FIJI NATIONAL UNIVERSITY

MAY 2027

STRATEGIC PLAN

2027 – 2031

PEOPLE
KNOWLEDGE
INNOVATION
PARTNERSHIPS
SUSTAINABILITY

2027
2031



Rooted in Heritage, Driven by Innovation:

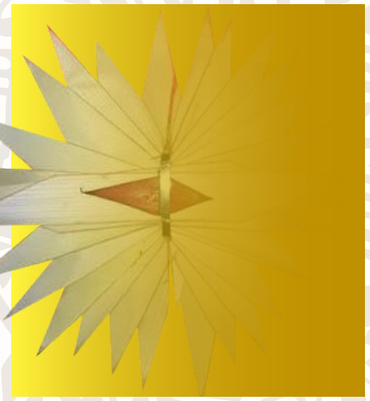
Inclusive Futures and Sustainable Growth

QUALITY LEARNING | INCLUSIVE PEOPLE | INNOVATIVE SOLUTIONS | SUSTAINABLE GROWTH









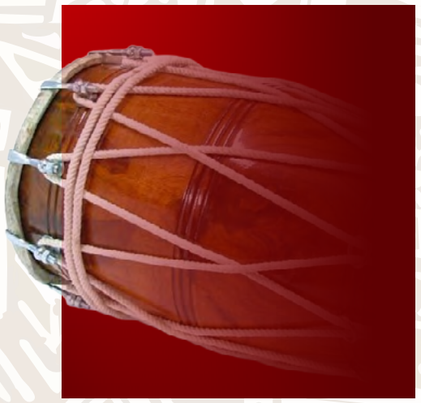


















Rooted in Heritage, Driven by Innovation:

Inclusive Futures and Sustainable Growth



Wattled Honeyeater
(Kikau)

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Preamble

The **Fiji National University Strategic Plan 2027–2031** sets out a bold and transformative pathway for Fiji's national university at a time of unprecedented global change and opportunity. As the nation's premier dual-sector institution, FNU is uniquely positioned to advance human development, knowledge creation, innovation, and sustainable prosperity across Fiji and the wider Pacific. This Strategic Plan aligns with the **Fiji National Development Plan 2025–2029**, the aspirations of **Vision 2050**, and the broader regional priorities of the **Blue Pacific Continent**, positioning FNU as a catalyst for national transformation and regional leadership.

Grounded in the University's values of **Care, Honesty, Accountability, Service, and Excellence (C.H.A.S.E.)**, the Plan articulates a vision of a university that is deeply rooted in Pacific heritage while embracing the opportunities of the future. It recognises that higher education, technical and vocational education and training (TVET), research, innovation, entrepreneurship, and community engagement are critical enablers of economic growth, social inclusion, environmental stewardship, and cultural resilience.

The Strategic Plan is organised around five interconnected Priority Areas:

- **Inclusive Futures – People, Place and Cultures**
- **Transformative Education & Lifelong Learning**
- **Research, Innovation & Knowledge Creation for Humanity**
- **Sustainable Futures – Finance, Endowment & Enterprise**
- **Global Employability & Pacific Integration**

Together, these priorities provide the framework through which FNU will nurture future-ready graduates, generate impactful research, strengthen communities, advance sustainability, and contribute to a prosperous and resilient Pacific future.

The Plan is underpinned by the ambitions of **Vision 2050**, particularly its emphasis on human development, innovation, sustainability, environmental stewardship, social cohesion, good governance, and national resilience. It also reflects the aspirations of the **Blue Pacific Continent**, recognising that the future of Pacific peoples is intrinsically connected to the stewardship of our ocean, the preservation of our cultures, and the strengthening of regional solidarity.

In alignment with the **Oceans of Peace Framework**, FNU seeks to foster peace, dialogue, understanding, and cooperation through education, research, and intercultural exchange. The University acknowledges that sustainable development requires not only economic progress but also social cohesion, environmental responsibility, and a commitment to shared prosperity across generations and borders.

Central to this Strategic Plan is FNU's commitment to the **United Nations Sustainable Development Goals (SDGs)**. Through its Colleges, Centres, Institutes, and support divisions, the University contributes to all seventeen SDGs by advancing quality education, health and wellbeing, food and water security, climate resilience, clean energy, innovation, sustainable communities, environmental stewardship, strong institutions, and global partnerships. In doing so, FNU positions itself not merely as a consumer of global knowledge, but as a creator of Pacific solutions to global challenges.

The Plan also embraces the objectives of the **United Nations Decade of Indigenous Languages (2022–2032)**, reaffirming the University's responsibility to preserve, revitalise, and promote indigenous languages, knowledge systems, and cultural traditions. FNU recognises that linguistic and cultural diversity are essential foundations of identity, resilience, social cohesion, and sustainable development throughout the Pacific region.

The convergence of these national, regional, and global frameworks creates a powerful mandate for action. Through this Strategic Plan, Fiji National University reaffirms its commitment to empowering futures, transforming lives, advancing knowledge, and building sustainable communities.

As Fiji's national university, FNU will continue to serve as a bridge between tradition and innovation, local realities and global opportunities, and knowledge and action. Guided by the values of **C.H.A.S.E.**, the University will prepare graduates who are globally competitive, culturally grounded, socially responsible, and committed to shaping a peaceful, inclusive, resilient, and sustainable future for Fiji, the Pacific, and the world.



Abbreviations and Acronyms

AI: Artificial Intelligence
CAFF: College of Agriculture, Fisheries and Forestry
CBHTS: College of Business, Hospitality & Tourism Studies
CETVET: College of Engineering & Technical Vocational Education & Training
CGS: College of Graduate Studies
CHASE: Care, Honesty, Accountability, Service and Excellence
CHEL: College of Humanities, Education and Law
CMNHS: College of Medicine, Nursing and Health Sciences
CSR: Corporate Social Responsibility
DF: Division of Finance
DEF: Division of Estate and Facilities
DITS: Division of Information and Technology Services
DHR: Division of Human Resources
DSPD: Department of Strategic Planning and Development
FNU: Fiji National University
HE: Higher Education
HR: Human Resources
ICH: Intangible Cultural Heritage
ICT: Information and Communication Technology
IPCC: Inter-governmental Panel on Climate Change
IT: Information Technology
ITK: Indigenous Traditional Knowledge
KPI: Key Performance Indicator
LMCC: Labour Management Consultation & Cooperation Committee
L&T: Learning and Teaching
NCD: Non-Communicable Diseases
NGO: Non-Government Organization
NTPC: National Training and Productivity Centre
OVC: Office of Vice Chancellor
PACT: Pacific Action on Climate Transitions
PCMS: Pacific Centre for Maritime Services
PIC: Pacific Island Countries
PVC: Pro Vice Chancellor
PVC CS: Pro Vice Chancellor Corporate Services
PVC L&T: Pro Vice Chancellor Learning and Teaching
PVC R & I: Pro Vice Chancellor Research and Innovation
PVC TVET & NTPC: Pro Vice Chancellor Technical and Vocational Education & Training and National Training and Productivity Centre
SDG: Sustainable Development Goal
SIDS: Small Islands Development States
SLT: Senior Leadership Team
SP: Strategic Plan
TAR: Total Academic Review
TVET: Technical and Vocational Education and Training



A Message from the
Prime Minister
and Minister for Civil Service, Strategic Planning, National Development & Statistics

It gives me great pleasure to present the Fiji National University Strategic Plan 2027-2031, a document that embodies our nation's aspirations for education, innovation, and sustainable development.

The transition of the Fiji National University to the Office of the Prime Minister through the Ministry of Strategic Planning, National Development & Statistics, marks a significant step in strengthening the University's role as a central pillar of Fiji's development journey. It ensures that FNU's governance, programmes, and research are directly aligned with the National Development Plan 2025-2029 and our long-term vision, Vision 2050.

FNU's contribution to national development is pivotal. Through its dual-sector mandate, the University delivers skills and trades at the TVET level, while training professionals in health, medicine, law, engineering, and education. At the same time, it advances innovative research that addresses climate resilience, ocean sustainability, and social transformation – all critical priorities for Fiji and the Pacific.

Equally important is FNU's regional and international engagement. As a national university, FNU is not only a hub for Fiji but also a partner for the wider Pacific and the global community. Its collaborations with governments, industries, and international institutions strengthen our collective capacity to respond to challenges and seize opportunities in education, research, and sustainable development. This trajectory reflects Fiji's commitment to the Blue Pacific Continent and to building bridges of solidarity and innovation across borders.

The Strategic Plan 2027-2031 is therefore more than an institutional roadmap; it is a national commitment. It affirms that FNU will continue to be a beacon of opportunity, resilience, and excellence – preparing graduates who are globally competitive, culturally grounded, and ready to contribute to Fiji's progress and the Pacific's shared future.

On behalf of the Government of Fiji, I commend the leadership, staff, students, alumni, and partners of FNU for their dedication and vision. Together, we will ensure that the University remains at the forefront of national development, regional integration and global engagement.

Hon. Sitiveni L. Rabuka

Honourable Sitiveni Ligamamada Rabuka
Prime Minister of the Republic of Fiji
Minister for Civil Service, Strategic Planning, National Development and Statistics



A Message from the

CHANCELLOR

It is my honour to present the Fiji National University Strategic Plan 2027–2031, a document that embodies our collective aspirations and responsibilities as Fiji's national university. This plan is the product of wide consultation and reflects the voices of our staff, students, alumni, partners, and communities. It charts a course for FNU to remain a beacon of opportunity, innovation, and resilience in the Pacific.

As Chancellor, I am deeply proud of the University's journey and the transformative role it continues to play in shaping lives and strengthening our nation. Since its establishment, FNU has stood as a symbol of Fiji's commitment to accessible, high quality education and research. As the University realigns under the Office of the Prime Minister through the Ministry of Strategic Planning, National Development & Statistics, this Strategic Plan signals a new era of accountability, relevance, and impact.

The plan builds on our achievements and lessons learned, while setting bold new directions that align with Fiji's National Development Plan 2025–2029, the Sustainable Development Goals, and the long term vision of the Blue Pacific Continent. It positions FNU not only as a national institution but also as a regional hub of knowledge creation, skills development, and innovation.

At its heart, this plan is about people and partnerships. It commits us to inclusivity, sustainability, and excellence, ensuring that FNU's teaching, research, and community engagement remain relevant and impactful. It reaffirms our responsibility to nurture graduates who are globally competitive, culturally grounded, and ready to contribute to Fiji and the wider Pacific.

This Preface is both a reflection and an invitation. It reflects our shared commitment to building a university that is future ready, resilient, and innovative. And it invites all stakeholders – government, industry, communities, and international partners – to walk with us on this journey. Together, we will ensure that FNU continues to lead in transforming lives, advancing knowledge, and building sustainable futures for Fiji and the Pacific.

As Chancellor, I extend my gratitude to all who have contributed to this Strategic Plan. Your dedication and vision have shaped a document that will guide FNU into its next chapter with confidence and clarity. Let us move forward together, united in purpose, and determined to ensure that FNU remains a proud national institution and a trusted regional partner.

Atiçi Vudiniabola

Dr Alisi Talatoka Vudiniabola
Chancellor, Fiji National University



A Message from the

VICE-CHANCELLOR

It is with great pride and purpose that I present the Fiji National University Strategic Plan 2027–2031. This plan reflects our collective vision to position FNU as a future-ready, inclusive, and resilient university, deeply rooted in Pacific values while embracing global standards of excellence.

Established in 2009, Fiji National University is being strategically repositioned as a Dual Sector institution, engaging with and responding to the opportunities and challenges of national and regional development. This repositioning includes transitioning governance structures to the Office of the Prime Minister through the Ministry of Strategic Planning, National Development & Statistics, while strengthening programmes that deliver skills and trades at the TVET level, training higher education professionals in health, medicine, law, engineering, and education, and advancing innovative research with national and regional impact.

The Strategic Plan 2027–2031 builds on our achievements and lessons learned, charting a course that strengthens our role as the nation's premier tertiary institution and a regional hub of innovation. It is anchored in five strategic priority areas — Inclusive Futures, Transformative Education, Research & Innovation, Sustainable Futures, and Global Employability & Pacific Integration. Together, these priorities provide a framework for advancing knowledge, empowering communities, and contributing meaningfully to Fiji's National Development Plan and the aspirations of the Blue Pacific Continent.

At the heart of this plan is our commitment to people-centred education and research. We will continue to integrate indigenous knowledge systems, foster climate resilience, and expand access to higher education and TVET. We will invest in modern infrastructure, strengthen partnerships, and ensure that our graduates are equipped with the skills, values, and confidence to thrive in a rapidly changing world.

This Strategic Plan also maps the University's trajectory into three broad generational phases:

- 2010–2040: Decades of Establishment
- 2041–2080: Decades of Development and Expansion
- 2081 onwards: Decades of Consolidation

These phases reflect our long-term vision — to evolve as a globally connected Pacific university, resilient in its governance, sustainable in its operations, and transformative in its impact.

This Strategic Plan is not only a roadmap for institutional growth but also a promise to our students, staff, and communities: that FNU will remain a beacon of opportunity, innovation, and solidarity. Guided by our values of inclusivity, sustainability, and excellence, we will transform challenges into opportunities and aspirations into measurable outcomes.

As Vice Chancellor, I invite all stakeholders - our staff, students, alumni, partners, and communities - to join us in this journey. Together, we will ensure that FNU continues to lead in transforming lives, advancing knowledge, and building a sustainable future for Fiji and the Pacific.

Unaisi Nabobo-Baba

Professor Unaisi Nabobo Baba
Vice Chancellor, Fiji National University



A Message from the

FNUSA PRESIDENT

On behalf of the students of Fiji National University, I am proud to welcome the Strategic Plan 2027–2031. This plan is not only about institutional growth; it is about the lived experiences, hopes, and futures of every student who walks through FNU's doors.

As students, we see this Strategic Plan as a commitment to inclusive education, transformative learning, and global opportunities. It speaks to our desire for a university that values our diverse backgrounds, integrates indigenous knowledge systems, and equips us with the skills to thrive in a rapidly changing world.

We are especially encouraged by the emphasis on TVET and higher education pathways, the integration of AI and digital innovation, and the strengthening of career services. These priorities ensure that FNU graduates are not only academically prepared but also globally competitive, culturally grounded, and resilient.

This plan also highlights FNU's role in national development under the NDP 2025–2029 and Vision 2050, and we, as students, are proud to be part of this journey. We know that our education is directly linked to Fiji's progress and the Pacific's future, and we embrace the responsibility to contribute meaningfully to our communities and beyond.
The FNUSA reaffirms its commitment to working alongside the University's leadership, staff, and partners to ensure that student voices remain central in decision making.

Together, we will build a university that is student focused, future ready, and globally engaged.

This Strategic Plan is a promise to us – the students – that FNU will continue to be a place of opportunity, innovation, and solidarity. We look forward to walking this journey together, shaping not only our own futures but also the future of Fiji and the Pacific.

Shaista Kumar

Ms. Shaista Kumar
FNUSA President
Fiji National University Students' Association



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Vision

Empowering futures with a rich heritage of ocean wisdom and complex traditional knowledge systems and positioning Fiji National University as a global educational institution of excellence.

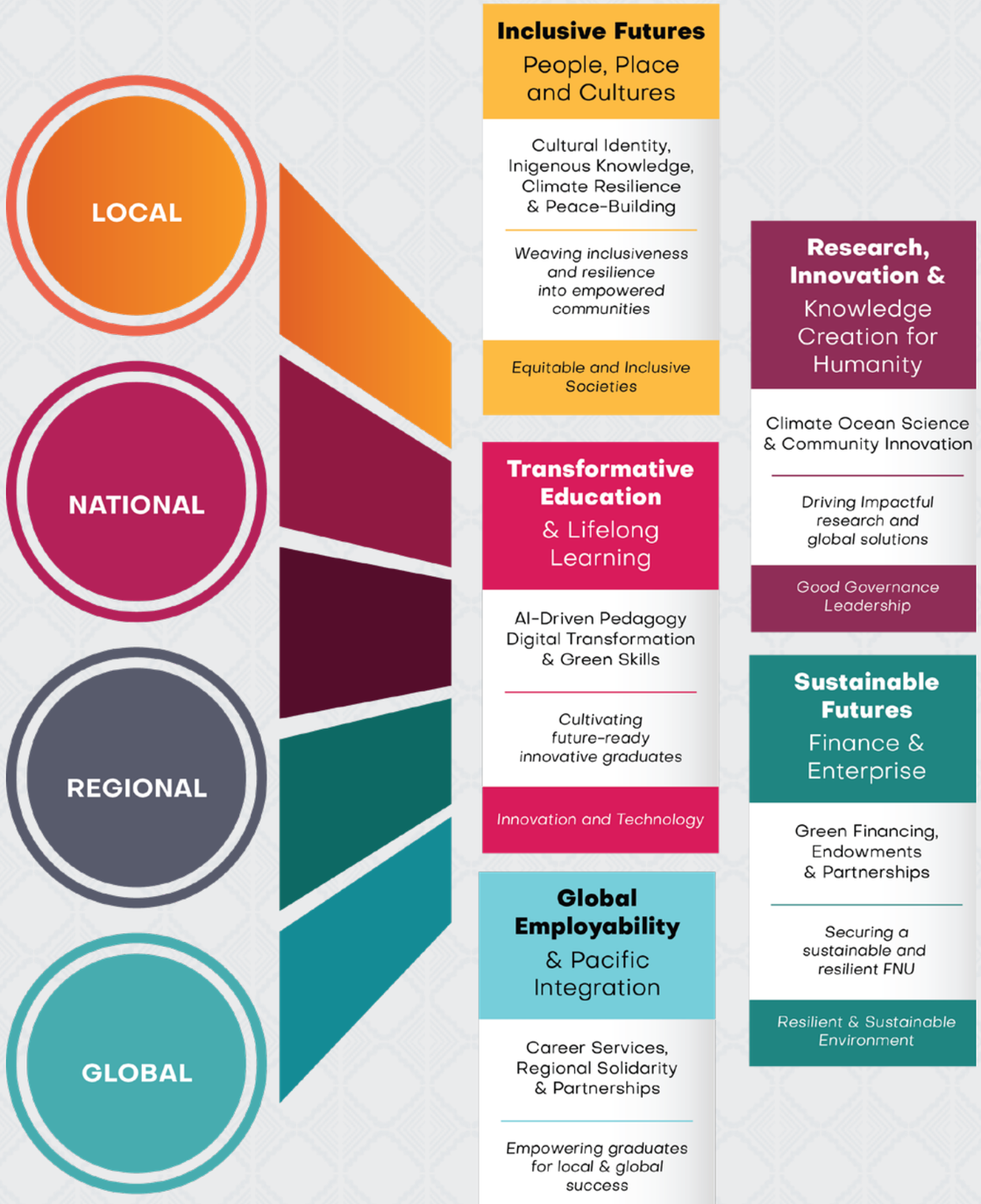
Mission

To empower learners and communities by harmonising people centred knowledge, ocean wisdom, and innovation, ensuring Fiji National University advances resilience, sustainability, and global excellence while strengthening Pacific identity and solidarity.



FNU Strategic Plan 2027–2031 at a Glance

Visionary Framing for Inclusive, Sustainability and Global Futures



FNU Strategic Plan 2027–2031 - Connecting Local Realities to Global Futures

The **Fiji National University Strategic Plan 2027–2031** diagram presents a clear visual synthesis of how the University's five Strategic Priority Areas align with the Vision 2050 Goals of the Fiji National Development Plan (NDP 2025–2029). It captures FNU's evolving role as a national institution under the Office of the Prime Minister: Ministry of Strategic Planning, National Development & Statistics, and its commitment to shaping inclusive, sustainable, and globally connected futures.

At the top, the diagram's Local–National–Regional–Global continuum symbolizes FNU's reach and responsibility – from empowering communities within Fiji to contributing to regional solidarity and global innovation. Beneath this, the five Strategic Priority Areas form the pillars of the University's mission:

- **Inclusive Futures People, Place & Cultures:** advancing cultural identity, indigenous knowledge, and climate resilience to build equitable and inclusive societies.
- **Transformative Education & Lifelong Learning:** driving innovation and technology through AI enabled pedagogy, digital transformation, and green skills.
- **Research, Innovation & Knowledge Creation for Humanity:** fostering good governance and leadership through impactful research in climate, ocean science, and community innovation.
- **Sustainable Futures – Finance & Enterprise:** promoting resilient and sustainable environments through green financing, endowments, and partnerships.
- **Global Employability & Pacific Integration:** strengthening transformative and inclusive societies by empowering graduates for success in both local and global contexts.

Together, these pillars demonstrate how FNU's academic, research, and enterprise activities directly contribute to Fiji's Vision 2050 — a future defined by resilience, innovation, inclusivity, and global partnership.

The diagram thus serves as a visual roadmap for FNU's transformation: connecting its institutional priorities to the nation's long term development goals, and reaffirming its role as a strategic partner in building a sustainable and prosperous Fiji.



FNU Strategic Priority Areas (2027–2031)

Priority Area	Refined Focus
Inclusive Futures People, Place & Cultures	Deepen cultural identity, indigenous knowledge systems, climate resilience, and peace building.
Transformative Education & Lifelong Learning	Embed AI driven pedagogy, digital transformation, green skills, and flexible pathways across TVET and higher education.
Research, Innovation & Knowledge Creation for Humanity	Advance climate change adaptation, ocean science, AI research, peace studies, and community driven innovation.
Sustainable Futures – Finance, Endowment & Enterprise	Pioneer green financing, AI enabled analytics, diversified partnerships, and regional collaboration.
Global Employability & Pacific Integration	Strengthen employability through AI enabled career services, regional solidarity, peace building, and international partnerships.



The C.H.A.S.E. Values



The Fiji National University Strategic Plan 2027–2031 is guided by a set of enduring principles known as the **C.H.A.S.E. Values - Care, Honesty, Accountability, Service, and Excellence**. These values form the moral and operational foundation of FNU's transformation journey, ensuring that every initiative, partnership, and outcome reflects integrity, compassion, and purpose.
This diagram illustrates how the **C.H.A.S.E. Values** are directly linked to the **five Strategic Priority Areas** of the Plan, creating a cohesive framework that connects institutional ethos with strategic action:

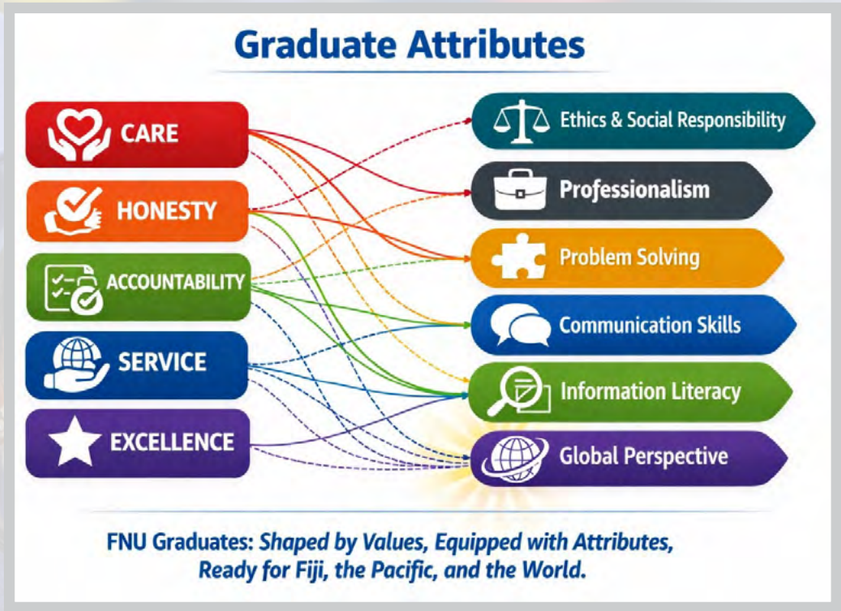
- **CARE** underpins *Inclusive Futures – People, Place & Cultures*, emphasizing empathy, wellbeing, and cultural respect in building resilient communities.
- **HONESTY** aligns with *Transformative Education & Lifelong Learning*, promoting transparency, ethical leadership, and continuous improvement in teaching and innovation.
- **ACCOUNTABILITY** supports *Research, Innovation & Knowledge Creation for Humanity* ensuring responsible research practices and measurable impact for society.
- **SERVICE** drives *Sustainable Futures – Finance & Enterprise*, reflecting FNU's commitment to national development, regional partnerships, and environmental stewardship.
- **EXCELLENCE** inspires *Global Employability & Pacific Integration*, cultivating high standards, global competitiveness, and transformative graduate outcomes.

Together, these values and priorities form the ethical compass of FNU's Strategic Plan 2027–2031 guiding the University toward inclusive growth, innovation, and global leadership, while remaining true to its mission of serving Fiji and the Pacific.



Graduate Attributes

The University aims to develop and nurture attributes in all its students as a foundation for ongoing engagement with the sustainability of life in Fiji and the Pacific.



Graduate Attributes
Students will be guided by the broader values of FNU, captured in the **C.H.A.S.E. Framework: Care, Honesty, Accountability, Service, and Excellence.**
In addition, FNU students and graduates will embody the following six core graduate attributes:

1. **Ethics and Social Responsibility**
Demonstrate ethical conduct, integrity, and social responsibility, recognising the social, cultural, environmental, and ethical implications of their actions within Fijian, Pacific, and global communities.

2. **Professionalism**
Uphold the highest standards of professionalism, accountability, and confidentiality, consistently delivering quality outcomes and demonstrating respect in all professional interactions.

3. **Critical Thinking and Problem Solving**
Apply logical, analytical, creative, and evidence-based thinking to address complex challenges and develop practical and innovative solutions.

4. **Communication Skills**
Communicate effectively, confidently, and appropriately through a range of media and platforms, engaging diverse audiences in professional and community contexts.

5. **Information and Digital Literacy**
Locate, evaluate, analyse, synthesise, and apply information from diverse sources while demonstrating competence in the ethical and effective use of digital technologies.

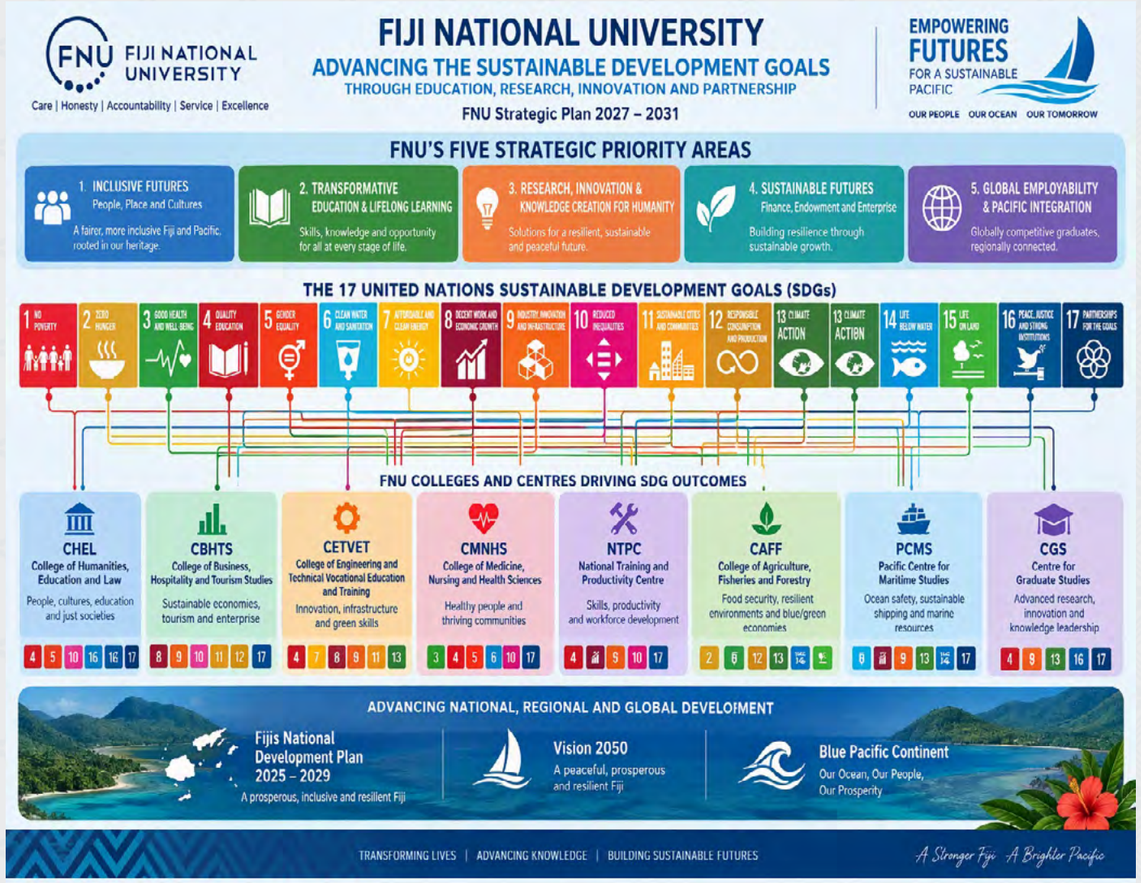
6. **Global and Pacific Citizenship**
Demonstrate intercultural competence, an appreciation of diversity, and an understanding of global and Pacific perspectives, applying this knowledge responsibly in their professional and civic lives.
Together, these graduate attributes complement the C.H.A.S.E. Values and reflect FNU's commitment to developing graduates who are ethical, professional, innovative, digitally capable, culturally grounded, and globally engaged, ready to contribute meaningfully to Fiji, the Pacific, and the wider world.



FNU's Contribution to the 17 Sustainable Development Goals

Through the combined efforts of its Colleges, Centres, Institutes, and support divisions, **Fiji National University** contributes to the full spectrum of the **United Nations Sustainable Development Goals (SDGs)**. As Fiji's national university and dual-sector institution, FNU advances sustainable development through education, research, innovation, technical and vocational training, community engagement, and strategic partnerships.

The **FNU SDG Alignment Diagram** illustrates how the University's Colleges and Centres contribute to the Sustainable Development Goals through the five Strategic Priority Areas of the Strategic Plan.



SDG	FNU Contribution
SDG 1: No Poverty	Education, employability, entrepreneurship, and social mobility pathways that contribute to poverty reduction and economic empowerment.
SDG 2: Zero Hunger	Agriculture, fisheries, food security, nutrition, and sustainable farming research that support resilient food systems.
SDG 3: Good Health and Well-being	Medicine, nursing, public health, rehabilitation, mental health, and health systems strengthening.
SDG 4: Quality Education	Inclusive, accessible, high-quality education across technical, vocational, undergraduate, postgraduate, and lifelong learning pathways.

SDG 5: Gender Equality	Gender equity, inclusive participation, leadership development, and equitable access to educational opportunities.
SDG 6: Clean Water and Sanitation	Water quality management, sanitation, environmental health, watershed management, climate-resilient infrastructure, and sustainable resource use.
SDG 7: Affordable and Clean Energy	Renewable energy technologies, engineering innovation, energy efficiency, and sustainable infrastructure initiatives.
SDG 8: Decent Work and Economic Growth	Graduate employability, entrepreneurship, workforce productivity, skills development, and economic growth.
SDG 9: Industry, Innovation and Infrastructure	Research, innovation, digital transformation, advanced technologies, and resilient infrastructure development.
SDG 10: Reduced Inequalities	Inclusive education, widening participation, rural outreach, disability inclusion, and equitable access initiatives.
SDG 11: Sustainable Cities and Communities	Sustainable urban development, community resilience, cultural preservation, and disaster preparedness.
SDG 12: Responsible Consumption and Production	Resource efficiency, sustainable production systems, circular economy approaches, and environmental stewardship.
SDG 13: Climate Action	Climate adaptation and mitigation research, resilience-building, disaster risk reduction, and green skills development.
SDG 14: Life Below Water	Maritime studies, ocean governance, fisheries management, marine science, and marine conservation initiatives.
SDG 15: Life on Land	Forestry, biodiversity conservation, ecosystem restoration, sustainable land management, and environmental protection.
SDG 16: Peace, Justice and Strong Institutions	Law, governance, ethics, public policy, leadership, civic engagement, social cohesion, and peacebuilding.
SDG 17: Partnerships for the Goals	National, regional, and international partnerships with government, industry, development agencies, communities, and universities.

At the centre of the framework are the 17 SDGs, reflecting FNU's commitment to education, innovation, health, sustainability, climate resilience, ocean stewardship, food and water security, social inclusion and global partnerships.

Supporting the SDGs are FNU's five Strategic Priority Areas:
· Inclusive Futures
· Transformative Education & Lifelong Learning
· Research, Innovation & Knowledge Creation
· Sustainable Futures
· Global Employability & Pacific Integration

These priorities are operationalised through the University's academic and training units:
· CHEL
· CBHTS
· CETVET
· CMNHS
· CAFF
· NTPC
· PCMS
· CGS

Together, these units advance Fiji's **National Development Plan 2025–2029, Vision 2050**, the Blue Pacific Narrative, and the global Sustainable Development Goals through teaching, research, innovation, enterprise and community engagement.

Global Engagement Matrix and International Positioning

The Fiji National University Strategic Plan 2027–2031 integrates emerging global trends in higher education, recognising that national universities must simultaneously serve local needs while competing in an increasingly interconnected and knowledge-driven world. By aligning with Vision 2050, the National Development Plan (2025–2029), and regional frameworks such as the Blue Pacific Narrative, the Oceans of Peace Framework, and the Pacific Resilience Partnership, FNU strengthens its position as a Pacific centre of excellence in education, research, innovation, and sustainable development.

Beyond national development, the Strategic Plan aims to enhance FNU's international visibility, reputation, and competitiveness by focusing on the key indicators increasingly used in global university benchmarking systems, including research productivity, international collaboration, graduate employability, sustainability performance, industry engagement, and societal impact.

Global Engagement Matrix

FNU Strategic Priority	National Alignment	Regional Alignment	Global Engagement Opportunity	Global Impact
Inclusive Futures – People, Place and Cultures	Social inclusion, cultural identity, resilience	Blue Pacific Narrative, Oceans of Peace	Position FNU as a global leader in Indigenous knowledge, Pacific languages, intercultural dialogue, and community resilience research	Enhanced international recognition for Pacific-centred scholarship and cultural leadership
Transformative Education & Lifelong Learning	Skills development, digital transformation, TVET expansion	Pacific capacity building and workforce development	Expand international programmes, micro-credentials, online learning, dual degrees, and digital learning partnerships	Improved student mobility, employability, and internationalisation indicators
Research, Innovation & Knowledge Creation for Humanity	Climate resilience, innovation, ocean science	Blue Pacific climate and ocean agenda	Increase high-impact publications, international research grants, global research partnerships, and interdisciplinary research centres	Higher research visibility, citation impact, and international rankings performance
Sustainable Futures – Finance, Endowment & Enterprise	Economic resilience and institutional sustainability	Sustainable development and green growth	Develop sustainability leadership, ESG reporting, green campuses, and sustainable finance initiatives	Improved performance in sustainability rankings and global reputation metrics
Global Employability & Pacific Integration	Workforce readiness and economic development	Regional mobility and Pacific integration	Strengthen international internships, industry partnerships, exchange programmes, and professional accreditation pathways	Enhanced graduate employability and global employer recognition



Fijian Petrel
(Kacau Ni Gau)

Strategic Drivers of Global Visibility

To strengthen its international standing, FNU will focus on five key areas commonly reflected in global university rankings and reputation frameworks.

Research Excellence and Impact
FNU will increase research quality, publication output, citation rates, and international research collaboration through targeted investment in:

· Climate change adaptation and resilience research.
· Ocean and marine science.
· Indigenous and Pacific knowledge systems.
· Artificial intelligence and emerging technologies.
· Health, agriculture, and sustainable development.

The University will prioritise publishing in internationally recognised journals while developing Pacific-led research that addresses regional and global challenges.

Internationalisation

FNU will expand its global footprint through:

· International student recruitment.
· Staff and student mobility programmes.
· Joint research initiatives.
· Global institutional partnerships.
· Dual and articulated degree programmes.
· Collaborative online international learning opportunities.

These initiatives will improve both international visibility and global engagement metrics.

Graduate Employability

FNU will strengthen its reputation as a provider of workforce-ready graduates through:

· Industry-integrated curricula.
· Professional accreditation.
· Entrepreneurship development.
· Work-integrated learning.
· AI-enabled career services.
· International internship opportunities.

This will support stronger graduate outcomes and improve employer perceptions of FNU graduates.
Sustainability Leadership

Consistent with its Pacific location and responsibilities, FNU will position itself as a leader in:

· Climate resilience.
· Renewable energy.
· Sustainable campuses.
· Biodiversity protection.
· Ocean stewardship.
· Community sustainability initiatives.

These efforts will contribute to the University's performance against global sustainability benchmarks and SDG-related assessments.

Pacific Thought Leadership

FNU has a unique opportunity to occupy a niche that few universities globally can claim. By becoming a recognised centre for:

· Pacific studies,
· Indigenous knowledge systems,
· Ocean governance,
· Climate resilience,
· Indigenous languages revitalisation, and
· Blue Pacific development,

The University can establish a distinctive international identity that differentiates it from larger universities competing on traditional measures alone.

Strategic Aspiration

By 2031, FNU will be recognised not only as Fiji's national university, but also as a leading Pacific institution that combines academic excellence, applied research, sustainability leadership, cultural stewardship, and graduate success. Through targeted international engagement and strategic partnerships, the University will enhance its visibility in global rankings, strengthen its international reputation, and contribute Pacific perspectives to the world's most pressing challenges.

In doing so, FNU will advance its vision of becoming a university that is **locally grounded, regionally connected, and globally respected.**

Theory of Change

Introduction
The Fiji National University (FNU) Theory of Change provides the logical pathway through which the University will translate its vision, mission, values, resources, and strategic priorities into measurable and transformative outcomes for Fiji, the Pacific region, and the wider global community.

At its core, the Theory of Change recognises that universities are more than providers of qualifications. They are institutions that generate knowledge, cultivate leadership, advance innovation, preserve cultural identity, strengthen communities, and contribute to sustainable development. As Fiji's national university, FNU occupies a unique position as a dual-sector institution spanning higher education, technical and vocational education and training (TVET), research, innovation, enterprise, and community engagement.

Guided by the values of Care, Honesty, Accountability, Service, and Excellence (C.H.A.S.E.), FNU seeks to empower individuals, strengthen communities, advance sustainable development, and contribute to the achievement of Fiji's Vision 2050, the National Development Plan 2025–2029, the Blue Pacific Narrative, and the United Nations Sustainable Development Goals.

Theory of Change Statement

If FNU invests in inclusive education, transformative learning, research excellence, innovation, sustainable enterprise, strategic partnerships, and culturally grounded community engagement, then learners, communities, industries, and governments will gain the knowledge, skills, values, and capabilities necessary to create a prosperous, resilient, inclusive, and sustainable Fiji and Pacific region.

FNU Theory of Change Framework (2027–2031)

Theory of Change Element	Description
Inputs	Academic and professional staff; students and alumni; campuses, laboratories, libraries and training facilities; digital technologies and AI-enabled platforms; financial resources and endowment funding; government support and policy alignment; industry partnerships; international collaborations; indigenous knowledge systems; research infrastructure and innovation ecosystems.
Strategic Priority 1: Inclusive Futures	Cultural preservation and revitalisation; indigenous and Pacific knowledge initiatives; community outreach and engagement; inclusiveness and equity programmes; rural and maritime access initiatives.
Strategic Priority 2: Transformative Education & Lifelong Learning	High-quality teaching and learning; flexible, blended and online education; micro-credentials; lifelong learning pathways; TVET and higher education integration; AI-enabled education and digital literacy.
Strategic Priority 3: Research, Innovation & Knowledge Creation	Climate resilience research; ocean and marine studies; applied and industry-led research; indigenous knowledge research; innovation hubs and technology development.
Strategic Priority 4: Sustainable Futures	Green financing and enterprise development; sustainable infrastructure and campus operations; renewable energy initiatives; resource efficiency and environmental stewardship.
Strategic Priority 5: Global Employability & Pacific Integration	Industry placements and internships; professional accreditation; international partnerships and mobility; entrepreneurship; workforce development; regional labour mobility pathways.
Outputs (2027–2031)	Increased student participation; expanded learning access; new academic and TVET programmes; enhanced research outputs; Centres of Excellence; digital transformation initiatives; stronger partnerships; increased community engagement; diversified revenue streams; improved infrastructure and sustainability performance.
Short-Term Outcomes	Improved student success and retention; enhanced graduate employability; stronger staff capabilities; increased research excellence; improved access to education; stronger community resilience; preservation of language, culture and heritage; strengthened industry engagement.
Medium-Term Outcomes	Highly skilled and adaptable workforce; greater social inclusion and equity; stronger climate resilience; enhanced food, water, energy and health security; increased innovation and entrepreneurship; improved governance and civic participation; stronger Pacific regional integration; increased international recognition.
Long-Term Impact	A prosperous, inclusive, resilient, innovative and sustainable Fiji and Pacific region characterised by empowered citizens, thriving communities, sustainable economies, cultural vitality, environmental stewardship and global competitiveness.

Long-Term Impact

A Prosperous, Resilient, Inclusive, and Sustainable Pacific

By 2050, FNU seeks to contribute to:
· Transformative and lifelong learning for all
· Sustainable economic growth and productivity
· Improved quality of life and wellbeing
· Preservation of Pacific cultures, languages, and identities
· Climate-resilient communities and ecosystems
· Strong institutions, peace, and social cohesion
· Knowledge-driven national and regional development
· A globally connected Pacific region that remains rooted in its heritage and values

Assumptions Underpinning the Theory of Change

This Theory of Change assumes:

· Continued government commitment to education and human capital development.
· Growing demand for tertiary, vocational, and lifelong learning opportunities.
· Increasing importance of digital transformation and artificial intelligence.
· Strong industry demand for skilled graduates and applied research.
· Continued regional cooperation across the Pacific.
· Sustained investment in climate resilience and sustainable development.
· Effective partnerships between academia, government, industry, and communities.
· Ongoing respect for and integration of indigenous and Pacific knowledge systems.

Measuring Success

Progress will be monitored through the University's Strategic Performance Framework, including:

· Student headcount and EFTS growth.
· Graduate employability rates.
· Student satisfaction and retention rates.
· Research outputs and grant income.
· Community engagement indicators.
· Financial sustainability measures.
· International partnerships and mobility programmes.
· Sustainability and climate resilience indicators.
· Contribution to the Sustainable Development Goals.
· Alignment with Vision 2050 and the National Development Plan.

Theory of Change Summary



This Theory of Change demonstrates how FNU's five Strategic Priority Areas serve as the bridge between institutional action and national transformation, ensuring that every investment in education, research, innovation, enterprise, and community engagement contributes to a stronger Fiji, a more connected

FNU Enrolment Forecast 2027–2031

The Fiji National University continues to strengthen its position as Fiji's leading tertiary institution and a regional provider of higher education, technical and vocational education and training (TVET), professional development, and lifelong learning. The University's Enrolment Forecast 2027–2031 provides a strategic outlook for student participation and academic load across its colleges and centres, supporting informed decision-making in academic planning, infrastructure development, workforce requirements, and resource allocation.

The forecast is based on the University's 2025 enrolment baseline and projected growth trajectories across all colleges and centres. It anticipates continued expansion in student enrolment, reflecting increasing demand for tertiary education, workforce upskilling, professional qualifications, and lifelong learning opportunities in Fiji and the wider Pacific region.

Growth is projected across all academic and vocational areas, with particularly strong expansion in the College of Business, Hospitality and Tourism Studies (CBHTS), the College of Agriculture, Fisheries and Forestry (CAFF), and the National Training and Productivity Centre (NTPC). These trends align closely with Fiji's economic diversification priorities, food security agenda, workforce development initiatives, tourism recovery, and growing emphasis on sustainable development and productivity enhancement.

The forecast further highlights ongoing growth in key national priority sectors, including Engineering, Science and Technology, Humanities, Education and Law, Medicine, Nursing and Health Sciences, and the Pacific Centre for Maritime Studies, ensuring a balanced approach to developing Fiji's future workforce while strengthening FNU's contribution to national and regional development.

By presenting both Student Headcount and Equivalent Full-Time Student (EFTS) projections, the University establishes a robust framework for strategic planning. The forecasts support evidence-based investment in teaching, learning, digital transformation, research capacity, student services, staff development, and campus infrastructure while maintaining the quality and sustainability of the student experience.

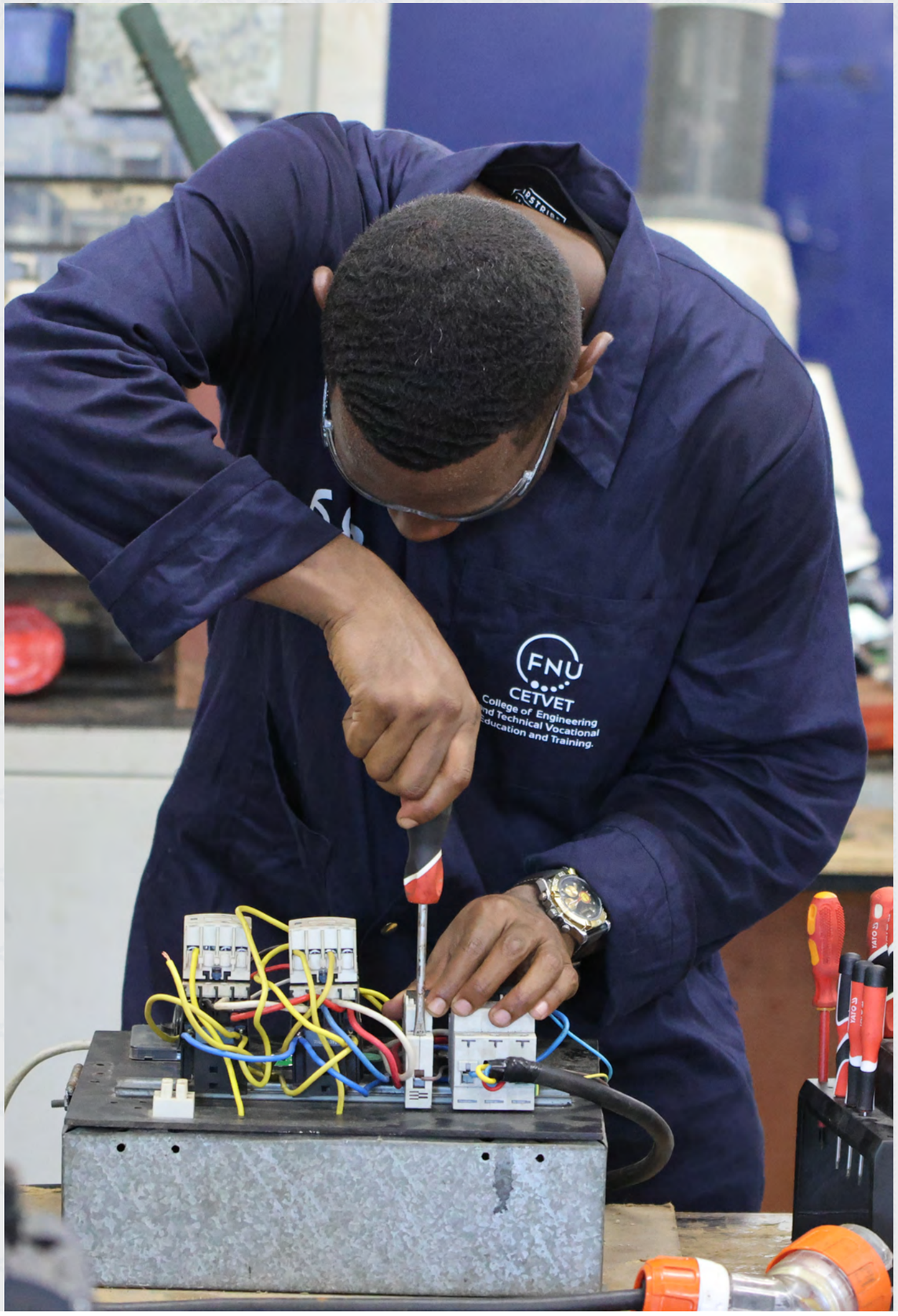
The Enrolment Forecast 2027–2031 is therefore more than a statistical projection. It serves as a strategic planning instrument that enables FNU to anticipate future demand, strengthen institutional capacity, and contribute directly to the achievement of Fiji's National Development Plan 2025–2029, Vision 2050, and the aspirations of the Blue Pacific Continent.

Table 1: 2025 Actual and 2026-2032 Forecasted Student Headcount

College	Year						
	Actual Headcount	Forecasted Headcount					
	2025	2026	2027	2028	2029	2030	2031
National Training & Productivity Centre	7871	8028	8189	8353	8520	8690	8864
Agriculture, Fisheries & Forestry	1255	1318	1384	1453	1525	1602	1682
Business, Hospitality & Tourism Studies	5566	5844	6137	6443	6766	7104	7459
Engineering, Science & Technology/ Engineering and TVE & Training	5101	5203	5307	5413	5521	5632	5745
Humanities & Education / Humanities, Education & Law	5578	5690	5803	5919	6038	6159	6282
Medicine, Nursing & Health Sciences	2923	2981	3041	3102	3164	3227	3292
Fiji Maritime Academy/ Pacific Centre Maritime Studies	1754	1789	1825	1861	1899	1937	1975
Overall	**30048**	**30853**	**31686**	**32544**	**33433**	**34351**	**35299**

Table 2: 2025 Actual and 2026-2032 Forecasted EFTS

College	Year						
	Actual EFTS	Forecasted EFTS					
	2025	2026	2027	2028	2029	2030	2031
Agriculture, Fisheries & Forestry	991	1041	1093	1147	1205	1265	1328
Business, Hospitality & Tourism Studies	3711	3896	4091	4296	4510	4736	4973
Engineering, Science & Technology/ Engineering and TVE & Training	3094	3156	3219	3284	3349	3416	3485
Humanities & Education / Humanities, Education & Law	4004	4084	4166	4249	4334	4421	4510
Medicine, Nursing & Health Sciences	2923	2981	3041	3102	3164	3227	3292
Fiji Maritime Academy/ Pacific Centre Maritime Studies	194	198	202	206	210	214	218
Overall	**14917**	**15356**	**15812**	**16284**	**16772**	**17279**	**17806**



Strategic Observation

Overall Growth
Total student enrolment is forecast to increase from 30,048 students in 2025 to 35,299 students by 2031, representing growth of approximately 17.5% over the planning period and an average annual growth rate of about 2.7%.

Strongest Growth Areas

The strongest enrolment growth is projected in:
· **College of Agriculture, Fisheries and Forestry (CAFF)**, increasing from **1,255** students in 2025 to **1,682** by 2031, representing approximately **34% growth**.
· **College of Business, Hospitality and Tourism Studies (CBHTS)**, increasing from **5,566** students to **7,459** students, representing approximately **34% growth**.
· **National Training and Productivity Centre (NTPC)**, increasing from **7,871** students to **8,864** students, reinforcing FNU's commitment to workforce development and lifelong learning.

These areas correspond closely with national priorities relating to agriculture, food security, tourism, entrepreneurship, productivity, and economic resilience.

Balanced Institutional Development

Moderate but sustained growth is projected across:
· Engineering, Science and Technology
· Humanities, Education and Law
· Medicine, Nursing and Health Sciences
· Pacific Centre for Maritime Studies

This balanced expansion supports Fiji's long-term workforce requirements while ensuring that FNU remains responsive to emerging labour market needs.

Growth in Academic Intensity

The University's EFTS is projected to increase from **14,917 EFTS in 2025** to **17,806 EFTS by 2031**, representing growth of approximately **19.4%** over the planning period.

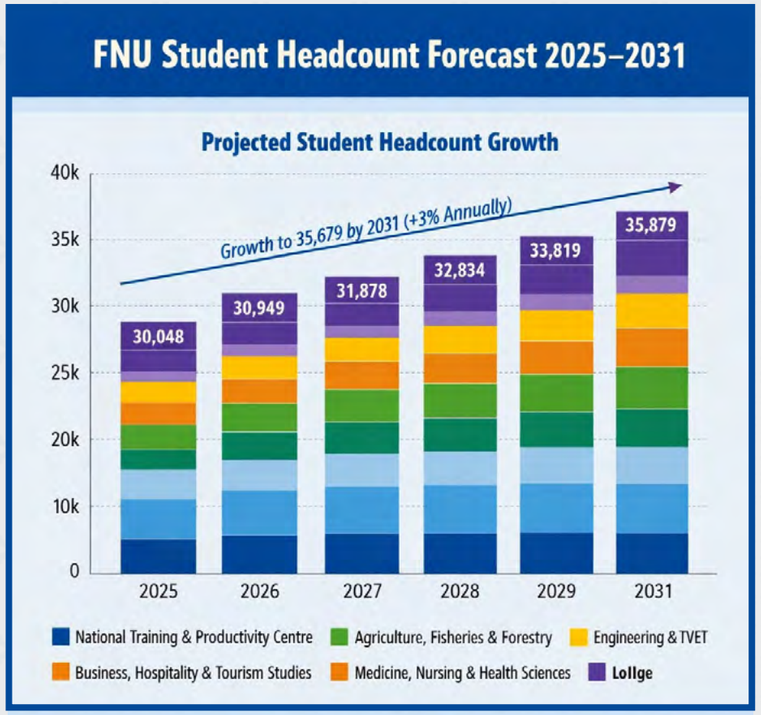
The strongest EFTS growth is again observed in:
· **Business, Hospitality and Tourism Studies** (3,711 to 4,973 EFTS)
· **Agriculture, Fisheries and Forestry** (991 to 1,328 EFTS)

These increases indicate growing demand for full qualification pathways and demonstrate FNU's expanding contribution to national capability development.

Strategic Impact

The enrolment forecast supports all five Strategic Priority Areas by:
· Expanding access and participation through **Inclusive Futures**.
· Strengthening workforce readiness through **Transformative Education and Lifelong Learning**.
· Building research capability through growth in specialist disciplines aligned to **Research, Innovation and Knowledge Creation for Humanity**.
· Enhancing institutional sustainability and financial resilience through **Sustainable Futures**.
· Improving graduate outcomes and regional competitiveness through Global **Employability and Pacific Integration.**

Student Headcount Forecast



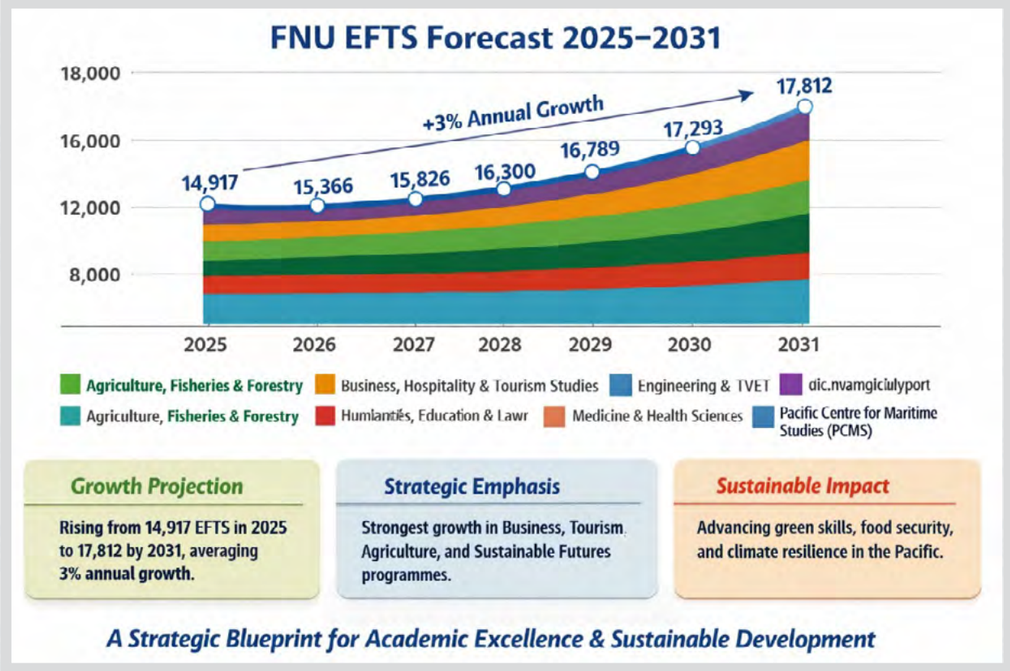
The Student Headcount Forecast demonstrates a steady and sustainable growth trajectory, rising from **30,048 students in 2025 to 35,299 students by 2031**. This growth reflects FNU's commitment to widening participation, improving access to education and training, and supporting lifelong learning opportunities across Fiji and the Pacific.

Particularly notable is the strong growth in the **College of Business, Hospitality and Tourism Studies** and the **College of Agriculture, Fisheries and Forestry**, both of which are projected to grow by approximately one-third during the planning period. These trends reflect growing demand in sectors central to Fiji's future economic growth, sustainability, food security, and international competitiveness.

The forecast also demonstrates the continuing importance of the **National Training and Productivity Centre**, which remains the University's largest enrolment contributor and a critical platform for workforce development, skills enhancement, and industry engagement.

Collectively, these trends position FNU as a key driver of human capital development and national transformation, supporting the goals of **Vision 2050**, the **National Development Plan**, and regional development priorities across the Pacific.

The **EFTS Forecast** provides a refined view of FNU's academic intensity and resource planning, projecting growth from **14,917 EFTS in 2025** to **17,812 by 2031**, also averaging **3% annually**. This steady increase underscores the University's capacity to sustain high quality teaching and research while expanding access.



Growth is strongest in **Business, Hospitality & Tourism Studies** and **Agriculture, Fisheries & Forestry**, each rising by **5% per yea**r, reflecting FNU's strategic emphasis on **Research, Innovation & Knowledge Creation** and **Sustainable Futures**. These trends highlight the University's role in advancing green skills, food security, and climate resilience — key drivers of Fiji's and the Pacific's sustainable development.

The consistent upward movement across all colleges demonstrates institutional stability and foresight. It ensures that FNU's academic delivery, infrastructure, and staffing models remain aligned with projected demand, supporting the University's vision to be **globally recognised, regionally integrated, and locally impactful**.

Together, the headcount and EFTS forecasts form a **strategic enrolment blueprint** — translating FNU's five Priority Areas into measurable growth, guiding resource allocation, and reinforcing its mission to empower locally, lead regionally, and impact globally.





Office of the Vice-Chancellor Strategic KPIs (2027–2031)

The Office of the Vice-Chancellor (OVC) provides the strategic leadership, governance oversight, institutional planning, and executive coordination necessary to advance the vision and mission of Fiji National University. As the University's central leadership unit, the OVC is responsible for driving institutional transformation, ensuring accountability, monitoring strategic performance, strengthening stakeholder relationships, and positioning FNU as a nationally transformative and globally respected university.

The Office comprises three interconnected departments:
1. Secretariat and Governance (Including Legal Services and Risk Management). This department provides governance support to Council, Senate, and University committees; oversees legal and regulatory compliance; manages institutional policies; strengthens enterprise risk management; and promotes accountability, integrity, and best-practice governance across the University.

2. Strategic Planning and Development (Including Monitoring, Evaluation, Reporting and Learning (MERL) and Business Intelligence). This department leads strategic planning, institutional performance monitoring, data analytics, business intelligence, quality improvement, performance reporting, benchmarking, and evidence-based decision-making. It serves as the University's strategic foresight and performance management arm.

3. Office of the Vice-Chancellor This unit provides executive leadership, strategic coordination, stakeholder engagement, government relations, international partnerships, institutional transformation, resource mobilisation, and oversight of strategic initiatives that support the University's long-term development.
Together, these departments ensure that FNU remains accountable, strategically focused, data-informed, future-oriented, and responsive to national, regional, and global opportunities.

FNU Strategic Priority Area	Strategic Focus	Key Performance Indicators (KPIs) 2027–2031
1. Inclusive Futures – People, Place and Cultures	Strengthen social inclusion, cultural identity, institutional accountability, governance excellence, and Pacific leadership.	· Achieve 100% integration of cultural protocols and inclusivity considerations in major University ceremonies, graduations, and official functions by 2031. · Produce an annual FNU Inclusiveness, Diversity and Social Cohesion Report commencing in 2027. · Develop and implement a University-wide Equity, Diversity and Inclusion Framework by 2028. · Host at least five Pacific Leadership, Culture and Social Cohesion Forums by 2031. · Ensure all major governance policies undergo stakeholder impact and inclusivity review prior to approval. · Implement an enterprise-wide Risk Culture, Ethics and Accountability Framework by 2029.

2. Transformative Education & Lifelong Learning	Drive institutional transformation, digital innovation, academic excellence, data-informed decision-making, and student success.	· Ensure 100% of colleges and divisions align operational plans with FNU Strategic Priorities by 2028. · Implement a University-wide Digital Transformation Strategy by 2028. · Support the integration of AI-enabled learning and administrative systems across all colleges by 2029. · Achieve 90% overall student satisfaction by 2031. · Develop and implement a University-wide Academic Innovation Framework by 2028. · Produce annual institutional performance dashboards through MERL and Business Intelligence. · Ensure 100% compliance with strategic performance reporting across Colleges and Divisions.
3. Research, Innovation & Knowledge Creation for Humanity	Strengthen research leadership, institutional impact, strategic intelligence, evidence-based decision-making, and global visibility.	· Establish five interdisciplinary research hubs by 2031. · Increase University peer-reviewed publications from 50 publications in 2027 to 100 publications annually by 2031. · Secure FJD $2m in external research funding annually by 2031. · Increase international research partnerships from 10 to 30 active collaborations by 2031. · Produce annual University Research Impact Reports. · Increase strategic business intelligence and analytics reports from 4 annually in 2027 to 12 annually by 2031.

4. Sustainable Futures – Finance, Endowment and Enterprise	Strengthen institutional sustainability, resource mobilisation, enterprise growth, governance, and long-term resilience.	· Build a University Endowment Fund of FJD $4 million by 2031. · Achieve 20% university-wide cost-efficiency gains through digital transformation and business process optimisation by 2031. · Establish 25 strategic enterprise and development partnerships by 2031. · Secure at least 10 major external funding agreements by 2031. · Achieve 100% completion of annual enterprise risk reviews and strategic risk assessments. · Implement enterprise-wide business intelligence and predictive analytics systems supporting executive decision-making.
5. Global Employability & Pacific Integration	Position FNU as a leading Pacific university through partnerships, internationalisation, graduate success, and regional engagement.	· Sign 25 new international Memoranda of Understanding (MoUs) by 2031. · Increase graduate employability to 85% within 12 months of graduation by 2031. · Expand active international institutional partnerships from 10 to 30 by 2031. · Host an annual Pacific Integration and Global Partnerships Summit. · Grow international student enrolment by 15% by 2031. · Support FNU's participation in international ranking, benchmarking, and quality-assurance frameworks.

Research, Innovation and Strategic Intelligence Targets (2027–2031)

Indicator	2027	2028	2029	2030	2031
University Peer-Reviewed Publications	**50**	65	75	90	100
Active Interdisciplinary Research Hubs	**1**	2	3	4	5
External Research Funding Secured (FJD)	**$1M**	$2M	$2.5M	$3M	$3M
International Research Partnerships	**10**	15	20	25	30
Annual Research Impact Reports	**1**	1	1	1	1
Strategic Data Analytics Reports Produced	**4**	6	8	10	12

Sustainable Futures Targets (2027–2031)

Indicator	2027	2028	2029	2030	2031
Endowment Fund Value (FJD)	**$500K**	$1M	$2M	$3M	$4M
University-Wide Cost-Efficiency Gains	**5%**	8%	12%	16%	20%
Strategic Enterprise Partnerships	**5**	10	15	20	25
Major External Funding Agreements	**2**	4	6	8	10
Enterprise Risk Reviews Completed	**100%**	100%	100%	100%	100%

Global Employability and Pacific Integration Targets (2027–2031)

Indicator	2027	2028	2029	2030	2031
New International MoUs Signed	**5**	10	12	14	16
Graduate Employability Rate	**75%**	78%	80%	82%	85%
International Institutional Partnerships	**10**	15	20	25	30
Regional Leadership Forums Hosted	**1**	1	2	2	2
International Student Enrolment Growth	**5%**	8%	10%	12%	13%

OVC Functional Responsibility Framework

Department	Core Responsibilities
Secretariat and Governance	· University governance, Council and Senate support, policy management, legal compliance, institutional risk management, ethics, regulatory compliance, and corporate governance.
Strategic Planning and Development	· Strategic planning, monitoring, evaluation, reporting and learning (MERL), institutional performance reporting, business intelligence, data analytics, university rankings, policy analysis, and organisational planning.
Office of the Vice-Chancellor	· Executive leadership, institutional transformation, stakeholder engagement, external relations, international partnerships, resource mobilisation, strategic initiatives, and oversight of University-wide performance.

Priority Area	KPIs (OVC)
Inclusive Futures – People, Place & Cultures	· Achieve 50% integration of vernacular language and cultural protocols in university functions by 2030. · Establish an annual Pacific Identity & Solidarity Report tracking inclusiveness, diversity, and peace building outcomes. · Host at least 3 regional cultural and peace building forums under OVC leadership by 2031.
Transformative Education & Lifelong Learning	· Ensure 100% of colleges embed AI enabled learning modules by 2029. · Achieve 90% student satisfaction across all faculties by 2030. · Launch a university wide Digital Transformation Strategy with measurable milestones by 2028. · Establish Centres for Transformative Leadership training and research.
Research, Innovation & Knowledge Creation for Humanity	· Oversee the establishment of 3 interdisciplinary research hubs (AI, climate resilience, ocean science) by 2030. · Ensure FNU produces at least 100 peer reviewed publications annually across all faculties by 2031. · Secure $5M in external research funding under OVC coordination by 2032.
Sustainable Futures – Finance, Endowment & Enterprise	· Build a $4M endowment fund by 2032 through enterprise partnerships and alumni engagement. · Reduce university wide operational costs by 20% using AI driven analytics by 2030. · Ensure 50% of campus infrastructure is powered by renewable energy by 2031.
Global Employability & Pacific Integration	· Sign 25 new international MOUs with universities and industry partners by 2031. · Achieve 85% graduate employability within 12 months of completion across all faculties. · Host an annual Pacific Integration & Global Partnerships Summit under OVC leadership.

Conclusion

The Office of the Vice-Chancellor serves as the strategic nerve centre of Fiji National University, providing leadership, governance, foresight, coordination, and accountability across the institution. Through the combined efforts of the **Secretariat and Governance Department, Strategic Planning and Development Department**, and the **Office of the Vice-Chancellor,** the University will strengthen its culture of excellence, transparency, innovation, and evidence-based decision-making.

By 2031, the OVC will have established robust governance systems, a fully operational MERL and Business Intelligence framework, strengthened risk management, enhanced strategic partnerships, and a culture of continuous improvement. In doing so, it will play a critical role in positioning FNU as a globally respected, regionally influential, and nationally transformative university that leads with vision, integrity, and impact.



Bure
Traditional thatched Fijian bures (houses) lined up in Navala Village, located in the highlands of Ba on the island of Viti Levu, Fiji.



The Office of PVC Learning & Teaching

The Office of the Pro Vice Chancellor (Learning & Teaching) plays a pivotal role in advancing Fiji National University's mission to deliver transformative, inclusive, and globally recognised education. Guided by the principles of quality, relevance, flexible learning, student engagement, recognition, and internationalisation, the Office ensures that learning and teaching practices remain future ready, culturally grounded, and globally competitive.

This Strategic Plan (2027–2031) outlines a clear framework for strengthening FNU's learning and teaching environment through three core sections: Library, Registrar, and Academic Learning & Teaching. Each section contributes uniquely to the University's vision:

- The Library drives digital transformation, resource accessibility, and innovation in information services, ensuring students and staff have access to world class knowledge systems.
- The Registrar anchors inclusiveness, student services, and systems innovation, ensuring that learners are supported from admission to graduation and beyond.
- Academic Learning & Teaching leads curriculum transformation, accreditation, and teaching excellence, embedding blended learning, professional development, and international partnerships into the heart of FNU's educational mission.

Together, these sections operationalise FNU's five strategic priority areas — Inclusive Futures, Transformative Education, Research & Innovation, Sustainable Futures, and Global Employability & Pacific Integration. By aligning KPIs with these priorities, the Office of the PVC (Learning & Teaching) ensures that FNU remains a beacon of opportunity, innovation, and resilience in the Pacific, while contributing meaningfully to global dialogues on sustainability, education, and employability.

This plan is not only a roadmap for institutional growth but also a commitment to students, staff, and communities: that FNU will continue to nurture graduates who are work ready, culturally grounded, and globally competitive, while strengthening Pacific identity and solidarity.



Priority Area	Key Performance Indicators (KPIs)	Responsible Section
Inclusive Futures – People, Place, and Cultures	· Increase student participation in inclusive engagement programmes, measured through participation rates, feedback, and community outcomes	Registrar
	· Expand industry/community partnerships with higher student placement participation and feedback	Registrar
Transformative Education & Lifelong Learning	· Achieve 60% conversion of all University courses to blended mode	Academic Learning & Teaching
	· Review and improve learner/teacher enhancement initiatives to increase impact by 50%	Academic Learning & Teaching
	· Increase staff participation in structured teaching innovation and professional development training by 50%	Academic Learning & Teaching
	· Improve effectiveness of monitoring and compliance processes for quality delivery	Academic Learning & Teaching
	· Achieve 100% accuracy in programme dissemination cycles	Academic Learning & Teaching
	· Automate at least 50% of vetting and validation processes of programmes	Academic Learning & Teaching
	· Attain Asia Pacific Accreditation Certification Commission (APACC) Institutional Accreditation	Academic Learning & Teaching
	· Achieve at least 75% student orientation completion annually with 100% satisfactory rate	Registrar
	· Increase student satisfaction with admissions, registration, assessments, grievances, graduation, and support services	Registrar
	· Increase student utilisation of digital self-service platforms (Banner, Degree Works, Complaints Portal, Placement Portal, Credit Transfer Portal)	Registrar
	· Complete university-wide student policy and procedure review, consolidation, awareness, and compliance	Registrar
	· Digitise and make accessible 50% of library law resources via integrated digital platforms	Library
	· Implement a Quality Management Portal to standardise and monitor library service quality	Library
Research, Innovation & Knowledge Creation for Humanity	· Develop and implement at least two core student systems as "Software as a Service"	Registrar
	· Expand peer-assisted learning, Early Alert Response Systems, and formative online course evaluation surveys	Academic Learning & Teaching
Sustainable Futures – Finance, Endowment & Enterprise	· Completion and implementation of the Academic Quality Assurance Manual (AQAM)	Academic Learning & Teaching
	· Review and complete institutional register of all recorded programmes with database accuracy and reporting timeliness	Academic Learning & Teaching
	· Increase new regional and international partnerships by at least two, with 75% improvement in process efficiency	Academic Learning & Teaching

	· Deliver and assess impact of information literacy (IL) training modules across faculties	Library
	· Implement library review recommendations	Library
	· Increase automation of cataloguing/ classification processes through AI-enabled metadata systems	Library
Global Employability & Pacific Integration	· Develop and operationalise an AI-enabled “Ask a Librarian” digital support system	Library
	· Increase adoption of open-access resources and long-term digital licensing agreements	Library
	· Develop and implement an in-house Learning Management System (LMS) for sustainability and recognition	Library
	· Strengthen international partnerships to enable student mobility programmes (one semester abroad)	Registrar
	· Sign new MOUs with global universities and industry partners to enhance employability pathways	Academic Learning & Teaching

By consolidating responsibilities into Library, Registrar, and Academic Learning & Teaching, the PVC OLT ensures clarity of accountability, streamlined monitoring, and alignment with FNU’s five strategic priorities.

- Library drives digital transformation, resource accessibility, and global recognition.
- Registrar anchors inclusiveness, student services, and systems innovation.
- Academic Learning & Teaching leads curriculum transformation, accreditation, and teaching excellence.



Dholak
A two-headed hand drum and folk percussion instrument of South Asian origin.

Office of PVC Research and Innovation

The Office of Research and Innovation (ORI), under the Pro Vice-Chancellor Research & Innovation (PVCRI) is the engine room of Fiji National University’s research, discovery, and knowledge creation. It drives the University’s mission to generate impactful research, foster innovation, and strengthen FNU’s role as a regional leader in applied knowledge for sustainable development.

Through strategic initiatives, the Office cultivates a vibrant research culture, supports academic staff and students, and builds partnerships with industry, government, and international institutions. Its focus is on inclusive knowledge creation, transformative education, climate resilience, sustainable innovation, and global integration, ensuring that FNU’s research agenda is aligned with national priorities, Vision 2050, and the aspirations of the Blue Pacific.

Priority Area	Refined Focus (PVCRI)	KPIs (2027–2031)
1. Inclusive Futures – People, Place, and Cultures	Community engagement, indigenous knowledge, Pacific research identity	· Establish multilingual communication platforms (FNU Radio, YouTube, podcasts) in iTaukei, Hindi, Rotuman, etc. (CHEL)Launch 10 community research projects annually addressing local needs. Introduce FNU Postdoctoral Fellowship to attract/retain Pacific doctoral graduates (10 fellows by 2031).
2. Transformative Education & Lifelong Learning	Research-informed teaching, academic workforce development	· Embed research-informed teaching in 50% of undergraduate programmes. (OLT)Establish FNU Graduate Assistantship to retain top Bachelor graduates (20 annually). (OLT) · Train 100 academic staff in team-teaching and research-led pedagogy by 2030. (OLT)
3. Research, Innovation & Knowledge Creation for Humanity	Climate resilience, AI, interdisciplinary research, industry partnerships	· Develop 5 climate change mitigation models for livelihoods.Establish 3 interdisciplinary research hubs (Climate Resilience, AI & Automation, Sustainable Agriculture).Secure 10 industry Chairs (professorships) by 2031.Build shared national research infrastructure (labs, data centres). · Publish 100 peer-reviewed papers annually.Lead revival of sugar sector through resilient agricultural systems.
4. Sustainable Futures – Finance, Endowment & Enterprise	Commercialisation, IP, financial diversification	· Establish 3 commercial research facilities generating FJD 10M revenue by 2031. · Register and commercialise 20 patents/ IP outputs. · Secure 5 international student research scholarships annually from beyond the Pacific.
5. Global Employability & Pacific Integration	Mobility, internationalisation, regional leadership	· Create South Pacific teaching/research mobility facility for staff and students (500 exchanges by 2031). (OLT/ORI) · Sign 20 MOUs with global universities and research institutes. · Host annual Pacific Research & Innovation Forum with 300+ participants.

The Office of Research and Innovation is central to FNU's ambition to be a research-led, innovation-driven university. By embedding inclusivity, resilience, and global competitiveness into its agenda, the Office ensures that FNU's research outputs are not only academically rigorous but also socially relevant and economically impactful.

This reframing ensures the Office's niche areas — from climate change resilience and AI applications to indigenous knowledge and industry partnerships — are fully embedded in FNU's five strategic priorities.

The KPIs make the Office of Research & Innovation a driver of:

- Inclusive, community-centred knowledge creation (Priority 1).
- Transformative, research-informed education pathways (Priority 2).
- Innovation-led solutions for national development (Priority 3).
- Financial resilience through research commercialisation (Priority 4).
- Global employability and Pacific integration (Priority 5).

In this way, the ORI positions FNU as a regional hub of research excellence, advancing knowledge that transforms lives, strengthens resilience, and builds solidarity across Fiji and the Pacific.



PVC TVET Pasifika and NTPC

The Office of the Pro Vice Chancellor TVET Pasifika and the National Training and Productivity Centre (NTPC) play a pivotal role in advancing Fiji National University's mission of education for employability and regional solidarity. Rooted in heritage and driven by innovation, TVET Pasifika and NTPC embody FNU's vision of empowering futures through ocean wisdom, indigenous knowledge systems, and cutting edge skills development.

As Fiji's leading provider of Technical and Vocational Education and Training, FNU's TVET Pasifika consolidates diverse programmes into a single, dedicated platform serving local, national, and regional stakeholders. NTPC complements this by delivering productivity, innovation, and workforce readiness initiatives that directly support Fiji's National Development Plan (2025–2029), Vision 2050, and regional frameworks such as the Blue Pacific Narrative, Oceans of Peace, and the Pacific Resilience Partnership.

Together, TVET Pasifika and NTPC will drive transformation across the Pacific by embedding AI enabled pedagogy, expanding green skills training, strengthening industry partnerships, and ensuring graduates are globally employable and regionally integrated. Their 2027–2031 plan aligns directly with FNU's five strategic priority areas, operationalising the UN Sustainable Development Goals (SDGs) through measurable KPIs that reinforce resilience, inclusiveness, sustainability, and innovation.

Five Year KPIs (2027–2031)

Priority Area	Visionary Outcome Statement	Key KPIs (2027–2031)
Inclusive Futures – People, Place & Cultures	"We will weave inclusiveness, diversity, and resilience into the fabric of our university, guided by ocean wisdom and cultural heritage, to nurture empowered communities and foster peace and sustainability across Fiji and the Pacific."	· · Integrate vernacular language into 50% of rural, remote, and community based TVET short courses by 2030.
Transformative Education & Lifelong Learning	"We will cultivate transformative learning experiences that harness AI, digital innovation, and sustainability, ensuring graduates are visionary leaders who shape civic, public, and private sectors while advancing Pacific and global resilience."	· Deliver 10 productivity and skills training modules by 2030. Strengthen TVET pathways for lifelong learning and recognition of prior learning by 2027. · Launch 4 new skill programmes in renewable energy, sustainable construction, and AI driven manufacturing by 2030. · Train 5,000+ workers annually in green skills and digital transformation. · Establish 2 new programmes in ocean governance and maritime sustainability by 2030.
Research & Innovation – Knowledge Creation for Humanity	"We will accelerate research and innovation that confronts climate challenges, sustains ocean ecosystems, and drives social transformation, positioning FNU as a beacon of Pacific wisdom contributing to global knowledge and peace."	· Establish 2 new regional hubs for Engineering & TVET by 2030. Establish a Pacific Centre for Border Security & Management by 2027. · Publish 10+ peer reviewed papers annually on ocean science and maritime resilience. · Expand applied research in engineering, maritime, hospitality, and automotive by 2030.

Sustainable Futures – Finance, Endowment & Enterprise	"We will secure financial resilience through innovative green financing, endowments, and enterprise partnerships, ensuring FNU thrives as a sustainable institution for generations to come."	· Secure $1m maritime research grant by 2030. · Reduce training costs by 15% through AI driven analytics. Reduce operational costs by 20% through AI enabled efficiency in TVET training facilities.
Global Employability & Pacific Integration	"We will empower graduates to thrive in dynamic local and global workplaces, advancing Pacific integration and contributing to international dialogues on sustainability, innovation, and peace."	· Place 85% of TVET graduates in regional employment by 2030. Expand the Business Excellence Conference regionally by 2028. Host the Annual Pacific Productivity & Innovation Summit by 2027. · Achieve 85% graduate employment in maritime industries within 12 months of graduation.

The PVC TVET Pasifika and NTPC plan for 2027–2031 positions FNU as a regional hub of employability, innovation, and resilience. By embedding vernacular languages, advancing AI enabled pedagogy, expanding green skills, and strengthening industry partnerships, the plan ensures that FNU graduates are not only work ready but also globally competitive and culturally grounded.



Centre for Graduate Studies

The Centre for Graduate Studies (CGS) at Fiji National University is the University's dedicated hub for postgraduate education, doctoral training, and advanced research. Positioned at the heart of FNU's Strategic Plan 2027–2031, CGS connects transformative education with research innovation, ensuring that graduate programs are globally competitive yet deeply rooted in Pacific identity. Over the next five years, CGS will strengthen pathways from undergraduate distinction to doctoral excellence, embed AI enabled and sustainability driven inquiry, and cultivate a vibrant graduate research culture that advances Fiji's national development priorities while contributing to global knowledge creation.

Key Performance Indicators (2027–2031) Aligned to FNU's Five Strategic Priority Areas

Strategic Priority Area (2027–2031)	CGS KPI (2027–2031)	Target Year	Outcome
Priority Area 1: Inclusive Futures – People, Place, and Cultures	· Establish multilingual graduate communication channels (FNU Radio, YouTube, social media in iTaukei, Hindi, Rotuman)	2028	· Deepen inclusiveness and cultural identity in graduate research engagement
	· Achieve equal female enrolment across all postgraduate programs	2031	· Gender equity and diversity across graduate cohorts
	· Develop and formalise at least 2 indigenous knowledge research methodologies	2029	· Recognition of Pacific epistemologies in graduate research
	· Establish 3 community engaged graduate research partnerships with iTaukei or rural Pacific communities	2030	· Strengthened community centred knowledge creation
Priority Area 2: Transformative Education & Lifelong Learning	· Launch the FNU Graduate Assistantship Program (5 annually, scaling to 30 by 2031)	2027	· Pipeline of homegrown academics and researchers
	· 100% of CGS research methodology modules incorporate AI enabled tools	2029	· Digital transformation of graduate pedagogy
	· Establish Supervisor Accreditation Framework (80% accredited supervisors)	2030	· Enhanced supervision quality and mentorship
	· Achieve 85% postgraduate student satisfaction in CGS Student Experience Survey	2030+	· Affirming student experiences
	· Launch online/blended pathways for at least 2 postgraduate programs	2029	· Flexible learning access for diverse learners
Priority Area 3: Research, Innovation & Knowledge Creation for Humanity	· Establish 2 interdisciplinary graduate research clusters (climate resilience, Pacific livelihoods)	2029	· Graduate research addressing Pacific challenges
	· 100% doctoral candidates trained in AI/digital methods	2030	· Integration of advanced research technologies
	· Publish 50+ peer reviewed graduate research outputs annually	2031	· Global recognition of FNU's research excellence
	· Launch Graduate Research Seed Fund (FJD 200,000 annually)	2028	· Support for emerging researchers
	· Establish shared national research facilities accessible to graduate scholars	2030	· Efficient use of research infrastructure
Priority Area 4: Sustainable Futures – Finance, Endowment & Enterprise	· Establish CGS Graduate Research & Innovation Hub	2029	· Commercialisation of graduate research
	· Implement CGS Intellectual Property Policy & revenue sharing framework	2028	· Sustainable financing through IP management
	· Secure 10 international graduate scholarships/fellowships	2030	· Diversified funding and global student intake
	· Secure FJD 1M in external research grants	2031	· Strengthened financial sustainability
Priority Area 5: Global Employability & Pacific Integration	· Achieve 80% graduate employment or doctoral progression within 12 months	2031+	· Strong employability outcomes
	· Establish 3 joint PhD/cotutelle agreements with international universities	2030	· Global academic partnerships
	· Launch CGS Alumni Network (200+ members)	2029	· Sustained graduate engagement and mentoring
	· Host annual Pacific Graduate Research Symposium	2028+	· Regional integration and research visibility

Centre for Graduate Studies KPI Dashboard (2027–2031)

Priority Area	Strategic Focus	Key KPIs	Target Year(s)	Milestones
1. Inclusive Futures – People, Place, and Cultures	Embed Pacific identity, indigenous knowledge, and diversity in graduate research	· Multilingual graduate communication channels (iTaukei, Hindi, Rotuman). · Equal female enrolment across postgraduate programs. · 2 Indigenous knowledge methodologies formalised. · 3 community-engaged graduate research partnerships.	2027–2031	· 2028: Multilingual channels live · 2029: Indigenous methodologies adopted · 2030: Community partnerships established · 2031: Gender equity achieved
2. Transformative Education & Lifelong Learning	Build AI-enabled pedagogy, flexible pathways, and supervision excellence	· Graduate Assistantship Program (5 annually, scaling to 30). · 100% of research methodology modules use AI tools. · Supervisor Accreditation Framework (80% accredited). · 85% postgraduate satisfaction. · Online/blended pathways for 2 programs	2027–2031	· 2027: Assistantship program launched · 2029: AI-enabled modules & blended pathways · 2030: Supervisor accreditation & satisfaction targets

3. Research, Innovation & Knowledge Creation for Humanity	Advance climate resilience, ocean science, AI, and applied Pacific research	· 2 interdisciplinary research clusters. · 100% doctoral candidates trained in AI/digital methods. · 50+ peer-reviewed outputs annually. · Graduate Research Seed Fund (FJD 200,000 annually). · Shared national research facilities. · 2 Industry Chair partnerships	2028–2031	· 2028: Seed Fund operational · 2029: Research clusters established · 2030: Shared facilities & industry chairs · 2031: 50+ outputs annually
4. Sustainable Futures – Finance, Endowment & Enterprise	Secure financial resilience through IP, endowment, and external grants	· Graduate Research & Innovation. · HubIntellectual Property Policy & revenue-sharing framework. · 10 international scholarships/ fellowships. · FJD 1M in external research grants.	2028–2031	· 2028: IP policy implemented · 2029: Research Hub established · 2030: Scholarships secured · 2031: External grants achieved
5. Global Employability & Pacific Integration	Strengthen employability, alumni networks, and international partnerships	· 80% graduate employment or doctoral progression. · 3 joint PhD/cotutelle agreements. · Alumni Network (200+ members. · Annual Pacific Graduate Research Symposium	2027–2031	· 2027: Symposium launched · 2029: Alumni Network established · 2030: Joint PhD agreements · 2031: Employment/ progression target met

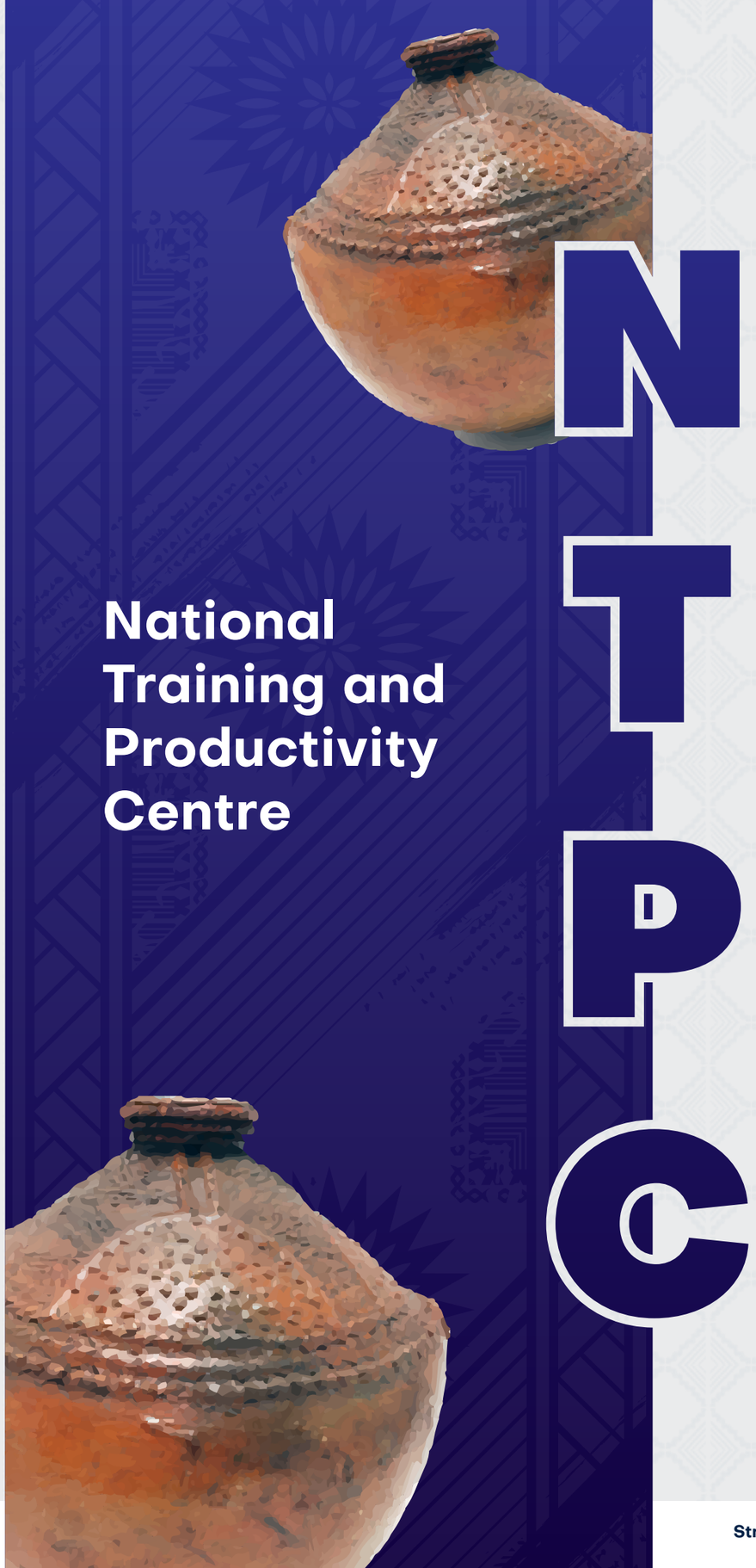
The Centre for Graduate Studies is FNU's engine of knowledge creation, innovation, and talent development. By aligning its KPIs with the Strategic Plan 2027–2031, CGS ensures inclusiveness, transformative education, research excellence, sustainable futures, and global employability.

This plan commits FNU to retaining Pacific talent, embedding indigenous knowledge systems, advancing AI enabled research, and building resilient graduate pathways.

Through CGS, FNU will empower graduates to transform Fiji, the Pacific, and the wider world – weaving cultural heritage, sustainability, and innovation into the University's future.



Lali
A traditional Fijian wooden slit drum used as a percussion and communication instrument.



The National Training and Productivity Centre (NTPC) is Fiji's leading provider of industry focused skills training, delivering more than 600 courses annually to build a healthy, productive, and globally competitive workforce. Guided by its mandate to provide in service training and specialised consultancy, NTPC continuously equips industries with the right skills and motivation to drive national productivity and innovation.

NTPC operates through two core divisions:

- **Division of Training** – offering programmes in automotive and mechanical engineering, information technology, executive management, construction, electrical and electronic engineering, and tourism, hospitality, fashion, and travel.
- **Division of Consultancy** – delivering services in quality awards, productivity and industry innovation, trade testing and apprenticeships, and community based non formal education and training.

Over the years, NTPC has established itself as a hub for industry engagement, hosting flagship events such as the Fiji Business Excellence Awards, the National Convention on Quality, the National Trainers Conference, and the Hospitality and Tourism Festival. These platforms, alongside ISO9001:2015 certified training programmes, reinforce NTPC's commitment to excellence, customer focus, and continuous improvement.

Training at NTPC is designed to be practical and industry relevant, with 70% hands on learning and 30% theory. Supported by simulators, workshops, and industry practitioner trainers, students are prepared to transition seamlessly into the workplace. NTPC also caters to diverse learners, including school leavers and persons with special needs, ensuring inclusiveness and accessibility.

With over 20 years of experience delivering internationally franchised qualifications, NTPC graduates enjoy recognition across Fiji, Australia, and New Zealand. Strategic partnerships with organisations such as APO, TAFE NSW, CompTIA, ICDL Asia, Pearson Vue, Pivot Point, and FIT College further strengthen NTPC's global standing.

As part of Fiji National University's Strategic Plan 2027–2031, NTPC will continue to advance Inclusive Futures, Transformative Education, Research & Innovation, Sustainable Futures, and Global Employability – embedding AI enabled pedagogy, green skills, community outreach, and regional integration into its programmes. In doing so, NTPC remains a cornerstone of Fiji's workforce development and a Pacific leader in productivity and vocational excellence.

NTPC KPI Plan 2027–2031 (Aligned with FNU Strategic Priorities)

Priority Area 1: Inclusive Futures – People, Place, and Cultures

Outcome Statement: Anchoring NTPC in indigenous knowledge, vernacular language, and cultural heritage while promoting inclusiveness, diversity, and peace building.

Five Year KPIs:

- Achieve ≥10% inclusive enrolment rate from underrepresented groups (women in trades, persons with disabilities, rural/maritime communities).
- Deliver ≥2 community based TVET programmes annually in rural and maritime locations.
- Ensure ≥50% enrolment ratio from outside urban centres.
- Establish ≥5 active Vanua/community partnerships annually.
- Reach ≥1 provincial office annually through productivity awareness sessions.
- Conduct ≥5 outreach activities annually (roadshows, expos, conferences).

Priority Area 2: Transformative Education & Lifelong Learning

Outcome Statement: Embedding AI driven pedagogy, digital transformation, and green skills to strengthen lifelong learning pathways.

Five Year KPIs:

- Conduct ≥2–3 industry forums annually with participation from 10–15 organisations.
- Integrate AI enhanced learning into ≥20% of TVET programmes.
- Launch ≥5 AI driven training initiatives annually co developed with industry.
- Embed green skills in ≥50% of programmes (renewable energy, climate resilience, sustainable construction).
- Establish ≥2–3 industry partnerships annually in green sectors.
- Deliver 10 AI enabled productivity and skills training modules by 2030.

Priority Area 3: Research, Innovation & Knowledge Creation for Humanity

Outcome Statement: Advancing applied innovation and research aligned with SDGs, climate resilience, and Pacific knowledge systems.

Five Year KPIs:

- Improve the Human Development Impact Index annually.
- Produce ≥2–3 SDG aligned research outputs annually.
- Develop ≥5 applied innovation outputs annually (prototypes, models, tools).
- Initiate ≥2 innovation projects annually in collaboration with industry partners.

Priority Area 4: Sustainable Futures – Finance, Endowment & Enterprise

Outcome Statement: Securing financial resilience through diversified revenue, green financing, and AI enabled efficiency.

Five Year KPIs:

- Generate ≥100% diversified revenue contribution from training, consultancy, enterprise, and grants.
- Achieve ≥10–15% annual revenue growth rate.
- Integrate AI analytics into ≥20% of departmental functions.
- Improve process efficiency by ≥20% annually through AI automation.
- Secure $1m maritime research grant by 2030.

Priority Area 5: Global Employability & Pacific Integration

Outcome Statement: Strengthening employability through apprenticeships, skills competitions, and regional partnerships.

Five Year KPIs:

- Achieve ≥90% apprenticeship/attachment participation rate.
- Grow industry partnerships by +5 annually.
- Maintain ≥90% employer satisfaction index for graduate skills.
- Ensure ≥25% student participation in skills competitions, with ≥30% programme coverage.
- Reach ≥10% regional student enrolment ratio with gender parity (±5%).
- Host ≥1 regional skills event annually.
- Deliver ≥5 community based TVET programmes annually.
- Ensure ≥40% community participation rate in outreach programmes.
- Achieve ≥20% community based employment rate annually.
- Support creation of ≥10 microenterprises/startups annually.
- Facilitate 10% annual progression of trainees into overseas labour mobility pathways.

Over 2027–2031, NTPC will consolidate its role as Fiji's national productivity hub and a regional leader in TVET innovation. By embedding inclusiveness, AI driven pedagogy, applied research, financial resilience, and global employability, NTPC will ensure that Fiji's workforce is future ready, regionally integrated, and globally competitive.



Priority Area	FNU Outcomes	NTPC KPIs	Target Year(s)
Inclusive Futures – People, Place & Cultures	Anchors FNU in indigenous knowledge, vernacular language, and cultural heritage. Promotes inclusiveness, diversity, and peace building. Ensures FNU is a cultural and intellectual anchor for Fiji and the Pacific.	· Inclusive enrolment rate ≥10% (women in trades, persons with disabilities, rural/maritime). · Community/Vanua Engagement Index ≥5 programmes annually. · Outreach & mobile training delivery ≥2 programmes annually. · Rural & maritime enrolment ratio ≥50%. · Community based training impact ≥20%. · Provincial engagement coverage ≥1 office annually. · Partnerships with ministries/ local bodies ≥5 annually. · Engagement with national quality bodies ≥3 joint activities annually. · TVET awareness coverage ≥2–3 provincial offices annually. · Outreach activities ≥5 annually.	Annual (2027–2031)
Transformative Education & Lifelong Learning	Embeds AI driven pedagogy, digital transformation, and green skills. Strengthens TVET pathways for lifelong learning. Positions graduates as visionary leaders.	· Conduct ≥2–3 industry forums annually. · Industry participation 10–15 organisations per forum. · AI integration in ≥20% of programmes. · AI pilots ≥5 annually. · Green skills embedded in ≥50% of programmes. · Partnerships in green sectors ≥2–3 annually. · Deliver 10 AI enabled productivity and skills modules.	Forums & pilots: Annual (2027–2031) AI modules: By 2030
Research & Innovation – Knowledge Creation for Humanity	Advances climate change adaptation, ocean science, AI research, and peace studies. Promotes community driven innovation and Pacific led knowledge creation.	· Human Development Impact Index: continuous annual improvement. · SDG aligned research outputs ≥2–3 annually. · Applied innovation outputs ≥5 annually. · Industry innovation projects ≥2 annually.	Annual (2027–2031)
Sustainable Futures – Finance, Endowment & Enterprise	Secures financial resilience through green financing, endowments, and enterprise partnerships. Uses AI analytics to improve efficiency and sustainability.	· Diversified revenue contribution ≥100% of institutional income. · Annual revenue growth ≥10–15%. · AI adoption in ≥20% of departmental functions. · Process efficiency improvement ≥20% annually. · Secure $1m maritime research grant.	Revenue & efficiency: Annual (2027–2031) Maritime grant: By 2030
Global Employability & Pacific Integration	Strengthens employability through AI enabled career services and internationalization. Advances Pacific solidarity and integration. Ensures graduates contribute to global dialogues on sustainability, innovation, and peace.	· Apprenticeship/attachment participation ≥90%. · Industry partnerships +5 annually. · Employer satisfaction index ≥90%. · Skills competition participation ≥25% of students; ≥30% programme coverage. · Regional enrolment ratio ≥10%. · Gender parity in regional cohort ±5%. · Regional skills events hosted ≥1 annually. · Community partnerships ≥5 annually. · Community based TVET programmes ≥5 annually. · Community participation rate ≥40%. · Community based employment rate ≥20% annually. · Microenterprise/startup creation ≥10 annually. · Overseas labour mobility progression ≥10% annually.	Annual (2027–2031)



A curated collection of traditional Fijian historic cultural artifacts



College of Medicine, Nursing and Health Sciences

The College of Medicine, Nursing and Health Sciences (CMNHS) Strategic Plan 2027–2031 demonstrates strong alignment with the Ministry of Health and Medical Services (MHMS) Strategic Plan 2026–2031. As a critical partner to MHMS in Fiji and across the Pacific, CMNHS plays a pivotal role in health workforce development, health research, and evidence systems - ensuring that education, training, and innovation directly support national and regional health priorities.

CMNHS Value Proposition to MHMS

CMNHS is a vital strategic partner that:

- Develops a competent, culturally safe, and future ready health workforce.
- Generates Pacific relevant research evidence to inform policy and practice.
- Drives innovation in education, digital health, and clinical training.
- Promotes financial and operational sustainability for the national health system.

Strategic Alignment

The Strategic Plan builds on outcomes from the MHMS Monitoring, Evaluation, Research and Learning (MERL) Framework, ensuring CMNHS objectives, activities, and KPIs are directly linked to national health system priorities. This includes:

- Inclusive Futures: advancing cultural safety, inclusiveness, and indigenous knowledge.
- Transformative Education: embedding AI driven pedagogy, digital transformation, and green skills in health education.
- Research & Innovation: strengthening climate health research, traditional medicine studies, and evidence systems.
- Sustainable Futures: ensuring financial resilience and operational efficiency through innovation and partnerships.
- Global Employability: preparing graduates for dynamic health systems locally, regionally, and globally.

Future Directions

Activities related to the proposed University Teaching Hospital Complex will be incorporated into the final Strategic Plan, reinforcing CMNHS's role as a hub for advanced clinical training, research, and service delivery. This initiative will further strengthen Fiji's health system while positioning CMNHS as a regional leader in medical and health sciences education.



Five Year KPIs (2027–2031)

FNU Priority Area (2027–2031)	CMNHS Objectives	Aligned MHMS Outcomes (SP 2026–2031)	Activities & KPIs (2027–2031)
1. Inclusive Futures – People, Place & Cultures	· 1.1 Create and sustain an inclusive, culturally safe environment. · 1.2 Strengthen intercultural competencies of staff and students. · 1.3 Advance preservation of Indigenous Pacific knowledge and ocean stewardship.	· C.1 Governance & accountability C.7 Health workforce systems A.3 Community-based health services A.4 Disability & rehabilitation C.16 Health research systems	· Launch ≥4 inclusive cultural events annually. · Establish Inclusive Governance Committee (IGC) with ≥45% student and ≥30% staff participation by 2027. · Inclusiveness survey score ≥4.2/5 by 2031. · Conduct ≥5 rural outreach activities annually. · Develop SOPs for cultural/ traditional protocols. · Glossary of indigenous health terms completed by 2029. · ≥5 climate-health research initiatives and ≥1 traditional medicine project by 2031.
2. Transformative Education & Lifelong Learning	· 2.1 Deliver high-quality, accredited health TVET and higher education programmes. · 2.2 Provide inclusive, learner-centred environments. · 2.3 Support student progression and wellbeing. · 2.4 Attract and retain qualified staff. · 2.5 Enhance teaching through digital technologies.	· C.7 Health workforce systems · B.5 Quality of care & patient safety · B.10 Patient experience · C.8 Digital health systems	· ≥90% of programmes reviewed/ accredited within cycle. · ≥50% of staff trained in learner-centred pedagogy by 2028 ≥80% by 2031. · ≥5% annual increase in underserved student intake. · ≥80% student satisfaction with advising services. · ≥90% completion of staff CPD annually. · Simulation Centre operational by 2028, used in ≥10 programmes. · ≥30% of programmes offered in flexible/blended modes by 2030.
3. Research & Innovation – Knowledge Creation for Humanity	3.1 Advance climate change adaptation, ocean science, AI research, and peace studies. 3.2 Promote community-driven innovation and indigenous knowledge.	· C.16 Health research & evidence systems · C.11 Partnership coordination · A.8 Environmental health systems · C.15 System resilience (DRM & climate)	· ≥6 interdisciplinary SDG outputs by 2031. · Research funding ≥1.5M cumulative by 2031. · ≥5 climate-health research initiatives. · ≥2 surveillance projects annually. · ≥1 traditional medicine research project/publication by 2030.
4. Sustainable Futures – Finance, Endowment & Enterprise	· 4.1 Secure financial resilience through diversified partnerships and green financing. · 4.2 Use AI-enabled analytics for efficiency.	· C.9 Infrastructure & asset management · B.7 Digital hospital systems strengthened	· Diversified revenue contribution ≥100% of institutional income. · Annual revenue growth ≥10–15%. · AI adoption in ≥20% of departmental functions. · ≥20% annual improvement in process efficiency.
5. Global Employability & Pacific Integration	· 5.1 Strengthen employability through work-integrated learning. · 5.2 Advance Pacific solidarity and partnerships.	· C.7 Health workforce systems · B.10 Patient experience · C.11 Partnership coordination	· ≥90% of students complete internships/attachments. · Employer satisfaction ≥90%. · ≥5 new industry partnerships annually. · ≥25% student participation in skills competitions; ≥30% programme coverage. · Regional enrolment ≥10% with gender parity ±5%. · ≥1 regional skills event annually. · ≥10 microenterprises/startups annually. · ≥10% annual progression into overseas labour mobility pathways.

Key Notes

- All CMNHS KPIs are now aligned with the 2027–2031 Strategic Plan priority areas, replacing references to the old 2024–2026 framework.
- Alignment with MHMS Strategic Plan 2026–2031 outcomes is retained, ensuring synergy between FNU and national health priorities.
- Targets are time-bound (2027–2031) and measurable, supporting accountability and monitoring.

CMNHS KPI Dashboard (2027–2031)

Year	Inclusive Futures	Transformative Education	Research & Innovation	Sustainable Futures	Global Employability
2027	· ≥4 inclusive cultural events · IGC participation ≥45% students / ≥30% staff · Inclusiveness survey baseline	· ≥90% programmes reviewed/ accredited · Simulation Centre construction milestones · 50% staff trained in learner centred pedagogy	· ≥2 interdisciplinary SDG outputs · Research funding ≥0.8M cumulative	· Revenue growth ≥10% · AI adoption in ≥10% of functions	· ≥90% students complete internships · ≥5 new industry partner-ships
2028	· Inclusiveness survey score ≥3.8/5 · ≥5 rural outreach activities annually	· ≥5% increase in underserved student intake · ≥60% staff CPD completion · ≥20% programmes offered in flexible modes	· ≥4 climate health research initiatives · ≥1 traditional medicine project initiated	· Revenue growth ≥12% · Process efficiency improve-ment ≥15%	· Employer satisfac-tion ≥90% · wRegional enrolment ≥10% with gender parity ±5%

2029	· IGC participation ≥55% students / ≥35% staff · Glossary of indigenous health terms completed	· ≥70% staff trained in digital pedagogy · Simulation Centre operational in ≥5 programmes	· ≥8 interdisciplinary SDG outputs · ≥2 surveillance projects annually	· Revenue growth ≥13% · AI adoption in ≥15% of functions	· ≥25% student participa-tion in skills competi-tions · ≥1 regional skills event hosted
2030	· Inclusiveness survey score ≥4.0/5 · ≥6 cultural competency workshops conducted	· ≥80% staff CPD completion · ≥30% programmes offered in flexible/ blended modes	· ≥10 interdisciplinary SDG outputs · ≥1 traditional medicine publication	· Revenue growth ≥14% · Secure $1m maritime research grant	· ≥10 micro-enterpris-es/startups created annually · Overseas labour mobility progres-sion ≥10%
2031	· Inclusiveness survey score ≥4.2/5 · ≥5 climate health research initiatives completed	· ≥80% staff trained in learner centred pedagogy · Graduate employment rate ≥85% within 12 months	· ≥12 interdisciplinary SDG outputs · Research funding ≥1.5M cumulative	· Revenue growth ≥15% · AI adoption in ≥20% of functions	· ≥30% pro-gramme coverage in skills compe-titions · Community based em-ployment rate ≥20%

Key Notes

- Year by Year Milestones: Clear progression from 2027 to 2031.
- Strategic Plan Alignment: Each KPI mapped to one of FNU's five priority areas.
- MHMS Synergy: Outcomes remain aligned with MHMS SP 2026–2031 (workforce, research, governance, patient experience).
- Council Readiness: Easy to track, report, and evaluate progress annually.







College of Agriculture, Fisheries and Forstry



The College of Agriculture, Fisheries & Forestry (CAFF) plays a pivotal role in advancing Fiji National University's mission to be a research led, financially self sustaining, and globally connected faculty by 2031. Building on the 2024–2026 plan, the new strategy integrates ESG principles and aligns with FNU's four Priority Areas:

1. Inclusive Futures – People, Place & Cultures
2. Transformative Education & Lifelong Learning
3. Research, Innovation & Knowledge Creation for Humanity
4. Sustainable Futures – Finance, Endowment & Enterprise
5. Global Employability & Pacific Integration

Today, CAFF offers programmes in agriculture including animal science, fisheries and forestry at undergraduate and postgraduate levels. Although CAFF is the smallest college of the University, we are the biggest in the region as we continue to foster our impact both locally and regionally as well. We are an integral part of Fiji's National University with a commitment to our nation especially in areas of farming, forestry, and the fishing industry.

CAFF has pioneered innovations such as the country's first aquaponics system and graduating the first veterinary students in the South Pacific islands. We collaborate closely with the Ministry of Agriculture, Waterways and Sugar Industry and the Ministry of Fisheries and Forests ensuring that our teaching, research, and extension services are aligned with national priorities. The Ministry of Agriculture's Strategic Development Plan (2024–2028) emphasizes food and nutrition security, climate resilience, and commercialization of agriculture, while the Ministry of Fisheries and Forestry focuses on sustainable aquaculture, mangrove restoration, and forest carbon management. These imperatives are embedded into CAFF's 2027–2031 plan, ensuring that our programmes directly support Fiji's Climate Change Act 2021, the Low Emission Development Strategy (LEDS), the National Development Plan (2025–2029) and Vision 2050.

We have signed MoUs with key stakeholders and international partners in various initiatives and disciplines. We also collaborate with institutions in Australia, New Zealand, the greater Asia and across the Pacific. These partnerships have brought in research projects across agriculture, fisheries, and forestry, strengthening our role as a hub for applied innovation.

Postgraduate programmes at the Masters and PhD levels commenced in 2020, with MSc programmes by coursework (50% research content) and MSc by research. An Honours programme in Forestry was introduced in 2025 and Master in Forestry was offered in 2026. Our Bachelor programmes remain hands on, with industry visits and mandatory attachments that prepare students for the work environment.

As we move into the 2027–2031 period, CAFF's plan integrates national ministry priorities, ESG principles, and global ranking instruments (Times Higher Education Impact Rankings and UI GreenMetric). This ensures that CAFF is not only producing graduates but also driving Fiji's agricultural, fisheries, and forestry transformation in line with national and international sustainability commitments.

In the next five years CAFF is also moving towards lifting the image of agriculture, fisheries and forestry through climate-smart approaches and practices, value additions and supporting community initiatives such as the Vualiku Initiative and deep sea fishing. CAFF is also committed to working very closely with the region and aligning ourselves to the directions of the government of the day.



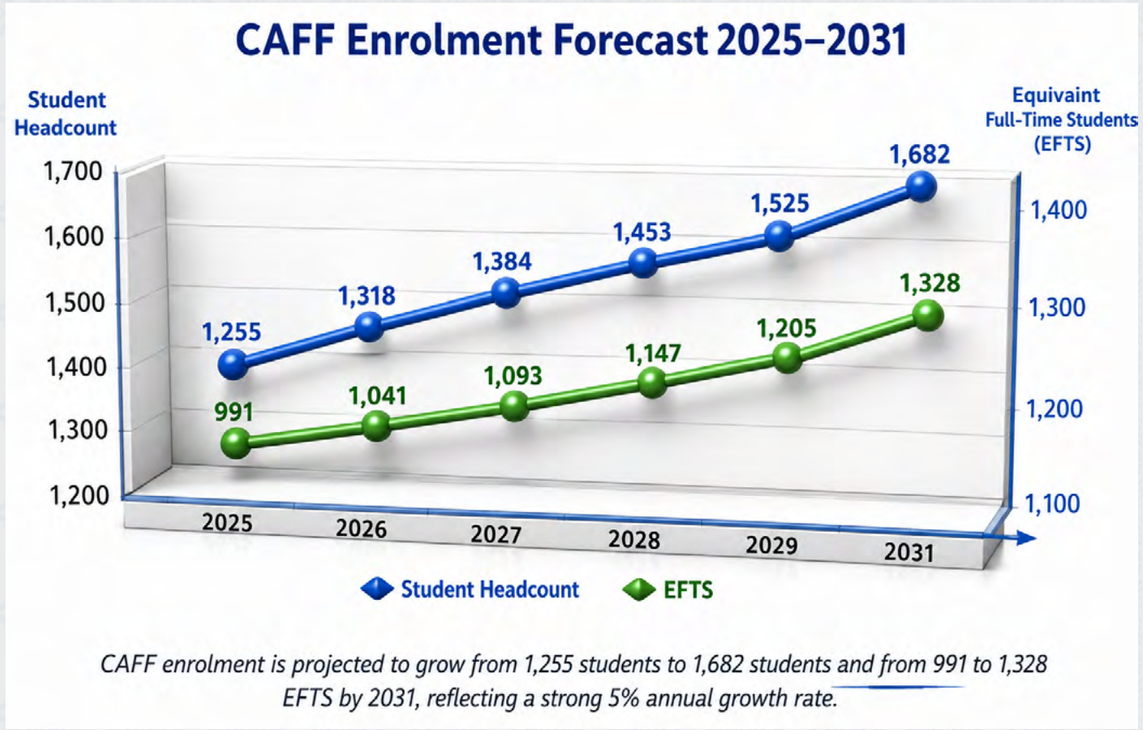
Priority Area Alignment Table

CAFF Imperatives (2027–2031)	Mapped FNU Priority Area(s)	Key ESG Dimension	Sample KPI (2027–2031)
Learning & Teaching (Curriculum renewal, micro credentials, enrolment growth)	Inclusive Futures, Transformative Education	Social, Governance	· Enrolment growth from 25%- 30%; % of courses with ESG integration
Research & Innovation (Applied food systems, climate adaptation, partnerships)	Research & Innovation, Sustainable Futures	Environmental, Governance	· 10 funded projects & 50 publications, and 3 conferences / symposiums / workshops
TVET Programmes (Accreditation, outreach, industry partnerships)	Transformative Education, Inclusive Futures	Social	· TVET enrolment growth 25% - 30%; · 25 of accredited micro credentials
Extension & Development (SPEDI, model villages, incubation hubs)	Inclusive Futures, Research & Innovation	Environmental, Social	· Three (3) model village established 10 farmer trainings on climate smart practices; 1 demonstration farm
Farm Development (Teaching, livestock, crops, commercial operations)	Sustainable Futures, Research & Innovation	Environmental, Governance	· Farm revenue growth 20% annually; % of operations using renewable energy
Veterinary Clinic (Animal health training, services, policy input)	Inclusive Futures, Research & Innovation	Social, Governance	· 175 of students trained; 500 of clinical services delivered; $10,000 income generated
Staff & Student Welfare (Capacity building, equity, campus life)	Inclusive Futures, Transformative Education	Social	· Staff satisfaction index >85%; student retention rate >70%
Inclusiveness & Diversity (Pacific heritage, cultural integration)	Inclusive Futures	Social	· 5% of programmes embedding indigenous knowledge; diversity index improvement

Strategic Narrative

CAFF's transformation in 2027–2031 will be driven by three pillars:

- **BE-GREEN Skills & Employability:** Expanding Higher Education (HE), TVET and curriculum renewal to embed ESG, renewable energy, and climate resilience.
- **Applied Research & Innovation:** Positioning CAFF as a hub for Pacific food systems, forestry, fisheries, and climate adaptation research.
- **Community Engagement & Sustainability:** Extending outreach through SPEDI, model villages, and farm development, ensuring CAFF contributes directly to Fiji's LEDS and SDGs.



CAFF enrolment is projected to grow from 1,255 students to 1,682 students and from 991 to 1,328 EFTS by 2031, reflecting a strong 5% annual growth rate.

CAFF enrolment is projected to grow from 1,255 students in 2025 to 1,682 students by 2031, while Equivalent Full Time Students (EFTS) rise from 991 to 1,328. This reflects a 5% annual growth rate, outpacing FNU's overall 3% expansion and underscoring CAFF's strategic importance in agriculture, fisheries, and forestry education.

CAFF Strategic Plan 2027–2031 – Detailed KPIs by Imperative

Imperative 1: Learning & Teaching

Priority Area Alignment: Inclusive Futures, Transformative Education, Sustainable Futures

ESG Dimension: Social, Governance.

Strategy	Action	KPI (2027–2031)	Target
Curriculum renewal	Review and streamline programmes based on market demand	% of programmes reviewed and updated	100% by 2030
Micro credentials	Develop short courses for workforce productivity	# of accredited micro credentials	25 new by 2031
Enrolment growth	Expand EFTS enrolment	EFTS growth rate	25% - 30% by 2031
Digital learning	Integrate e learning and blended modules	% of courses with digital delivery	80% by 2031

Imperative 2: Research & Innovation

Priority Area Alignment: Research & Innovation, Sustainable Futures
ESG Dimension: Environmental, Governance

Strategy	Action	KPI (2027–2031)	Target
Applied research	Focus on food systems, climate adaptation and resilience and agro tourism	# of funded projects	2 annually
Partnerships	Collaborate with national, regional and global institutions	# of MoUs/LoAs/MoA signed	15 new and renewed by 2031
Publications	Increase peer reviewed outputs	# of publications in SDG aligned journals	50 by 2031
Research facilities	Upgrade labs and living laboratories and vuvale gardens	# of labs certified/upgraded	2 by 2031

Imperative 3: TVET Programmes

Priority Area Alignment: Transformative Education, Inclusive Futures
ESG Dimension: Social

Strategy	Action	KPI (2027–2031)	Target
Accreditation	Develop and accredit TVET programmes	# of accredited programmes	25 by 2031
Outreach	Expand awareness in rural/ maritime communities	# of outreach programmes	50 by 2031
Enrolment	Increase TVET headcount	% growth in TVET enrolment	25% - 30% (headcount) by 2031
Industry partnerships	Build linkages with employers	# of industry placements	1500 students by 2031

Imperative 4: Extension & Development (SPEDI)

Priority Area Alignment: Inclusive Futures, Research & Innovation
ESG Dimension: Environmental, Social

Strategy	Action	KPI (2027–2031)	Target
Model villages	Establish climate smart demonstration sites	# of model villages	3 by 2031
Farmer training	Deliver community based training	# of trainings	10 by 2031
Innovation hub	Develop incubation centres	# of innovations commercialised	1 by 2031
Coastal resilience	Mangrove planting	# of seedlings planted	10,000 by 2031

Imperative 5: Farm Development

Priority Area Alignment: Inclusive Futures, Research & Innovation
ESG Dimension: Environmental, Social

Strategy	Action	KPI (2027–2031)	Target
Farm restructuring	Link teaching, livestock, crops, commercial	% of farm operations modernised	50% by 2031
Revenue generation	Increase farm income	Annual farm revenue	FJ$ 0.4m by 2031
Renewable energy	Integrate solar PV into farm operations	% of energy from renewables	30% by 2031
Student training	Expand practical exposure	# of student placements	1,000 annually
Climate-Smart agriculture demo plots	Integrate climate-smart approaches and practices (raised beds/ hydroponics & aeroponics systems / improved varieties / drip irrigation systems/ fruit orchards) etc. Establish and sustain field germplasm collections of traditional/ indigenous crop varieties.	# of climate-smart model farms. # of crops varieties.	4 by 2031 2 crop varieties germplasm by 2031

Imperative 6: Veterinary Clinic

Priority Area Alignment: Inclusive Futures, Research & Innovation
ESG Dimension: Social, Governance

Strategy	Action	KPI (2027–2031)	Target
Training	Provide student centred animal health training	# of students trained	175 by 2031
Clinical services	Deliver affordable animal health care	# of services provided	500 by 2031
Policy input	Contribute to national/ regional animal health	# of policy papers submitted	10 by 2031
Revenue	Generate income through services	Annual clinic revenue	FJ$ 10,000 by 2031

Imperative 7 & 8: Staff & Student Welfare

Priority Area Alignment: Inclusive Futures, Transformative Education
ESG Dimension: Social

Strategy	Action	KPI (2027–2031)	Target
Staff development	Training and scholarships	% of staff with upgraded qualifications	60% by 2031
Staff satisfaction	Improve workplace conditions	Staff satisfaction index	>80%
Student support	Enhance services and campus life	Student retention rate	>70%
Alumni	Build alumni database	# of alumni engaged	2,000 by 2031

CAFF Strategic Plan 2027–2031 – ESG Integration, Rankings, and Outputs

ESG Integration

CAFF's imperatives are directly aligned with Environmental, Social, and Governance (ESG) principles:

- **Environmental:**
  Solar PV integration into farms and facilities.
  Coastal mangrove planting (10,000 seedlings by 2031).
  Waste segregation, composting, and water efficiency programmes.
  Climate smart agriculture and fisheries research.
- **Social:**
  Student and staff welfare programmes.
  Inclusive curriculum embedding indigenous knowledge.
  Community outreach via SPEDI and model villages.
  Affordable veterinary services and farmer training.
- **Governance:**
  Transparent ESG and GreenMetric reporting.
  Ethical resource use policies.
  Sustainable funding models and green investment strategies.
  Annual ESG performance reviews tied to KPIs.

Ranking Alignment

CAFF's initiatives will strengthen FNU's performance in two global instruments:

- **Times Higher Education (THE) Impact Rankings**
  SDG 7 (Affordable & Clean Energy): Solar PV, energy efficiency.
  SDG 12 (Responsible Consumption & Production): Waste segregation, recycling, farm sustainability.
  SDG 13 (Climate Action): Mangrove planting, climate smart agriculture.
  SDG 17 (Partnerships): Regional and global collaborations.
- **UI GreenMetric University Ranking**
  Setting & Infrastructure (15%): Farm development, model villages.
  Energy & Climate Change (21%): Solar PV, EV fleet, energy efficiency.
  Waste (18%): Segregation, composting, recycling.
  Water (10%): Water conservation and efficiency.
  Transportation (18%): EV fleet, sustainable commuting.
  Education & Research (18%): Living laboratories and vuvale gardens, applied research, TVET.

CAFF as a National and Regional Driver of Sustainability

CAFF's Strategic Plan 2027–2031 positions the College as a cornerstone of Fiji National University's transformation into a research led, financially self sustaining institution. By embedding the priorities of the Ministry of Agriculture,Waterways and Sugar Industry and the Ministry of Fisheries and Forests, CAFF ensures that its programmes are nationally relevant and globally credible.

Through initiatives such as solar powered farms, climate smart agriculture, sustainable aquaculture, and the Coastal Mangroves Climate Adaptation Project, CAFF contributes directly to Fiji's LEDS pathway and the Climate Change Act 2021. Waste segregation, water efficiency, and renewable energy integration will further strengthen CAFF's role in advancing Fiji's sustainability agenda.

These initiatives also enhance FNU's standing in global rankings. The Times Higher Education Impact Rankings will capture CAFF's contributions to SDG 7 (Affordable & Clean Energy), SDG 12 (Responsible Consumption & Production), SDG 13 (Climate Action), and SDG 17 (Partnerships). The UI GreenMetric University Ranking will measure CAFF's progress in energy, waste, water, transportation, and education. Together, these instruments validate CAFF's impact and provide international visibility.

For students, CAFF offers more than degrees — it provides green skills, employability, and leadership opportunities in agriculture, fisheries, and forestry. For communities, CAFF delivers resilience through SPEDI, model villages, and farmer training. For government, CAFF provides evidence based research and policy support.

By 2031, CAFF will stand as a Pacific leader in sustainability driven higher education, embodying Fiji's values of sautu and vanua, while meeting the imperatives of national ministries and global sustainability frameworks.





College of Business, Hospitality and Tourism Studies

CBHTS



The College of Business, Hospitality and Tourism Studies (CBHTS) has long been a cornerstone of Fiji's human resource development, equipping generations of graduates with the skills and resilience needed to thrive in dynamic industries. With a steadfast commitment to quality teaching, applied research, and community engagement, CBHTS delivers comprehensive programmes from Certificate to Postgraduate level across business, hospitality, and tourism disciplines.

As a forward looking learning environment, the College continually reviews and refines its curricula, integrates blended and online delivery, and partners closely with industry to ensure graduates are workforce ready from day one. Flagship initiatives such as the Pacific Centre for Customs and Border Management, alongside proposed centres for Economic Development and SMEs and Statistics and Social Research, reinforce CBHTS's role as a regional leader in applied business and hospitality education. International collaborations – including CPA Australia accreditation and engagements with global institutions such as the IMF and World Bank – further elevate its standing and global reach.

Guided by Fiji National University's Vision and Mission, and aligned with the five strategic priority areas (2027–2031), CBHTS is committed to:

- Empowering futures through transformative education and student experiences.
- Anchoring in Pacific identity by embedding inclusiveness, cultural heritage, and community outreach.
- Driving innovation in research, policy, and industry collaboration.
- Securing sustainability through diversified financing and enterprise partnerships.
- Amplifying employability and global integration by embedding accreditation, internationalisation, and industry engagement.

In doing so, CBHTS continues to strengthen Fiji's voice in regional and global business, hospitality, and tourism conversations, positioning itself as a hub of excellence and innovation for the Pacific and beyond.

Draft KPIs for CBHTS (2027–2031)

Strategic Priority 1 – Inclusive Futures (People, Place, and Cultures)
Objective: To embed inclusiveness, diversity, and Pacific identity into CBHTS programmes, ensuring community outreach and cultural empowerment.

KPIs (2027–2031):

- Extend CBHTS footprints into rural and remote areas, with at least 5 community education centres established by 2031.
- Achieve 40% enrolment of rural and underrepresented students in TVET and HE programmes.
- Integrate Pacific business ethics, vernacular language, and cultural heritage into 50% of curricula.
- Conduct 10 community outreach/CSR projects annually, blending entrepreneurial education with climate resilience initiatives.

Strategic Priority 2 – Transformative Education & Lifelong Learning
Objective: To modernise curricula, embed AI and blended learning, and enhance student experiences and retention.

KPIs (2027–2031):

- Offer 70% of programmes in blended/online mode by 2031.
- Expand evening classes to 15 programmes by 2031 to support working students.
- Achieve 90% student satisfaction and retention rates across all programmes.
- Establish a CBHTS Student Club/Association and host 15 student symposiums, debates, and engagement activities annually.
- Ensure 90% of students complete internships or industry attachments before graduation.

Strategic Priority 3 – Research, Innovation & Knowledge Creation for Humanity
Objective: To strengthen CBHTS's leadership in applied research, climate change, economics, customs, and statistics.

KPIs (2027–2031):

- Increase staff with PhDs or terminal qualifications from 35% to 60% by 2031.
- Publish 60 peer reviewed papers annually across business, hospitality, and tourism disciplines.
- Supervise 50 postgraduate research students annually by 2031.
- Secure FJD 2 million in external research grants annually by 2031.
- Establish 3 operational research centres (Customs, Economic Development/SMEs, Statistics & Social Research).

- Host 4 international conferences/workshops annually, positioning CBHTS as a regional hub for research collaboration.

Strategic Priority 4 – Sustainable Futures (Finance, Endowment & Enterprise)

Objective: To secure financial resilience through diversified revenue streams, enterprise partnerships, and efficient resource utilisation.

KPIs (2027–2031):
- Achieve 30% overall revenue growth by 2031, with 35% of income from non tuition sources.
- Expand professional short courses from 5 to 20 annually, targeting government ministries and business houses.
- Secure FJD 500,000 annually in consultancy, research, and industry sponsorship funding.
- Reduce operational costs by 15% through AI enabled analytics and efficiency measures.
- Build a $5M endowment fund for scholarships and infrastructure by 2032.

Strategic Priority 5 – Global Employability & Pacific Integration

Objective: To strengthen employability, accreditation, and internationalisation, ensuring CBHTS graduates thrive globally while advancing Pacific solidarity.

KPIs (2027–2031):
- Achieve 85% graduate employability within 6 months of completion.
- Secure 20 new international MOUs with universities, industry partners, and accreditation bodies by 2031.
- Ensure 100% of graduates in accounting and law programmes attain professional accreditation (CPA Australia, FIA recognition).
- Host annual CBHTS Industry Job Fair and Student Placement Expo with 50+ employers.
- Engage 10 Pacific countries through partnerships, recruitment, and regional outreach initiatives.

By aligning with the five strategic priorities (2027–2031), CBHTS evolves into a regional and global hub of excellence. It empowers futures through transformative education, anchors in Pacific identity, drives innovation in research, secures financial resilience, and amplifies employability and integration. In doing so, CBHTS not only strengthens Fiji's Vision 2050 but also ensures the Pacific voice resonates in global business, hospitality, and tourism conversations.





College of Engineering and Technical Vocational Education and Training

CETVET



The College of Engineering and Technical Vocational Education and Training (CETVET), formerly the College of Engineering, Science and Technology (CEST), has undergone a transformative transition to strengthen Fiji National University's leadership in Engineering and technical and vocational education. This evolution reflects FNU's commitment to supporting the Fiji Government's National Development Plan (2025–2029) and Vision 2050, ensuring CETVET plays a pivotal role in building a skilled, future focused workforce for Fiji and the wider Pacific.

Accreditation underscores CETVET's excellence. Five Diploma in Engineering programmes are fully accredited by Engineering New Zealand (ENZ) under the Dublin Accord (2022–2028), affirming their international quality. In addition, four Bachelor of Engineering (Hons) programmes are accredited under the Washington Accord (2025), positioning CETVET as a Pacific leader in engineering education and opening global pathways for graduates. These accreditations ensure CETVET's qualifications meet international benchmarks, enhancing employability and mobility across industries worldwide.

Guided by FNU's Vision and Mission, and aligned with the five strategic priority areas (2027–2031), CETVET is committed to:

- Inclusive Futures: embedding traditional knowledge systems, cultural identity, and climate resilience into engineering and TVET programmes.
- Transformative Education: advancing digital transformation, AI driven pedagogy, and green skills across flexible pathways.
- Research & Innovation: leading applied research in renewable energy, resilient infrastructure, advanced technologies, and sustainable food systems.
- Sustainable Futures: securing financial resilience through enterprise partnerships, green financing, and efficient resource utilisation.
- Global Employability & Pacific Integration: strengthening industry collaboration, accreditation, and international partnerships to ensure graduates thrive locally, regionally, and globally.

In this way, CETVET embodies FNU's role as a driver of inclusive, innovative, and sustainable education, preparing graduates who are resilient, globally competitive, and deeply rooted in the values of the Blue Pacific.

CETVET Strategic Priorities and KPIs (2027–2031)

Priority Area	Refined Focus (CETVET)	KPIs (2027–2031)
1. Inclusive Futures – People, Place, and Cultures	Traditional knowledge systems, sustainable food and medicinal technologies; cultural preservation; climate-resilient crops	· Document and validate 12 traditional food/medicinal practices by 2030. · Integrate indigenous knowledge into 50% of engineering/TVET curricula. · Establish 5 community-based training centres in rural/maritime areas. · Achieve 40% enrolment of rural/underrepresented students in CETVET programmes.
2. Transformative Education & Lifelong Learning	TVET and STEM innovation; workforce development; flexible pathways; sustainable transport and automotive technologies	· Offer 70% of CETVET programmes in blended/online mode by 2031. · Launch 10 micro-qualifications in green skills, AI, and sustainable transport. · Achieve 90% student satisfaction and retention rates. Expand evening/hybrid delivery to 20 programmes by 2030.
3. Research, Innovation & Knowledge Creation for Humanity	Climate change mitigation/adaptation; renewable energy; resilient infrastructure; advanced technologies (AI, automation, drones, GIS)	· Publish 10 peer-reviewed papers annually in engineering, energy, and climate resilience. Secure FJD 2M in external research grants by 2031. · Establish 3 interdisciplinary research hubs (Renewable Energy, Resilient Infrastructure, Advanced Technologies). · Host 3 international conferences/workshops annually on engineering innovation.
4. Sustainable Futures – Finance, Endowment & Enterprise	Green building materials; resilient electrification; sustainable transport; enterprise partnerships	· Build a FJD 1M endowment fund for CETVET scholarships and infrastructure by 2032. · Reduce operational costs by 20% through AI-enabled analytics. · Develop 5 green financing projects (solar labs, hybrid vehicle centres, sustainable construction). · Secure 10 enterprise partnerships with regional industries by 2031.
5. Global Employability & Pacific Integration	Digital transformation; AI-enabled career services; industry collaboration; internationalisation	· Achieve 85% graduate employability within 12 months of completion. · Sign 15 new international MOUs with universities, industry, and accreditation bodies. · Ensure 100% of CETVET graduates complete industry attachments/internships. · Host annual Pacific Engineering & TVET Integration Forum with 200+

The College of Engineering and Technical Vocational Education and Training (CETVET) stands at the forefront of Fiji National University's transformation, embodying both tradition and innovation. Its accredited engineering programmes under the Dublin and Washington Accords affirm CETVET's international standing, while its integration under the TVET Pasifika umbrella ensures alignment with Fiji's National Development Plan (2025–2029) and Vision 2050. CETVET is not only preparing graduates for global opportunities but also embedding Pacific identity, resilience, and sustainability into every aspect of its teaching, research, and outreach.

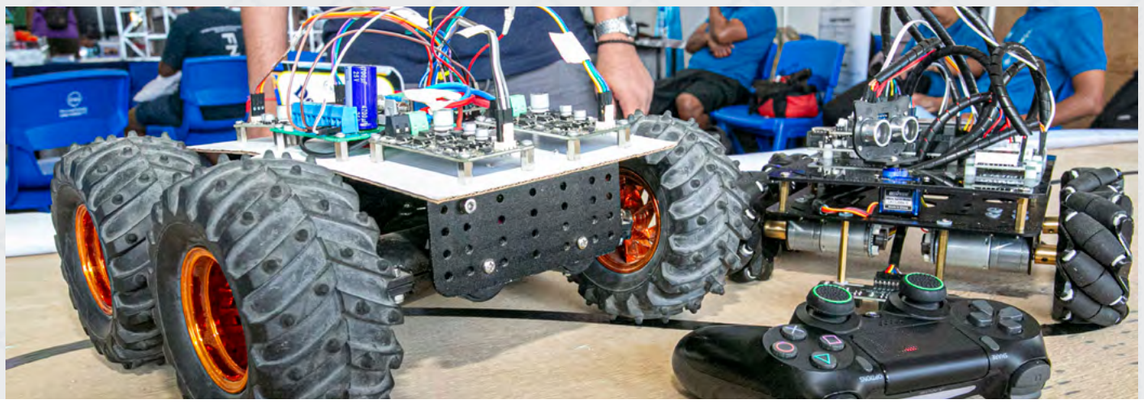
By advancing renewable energy, resilient infrastructure, advanced technologies, and traditional knowledge systems, CETVET positions itself as a driver of inclusive and future focused education. Its commitment to accreditation, industry collaboration, and international partnerships ensures that graduates are globally competitive while remaining deeply rooted in the values of the Blue Pacific.

This strategic direction ensures CETVET's niche areas – from climate change and renewable energy to traditional knowledge and advanced technologies – are fully embedded in FNU's five strategic priorities.

The KPIs make CETVET a driver of:

- Inclusive, people centred education (Priority 1).
- Transformative TVET pathways (Priority 2).
- Research led innovation (Priority 3).
- Financial resilience and sustainability (Priority 4).
- Global employability and Pacific solidarity (Priority 5).

In this way, CETVET continues to shape the future of engineering and technical vocational education in Fiji and the Pacific, preparing graduates who are resilient, innovative, and globally recognised, while carrying forward the Pacific's legacy of ocean wisdom and people centred knowledge.





College of Humanities, Education and Law

The College of Humanities, Education and Law (CHEL

The College of Humanities, Education and Law (CHEL) occupies a central role in Fiji National University's mission to transform lives through education, research, innovation, cultural stewardship, and community engagement. As the University's leading academic hub for teacher education, law, governance, languages, communication, humanities, Indigenous knowledge, creative arts, psychology, and social sciences, CHEL contributes directly to Fiji's human capital development and the advancement of Pacific scholarship.

Guided by the theme **"Transforming CHEL for Inclusive Futures and Global Impact"**, the College will reposition itself as a regional centre of excellence for Pacific education, Indigenous knowledge systems, governance, communication, educational research, and cultural development.

The CHEL Strategic Plan 2027–2031 aligns with:
- FNU Strategic Plan 2027–2031
- Fiji Vision 2050
- National Development Plan 2025–2029
- Blue Pacific Strategy
- Oceans of Peace Framework
- United Nations Sustainable Development Goals

Through academic excellence, research leadership, community engagement, and international collaboration, CHEL will contribute to preparing graduates capable of addressing Fiji's and the Pacific's most pressing challenges.

Strategic Aspirations 2031

By 2031 CHEL will be:
· Fiji's premier teacher education institution.
· A recognised Pacific centre for Indigenous and Pacific studies.
· A leading regional contributor in governance, law, and public policy.
· A hub for language revitalisation, communication, media, and journalism.
· A significant contributor to FNU's international profile and research rankings.
· A recognised source of policy-relevant research for Fiji and the Pacific.

Proposed Academic Structure and Centres of Excellence

As part of its transformation agenda for 2027–2031, the College of Humanities, Education and Law (CHEL) will undertake a strategic restructuring of its academic units to strengthen disciplinary coherence, improve interdisciplinary collaboration, enhance research productivity, and better align programmes with national, regional, and global priorities. The revised structure is designed to position the College as a leading Pacific centre for education, humanities, governance, law, languages, communication, and Indigenous scholarship.

At the centre of the new structure is the **School of Education, Psychology, Sports Science and Creative Arts,** which will bring together academic disciplines concerned with teaching, learning, human development, wellbeing, and creative expression. Within this School, Teacher Education and Professional Studies (TEPS) will focus on the preparation and professional development of teachers across the early childhood, primary, secondary, tertiary, and vocational sectors. TEPS will provide leadership in curriculum innovation, pedagogical research, teaching practice, and professional standards, ensuring that FNU continues to produce highly qualified educators capable of serving Fiji and the wider Pacific region.

Complementing TEPS will be the **Foundations of Education, Research and Human Studies (FERHS)** unit, which will provide the intellectual and research foundations that underpin educational practice. Drawing together expertise in sociology, philosophy, policy studies, educational research, Pacific education, and human development, FERHS will strengthen postgraduate research, policy engagement, and evidence-based educational reform while contributing to national and regional education priorities.

The **School of Law, Governance, Policing and Policy** will provide an integrated platform for legal education, public administration, leadership development, governance studies, policing, and security studies. The School will respond to growing national and regional demand for expertise in governance, public policy, justice, security, and institutional leadership. Through collaboration with government agencies, law enforcement organisations, regional bodies, and development partners, the School will establish itself as a centre for professional education, applied research, and policy innovation in Fiji and the Pacific.

The **School of Humanities, Arts and Gender Studies** will become the principal home for disciplines that explore human societies, cultures, histories, identities, and creative expression. Bringing together history, geography, GIS, social sciences, Indigenous studies, gender studies, cultural heritage, and the creative arts, the School will play a vital role in preserving Pacific knowledge systems while critically examining social transformation, cultural resilience, and emerging challenges facing contemporary societies. The School will also serve as a catalyst for interdisciplinary research on identity, community, heritage, and sustainable development.

The **School of Language, Literature and Communication** will strengthen CHEL's capacity in language preservation, multilingual education, digital communication, journalism, literature, and media studies. With Fiji's rich linguistic diversity and increasing regional interconnectedness, the School will play a critical role in advancing literacy, communication skills, professional media practice, and language revitalisation initiatives. Particular emphasis will be placed on the teaching and preservation of Fijian, Hindi, and Pacific languages, while also strengthening journalism, storytelling, media literacy, and strategic communication for the digital age.

Supporting these Schools will be a network of specialised **Centres of Excellence**, which will provide leadership in research, professional development, community engagement, policy advisory services, and regional collaboration.

The **Literacy and Numeracy Centre** will focus on addressing foundational learning challenges in Fiji and the Pacific. Through teacher professional learning, literacy and numeracy interventions, research, and school outreach programmes, the Centre will support efforts to improve student achievement and educational outcomes across all levels of education.

The **Pacific Centre for STEM Studies** will advance research and innovation in science, technology, engineering, and mathematics education. Working closely with schools, teachers, industry partners, and government agencies, the Centre will support STEM teacher development, student enrichment programmes, outreach initiatives, and curriculum innovation that prepares Pacific learners for future workforce demands.

The **Centre for Fijian Studies, Traditional Knowledge and Pacific Studies in Climate Transition** will serve as a flagship research and engagement hub dedicated to Indigenous knowledge systems, Pacific cultures, language preservation, environmental stewardship, and climate resilience. The Centre will provide a unique platform for integrating traditional knowledge with contemporary scholarship and will contribute significantly to conversations on climate adaptation and sustainable development throughout the Blue Pacific region.

The **Pacific Centre for Leadership, Governance and Security** will strengthen research, executive education, and professional training in governance, leadership, public administration, institutional reform, and security studies. The Centre will support governments, public institutions, and regional organisations in addressing complex governance and security challenges while developing future Pacific leaders.
The Pacific Centre for Media and Journalism Studies will enhance media professionalism, journalism education, digital communication, and public engagement throughout the region. Through research, industry partnerships, professional training, and media literacy initiatives, the Centre will promote ethical journalism, Pacific storytelling, and effective communication in increasingly complex information environments.

Together, these Schools and Centres of Excellence represent a transformative academic ecosystem that integrates teaching, research, innovation, community engagement, and policy impact. They will enable CHEL to respond more effectively to emerging challenges and opportunities while positioning the College as a leading contributor to educational excellence, Indigenous scholarship, governance, cultural preservation, media development, and social transformation across Fiji and the wider Pacific region.

Strategic Priority Area 1

Inclusive Futures – People, Place and Cultures

Strategic Objectives
· Institutionalise Vernacular Week.
· Strengthen Indigenous and Pacific scholarship.
· Expand cultural preservation initiatives.
· Enhance inclusion and social cohesion.
· Strengthen Pacific identity and heritage.

KPIs

Indicator	2027	2028	2029	2030	2031
Indigenous/Pacific research projects	**8**	12	15	18	20
Community partnerships	**10**	15	20	25	30
Annual cultural events	**4**	5	6	7	8
Vernacular Week participants	**500**	800	1000	1200	1500

Strategic Priority Area 2

Transformative Education and Lifelong Learning

Strategic Objectives
· Establish TEPS and FERHS.
· Expand blended and online learning.
· Strengthen teacher education.
· Launch Industrial Arts major.
· Expand postgraduate programmes.

KPIs

Indicator	2027	2028	2029	2030	2031
Programmes offered online/blended	**30%**	40%	50%	60%	70%
Postgraduate enrolments	**180**	220	260	300	350
PhD completions	**2**	3	4	5	6
Professional development courses	**8**	10	12	15	20

Strategic Priority Area 3

Research, Innovation and Knowledge Creation for Humanity

Strategic Objectives
· Build a strong research culture.
· Increase publications.
· Grow postgraduate research.
· Secure external grants.
· Establish research networks.
· Improve FNU visibility and rankings.

Research KPI Framework (2027–2031)

Indicator	2026 Baseline	2027	2028	2029	2030	2031
Scopus-indexed publications	15	20	25	30	35	40
Total peer-reviewed outputs	20	25	30	35	40	50
External research grants secured	$100k	$150k	$250k	$350k	$500k	$750k
International co-authored publications	5	8	10	15	18	20
Active postgraduate researchers	40	50	60	75	90	91
Research seminars/workshops	6	8	10	12	15	18
Staff engaged in funded research	20%	30%	40%	50%	60%	70%

Research Milestones

2027
· Research Networks established.
· Five Centre concept papers approved.

2028
· Pacific Directions launched as a research platform.
· First interdisciplinary research symposium.

2029
· International research partnerships expanded.
· Major regional grant submissions.

2030
· Pacific Climate Transition Research Programme operational.

2031
· CHEL recognised as a leading Pacific social sciences and education research hub.

Strategic Priority Area 4

Sustainable Futures – Finance, Endowment and Enterprise

Strategic Objectives
· Develop new revenue streams.
· Expand consultancy services.
· Increase professional training.
· Improve financial sustainability.

KPIs

Indicator	2027	2028	2029	2030	2031
Revenue-generating short courses	**5**	8	12	15	20
Consultancy projects	**3**	5	7	10	12
External training participants	**250**	400	600	800	1,000
Annual enterprise revenue	**$50k**	$100k	$200k	$300k	$500k

Strategic Priority Area 5

Global Employability and Pacific Integration

Strategic Objectives
· Improve graduate employability.
· Expand international partnerships.
· Strengthen regional leadership.
· Increase international visibility.

KPIs

Indicator	2027	2028	2029	2030	2031
Regional university partnerships	**10**	12	15	18	20
International MoUs	**5**	8	10	12	15
Student mobility opportunities	**20**	40	60	80	100
Graduate employment rate	**75%**	78%	80%	82%	85%
Internationally accredited programmes	1	2	3	4	5

CHEL Contribution to FNU Global Rankings

CHEL will contribute directly to FNU's global visibility through:

· Increased Scopus-indexed publications.
· International research collaborations.
· Policy-impact research.
· Higher postgraduate enrolments.
· External grant acquisition.
· Indigenous and Pacific research leadership.
· Regional conferences and academic networks.
· Internationalisation and staff mobility.
· Graduate employability outcomes.

Indicator	Target
Scopus publications	40 annually
International collaborations	10 active partnerships
External grant income	$200,000 annually
Postgraduate researchers	110
International conferences hosted	Minimum 1 major conference annually
Operational Centres of Excellence	5
Graduate employment rate	85%

Conclusion

The CHEL Strategic Plan 2027–2031 sets out an ambitious but achievable pathway for transforming the College into a leading Pacific centre of excellence in education, humanities, law, governance, languages, communication, Indigenous knowledge, and social transformation. Through academic restructuring, strengthened research performance, expanded regional engagement, innovative programmes, and the establishment of specialised centres, CHEL will contribute significantly to FNU's strategic priorities, national development goals, and international reputation.

By 2031, CHEL will be recognised as a college that is **locally grounded, regionally connected, and globally respected**, contributing meaningfully to Fiji, the Pacific region, and the wider world.



Pacific Centre for Maritime Studies

The Pacific Centre for Maritime Studies (PCMS), formerly known as the School of Maritime Studies, has been at the heart of Fiji's maritime education since its establishment in 1970. Created by the Government of Fiji to increase the number of qualified mariners and seafarers, PCMS has evolved over decades to meet the changing needs of the Pacific and global maritime industry. From its relocation to Laucala Bay in 1982, the inclusion of fisheries programmes in 2007, and its re branding as the Fiji Maritime Academy in 2014, PCMS has consistently expanded its scope and strengthened its impact. In 2021, it became a dedicated centre within Fiji National University, reflecting its strategic importance in the nation's higher education landscape.

PCMS offers internationally recognised training and certification programmes approved by the Maritime Safety Authority of Fiji (MSAF) and accredited by FNU and the Fiji Higher Education Commission (FHEC). All programmes comply with the Standards of Training, Certification and Watchkeeping for Seafarers (STCW) code, ensuring graduates are qualified to serve on ships worldwide. With state of the art simulators-including full mission bridge, engine room, ECDIS, GMDSS, and liquid cargo handling—students receive practical, workforce ready training that prepares them for immediate employment in local and international maritime industries.

Guided by its motto, "Honour Through Discipline", PCMS embodies FNU's Vision of empowering futures through ocean wisdom and people centred knowledge. Its mission is symbiotically linked to FNU's five strategic priority areas:

- Inclusive Futures: embedding Pacific seafaring heritage and cultural identity in training.
- Transformative Education: integrating AI, digital navigation, and green shipping skills.
- Research & Knowledge Creation: advancing ocean governance, maritime safety, and climate resilience.
- Sustainable Futures: securing financial resilience through enterprise partnerships and green infrastructure.
- Global Employability & Pacific Integration: ensuring graduates thrive in international maritime industries while strengthening Pacific solidarity.

Every year, PCMS trains local and regional students who aspire to become seafarers of the future, carrying the Pacific's legacy of ocean wisdom across the globe.

Priority Area 1 - Inclusive Futures (People, Place, and Cultures)

Integrate Pacific maritime traditions and people centred knowledge into 50% of training modules by 2030.

- Host at least 2 annual Maritime Heritage & Safety Forums showcasing Pacific seafaring culture and resilience.
- Achieve 40% female enrolment in maritime training programmes by 2031 to advance gender equity.
- Establish one Pacific Maritime Identity & Solidarity Report annually, tracking inclusiveness and diversity outcomes.

Priority Area 2 - Transformative Education & Lifelong Learning

- Launch 3 AI enabled maritime simulation modules (bridge, engine room, cargo handling) by 2029.
- Achieve 90% student satisfaction in maritime training and certification programmes by 2030.
- Introduce 2 new green skills programmes in sustainable shipping and marine engineering by 2030.
- Ensure 100% compliance with STCW standards and ISO certification across all programmes annually.

Priority Area 3 - Research, Innovation & Knowledge Creation for Humanity

- Publish 5+ peer reviewed papers annually on ocean governance, maritime safety, and climate resilience.
- Establish 1 regional Maritime Research Hub focusing on ocean sustainability and digital navigation by 2030.
- Secure $1M in maritime research grants by 2031.
- Develop 2 community driven innovation projects (e.g., coastal resilience, fisheries sustainability) by 2030.

Priority Area 4 - Sustainable Futures (Finance, Endowment & Enterprise)

- Create a $200k endowment fund for maritime scholarships and infrastructure by 2032.
- Implement AI driven analytics to reduce operational costs by 15% by 2030.
- Develop 2 green financing initiatives (solar powered simulators, sustainable campus infrastructure) by 2031.
- Establish 2 enterprise partnerships with Pacific shipping and fisheries companies by 2030.

Priority Area 5 - Global Employability & Pacific Integration

- Achieve 85% graduate employability within 12 months of completion in maritime industries.
- Sign 5 new international MOUs with global shipping companies and maritime academies by 2031.
- Host an annual Pacific Maritime Integration Forum to strengthen regional collaboration.
- Launch an AI powered career services platform tailored for seafarers by 2030.

The Pacific Centre for Maritime Studies stands as more than a training academy; it is a Pacific hub of excellence that embodies Fiji National University's Vision and Mission. Through its carefully designed KPIs, PCMS ensures that its programmes and initiatives are not only compliant with international maritime standards but also deeply rooted in the Pacific's cultural identity and ocean wisdom. By empowering futures through transformative education, PCMS prepares graduates to meet the demands of a rapidly evolving maritime industry. By anchoring its work in heritage and sustainability, it safeguards the traditions and resilience of Pacific seafaring communities.





Division of Finance



The Division of Finance is the strategic backbone of Fiji National University, ensuring that financial resources, institutional assets and investment opportunities are managed prudently and strategically to support the University's academic mission and long-term sustainability.

During 2027–2031, Finance will move beyond its traditional stewardship role to become a key enabler of FNU's financial transformation. The Division will support the diversification of revenue, strengthen financial resilience, optimise the University's asset base, establish and grow a commercially focused Business and Investment Arm, and develop sustainable investment and property opportunities.

A key strategic priority will be the development of FNU's Business, Investment and Estates portfolio, including appropriate opportunities in hospitality, hotels, B&B accommodation, staff quarters, student accommodation, commercial property, land development, partnerships, joint ventures and other income-generating activities. These activities will be undertaken within an approved investment, risk and governance framework and will be subject to robust financial and strategic assessment.

The objective is to progressively build diversified and sustainable income streams that reduce reliance on government funding, strengthen liquidity and create financial capacity for FNU's core teaching, research, innovation and community engagement functions.

The Division of Finance at Fiji National University is the backbone of institutional sustainability, ensuring that resources are managed prudently and strategically to support teaching, research, and community engagement. With over 80 skilled professionals guided by the Chief Financial Officer, the Division provides centralised financial services, strengthens governance, and empowers decision making through robust financial data. Over 2027–2031, Finance will drive diversification of revenue, embed sustainable investment practices, and enhance accountability, positioning FNU as a financially resilient and future ready Pacific institution.

Key Performance Indicators (2027–2031)
Division of Finance

Strategic Focus Area	Key KPIs	Target Year(s)	Outcome
1. Financial Sustainability & Resilience	· Maintain Operating Surplus Ratio of 5–8% annually. · Reduce Government Grant Dependency to below 50% by 2031 · Maintain Liquidity Ratio ≥ 1.5x. · Achieve 90–120 days Cash on Hand.	2027–2031	Long term financial resilience and reduced reliance on government funding
2. Business, Investment & Commercialisa-tion	· Establish and operationalize FNU Business & Investment Arm · Develop an approved 5-year commercial and investment pipeline · Establish and monitor a diversified commercial investment portfolio · Ensure all major commercial investments have approved business cases, risk assessments and investment returns analysis	2027–2031	Expanded revenue base and strengthened financial independence

3. Cost Efficiency & Productivity	· Complete comprehensive review and valuation of FNU land and property portfolio · Identify priority underutilised/ commercialisable assets · Develop Estates Commercialisation Plan · Progress priority developments including hotels, B&B/ accommodation, staff quarters, student accommodation and other suitable commercial developments · Establish measurable returns from commercialised assets · Improve overall asset utilisation to ≥80%	2027–2031	Institutional land and property increasingly converted into productive and sustainable assets
4. Capital & Asset Management	· Achieve 5% annual growth in own source revenue · Increase Non Government Revenue to ≥ 55% of total revenue · Secure $5M+ annually in research and grant income by 2031 · Expand philanthropy, alumni and donor income · Generate ≥ 15% of total revenue from commercial/ enterprise, partnerships and service-based revenue streams. · Net contribution from commercial & Investment Activities	2027–2031	Optimised asset use and sustainable capital investment
5.Treasury, Investment & Endowment Management	· Maintain appropriate liquidity and working capital reserves · Optimise returns on surplus cash through approved treasury instruments · Maintain investment returns above inflation +3% over the investment horizon, subject to risk profile · Grow Endowment Fund towards $4M by 2032 · Increase alumni/donor contributions towards $1M annually · Establish appropriate asset allocation and investment benchmarks	2027–2031	Improved retuns from financial resources while protecting liquidity and capital.
6. Cost Efficiency, Productivity & Digital Transformation	· Reduce Cost per Student by 10–15% over 5 years · Maintain Staff Costs within 55% of total expenditure · Achieve measurable productivity and process-cost improvements through digitalisation, automation and AI-enabled processes	2027–2031	Improved productivity, leaner financial operations and value for money
7. Capital Planning & Strategic Asset Optimisation	· Achieve ≥ 90% Capital Expenditure execution rate annually · Prioritise capital based on strategic need, affordability and return/value assessment · Reduce Maintenance Backlog to below 5% of asset value · Allocate appropriate proportion of capital investment to sustainable/green projects · Introduce whole-of-life costing for major capital projects	2027–2031	Better prioritised capital investment and improved asset performance
8. Better prioritised capital investment and improved asset performance	· Zero unresolved high-risk audit findings · Maintain budget variance within ±5% · 100% compliance with approved procurement and financial delegations · Strengthen investment and commercial governance · Implement post-investment/ project performance reviews · Maintain compliance with applicable legislation, policies	2027–2031	Strong financial governance, transparency, and risk management



Bure Kalou
An early 19th-century Fijian double portable temple (bure kalou) made from coir (coconut fibre), wood, reed, and shells.

Division of Finance – KPI Dashboard (2027–2031)

Strategic Focus Area	Key KPIs	Target Year(s)	Milestones
1. Financial Sustainability & Resilience	· Operating Surplus Ratio 5–8% annually · Government Grant Dependency < 50% by 2031 · Liquidity Ratio ≥ 1.5 x 90–120 days Cash on Hand	2027–2031	· 2027: Surplus maintained · 2029: Liquidity ≥ 1.5x2031: · Grant dependency reduced
2. Revenue Diversification & Growth	· 5% annual growth in own source revenue · Non Government Revenue ≥ 55% of total $5M+ research/grant income annually by 2031 · ≥ 15% of revenue from enterprise	2027–2031	· 2028: Enterprise revenue ≥ 10% · 2030: Non Gov revenue ≥ 55% · 2031: Research/ grant pipeline secured
3. Cost Efficiency & Productivity	· Reduce Cost per Student by 10–15% over 5 years Staff Costs ≤ 55% of expenditure20% operational savings via AI efficiencies	2027–2031	· 2028: AI efficiencies piloted · 2029: Cost per student reduced · 2031: Staff cost ratio achieved
4. Capital & Asset Management	· ≥ 90% CapEx execution rate annually Asset Utilisation ≥ 80% across campuses Maintenance Backlog · < 5% asset value · ≥ 40% of capital investment in green projects	2027–2031	· 2027: CapEx execution ≥ 90% · 2029: Asset utilisation ≥ 80% · 2031: Green investment ≥ 40%
5. Endowment & Investment Performance	· Endowment Fund $4M by 2032 · 8–10% annual endowment growth Investment returns > inflation + 3% · Alumni/donor contributions $1M annually	2027–2031	· 2028: Endowment growth ≥ 8% · 2029: Donor contributions ≥ $0.5M · 2031: Endowment base strengthened
6. Financial Governance & Risk Management	· Zero high risk audit findings · Budget Variance within ±5% · '100% procurement compliance · Student Debt ≤ 1% of tuition annually	2027–2031	· 2027: Procurement compliance achieved · 2029: Audit findings remain zero · 2031: Student debt reduced
7. Strategic Investment & Impact	ROI ≥ 10–12% on major projects Improved cost to impact efficiency Funding Leverage Ratio 1:2 (internal:external)	2027–2031	· 2028: ROI framework applied · 2029: Leverage ratio achieved · 2031: Cost impact efficiency improved

Division of Finance
KPI Dashboard (2027–2031)

Financial Sustainability & Liquidity



Govt. Grant Dependency
Below 50% by 2031

Liquidity Ratio ≥1.5x

90-120 Days
Cash on Hand

90-120 Days
Cash on Hand

Revenue Diversification & Growth

5% Annual Revenue Growth

Non-Govt. Revenue ≥ 55%

$5M+ Research & Grants Annually

≥ 15% Enterprise Revenue

Cost Efficiency & Asset Management

Cost per Student Down 10-15%

Staff Costs ≤ 55% of Expenditure

≥ 40% Green Investments

Endowment & Investment Performance

Endowment Growth $2.5M to $4M by 2032



Investment Returns (Inflation +3%)

Annual Inflation Rate



2027–2031 Strategic Milestones

Year	Key Milestones
2027 – Establish	· Establish Business & Investment Arm and governance arrangements · Develop Investment Policy and Commercialisation Framework · Complete review/valuation of FNU land and property portfolio · Identify priority commercialisation opportunities · Establish baseline financial resilience and liquidity targets · Develop 5-year Business, Investment & Estates pipeline
2028 – Build	· Commence implementation of priority commercial projects · Progress selected hotel, B&B, staff/student accommodation and property opportunities · Establish commercial investment portfolio · Enterprise revenue reaches ≥10% where commercially feasible · Introduce formal investment performance reporting · Implement priority digital Finance transformation initiatives
2029 – Accelerate	· First major commercial projects become operational or reach advanced development stage · Increase returns from commercialised assets · Strengthen non-government revenue base · Achieve measurable improvement in liquidity and cash reserves · Complete first comprehensive post-investment reviews · Expand strategic partnerships and joint venture opportunities
2030 – Scale	· Scale successful business and investment ventures · Increase commercial/enterprise contribution to FNU revenue · Progress second phase of Estates Development Programme · Strengthen endowment and investment portfolio · Achieve sustained productivity and cost-efficiency improvements
2031 – Consolidate & Transform	· Commercial/enterprise activities contribute ≥15% of total revenue · Government grant dependency reduced towards <50% · FNU has an established and diversified Business, Investment & Estates portfolio · Maintain stronger liquidity and financial reserves · Demonstrate measurable financial returns from commercialised assets · Complete review and prepare next 5-year Business, Investment & Estates strategy

Business, Investment & Estates Development Framework

FNU will establish a structured approach to commercial development through four complementary portfolios:

Property & Estates Portfolio
Potential opportunities include:
· Hotels and hospitality;
· B&B and short-term accommodation;
· Staff quarters and staff housing;
· Student accommodation;
· Commercial leasing;
· Retail and campus commercial precincts;
· Conference and events facilities;
· Development of underutilised land;
· Strategic property partnerships and joint ventures.

Financial Investment Portfolio
This portfolio will include, subject to the approved Investment Policy:
· Term deposits;
· Fixed-income investments;
· Bonds;
· Managed investment funds;
· Endowment investments;
· Other approved financial instruments.

Commercial Enterprise Portfolio
Potential opportunities include:
· commercialisation of FNU services;
· campus-based enterprises;
· consultancy and professional services;
· training and short-course commercialisation;
· intellectual property and knowledge commercialisation;
· industry partnerships;
· other commercially viable activities aligned with FNU's mandate.

Strategic Partnerships & Joint Ventures
FNU will explore appropriate:
· public-private partnerships;
· joint ventures;
· strategic development partnerships;
· long-term leases;
· co-investment arrangements;
· industry partnerships.

All such arrangements will be subject to appropriate due diligence, financial analysis, legal review, risk assessment and approval under the University's delegated authority framework.

Investment and Commercial Decision Principles
FNU's commercialisation programme will be guided by the following principles:

Strategic Alignment
Every investment must contribute to FNU's strategic objectives and/or strengthen its financial sustainability.

Financial Viability
Major investments must demonstrate an appropriate risk-adjusted return, positive financial value where applicable, and affordability over the investment lifecycle.

Risk Management
Commercial opportunities must be assessed against financial, market, operational, legal, reputational and other material risks.

Mission Protection
Commercial activity must not compromise FNU's core academic, research or community responsibilities.
Capital Preservation
The University's capital and assets must be protected, particularly where public resources are involved.

Transparency and Governance
Major investments and commercial ventures must be supported by documented business cases, appropriate approvals, independent due diligence where required, and ongoing performance monitoring.

Whole-of-Life Value
Investment decisions will consider not only initial cost and return but also lifecycle costs, maintenance, replacement, residual value and long-term strategic benefits.

Strategic Outcomes by 2031

By the end of SP27–31, FNU will seek to achieve:

1. A financially resilient University with stronger liquidity and reduced government grant dependency.
2. A functioning Business & Investment Arm with a diversified commercial portfolio.
3. A structured Estates Development Programme generating sustainable income from appropriate land and property assets.
4. Commercial and enterprise activities upward contribution of total University revenue.
5. A stronger treasury, investment and endowment portfolio generating sustainable returns while protecting capital and liquidity.
6. Improved productivity and cost efficiency through process redesign, digitalisation, automation and appropriate use of AI.
7. Improved utilisation and financial performance of FNU's asset base.
8. A strengthened financial governance and investment risk framework protecting the University's resources and reputation.

Strategic Positioning
The Division of Finance will therefore play a dual role during SP27–31:

PROTECT
Protect FNU's financial sustainability through sound financial management, liquidity, cost control, governance, risk management and assurance.

GROW
Grow FNU's financial capacity through business development, investment, commercialisation, estates development, partnerships, philanthropy and revenue diversification.

The ultimate objective is to move FNU from a predominantly grant- and tuition-dependent financial model towards a diversified institutional financial model in which its academic mission is supported by multiple sustainable sources of income and strategically managed assets.

The Division of Finance is the strategic backbone of Fiji National University, ensuring that every financial decision strengthens the University's sustainability, accountability, and long term impact. This dashboard visualises how Finance translates FNU's Vision 2050 and the National Development Plan 2025–2029 into measurable outcomes that secure institutional resilience and regional leadership.

Financial Sustainability & Liquidity The upper section highlights FNU's commitment to maintaining an Operating Surplus Ratio of 5–8%, reducing Government Grant Dependency below 50%, and sustaining a Liquidity Ratio ≥ 1.5× with 90–120 days cash on hand. These indicators reflect prudent fiscal management and ensure that the University remains agile and self reliant in a changing economic environment.

Revenue Diversification & Growth The second section demonstrates how Finance drives innovation through 5% annual revenue growth, expanding non government income to ≥ 55%, and securing $5 million+ in research and grant funding annually. By generating ≥ 15% of total revenue from enterprise activities, FNU strengthens its independence and positions itself as a Pacific leader in sustainable financial innovation. Cost Efficiency & Asset Management The third section visualises operational excellence — reducing cost per student by 10–15%, maintaining staff costs ≤ 55% of total expenditure, and allocating ≥ 40% of capital investment to green projects. These metrics show how Finance embeds efficiency and environmental responsibility into every facet of institutional operations.

Endowment & Investment Performance The final section tracks the growth of FNU's Endowment Fund from $2.5 million to $4 million by 2032, supported by 8–10% annual growth and investment returns exceeding inflation + 3%. This ensures sustainable funding for research, scholarships, and innovation, while strengthening alumni and donor engagement.

Together, these KPIs form a financial blueprint for transformation — aligning with FNU's five Priority Areas and the broader Sustainable Futures agenda. They demonstrate how Finance not only manages resources but also drives institutional vision, ensuring that FNU remains a financially resilient, future ready Pacific institution capable of advancing education, research, and global employability.



Division of Estates and Facilities



The Division of Estates and Facilities is a vital component of Fiji National University's Support Services, responsible for managing the University's estate across all campuses and centres. Its mission is to provide a safe, sustainable, efficient, and comfortable learning and working environment for staff, students, and visitors, ensuring that FNU's infrastructure supports academic excellence, research, and community wellbeing.

Through annual maintenance and refurbishment programmes, the Division modernises existing buildings and facilities, embedding innovative and sustainable development practices into every project. Green initiatives are prioritised, ensuring that new developments not only meet the learning and administrative needs of the University but also contribute to Fiji's broader climate resilience and sustainability goals.

The Division's responsibilities span a wide range of essential services, including buildings and facilities management, occupational health and safety, fleet and security services, cleaning and grounds, event setup, asset management, and risk and compliance oversight. Organisationally, the Division is structured into Capital Projects, Maintenance & Building Services, Facilities Management & Administration, and OHS, each dedicated to delivering high quality services across FNU.

Alignment with FNU's Strategic Priorities (2027–2031)

The Division's transformation directly supports FNU's five strategic priority areas:

- Inclusive Futures – People, Place, and Cultures: embedding cultural identity and climate resilience into campus design and land use.
- Transformative Education & Lifelong Learning: delivering modern, flexible, and sustainable learning environments that enhance student success.
- Research, Innovation & Knowledge Creation for Humanity: building infrastructure that supports applied research, innovation, and sustainability.
- Sustainable Futures – Commercial Enterprises: optimising land assets, strengthening financial resilience, and advancing green financing.
- Global Employability & Pacific Integration: positioning FNU campuses as regional models of climate resilient, student centred design and facilities management.

In this way, the Division of Estates and Facilities is not only the operational backbone of the University but also a strategic enabler of FNU's vision for 2027–2031, ensuring that infrastructure, safety, and facilities management are aligned with national development priorities and the values of the Blue Pacific.



Division of Estates and Facilities – KPIs (2027–2031)

Priority Area	Refined Focus (Division)	KPIs (2027–2031)
1. Inclusive Futures – People, Place, and Cultures	Embedding cultural identity and climate resilience into campus design and land use	· Integrate indigenous design elements into 50% of new capital projects. · Establish 3 cultural/heritage exhibition spaces across campuses. · Ensure 100% of new buildings meet cyclone resilient standards. · Develop 2 community linked land projects with local councils by 2030.
2. Transformative Education & Lifelong Learning	Modern, flexible, and sustainable learning environments	· Deliver 5 new student centred facilities (Student Hubs, Libraries, Learning Commons) by 2031. · Achieve 80% of classrooms equipped with smart/AI enabled technologies. · Reduce reliance on external consultants by 40% through strengthened internal project management. · Implement preventive maintenance schedules covering 100% of critical facilities.
3. Research, Innovation & Knowledge Creation for Humanity	Infrastructure supporting research, innovation, and sustainability	· Establish 2 purpose built research centres (e.g., Humanities Centre, Pacific Studies Exhibition Space. · Ensure all new capital projects incorporate green building certifications. · Pilot 3 smart campus initiatives (energy monitoring, GIS based asset tracking, AI driven maintenance). · Publish annual Estates innovation report showcasing applied research in facilities management.
4. Sustainable Futures – Finance, Endowment & Enterprise	Optimising land assets, financial resilience, and green financing	· Generate FJD 20M in revenue from strategic land development partnerships by 2031. · Reduce operational costs by 15% through AI enabled analytics and preventive maintenance. · Secure 5 green financing projects (solar energy, sustainable construction, hybrid facilities). · Establish 3 commercial ventures on University land (lodges, training centres, rental facilities).
5. Global Employability & Pacific Integration	Regional leadership in facilities, partnerships, and standards	· Host 2 regional forums on sustainable campus design and facilities management. · Achieve 100% compliance with international building and safety standards. · Sign 10 MOUs with Pacific institutions for shared infrastructure projects. · Position FNU campuses as regional models for climate resilient and student centred design.

The Division of Estates and Facilities has emerged as a strategic enabler of Fiji National University's transformation, moving beyond its traditional role of estate management to become a driver of innovation, sustainability, and institutional resilience. Through its restructure, strengthened project delivery framework, and renewed operational focus, the Division now possesses the internal capacity to manage multiple capital projects concurrently, reduce reliance on external consultants, and deliver infrastructure that is both cost effective and future ready.

Major initiatives such as the Naiyaca Project, the Student Hub, the Humanities Centre for Fijian & Pacific Studies, and the Vice Chancellor & Administration Office demonstrate the Division's ability to align capital development with FNU's long term vision. At the same time, strategic land development partnerships are unlocking value from key holdings, while the operations reset ensures preventive maintenance, improved service delivery, and stronger accountability across all campuses.

This reframing ensures the Division's niche areas – from climate resilient infrastructure and green building initiatives to cultural preservation and modern learning environments – are fully embedded in FNU's five strategic priorities. The KPIs make the Division of Estates and Facilities a driver of:

- Inclusive, people centred education (Priority 1).
- Transformative learning environments (Priority 2).
- Research enabled infrastructure and innovation (Priority 3).
- Financial resilience and sustainable land use (Priority 4).
- Regional leadership in facilities and integration (Priority 5).

In this way, the Division of Estates and Facilities is not only the operational backbone of FNU but also a visionary partner in shaping the University's future, ensuring that every campus, building, and service reflects the values of inclusivity, sustainability, and Pacific solidarity.



Division of Marketing and Communications

The Division of Marketing and Communications (DMC) is the voice and brand custodian of Fiji National University. With four specialised departments-Marketing & Branding, Public Relations & Communications, Outreach, and Operations & Analytics-the Division plays a pivotal role in advancing FNU's mission by strengthening visibility, reputation, and stakeholder engagement. Over 2027–2031, DMC will embed inclusiveness, digital innovation, and global outreach into its strategies, ensuring that FNU's multicultural identity, academic excellence, and research outputs are effectively communicated across Fiji, the Pacific, and international markets.

Division of Marketing and Communications – KPIs (2027–2031)

Strategic Focus Area	Key KPIs	Target Year(s)	Milestones
Inclusive Futures – People, Place, and Cultures	· 30 inclusive outreach programmes annually · 100% compliance with GEDSI messaging · 4 GEDSI campaigns annually · 20 culture focused PR features annually · 8 Annual Parents & Guardians Information Sessions · 100% coverage of university-wide events listed in the approved university events planner.	2027–2031	· 2027: GEDSI compliance baseline · 2028: Outreach expanded · 2030: Community partnerships strengthened · 2031: Gender & inclusivity targets achieved
Transformative Education & Lifelong Learning	· Conduct 4 Careers Teachers' & Special Education Teachers' Workshops annually · Visit 100 schools nationwide for Student Liaison Outreach Programme (Years 10–13) · Annual Roadshow nationwide · 36 "Student Success" videos annually · 36 "Academic Excellence" stories annually · 100% PR coverage for flagship academic events	2027–2031	· 2027: Roadshow launched · 2028: Outreach covers 100% target schools · 2029: Student success stories scaled · 2031: PR coverage sustained
Research, Innovation & Knowledge Creation for Humanity	· ≥3 academic excellence stories annually on research · 6 academic/research digital campaigns annually · Audio Prospectus & Braille Business Cards · Launch Corporate Video (1 annually) & E Newsletter · Revamp DMC webpage · Collaborate with ITS on FNU & ME App · Coordinate and manage the end-to-end production of the Fiji National University Annual Report.	2027–2031	· 2027: Corporate Video & E Newsletter · 2028: Audio Prospectus produced · 2029: FNU & ME App launched · 2031: Research visibility strengthened
Sustainable Futures – Finance, Endowment & Enterprise	· 5% increase annually on LED Screen income. · Establish FNU Merch Shop (online) · Annual community awareness surveys · Track 5% increase annually on media mentions, readership, and website traffic.	2027–2031	· 2027: LED services expanded · 2028: Merch Shop launched · 2029: Awareness survey baseline · 2031: Diversified revenue streams
Global Employability & Pacific Integration	· Establish Alumni Relations Team · Publish 12 graduate/alumni success stories annually · 24 graduate employability stories annually · 18 industry collaboration/workforce development stories annually · Participate in international education expos/webinars · Showcase alumni abroad as FNU ambassadors	2027–2031	Strengthened alumni engagement, employability outcomes, and global visibility

DMC KPI Dashboard (2027–2031)

Strategic Focus Area	Key KPIs	Target Year(s)	Milestones
Global Employability & Pacific Integration	· Alumni Relations Team established · 12 graduate/alumni success stories annually · 24 graduate employability stories annually · 18 industry collaboration/workforce development stories annually · Participation in (2) international education expos/webinars. · 3 – Alumni abroad showcased as FNU ambassadors	2027–2031	· 2027: Alumni Relations Team formed · 2028: International campaigns launched · 2029: Alumni network expanded · 2031: Employability & global visibility targets achieved

Conclusion

The Division of Marketing and Communications will be a strategic driver of FNU's vision under the 2027–2031 Strategic Plan. By embedding inclusiveness, showcasing academic excellence, amplifying research outputs, diversifying revenue, and strengthening alumni and international engagement, DMC ensures that FNU's story resonates locally, regionally, and globally. Through these KPIs, the Division will elevate FNU's reputation as a Pacific anchored institution of global excellence, empowering communities and advancing employability across Fiji and beyond.



Division of Information Technology Services

The Division of Information Technology Services (ITS) is central to realizing Fiji National University's Strategic Plan 2027–2031. Each department within ITS contributes directly to the University's five Strategic Priority Areas, embedding inclusiveness, transformative education, research innovation, sustainability, and global employability into FNU's digital ecosystem.

Departmental Alignment to Strategic Priority Areas

Client Services

- *Priority Area 2*: Transformative Education & Lifelong Learning – Enhance student experience through responsive service desk operations and AI powered sentiment analysis tools.
- *Priority Area 5*: Global Employability & Pacific Integration – Provide efficient device management and IT support that prepares students for digitally enabled workplaces.

Collaboration Technology

- *Priority Area 1*: Inclusive Futures – People, Place, and Cultures - Ensure equitable access to collaboration platforms across diverse campuses and communities.
- *Priority Area 2*: Transformative Education & Lifelong Learning - Support digital pedagogy through Zoom, Microsoft365, and MS Teams integration.
- *Priority Area 5*: Global Employability & Pacific Integration - Strengthen international partnerships via conferencing, webinars, and live streaming.

Enterprise Applications

- *Priority Area 2*: Transformative Education & Lifelong Learning - Enhance student experience through seamless ERP and learning application integration.
- *Priority Area 3: Research, Innovation & Knowledge Creation for Humanity - Implement automated research impact tracking and enterprise integrations to support knowledge creation.*

Network Systems & Security

- *Priority Area 3*: Research, Innovation & Knowledge Creation for Humanity – Provide secure infrastructure for interdisciplinary research hubs in AI, Climate, and Ocean Science.
- *Priority Area 4*: Sustainable Futures – Finance, Endowment & Enterprise – Transform IT infrastructure to reduce operational costs and deploy AI driven smart campus energy management systems.

Research & Education Enabling Technology

- *Priority Area 2*: Transformative Education & Lifelong Learning – Support learning management systems and virtual campus delivery for flexible pathways.
- *Priority Area 3*: Research, Innovation & Knowledge Creation for Humanity – Provide dedicated digital tools for research support, content delivery, and audio/visual design.
- *Priority Area 5*: Global Employability & Pacific Integration – Strengthen student readiness for global careers through advanced digital learning environments.



ITS Departmental Alignment to Strategic Priority Areas (2027–2031)

ITS Department	Priority Area 1: Inclusive Futures	Priority Area 2: Transformative Education	Priority Area 3: Research, Innovation & Knowledge Creation	Priority Area 4: Sustainable Futures	Priority Area 5: Global Employability & Pacific Integration
Client Services	Equitable access to IT support across diverse campuses	AI-powered student sentiment analysis; improved service desk	–	–	Device management and IT support preparing students for digital workplaces
Collaboration Technology	Inclusive access to collaboration platforms across Fiji & Pacific	Support digital pedagogy via Zoom, MS365, Teams	–	–	Strengthen international partnerships through webinars, conferencing, live streaming
Enterprise Applications	–	Enhance student experience through ERP and LMS integration	Automated Research Impact & Publication Tracker; enterprise integrations	–	–
Network Systems & Security	–	–	Secure infrastructure for AI, Climate, and Ocean Science research hubs	Transform IT infrastructure to reduce costs; AI-driven Smart Campus Energy Management System	–
Research & Education Enabling Tech	–	Support LMS and Virtual Campus for flexible learning pathways	Provide digital tools for research support, content delivery, and AV design	–	Strengthen student readiness for global careers through advanced digital learning environments

The Division of Information Technology Services (ITS) is a key driver of Fiji National University's Strategic Plan 2027–2031. Each department contributes to inclusiveness, transformative education, research innovation, sustainability, and global employability, embedding digital resilience into the University's mission.

By aligning departmental KPIs with the Strategic Plan 2027–2031, ITS ensures that technology is not just infrastructure but a transformative enabler of FNU's vision. Client Services, Collaboration Technology, Enterprise Applications, Network Systems & Security, and Research & Education Enabling Technology each contribute to inclusiveness, transformative education, research excellence, sustainability, and global employability. Together, they position FNU as a digitally resilient, future ready institution that empowers communities across Fiji and the Pacific while contributing to global innovation and peace.



Conclusion

Rooted in Heritage, Driven by Innovation

The Fiji National University Strategic Plan 2027–2031 charts a bold and transformative pathway for the University, positioning it as a catalyst for inclusive futures, sustainable growth, and global engagement. Rooted in Pacific heritage and ocean wisdom, and driven by innovation and resilience, this Plan ensures that FNU remains at the forefront of national development while amplifying the Pacific voice in global dialogues.

As Fiji's national university, FNU will continue to harmonise indigenous knowledge systems, climate resilience, and digital innovation to empower learners and communities. By embedding the C.H.A.S.E. values – Care, Honesty, Accountability, Service, and Excellence – into every initiative, the University reaffirms its moral and operational compass for the decades ahead.

Looking forward, FNU envisions graduates who are globally competitive, culturally grounded, and future-ready, equipped with the skills to thrive in dynamic workplaces and the values to lead with integrity and compassion. The University's commitment to green financing, AI-enabled pedagogy, lifelong learning, and regional solidarity will ensure that it remains a beacon of opportunity and resilience for Fiji and the Pacific.

This Strategic Plan is not only an institutional roadmap but also a promise to future generations: that FNU will continue to transform challenges into opportunities, aspirations into measurable outcomes, and local realities into global futures. Guided by Vision 2050, the National Development Plan 2025–2029, and regional frameworks such as the Blue Pacific Narrative and Oceans of Peace, FNU will stand as a trusted partner in building sustainable, inclusive, and peaceful societies.

Together with government, industry, communities, and international partners, FNU will lead with courage and creativity, ensuring that by 2031 the University is recognised not only as Fiji's national institution but also as a regional hub of innovation, solidarity, and excellence – a university that transforms lives, advances knowledge, and shapes a sustainable Pacific future.



A Magimagi and Buli (also called a Sau), a traditional Fijian braided coconut husk cord decorated with cowrie shells used in kava ceremonies.



Division of Human Resources (DHR)

DHR

Empowering People. Enabling Excellence. Transforming Futures.

Introduction

The Division of Human Resources (DHR) is a strategic partner in advancing the Fiji National University's vision of becoming a globally respected, regionally connected, and nationally transformative institution. As the custodian of the University's people strategy, DHR plays a critical role in attracting, developing, supporting, and retaining the talent required to achieve FNU's academic, research, operational, and service excellence aspirations.

The Division currently supports the University through five specialised functional areas:

· Talent Acquisition and HR Partnerships
· People Performance and Development
· Compensation and Benefits
· HR Analytics and Technology
· Employee Relations and HR Administration

Building on this foundation, the DHR Strategic Plan 2027–2031 will reposition Human Resources from a transactional support service to a data-informed, future-focused, people-centred strategic function that drives organisational performance, workforce excellence, leadership development, employee wellbeing, and institutional transformation. This approach supports FNU's ambition to attract and retain high-quality academic and professional staff, continuously upskill its workforce, and deploy people effectively to serve students and stakeholders. [fnu.ac.fj], [careers.fnu.ac.fj]

Strategic Vision

To be a people-centred, digitally enabled, and globally benchmarked Human Resources Division that attracts exceptional talent, develops future leaders, and fosters a high-performing culture that enables Fiji National University to excel locally, regionally, and globally.

Strategic Alignment with FNU Priority Areas

1. Inclusive Futures - People, Place and Cultures
Creating a diverse, inclusive, respectful, and culturally responsive workplace where all staff can thrive.

2. Transformative Education & Lifelong Learning
Building staff capability through professional learning, leadership development, digital skills, and lifelong learning opportunities.

3. Research, Innovation & Knowledge Creation for Humanity
Supporting academic excellence through workforce planning, research talent development, and strategic recruitment.

4. Sustainable Futures - Finance, Endowment & Enterprise
Improving workforce productivity, succession planning, HR analytics, and organisational effectiveness.

5. Global Employability & Pacific Integration
Strengthening international recruitment, regional partnerships, talent mobility, and global workforce competitiveness.

Strategic Pillar 1
Talent Attraction, Workforce Planning and Employer Brand

Objective
Position FNU as the employer of choice within Fiji, the Pacific, and selected international markets.

Major Initiatives
· Develop an FNU Employer Branding Strategy.
· Build talent pipelines for academic and specialist positions.
· Strengthen succession planning.
· Expand international recruitment.
· Establish Visiting Professor and Distinguished Academic schemes.
· Implement strategic workforce planning across all colleges and divisions.

KPIs

Indicator	2027	2028	2029	2030	2031
Average recruitment turnaround time	90 days	80	70	60	45
Critical vacancies filled within target timeframe	60%	70%	80%	90%	95%
International academic appointments	5	8	10	12	15
Succession plans completed for leadership roles	40%	60%	75%	90%	100%
Staff retention rate	85%	87%	89%	90%	92%

Strategic Pillar 2

Staff Development, Leadership and Capability Building

Objective

Develop a future-ready workforce capable of delivering excellence in teaching, research, innovation, and professional services.

Major Initiatives

· FNU Leadership Academy.
· Emerging Leaders Programme.
· Academic Leadership Programme.
· Professional Services Development Programme.
· Digital Skills and AI Capacity Development Framework.
· Teaching Excellence Development Framework.
· Research Leadership Programme.

KPIs

Indicator	2027	2028	2029	2030	2031
Average training hours per employee	20	25	30	35	40
Staff participating in leadership programmes	50	75	100	125	150
Employees with annual development plans	70%	80%	90%	95%	100%
Academic staff enrolled in higher qualifications	30	40	50	60	70
Internal promotions to leadership positions	20%	30%	40%	50%	60%

Strategic Pillar 3

Employee Experience, Wellbeing and Engagement

Objective

Create a supportive, healthy, inclusive, and high-performing workplace culture.

Major Initiatives
· Employee Wellbeing Framework.
· Mental Health and Resilience Programme.
· Flexible Work Framework.
· Staff Recognition Programme.
· Annual Employee Engagement Survey.
· Staff Wellness and Recreational Programmes.

KPIs

Indicator	2027	2028	2029	2030	2031
Employee engagement score	70%	75%	78%	82%	85%
Staff wellbeing participation rate	40%	50%	60%	70%	80%
Workplace grievance resolution within agreed timelines	80%	85%	90%	95%	95%
Annual staff turnover	<15%	<14%	<13%	<12%	<10%
Recognition awards presented annually	50	75	100	120	150

Strategic Pillar 4

Performance, Accountability and Organisational Excellence

Objective

Strengthen accountability, productivity, and performance management across the University.

Major Initiatives
· Modernise performance management systems.
· Introduce KPI-based annual planning.
· Align individual performance goals to FNU Strategic Plan priorities.
· Strengthen workforce analytics and reporting.
· Develop institutional productivity benchmarks.

KPIs

Indicator	2027	2028	2029	2030	2031
Staff completing annual performance reviews	80%	90%	95%	100%	100%
Divisions using KPI dashboards	30%	50%	70%	90%	100%
Strategic workforce reports produced annually	4	4	4	4	4
Compliance with mandatory HR processes	85%	90%	95%	98%	100%
Staff performance improvement success rate	60%	70%	75%	80%	85%

Strategic Pillar 5

Digital Transformation and HR Analytics

Objective

Create a fully integrated, data-driven, digitally enabled HR environment.

Major Initiatives
· Upgrade HR Information Systems.
· Implement employee self-service functionality.
· Develop workforce analytics dashboards.
· Introduce AI-assisted workforce planning tools.
· Digitise all HR records and workflows.

KPIs

Indicator	2027	2028	2029	2030	2031
HR services available digitally	50%	70%	85%	95%	100%
Employee self-service utilisation	40%	60%	75%	85%	95%
HR processes fully digitised	40%	60%	75%	90%	100%
Workforce analytics dashboards operational	Basic	Intermediate	Advanced	Predictive	AI-enabled
HR transaction processing time reduction	10%	20%	30%	40%	50%

Research and Academic Talent Strategy

Given FNU's growing research ambitions, HR will directly support institutional research performance.

Targets by 2031

Indicator	2027	2028	2029	2030	2031
New PhD-qualified academics recruited	10	15	20	20	25
Staff pursuing doctoral qualifications	50	60	70	80	100
Research-active staff supported through development programmes	60	80	100	120	150
International visiting academics engaged annually	5	8	10	12	15

Flagship Initiatives

2027
· Launch FNU Leadership Academy.
· Complete University-wide Workforce Audit.
· Implement Staff Engagement Survey.

2028
· Launch Graduate Academic Development Scheme.
· Introduce Digital HR Service Centre.

2029
· Establish Pacific Higher Education Leadership Forum.
· Develop International Academic Mobility Framework.

2030
· Launch Future Professors Programme.
· Introduce AI-enabled Workforce Planning Dashboard.

2031
· Achieve Employer of Choice recognition in Fiji and the Pacific.
· Establish FNU as a regional benchmark for university HR practice.

Conclusion

The Division of Human Resources will be central to FNU's transformation over the period 2027–2031. As the University expands its national impact, regional leadership, research performance, and global engagement, the importance of attracting, developing, and retaining outstanding people will become even more critical.

Over the next five years, DHR will champion a culture of excellence, accountability, innovation, wellbeing, and lifelong learning. Through strategic workforce planning, leadership development, digital transformation, succession management, and talent acquisition, the Division will help build a workforce capable of supporting FNU's ambitions as a leading dual-sector university in the Pacific.

By 2031, the Division of Human Resources will be recognised as a strategic partner that not only manages people but actively shapes institutional success, enabling FNU to become an employer of choice, a centre of academic excellence, and a globally respected university rooted in Pacific values and committed to transforming lives through education.



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This document, the FNU Strategic Plan 2027–2031, represents the official institutional framework guiding the University's development and operations for the period 2027–2031. It aligns with the Fiji Government's National Development Plan 2025–2029, Vision 2050, and regional and global frameworks including the Oceans of Peace, Blue Pacific Continent, the United Nations Sustainable Development Goals (SDGs), and the UN Decade of Indigenous Languages (2022–2032).

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