



## Strategic Plan 2017 - 2021



The University of Fiji

The University of Fiji  
Strategic Plan  
2017 - 2021

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## 2.0 Glossary

CCCEESD	Centre Climate Change, Energy, Environment and Sustainable Development
CIS	Centre for iTaukei Studies
CST	Centre for Smart Technologies
EFTs	Effective Full Time Students
FHEC	Fiji Higher Education Commission
FNU	Fiji National University
HoD	Head of Department
IT	Information Technology
KPI	Key Performance Indicator
MDGs	Millennium Development Goals
MOU	Memorandum of understanding
PACAM	Pacific American Climate Fund
PD	Professional Development
SDGs	Sustainable Development Goals
QA	Quality Assurance
UN	United Nations
UniFiji	The University of Fiji
USP	The University of The South Pacific
KBD	Knowledge Based Development
SOBE	School of Busibess and Economoics

SOST	School of Science and Technology
SOHA	School of Humanities and Arts
UPSM	Umanand Prasad School of Medicine
SOL	School of Law
CIS	Centre for i-Taukei Studies
INR	International Relations
Found.	Foundation
U/C	Unclassified
MEA	Multi Ethnic Affairs
PSC	Public Service Commission
TELS	Tertiary Education Loan Scheme
NTS	National Toppers Scheme
TSLB	Tertiary Scholarship and Board

### 3.0 Vice-Chancellor's Introduction



The founder initiated an excellent idea 10 years ago when they created The University of Fiji (UniFiji) as a symbol of hope of knowledge and service for the people of Fiji, including the underprivileged. Consumed with great passion, the founders created a vision for The University of Fiji, a vision endowed with the rich cultural legacy of the past, the prominence of unity in diversity in the present, and the sustainability of that diversification for the tomorrows to come, a vision that must now become the birthright and agenda for each child in Fiji.

But we must remember that UniFiji was birthed at a time of great expectations among the founders who believed in the institution's capacity to mould the destiny of its people. The founders' passion for the progressive growth of UniFiji took its basis from the egalitarian concept of higher education, where no child will suffer exclusion from tertiary education because of inability to pay. But this birth year 2005 of UniFiji was the era just following the new millennium, which brought to the fore the prospects of significant changes in society, including a cataclysmic decline in higher education that would trigger a withering away of the egalitarian concept of higher education. But the founders and UniFiji withstood the storm of the new millennium. **UniFiji is here in year 2015**, having just celebrated its 10th birthday. But today the changes are even greater than in the early years of the University's life. And the changes impact the world over and its universities.

The changes are real, are global and can be catastrophic, as The University of Fiji enters the midpoint of the second decade of the new millennium. Consider the impact of the global financial crisis and its sustained aftershocks on the small developing Pacific island countries. Consider the negative impact of climate change inclusive of temperature variability, storm surges, sea level rise, changes in rainfall patterns and coral bleaching as a threat to biodiversity and ecosystems, affecting food and water supply and the livelihoods of coastal communities. Recently, the United Nations (UN) provided a glimmer of hope to end the tyranny imposed on people's livelihoods.

On September 25, 2015, the UN at its 70th Assembly in New York focused global interest on Sustainable Development Goals (SDGs) which would use a global partnership for development, so that no one is left behind. The SDGs include both the developed and developing worlds. The SDGs comprise 17 goals and 169 targets to provide humankind with a new hope and vision to end the tyranny of poverty, fix climate change, and end injustice and inequality. As a contributor to the knowledge society and provider of higher education to the underprivileged, The University of Fiji, amid turbulent changes globally, is now ensconced within an international framework as a global partner to shape a better world. And so constructing and establishing a new strategic plan within the context of global problems in year **2015** really is immaculate timing.

Today, these new dynamics have brought universities into a new age of higher education, where the university is expected to not only produce knowledge and innovation, and create the future; but also to nurture students as adaptive learners with the capacity to integrate a range of connected disciplines, vis-à-vis a focus on disciplinary depth with linkage to interdisciplinary initiatives; and who, over time, would be able to navigate the changing demands of the world of work and adjustments in the knowledge economy; in essence, the requirement for the adaptive learner is a higher education demanding a new and transformative student experience. This renewed vision of “The empowered student experiencing an emboldened student experience” for UniFiji strategy in 2015 is a defining moment for us in our history, as it encapsulates the quintessence of UniFiji.

We endorse this image as the basis for our new master strategy over the next five years: The empowered student with an emboldened student experience becomes UniFiji's purpose.

Whether, you are a student, faculty, support staff, Council member, or community folks, you would have experienced energization because the strategic planning process was an exhilarating time at UniFiji. This was a time when many of you created the new Strategic Plan through days, weeks, and months of discussion. Indeed, I wish to thank all who participated in this momentous task and instilled extensive support for this strategy. During this time, you had an unforgettable opportunity and experience to voice what UniFiji should be, where you would like to go as UniFiji people, and then to formulate and construct plans and structures to give meaning and reality to your vision. We expect the new Strategic Plan, among other things, to enrich, transform and create the UniFiji emboldened student experience; bring world-class services to our students, faculty, and staff; attract greater numbers of postgraduate students; promote UniFiji international strategy and image; better the performance on employability for our graduates; and increase our research capacity consistent with international standards and best practices.

Our plan identifies and faces up to many of the challenges that lie into the future: intensified competition for students, including international students, and staff; presenting high quality learning and teaching and employability in a progressively digital environment; providing facilities and services that would transform and enrich the student experience; recruiting and retaining researchers who can conduct ground-breaking research on global problems; investing in infrastructure, teaching, and career support to interest students, due to rising staff, teaching, and learning costs; and investing in new technologies, such as, integrated and streamlined IT systems which can reduce costs.

The Strategic Plan is well thought-out to withstand these challenges. At the very heart of UniFiji's operations is a skilled and committed group of professionals. UniFiji is an inclusive university focused on fulfilling the needs of the underprivileged students, and its size and scale may be critical to developing a resilience to address the challenges and to have the capacity to exploit new opportunities and new frontiers.

This Strategic Plan makes me optimistic about the future of UniFiji. There may be a perception that the strategic goals are ambitious, but they are specific, measurable, attainable, results-focused, and time-focused. The fact that there is something special and appealing about the „UniFiji experience“ capable of drawing high quality students and highly committed professional staff makes me confident that UniFiji would achieve all its goals before the five years are up. With this feeling of elation and hopefulness, I entrust this Strategic Plan to the University community, and let us all work together to fulfill its projected ambitions as we contribute to knowledge-based development in our quest to develop a knowledge society in Fiji.

**Professor Prem Misir**  
**Vice Chancellor**

## 4.0 The University of Fiji's Brief History

The decision of the Arya Pratinidhi Sabha of Fiji (APS) to establish a University at Saweni, Lautoka was publicly announced by the National President of the Sabha, Hon. (Pundit) Kamlesh Arya during the Arya Samaj Centenary Celebrations at DAV College, Dayanand Nagar, Nabua on 19 December 2004, in the presence of the Chief Guest for the occasion the Prime Minister of Fiji, the Honourable Laisenia Qarase, and over one thousand guests including local Arya Samaj representatives and overseas delegates.

The proposal to establish the university was received with spontaneous acclamation from all present at the celebrations. The first meeting of the Interim Council of the University of Fiji which comprised representatives of invited stakeholders and co-opted members was held on 20 December 2004 at Swami Shraddhanand Memorial Primary School, Dayanand Nagar, Nabua. The meeting was chaired by Pundit Bhuwan Dutt as the first Executive Chairman of the Interim University Council. On 22 December 2004, The University of Fiji was registered under the Company's Act as an entity of Shiksha (Fiji) Limited - a non profit company.

At that meeting, the Council appointed Hon. (Dr.) Ganesh Chand as the Interim Chief Executive Officer of the University to administer the functions of the University until a Vice-Chancellor was appointed. Professor Rajesh Chandra formerly Acting Vice-Chancellor of the University of the South Pacific was appointed the Vice-Chancellor of the University of Fiji and took office on 05 April 2005.

Professor Rajesh Chandra resigned in August 2008 to become Vice-Chancellor of the University of the South Pacific. He was replaced as Vice-Chancellor of the University of Fiji in 2009, by Professor Srinivasiah Muralidhar who, together with Professor Satendra Nandan, had acted as Vice-Chancellor after Professor Rajesh Chandra left.

Professor Srinivasiah Muralidhar resigned as Vice-Chancellor on 16 December 2011. His successor, Professor Mahendra Kumar, took office the following day and his term came to an end 1 December 2012. Associate Professor Chandra Dulare was appointed the Acting Vice-Chancellor with effect from 01 December 2012 and continued in that position until 7 January 2014. Between 8 January and 1 February 2014 Prof. Narendra Reddy took the acting appointment. Professor Richard Kevin Coll of Waikato University was appointed by the Council as the new Vice-Chancellor on 7 September 2013 and assumed office on 2 February 2014. In December 2015 Professor Richard Coll resigned to take up a position at USP and Professor Prem Misir Pro-Chancellor formerly of Guyana University was appointed the new Vice-Chancellor of The University of Fiji with effect from 1 June 2015.

Registration of students for the various courses that were offered began on 07 March 2005. 174 students were enrolled before lectures commenced on 14 March 2005. Of this, one-third of the students were i-Taukei students, the rest being Indo Fijians and others.

14 March 2005 was indeed an historic occasion. At 9.00am a large number of people made up of the University staff, students who had enrolled, staff and students of Pundit Vishnu Deo Memorial College, religious leaders from the various faith traditions-Hindus, Muslims, Christians, Sikhs and a number of invited guests, Council members, all gathered in the newly constructed hall, to thank Almighty God in a multi-faith prayer before lectures commenced.

The Chairman of the Council Pundit Bhuwan Dutt extended a warm welcome to all those present and thanked everyone who had helped in the University project. He said the Council was particularly thankful to the various religious and cultural Organisations for giving their support.

The inaugural Lecture was delivered by Hon. (Dr.) Ganesh Chand, the Interim Chief Executive Officer of the University. This was followed by a tour of the Campus and refreshments for everyone.

The University of Fiji was officially dedicated to the people of Fiji on 05 March 2006 by the Prime Minister of the Republic of Fiji Islands, the Honourable Laisenia Qarase, at a special ceremony attended by some four hundred dignitaries and well wishers including the Speaker of the House of Representatives and several government ministers. Dr Umanand Prasad also addressed the gathering and publicly committed a million dollars towards the proposed Umanand Prasad School of Medicine at The University of Fiji.

The sole benefactor of the Umanand Prasad School of Medicine (UPSM), Dr. Umanand Prasad passed away in July 2013. Late Dr. Prasad donated one million dollars to UoF for the establishment of UPSM along with \$45,000.00 in scholarship money a month before his tragic death at the notorious Gepps Cross Junction in Adelaide. The Umanand Prasad School of Medicine graduated its first cohort 17 doctors on 6 December 2013 and since then has graduated a total of 69 doctors, all of who are in the employ of the Ministry of Health. Another plus point for UPSM is that the school has graduated 18 nurses in Postgraduate Certificate in Nursing programme.

On 22 December 2006, The University of Fiji and the Ministry of Education signed a Memorandum of Understanding giving the University conditional recognition (Registration No. 1890) and provided a framework for both parties to work through towards resolving other issues, one of which was the legal framework to govern the University. This led to the Public Service Commission, i-Taukei Affairs Board and Multi Ethnic Affairs Scholarships being tenable at the University of Fiji. In 2011 the Interim Bainimarama Government granted the legal status to UniFiji by promulgating The University of Fiji Decree 26 of 2011. On 13 November 2014 UniFiji gained Provisional Registration (RGN0020/11) from Fiji Higher Education Commission (FHEC) that was to expire on 13 November 2016. However, UniFiji was able to meet all the requirements put forward by the FHEC and gained full registration on 25 April 2016 as a Local University. A well deserved milestone. Since 2014 the Government's Toppers Scholarship and Tertiary Education Students Loan has also become tenable at UniFiji.

## 5.0 An Analysis of Strengths, Weaknesses, Opportunities and Threats

### Strengths

A university for the people:

- Full registration as a university by FHEC;
- Land available for future expansion;
- Ideal location; ease of access for all Western Division students;
- Affordability of courses – lower fees than any other university, lower living costs in the Western region;
- Support through government grants;
- Low staff/student ratio – smaller class sizes thus more individual attention;
- Continuous enhancement of student access to learning materials – Moodle;
- Flexible learning opportunities for Postgraduate programmes;
- Employability of graduates;
- Highly qualified academic and support staff;
- Contribution to Fiji's development both individually and collectively through focus on ethics, good governance and study of vernacular languages;
- Government scholarships available in the form of Toppers and Loan Scheme; and
- High level of commitment and support to the university by the Arya Pratinidhi Sabha

### Weakness

Room to improve:

- Inadequate classrooms and conference facilities;
- High attrition and low completion rate;
- Lack of a fully furnished Science Laboratory; and
- Insufficient resource faculty.
- Under developed Quality Assurance System
- Limited exploitation of revenue generation opportunities
- Limited relationships with professional bodies and other universities
- Absence of a student centre and inadequate student service functions
- Weak research culture and engagement with public/community
- Inadequate focus on operational efficiency and waste management
- Inadequate IT infrastructure to meet demand and growth
- Inadequate Management Information System

### Opportunities

A growing tertiary education provider:

- Higher prospects of research collaborations with national and international institutes;
- Inter-tertiary collaboration;
- Expansion of Suva Campus with new developments in terms of buildings with Performing Arts, gymnasium, teaching hospital and student hostel;
- Completion of the Suva Campus to cater for teaching of non-law programmes and courses; and
- Development of an internship programme/ work placement.

## **Threats**

Competition and economic conditions:

- External competition from other tertiary institutions;
- Recruitment and retention of high-quality staff and students;
- Lack of external funding;
- Natural environmental disasters; and
- Identifying alternate sources of funding

## 6.0 Core Values

The core values of the University provide the foundation for staff and students to fulfil the mission and achieve the vision of the institution. These values ground and enliven the University's identity and commitment to knowledge for both personal enhancement and social progress.

The core values of The University of Fiji are as follows:

- **Flexible** - The University promotes flexibility in the pursuit of theoretical and practical knowledge while encouraging a life well-lived, a lifelong philosophy of informed, critical thinking to meet evolving challenges and opportunities.
- **Innovative** – The University supports innovation and change that will fulfil its mission, advance its vision, and integrate its values by encouraging personalized learning and pedagogy that recognizes living and learning in a technology - rich world.
- **Affordable**- The University is considerate of the socio-economic status of the students and offers an affordable learning environment. The University demonstrates this commitment by keeping low tuition fee and offering structured payment plans.
- **Contemporary** – The University is contemporary in nature and offers exciting programs that will equip students with the skills, knowledge and experience to support the next generation of children and young people.

- Futuristic – the University is futuristic in scope and endeavours to integrate technologies engaging students in ways not previously conceivable, creating new learning and teaching possibilities, enhancing achievement and extending interactions with local and global communities.

## 7.0 Vision

### **A Commitment to Global Academic Excellence through a Secular, Ethical, and Accessible Education**

## 8.0 Mission

1. To provide lifelong learning opportunities to all through a conducive environment, critical thinking, and innovative values education;
2. To provide research-based, relevant, quality tertiary qualifications that have FHEC accreditation and meet international best practices;
3. To provide valuable, collaborative research and pedagogy with the local community, the nation, global interests, and local and international donors;
4. To value academic freedom and foster the university's role as a critic and conscience of society;
5. To be a model employer, and show respect to staff and be concerned for their welfare and development; and
6. To exercise the best possible governance practices with transparent and timely policy, finance, infrastructure, and information technology services.

## 9.0 Key Priorities

Our strategic goal is research driven excellent education across Fiji to drive the nation through knowledge based development. The driving strategic themes that guide The University of Fiji to achieve this goal are :

1. Learning and Teaching
2. Research
3. Environmental and Social Responsibilities
4. Infrastructure and Systems

While the strategic themes that will sustain those achievements are;

1. Student Services
2. Governance and Financial Sustainability
3. Risk Assessment and
4. Accountability Framework

Our strategic goal is research driven excellent education across Fiji and Globally. The eight stipulated strategic themes guide The University of Fiji to achieve this goal:

5. Learning and Teaching
6. Student Services
7. Research
8. Environmental and Social Responsibilities
9. Governance and Financial Sustainability
10. Infrastructure and Systems
11. Risk Assessment and
12. Accountability Framework

## KEY PRIORITY AREA 1: LEARNING and TEACHING

PICTURE

The goal of learning and teaching encompasses quality, friendly and relevant evidenced based delivery in the classrooms for our Undergraduate and Postgraduate students to meet the national and international demands.

## FOCUS

To foster on a quality education approach which would generate knowledge based direction and making a change to the local and global community.

### Objectives

To meet our objectives we will:

Conduct constant review of best teaching delivery modes

Maintain quality programs; research oriented staff and student development

Achieve staff retainment through productive work practices and a professional flexible workplace with attractive work packages

Provide excellence in teaching mode delivery and a supportive

### Strategies

Develop a Centre for Academic Development that offers strategies and support to lecturing staff on pedagogy, pastoral care, course development, e-learning, assessment, supervision, and research mentoring;

Strengthen the Quality Assurance Unit to ensure course curriculum meets Fiji Higher Education Standards and uses information to improve teaching and retainment rates;

Strengthen indigenous knowledge base.

NUMBER OF STUDENTS {EFTS}									
YEAR	SCHOOLS								
	SOHA	SOBE	SOST	FOUND	SOL	UPSM	CIRA	U/C	TOTAL
2013	362	243	132	77	208	219	58	62	1361
2014	428	280	96	76	231	286	31	80	1508
2015	535	346	184	73	244	367	62	84	1895

**The goal of governance and financial sustainability will attract and retain best fit, highest quality students and staff.**

KPI	Impact from SP	Target	2017	2018	2019	2020	2021
Staff Development Programmes	Implementation of demand oriented staff development programmes	Develop a Centre for Academic Development that offers strategies and support to lecturing staff on pedagogy, pastoral care, course development, e-learning, assessment, supervision, and research mentoring.	Establish CAD & implement short term program once a month				
Student enrolment	Increased student intake	Increase market share in enrolment by 5% each year	2000	2100	2220	2370	2500
Student retention rate	Increased retainment rate	Increased student retainment rate by 5% each year	50%	52%	55%	59%	64%
Programme Accreditation	All Courses/ programmes accredited by FHEC	Establish and Implement programmes to strengthen capabilities and capacity of Quality Assurance unit to drive towards accreditation.	Complete accreditation of existing programmes		2 additional programmes accredited per year		
New course units/ programmes addressing national issues	Increased engagement in course improvement	Increased number of courses modified to address contemporary issues	10	15	20	25	30
Positive feedback on programmes	Increased recognition by professional bodies	Programmes be recognised by professional bodies	Annual feedback reports				
Knowledge expansion	Increased coverage of areas and increased knowledge creation tasks	Add one educational area per year and documentation (one per year) on new knowledge	one new area & one document per year				
Internal & External review of programmes/ courses	Enhanced relevance	Incorporate positive recommendations coming from the reviews	Conduct internal reviews annually and external reviews once in three years				
	Joining global trends in education						
	Academic advancement						
	Enhanced response to customers	Up-skilling 100 in-service teachers per year	Conduct two up-skilling courses per year				
UUU unit on sustainable development	Students acquire knowledge and skills needed to promote sustainable development	Incorporate environmental sustainability and social responsibility issues in all possible curricula, policies, and procedures;	Conduct UUU short course unit on sustainable development to all students on semester basis				

## KEY PRIORITY AREA 2: STUDENT SERVICES

PICTURE

The goal of student services is to empower our students with all the tools to transform Fiji, the Pacific Islands and the world.

# Focus

To support the academic, professional and personal success of students, educate students to advocate for themselves and others, and engage students in transformative co-curricular experiences to develop them into effective leaders and global citizens.

## Objectives

To meet our objectives we will:

- Enhance student engagement in the university.
- Promote health and wellness among students for a better safe learning environment.
- Expand career development opportunities for students
- Foster support and advocacy where students feel valued.
- Enrich residential experiences and education to leave a memorable UniFiji for every student.
- Enhance student enrolment for distance learning mode focusing working class & students living in islands

## Strategies

Develop a Student Learning Services Centre to assist students with learning issues in English language, writing and numeracy, and render International Student Support

Cultivate a culture of High-Impact practices to contribute to the cumulative learning process

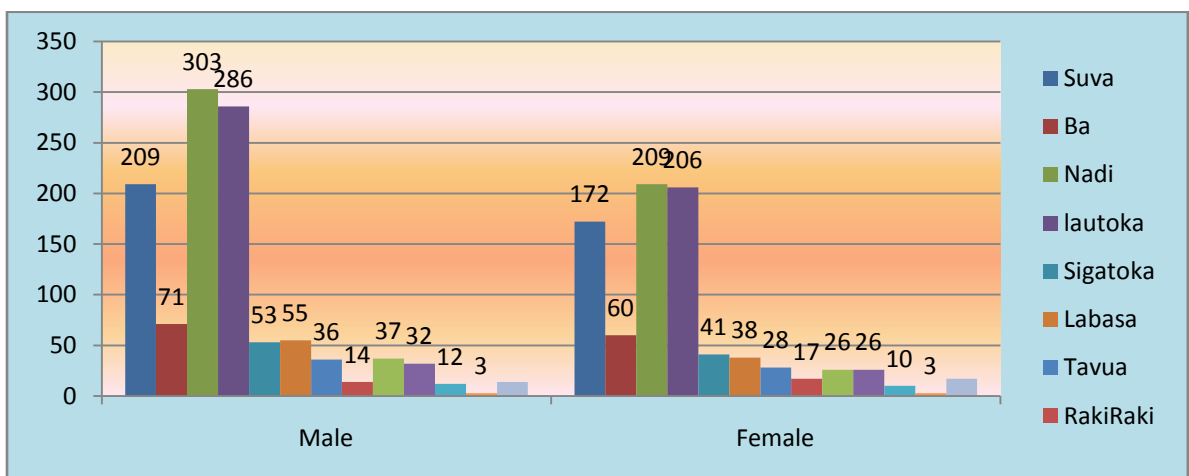
Ensure that all students, regardless of any difference, equally get UniFiji experience

Enhance health and wellness of students through programmes such as mental health awareness, sexual misconduct prevention ; access to recreational opportunities and organized physical activities

Coordinate and collaborate with all career services operations

Engage academic advisors across all schools

Foster a community where students are valued, supported and receive the assistance they need to be successful



**The goal of student services is to empower our students with all the tools to transform Fiji, the Pacific Islands and the world.**

KPI	Impact	Target	2017	2018	2019	2020	2021
Students satisfaction	Empowered students	Develop a Student Learning Services Centre with qualified staff	Planing	Establish a student center by 2018 to deliver learning services .			
International students	Increased number of students from other countries	Increase enrolment by 5% every year	50	55	60	70	80
Availability of network nodes	Improved IT facilities for students	Increase student to network ratio from 1:100 to 1:70	1 to 100	1 to 95	1 to 90	1 to 80	1 to 70
Student satisfaction	More socialized students	Plan and organize one student centered University activity per semester	One event per semester				
Mental awareness programs	Improved learning practices	Appoint academic advisors for each school by 2017 to mitigate mental health issues	Appoint academic advisors for each school by 2017 to mitigate mental health issues and carry out awareness programmes as part of duty				
Sexual misconduct prevention programs		Awareness of sexual misconduct prevention programs	One event per semester				
Physical activities	Increased participation in university supported physical activities	Increase the number of UniFiji wide physical activities at least 2 per semester	Two events per semester				
Distance learning services and facilities	Increased enrolment in flexible learning programmes	Develop two online courses per year	2	2	2	2	2
Career development services	Enhanced soft skills	Increase students social engagement & skill levels that targets most university student.					
Student Satisfaction	Empowerment of students	Academic advisors for each department.	Academic advisor for each department.				
		Increase the number of recreational activities at least 2 per semester	4	4	4	4	4
		Improve completion rate (CR) by 10% each year	CR 40%	CR 44%	CR48%	CR 53%	CR 60%

## KEY PRIORITY AREA 3: RESEARCH

PICTURE

The goal of research is to have a research-based institution with a good reputation in the publication track record and receiving grants from national and international funding bodies.

## Focus

To target interdisciplinary quality research activities and develop an innovative society to meet the demand in the South Pacific region and other parts of the world.

### Objectives

To meet our objectives we will:

Provide excellent quality, research- oriented educational experience

Facilitate best research, innovative and relevant interdisciplinary approaches

Establish and deepen research relationships with communities, agencies, NGOs and other universities within the Pacific Region and internationally.

### Strategies

Improve skill and knowledge base and new developments in all research areas

Improve research with national and global bodies

Deepening of inter-disciplinary research collaborations

Facilitate exchange and dissemination knowledge

Improve research infrastructures – office space and laboratories, library facilities and databases, postgraduate facilities

Implement Excellence in Research Awards

Provide excellent quality, research- oriented educational experience

### Government Scholarships

Year	MEA	PSC Loan	PSC	Itaukei	TELS	NTS	TSLB	In Service	Total
2005	15								15
2006	15								15
2007	15								15
2008	30	17	9	6					62
2009	30	23	36	11					100
2010	28	37	71	33					169
2011	23	28	78	23					152
2012	24	19	87	15					145
2013	34	19	91	34	44				222
2014	19	17	55	18	35	12	166		322
2015	15	15	32	18	31	58	261	10	440
2016	???								

<b>The goal of research is to have a research-based institution with a good reputation in the publication track record and receiving grants from national and international funding bodies.</b>								
KPI	Impact	Target	2016	2017	2018	2019	2020	
Research Facilities	Increased research programmes and research-based knowledge creation/exchange initiatives	Increase completion rate of research projects and publications per staff member	completion rate 40%	publication rate 25%	completion rate 50%			publication rate 40%
Creation of Pro-VC position	Establishment of mechanism to improve research culture	Create a Pro Vice-Chancellor Research position that will assist in facilitating and advising research and funding in the University by 2018			Creation of the position			
Investment on research infrastructure	Increased investment on research infrastructure	Increased investment level by five fold by 2021	FD 50000	FD 100000	FD 150000	FD 20000	FD 250000	
Level of external research funds	increased research funds from external sources	50% of research funds from external sources	10%	20%	30	40%	50%	
Applications seeking external funds	Increased number of applications	20% Increase of applications	2	2	3	4	6	
Submissions for awards	Increased competition for awards	Excellence in Research Awards once a year during the Research Day celebration.	One award	One award	One award	One award	One award	
Research degrees by young academics	Increased number of research degrees by young academic staff	Increase in ratio between young academic staff registering for research degrees to total academic staff	1:10	1:09	1:08	1:07	1:06	
Interdisciplinary/multidisciplinary research programmes	Increase in interdisciplinary/multidisciplinary research programmes	Addition of one interdisciplinary/multidisciplinary research programme per year	Addition of one interdisciplinary/multidisciplinary research programme per year					

Knowledge creation, sharing & disseminating events	Increased number of public lectures by visiting Scholars	Public seminars by visiting Scholars once a month;	once per semester	Once a month
Expansion of collaborative research	Effective research collaborations	Increased engagement in collaborative research with external universities;	Addition of one collaborative research programme per year	
Submissions on public policy	Increased contribution to the public good through research on climate change resiliency, ecological stability, village resiliency and sustainability, public policy making, and economic growth;	Increased engagement in public policy and media releases	once a semester	Once a month
Knowledge creation, sharing & disseminating events	Increased number of public lectures by visiting Scholars	Number of public lectures by visiting Scholars	once a quarter	Once a month
	Contribution to the community through increased number of material disseminated	Publish selected works/ monographs by staff and students with the University Press	once a quarter	Once a month
		Increase translational activities, and national and international consultancy	once a quarter	Once a month

## KEY PRIORITY AREA 4- ENVIRONMENTAL AND SOCIAL RESPONSIBILITIES

PICTURE

The goal of environmental and social responsibilities draws attention to the commitment to social and environmental responsibilities in teaching, research, operations and community outreach and sets UniFiji's actions in the context of the wider community.

# Focus

To develop environmental commitment at all levels; teaching, research, operations and community outreach and to create scientific and social contribution to the society.

## Objectives

To meet our objectives we will:

Reduce the environmental impact of our structural and renovation projects and promote the construction of Green Campus;

Develop research based interdisciplinary programs in relation to education for environmental sustainability;

Promote the Center for Climate Change, Energy, Environment and Sustainable Development and enhance inter-university collaborations;

Incorporate the socio-cultural aspect of sustainability both internally pertaining to the university's administrative structures and externally with respect to the university's affiliations with the wider community.

## Strategies

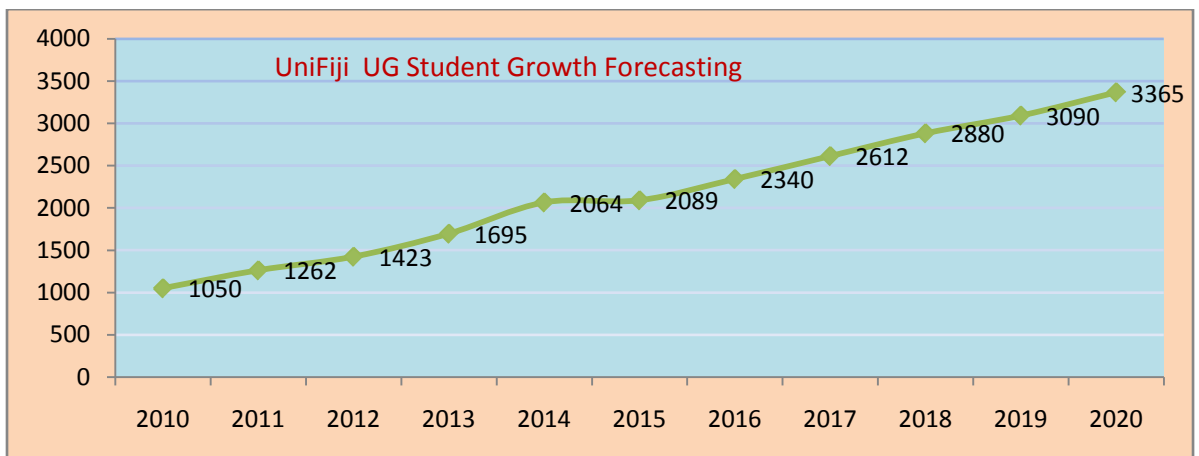
Analyze the carbon footprint of UniFiji and include passive cooling and energy efficiency in building designs

Conduct a sustainability audit to examine energy use and potential to reduce, reuse and recycle wastes

Integrate current study of climate change with perceived environmental and social impact

Fostering innovative approaches to interdisciplinary research with a focus on environmental and social aspects, disseminate the results to target segments and use them to development of new modules, short courses, policies and programmes with relevance to environmental sustainability and social responsibility

Consolidate relationships with the iTaukei *mataqali* through culturally appropriate meetings and ongoing communication and opportunities for research, cultural engagement, and education with the villages



**The goal of environmental and social responsibilities draws attention to the commitment to social and environmental responsibilities in teaching, research, operations and community outreach and sets UniFiji's actions in the context of the wider community.**

KPI	Impact	Target	2017	2018	2019	2020	2021
Volume of waste recycled or composted and reduction in electricity bill	Increased volume of waste recycled or composted, reduction in carbon emission and reduced electricity bill	Improve the efficiency and recycling capacity of the University. Reduce, reuse, and recycle as much as possible, with targets set to reduce by 20% annually	5%	10%	15%	20%	25%
Audits	Grant received from donors to conduct audits	Increase grant from donors by 5% for three years and maintain best practices	5%	5%	5%	5%	5%
Policy review mechanisms	Environmental and social aspects fully integrated in policies and procedures	Annual review of policies	conduct policy review exercise annually				
Environmental based research publications	Increase in research publications	Increasing publication rate of peer-reviewed environmental based research; publications and public seminars	10% increase annually				
teaching units on environmental sustainability	Student enrolment in teaching programmes in environmental sustainability	Increase environmental based courses and programmes	3 new courses and 1 new programme				
Research based PG degree programme	More systematic research	Introduce and enrol students for research based interdisciplinary postgraduate degree in Renewable Energy and Climate Change from 2017	10 -15 students per year				
Community engagement programmes	Increased public relationships	Implement community out reach programme	Conduct community reach programme per semester with the support of students				
Information exchange and public rendezvous	Increasing information exchange and public rendezvous	Initiate a comprehensive information dissemination programme based on research findings	Use all media channels to disseminate findings to reach target groups via press conference (once a semester), seminar (once a year), academic discussion (once a year), leaflet & other material for open days				

## KEY PRIORITY AREA 5: INFRASTRUCTURE AND SYSTEMS

PICTURE

The goal of infrastructure and systems moves beyond a small institution and becomes a medium-sized university.

## Focus

To provide upgrading Finance systems, IT systems, lines of administrative responsibility, new lecture theatres, office space and recreational facilities for a full fledged medium sized University.

### Objectives

To meet our objectives we will:

Explore avenues for crucial development and advancement in IT infrastructure

Examine policy developments to meet institutional needs

Meet the needs of student and staff support

Establish effective infrastructure, systems and management approaches

Effectively manage & utilize IT systems

### Strategies

Develop proactive plan for buildings with appropriate architectural design and each new building is engineer certified to Category 5 Cyclone level

Review existing policies and create new policy guidelines

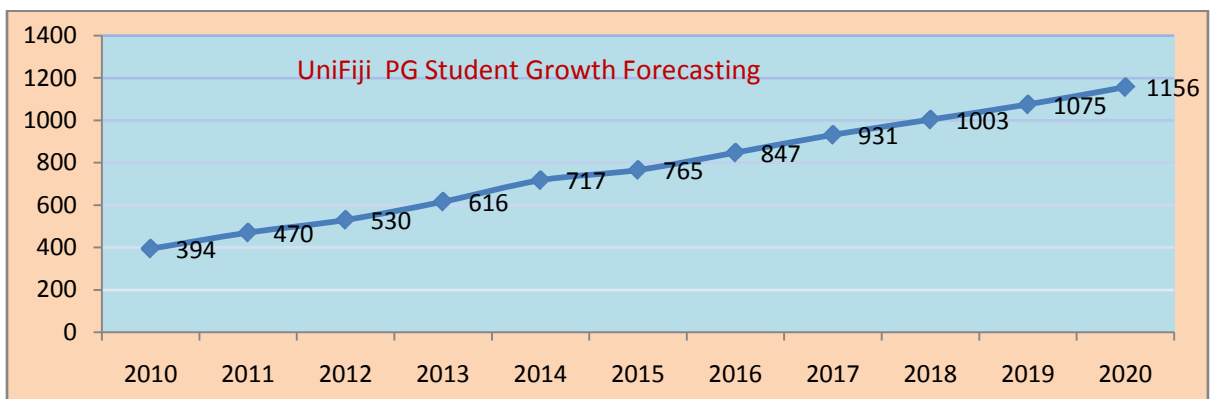
Cater for flexible enrolment, online registration of students and online results system

Maintaining up-to-date global online journal access and adequate budget for books to promote contemporary research and education

Ensure IT services are continuously upgraded and improved

Conduct an independent review on capabilities of IT staff and offer Professional Development and training to maintain and develop world class IT services

Maintain and improve the IT infrastructure to meet universal expectations for internet access and networking



**The goal of infrastructure and systems moves beyond a small institution and becomes a medium-sized university.**

KPI	Impact	Target	2017	2018	2019	2020	2021
Extensive IT services	Improved IT Services	Excellent updated IT infrastructure, connectivity, storage, wireless access and facilities at international standards by 2018.	Wireless accessibility & efficient internet connectivity	Install High capacity server			
Annual review of IT capacity	Upgrade IT facilities	Terminal student ratio improved from 1:100 to 1:70	1 to 100				1 to 70
Milestones in building plans and constructions	Achievement of milestones on time with planned budget and quality	Five year new Building Plan followed by 10 year building plan		Appoint a new Director of Planning and Development	Implement building plans		
		Introduce high quality internet infrastructure to new buildings		Plan	Detail	Install	
Policy review mechanism	Up to date policy guidelines	Review policies once a year	Conduct policy review exercise annually				
Online registration	Establishment of effective & efficient enrolment process	System installed in 2017	Install online enrolment system	Establish a Student Services Hub by 2018			
Access results online	Improved student services as well as monitoring & evaluation	Establish online results system by 2017	Install & test				

Student data	Effective decision making	Establish a complete system to analyse data required by management for decision making	Plan system, install & test				
Statistics on library facilities	Enhanced usage of library resources, facilities & services	Achieve ISO certification while developing digital archive and enhancing service volume by 10 % each year	ISO certification	10% increase of service volume each year			
Provision of training & necessary support	Improved IT Services	Conduct TNA and implement capacity development programme	Conduct TNA	Conduct KSA development programmes annually			
	Improved administrative services	Trainings and necessary support provisions made to all.					
Management Information system	Effective decision making by management	Establish management decision making process based on objective data	Analyse MIS requirements	Install & test	Establish		

## KEY PRIORITY AREA 6: GOVERNANCE AND FINANCIAL SUSTAINABILITY

PICTURE

The goal of governance and financial sustainability will attract and retain best fit, highest quality students and staff.

## Focus

To ensure that the University has high quality academic and administrative staff while emphasizing good governance and sound financial position.

### Objectives

#### To meet our objectives we will:

- Recruit and retain the best possible academic staff, sustain a diverse staffing profile including international and local experience;
- Create a high trust and reverential working environment with flexible working conditions for academic staff;
- Encourage and support Academic Staff to gain highest possible level of qualifications.
- Enhance transparency in finance, research and teaching outputs;
- developing high level networks with global, international and national organizations simultaneously demonstrating financial transparency to senior management, staff and the public; and
- Respect academic freedom and integrity of research and public dissemination.

### Strategies

Recognizing the expertise and experience of highly qualified staff by offering salary and conditions of service that is comparable with other institutions

Creating a high trust environment through transparency and accountability of financial budgets, attractive salaries, clear lines of accountability, forming a personal grievance procedure

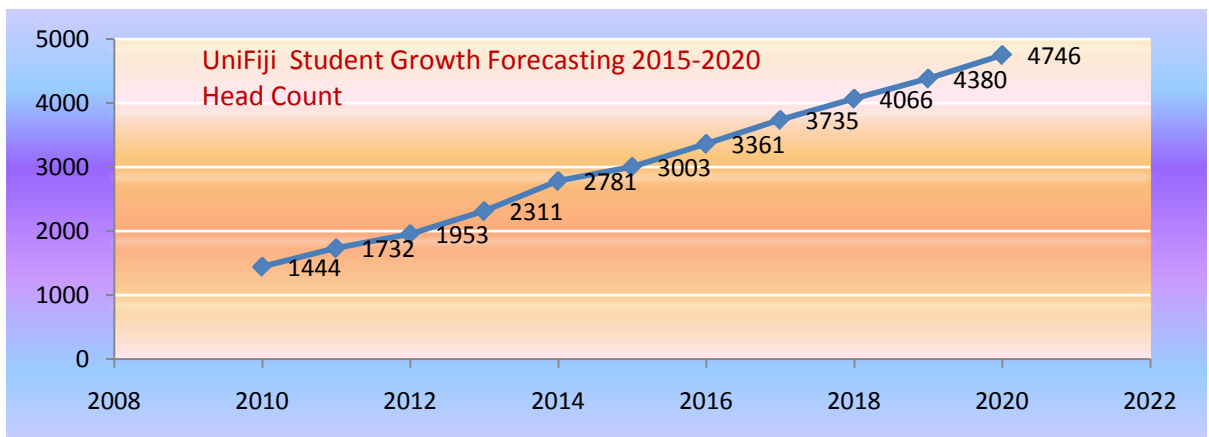
Provide opportunities for academic and professional development through fee waivers and conference attendance allowances

Encouraging opportunities for research and consultancies

Diversifying sources of income

Reestablishing a staff oriented Quality Assurance Unit

Initiating and building high level relationships with national and global governance bodies



**The goal of governance and financial sustainability will attract and retain best fit, highest quality students and staff.**

KPI	Impact from SP	Target	2017	2018	2019	2020	2021
Salary scales and staff retention rate	Reduction in staff turn over	Competitive pay and conditions for attraction and retention of staff	Bi-annual review of salary scales and offer competitive benefits to staff				
Recreational facilities	Effective welfare services and Recreational facilities	Increase recreational facilities for staff, students and the community	Plan and establish Gym facility for all				
Participation in Conferences	Increased participation in conferences locally as well as internationally	30% of staff attend at least one conference per year by 2021	10%	15%	20%	25%	30%
Demographic statistics on academic staff	leverage women and iTaukei proportion in senior staff	30% more women and iTaukei in senior staff positions by 2021;	Increase the existing percentages in two fold by 2021				
Staff engaged in research & consultancy	Increased research activities and consultancy work	Average of 30% of staff time spent on research & consultancy	Existing figures to increase by 10% per year				
Staff with PhD qualification	Increased number of staffs studying for higher degrees	Achieve a higher proportion of teaching staff with PhD qualifications by 2021	3%	5%	8%	10%	14%
Cash Flow data	Enhanced transparency	Continuously improve financial reporting and management processes.	Quarterly reporting to senior management & HODs				
Income generating activities	Increased income generation through diversified activities	Achieve 5% of operational budget from diversified sources of income	1%	2%	3%	4%	5%
Recreational facilities	Effective welfare services and Recreational facilities	Increase recreational facilities for staff, students and the community	Plan and establish Gym facility for all				
Research funds from donar agencies	Conduct quality research while supporting cash flow for operational work	Create position of Pro Vice Chancellor Research by 2018 to deal with attracting research funds from donar agencies	Create position	Recruit			

## KEY PRIORITY AREA 7: RISK MANAGEMENT

PICTURE

The goal of risk management entails early and aggressive risk identification through the collaboration and partnership of relevant stakeholders for the physical and financial safety of the students and staff.

# Focus

To ensure that all risks of the University are identified and addressed through strategies appropriate to each identified risk.

## Objectives

To meet our objectives we will:

- Ensure that the University has appropriate measures for funding level volatility;
- Generate a Risk Register to anticipate and ensure best practice and preparation for future risks;
- Develop a Disaster Recovery Plan for natural disasters such as cyclones, flooding, fire and earthquake that might have a direct or indirect impact on the operation of the university;
- Comply with requirements of FHEC and other professional bodies with regards to accreditation of current and future programmes of the university;
- Ensure the health and safety of University staff and students; and
- Embed the concept of greening our university in the context of funding diversification, cost-cutting and future developments.

## Strategies

Using financial management and internal audit to ensure that finances are used for designated purpose, public transparency, meeting obligations and timely payments

- Forming a committee through the University Council to form and update the Risk Register on a timely basis;
- Developing a Disaster Recovery Plan through the Facilities Office with business resumption as a critical aspect of the plan;
- Ensure that the University keeps a tab on accreditation requirements on a timely basis through each of the department to the University as a whole;
- Promoting career development of the University staff and using a talent pool through the HR Department for a succession plan to ensure that the right staff with the required qualifications is available;
- Complying with Fiji Institute of Accountants requirement that a Professor should be rapidly replaced should one resign;
- Complying with the Legal Practitioner Unit and Fiji Medical Board by ensuring that staff has the adequate qualifications to meet the accreditation requirements;
- Prioritizing that the University follows all the Organizational Health and Safety Policies and ensure that any gaps are instantly rectified;
- Incorporating the concept of “green university” and “sustainable campus” to existing infrastructure and especially those of the future through building designs, reducing the university carbon footprint and holistic green practices;
- Ensuring that the future University buildings are Cyclone category 5 certified and designed in a manner that lighting and cooling requires minimal non-renewable energy; and
- Further developing the IT security improved with an offsite, remote server to back up data on a daily basis, by 2020.

The goal of risk management entail early and aggressive risk identification through the collaboration and partnership of relevant stakeholders for the physical and financial safety of the students and staff.									
KPI	Impact	Target	2017	2018	2019	2020	2021	outcome	
Budget variance	Growing a positive University budget variance	Zero budget variance by 2021	Increase total revenues by 5% per year						
Risk factors	Establish successful risk management practices	All possible natural & man-made risks are managed	Risk register and establish risk management practices						
Recovery action and time to resumption of University, post-disaster	Minimize effect of risk	Develop & implement disaster recovery plan with a focus to minimize “time to resumption” period	Establish disaster recovery plan						
Staff attrition rate	Reduced staff turnover and replacement rates.	Increase “staff replacement” time and Reduce staff turnover rates	Staff turn over rate reduce from % to %						
Programme accreditation	Accreditation Certificates and recognitions	Accrediate all existing programme by 2018	accreditate existing UG programme	accredit ate all PG programmes	5 new programme per year				
FIA recognition		Continue FIA recognition by conforming to its requirements	Continue recognition while exploring opportunity to achieve CPA recongn ition for accounting graduates						
OHS parameters	Improved safety of all in the university premises	Almost zero level of OHS cases by 2018 by establsihing best OHS practices	Establish proactive OHS strategy						
Go-Green indicators	Improve environment protection practices	Minimize waste, practice 3R and minimize enrgy usage by 2021	Reduction in energy cost by 2% per annum						
			One clean up campaign per semester						
Backup plan	Secure information	Establish a back up system by 2017	25% back up	50% back up	100% back up	Back up on daily basis			

## KEY PRIORITY AREA 8: ACCOUNTABILITY FRAMEWORK

PICTURE

The goal of accountability framework is to ensure academic and financial sustainability of all programs and relevant departments through systematic review by Internal and External Audit Process.

# FOCUS

To ensure the monitoring of progress against our priorities, commitments and aims, using relevant performance indicators, benchmarks, targets, academic needs and respond to the external environment by updating the Plan when appropriate.

## Objectives

To meet our objectives we will:

- Create an Accountability Framework with the expectation of annual reporting from key personnel;
- Strive for excellent transparency processes that illustrate financial transactions conducted in a lucid and timely manner;
- Prioritise in processes that improve our reputation for financial accountability;
- Develop a reputation for the administration and facilitation of research funding to support academics reach their research objectives; and
- Facilitate communication on management requirements across different sectors of the university.

## Strategies

- Creating the Accountability Framework, its deadlines, and measures through the Vice Chancellor's Advisory Group;
- Introducing procedures and processes for financial transparency between Finance and internal roles, including HoDs, Deans, Pro Vice Chancellors and Vice Chancellor;
- Improving the Management team by creating three new roles: Pro Vice Chancellors Teaching and Learning, and Research, and Director of Planning and Development;
- Providing timely reports to government and FHEC on required data on costs and benefits; and
- Keeping state-of-the-art Accountability Framework and revise requirements as requisite.

Accountability Framework							
KPI	Impact	Target	2017	2018	2019	2020	2021
Accountability Framework practices	Improved practices, better transparency & more precise decision making	Framework in operation from 2017	Establish AF	Incorporate revisions			
Set of procedures & processes	Improved reputation and clarity on decisions	Adequate set of procedures & processes introduced in 2017	Procedures and processes established				
Review mechanism	Improve effectiveness of Framework to suit dynamic environment	Review framework once a year to incorporate changes and facilitate different functions					
New roles	Improved efficiency of management function	Explore the need and take necessary action					
Communication efficiency	Improved communication across different levels and efficient operations of the university	Fulfil and improve information role on timely manner	Define communication requirements	Continuous assessment and improvements			

## UniFiji Staff Statistics History

CATEGORY	2008	2009	2010	2011	2012	2013	2014	2015	2016
Professors	3	5	6	3	4	5	7	9	7
Associate Professors	3	3	8	6	5	4	7	8	10
Senior Lecturers	6	10	11	11	12	18	21	18	9
Part Time Senior Lecturers	2	2	3	2	2	1	0	1	0
Lecturers	11	19	19	18	21	23	26	32	34
Part Time Lecturers	1	3	4	2	2	5	4	7	5
Assistant Lecturers	3	5	5	10	14	22	26	23	22
Part Time Assistant Lecturers	4	3	6	2	2	0	2	3	9
Tutors	12	13	9	7	7	12	4	4	4
Part Time Tutors	4	5	9	3	3	10	6	5	2
Personal Assistants	2	4	4	2	2	2	2	2	2
Academic-Related	10	10	10	10	9	9	9	9	13
Non Academic-Related	23	23	23	23	23	23	23	23	23
Cafeteria Staff	4	4	5	5	5	5	9	8	8
Cleaners/Handyman	6	8	12	15	15	15	15	16	14
Part Time Library/Lab Asst.	1	2	5	3	3	2	11	18	2
<b>TOTAL</b>	<b>77</b>	<b>103</b>	<b>129</b>	<b>108</b>	<b>117</b>	<b>151</b>	<b>173</b>	<b>187</b>	<b>164</b>

## Estimated Cost of the Strategic plan 2017-2021

Key Priorities		2017 Cost	2018 Cost	2019 Cost	2020 Cost	2021 Cost	Total Cost
1 & 2. Learning, Teaching and Student Services	Operating	125,000	270,000	275,000	285,000	290,000	<b>1,245,000</b>
	Capital	150,000	180,000	200,000	220,000	250,000	<b>1,000,000</b>
	<b>Total</b>	<b>275,000</b>	<b>450,000</b>	<b>475,000</b>	<b>505,000</b>	<b>540,000</b>	<b>2,245,000</b>
3. Research	Operating	100,000	250,000	250,000	260,000	270,000	<b>1,130,000</b>
	Capital	80,000	150,000	200,000	200,000	220,000	<b>850,000</b>
	<b>Total</b>	<b>180,000</b>	<b>400,000</b>	<b>450,000</b>	<b>460,000</b>	<b>490,000</b>	<b>1,980,000</b>
4. Environmental and Social Responsibilities	Operating	70,000	100,000	150,000	160,000	170,000	<b>650,000</b>
	Capital	40,000	50,000	70,000	80,000	100,000	<b>340,000</b>
	<b>Total</b>	<b>110,000</b>	<b>150,000</b>	<b>220,000</b>	<b>240,000</b>	<b>270,000</b>	<b>990,000</b>
5. Governance and Financial Sustainability	Operating	100,000	200,000	250,000	280,000	300,000	<b>1,130,000</b>
	Capital	100,000	120,000	150,000	180,000	200,000	<b>750,000</b>
	<b>Total</b>	<b>200,000</b>	<b>320,000</b>	<b>400,000</b>	<b>460,000</b>	<b>500,000</b>	<b>1,880,000</b>
6. Infrastructure and Systems	Operating	120,000	150,000	160,000	170,000	200,000	<b>800,000</b>
	Capital	150,000	200,000	300,000	330,000	350,000	<b>1,330,000</b>
	<b>Total</b>	<b>270,000</b>	<b>350,000</b>	<b>460,000</b>	<b>500,000</b>	<b>550,000</b>	<b>2,130,000</b>
7. Risk Assessment	Operating	50,000	100,000	100,000	150,000	200,000	<b>600,000</b>
	Capital	90,000	100,000	200,000	350,000	380,000	<b>1,120,000</b>
	<b>Total</b>	<b>140,000</b>	<b>200,000</b>	<b>300,000</b>	<b>500,000</b>	<b>580,000</b>	<b>1,720,000</b>
<b>Total Cost</b>	Operating	<b>565,000</b>	<b>1,070,000</b>	<b>1,185,000</b>	<b>1,305,000</b>	<b>1,430,000</b>	<b>5,555,000</b>
	Capital	<b>610,000</b>	<b>800,000</b>	<b>1,120,000</b>	<b>1,360,000</b>	<b>1,500,000</b>	<b>5,390,000</b>
	<b>Total</b>	<b>1,175,000</b>	<b>1,870,000</b>	<b>2,305,000</b>	<b>2,665,000</b>	<b>2,930,000</b>	<b>10,945,000</b>

