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The Revised University Strategy is the result of significant consultation with both academic and professional staff as well as our key stakeholders, initially through our Moodle platform and subsequently through consultation meetings at our larger campuses. This Strategy, *Shaping Pacific Futures*, defines for the next three years our ambitions, how we will realise them, and how we will measure success. Our culture is dynamic, externally focussed and responsive to the needs of the peoples of the Pacific Islands. We are rapidly developing capacity that will ensure that we have wide-ranging impact aimed at dealing with some of our most intractable challenges in the region. Building on our existing strengths, this strategy sets out our aspirations and provides a framework to deliver our Vision, Mission and Values.

*Shaping Pacific Futures*, draws upon the successes and lessons of the previous strategic plans and is a comprehensive blueprint of actions that will enable both the University and its Members to thrive in a challenging environment. With five decades of service to the region and a significant regional role through the Council of Regional Organisations of the Pacific (CROP), the University is ready to implement this new set of strategic initiatives, designed to deliver teaching and learning, research and innovation that celebrates Pacific character, champions creativity, and is most importantly, sustainable.

This Strategic Plan is designed around the importance of creating homegrown solutions to Pacific regional concerns through advanced research aligned with the UN’s Sustainable Development Goals (SDGs), an improved student experience, and better accessibility through the localised provision of academic programmes.

The Strategic Plan 2019-2021, has been refocused to reflect the University’s core business. The original eight Priority Areas (PA) have now been neatly repackaged under five PAs of: (1) Education; (2) Research, Innovation and Internationalisation; (3) Regional Campuses; (4) International and Regional Cooperation; and (5) Governance and Intelligent Use of Resources. The PA on Governance and Intelligent Use of Resources has been developed as an enabling PA which now covers strategies that are aimed at facilitating both, an outstanding learning and teaching experience and fostering a deep culture of research and innovation within the University.
This strategy represents a strong statement from the University, committing its resources, people and passion to realise a better Pacific future. This necessarily entails a strong commitment to gender equality and social inclusion. The University looks forward to the cooperation of all stakeholders in the implementation of this Strategic Plan, which takes an excellent University and makes its services and resources even more accessible to greater numbers of Pacific Islanders and global citizens. We can achieve a great deal if we work together and I hope that you will see a bright and prosperous future exploring these new ideas to help deliver a better world to live in, both now and in the years to come.

Please read and share, this is your Strategy.

Professor Pal Ahluwalia FASSA
Vice-Chancellor and President
The Pacific region with scattered land area and vast ocean, is home to communities rich in natural resources, diverse social and vibrant cultures. This remoteness makes the Pacific highly vulnerable to various social, economic, education and environmental impacts ranging from climate change to poor educational outcomes and low economic growth, making the mission of the region’s University a formidable one. With limited resources, it must produce work-ready graduates, knowledgeable about the Pacific Island region and its unique strengths, heritage, and challenges, who can innovate and create economic growth to ensure the region’s success in the global knowledge economy.

The main aspects of the Pacific context, identified by Pacific Islands Forum Leaders, member countries and the University are explained below, with commentary on how USP will respond to those issues and opportunities.

**REGIONAL COOPERATION AND INTEGRATION**

Regional cooperation and integration are the overarching goals of all regional organisations in the Pacific under the Framework for Pacific Regionalism. USP’s commitment to advancing regional cooperation is evident in the fact that this is the subject of the new and separate Priority Area on International and Regional Cooperation. The key outcomes of this Priority Area are to improve the value that USP provides to its Members, to develop systems and align USP’s outcomes with those of its Members.

**CLIMATE CHANGE**

The Pacific Islands Forum Leaders issued the Boe Declaration in September 2018, which named climate change as “the single greatest threat to the livelihoods, security and well-being of the people of the Pacific”. For the region’s leaders to name climate change as a security threat underlines the fact that it endangers the very existence of Pacific Island Countries (PICs). USP has the technical expertise and experience required to assist its member countries on scientific and policy platforms, and produce graduates with a deep understanding of climate change and its ramifications for life in the Pacific. Our researchers are already examining strategies to ensure that the region is able to be both climate resilient as well as adaptable.

**EDUCATIONAL UNDER-ACHIEVEMENT**

According to statistics published by the Pacific Community in 2018, on average almost a fifth of the population in the member countries, comprise of youth between the ages of 15 and 24. These are young people whom USP hopes to engage providing further or higher education opportunities at its campuses and centres. This large segment of the population must be in education, training, or skilled employment if the region’s economies are to grow sustainably. The Pacific’s youthful population can be an advantage for the region, provided they are given quality advanced education. The ability to personalise one’s studies at USP, makes the University an appealing affordable and flexible option.

The Strategic Plan 2019-2021, addresses this need by including activities designed to treat two main concerns, namely poor educational outcomes relating to basic literacy and numeracy and a low rate of participation in tertiary education.

Literacy competencies in the region have been tested and have revealed that educational outcomes in the region are poor. The University’s response to this major
concern has been to improve teacher training. A focus in the USP-Australia partnership is on improving teacher preparation across member countries. The University has also deepened its involvement in the mission to improve national and regional educational outcomes through the Pacific Regional Education Framework (PacREF) and through other initiatives in literacy and numeracy.

**CHALLENGING ECONOMIC CONTEXT**

The current economic context is one of poor economic growth and uncertainty. The University has responded by promoting automation, reforms and partnerships. These measures will make it possible for USP to continue to grow, develop and produce better results for the region. International student recruitment is expected to contribute to our financial performance, with the added benefit of bolstering USP’s international presence.

The level of job creation within the private sector and the government has not kept pace with the output from the educational systems. Expected increases in the numbers of graduates in member countries, combined with technology and more automation, may result in educated young Pacific Islanders not being able to count on secure long-term employment. This is why USP promotes the importance of entrepreneurial and ICT skills to its students and will do so through Strategic Plan 2019-2021 activities. In addition, the University must become the institution for life-long learning.

USP’s education does not tie Pacific Islanders to their own countries; its qualifications lead to employment in the region and overseas. USP graduates contribute to foreign remittances, a major source of income for many member countries. The increasing commitment of member countries to labour mobility, both within the region and outside of it, and the importance of international accreditation, has led USP to seek opportunities for international rankings.

**DIGITALISATION AND HUMAN RESOURCES DEVELOPMENT**

Regional cooperation and digitalisation are the focus of ICT-related activities in the Strategic Plan 2019-2021. The way in which ICT is used as a tool for sustainable development is also a key component of the Pacific context. USP leverages its expertise, infrastructure, and experience in ICT and telecommunications to lead the CROP ICT Working Group and the CROP Working Group on Human Resource Development, and contributes to other working groups as well. ICT is an increasingly important tool for achieving development priorities under the Sustainable Development Goals and the SIDS Accelerated Modalities of Action (S.A.M.O.A) Pathways. ICT is essential for sustainable development, disaster risk management and response, and cybersecurity, all issues which USP management and Pacific Islands Leaders agree are key concerns for the region.

**HEALTH**

With health and Non-Communicable Diseases (NCDs) being one of the key priorities of regional leaders and the increasing number of fatalities/disabilities related to NCDs, it is imperative that health be accorded greater attention and more robust interventions are introduced. USP, in close collaboration with its international, regional and national partners, is committed to developing programmes and training in the area of health with an aim to addressing this problem in the Pacific region.

**PACIFIC CULTURES AND HERITAGE**

USP serves as the region’s University and therefore must be the world’s pre-eminent institution for the preservation and promotion of Pacific Island languages and cultures.
The University supports its member countries in their efforts to promote culture and heritage, whether it be through academic or heritage programmes. The aim will be to ensure that distinctive and diverse Pacific cultures are given pride of place on campus and in the minds of students and staff, through events such as Pacific Arts festivals, performances and exhibitions. Pacific culture and heritage will be promoted on the world stage.

CONCLUSION

In this Strategic Plan, Shaping Pacific Futures, USP has addressed the major challenges facing the region and has provided assurance to its stakeholders that, using innovative and sustainable approaches, the University will assist the region to achieve measurable progress in the future. The main regional issues that influenced the formulation of the Strategic Plan were the need for greater regional cooperation to address climate change, youthful populations facing poor economic prospects and poor educational outcomes, the need for regional ICT cooperation and digitalisation, and the importance of preserving and promoting Pacific cultures and heritage. The University hopes to support healthy growth and sustainability throughout the institution and the region, at all levels and in all communities.
OUR VISION
To shape Pacific futures by empowering students, staff and alumni to become inspirational agents of positive change leading to innovative, cohesive, resilient and sustainable communities.

OUR MISSION
To influence Pacific Islanders through the pursuit of excellence in knowledge by providing world-class education and research that improves the lives of individuals and communities.

OUR VALUES
To be guided by our Pacific Values of inclusive family, participatory and open dialogue.

Excellence and Creativity
We will embody excellence, inspiring students and staff to embrace innovative solutions for the benefit of our communities.

Ethics and Accountability
We will uphold the highest ethical standards and operate with integrity. We are committed to fostering a culture of transparency and accountability ensuring that we uphold high academic and professional standards.

Respect and Inclusivity
We will honour our Pacific heritage and traditions as well as respect, recognise and celebrate the diversity of our students and staff, ensuring that there are equal opportunities for all through an inclusive culture.

Supporting our People
The safety, wellbeing and needs of our students and staff are paramount and fundamental to our success. We are committed to ensuring that our students and staff achieve their potential to shape better Pacific futures.
Graduate Attributes

USP’s academic programmes will foster the following attributes in all graduates:

**Academic Excellence**
- Extensive knowledge of and relevant skills in a particular discipline or professional area;
- Capacity for critical thinking and independent self-directed, life-long learning;
- Digital literacy and advanced information and communication technology knowledge and skills; and
- Problem solving and research skills.

**Intellectual curiosity and integrity**
- Deep respect for truth and intellectual integrity, and for the ethics of scholarship;
- Intellectual curiosity, creativity, entrepreneurship, innovative and openness to new ideas;
- Commitment to inter-disciplinary understanding and skills; and
- Respect for the principles, values and ethics of a chosen profession.

**Capacity for leadership and working with others**
- Effective interpersonal communications skills;
- Resilient, adaptable and be empathetic;
- A commitment to gender equality and social inclusion;
- Leadership, organisational, teamwork and time management abilities; and
- Personal maturity and self-confidence.

**Appreciation for the cultures of the Pacific Islands**
- Knowledge and appreciation of the unity and diversity of Pacific Island cultures;
- Understanding of the diverse economies and environments of the Pacific Islands; and
- Commitment to the maintenance and strengthening of the societies of the Pacific.

**Cross-cultural competencies**
- Understanding and appreciation of social, cultural, and linguistic diversity;
- Respect for human rights and dignity in a global context;
- Commitment to accountability, ethical practice and social responsibility; and
- Demonstrated oral and written proficiency in the English language.
The commitment of USP’s staff to the Vision, Mission and Values of the University is embedded in the following attributes:

- Commitment and loyalty to the institution and its mission;
- Honesty and integrity in personal and professional interactions in the work environment, including the highest standards of academic conduct;
- Strong student-centered approach to learning and teaching;
- Highest standards of creativity, innovation, teamwork, cooperation and flexibility in the pursuit of excellence;
- Respect for the distinctiveness and diversity of our Pacific heritage and dedication towards its development, preservation and dissemination;
- Responsible attitude towards a healthy work-life balance;
- Positive and proactive stance towards customer service;
- Respectful and ethical behaviour; and
- Collegial and cooperative attitude that contributes towards building a more cohesive university community.
Through the process of key planning activities such as ‘Strategic Audit’, ‘Envisioning USP in 2021 and Beyond’ and ‘Gap & Opportunity Analysis’, the University has identified the following Priority Areas:

- **PRIORITY AREA 1**
  EDUCATION

- **PRIORITY AREA 2**
  RESEARCH, INNOVATION AND INTERNATIONALISATION

- **PRIORITY AREA 3**
  REGIONAL CAMPUSES

- **PRIORITY AREA 4**
  INTERNATIONAL AND REGIONAL COOPERATION

- **PRIORITY AREA 5**
  GOVERNANCE AND INTELLIGENT USE OF RESOURCES

The key deliverables and outcomes for each Priority Area have been identified and clearly articulated. The key outcomes for each Priority Area will be accomplished by defined Objectives that are supported by relevant Initiatives. The progressive achievement of the outcome(s) of the Objective(s) will be monitored, evaluated and reported using the Key Performance Indicator(s) (KPI’s). These KPI’s are specific, measurable, achievable, realistic and time-bound. The measures for KPIs for each Objective have been identified with baseline, targets and benchmark performance.

The University will implement the Strategic Plan by creating functional area-specific business plans, which are the sum of operational plans (day-to-day) and the Strategic Plan. This is necessary to improve localised planning, budgeting, resource allocation, monitoring, evaluation and performance management for improved institutional-individual alignment.

The University will align the performance management of the Vice-Chancellor & President, Senior Management Team, supervisors and all staff to the Strategic Plan 2019-2021.

The University realises that plans are only as good as the quality and commitment of the people responsible for achieving them and the provision of the necessary resources.
STRATEGIC DELIVERABLES AND OUTCOMES

This is USP’s core business aimed at providing the best possible support for each student to succeed. The key deliverables and outcomes to achieve this Priority Area are focused on improving the following areas:

- providing a high quality teaching and learning experience;
- the attainment of graduates’ attributes and learning outcomes;
- ensuring student success;
- enhancing the student experience and engagement;
- better graduate employment and employability rates; and
- the portability of qualifications.

It is envisaged that during this Strategic Plan, the University will review its academic portfolio to ensure that programmes are innovative and relevant to the Pacific context whilst recognising that they are balanced by global perspectives and regional priorities. In addition, the University will embark on developing new programmes in the area of Health.
PA1: OBJECTIVE 1

To inspire our students across all campuses through implementing a world-class curriculum using the most appropriate pedagogical techniques for Pacific learners.

Initiatives:

1.1.1 Review our portfolio of programmes to ensure that they address the social, economic and environmental needs of the Pacific;

1.1.2 Ensure all programmes contain flexible learning opportunities, and the effective use of libraries and open education resources (OER);

1.1.3 Ensure all programmes include career enhancing opportunities (including work-integrated learning & volunteering) to meet the evolving needs of national, regional and global communities; and

1.1.4 Evaluate the assessment for all learning outcomes at course and programme levels, to ensure learning outcomes are measured appropriately.

PA1: OBJECTIVE 2

To continuously improve the quality of teaching throughout the University through engaged and passionate staff.

Initiatives:

1.2.1 Expand continuing professional education to enhance teaching that supports excellence and innovation in all aspects of the delivery of education for our students; and

1.2.2 Ensure that our promotion, performance policies and teaching awards, reward excellence and innovation in teaching.

PA1: OBJECTIVE 3

Strengthen existing pathways, including from sub-degree and pre-degree programmes to undergraduate programmes, and develop new pathways with clear articulation, for USP qualifications as well as qualifications from other higher education providers.

Initiatives:

1.3.1 Evaluate and align pathways from USP’s sub-degree to undergraduate programmes; and

1.3.2 Create new pathways from relevant programmes provided.

PA1: OBJECTIVE 4

Improve the quality and equity of student services across all campuses.

Initiatives:

1.4.1 Strengthen Campus Life activities, including cultural activities and support for students with disabilities; and

1.4.2 Strengthen partnerships with students, to create a holistic student experience that empowers our graduates to contribute to the building of cohesive, resilient and sustainable societies.
PA1: OBJECTIVE 5
Create a student community with high ethical standards, empowerment and awareness of health and safety and environmental issues, and respect for others.

*Initiatives:*

1.5.1 Develop and implement Management Plans to address Health, Wellness and Safety, Sexual Harassment and Bullying, including Cyberbullying across the University.

PA1: OBJECTIVE 6:
Introduce new programmes in the area of health.

*Initiatives:*

1.6.1 Introduce at least two additional health-related programmes.
Priority Area 2

RESEARCH, INNOVATION AND INTERNATIONALISATION

STRATEGIC DELIVERABLES AND OUTCOMES

USP undertakes research and innovation to address the needs of its member countries and contribute internationally to knowledge production and knowledge transfer. We will focus our research and innovation activities around four major areas of transdisciplinary activity and one cross-cutting theme. These thematic areas will enable our researchers to work across traditional disciplines and traverse the boundaries between basic and applied research to explore the intractable challenges facing the Pacific region aligned to the United Nation’s Sustainable Development Goals (SDGs) (2015 – 2030) and the S.A.M.O.A. Pathway (2014).
THEME 1: SUSTAINABLE, INCLUSIVE AND EQUITABLE ECONOMIES

This theme focuses on SDGs 1, 8, 9, and 11. Research under this theme will strengthen the University’s contribution to an understanding of pathways to development that are based upon the eradication of poverty through sustainable and inclusive economic growth and the creation of full and productive employment and decent work for all, together with the building of the social protection systems that can assist in managing the risks faced by Pacific Island countries.

THEME 2: OCEANS, ECOSYSTEMS & CLIMATE RESILIENCE

This theme focuses on SDGs 6, 13, 14 and 15. Through the translation of research into actionable innovations and interventions, the University has a key role to play in promoting a scientific base for decision-making that is relevant to the needs of Pacific Island countries. This includes strengthening the inter-relationship between traditional knowledge and modern science and building a better understanding of the social contexts, impacts, and resilience to the challenges that the region faces.

Conservation and sustainability in the use the oceans and marine resources are central concerns to the development of resilient Pacific communities and we will, through our research and innovation, seek to understand and work in partnership with regional and national stakeholders and communities to protect, restore and promote sustainable use of terrestrial and oceanic ecosystems, and limit biodiversity loss. It is well recognised that urgent action is needed to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy and the availability and sustainable management of water and sanitation for all.

THEME 3: EDUCATION, CULTURE, HEALTH & WELLBEING

This theme focuses on SDGs 2, 3 and 4. Education has been identified by Pacific Leaders in their endorsement of the Pacific Regional Education Framework (PacREF) as fundamental to sustainable development and wellbeing across the region. The University has a central role to play in executing this strategy through its research on teacher education, improving delivery of pre-service and in-service teacher training, and the development of innovative actions and interventions for the enhancement of educational opportunities and outcomes. In addition, the threats faced by the region in
respect to food and water security, as well as those resulting from NCDs mean that finding effective approaches to good nutrition, the promotion of sustainable agriculture, and the improvement health and wellbeing through sports and physical exercise are all critically dependent on the quality of research in these areas and its translation into sound policy and practice.

**THEME 4: GOVERNANCE, JUSTICE AND EQUALITY**

This theme focuses on SDGs 5, 10, 16 and 17 which includes the achievement of gender equality and female participation in society. It aims to reduce income inequality and the promotion of peaceful and inclusive societies for sustainable development based on access to justice for all and the building of effective, accountable and inclusive institutions at all levels.

**THEME 5: INNOVATION, EMPOWERMENT AND SUSTAINABILITY**

This cross-cutting theme will be integrated into all the transdisciplinary themes. Translating research into sustainable outcomes that make a difference whether by way of new inventions, products or creative ways of seeing solutions to problems is at the core of what the University will contribute to the continuing development and empowerment of the Pacific region and its peoples.

**PA2: OBJECTIVE 1**

Strengthen the University as the Pacific Hub for Research & Innovation.

**Initiatives:**

2.1.1 Create research leadership positions in each of the four areas of priority, whose role will be to enhance capacity, research profile and activity, and generate research income for each of the thematic areas of transdisciplinary research;

2.1.2 Increase the quantity, quality and impact of research as measured against international benchmarks;

2.1.3 Increase external research income by at least 10 per cent per year;
2.1.4 Implement an Innovation Strategy with success measured by the number of University-industry research and engagement, and partnerships; and

2.1.5 Develop and implement a systematic investment strategy for research infrastructure, facilities and equipment.

**PA2: OBJECTIVE 2**

Enhance the role of the University as the Pacific Centre for Graduate Education.

*Initiatives:*

2.2.1 Establish a University Graduate School that systematically supports students and supervisors in the creation of a high-performance graduate research culture and research outcomes across the University; and

2.2.2 Build enhanced capacity for research by increasing enrolments and completion rates for postgraduate research degrees that are comparable with international benchmarks.

**PA2: OBJECTIVE 3**

Internationalise the culture, engagement and impact of the University.

*Initiatives:*

2.3.1 Enhance USP’s global reputation, including seeking international University rankings;

2.3.2 Increase the number of strategic international university research partnerships/networks where USP plays a major research leadership role; and

2.3.3 Increase international student enrolments and income.
Priority Area 3

REGIONAL CAMPUSSES

STRATEGIC DELIVERABLES AND OUTCOMES

This Priority Area reflects the importance of our Regional Campuses and Centres to the overall success of USP’s vision and mission recognising the education and research needs of our member countries. The key deliverables and outcomes for this Priority Area are aimed at improving the success of regional students, delivering an equitable student experience and engagement, enhancing regional stakeholder engagement, improving the quality of teaching, ensuring better graduate employability, as well as bolstering student and staff satisfaction.
PA3: OBJECTIVE 1

Enhance the role and potential of Regional Campuses so that USP is the tertiary education provider of choice.

Initiatives:

3.1.1 Align Campus resourcing strategies to offer STEM, Heritage and Arts, National Languages and Culture programmes as well as Accounting, Economics and Management; and

3.1.2 Build the Solomon Islands Campus, refurbish and expand Regional Campuses as appropriate to fulfil the University’s vision and mission.

PA3: OBJECTIVE 2

Strengthen the capacity of Regional Campuses to offer education, relevant research and innovation and community outreach services.

Initiatives:

3.2.1 Engage local experts in each Campus to share knowledge as research collaborators and mentors for our students;

3.2.2 Strengthen support for our member countries’ priorities through research and innovation; and

3.2.3 Foster closer links with Governments and Campus Advisory Committees, and engage with in-country alumni, potential stakeholders and development partners through community outreach.
Priority Area 4

INTERNATIONAL AND REGIONAL COOPERATION

STRATEGIC DELIVERABLES AND OUTCOMES

This Priority Area is aimed at strengthening the University’s role as a development partner in the region and within the Council of Regional Organisations of the Pacific (CROP). The University, as a regional organisation, is a highly valued member of CROP and will continue to lead working groups in Information Communication Technologies (ICT) and Human Resource Development (HRD) as well as in research and innovation in climate change, management of marine resources and Pacific cultures and heritage. The key deliverables and outcomes for this priority area are:

• improved direct and indirect economic and social benefits to member countries;
• enhanced satisfaction and engagement with donors;
• building capacity; and
• responsiveness to meet member country needs.
PA4: OBJECTIVE 1

Further strengthen strategic and development partnerships through effective participation in the CROP mechanism and effective coordination of regional and international engagement.

Initiatives:

4.1.1 Develop the University’s CROP partnership framework based on CROP member synergies and mutual interests;

4.1.2 Identify key priorities and strengthen internal systems and build capacity for the University in the Framework for Pacific Regionalism; and

4.1.3 Contribute to and collaborate with Pacific Islands Forum Secretariat (PIFS) and other CROP agencies to identify key educational and research and innovation outcomes pertinent to Pacific Regionalism.

PA4: OBJECTIVE 2

Effective engagement with and support for Pacific Island countries (PICs) in response to current and emerging development and regional issues through enhanced stakeholder, community and civic engagement.

Initiatives:

4.2.1 Identify and disseminate key emerging developments and international issues affecting the region; and

4.2.2 Strengthen the University’s role in delivering and supporting pre-service and in-service Teacher Education across the region in line with Pacific Regional Educational Framework (PacREF).
Priority Area 5

GOVERNANCE AND INTELLIGENT USE OF RESOURCES

STRATEGIC DELIVERABLES AND OUTCOMES

This Priority Area covers our enabling strategies aimed at facilitating both an outstanding learning and teaching experience and fostering a deep culture of research and innovation within the University. Our estate and infrastructure as well as our virtual resources will focus on our ambitions to provide our students with the best possible education and student experience. Our staff are at the heart of all our endeavours and it is our responsibility to foster a culture of excellence in the workplace.

We will ensure that we deploy ICT resources intelligently for the benefit of our students and staff. Our financial resources, including critical investments in our facilities and ICT infrastructure, will be used in a highly sustainable manner.

We will ensure that the highest level of good governance and ethics are paramount to our operations.

Our administrative functions will necessarily be efficient and support our academic endeavours. We will strive to become a beacon of how an organisation can reduce its environmental impact.
PA5: OBJECTIVE 1
Embed good governance practices throughout the University.

Initiatives:
5.1.1 Enhance governance, quality assurance and accountability through strengthening of our policy environment, and
5.1.2 Embed and implement risk management processes into normal University business operations to ensure quality delivery of USP’s front line activities.

PA5: OBJECTIVE 2
Provide an ICT platform for Digital Transformation to support world-class education, research and innovation and administration.

Initiatives:
5.2.1 Invest strategically in our digital infrastructure and systems to ensure these support USP’s ambitions effectively and efficiently;
5.2.2 Provide digital opportunities to inspire students and staff to embrace innovation;
5.2.3 Build robust, fast connectivity and scalable systems for all critical operations; and
5.2.4 Invest and build disaster resilient digital infrastructure for business continuity.

PA5: OBJECTIVE 3
Ensure the financial sustainability of all University operations.

Initiatives:
5.3.1 Strengthen the University’s financial position to ensure sufficient resources are available for the University’s strategic and operational needs;
5.3.2 Identify and develop new income streams to support learning, teaching and research and innovation ambitions;
5.3.3 Increase revenue from our commercial operations; and
5.3.4 Ensure appropriate financial accountability and fiduciary responsibilities at all levels of the University.
PA5: OBJECTIVE 4

Market the University as the premier tertiary educational institution in the region.

Initiatives:

5.4.1 Promote USP’s uniqueness and market the University as the Leader in Quality Education, Research and Innovation; and
5.4.2 Significantly improve the quality, efficacy and aesthetic of the University website to reflect USP brand identity and regional character.

PA5: OBJECTIVE 5

Build the University’s business intelligence functions through strengthening institutional research and analytics to support planning, decision-making and reporting.

Initiatives:

5.5.1 Develop a data governance framework and implement institutional data policies; and
5.5.2 Embed an outcomes-based culture of institutional planning and management.

PA5: OBJECTIVE 6

Develop and implement strong and effective human resource strategies, policies and practices that are aligned to the University’s strategic objectives and institutional goals.

Initiatives:

5.6.1 Be an employer of choice, recruiting, supporting, developing and retaining exceptional people who share our values and ambitions;
5.6.2 Build a workplace culture that will be characterised by being responsive, innovative and excellent;
5.6.3 Ensure that our staff are recognised and rewarded for exceptional performance and contribution that is in line with our strategic ambitions;
5.6.4 Ensure that USP champions cultural competencies, and values equality, diversity and difference; and
5.6.5 Implement an effective performance management system.

PA5: OBJECTIVE 7

Ensure that our investment in physical infrastructure and facilities are appropriate to provide an excellent, safe and accessible environment.

Initiatives:

5.7.1 Invest strategically in improvement and maintenance of our estates and infrastructure and upgrade our research facilities;
5.7.2 Provide enhanced accessibility and improve the social environment of our campuses;
5.7.3 Ensure that there is enhanced resilience of all campuses; and

5.7.4 Achieve green campus status for at least two campuses.

**PA5: OBJECTIVE 8**

Provide focused and coordinated approach to alumni relations that will maximise opportunities for alumni, the University, Professional Networks and the wider community.

**Initiatives:**

5.8.1 Grow and connect an active and vibrant network by using effective interactive digital systems;

5.8.2 Increase engagement with alumni by hosting networking opportunities to promote successful alumni; and

5.8.3 Establish Alumni Volunteer Programmes for the University and current students.