



FIJI NATIONAL
UNIVERSITY

Strategic Plan
2021-26

Opportunity and Ambition

Introduction



The Fiji National University (FNU) is embarking on the next stage of its development. Building on the successes of FNU's first decade, the Strategic Plan 2021–2026 sets out the University's ambitions for the next five years, and charts a course towards the kind of university FNU aspires to be in 2030. The Plan is a dynamic, living document, and will respond to changes in the external environment.

The economic and social impact of COVID-19 presents significant challenges to Fiji, the Pacific and the world, now and in the coming years. But challenge also brings opportunity. As a dynamic, modern university, looking to the future, FNU is determined to seize the opportunities for innovation and fresh thinking; and, in turn, to create opportunities for our students, communities, nation and region.

In this spirit of renewal and positive change, the Strategic Plan 2021–2026 is bold and aspirational: for the University, for our students, for Fiji, and for our diverse stakeholders. The vision for FNU is ambitious but achievable; rooted in FNU's role as a national university, but reflecting its long history of regional leadership and embracing the challenges and opportunities of regional and global engagement. The Strategic Plan 2021–2026 builds on FNU's achievements to date, and sets a clear vision and associated targets for future growth and success.

As Fiji's national university, FNU was established to support the country's economic and social development, by offering excellent technical and vocational education and training (TVET) alongside excellent higher education (HE). This dual-sector identity remains at the core of FNU's mission, and the Strategic Plan 2021–2026 is closely aligned with Fiji's National Development Plan (NDP) 2017–2036, Transforming Fiji. In line with the NDP's vision, a rigorous and relentless focus on quality, standards and continuous improvement in all

areas of university activity – student support, learning and teaching, research and innovation, estates and facilities, staff recruitment and development, governance and leadership – is at the core of FNU's Strategic Plan 2021–2026.

In line with global best practice, FNU's Strategic Plan 2021–2026 is built around a set of clear and compelling elements that can be easily understood and communicated to internal and external stakeholders. The structure comprises three sets of inter-connected elements:

- Pillars – the main purposes of the University, upon which all our activities are grounded;
- Spheres – the constituencies with which we seek to engage in pursuit of our mission;
- Enablers – the underpinning drivers of success, that together constitute the University's culture.

Fiji is recognised worldwide for its leadership and advocacy on the issue of climate change. FNU is deeply committed to the achievement of the UN Sustainable Development Goals (SDGs), and to developing cost-effective, scalable solutions aimed at sustainability, resilience and climate change adaptation, in support of the objectives outlined in Fiji's Climate Change Bill. FNU recognises the immediacy of the climate emergency, and the need for systemic change, and has placed environmental sustainability as an all-encompassing theme of its Strategic Plan 2021–2026.

To ensure effective execution of the FNU Strategic Plan, the University's annual action plans, plus College and Divisional Plans will be developed in full alignment, with local objectives and annual Key Performance Indicators (KPIs).

Professor Toby Wilkinson
Vice-Chancellor

FNU's alignment to Fiji's National Development Plan and UN SDGs



Vision

To be the leading dual-sector university in the Pacific.

Mission

To serve the people, the economy and society of Fiji and the wider Pacific region, by providing education and training for employability, with an excellent student experience; carrying out research with real-world impact, aligned to national priorities and with global relevance; engaging proactively with stakeholders, in our communities, nation and region; and demonstrating leadership in sustainability.

Our Environment

Climate Change Adaptation, Resilience and Sustainability



Fiji's National Development Plan puts environmental protection, climate change adaptation and resilience at the heart of the country's vision for a cleaner, greener and more sustainable future:

Our pristine natural environment will be protected, and the economy will be made more climate-resilient.

With its national mission and strong regional connections, FNU is committed to supporting this vision, to realising the UN Sustainable Development Goals, and to playing a leadership role in all aspects of sustainability. In recognition of the climate emergency declared in Fiji's Climate Change Act 2019, FNU will orient itself to become a low-carbon, environmentally sustainable organisation. Working across academic disciplines, and in partnership with national, international and supranational bodies, FNU will harness its expertise to develop cost-effective, scalable solutions that build resilience and help communities, businesses and infrastructure across Fiji and the wider Pacific to adapt to climate change.

In pursuit of these objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Embed environmental sustainability in our procurement policies, plans for new buildings and refurbishment of the existing estate, with an explicit focus on reducing carbon emissions, harnessing renewable energy, and maximising climate resilience and business continuity;

2. Position FNU as a leader in climate change adaptation and sustainability through our education and research, actions and policies, and 'green budgeting';
3. Utilise the FNU estate as a 'living laboratory' to test, develop and refine sustainability initiatives; preparing our students for success in the blue/green economy; and helping the University become a role-model for sustainability;
4. Work with partners at national, international and supranational levels to secure funding for applied research and practical interventions in support of climate change adaptation and resilience.

We will measure our success by the following KPIs:

- Reduce our carbon footprint by 25% over the course of the Strategic Plan;
- Implement the 3 Rs: reduce, reuse, recycle.

Our pristine natural environment will be protected, and the economy will be made more climate-resilient.

Pillar

1

Education for Employability

Tertiary education will be further improved to focus on current and future needs, including the future demands of the labour market.

FNU is committed to producing work-ready graduates at undergraduate and post-graduate levels, with the skills, knowledge, competencies, aptitudes and behaviours necessary to succeed in a competitive jobs market, including by establishing new businesses. An entrepreneurial mindset, together with a readiness to meet the challenges and opportunities of Industry 4.0, will be key.

Pillar 1 aligns with the NDP, which states:

Tertiary education will be further improved to focus on current and future needs, including the future demands of the labour market.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Live our mission as a dual-sector university, promoting excellence in technical and vocational education and training (TVET) and higher education (HE) and parity of esteem between the two, with enhanced accessibility and clear pathways for students and employers;

2. Continue to enhance our learning and teaching, embedding global best practice in pedagogy and assessment, building resilience in our delivery, and maximising the benefits of digital technologies;
3. Streamline and renew our course and subject portfolio, developing new programmes aligned to Industry 4.0, based on national and regional skills needs, and robust evidence of employer, labour-market and student demand;
4. Engage proactively with national and regional employers in the co-design and continuous improvement of all our programmes, embedding digital and core skills, high-level English-language competency, workplace values, entrepreneurship and innovation;
5. Complete the process of gaining international accreditation for priority programmes, and develop international partnerships to encourage a global mindset in our students and staff;
6. Develop additional in-service training, short courses,

executive and professional education, microcredentials and online programmes to support up-skilling, re-skilling and enhanced productivity in the public and private sectors, as part of a lifelong approach to education and training.

We will measure our success by the following KPIs:

- Enhance our Graduate Employability Rate by ten percentage points from the 2021 baseline by 2026, working with national agencies to develop robust data sets to measure and chart graduate outcomes;
- Increase our income from in-service training, short courses, microcredentials and online programmes year-on-year throughout the period of the Strategic Plan.

Pillar

2

Research with Real-World Impact

The integrated nature of development and the need for multi-sectoral solutions.

As a future-focussed, dual-sector university, FNU undertakes research with real-world impact, aligned to national priorities and with global relevance. Interdisciplinarity will be key, as the NDP recognises:

the integrated nature of development and the need for multi-sectoral solutions.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Identify a small number of key interdisciplinary themes, aligned to national priorities and with international relevance ('from local to global'), where FNU can develop strength and depth in research – examples might include

climate change adaptation, e-commerce, low-input agriculture, sustainable and eco-tourism, non-communicable diseases, artificial intelligence, and inclusive education;

2. Develop our research capacity through training and mentorship programmes for research supervisors and early career researchers (ECRs);
3. Invest in our research facilities, infrastructure and culture, through carefully targeted support for priority areas and staff development;
4. Build partnerships with overseas universities, governments, NGOs and funders to finance

internationally competitive, collaborative, challenge-based research;

5. Review our criteria for assessing research performance, in order to recognise the impact and positive contribution of practice-based research.

We will measure our success by the following KPIs:

- Increase our research income by 50% from the 2021 baseline by 2026;
- Increase the volume of challenge-based research commissioned from FNU by the Fijian Government and international agencies, and the impact of FNU research on policy and practice.

Pillar 3 Student Experience

Our students are the primary reason we exist, and our duty is to provide them with the best possible experience that allows them to develop personally, morally and spiritually as well as intellectually, and to thrive, learn, question and succeed as global citizens.

Pillar 3 aligns with a core objective of the NDP:

All Fijians will be empowered with education and skill sets so that they may be easily absorbed into the workforce. A key focus will be on skills development and turning job seekers into job creators.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Maintain high entry standards for degree programmes while building the quality and profile of our TVET provision, to ensure pathways into tertiary education for all students;
2. Enhance access for students across Fiji and the region to high-quality TVET and HE, building on our network of physical campuses and an improved digital education offer, including out-of-hours

availability of e-services;

3. Ensure our attractiveness for students through excellent teaching staff, employer engagement, work experience and international partnerships;
4. Improve support for student admission (including transition and foundation programmes), retention, progression, completion, careers advice and graduate outcomes;
5. Develop opportunities and training for enhanced student engagement and involvement across all areas of university life, in partnership with the Fiji National University Students' Association, celebrating student success and championing a culture of mutual respect and co-creation between students and staff;
6. Continue to invest in high-quality student accommodation, and in our campuses, ICT, facilities and student services, outsourcing where appropriate and prioritising equality of access, to provide an excellent environment for living and learning, teaching and research;

All Fijians will be empowered with education and skill sets so that they may be easily absorbed into the workforce. A key focus will be on skills development and turning job seekers into job creators.

7. Promote and enhance health and wellbeing, counselling services and psycho-social support across all FNU locations.

We will measure our success by the following KPIs:

- Enhance overall student satisfaction year-on-year throughout the period of the Strategic Plan, as measured by annual leavers' survey;
- Increase student retention, progression and completion metrics year-on-year throughout the period of the Strategic Plan.

Pillar 4 Financial Sustainability

FNU's long-term success depends on financial sustainability, and on reducing the University's dependence on government funding. The COVID-19 pandemic has created significant economic challenges for countries around the world, including Fiji. To emerge stronger and more resilient, and to take advantage of the new opportunities presented by the post-COVID world, organisations as well as national economies need to diversify and build resilience.

FNU recognises the necessity of lessening its reliance on government grants, and developing alternative sources of revenue. At the same time, effective cost control will enable the University to become more efficient and optimise value for money. By these means, FNU will become more self-sustaining and will make an important contribution to Fiji's future economic stability and prosperity.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Embed financial sustainability as a core discipline of the university, with rigorous control of costs matched by a systematic focus on income diversification, and adoption of technology to enhance revenue collection;
2. Develop and enhance our sources of external revenue (i.e. revenue other than government grant or tuition fees), enhancing our income from online programmes, educational and training contracts, research, consultancy and philanthropy;
3. Build strategic, targeted and long-term partnerships with international agencies and funders, aligning the University's programmes and projects to attract external funding;

4. Rationalise and maximise the income-generating potential of our existing asset base (including dormant assets);
5. Review and revise the FNU masterplan to create a financially sustainable, green and climate-resilient estates strategy.

We will measure our success by the following KPIs:

- Achieve an operating budget surplus in each year of the Strategic Plan, to reinvest in our campus facilities;
- Increase our external revenue by 50% from the 2021 baseline by 2026.

Sphere 1 Local



FNU has a responsibility to the communities in which it operates, and to support local growth and opportunity.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Enhance engagement with the communities in which our campuses are located, fostering dialogue and collaboration with community leaders, groups and local employers;
2. Review opportunities for sharing our facilities more systematically with voluntary and youth groups, leveraging the assets of FNU for wider community benefit;
3. Strengthen our public relations capacity to support a more active, positive and visible role in community activities, for example 'clean-up' drives, disaster relief and rehabilitation, nurturing the spirit of volunteerism in our students and staff.

We will measure our success by the following KPIs:

- Increase usage of FNU facilities by local community groups;
- Enhance the profile of FNU among its communities, as measured by Corporate Social Responsibility/Public Benefit audit.

Sphere 2 National



As Fiji's national university, FNU has a key role to play in supporting national economic and social development.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Maintain and enhance dialogue with government ministries and other national bodies and employer representatives, to ensure optimum alignment between FNU programmes and national priorities;
2. Build links with feeder schools and colleges, to raise aspirations and encourage progression, and foster a high-quality educational ecosystem;
3. Develop mechanisms for putting the university's expertise at the service of national bodies, so that FNU gains recognition as a trusted partner and thought-leader for Fiji's development;
4. Strengthen our alumni relations programme to build an engaged and committed community of FNU ambassadors, advisers and supporters.

We will measure our success by the following KPIs:

- Increase the number of FNU staff on national bodies;
- Achieve recognition by national employers as the university of choice, as measured by external stakeholder survey.

Sphere 3 Regional



FNU aspires to be the leading dual-sector university in the South Pacific, responding to regional labour-market and innovation needs and opportunities.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Build strategic teaching and research partnerships with regional universities, and encourage staff to join regional academic and professional bodies;
2. Play an active role in the Pacific Regional Committee of the Association of Commonwealth Universities, to enhance FNU's regional reputation;
3. Foster dialogue and partnerships with regional employer federations;
4. Build recruitment of regional students through proactive marketing and recruitment campaigns.

We will measure our success by the following KPIs:

- Increase the number of regional students year-on-year throughout the course of the Strategic Plan;
- Increase the representation of FNU on regional bodies.

Sphere 4 Global



In an inter-connected and inter-dependent world, universities thrive through global connections, and have a responsibility to work together to solve global challenges.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Continue to recruit international talent to key posts, to drive performance and global reputation while training the next generation of Fijians;
2. Seek FNU representation on supra-regional bodies;
3. Adopt a strategic approach to entering the main international university rankings by 2030;
4. Build select international teaching and research partnerships, aligned with national priority areas.

We will measure our success by the following KPIs:

- Achieve measurable progress towards the threshold metrics for inclusion in international university rankings, with a clear pathway to entering the THE and/or QS world rankings by 2030;
- Achieve demonstrable outcomes from carefully targeted international teaching and research partnerships.

Enabler 1 People



Dynamic, engaged people are a university's most important asset, vital for institutional transformation.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Complete a staff audit and enhance the culture of staff training and development, providing opportunities and incentives for both academic and professional service staff to up-skill and/or gain appropriate qualifications;
2. Institute annual achievement awards for individual and team contributions, to recognise innovation and exceptional performance;
3. Develop the skills and experience of the Senior Management Team, to build strength, resilience and a culture of high-performance;
4. Develop the FNU HR strategy to build a staff base characterised by a transparent, Open Merit-based Recruitment System; quality, agility, flexibility and dynamism; with regular benchmarking of pay and conditions to support recruitment and retention.

We will measure our success by the following KPIs:

- Ensure all teaching staff meet minimum academic qualifications appropriate to their role by 2026;
- Increase the percentage of teaching staff with doctoral-level qualifications by 30% from the 2021 baseline by 2026;
- Enhance overall staff satisfaction, as measured by retention metrics.

Enabler 2 Processes



Efficient and effective processes enable a university to respond with agility and flexibility.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Roll out, embed and maximise the efficiency and effectiveness of the new student records management system;
2. Review, rationalise and simplify processes to maximise efficiency and use of digital tools;
3. Foster a culture of continuous improvement, asking end-users to suggest enhancements;
4. Develop the strategic planning and corporate intelligence capability, to enable FNU to become a data-led institution.

We will measure our success by the following KPIs:

- Enhance staff productivity, as measured by Student:Staff Ratios;
- Improve the efficiency and effectiveness of our processes, as measured by a quantifiable improvement in internal audit findings.

Enabler 3 Governance



Robust governance arrangements ensure accountability, transparency and organisational resilience.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Complete and embed a comprehensive corporate risk register, and implement regular, systematic review of institutional and local risks;
2. Create a risk and compliance office, to drive and embed good governance;
3. Review the effectiveness of SMG and its committees, and ensure optimal alignment with Senate and Council priorities;
4. Council and its sub-committees to conduct periodic self-reviews of effectiveness.

We will measure our success by the following KPI:

- Enhance governance arrangements as measured by external audit.

Enabler 4 Values



A clear statement of shared values, owned by everyone, builds a strong community and enhances external reputation.

In pursuit of this objective, over the course of the 2021–2026 Strategic Plan, FNU will:

1. Identify and promote FNU's distinctive values, including a commitment to equity, diversity and inclusion, to generate pride and a sense of common purpose;
2. Develop initiatives to foster a strong sense of corporate identity across the campuses, Colleges, centres and divisions, building a shared vision of FNU's future;
3. Embed awareness, knowledge and adoption of the seven principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty, leadership) in FNU's culture;
4. Review and refresh the University's codes of ethics, complaints and whistleblowing policies and procedures, student charter, HR and related policies to embed strong ethical values.

We will measure our success by the following KPI:

- Enhance awareness year-by-year of the FNU values, as measured by annual or biennial staff survey.

Summary of KPIs



1. Reduce our carbon footprint by 25% over the course of the Strategic Plan
2. Implement the 3 Rs: reduce, reuse, recycle
3. Enhance our Graduate Employability Rate by ten percentage points from the 2021 baseline by 2026, working with national agencies to develop robust data sets to measure and chart graduate outcomes
4. Increase our income from in-service training, short courses, microcredentials and online programmes year-on-year throughout the period of the Strategic Plan
5. Increase our research income by 50% from the 2021 baseline by 2026
6. Increase the volume of challenge-based research commissioned from FNU by the Fijian Government and international agencies, and the impact of FNU research on policy and practice
7. Enhance overall student satisfaction year-on-year throughout the period of the Strategic Plan, as measured by annual leavers' survey
8. Increase student retention, progression and completion metrics year-on-year throughout the period of the Strategic Plan
9. Achieve a budget surplus in each year of the Strategic Plan, to reinvest in our campus facilities
10. Increase our external revenue by 50% from the 2021 baseline by 2026
11. Increase usage of FNU facilities by local community groups
12. Enhance the profile of FNU among its communities, as measured by Corporate Social Responsibility/ Public Benefit audit
13. Increase the number of FNU staff on national bodies
14. Achieve recognition by national employers as the university of choice, as measured by external stakeholder survey
15. Increase the number of regional students year-on-year throughout the course of the Strategic Plan
16. Increase the representation of FNU on regional bodies
17. Achieve measurable progress towards the threshold metrics for inclusion in international university rankings, with a clear pathway to entering the THE and/or QS world rankings by 2030
18. Achieve demonstrable outcomes from carefully targeted international teaching and research partnerships
19. Ensure all teaching staff meet minimum academic qualifications by 2026
20. Increase the percentage of teaching staff with doctoral-level qualifications by 30% from the 2021 baseline by 2026
21. Enhance overall staff satisfaction, as measured by annual survey
22. Enhance staff productivity, as measured by Student:Staff Ratios
23. Improve the efficiency and effectiveness of our processes, as measured by a quantifiable improvement in internal audit findings
24. Enhance governance arrangements as measured by external audit
25. Enhance awareness year-by-year of the FNU values, as measured by annual or biennial staff survey

FNU Strategic Plan 2021–2026 at a glance



Final word

FNU believes in the power of partnership: alone, each of us can only do so much; together, we can achieve so much more. FNU looks forward to an ever deeper and stronger partnership with our stakeholders in government, business, and the public sector, in Fiji, across the region and around the world, as we work together to bring the Strategic Plan 2021–2026 to fruition.



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