



FIJI NATIONAL
UNIVERSITY

FNUUNIKUA



Student
Experience



Research with
Real-World
Impact



Employment for
Employability



Financial
Sustainability

Opportunity and Ambition

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OPPORTUNITY AND AMBITION
UNVEILING FNU'S NEW STRATEGIC
PLAN 2021 – 2026

TRANSFORMATION KEY TO
DEVELOPING
FNU INTO A WORLD-CLASS INSTITUTE

‘Opportunity and Ambition’

unveiling FNU's new Strategic Plan 2021 – 2026

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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.

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 practices, 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 the 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
Fiji National University

Transformation key to developing FNU into a world-class institute

The Fijian Government has a vision that the Fiji National University (FNU) is transformed into a premier university, serving the development needs of Fiji with the highest standards and accountability.

Background

FNU was established in its current form by the merger of seven tertiary government colleges in 2010, but its constituent colleges trace their roots back to the late 19th century. As a comprehensive university, FNU offers agriculture, business, humanities and education, medicine and nursing and engineering and science. FNU is a ‘dual-sector’ university, offering technical and vocational education and training (TVET) from levels 1-6 and higher education from levels 5–10 (up to doctoral degrees). At the same time, the University’s graduate profiles emphasises critical thinking, problem-solving and innovation to ensure that graduates are prepared to adapt as the impact of COVID-19 and ‘Industry 4.0’ transform the labour market.

Role of Council

The Council’s primary role is to provide direction, exercise control, monitor, and ensure the University operates within its governing instrument— the FNU Act 2009 and its 2018 Amendment. Among its major decisions are to approve the Strategic Plan, the Annual Plan and Budget, policies and procedures, grievances processes, and remuneration guidelines and adjustments. It ensures high standards of ethical behaviour, robust corporate governance and risk management practices and procedures.

The University’s main business is learning and teaching, research and innovation, and strong engagement with industry professions, stakeholders and other institutions and organisations. The Council ensures that academic programmes enjoy high standards and reputation, are relevant, and meet industry and professional requirements as well as being aligned to Fiji’s national development aspirations and plans. Research is to be relevant and innovative, and publications are to be in internationally-ranked journals to ensure that the university enjoys a national and international reputation.

Governance

Governance is important as it provides the overall control, direction, and oversight of the institution and aligns its strategic objectives in compliance with the legal framework. The Council is responsible for steering the direction of FNU and monitoring its activities.

Good governance means the University is in full compliance with all legal, fiduciary and regulatory requirements and provisions. It also involves providing assurances to the main stakeholders that our university is being governed and managed well. It also ensures that the views of the stakeholders are taken into account and that funds are properly manned and accounted for.

Strategic Plan 2021–2026

The new five-year Strategic Plan is the roadmap for the national University’s transformational journey to ultimately becoming a world-class tertiary education provider to all students in Fiji, the Pacific and across the world.

The Strategic Plan 2021–2026 capitulates the vision that the FNU Council has for the University’s growth and development: not only to produce highly trained graduates, but also take a lead role in important areas of research and innovation, strengthen stakeholder engagement at international, regional, national and domestic levels, plus the incorporation of the UN Sustainable Development Goals, climate change adaptation, enhancing service through Corporate Social Responsibility initiatives, becoming a beacon for sustainable education for the region.

Rewarding Future

The COVID-19 pandemic has placed a lot of traditional thinking and normal business models on its head and one of the key lessons we have learnt is that now more than ever, we have to be innovative, think outside of the box and embrace technology to survive in this modern business world.

Universities the world over have had to adapt to new learning and teaching practices and FNU has done the same. We are fortunate that we commenced looking at delivering online teaching prior to the pandemic and once it hit last year, we were well on our way to quickly undertake the transformation.

The University has already put into action aspects of the new Strategic Plan. The launch of a new brand, TVET Pasifika, brings together FNU’s full range of Technical and Vocational Education and Training (TVET) to assist the post-pandemic economic recovery of the Pacific region. TVET Pasifika aligns with FNU’s vision to be the leading dual-sector university in the Pacific, and its focus on Education for Employability.

Further to this, the University also launched its new values and I’m excited to see more changes in the coming months which are aligned with our vision of transforming FNU into the leading dual-sector university in the Pacific in the coming years.

Tessa Price
Chancellor
Fiji National University



Education for employability



As a dual-sector tertiary institution, the Fiji National University (FNU) offers both sub-degree Technical and Vocational Education and Training (TVET) and a full range of higher education qualifications from bachelor's degrees to doctorates.

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TVET Pasifika aims to support Fiji and other Pacific island countries to bounce back from the economic impact of COVID-19 by re-skilling and up-skilling their workforces to meet the needs of the new labour market.

It is a one-stop-shop where students, employers and partners – local, national and regional – can browse, research and enrol for programmes to boost their employability and fulfil their personal and professional aspirations.

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Professor Toby Wilkinson
Vice-Chancellor

FNU is committed to producing work-ready graduates at undergraduate and postgraduate levels, with the skills, knowledge, competencies, aptitudes, and behaviours necessary to succeed in a competitive job market, including by establishing new businesses.

Apart from students succeeding in the labour market, the University also ensures its Levels 1-6 TVET programmes and Levels 5-10 Bachelors to doctoral degrees prepare students to contribute to the economic and social development of the nation.

All study programmes offered at FNU are jointly developed in conjunction with employers and students are required to undertake an ‘industrial attachment’ (internship) as part of the graduating requirements.

As a comprehensive University, FNU offers agriculture, business, humanities and education, medicine and nursing and engineering and science programmes.

At the same time, the University’s graduate profiles emphasise critical thinking and problem-solving, to ensure that graduates are prepared to adapt as ‘Industrial Revolution 4.0’ transforms the labour market.

To further achieve its vision of education for employability, FNU has recently launched a new brand, TVET Pasifika, bringing together its full range of courses and training to assist the post-pandemic economic recovery of the Pacific region. The TVET

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Through the TVET Pasifika brand, the University will work closely with the 14 Pacific island countries and tailor-make programmes suitable to their current and future jobs market.

The PICs are developing nations which are low and middle-income countries, with less developed industrial base and low human development index. Investing in the skills development of such nations through TVET programmes thus becomes a critical component of human capital development

Dr Rohit Kishore
Acting Associate
Pro-Vice-Chancellor TVET

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Pasifika brand aligns with the University’s vision to be the leading dual-sector university in the Pacific, and its focus on Education for Employability.

Through TVET Pasifika, FNU offers a full range of TVET qualifications from short courses and apprenticeships to certificates and diplomas which are tailored to support diverse industry sectors relevant to the Pacific region, including agriculture, the marine sector, hospitality and tourism, business and commerce, engineering and technology, education and community care.

TVET Pasifika draws on the collective strength and expertise of FNU’s constituent units, its five academic colleges, the National Training and Productivity Centre, and the Fiji Maritime Academy.



Enhance Graduate Employability
Rate from 2021-2026.

Increase income through
inservice training, short courses,
microcredentials and online
programmes.

Key Performance Indicators

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FNU has been conducting quality TVET training for more than 50 years.

Since the establishment of institutions like the Fiji Institute of Technology (FIT) which is now known as the College of Engineering, Science and Technology, the University has been conducting training to address the manpower needs for Fiji and the region and since then FNU has played a critical and important role in national development. FNU continues to develop and implement quality TVET training in sync with the growing needs of industries.

Salabogi Mavoa
Principal Instructor -
School of Electrical and Electronic
Engineering

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Research with Real-World Impact



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

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

The University will continue to work with relevant stakeholders to 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.

Highlighted below are initiatives undertaken by FNU in terms of Research:

Launch of new HDR programmes

FNU is now offering new higher degrees by research (PhD and Masters) programmes in key disciplines.

Research projects undertaken by Higher Degrees by Research students strengthen our capacity to generate value from new ideas and inventiveness.

The new higher degrees by research (PhD and Masters by Research) programmes at FNU are of international standards, meeting the requirements of Quality Assurance Agency, UK; Australian Qualification Framework 10 and Fiji Higher Education Commission Framework 10.

Academic receives ACU research grant and FNU to hold an international virtual workshop

FNU academic, Dr Jimaima Lako, was recently named one of four recipients of the Association of Commonwealth Universities (ACU) Climate Resilience Challenge Grant worth \$7, 000. The ACU grant is awarded to member universities to support initiatives addressing climate resilience, key areas of enhancing the climate resilience of universities and or enhancing universities’ contribution to the resilience of communities, businesses and government.

Out of the 79 applications, Dr Lako was awarded the grant based on her research proposal to develop a model on the relationship between Fiji’s sea surface temperature, coral bleaching and ciguatera fish poisoning. According to Dr Lako the proposed research was important as abrupt changes in the natural ocean environment, including increased seawater temperature due to climate change, increased the distribution and growth of toxic algae, which lead to the increase in the incidence of ciguatera fish poisoning.

FNU’s collaborative research indicates less salt intake could save lives in Fiji

A Fiji National University (FNU) collaborative research project shows that minimal government investment in reducing salt intake could prevent 234 heart attacks and 72 strokes, resulting in 131

Fijian lives saved, and saving the government nearly \$2million (FJD) each year.

The study – ‘The Potential Impact of Salt Reduction in Fiji’ - was carried out by Health Technology Analysts as part of a collaboration between the Pacific Research Centre for the Prevention of Obesity and Non-Communicable Diseases (C-POND), a WHO Collaborating Centre for Obesity Prevention and Management at the Fiji Institute of Pacific Health Research (FIPHR), the research arm of the College of Medicine, Nursing & Health Sciences (CMNHS) and leading Australian Universities. The report highlighted that the current average daily salt intake in Fiji is 11.7 grams per day, more than twice the WHO recommended level of 5 grams per day.

The report demonstrated that a minimal investment in a salt reduction program is likely to yield a positive social return on investment by reducing blood pressure and preventing cardiovascular diseases in Fiji. Dr Gade Waqa, the Head of C-POND, at the FNU’s College of Medicine, Nursing and Health Sciences Research Unit said this research project capitalises on the benefits of implementing salt reduction programs throughout Fiji, leading to the prevention of stroke and Coronary Heart Disease (CHD) events.



Increase our research
income by 50% from the 2021
baseline by 2026.

Increase the volume of challenge-based
research and the impact of FNU research
on policy and practice.

Key Performance Indicators

Our Student Experience



The Fiji National University (FNU) is a proud provider of quality education and experience to all our local and regional students through our Technical and Vocational Education and Training (TVET) and Higher Education (HE) courses.

Keeping students at the centre of everything we do, FNU will continue to strengthen the learning, teaching, and campus life experience for all so that every Year 1 student graduates with excellence, empowerment, and employability.

As the national institution, FNU alumni will be developed and equipped academically, personally, morally, spiritually, and intellectually. This allows graduates to thrive, learn and succeed as global citizens and by extension, become brand representatives.

In line with the Fijian Government’s vision for development, a key focus will be on transforming graduates from job seekers into job creators through entrepreneurial skills development.

Our staff are adaptable to the needs during various methods of learning and are complemented by a robust FNU Students Association (FNUSA), who ensure our students are celebrated and supported consistently.

Since the beginning of this year, FNUSA has facilitated numerous events and activities for the benefit of our students and communities. In January, it facilitated the Back to School Supply Drive in collaboration with the Tertiary Scholarship and Loans Board (TSLB) to collect items such as exercise books, bags, writing materials and stationary for students affected by Tropical Cyclone Yasa and the COVID-19 crisis.

The Association also ensured the collective student voices are heard on national platforms through its participation in the Fiji Women’s Rights Movement (FWRM) and Emerging Leaders Forum (ELF) Awareness Session on Menstrual Hygiene, roundtable discussions with the British High Commission, and regular meetings with the Minister for Education, Heritage and Arts, Honourable Rosy Akbar.

To celebrate FNU’s diversity and inclusiveness, FNUSA organised a multicultural event that was attended by the Prime Minister, Honourable Voreqe Bainimarama, Honourable Rosy Akbar, FNU’s Vice-Chancellor Professor Toby Wilkinson, members of the University Council, Senior Management Group, students and staff. The PM commended FNUSA for the spirit of appreciation and acceptance displayed.

To enhance our students’ confidence to enter the job market, FNU has a Career’s Chat series organised by the Office of the Registrar that features industry professionals who speak to students and share career tips and advice and answer queries raised by the eager learners.

This complements the University’s compulsory industrial attachment

component that enables students to gain first-hand practical experience to add to their theoretical knowledge.

Through the Centre for Flexible and E-Learning (CFEL) and Centre for Learning and Teaching Enhancement (CLTE), our students are navigated through digital and innovative technologies that enhance their learning, as well as designed-for-purpose student guide apps, peer mentoring, one-on-one consultations and remote study groups.

As a Sustainable Development Goals (SDG) Accord signatory, FNU also prioritises the wellbeing of its students and provides the necessary counselling and psychosocial support when needed. More recently, it has signed a Memorandum of Understanding (MOU) with the Fiji Women’s Crisis Centre (FWCC). Through the partnership, FNU students and staff can access the Centre’s helplines and receive the necessary counselling from home, due to the current national restrictions due to COVID-19.

Key Performance Indicators



Enhance overall student satisfaction.

Increase student retention, progression and completion metrics.

Financial Sustainability



FNU has eased the financial burden on students through a flexible fee payment plan.

Similar to other organisations, the Fiji National University’s (FNU) future success depends on its current ability to be financially stable, overcome economic challenges and emerge more resilient and engaging in opportunities that further the operations of the University.

Whilst the University has taken head-on the challenge brought on by the COVID-19 pandemic to adapt and diversify, it is also mindful of the need to rely less on grants and develop alternative sources of revenue.

In addition to this, it is also employing effective cost control measures that will enable the University to provide quality education to all Fijians as well as contribute to Fiji’s economic stability and prosperity. This is being done without compromising the delivery of our Learning, Teaching and Research.

FNU has taken proactive approaches such as;

- Introducing a flexible fee payment plan for students to reduce the financial burden on their families.
- Temporarily freezing recruitment for vacant positions in Professional Services Sections and conducting case-by-case reviews for academic staff.
- Freezing overseas professional training and travel.
- Discontinuance of all year-end strategic planning retreats and close monitoring of expenses.
- Outsourcing of cafeteria services.
- Prioritisation of preventative repairs and maintenance.
- Delaying of internal capital projects.
- Suspension of new capital projects.



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 2021-2026.

Key Performance Indicators



FNUSA supports FNU’s new Strategic Plan

As the representative and voice of all students at the University, the Fiji National University Students’ Association (FNUSA) is honored and proud to be part of this momentous occasion, the launch of the new FNU Strategic Plan 2021-2026.

We need innovative mechanisms that are sustainable to deliver impact. We need approaches that make things possible from the impossible and to incorporate students in their main strategies, which the Strategic Plan is all about.

Our students are the primary reason we (FNUSA) 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.

To this end, FNU’s Strategic Plan creates a space for collaborative implementation and becomes the glue that holds the internationalisation process together.

Safiyyah I Shaib
Master of Science in Agriculture (Animal Production) student & Vice-President
Fiji National University Students’ Association (FNUSA)

Spheres



These are the constituencies with which we seek to engage in the pursuit of our mission.

Sphere 1 – Local

FNU has a responsibility to the communities in which it operates, and to support local growth and opportunity. Over the course of the Strategic Plan, FNU will enhance engagement with the communities in which our campuses are located, fostering dialogue and collaboration with community leaders, groups and local employers; review opportunities for sharing our facilities more systematically with voluntary and youth groups, leveraging the assets of FNU for wider community benefit and 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.



Increase usage of FNU facilities by communities.

Enhance the FNU profile amongst its communities, as measured by Corporate Social Responsibility/ Public Benefit audit

Key Performance Indicators

Sphere 2 – National

FNU has a key role to play in supporting national economic and social development. Over the course of the Strategic Plan, FNU will enhance engagement with the communities in which our campuses are located, fostering dialogue and collaboration with community leaders, groups and local employers; review opportunities for sharing our facilities more systematically with voluntary and youth groups, leveraging the assets of FNU for wider community benefit and 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.



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.

Key Performance Indicators

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. Over the course of the Strategic Plan, FNU will build strategic teaching and research partnerships with regional universities, and encourage staff to join regional academic and professional bodies; play an active role in the Pacific Regional Committee of the Association of Commonwealth Universities, to enhance FNU’s regional reputation; foster dialogue and partnerships with regional employer federations and build recruitment of regional students through proactive marketing and recruitment campaigns.



Key Performance Indicators

Increase the number of regional students.

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. Over the course of the Strategic Plan, FNU will continue to recruit international talent to key posts, to drive performance and global reputation while training the next generation of Fijians; seek FNU representation on supra-regional bodies; adopt a strategic approach to entering the main international university rankings by 2030; build, select international teaching and research partnerships aligned with national priority areas.

Key Performance Indicators

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.

Highlighted below are initiatives undertaken by FNU in terms of local, national, regional and global:

FNU launches TVET Pasifika to aid post-pandemic recovery in the region

FNU has launched a new brand, TVET Pasifika, bringing together its full range of Technical and Vocational Education and Training (TVET) to assist the post-pandemic economic recovery of the Pacific region.

FNU Vice-Chancellor Professor Toby Wilkinson said TVET Pasifika aims to support Fiji and other Pacific island countries to bounce back from the economic impact of COVID-19 by re-skilling and up-skilling their workforces to meet the needs of the new labour market.

“TVET Pasifika is a one-stop-shop where students, employers and partners – local, national and regional – can browse, research and enrol onto programmes to boost their employability and fulfil their personal and professional aspirations,” said VC Wilkinson.

“Our focus on quality, employability and relevance will support our ambition to become the TVET provider of choice for the Pacific region.”

FNU partners with the Ministry of Health to provide community vaccination facility

FNU has stepped up to assist the Ministry of Health and Medical Services in its effort to combat the COVID-19 pandemic in the country.

In supporting the work of the Ministry of Health and Medical Services, the University has:

- Placed all final-year Bachelor of Medicine and Bachelor of Surgery (MBBS) and Dentistry students on a voluntary scheme to assist the Ministry of Health with desk-based activities such as contact tracing and data processing.
- In addition to the series of live online webinars (in the iTaukei, Fiji Hindi and English languages)

organised by the College of Medicine, Nursing and Health Science to explain the science behind the pandemic and the vaccination programme, there are other practical measures of support that FNU was taking.

- Two classrooms at our Nursing Campus are being made available to the MOHMS to assist with data entry and contact tracing operations; the classrooms have been segregated from the rest of campus with separate entrance/exit routes.
- Arranged for a community vaccination centre at the Nasinu campus, to serve the large local population.
- Our students that reside in FNU’s Kivi House Hostel will move on Saturday to the Nursing Campus to enable Kivi House to be handed over to MOHMS for housing frontline medical staff working at the adjacent CWM Hospital.

FNU collaborates with Sai Prema Foundation Fiji

In a first for FNU, staff and students can now receive free medical consultations and medication at Sanjeevani Medical Centre located in Nasese, Suva.

This access to free healthcare is part of FNU and Sai Prema Foundation Fiji’s (SPF) partnership to broaden the scope and horizon of serving and making a difference in the lives of the Fijians. FNU VC Professor Toby Wilkinson highlighted that recently, the University has undertaken to play a more positive and visible role in community activities.

“This MoU will also provide FNU the opportunity to respond to national and community needs through supporting hospitals and medical facilities by conducting joint regular Blood Collection Drives at FNU Campuses and promoting the spirit of ‘volunteerism’ among students encouraging them to participate in events focused on serving the underprivileged and need communities in Fiji,” said Professor Wilkinson.

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, realising the UN Sustainable Development Goals, and playing a leadership role in all aspects of sustainability. In recognition of the climate emergency declared in Fiji's Climate Change Bill, 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 adapt to climate change.

Highlighted below are activities undertaken by the University to strengthen its commitment towards climate change adaptation, resilience and sustainability:

FNU joins UK-based SDG Accord

FNU has strengthened its commitment to sustainability by embedding the United Nations Sustainable Development Goals (SDG) into its activities after becoming a signatory of the SDG Accord with The Environmental Association for Universities and Colleges Education (EAUC).

FNU will work closely with

EAUC to achieve aspirational levels of sustainability for students, staff and the wider community. As part of the agreement, FNU will share best practices with other institutions worldwide and report annually on how it contributes to the SDGs.

Solar energy powering FNU Namaka Campus

Up to 80 per cent of FNU's Namaka Campus in Nadi is now powered by green energy, following the commissioning of a 250 kilowatts solar project in 2020. The Campus has 250 kilowatts solar photovoltaic (PV) plant with roof and ground-mounted systems to generate clean energy and minimise expenditure.

The project is deemed to be self-funded with an expected return on investment of eight years. The use of solar reduces energy costs and helps the environment by lowering greenhouse gas emissions and therefore tackle climate change. This project supports our national priority on sustainable development initiatives and renewable energy sources.

The green energy concept is expected to be incorporated into FNU's future capital projects to promote sustainable development.

Natabua staff celebrate World Environment Day at Home

The Natabua Campus staff amid the pandemic made a tremendous initiative to mark World Environment Day by planting sandalwood and citrus seedlings at home. The Natabua Campus has partnered with the Ministry of Forestry to contribute towards the 30 million Trees in 15 Years initiative.



Reduce our carbon footprint by 25% over the course of the Strategic Plan

Key Performance Indicators

Key Performance Indicators



Reuse
Reduce
Recycle

Implement the 3 Rs:
reduce, reuse, recycle

Enabler 1

Our People

The Fiji National University (FNU) recognises that its people are the institution's most prized asset and has policies and initiatives that encourage staff growth, career progression and rewarding career experience. The University has a strong mix of academics and support staff who are focused on providing the best for our key clients – students.

These dynamic and robust workers spread over our 16 major campuses across Fiji are the backbone of the University's success in transitioning to a fully online mode of learning and teaching delivery over the last two years due to the COVID-19 pandemic.

In a bid to continuously enhance its human resources, FNU is committed to providing professional development opportunities to increase staff qualifications, regularly benchmark pay and working conditions to enhance recruitment and retention and build staff satisfaction by acknowledging and celebrating individual and group achievements.



Ensure all teaching staff meet minimum academic qualifications 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 annual survey.

Key Performance Indicators





Processes

Enabler 2

Moving forward, the Fiji National University (FNU) remains committed to implementing efficient and effective processes that will enable the University to respond with agility and flexibility to its students, staff and stakeholders.

Through this venture, FNU has prioritised its digital infrastructure, with a \$20 million investment in the Ellucian Banner 9 software, one of the biggest software projects in Fiji. The project called University Information Management System (UIMS) is a system that has moved processes online.

This unified information system for staff and students will assist them to access reliable information easily.

FNU Vice-Chancellor Professor Toby Wilkinson highlighted the efficient and effective processes that enable a university to respond with agility and flexibility.

Students applying for studies at FNU will now be registered through an online Customer Relationship Management Recruit system (CRM) system.

Once a student commences their application, the system provides complete visibility on the status of the application until the student is registered to the desired course.

Those students undertaking short courses through FNU's National Training and Productivity Centre (NTPC) are provided login access to Student Self Service, thus enabling students to track upcoming short courses and easy registration into the new programmes.

The aim is to allow students to have a smooth journey through their studies without having to travel across campuses for administrative purposes.

The new system which has been implemented for the FNU's College of Medicine, Nursing and Health Sciences (CMNHS) students, enables them to use the self-service portal to complete admission, registration, plan their academic journey, track their academic progress and apply for graduation.

The new Student Management System will be similarly introduced at FNU's other Colleges as well.

The University has also launched a Banner HR module for the Division of Human Resources while Ellucian Talent Management System is already live to manage employee performance, internal training and employee recruitments.

Last year, FNU launched the Banner Finance system, which provides real-time data relating to budgets for colleges and other sections of FNU. It provides users to better manage their procurement process.

Key Performance Indicators

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.



Governance

Enabler 3

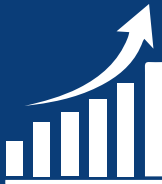
The Fiji National University (FNU) has implemented robust governance arrangements to ensure accountability, transparency and organisational resilience. The University's Senior Management Group which comprises of the Vice-Chancellor, Pro Vice-Chancellor's, Deans, Directors and the Registrar was renamed to the Senior Leadership Team (SLT) on 10 May 2021.

Additionally, three new sub-committees have been formed to embed good governance. These are the Sustainability Initiatives Committee, Student Experience Committee and the University Research Committee which reports to the SLT.

The FNU Council which is collectively accountable for maintaining established precedents of corporate governance practices ensures that the management meets the interests of shareholders and meet the expectations and needs of customers, employees, suppliers and local, regional and international communities.

Key Performance Indicators

Enhance governance arrangements as measured by external audit



Values

Enabler 4

In support of the University's new Strategic Plan 2021-2026, an online poll was conducted with students and staff to identify the core values for the University for the next five years.

Vice-Chancellor Professor Toby Wilkinson said it was important that a clear statement of shared values, owned by everyone, builds a strong community and enhances external reputation.

VC Wilkinson said the new principles will identify and promote FNU's commitment to equity, diversity and inclusion, to generate pride and a sense of common purpose.

"It will allow us to develop initiatives to foster a strong sense of corporate identity across the Campuses, Colleges, Centers and Divisions, building a shared vision of FNU's future," stated Professor Wilkinson.

The values that inspire FNU's work are:

Excellence – in everything we do

Accountability – to our students, stakeholders and funders

Care – for ourselves and each other

Honesty – in the spirit of continuous improvement

Service – to our communities, nation and region

Create Awareness of FNU Values

Excellence

Accountability

Care

Honesty

Service

The Fiji National University's Nikua is a monthly newsletter which aims to promote the University's activities to the wider community.

This newsletter is produced by the University Marketing and Communications team.

For views or comments please email mprc@fnu.ac.fj or contact 3394000.

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FNUNIKUA wants to hear from you

FNUNIKUA welcomes submissions by staff and students for publication in the newsletter. Please send your suggestions, comments or articles for consideration to mprc@fnu.ac.fj



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