



The University of Fiji

Strategic Plan

The Global path to Academic Excellence
and Building a Knowledge - based Society

2017 - 2021







Strategic Plan,

2017 - 2021 The Global Path to
Academic Excellence and Building
a Knowledge-based Society

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Glossary

CAD	Centre for Academic Development
CCCEESD	Centre for Climate Change, Energy, Environment and Sustainable Development
CIS	Centre for iTaukei Studies
CR	Completion Rate
CST	Centre for Smart Technologies
EFTs	Effective Full-Time Students
FHEC	Fiji Higher Education Commission
FIA	Fiji Institute of Accountants
FNU	Fiji National University
Found.	Foundation
HoD	Head of Department
INR	International Relations
ISO	International Standards Organization
IT	Information Technology
KBD	Knowledge-Based Development
KPI	Key Performance Indicator
KSA	Knowledge Skills & Abilities
MEA	Multi-Ethnic Affairs
MIS	Management Information System
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
NTS	National Toppers Scheme

PACAM	Pacific American Climate Fund
PD	Professional Development
PSC	Public Service Commission
QA	Quality Assurance
SDGs	Sustainable Development Goals
SoBE	School of Business and Economics
SoHA	School of Humanities and Arts
SoL	School of Law
SoST	School of Science and Technology
TELS	Tertiary Education Loan Scheme
TNA	Training Needs Analysis
TSLB	Tertiary Scholarship and Loans Board
U/C	Unclassified
UN	United Nations
UniFiji	The University of Fiji
UPSM	Umanand Prasad School of Medicine
USP	The University of the South Pacific



Foreword

I have a clear conscience and harbour no doubts as to The University of Fiji's (UniFiji) salient contribution to the economic, social and cultural welfare of Fiji. This University is beginning to harvest noteworthy rewards from infrastructural investments; the University's work-ready graduates are in great demand in the labour market, and the University's international student population is growing. The University's increasing global collaborations, inclusive of the Pacific-American Climate Fund (PACAM) financed by the United States

Agency for International Development (USAID), Renewable Energy in the Pacific Islands: Developing skills and capacity (EPIC Project) funded by the European Commission, Monash School of Medicine, Monash University, Science & Engineering, Curtin University, the summer programs in service-learning, and eco-tourism and sustainability, University of Georgia, add tremendously to our global standing, and indeed, reinforce our contribution to building a knowledge society in Fiji. These accomplishments and a promising funding capacity will drive us toward realizing our strategic priorities.

I take great pleasure in presenting to you the new Strategic Plan of the UniFiji. This new Strategic Plan confirms the University's vision and mission, and delineates and priorities which will pilot this institution through 2021. The new Strategic Plan is a product of the hard work, ardour, and enormous talents of numerous persons who played a considerable role to leverage this University over the next five (5) years. The fact that the Strategic Plan's development proceeded through many months of collaborations with students, staff, Council members, community and business leaders, and other stakeholders, succinctly indicated that the strategies are grounded in diversified perspectives, and have received widespread support from all stakeholders.

As I have indicated in my paper at the Global Higher Education Forum through the Universiti Sanis Malaysia in April, 2016, the global economy is so relentlessly in transformation that at the moment, knowledge and not physical capital, is the source of wealth for social and economic development. This relentless pursuit to develop a knowledge society has apportioned a higher status to higher education. I further noted in that paper that the UniFiji's mission is to advance knowledge and educate students who are willing to help solve Fiji's challenges to meet its national vision – health care, education, poor parenting, the poor and the vulnerable, scant regard for progressive values as truthfulness and respect for each other, and other challenges. In the context of Fiji as an evolving knowledge society with considerable competitiveness among the three universities, UniFiji's survival necessitates remaining relevant to key internal and external stakeholders through using a knowledge-based economy-knowledge-based development (KBE-KBD) model to facilitate the following: production of work-ready and relevant graduates; usage of an interdisciplinary/transdisciplinary framework; institution of academic-industry collaboration; application of ground-breaking learning and teaching strategies; initiation of learning how to learn; development of a polymath university approach; and construction of a connected curriculum. This University's new Strategic Plan provides the leverage for building the knowledge society in Fiji.

With this feeling of elation and hopefulness, I entrust this Strategic Plan to the University community and other stakeholders. Let us all work together to fulfill its projected ambitions as we contribute to knowledge-based development in our quest to develop the knowledge society in Fiji.

Professor Prem Misir

Executive Summary

The University of Fiji is on a journey to provide the university community with its dream of providing an excellence agenda: excellence in learning and teaching; excellence in research; student experience; partnerships; environment; and leadership and governance. The journey is an exciting one, as the strategic plan provides it with a defined route, for far-reaching progress, expansion and most importantly, the envisioned future of The University of Fiji.

The University of Fiji's Strategic Plan (2017-2021) is an investment-driven change plan which expresses our strategic intent over the next five years as: developing our reputation and influence; tracking an excellence agenda; and bringing about progress where the university is the first choice for a differentiated socio-economic group of students; staff; and partners. At its core, the plan demonstrates the path toward expanding on our influence as a place renowned for delivering knowledge-based education.

We believe that the Strategic Plan will successfully take The University of Fiji to the “next level”. The University has made very substantial progress with the strategic plan in reaching the core strategic goals which are: Learning and Teaching; Student Services; Environmental and Social Responsibility; Infrastructure and Systems; Governance and Financial Sustainability; Risk Management and the Accountability Framework. Our eight (8) strategic themes will pilot our approach to realize our strategic priorities as goals. It outlines a focused direction for maximizing our effectiveness, better informing decision-makers and educating future leaders.

The common denominators for our strategic goals: empowering the university's people; endowing our academic portfolio; enduring as an international university; charting the university's sustainability future. Our strategic goals are entrenched within the knowledge-based development framework, in order to contribute to the growth of the knowledge society in Fiji.

The strategic plan has given the University a new sense of enthusiasm and accomplishment, and a sense of pride among its internal and external constituencies. The University of Fiji's new Strategic Plan - The Global Path to Academic Excellence 2017-2021 focuses on gaining global recognition for academic excellence in the production and dissemination of new knowledge to: empower the people, induce capital spending in the university's academic portfolio; become an international university for the global sharing of knowledge; and determine a sustainable future to build the knowledge society in Fiji.



Vice-Chancellor's Introduction

The founder initiated an excellent idea 12 years ago when they created The University of Fiji as a symbol of hope, knowledge and service for the people of Fiji, including the underprivileged. Consumed with great passion, the founder 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 The University of Fiji was birthed at a time of great expectations by the founder, who believed in the institution's capacity to mould the destiny of its people. The founder's passion for the progressive growth of The University of Fiji appropriated 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 The University of Fiji 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 seemed impetuously determined to demolish the egalitarian concept of higher education. Nevertheless, the founder and The University of Fiji withstood the raging storm of the new millennium. The University of Fiji is here, in Year 2017 having recently celebrated its 10th birthday. But today the changes are even greater than in the early years of The University of Fiji's life. And these changes impact the world over and its universities.

The changes are real; they 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 building the knowledge society in Fiji and a 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 2017 is immaculate timing. Today, these new dynamics have brought universities into a new age of higher education, where expectations are high for universities 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 and transdisciplinary 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 experiences an emboldened student experience" within the framework of The University of Fiji's Strategic Plan 2017-2021 is a defining moment for us in our history, as it encapsulates the quintessence of The University of Fiji.

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 The University of Fiji'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 The University of Fiji. 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 The University of Fiji should be, where you would like to go as The University of Fiji 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 University of Fiji's emboldened student experience; bring world-class services to our students, faculty, and staff; attract greater numbers of postgraduate students; promote The University of Fiji's international strategy and image; construct academic-industry collaboration; and implement interdisciplinary and transdisciplinary initiatives and perspectives; 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 meticulous calculation of this Strategic Plan provides the capacity to withstand these challenges. At the very heart of The University of Fiji's operations is a skilled and committed group of professionals. The University of Fiji 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 The University of Fiji. 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 University of Fiji Experience" capable of drawing high quality students and highly committed professional staff makes me confident that The University of Fiji will achieve all its goals before the five years expire in 2021.

Professor Prem Misir
Vice-Chancellor



Introduction

1. History

During the Arya Samaj Centenary Celebrations at DAV College, Dayanand Nagar, Nabua on 19 December, 2004, the Arya Pratinidhi Sabha (APS) of Fiji announced the establishment of The University of Fiji at Saweni, Lautoka. The Chief Guest of this occasion, Prime Minister of Fiji, Honourable Laisenia Qarase accompanied with over one thousand guests, embellished this historic announcement, with spontaneous acclamation from all present at the celebrations. On December 20, 2004 at the Swami Shraddhanand Memorial Primary School, Dayanand Nagar, Nabua, The University of Fiji with invited stakeholders and co-opted members, held its first meeting of the Interim Council. Pundit Bhuwan Dutt as the first Executive Chairman of the Interim University Council chaired the meeting. On December 22, 2004, The University of Fiji acquired registration under the Companies Act (Cap 247) as an entity of Shiksha (Fiji) Limited - a non-profit company.

At that meeting, the Interim Council appointed Hon. Dr. Ganesh Chand as the Interim Chief Executive Officer of The University of Fiji to administer its functions until the consummation of a Vice-Chancellor's appointment. The University of Fiji appointed formerly Acting Vice-Chancellor of the University of the South Pacific, Professor Rajesh Chandra, as its first Vice-Chancellor, who commenced his position on April 5, 2005.

Professor Rajesh Chandra resigned in August 2008 to become Vice-Chancellor of the University of the South Pacific. Professor Srinivasiah Muralidhar together with Professor Satendra Nandan acted as Vice-Chancellor after Professor Rajesh Chandra left. In 2009, Professor Srinivasiah Muralidhar succeeded Professor Rajesh Chandra as the Vice-Chancellor of The University of Fiji.

Professor Srinivasiah Muralidhar resigned as Vice-Chancellor on December 16, 2011. His successor, Professor Mahendra Kumar, took office the following day and his term came to an end on December 1, 2012. Associate Professor Chandra Dulare's appointment as Acting Vice-Chancellor effective December 1, 2012 lasted until January 7, 2014. Professor Narendra Reddy acted as Vice-chancellor from January 8 through February 1, 2014. The Council appointed Professor Richard Kevin Coll of Waikato University as the new Vice-Chancellor on September 7, 2013 and assumed office on February 2, 2014. In December 2014, Professor Richard Coll resigned to take up a position at The University of the South Pacific. Professor Prem Misir, formerly Pro-Chancellor of the University of Guyana and Executive Director of the Global Fund to fight AIDS, Tuberculosis and Malaria at the Health Sector Development Unit, Government of Guyana, became the new Vice-Chancellor of The University of Fiji, effective June 1, 2015.

Registration of students for the various course offerings began on March 7, 2005. 174 students (one-third iTaukei, about two-thirds Fijians of Indian descent, and others) enrolled before lectures commenced on March 14, 2005.

On March 14, 2005 at 9:00 am, a large number of people who comprised The University of Fiji staff, enrolled students, staff and students of Pundit Vishnu Deo Memorial College, and Hindu, Muslim, Christian, and Sikh religious leaders, with invited guests, and Council Members, gathered in the newly-constructed hall, engaged in a multi-faith prayer before lectures commenced.

Chairman of the Council, Pundit Bhuwan Dutt, extended a warm welcome to all those present and thanked everyone who helped to advance The University of Fiji. He said the Council was particularly thankful to the various religious and cultural organizations for lending their unflinching support. Interim Chief Executive Officer of the University, Hon. Dr. Ganesh Chand, delivered the Inaugural Lecture. Following this lecture was a tour of the Campus and refreshments for all.

On March 5, 2006, at a special ceremony with some four hundred dignitaries and well-wishers, including Speaker of the House of Representatives and several Government Ministers, Prime Minister of the Republic of Fiji, Hon. Laisenia Qarase, officially dedicated The University of Fiji to the people of Fiji. Dr Umanand Prasad

also addressed the gathering and publicly committed one million dollars toward the proposed Umanand Prasad School of Medicine (UPSM) at The University of Fiji.

The sole benefactor of the UPSM, Dr. Umanand Prasad, passed away in July, 2013. The late Dr. Prasad donated one million dollars to The University of Fiji for the establishment of UPSM along with \$45,000.00 in scholarship funds a month before his tragic death at the Gepps Cross Junction in Adelaide. The UPSM graduated its first cohort of 17 doctors on December 6, 2013, and on December 2015, the total number of medical graduates reached 85, most of whom have contractual engagement with the Ministry of Health. Another plus point for UPSM is that recently, 18 nurses graduated with the Postgraduate Certificate in Nursing Programme.

On December 22, 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 toward 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 becoming tenable at The University of Fiji. In 2011, the Interim Bainimarama Government granted legal status to The University of Fiji through The University of Fiji Decree 2011, Decree No. 26 of 2011.

The University of Fiji Decree 2011, Part 1 – Preliminary² states: “The objective of this Decree is to bring the University of Fiji which hitherto has been operating through Shiksha (Fiji) Ltd under the Companies Act (Cap. 247), to be under a Decree, to serve the post-secondary educational needs of the communities of Fiji and any other global communities that may wish to receive tertiary education at the University.”

On 13 November 2014, the Fiji Higher Education Commission (FHEC) granted The University of Fiji a Provisional Registration (RGN0020/11), with November 13, 2016 as the expiry date. However, The University of Fiji fulfilled the FHEC’s requirements and earned full registration on April 25, 2016 as a Local University. Since 2014, the National Toppers Scheme and Tertiary Scholarship and Loans Scheme (TSLS) have also become tenable at The University of Fiji.

2. An Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

The SWOT analysis helps to develop a strategy which then connects the SWOT analysis to resource-based planning. The SWOT analysis recognizes the strengths and weaknesses of The University of Fiji and the opportunities and threats in the environment. At this university, the strategies that we use build up on the strengths, remove the weaknesses, take advantage of the opportunities, and neutralize the threats.



2.1 Strengths and Weaknesses

Strengths:	Weaknesses:
<ul style="list-style-type: none">• 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.• High level of commitment and support to the university by the Arya Pratinidhi Sabha	<ul style="list-style-type: none">• Inadequate classrooms and conference facilities.• High attrition and low completion rate.• Lack of a fully furnished Science Laboratory.• Insufficient resource faculty.• Underdeveloped 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.

2.2 Opportunities and Threats

Opportunities:	Threats:
<ul style="list-style-type: none"> • Higher prospects of research collaborations with national and international institutes. • Inter-tertiary collaboration. • Expansion of Saweni Campus with new developments in terms of buildings with performing arts, gymnasium, teaching hospital, and student hostel; • Development of an internship programme/work placement. • Completion of the Suva Campus to cater for teaching of non-law programmes and courses. 	<ul style="list-style-type: none"> • External competition from other tertiary institutions. • Recruitment and retention of high-quality staff and students. • Identifying alternate sources of funding. • Lack of external funding. • Natural environmental disasters.

2.3 Sustaining the Strategic Momentum

It is clear that the construction and implementation of this new strategic plan is at the crossroads that build on the impetus and accomplishments of previous initiatives of the Strategic Plan 2011-2014. The first plan period of the University of Fiji commenced at a time when there were momentous changes in higher education. Globalization, technology, governance, changing missions and expectations, the emergence of local and international competitors, the efficacy of maintaining tenure, assuring new revenues, reducing costs, government cutbacks in funding, increased demand for tertiary education, were some of the persistent themes in the challenges facing higher education at the new Millennium.

The first Strategic Plan 2011-2014 expressed the university's vision to be an internationally recognized, contemporary, secular, inclusive, affordable flexible, creative, and expanding institution to fulfill the needs to Fijians and the international community. Among other things, the university emphasized diversified people engagement for lifelong learning and leadership in a rapidly growing international society; motivated students learning through integrated teaching and outreach work; offered employment opportunity links; and sustained a dedication to excellence.

The Strategic Plan 2011-2014 recognizes the need for a significant change in policy and attitude for better outcomes. During this phase, the university refurbished a large lecture hall, established a computer laboratory with internet facilities, and received a welcome development whereby the landowning mataqali granted permission for the growth of the university at the Saweni Campus under a 99-year lease at one of premium.

This early phase of the university's development included the recognition of several programmes. In 2009, a three-member international team of medical educators Professor Toshimasa Yoshioka, Professor Daniel Wolpaw, and Associate Professor Terry Wolpaw reviewed the MBBS programme; and the Ministry of Health and the Fiji Medical Council endorsed the team's report. In 2010, the Board of Legal Education approved the L.L.B. programme.

The accomplishments of the Strategic Plan 2011-2014 certainly offer us the ingredients to deliver the next phase of the university's strategy, but in a more globalized world with more significantly compounded challenges in higher education than when the university commenced operations in 2005. The World Bank's conclusions in 2000 still hold sway today for tertiary education in Fiji – low funding priority to higher education, birthing grossly disagreeable outcomes as: chronic underfunding, under qualified faculty, negative motivation, poor rewards, teaching quality, and underdeveloped curricula.

And then in the attempt to develop a knowledge-based economy tertiary education, U.K. Vice-Chancellors perceived these challenges: the transforming purpose of the university; reduced government funding and identifying new revenue sources; wider accessibility; commercialization of tertiary education; ruthless international markets; and government interference and transforming the university structure to fulfill the requirements of a knowledge-based economy.

The U.K. Vice-Chancellors made this response to address such challenges associated with the knowledge-based economy, thus:

The key strategies included the creation of new models of the university with a mandate to strategically position their institution to compete in a differentiated and diversified higher education system; developing strategic alliances and symbiotic relationships both nationally and internationally with other institutions of higher education; creating networks and collaboration with the private sector; renewing and revising the financial and administrative structure of the university; in some cases being actively involved in the regeneration of communities and, in all cases, increasing the visibility of the university in the regional and national community.” (Bosetti, Lynn, and Keith Walker. 2010. "Perspectives of UK Vice-Chancellors on Leading Universities in a Knowledge-Based Economy (*Higher Education Quarterly* 64 (1):4-21. doi: 10.1111/j.1468-2273.2009.00424.x.).

Undoubtedly today, The University of Fiji faces a new antithetical dispensation requiring its application of new and innovative strategies and new knowledge to stave off the ruthless global and local competitiveness in higher education; and the university's winning strategy requires its usage of the knowledge-based to economy-knowledge-based development model with strong emphasis on delivering quality education offering interdisciplinary/transdisciplinary perspectives, which, in turn, can increase its international competitiveness as a tertiary education institution.

The University of Fiji's Strategic Plan (2017-2021) is an investment-driven change plan which expresses our strategic intent over the next five years as:

- Developing our standing and influence, where the university is the first choice for a differentiated socio-economic group of students, staff, and partners;
- Bringing about progress and a step change to better our performance, requiring abandonment of the safe confines of existing comfort zones, a new mindset within a new dispensation; and
- Tracking an excellence agenda, where quality and the pursuit of excellence is the trademark of a healthy organizational culture, and which would become implanted in our core values. We will pursue quality and excellence in these areas: learning and teaching; research; student experience; delivery of service; partnerships; the environment; and leadership and governance.

Our university will pursue four strategic priorities to realize these institutional objectives. These are:

- **Empowering the university's people:**
 - Where students are the most important stakeholders, generating a transformative student experience to attract and retain students; and
 - Empowering the university's staff, where the focus is on attracting talent, engaging and learning, facilitating change, innovation, leadership, and performance.

- **Investing in the university’s academic portfolio**, where the focus is on excellence in learning, teaching, research, enterprise, and interdisciplinary and transdisciplinary themes and perspectives.
- **Being an international university for the global sharing of knowledge**, where the focal point is on international collaborations and securing partnerships.
- **Determining a sustainable future**, where the accent is on academic sustainability, professional services, operational and financial sustainability, and advancing a sustainable natural environment.

‘Excellence’, ‘empowerment’, and ‘sustainability’ are the common denominators that blend our vision, mission, strategic intent, and strategic priorities.

3. Making our Vision Happen

‘Excellence’, ‘empowerment’, and ‘sustainability’ are the common denominators for our strategic goals: empowering the university’s people; endowing our academic portfolio; enduring as an international university; charting the university’s sustainability future. Our strategic goals are entrenched within the knowledge-based development framework, in order to contribute to the growth of the knowledge society in Fiji.

Our eight (8) strategic themes—**Learning and Teaching; Student Experience; Research; Environmental and Social Responsibilities; Infrastructure and Systems; Governance and Financial Sustainability; Risk Management; and Accountability Framework**—will pilot our approach to realize our strategic priorities as goals.

And The University of Fiji’s obligation to this strategic plan is democratic and collective. Ideally, we should see the strategic plan as the product of all stakeholders – Council as the governing body; Senate; The University of Fiji faculty and staff; the local community; public agencies; industry; international community; etcetera. All the stakeholders have to take ownership of the strategic plan during its construction process, as and when it becomes an approved policy document, and to be accountable for its delivery and content. Collective ownership makes for effective implementation.

Annually, The University of Fiji will review advancement against our key performance indicators (KPI’s) and targets. While our aims and objectives may not change much during the life of this plan, the strategies, KPIs, and targets may undergo changes with the advent of new circumstances in our functioning environment.

4. Vision, Mission, Core Values

4.1 Vision

The University of Fiji will gain international recognition for academic excellence in its production of new knowledge and innovation through its transformative impact on society.

4.2 Mission

- To provide lifelong learning opportunities to all through a student-friendly environment with creative thinking and innovative values to advance knowledge-based development.
- To offer quality, research-based, relevant, disciplinary, interdisciplinary and transdisciplinary learning and teaching to provide new knowledge and innovation in problem-solving.
- To create and advance public engagement with the local community, industry, governmental agencies, and international bodies for collaborative and partnership-type research projects and research-based education.

- To value academic freedom and foster UniFiji’s role as a critic and conscience of society.
- To be a model employer, showing respect to staff and promoting their welfare and development.
- To strive for the best possible international governance practices to enhance transparency and accountability in policy formulation and implementation on academia, finance, human resources, information technology services, local and international student experience, and facilities.

4.3 Core Values

The principles of The University of Fiji soar up its decisions and actions in terms of intra-university and inter-university relations, inclusive of international partnerships, to fulfill the mission and achieve the vision of the institution.

The principles of The University of Fiji are as follows:

- **Innovative**– The University of Fiji supports innovation and reforms 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;
- **Flexible** – The University of Fiji promotes flexibility in the pursuit of theoretical and practical knowledge while encouraging a life well-lived, a lifelong philosophy of informed, creative thinking to meet evolving challenges and opportunities;
- **Affordable**– The University of Fiji is considerate of the socio-economic status of the students and offers an affordable learning environment. The University demonstrates this commitment by sustaining low tuition fees and offering structured payment plans;
- **Contemporary**– The University of Fiji is contemporary in nature and offers exciting programmes that will equip students with the skills, knowledge and experience to support the next generation of children and young people; and
- **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.

4.4 Graduate Attributes

The University of Fiji graduate should display:

- A creative thinker;
- Strong interpersonal skills;
- ICT literacy;
- An enterprising ability;
- An internationally - oriented mind-set;
- An environmentally responsible attitude; and
- A commitment to ethical values.

4.5 Staff Attributes

The University of Fiji staff should display:

- Work related skills and knowledge;
- A creative thinker;
- An appropriate attitude towards work/ life balance;
- Engaged loyalty towards work;
- Student - friendly services; and
- A commitment to ethical values.

5. Strategic Priorities as Goals

5.1 Learning and Teaching



The goal of learning and teaching encompasses quality, friendly and relevant research-based content delivery in the classrooms for our undergraduate and postgraduate students to meet national and international demands.

Aim

Build a quality academic portfolio using the knowledge-based development framework to transform the local and global community.

Objectives

To attain this aim, we will:

1. Conduct constant review of best teaching delivery modes.
2. Maintain quality programs; research- oriented staff and student development.
3. Achieve staff retention
4. Encourage the growth of creative thinking and the capacity for self-reflection and personal development in our students and graduates, as global citizens.
5. Meeting global and local expectations in all areas by acquiring knowledge and skills needed to promote sustainable development.

Strategies

To attain these strategies, we will:

- 1.1 Ensure timely conduct of peer-reviews, student feedbacks; and self evaluation. (KPI will be twice per semester).
- 1.2 Provide support to lecturing staff on pedagogy, pastoral care, course development, e-learning, assessment, supervision, and research mentoring.
- 1.3 Continue with the capacity development workshops on teaching quality.
- 2.1 Continue with the lecture series on Research Methodology for early career academics.
- 2.2 Review programmes internally & externally.
- 2.3 Divert research funding more towards the junior faculty.
- 2.4 Strengthen the Quality Assurance Unit to ensure course curriculum meets Fiji Higher Education Standards and uses information to improve teaching and retention rates.
- 3.1 Produce a dynamic and a professional flexible work place with attractive compensation packages.
- 4.1 Collaborate with other universities to embed internationalization.
- 4.2 Create University institute to advance

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

NOTE

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 national and international demands.

KPI	Impact from SP	2017	2018	2019	2020	2021	Target
Staff Development Programmes	Implementation of demand-oriented staff development programmes	Establish CAD and implement short-term programme once a month.					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.
Student enrolment	Increased student intake	2300	2700	3100	3500	4000	Increase student intake to 4000.
Student retention rate	Increased retention rate	50%	52%	55%	59%	65%	Increase student retention rate to 65%.
Programme Accreditation	All Courses/ programmes accredited by FHEC	Complete accreditation of existing programmes		2 additional programmes accredited per year		Establish and implement programmes to strengthen capabilities and capacity of the Quality Assurance department to improve the drive toward accreditation.	
New course units/ programmes addressing national issues	Increased engagement in course improvement	10	15	20	25	30	30 courses modified to address contemporary issues.

Positive feedback on programmes	Increased recognition by professional bodies	Annual feedback reports.	Programmes to be recognized by relevant professional bodies.
Knowledge expansion	Increased coverage of areas and increased knowledge creation tasks	One new program and one policy document of national interest per year.	Influence the policy formulation at the national and regional levels.
Internal and External review of programmes/ courses	Enhanced relevance	Conduct internal reviews annually and external reviews once in three years.	Incorporate positive recommendations coming from the reviews.
	Joining global trends in education		
	Academic advancement		
	Enhanced response to customers	Conduct two up-skilling courses per year.	Up-skilling 100 in-service teachers per year.
University-wide teaching units on sustainable development	Students' knowledge and skills needed to promote sustainable development.	Conduct UUU short course units on sustainable development to all students on semester basis.	Incorporate environmental sustainability and social responsibility issues in all possible curricula, policies, and procedures.

5.2 Student Services



The goal of student services is to empower our students with the tools to become effective leaders and global citizens.

Aim

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

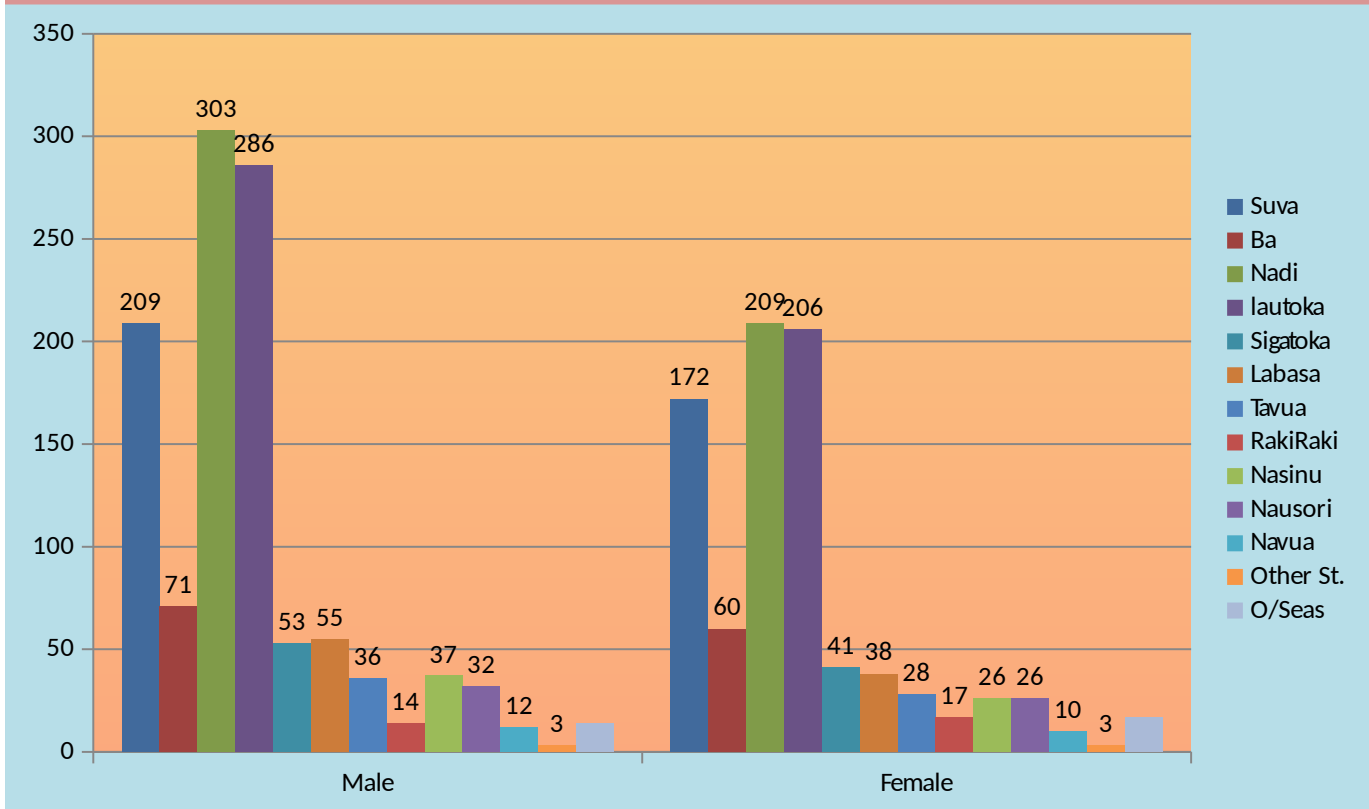
To attain this aim, we will:

1. Facilitate a transformative experience.
2. Enable students to achieve a high level of satisfaction in all areas of the university.
3. Make certain support and pastoral care that is sensitive to the diversity of cultures at the University.
4. Provide standard professional support for students with disabilities, specific learning differences, mental and emotional health problems, and those experiencing financial difficulties.
5. Foster a community where students are valued, supported and given the assistance they need to be successful.
6. Emphasize employability of students.
7. Enhance student enrolment for distance learning mode, focusing on the working class & students living in islands.

Strategies

To attain these strategies, we will:

- 1.1 Engage students in the academic community in a friendly manner and welcoming campuses that have appropriate ICT, sports, and health and wellness facilities and attend to international students' explicit needs including visa and associated support and integration into the campus.
- 2.1 Address students with learning issues in the English language, writing and numeracy, and render student support through utilizing consultation hours more effectively.
- 3.1 Ensure that all students, regardless of any difference, equally assimilate the university experience.
- 4.1 Enhance health and wellness of students through programmes, such as mental health awareness, sexual misconduct prevention, access to recreational opportunities, and organized physical activities.
- 5.1 Engage academic advisors across all schools.
- 6.1 Coordinate and collaborate with all career services operations to emphasize employability of the students to pursue their attachments during breaks.
- 6.2 Present programs to improve students' employment prospects, offer career development support to students and alumni, and facilitate their move to graduate employment.
- 6.3 Present employability awards that showcase students' skills, competencies, and students' attributes.



Current student distribution based on



The goal

citizens.

KPI

Target

Student s

Develop a Student Centre with qual

Internati

Enroll a total number of students per year

Availabi nodes

Increase student 1:24 to 1:16.

Academic and awareness programmes

learning practices

poor academic performance and carry out awareness programmes as part of duty.

Appoint the full-time Advisors for each campus to mitigate poor academic

Sexual misconduct prevention programmes		One event per semester					Execute two sexual prevention awareness programmes per year.
Physical activities	Increased participation in university-supported physical activities	Two events per semester					Increase the number of Fiji-wide physical activities to 2 per semester.
Distance learning services and facilities	Increased enrolment in flexible learning programmes	5	5	5	5	5	Develop 25 Online courses
Career development services	Enhanced soft skills	A minimum of two career development student workshops per semester.					Increase students' and skill levels through university student activities.
Student satisfaction	More student social engagements	One event per semester					Plan and organize university activities.
	Empowerment of students	Academic advisor for each department					Appoint Academic advisors for each department.
		4	4	4	4	4	Increase the number of activities to at least 4 per semester.
		CR 40%	CR 44%	CR48%	CR 53%	CR 60%	Improve completion rates.

5.3 Research



The goal of research is to have a research-based institution with an international publication track record reputation, and the capability to attract grants from national and international funding bodies.

Aim

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

Objectives

To attain this aim, we will:

1. Provide excellent quality, research- oriented educational experience.
2. Facilitate scientific and innovative research, with relevant interdisciplinary and transdisciplinary perspectives.
3. Establish and deepen research relationships with communities, agencies, NGOs and other universities within the Pacific Region and internationally.

Strategies

To attain these strategies, we will:

- 1.1 Establish local community engagement research to address local issues and improve skills and knowledge in all relevant research areas.
- 1.2 Improve research infrastructures – office space and laboratories, library facilities and databases, postgraduate facilities, etc.
- 2.1 Deepen interdisciplinary and transdisciplinary research collaborations with industry, national, and international bodies.
- 3.1 Facilitate local, national and international exchange and dissemination of knowledge through seminar, conference and workshop.
- 3.2 Implement an event on Excellence in Research Awards.
- 3.3 Provide excellent quality and innovative research.



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	3	8	16	8	25	91	438	-	589

TI								ack record reput lies.
KP								
Inc out								completion rate to 50% and pub mber 40%.
Cre Vic Res								Pro-Vice-Chan that will assist sing research an iversity by 2018.
Inv rese infra	research infrastructure	investment lev 17 to 2021.						
Level of external research funds	Increased research funds from external	10%	20%	30%	40%	50%	Acquire 50% of research external sources.	

	sources							
Applications seeking external funds	Increased number of applications	2	2	3	4	6	Six applications per year external research funds.	
Submissions for awards	Increased competition for awards	One award	One award	One award	One award	One award	Presentation of the Excellence Research Awards once a year at Research Day Celebrations	
Research degrees by young academics	Increased number of research degrees by early-career academic staff	1:10	1:09	1:08	1:07	1:06	Increase in ratio between research degrees to total academic staff	
Interdisciplinary/multidisciplinary research programmes	Increase in interdisciplinary/multidisciplinary research programmes	Addition of one interdisciplinary/multidisciplinary research programme per year						Provide addition of one interdisciplinary/multidisciplinary research programme per year
Expansion of collaborative research	Effective research collaborations	A minimum of three collaborative research programmes per year					Establish three new collaborations outside university.	
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	Once a semester				Once a month	Organize one media conference on public policy discussion once a semester.	
Knowledge creation, sharing and disseminating events	Increased number of public lectures by visiting scholars	Once a semester				Once a month	Institute one public lecture by visiting scholars.	
	Contributing to the community through increased number of materials disseminated						selected work of students will be published in Fiji Press and translated into international languages	

5.4 Environmental and Social Responsibilities



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 The University of Fiji's actions in the context of the wider national and international community.

Aim

To develop environmental commitment at all levels: teaching, research, operations and community outreach and make global scientific and social contributions.

Objectives

To attain this aim, we will:

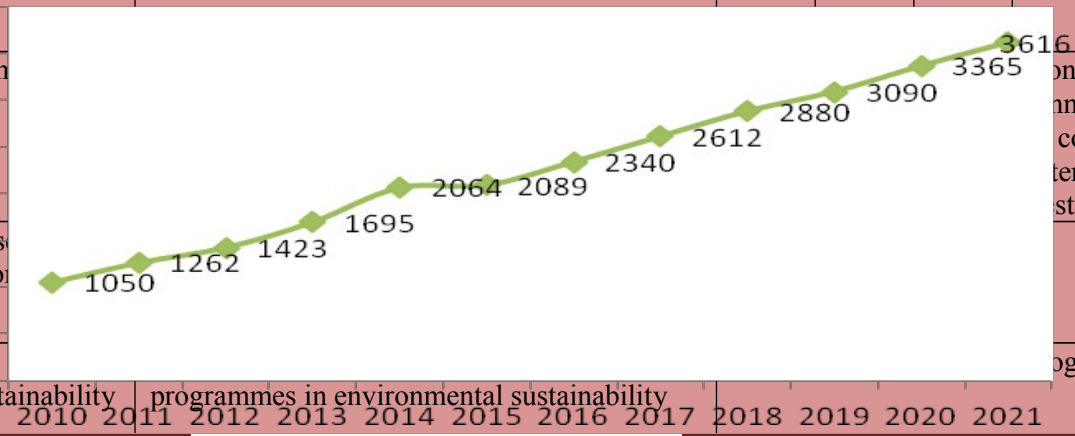
1. Reduce the environmental impact of our structural and renovation projects and promote the construction of the Green Campus.
2. Develop research-based interdisciplinary and transdisciplinary programs in relation to education for environmental sustainability.
3. Promote the Center of Climate Change, Energy, Environment and Sustainable Development, and the Center of Renewable Energy, to enhance inter-university collaborations, both nationally and internationally.
4. Incorporate the socio-cultural aspects of sustainability both internally pertaining to the university's administrative structures and externally with respect to the university's affiliations with the wider national and international community.

Strategies

To attain these strategies, we will:

- 1.1 Analyze the carbon footprints of The University of Fiji and include passive cooling and energy efficiency in building designs.
- 1.2 Conduct a sustainability audit to examine energy use and potential to reduce, reuse and recycle wastes.
- 2.1 Integrate current study of climate change with perceived environmental and social impact.
- 3.1 Foster innovative approaches to interdisciplinary and transdisciplinary research with a focus on environmental and social aspects; disseminate the results to target segments and use them to develop new modules, short courses, policies and programmes with relevance to environmental sustainability and social responsibility.
- 4.1 Consolidate relationships with the iTaukei *mataqali* through culturally-appropriate meetings and ongoing communication and opportunities for research, cultural engagement, and education with the villages.

KPI	2017	2018	2019	2020	2021	Target
Volume of waste recycled or composted and reduction in electricity bill	5%	10%	15%	20%	25%	Improve capacity to reduce tar
Audits on environmental sustainability	2064	2089	2340	2612	2880	3090
Environmental based research publications	1050	1262	1423	1695	2064	2089
Teaching units on environmental sustainability programmes	1050	1262	1423	1695	2064	2089



UniFiji UG Student Growth Forecast

Research-based postgraduate degree programme	More systematic research	10 -15 students per year	Int ba int e d Ch
Community engagement programmes	Strengthen public relationships	Conduct community reach programme per semester with the support of students.	Im ou
Information exchange and public rendezvous	Increased information exchange and public rendezvous	Use all media channels to disseminate findings to reach target groups via media conferences (few times per semester), seminar (few times peryear), leaflets and other materials for Open Day.	Ini dis fin

5.5 Infrastructure and Systems



SUVA CAMPUS

The University of Fiji's Suva Campus was established in 2008 at 2 Kula Street Samabula to begin the Law programme (LLB & GDLP). iTaukei studies, Education, Language and Literature, Information Technology, Bachelor of Nursing (In-service) and MBA programmes are also offered at the Suva Campus. Currently, Suva Campus is going through a major development phase costing 4.5 million dollars and project is to be ready for use in 2017.

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

Aim

To provide advance 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 attain this aim, we will:

1. Explore avenues for crucial development and advancement in ICT infrastructure.
2. Examine policy developments to meet institutional needs.
3. Meet the needs of student and staff support.
4. Establish effective infrastructure, systems and management approaches.
5. Effectively manage & utilize ICT systems.

Strategies

To attain these strategies, we will:

- 1.1 Develop proactive plan for buildings with appropriate architectural designs and each new building is engineer-certified to Category 5 Cyclone level.
 - 2.1 Review existing policies and create new policy guidelines.
 - 3.1 Cater for flexible enrolment, online registration of students and online results system.
 - 3.2 Maintain up-to-date global online journal access and adequate budget for books to promote contemporary research and education.
 - 4.1 Ensure ICT services are continuously upgraded and improved.
 - 4.2 Develop world class ICT services by providing professional development training and training to ICT staff.
 - 5.1 Maintain and improve the IT infrastructure to meet universal expectations for internet access and networking.

The g
univer

ov

toward a mediu

KPI

2021

Target

Extensive IT Services

Improved IT Services

Wireless accessibility and efficient internet connectivity

Install high capacity server.

Performance review

Performance review

Additional upgrade

Increase update infrastructure connectivity wireless facilities internet by 2021

Annual Review of IT capacity

Upgrade IT Facilities

1 - 24

1 - 22

1 - 20

1 - 18

1 - 16

Improve student 1:24

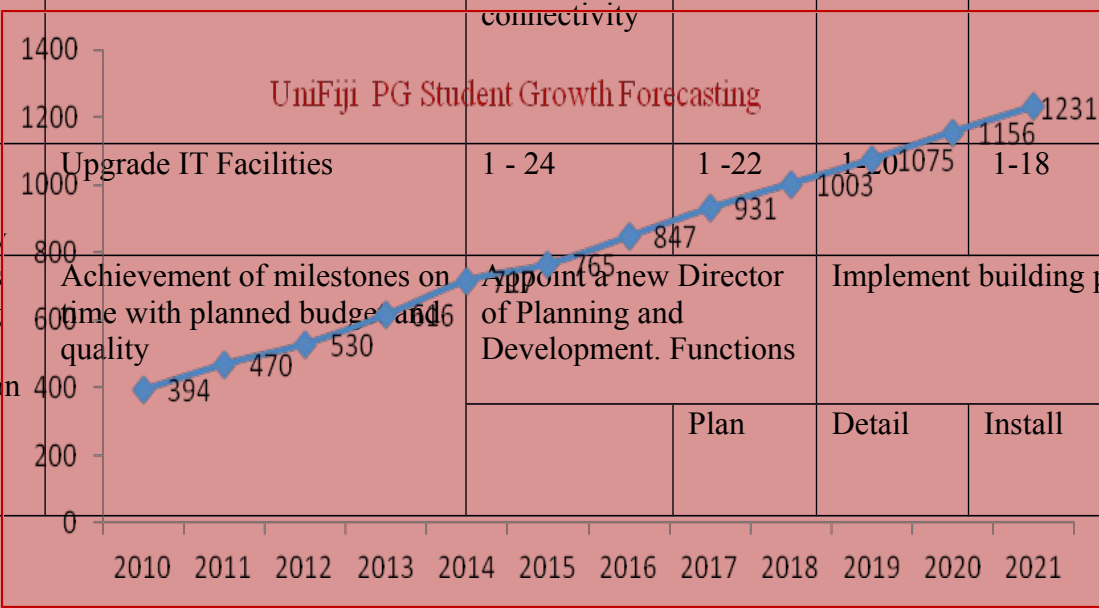
Milestones in building plans and constructions

Achievement of milestones on time with planned budget and quality

Appoint a new Director of Planning and Development. Functions

Implement building plans

Introduce new follow building installation internet to ne



Online Registration	Establishment of an effective and efficient enrolment process	Install Online Enrolment System.	Establish a Student Services Hub.	Student Apps.	Monitoring and performance evaluation	Future estimates for next strategic plan	Cloud avail
Access Results Online	Improved student services as well as monitoring and evaluation	Install and test.					Establish Resu 2017
Institutional research	Effective decision making	Plan database system, install and test.		Student database backup in Cloud	Employ intelligent agent	Future estimates for next strategic plan	Establish syste requ man decis
Statistics on Library facilities	Enhanced usage of library resources, facilities and services	ISO Certification	Strive for a 10% increase of service volume each year.				Ach Cert deve arch enha volu year
Provision of training and necessary support	Improved IT Services and	Conduct TNA	Conduct KSA development programmes annually.				Conve impl deve prog
	improved administrative services						
Management Information System	Effective decision making by management	Analyze MIS requirements	Install MIS and test for efficacy	Pilot test-runs of MIS	Monitoring for performance effectiveness	Future estimates for next strategic plan	Establish man mak on s

5.6 Governance and Financial Sustainability



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

Aim

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

Objectives

To attain this aim, we will:

1. Retain the best possible academic staff; sustain a diverse staffing profile including international and local experience.
2. Create a high trust and reverential working environment with flexible working conditions for academic staff.
3. Encourage and support Academic Staff to gain highest possible level of qualifications.
4. Develop high-level networks with global, international and national organizations, simultaneously demonstrating financial transparency to senior management, staff and the public.

Strategies

To attain these strategies, we will:

- 1.1 Recruit experienced and highly qualified staff by offering salary and conditions of service comparable with other institutions.
- 2.1 Foster transparency and accountability of financial budgets, attractive salaries, clear lines of accountability, and institute a formal grievance procedure.
- 3.1 Provide opportunities for academic and professional development through fee waivers and conference attendance allowances.
- 3.2 Encourage opportunities for research and consultancies.
- 3.3 Establish a full-operational Quality Assurance Department.
- 4.1 Initiate and build high-level relationships with national and global governance bodies.



Financial Position From 2013-2015

Year	Fees	Donations	Government Grant	Other Income	APS Funding	Bank Loans	TOTALS (\$)
2013	5,749,572.00	188,927.00	3,000,000.00	77,443.00	445,000.00	500,000.00	9,960,942.00
2014	6,612,874.00	36,645.00	3,530,000.00	24,755.00	750,000.00	750,000.00	11,704,274.00
2015	7,459,342.00	15,000.00	2,500,000.00	100,000.00	50,000.00	3,375,000.00	13,499,342.00

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

5.7 Risk Management

KPI	Impact from SP	2017	2018	2019	2020	2021	Target
Salary scales and staff retention rate	Reduction in staff turnover	Provide bi-annual review of salary scales and offer competitive benefits to staff.					Competitive pay and conditions for attraction and retention of staff.
Recreational facilities	Effective welfare services and recreational facilities	Plan and establish gym facilities for all.					Increase recreational facilities for staff, students and the community.
Participation in conferences	Increased participation in conferences locally as well as internationally	10%	15%	20%	25%	30%	Encourage 30% of staff to attend at least one conference per year by 2021.
Demographic statistics on academic staff	Leverage women and iTaukei proportions in Senior Staff composition	Increase the existing percentages by two-fold by 2021.					Introduce 30% more women, and multi-ethnicity in senior staff positions by 2021.
Staff engaged in research and consultancy	Increased research activities and consultancy work	Increase existing figures by 10% per year.					Institute an average of 30% of staff time to spend on research and consultancy.
Staff with Ph.D. qualification	Increased number of staff studying for higher degrees	7%	10%	12%	15%	18%	Achieve 18% teaching staff with Ph.D. qualifications by 2021.
Cash Flow data	Enhanced transparency	Present quarterly reports to senior management and HODs.					Continuously improve financial reporting and management processes through improved transparency and accountability.
Income generating activities	Increased income generation through diversified activities	1%	2%	3%	4%	5%	Achieve a minimum 15% of operational budget from diversified sources of income.



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 students and staff.

Aim

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

Objectives

To attain this aim, we will:

1. Ensure that the University has appropriate measures for funding-level volatility.
2. Generate a Risk Register to anticipate and ensure international best practices and preparation for future risks.
3. 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.
4. Comply with requirements of FHEC and other professional bodies with regard to accreditation of current and future programmes of the university.
5. Ensure the health and safety of University staff and students.
6. Embed the concept of greening our university in the context of funding diversification, cost-cutting and future developments.

Strategies

To attain these strategies, we will:

- 1.1 Use financial management and internal audit to ensure that finances are used for designated purposes, public transparency, meeting obligations and timely payments.
 - 2.1 Update the Risk Register on a timely basis.
 - 3.1 Develop a Disaster Recovery Plan through the Facilities Office with business resumption as a critical aspect of the plan.
 - 4.1 Ensure that The University of Fiji keeps a tab on accreditation requirements on a timely basis through each of the department as a whole.
 - 4.2 Promote career development of staff and use a talent pool through the Human Resources Department for a succession plan to ensure the recruitment, appointment, and placement of appropriate staff.
 - 4.3 Comply with the Fiji Institute of Accountants' requirement that a Professor should be rapidly replaced, should the position become vacant.
 - 4.4 Comply with the Legal Practitioner Unit and Fiji Medical Board to ensure that staff has adequate qualifications to meet the accreditation requirements.
 - 5.1 Comply with all the Organizational Health and Safety Policies to make sure that gaps are instantly rectified.
 - 6.1 Incorporate the concept of "green university" and "sustainable campus" to existing infrastructure, especially those of the future through building designs, reducing the university carbon footprint and holistic green practices.
 - 6.2 Ensure that in future all The University of Fiji buildings are Cyclone Category 5 Certified and designed in a manner that lighting and cooling require minimal non-renewable energy.
 - 6.3 Develop the IT security with an improved offsite, remote server to back-up data on a daily basis by 2020.

	Successful risk management practices	Establish Risk Register and risk management practices.			Develop risk mitigation.	Testing for the efficacy of risk mitigation	All possible natural made risks are ma
n and ion of -	Minimize effect of risk	Construct needs analysis for disasters.	Develop a disaster recovery plan.	Testing the efficacy of the disaster recovery plan.	Establishment of a full disaster recovery plan.	Develop and implement recovery plan with minimize "time to period to two days	
ate	Reduced staff turnover and replacement rates	Reduce staff turnover rate from 15% to 10 %.					Increase "staff rep time and reduce st rates.
mmme	Accreditation certificates and recognitions	Accredit existing undergraduate programmes.	Accredit postgraduate programmes	Achieve accreditation of five new programmes per year.			Accredit all existin programmes by 20
a		Continue recognition while exploring opportunity to achieve CPA Recongnition for accounting graduates.					Continue FIA Rec conforming to its
s	Improved safety of all within the university premises	Establish proactive OHS strategy.	Implement proactive OHS strategy.	Monitor proactive OHS strategy	Evaluate proactive OHS strategy.	Achieve near zero cases by 2021 by best OHS practice	
ators	Improved environment protection practices	Reduce energy costs by 2% per annum.					Minimize waste, p and minimize ener 2021.
		Introduce one clean-up campaign per semester.					
	Secured information	25% back up	50% back up	100% back up	Back-up on daily basis		Establish a full ba by 2017.

5.8 Accountability Framework



The goal of accountability framework is to ensure academic and financial sustainability of all programmes and relevant departments through systematic reviews by internal and external audit processes.

Aim

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 attain this aim, we will:

1. Provide an Accountability Framework [AF] with the expectation of annual reporting from key personnel.
2. Strive for excellent transparency processes that illustrate financial transactions conducted in a lucid and timely manner.
3. Prioritize in processes that improve our reputation for financial accountability.
4. Develop a reputation for the administration and facilitation of research funding to support academics reach their research objectives.

Strategies

To attain these strategies, we will:

- 1.1 Create the Accountability Framework, its deadlines, and measures through the Vice Chancellor's Advisory Group;
- 2.1 Introduce procedures and processes for financial transparency between Finance and internal roles, including HoDs, Deans, Pro Vice-Chancellors and Vice-Chancellor.
- 3.1 Improve the management team by creating three new roles: Pro-Vice-Chancellor-Learning and Teaching; Pro-Vice-Chancellor-Research; and Director of Planning and Development.
- 4.1 Provide timely reports to the Government of Fiji and FHEC on required data on costs and benefits.
- 5.1 Sustain a state-of-the-art Accountability Framework and revise requirements as requisite.



Accountability Framework

KPI	Impact	2017	2018	2019	2020	2021
Accountability Framework practices	Improved practices, better transparency and precise decision making	Establish Accountability Framework.	Incorporate revisions.			
Set of procedures and processes	Improved reputation and clarity on decisions	Establish procedures and processes.				
Review mechanisms	Improved effectiveness of Accountability Framework to match dynamic environment					
New roles	Improved efficiency of management function	Provide assessment.	Explore the need and take necessary action.			
Communication efficiency	Improved communication across different levels and efficient operations of the university	Define communication requirements.	Institute continuous assessment and improvements.			

Implementing the Strategy

The Strategic Plan 2017-2021, the Global Path to Academic Excellence, communicates the University's vision and mission and stipulates a comprehensible strategic intent with the priorities.

To implement this strategy, we need to:

- Track our development toward reaching our strategic objectives unremittingly, and monitor our performance, benchmarking externally alongside peers and sector norms in addition to internal metrics, and communicate these outcomes to external and internal stakeholders;
 - Besides the KPIs, track our development and performance for other strategic objectives in this plan, especially those relevant to the quest for the excellence and sustainability agendas;
 - Make certain that the University complies with national quality standards and international best practices, and attempting to stand out in national and global research and achieve excellence in teaching;
 - Generate annual performance plans on the University as a whole, Schools and Departments, and Centres, specifying actions and outcomes;
 - Empower staff to input the strategic objectives and strategies to reach targets; and
 - Input and employ national higher education policy requirements.
- The Vice-Chancellor shall report on the implementation status of the Plan at statutory meetings of UniFiji Council.



Appendices

The University of Fiji Staff Statistics History



CATEGORY	2008	2009	2010	2011	2012	2013	2014	2015	2016
Professors	3	5	6	3	4	5	7	9	5
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

Estimated Costs of the Strategic Plan 2017-2021

(Costs for the Key Priorities include the Accountability Framework)

Key Priorities		2017	2018	2019	2020	2021	Total
		Cost	Cost	Cost	Cost	Cost	Cost
1. Learning and Teaching	Operating	125,000	240,000	250,000	260,000	270,000	\$1,145,000
	Capital	100,000	150,000	170,000	200,000	220,000	840,000
	Total	225,000	390,000	420,000	460,000	490,000	1,985,000
2. Student Services	Operating	150,000	150,000	180,000	200,000	220,000	900,000
	Capital	150,000	500,000	200,000	250,000	250,000	1,350,000
	Total	300,000	650,000	380,000	450,000	470,000	2,250,000
3. Research	Operating	100,000	250,000	250,000	260,000	270,000	1,130,000
	Capital	80,000	150,000	200,000	200,000	220,000	850,000

	Total	180,000	400,000	450,000	460,000	490,000	1,980,000
4. Environmental and Social Responsibilities	Operating	70,000	100,000	150,000	160,000	170,000	650,000
	Capital	40,000	50,000	70,000	80,000	100,000	340,000
	Total	110,000	150,000	220,000	240,000	270,000	990,000
5. Governance and Financial Sustainability	Operating	100,000	200,000	250,000	280,000	300,000	1,130,000
	Capital	100,000	120,000	150,000	180,000	200,000	750,000
	Total	200,000	320,000	400,000	460,000	500,000	1,880,000
6. Infrastructure and Systems	Operating	120,000	150,000	160,000	170,000	200,000	800,000
	Capital	150,000	200,000	300,000	330,000	350,000	1,330,000
	Total	270,000	350,000	460,000	500,000	550,000	2,130,000
7. Risk Management	Operating	50,000	100,000	100,000	150,000	200,000	600,000
	Capital	90,000	100,000	200,000	350,000	380,000	1,120,000

	Total	140,000	200,000	300,000	500,000	580,000	1,720,000
Total Cost	Operating	715,000	1,190,000	1,340,000	1,480,000	1,630,000	6,355,000
	Capital	710,000	1,270,000	1,290,000	1,590,000	1,720,000	6,580,000
	Total	1,425,000	2,460,000	2,630,000	3,070,000	3,350,000	12,935,000

Current Organizational Structure

