through in-house provision or by entering a public:private partnership (PPP) with a third partner.
- Increase the range of social and sporting facilities on campus.
- Bring the quality of teaching and office accommodation up to modern standards.

Objective 3.1: To provide a holistic student experience

Actions

- Work closely with Fiji National University Students Association (FNUSA) to expand the range of social, cultural and extra-curricular activities available for students.

Key Performance Indicators

- % of building in good condition
- % of building in excellent condition
- % of building which is OHS compliant
- % of repairs and maintenance projects completed on time and on budget

Core Area 4: National, regional and international engagement

Objective 4.1: To work with governments and development agencies to support the development of the wider Pacific region.

Actions

- Strengthen relationships with key external funding bodies and ensure that the University's development activities are fully costed.

Objective 4.2: To work with national and international partners to increase the range of professional development opportunities for the University's staff and students and/or support curriculum development.

Actions

- Review all existing Memoranda of Understanding to assess which are meeting their objective and disengage from those which do not.
- Identify new partners which can support professional staff and/or curriculum development.

Core Area 5: Governance, leadership, management and human resources

Objective 5.1: To attract and retain high quality academic and support staff

Actions

- Maintain a competitive, market-related salary structure.
- Rationalise the appointments process for new staff and the reappointments process for expatriate staff, to make the process much shorter and more efficient.
- Introduce an effective academic promotions system to link promotion high quality learning and teaching and research (HE) or industry engagement (TVET).
- Introduce an effective performance management system (PMS), which incentivises and rewards high performance.

Objective 5.2: To upgrade and upskill staff qualifications and skills.

Actions

- Establish an International Office to increase the number of staff who are able to use international scholarships to upgrade their qualifications and skill.
- Ensure that academic staff are incentivised to upgrade their postgraduate qualifications, through study leave allowances and salary/rank adjustments on their return.

- Introduce new PhD routes (professional doctorate and PhD by publication) to allow staff to upgrade their qualifications in-service.

Objective 5.3: To deploy human resources effectively and efficiently.

Actions

- Plan academic staff resources using benchmarks for the student-staff ratio.
- Plan support staff resources using benchmarks for support staff to academic staff ratios.
- Test in-house provision against the alternative of outsourcing where appropriate.

Objective 5.4: To increase transparency and accountability in decision-making.

Actions

- Appoint Heads of Campus for Labasa and Ba campuses, to manage the academic and support staff and ensure that the campus is responsive to the educational needs of local employers.
- Assign responsibility for each of the other campuses to a Dean or Vice Chancellor (Nasinu).

Objective 5.5: To ensure the University's financial sustainability.

Actions

- Carry out a detailed exercise to establish the direct costs of each programme.
- Carry out a fundamental review of tuition fees for new students entering from 2019, using direct costs and competitor analysis.
- Cap staff costs at 60% of revenue and maintain an operating surplus (after depreciation) of 5%.
- Increase revenue from other sources (eg, commercial activities, donor funding) to 10% of total.

Objective 5.6: To ensure that the University's has a strong, robust digital base to support its teaching, research and operations.

Actions

- Restructure the university libraries as 'open learning commons', with student study spaces and high speed wi-fi access to comprehensive digital collections of journals and books.

- Migrate the university to a new, common student management system.
- Connect the University to AARNet.
- Ensure there is a robust disaster recovery plan, which secures the integrity of the University's data.

Key Performance Indicators (Core Area 5):

- % of academic staff (HE Stream) with a PhD
- % of all academic staff with at least a master's degree
- % support staff with a relevant professional qualification
- % of Deans with PhD
- % of HOS with PhD
- % of HODs with at least a master's degree
- % of unit available online to students through Moodle
- Number of new units offered on – line or by blended delivery.