For nearly 40 years, the University of the South Pacific has been widely recognised as the Pacific’s primary institution of higher education, serving the needs of its 12 Pacific Island Member Countries: Cook Islands, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu. USP has an enrolment of nearly 21,000 students who are studying at multiple campuses spread over 30 million square kilometres of the Pacific Ocean. The University plays a vital role to both educate and link our member countries, utilising its satellite communications network, USPNet, and other modern distance learning and face-to-face strategies to deliver quality instruction and support to our widely distributed and unique Pacific Island population.

USP is committed to being not just a University of excellence in and for the Pacific, but also a University of excellence internationally. As the largest regional organisation in the Pacific, we accept the responsibility upon us to provide an interface between Pacific societies and the global community, and to prepare future generations of leaders to be effective in a challenging and changing socio-economic environment. Our member countries are diverse in their languages, cultures, traditions, religions, and heritages, and in their levels of development. This rich diversity is both a strength and challenge as the University endeavours to meet the educational needs of the region of which it is an integral part.

This strategic plan is founded on the extensive work completed by the USP Review Sub-committee of Council and their comprehensive report in 2004, A Regional University of Excellence: Weaving Past and Present for the Future. That report was an exhaustive, collaborative effort between administrative and academic staff, our Member Countries, and other stakeholders, through local and regional hearings. Many recommendations from additional reports, such as the USP Quality Strategy and individual unit plans from throughout the University, have also been incorporated into this document.

With the fundamental goal of increasing the quality and relevance of programmes and research at USP, this plan provides the basis to set annual priorities, further develop implementation strategies and key performance indicators, and to assess accomplishments. All sections of the University are developing, and will implement, more specific operational plans that reflect these strategic priorities.

Strategic planning has been described as a “complex and ongoing process of organizational change.” USP’s strategic plan reflects our current thinking and though it offers clear objectives, we must also remain open and responsive to new opportunities and challenges that the University and our member countries will face during the next five years.

The best of plans are only good intentions unless they are backed by sound leadership, commitment of resources, and hard work. USP is committed to achieving the goals set out in this document, and to ensuring that our students receive a high-quality and internationally-competitive education that will not only enable them to become productive members of the workforce, but also better citizens.

Professor Anthony Tarr
Vice Chancellor
December 2005

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1 Final headcount for 2005 was 20,851 students (11,117 full-time equivalents - EFTS)
Vision
The vision of USP is to be a university of excellence, highly regarded locally, regionally, and internationally.

Essential to fulfilling this vision, USP will:
• be a Pacific centre of excellence in the pursuit of knowledge and wisdom in the service of Pacific communities
• enhance Pacific peoples’ capability to lead free and worthwhile lives
• provide the foundation for Pacific people’s to be proud of their heritage and take pride in creating their future, the heritage for the next generation
• be an active partner in the social, economic and political development of Member countries

Mission
The mission of USP is to maintain, advance, and disseminate knowledge by teaching, consultancy, and research, and to provide appropriate levels of education and training responsive to the well-being and needs of the communities in the Pacific region.

Values
• The University of the South Pacific is strongly committed to the highest ethical, academic, and professional standards while providing a quality and relevant education for each of our students.
• As the University of choice in the region, we will position ourselves as a centre of excellence for all things “Pacific” while contributing to the sustainable development needs of our member countries and building local capacity in order for the peoples of the Pacific to live free and worthwhile lives.
• We recognise and value our potential for worldwide distinction in the areas of Pacific Studies, Islands and Ocean research, and Information and Communications Technology – areas where we must excel in order to discharge our mission.
• With an extensive network of resources and partnerships, USP will actively support efforts of regional integration and of finding regional solutions to common issues.
• We respect and value the great diversity of our student and faculty population, and we are dedicated to ensuring positive and welcoming campus communities for all.
• As one of the largest organisations in the Pacific, we acknowledge and accept the concomitant responsibility to model good governance, engaged leadership, integrity, and transparency through ethical process at all levels.
• Our approach is one of engagement, and we will continue to foster collaborative relationships with our Member Countries and community partners on creative initiatives that positively contribute to knowledge economy, and which will enable us to expand our research and entrepreneurial efforts in key areas.
The Planning Context

With nearly 21,000 students in 12 Member Countries distributed over one-third of the Pacific Ocean, USP faces unique challenges not experienced by other universities. The most obvious challenge is the distance over which USP endeavours to deliver quality educational services. However, as political stability continues to be a source of uncertainty in the region, the social and cultural dimensions cannot be overlooked. With more and more Pacific leaders graduating from USP, the University must clearly define the personal attributes and characteristics it expects of its graduates, not just the skills and knowledge that they attain. Furthermore, it must also be an exemplar of good governance practices with sound and transparent financial systems in place.

Given its extensive experience in distance and flexible education and its early adoption of satellite communication technologies (USPNet), USP has managed to bridge the distances between its constituents. However, this technology is being pushed to its limits with increased expectations regarding access to information via the Internet as well as new instructional approaches that incorporate bandwidth-intensive multi-media content. The University is addressing these factors with upgrades to USPNet itself as well as improving information storage and dissemination at the country campuses. Keeping pace with technology, however, will put additional pressure on already scarce financial resources.

The volatile economies of Pacific Island countries (PICs) have been under pressure for several years and the University is very cognizant of the financial constraints of the Member Countries. Population growth continues to be high and globalised economic competition has resulted in many changes to the tenuous economic base of many of the countries in the region. Urbanisation has also been rapid, and more and more Pacific families are living in a commercialised world, rather than one governed by the traditional values of a rural agrarian society. This has increased the number of urban poor and exacerbated social issues surrounding substance abuse, sexually transmitted diseases, teen suicide, and unemployment.

Not only are Pacific economies susceptible, but the environment on which those economies (and cultures) are based is fragile as well. Many PICs are highly vulnerable due to their small size, where one natural disaster could devastate the subsistence economy for several years. USP has a tremendous role to play in terms of increasing research on sustainable development issues for such small island states in order to build their resilience to such environmental events.

In the Pacific, there is a growing realisation of the benefits arising from closer regional cooperation in key service areas. USP is a successful example of how such regionalization of services can be achieved. The goal of the recent Pacific Plan endorsed by the leaders of the Pacific Island Forum countries is to “enhance and stimulate economic growth, sustainable
development, good governance and security for Pacific countries through regionalism.” As the largest regional organisation in the Pacific with an extensive cadre of experts, USP recognises that it has a central role to play in the implementation of the Pacific Plan and it has been identified as a major collaborating agency for implementing nearly all of the Plan’s strategic objectives.

More than ever before, universities play a vital role in the economic development of their countries. The global “knowledge revolution” has resulted in exponential increases in access to information and developing countries, in particular, are struggling to keep pace. A World Bank report points out, “Participation in the knowledge economy requires a new set of human skills. People need to have higher qualification and to be capable of greater intellectual independence… Without improved human capital, countries will inevitably fall behind and experience intellectual and economic marginalization and isolation.” Within this economic context, USP graduates must have degrees that are competitive and that enable them to meet the current and future needs of our Member Countries.

With growing populations and increased demand for higher education, enrolments at USP have more than doubled in the last 10 years. Efforts to manage these enrolment levels through differential fees and other methods have not kept the numbers in check. While this has increased access and coverage of University services to students, it has also resulted in severe pressure on existing University resources and infrastructure. The resulting decrease in per-student funding available has been dramatic, and was foreseen and noted in at least 15 years of UGC reports. When resources do not match growth, quality of service may eventually be compromised.

USP has always kept the education and welfare of its students and staff central in its thinking and has endeavoured to find efficiencies and cost savings in order not to negatively affect the student experience. However, the fiscal constraints are being keenly felt across the University – both in Laucala and in the Regional Campuses as evidenced by high student-staff ratios, crowded classrooms, and deteriorating facilities. The University will work closely with its Member Countries and external stakeholders to explore ways to rectify this imbalance and to identify strategies to manage student numbers while increasing financial revenues.

The University is mindful of the current economic conditions prevailing in its Member Countries and the financial pressures that countries face. At the same time, Member Countries should realise the important role that tertiary education plays as a driver of economic and social growth – a key to their future prosperity – and invest additional resources in a quality education for their people.

The Planning Cycle

The Strategic Plan is the most fundamental component of the University’s planning cycle wherein the long-term vision and goals of the University are outlined within the current planning context. This Strategic Plan is the result of a consultative process that includes input from member countries – their national educational priorities as well as input from staff, students, and other stakeholders. It also incorporates information regarding the regional operating environment, considering documents such as the recent Pacific Plan, the United Nations’ Millennium Development Goals, National Sustainable Development Strategies, and other regional reports made by agencies such as the Asian Development Bank. The Strategic Plan will serve as the main guiding framework to drive University activities and resource allocations for the next five years.

Derived from the Strategic Plan are Faculty, Section, and Special Project plans as well as university-wide cross-cutting “functional” plans (see next section for examples). The purpose of the functional plans are to ensure that important initiatives, such as the improvement of Teaching and Learning, are integrated into all of the individual Faculty and Section plans.

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4 Higher Education in Developing Countries: Peril and Promise. World Bank, 2000.
On an annual basis each Faculty and Section is expected to develop an operational plan that will become part of the annual budget cycle for the disbursement of funds to the different sections of the University. Budget allocations will be based, in part, on the success of activities to advance the goals of the University.

Finally, as an essential part of the quality improvement cycle, a variety of monitoring, review, and reporting procedures are in place to ensure that our goals are being achieved and that necessary adjustments are being made to improve the quality of our services. In light of the academic restructuring and monitoring variables indicated in this plan, these processes will be reviewed and revised as necessary.

Functional Plans

University-wide functional plans are essential for integrating strategic priorities and activities across different Faculties, Sections, and Special Projects. In addition to driving Faculty, Section, and Special Project plans, the University’s strategic plan will also be the guiding framework for revision and development of functional plans. Some examples of functional plans that currently exist at USP are:

- Teaching and Learning Plan (Draft 2005)
- Consolidated Centre Support Plan (2005)
- Internationalisation Plan (Draft 2004)
- Policy strategy on Arts and Culture (2005)
- Campus Facilities Master Plan, Laucala (currently being revised)

In light of this strategic plan, additional functional plans currently being developed are:

- Regional and Community Development Plan
- Human Resource Development Strategy
- Alumni Relations Strategy
- Disaster Preparedness & Risk Mitigation Strategy

Performance Indicators

The use of Institutional Performance Indicators (alternately known as “Key Performance Indicators” or KPIs) has become commonplace in many universities, and their use is an important aspect of planning and quality improvement. Institutional performance is nominally assessed by a comprehensive set of indicators that monitor both quantitative and qualitative data to inform decision-making. KPIs are used as both internal and external benchmarks to gauge progress over time – against set standards, against comparator universities, or between different departments or schools. Their primary value is to inform decision-making, identify areas requiring change, and to assist in setting realistic planning targets. There is an over-abundance of variables that are currently in use by different universities, and USP will not (and should not) expand the range of its statistical analysis and data collection to encompass all of these.

Initially, USP will explore the use of a broad set of provisional “monitoring variables” during 2006-2008 in order to determine which ones are the most relevant and effective for benchmarking and assessing University performance under our unique set of circumstances. A robust, but limited, set of monitoring variables has been identified for each main performance area in this Strategic Plan.

As USP analyses its institutional needs more closely, and its ability to collect reliable data, these variables will be assessed and refined by the Planning and Development Office and the Senior Management Group. Eventually, these will then be finalized and approved by both Senate and Council whereby they will indeed become the Key Performance Indicators for USP – ones by which it will publicly monitor and report its progress.
STRATEGIC GOALS

Teaching and Learning
Goal 1.1 Assure the quality and relevance of programs and their delivery.
Goal 1.2 Promote Pacific regional unity and integration.
Goal 1.3 Increase student retention and performance.
Goal 1.4 Develop a long-term student enrolment strategy.
Goal 1.5 Expand the provision of relevant continuing education and community outreach activities.

Research
Goal 2.1 Promote research at all levels of the University.
Goal 2.2 Link research and consultancy to teaching.
Goal 2.3 Increase the quantity and quality of research.
Goal 2.4 Provide effective management and support for the development of research.

Student and Staff Support
Goal 3.1 Increase the availability of student scholarships, loans, and other sources of financial aid.
Goal 3.2 Improve the effectiveness of student support services.
Goal 3.3 Recruit, develop, and retain quality staff.

Constituent and External Relations
Goal 4.1 Continue to respond to the needs and well-being of Member Countries.
Goal 4.2 Increase student and scholar mobility, internationally and locally.
Goal 4.3 Strengthen mutually beneficial alumni relations.
Goal 4.4 Enhance community and civic engagement.

Governance, Administration, and Management
Goal 5.1 Delegate an appropriate level of authority and accountability to academic and administrative units.
Goal 5.2 Increase the effectiveness of governance, administrative, and management systems.
Goal 5.3 Increase income by diversifying funding strategies.
Goal 5.4 Provide the necessary infrastructure and support for research, academic programs, and student/staff service.
Monitoring Variables

- Equivalent full-time students (EFTS)
- Full-time versus part-time students
- Student course satisfaction from general question on Student Evaluation of Courses
- Student satisfaction with teaching (instrument being developed)
- Student satisfaction from Graduate Destination and Programme Evaluation Survey
- Graduate employment in field of study
- Student-staff ratios
- Student pass rates
- Completion rate
- Progression rate from first to second year
- Time to first degree
- Proportion of students enrolled by mode of study
- Proportion of students enrolled by level
- Proportion of courses and degree programmes available by DFL
- Continuing and community education enrolments
- Number of courses with Pacific-specific content
- Teaching and learning expenditure per EFTS
- Outcomes of external advisor reviews or external accreditation bodies

Goal 1.1
Assure the quality and relevance of programs and their delivery.

Quality teaching and learning are at the heart of USP’s mission and the University is committed to ensuring that academic programs and learning environments meet or exceed international standards. This is quite a challenge with such a wide distribution of students, studying courses that are delivered through a variety of different modes – from face-to-face to online to print-based – at campuses supported by a varying degree of national infrastructure. Furthermore, each of our 12 Member Countries have different human development needs and the University will do its best to offer a range of relevant courses and programs that address those needs.

Central to the relevance of academic programs is the integration of Pacific epistemologies into course content and instructional approaches.

USP will achieve this by:

- Continuously improving all modes of instruction at all levels.
- Improving the effective use of USPNet and other technologies to enhance instructional design and delivery of courses.
- Fostering positive learning environments and providing support for teaching and learning activities at all campuses/centres.
- Integrating Pacific epistemologies into instructional approaches and content where applicable.
- Increasing linkages between teaching, research, and consultancies.
- Recognising and rewarding outstanding teaching.
- Reforming the system of student feedback on teaching and courses.
- Strengthening institutional research and analysis systems to identify and disseminate effective teaching strategies.
- Improving understanding of USP as a self-accrediting institution that is part of a global network of self-accrediting universities.
- Designing and implementing processes of internal quality assessment.
- Arranging for periodic external audits by an internationally recognised agency.
Goal 1.2
Promote Pacific regional unity and integration.

USP serves as a positive force for regional cohesion. Diverse students from across the Pacific converge on its campuses, binding the region with friendships, common educational experiences, and greater understanding of different cultural backgrounds, politics, and religions. USP will continue to promote an environment of respect and tolerance for these differences and foster a pan-Pacific consciousness to unify our student body and the region. The University also recognises that USP graduates should be well-rounded individuals with general life-skills and a sense of social responsibility in addition to their practical academic qualifications.

**USP will achieve this by:**
- Fostering an inclusive, pan-Pacific Island identity throughout the University based on the respect and dignity of individuals of all ethnic backgrounds and heritages.
- Supporting student activities and organisations (including sports) that actively promote interdependence and build understanding, respect, and tolerance for ethnic, religious, and political differences.
- Developing programmes that highlight Pacific history and indigenous knowledge, and that address issues of sustainable development.
- Facilitating a trans-disciplinary approach to Pacific Studies and develop Pacific context for programs and courses with amenable content.
- Developing scholarly networks in support of Pacific studies, both regionally and globally.

Goal 1.3
Increase student retention and performance.

Students at USP come from a variety of different cultures and educational backgrounds. Most go through an intensive adjustment period as they adapt to the expectations of university studies, and in many cases, to a new living situation without the community support mechanisms to which they are accustomed. The University will endeavour to better understand factors that impact student achievement and will strengthen support mechanisms leading to increased student success rates.

**USP will achieve this by:**
- Regularly monitoring and analysing student performance across the University and identifying correlating factors for student achievement.
- Promoting a broader understanding of various teaching and learning styles, and encourage approaches that develop analytical skills, entrepreneurship, good citizenship, ethics, and leadership.
- Revising pre-degree and bridging programs to improve student performance in key areas.
- Exploring cultural and adjustment issues that may affect student retention, particularly in the first year of studies.
- Identifying and disseminating effective teaching strategies and activities to increase student learning, performance, and retention.
Goal 1.4
Develop a long-term student enrolment strategy.

The growth of student numbers has been exponential in recent years, which has resulted in pressures on University resources and has made it difficult for schools and departments to plan appropriately. USP must achieve a better balance between the desire to expand higher education services in the region, and ensuring that there are adequate resources available to maintain a quality academic environment.

USP will achieve this by:
- Developing a comprehensive enrolment plan for USP in consultation with relevant stakeholders.
- Creating an optimal student profile that balances the number of students in pre-degree, award, and post graduate levels.
- Developing and implementing more effective systems to manage enrolments.
- Designing and implementing an undergraduate recruitment strategy for specific areas of study and level of program.
- Streamlining the recruitment, enrolment, and administrative processing of postgraduate students.

Goal 1.5
Expand the provision of relevant continuing education and community outreach activities.

As a regional provider of higher education, USP is open to students of all ages and its role goes beyond just formal degree programs. Continuing education is very important for building the capacity of Pacific communities, and USP’s regional campuses, with their USPNet connection and well-resourced libraries, are ideally placed to achieve this goal.

USP will achieve this by:
- Identifying community needs and interests for continuing education in Member Countries.
- Increasing the number and quality of continuing education courses/programs.
- Ensuring support and coordination for the effective delivery of continuing education.
- Developing and implementing strategies to effectively manage and market Community Education courses.
- Developing shared curricula for high-demand continuing education courses.
- Where appropriate, providing credit transfer into award programs.
Monitoring Variables

- Research citations in recognised publications
- Peer-reviewed research publications
- Percentage of research-active academic staff
- Proportion of staff with doctoral qualifications
- Number of post-graduate research (PGR) enrolments
- Higher degree completions
- PGR degree time to completion (when numbers of PGR students increase)
- PGR student satisfaction of supervision and research environment (instrument to be developed as numbers of students increase)
- Total research income, internal and external
- Research funds per full-time equivalent staff (FTES)
- Number of staff with research supervisory experience

Goal 2.1
Promote research at all levels of the University.

While teaching and learning has been the traditional focus of USP, research is a key function of most universities and one where USP has the potential for world class distinction, particularly in the areas of Pacific Studies as well as sustainable development issues related to island nations. Many contemporary world issues such as environmental science, sustainable energy, biodiversity, governance, climate change, and resource management are of acute importance to our member countries and USP has the capacity to make major contributions in these areas.

USP will achieve this by:
- Encouraging research relevant to improving the lives of Pacific peoples.
- Developing a research culture that permeates undergraduate as well as postgraduate programs, in which projects and facilities are shared, and the human resources involved in research activities are increased.
- Including project work in undergraduate programs that is linked to research activities whenever possible.

- Encouraging public presentation and discussion of research findings.
- Increasing the public profile of research activities and accomplishments.

Goal 2.2
Link research and consultancy to teaching.

Applied research is valuable not only to address the needs of our member countries and contribute to the global knowledge economy, but also to inform instruction. The quality of the teaching is improved when it draws on issues that have a direct relevance to the everyday lives of the students and the communities from which they come.

USP will achieve this by:
- Ensuring appropriate balance of resources between teaching, research, and consultancies.
- Promoting active involvement of academic staff members in both teaching and research.
- Encouraging consultancies that inform teaching and have the potential to lead to research projects.
- Enabling undergraduate students to participate in, and contribute to, research projects as appropriate.
- Wherever appropriate, transferring knowledge and understanding gained from research to teaching.
Goal 2.3
Increase the quantity and quality of research.

USP values the contributions that research can make in addressing the needs of our member countries and will expand the amount of applied research being conducted. Given the complexity of issues faced by our member countries, USP will take a multidisciplinary and practical approach to research.

USP will achieve this by:
- Recruiting academic staff members who, as well as having a commitment to teaching, also have research experience and the ability to guide others to undertake research.
- Allocating seed funds for multi-disciplinary and collaborative research that might attract external resources, especially in areas of strength and priority.
- Ensuring that academic workloads include adequate time for quality research in those areas of strategic importance.
- Encouraging trans-disciplinary approaches and collaboration between Faculties.
- Fostering consultancy, especially if it leads to applied research.
- Focusing financial resources in areas of priority.
- Encouraging research partnerships with external stakeholders, including other institutions of higher learning.
- Promoting publication of research at international, regional, and local levels.
- Exploring ways to engage centres, and other agencies in Member Countries, in research.

Goal 2.4
Provide effective management and support for the development of research.

Developing and maintaining a research culture as well as a contingent of postgraduate research students requires that the University allocate sufficient resources to achieve this goal. In this challenging financial climate, it will also be necessary to make certain that research funds follow strategic priorities and are efficiently utilised. The newly appointed Pro-Vice Chancellor for Research will ensure that the necessary management systems are established.

USP will achieve this by:
- Promoting, nurturing, and coordinating research activities across the university.
- Sponsoring staff training and mentoring to improve research skills.
- Recognising and rewarding excellence in research.
- Providing research support for new faculty and outstanding researchers.
- Constructing research facilities in support of high priority and emerging areas.
- Increasing the applications and success rate for research grants and program enhancement, particularly in high priority areas.
Monitoring Variables

- Number of students receiving formal financial aid
- Program Satisfaction from Graduate Destination and Program Evaluation Survey
- Student support satisfaction from First-Year Experience Questionnaire (being developed)
- Institutional expenditure on student services per EFTS
- Staff support satisfaction (instrument in development)
- Staff-initiated turnover rates
- Staff levels relevant to teaching and research loads
- Staff development expenditures

Goal 3.1
Increase the availability of student scholarships, loans, and other sources of financial aid.

The University has offered educational opportunities for students from a wide range of backgrounds and circumstances. While governments and other donors generously provide scholarships to a sizeable portion of students, most remain privately funded and costs can become a burden on their families. Students with sufficient entrance qualifications should not be denied an opportunity to study due to financial constraints, and USP is dedicated to finding alternate ways to support these students.

USP will achieve this by:

- Continuing to raise and facilitate support for students through a variety of scholarships and alternative sources of financial support.
- Working directly with local and international financial institutions to develop loan schemes.
- Balancing increases in tuition and other costs with opportunities for students to apply for financial assistance and scholarships.
- Strengthening the work-study program.

Goal 3.2
Improve the effectiveness of student support services.

The University is committed to ensuring that students have a positive learning environment from application through to graduation, wherever they are located. For many students, study at USP involves leaving the community and cultural support networks where they were raised. This can result in "culture shock" and may contribute to poor academic performance. Student support services can assist students in orienting themselves to university studies as well as providing strategies to develop positive peer support networks.
USP will achieve this by:
• Expanding the extent and quality of residential facilities.
• Strengthening faculty-student advising.
• Improving counselling services in support of students, including career planning and placement.
• Increasing the engagement and involvement of the Student Associations in constructive activities.
• Ensuring that responsibilities and accountability are clearly defined within student support areas.

Goal 3.3
Recruit, develop, and retain quality staff.
The success of USP is dependent on having excellent staff at all levels and the University must be able to attract and retain such staff. Therefore, it is crucial that USP has processes and support systems that create a workplace which is productive, rewarding, and one which nurtures academic creativity. Currently, USP draws its staff regionally as well as internationally. Staff development will be essential to equip teaching staff with the necessary tools for meeting the diverse needs of a growing body of clients.

USP will achieve this by:
• Enhancing the performance management system to include merit-based evaluation.
• Providing opportunities for the professional development of staff.
• Reviewing and setting competitive salary and benefit levels based on comparative market reality.
• Providing induction programs and mentoring for all new staff.
• Ensuring a balanced workload for academic and administrative staff.
• Soliciting, analysing, and responding to feedback regarding staff support services.
Monitoring Variables

- International student enrolments
- Cross-credit and students accepted with advanced standing
- Number of external scholars
- Number of alumni registrations
- Linkages and MOUs with other higher education institutions
- Number of public presentations, interviews, and media articles
- Member Country government feedback (instrument to be developed)

Goal 4.1
Continue to respond to the needs and well-being of member countries.

The University remains committed to addressing the diverse human resource development needs of its member countries in order to further the economic and social development of their societies. As countries revise their national development strategies, USP will endeavour to incorporate changing priorities into its academic planning. With vast distances between the member countries, the challenge remains to increase regular communication and collaboration between USP and member country partners.

USP will achieve this by:

- Assisting Member Countries to meet their development priorities.
- Strengthening and developing relationships with international, regional, and national education institutions to ensure increased co-operation in the articulation, accreditation, and delivery of programs.
- Strengthening research and academic programs responsive to changing member country priorities.

Goal 4.2
Increase student and scholar mobility, internationally and locally.

Universities around the world have increased the provision of distance learning to offshore students. USP has a tremendous opportunity to market short courses and study abroad programs to students from overseas. Additionally, research and academic programs can be strengthened by carefully considered staff exchanges and visiting scholars. Several institutions have already indicated a desire to work more closely with USP in areas of common interest.
USP will achieve this by:
- Reviewing and strengthening the existing study abroad agreements and develop new agreements with universities that clarify mutual expectations.
- Increasing the number of international students and scholars in strategic areas.
- Improving the recruitment and support of international academic visitors with research interests relevant to USP.
- Encouraging transfer students and providing appropriate credit transfer in the recruitment of students who have attended other tertiary institutions.

Goal 4.3
Strengthen mutually beneficial alumni relations.
USP alumni are disbursed throughout the region and overseas, and several have earned leadership positions in their communities, in businesses, and in government. During their years of study, they have developed strong relationships with each other. These relationships form a potential network of talent that can, and should, be harnessed for the mutual benefit of USP, alumni, and the region.

USP will achieve this by:
- Forming an office of USP alumni relations.
- Providing ongoing services, activities, and networking opportunities for alumni.
- Ensuring that alumni information is appropriately maintained and that information systems facilitate communications with graduates.
- Identifying, acknowledging, and engaging high-achieving alumni.
- Identifying appropriate areas for special scholarships, endowed professorial chairs, and programs that have appeal for individuals, including alumni, and businesses.

Goal 4.4
Enhance community and civic engagement.
USP will increase the range and quality of professional activities, and develop productive relationships between the University and its communities. USP communities are not only geographic, but also include a wide range of social, political, business, and cultural communities throughout the Pacific and overseas. Engagement includes bringing knowledge to those communities and is grounded in education, scholarship, and research together with a commitment to social justice. USP has a pool of expertise not available from any other place in the region and has a responsibility to foster a reflective dialogue on contemporary issues.

USP will achieve this by:
- Increasing partnerships with businesses, local and regional organisations, and the wider community.
- Seeking feedback and greater involvement from community stakeholders in determining program directions.
- Expanding opportunities for academic, community-based learning and scholarship such as internships, service learning, and business incubators.
- Creating ways to make knowledge more widely accessible to the community, including forums, public discourse, and the use of media technologies.
Monitoring Variables

- Frequency of internal communication
- Space utilisation percentages
- University core operating budget
- Income from commercial activities
- Proportion of non-government funding
- Capital expenditure
- Total expenditures per student
- Internal audit reports
- Proportion of total income contributed from government grants
- Proportion of total expenditure on academic activities
- Ratio of medium works spending to value of assets

Goal 5.1
Delegate an appropriate level of authority and accountability to academic and administrative units.

With the creation of the new Faculties, a large degree of decision-making regarding administration, both institutional and financial, will be devolved to the Deans and Heads of Section. Some services will remain centralized, but USP expects this devolution to result in gains in the flexibility and efficiency of our operations.

USP will achieve this by:

- Devolving authority and the management of resources to the most effective level.
- Enhancing efficiency, effectiveness, responsiveness, and transparency in the resource allocation and management systems of all units.
- Increasing the institutional research and analysis capacity of the University to inform strategic and managerial decisions.
- Improve annual financial budgeting and reporting at Faculty and Section levels.
- Systematically ascertaining the effects of decentralization after an appropriate review period.

Goal 5.2
Increase the effectiveness of governance, administrative, and management systems.

USP is held in high regard throughout the region and is expected to model good governance through ethical, transparent, and effective processes at all level of its managerial, academic, and financial systems.

USP will achieve this by:

- Integrating strategic planning and the internal budgetary planning process.
- Reforming staff recruitment processes to ensure continuity in academic and administrative programs.
Goal 5.3
Increase income by diversifying funding strategies.

Government contributions have traditionally been the main source of funding for the University, but with financial pressures facing member countries, it is prudent that the University diversify its funding strategies towards non-traditional sources. The University has been fortunate over the years that external donors have recognised the vital role of USP to educate and develop the future leaders of the region and they have generously provided funding for special projects and infrastructure developments.

USP will achieve this by:
- Strengthening and broadening community partnerships to better serve communities in the region and to increase and diversify funding for development priorities.
- Diversifying and expanding funding from sources such as public-private partnerships, commercial activities, philanthropic foundations, corporate donors, and other agencies.
- Pursuing opportunities with potential for increased income for USP and, in the case of commercial activities, for contributing to the economic development of member countries.
- Ensuring financial viability of consultancy activities.
- Encouraging units and centres to become more entrepreneurial in developing funding opportunities.

Goal 5.4
Provide the necessary infrastructure and support for research, academic programs, and student/staff services.

The growth of the student enrolment on the main campus has put pressures on support services, staffing levels, and physical infrastructure. Unfortunately, funding has not kept pace with this growth in enrolments. During the course of this Strategic Plan, USP will work closely with Member Countries to find ways to closely manage enrolments while increasing funding to ensure a positive and supportive environment for teaching, learning, and scholarship.

USP will achieve this by:
- Ensuring appropriate communications connectivity to meet the needs of distance learning, research, and ongoing operations.
- Providing an appropriate physical environment and maintaining it to high standards.
- Upgrading the standard of facilities, equipment, and services for the Centres.
- Prioritising infrastructure needs for campuses and centres, and identifying potential sites for future expansion.
- Securing funding for planning and construction of facilities from diverse sources.
- Strengthening project planning and management capacity within the University.
Table 1. Important Source Documents


Irvine, Dennis H. *The Economic and Social Benefits to Countries from membership of the University of the South Pacific.* The University Grants Committee. 1999.


The University of the South Pacific. *Academic Restructuring.* USP Council paper C60/52.


The University of the South Pacific. *Graduate Destination Survey Results.* USP, 2004.


