USP STRATEGIC PLAN 2010 - 2012

QUALITY, RELEVANCE, SUSTAINABILITY
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The University of the South Pacific stands at perhaps the most crucial crossroads in its 41-year history. It faces the call for increased provision of higher education for a region in which the participation rate in higher education is about one quarter of what is deemed adequate to be competitive in an increasingly globalised knowledge society and at the same time is being asked to improve its quality, relevance and sustainability. It needs to strengthen its regional character while answering calls for greater efficiency and productivity. While it reforms and reshapes for a more sustainable and relevant future, it must also take on board new initiatives that reflect the needs of its Member Governments and other stakeholders. It needs to make hard decisions and strategic choices.

The operating context for these decisions and changes, which require speed and agility, is daunting. The Pacific Islands have not yet felt the worst of the unprecedented global economic crisis. The economic performance of our region, which has been of concern for at least two decades, is now worsening significantly. Furthermore, at least two of our Member Governments have committed themselves to the development of their own national universities. Competition from providers of tertiary and higher education from outside the region is increasing. There are also rapid technological changes that present further challenges for the University. The human resources of the University, which have experienced a loss of quality in recent years, need focused and urgent strengthening, despite the tight financial position of the University.

Yet ranged against these challenges is a series of conspicuous successes. The University is the unchallenged world leader in the tertiary-level teaching of Pacific Studies, ranging from environment to dance, economics to art, and education to information systems. The University of the South Pacific is home to the world’s greatest concentration of expertise about the Pacific – a veritable think-tank for its member governments – and hosts by far the largest number of Pacific Island students of any university. The University is adept at teaching from a distance, thereby facilitating learning by students who might otherwise have no such access. By 2010, the University will have a new Information and Communications Technology (ICT) Centre, the largest in the Pacific Islands that will enable it to make a massive and sustainable contribution to the information technology needs of its member countries.

The University represents a unique, strong and rewarding partnership with its Member Governments, key donors, and the community at large. While the University itself can plan effectively for its future, Governments also need to rise to the challenge of aligning their own development,
especially in higher education and their partnership with the University.

The closeness and strength of this partnership will largely determine the future success of the University and its ability to help Member Governments achieve their sustainable development goals. In addition, universities need to reach out and serve their communities, across the Pacific region in the case of the University of the South Pacific, to ensure that regional expectations are met, yet also maintain a global outlook, embracing the benefits that internationalisation can bring in today’s community of nations and peoples.

The University prides itself on its global outlook, manifested by its scholarship, its collaborative activities, and its positioning as The University of the South Pacific – complementary not subordinate to universities that serve other geographical regions. Yet the University is also a university for the Pacific, striving to meet the developmental needs of its member countries, fully appraised and supportive of Pacific region initiatives such as the Pacific Plan, and an active member of the CROP family that advises and responds to Pacific concerns.

This Strategic Plan is designed for recovery and reshaping of the University, and for its targeted expansion. In the current volatile and uncertain situation, it is prudent to plan for three years to re-establish a triennial framework for the strategic planning and funding of the University. As soon as the economic and planning context of the region becomes clearer, planning will begin for the next Strategic Plan beyond 2012.

The Vision of USP is to deliver excellence; to be highly regarded locally, regionally and internationally; and to be proactive in identifying and meeting the challenges of a sustainable future in the Pacific. This Strategic Plan for the University of the South Pacific, “Quality, Relevance, Sustainability”, will build on significant progress made during 2008 and 2009. The key aim is to establish a sustainable future for the University and to strengthen its role as the premier institution in the Pacific that engages regionally and with Pacific communities to create more sustainable economies, environments, and social development appropriate to the changing region we occupy. The Strategic Plan will also enable the University to move forward into the next decade of the 21st century with renewed confidence and academic leadership in order to deliver excellence in all that it does, and to project itself as a well-respected international institution, with a strong focus on student success.

This Strategic Plan brings together a vision (what the University aims to achieve), a mission (how the University will achieve its vision), and a series of values that defines how the University operates. This Strategic Plan has been the subject of considerable consultation with a range of stakeholders within and beyond the Pacific region. For the purpose of structuring this Strategic Plan, six Priority Areas have been identified. Each of these includes Objectives and Strategies that will lead to specific outputs. These are measurable through key performance indicators and benchmarking, are risk-assessed, and are aligned with resources.

This document summarises the Strategic Plan for 2010-2012. I am grateful to all those representatives of our member governments, our communities, our donor partners and numerous individuals who gave careful thought to what the University proposed to achieve over the next triennium (2010-2012). The University is committed to ensuring that this planning is carried through to full implementation. Crosscutting and Support Plans will further develop the initiatives and activities of this Strategic Plan. A detailed Log-Frame will guide implementation, monitoring and evaluation. The Council will receive regular performance-oriented reports on the implementation of this Strategic Plan.

Recognising the economic plight of the Member Governments, the University will ensure that the cost of implementing the Strategic Plan will not be passed on to them. This will impose severe pressure on the University, but this is the most prudent response to the difficulties currently faced by Member Governments. The Futures Review (2004) provided a 2025 vision for the University, while acknowledging the challenging future that the South Pacific region and Member Countries of USP will face. USP needs to respond more vigorously to the needs of all its stakeholders – our Island nations, our communities, and our students. It must do this with a clear sense of purpose in the delivery of quality and relevance, harnessing the talents of its leadership and staff members, and working within good governance and management principles. We must progress together to create and ensure sustainable futures for all.

Professor Rajesh Chandra, Vice-Chancellor
The University of the South Pacific (USP)

41 Years of Meeting the Needs of the Pacific

Founded in 1968, the University of the South Pacific serves the regional needs of its 12 Member Countries:

- Cook Islands
- Kiribati
- Nauru
- Samoa
- Tokelau
- Tuvalu
- Fiji Islands
- Marshall Islands
- Niue
- Solomon Islands
- Tonga
- Vanuatu

One of only two regional universities in the world, USP aspires to be a university of excellence, serving the needs of the peoples of the South Pacific.

As we move into our fifth decade of service, the needs and challenges of our region are becoming ever greater and more complex than before. Environmental changes and their impacts on the sustainability of life in the islands of the South Pacific, and the requirements for improved economic systems, good governance and strengthened democratic political systems all speak to the role of USP in the future development of the region.

Quality, relevance and sustainability are the driving forces that inform this Strategic Plan. In addition, its implementation will be driven by improvements in the ways that the University manages its operations, and provides equity in its learning, research and engagement across the region. Ultimately this new Strategic Plan will be driven by strong governance to ensure it has the confidence of all its stakeholders, and is held in high regard regionally and internationally.
## Students

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Students</td>
<td>19,146</td>
<td>100.0</td>
</tr>
<tr>
<td>in non Pre-Degree Courses</td>
<td>13,663</td>
<td>71.4</td>
</tr>
<tr>
<td>in Pre-Degree Courses</td>
<td>4,968</td>
<td>25.9</td>
</tr>
<tr>
<td>in courses at both Pre-Degree and Degree Level</td>
<td>515</td>
<td>2.7</td>
</tr>
</tbody>
</table>

## Equivalent Full Time Students (EFTS)

### EFTS by Campus 2008

<table>
<thead>
<tr>
<th>Campus</th>
<th>2008</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cook Islands</td>
<td>87</td>
<td>0.8</td>
</tr>
<tr>
<td>Fiji, Labasa</td>
<td>211</td>
<td>2.0</td>
</tr>
<tr>
<td>Fiji, Laucala</td>
<td>7,330</td>
<td>70.1</td>
</tr>
<tr>
<td>Fiji, Lautoka</td>
<td>434</td>
<td>4.1</td>
</tr>
<tr>
<td>Kiribati</td>
<td>476</td>
<td>4.5</td>
</tr>
<tr>
<td>Marshall Islands</td>
<td>44</td>
<td>0.4</td>
</tr>
<tr>
<td>Nauru</td>
<td>20</td>
<td>0.2</td>
</tr>
<tr>
<td>Niue</td>
<td>5</td>
<td>0.1</td>
</tr>
<tr>
<td>Samoa, Alafua</td>
<td>216</td>
<td>2.1</td>
</tr>
<tr>
<td>Solomon Islands</td>
<td>741</td>
<td>7.1</td>
</tr>
<tr>
<td>Tokelau</td>
<td>30</td>
<td>0.3</td>
</tr>
<tr>
<td>Tonga</td>
<td>205</td>
<td>2.0</td>
</tr>
<tr>
<td>Tuvalu</td>
<td>91</td>
<td>0.9</td>
</tr>
<tr>
<td>Vanuatu, Emalus</td>
<td>573</td>
<td>5.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,463</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

### EFTS by Mode of Study 2008

<table>
<thead>
<tr>
<th>Mode of Study</th>
<th>2008</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to Face</td>
<td>6,315</td>
<td>60.4</td>
</tr>
<tr>
<td>Flexi School</td>
<td>223</td>
<td>2.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,463</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

### EFTS by Country of Citizenship 2008

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### EFTS by Course Level 2008

<table>
<thead>
<tr>
<th>Course Level</th>
<th>2008</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-degree</td>
<td>24</td>
<td>0.2</td>
</tr>
<tr>
<td>Bachelor</td>
<td>7,495</td>
<td>71.6</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>767</td>
<td>7.3</td>
</tr>
<tr>
<td>Other</td>
<td>2,178</td>
<td>20.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,463</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

### EFTS by Gender 2008

<table>
<thead>
<tr>
<th>Gender</th>
<th>2008</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>5,457</td>
<td>52.2</td>
</tr>
<tr>
<td>Male</td>
<td>5,007</td>
<td>47.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,463</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

### Finance:

<table>
<thead>
<tr>
<th></th>
<th>2008 (FJ$)</th>
<th>2007 (FJ$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Income</td>
<td>134,784,112</td>
<td>132,078,387</td>
</tr>
<tr>
<td>Total Operating Expenditure</td>
<td>129,359,142</td>
<td>132,282,143</td>
</tr>
<tr>
<td>Government Grants</td>
<td>49,923,430</td>
<td>49,923,430</td>
</tr>
<tr>
<td>Operating Surplus</td>
<td>5,424,970</td>
<td>-203,756</td>
</tr>
</tbody>
</table>

### Staff Categories by Gender 2008

<table>
<thead>
<tr>
<th>Staff Classification</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic and Comparable</td>
<td>207</td>
<td>355</td>
<td>562</td>
</tr>
<tr>
<td>Intermediate and Junior</td>
<td>308</td>
<td>236</td>
<td>544</td>
</tr>
<tr>
<td>Permanent Hourly Paid</td>
<td>112</td>
<td>284</td>
<td>396</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>627</strong></td>
<td><strong>875</strong></td>
<td><strong>1502</strong></td>
</tr>
</tbody>
</table>

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**USP at a Glance**

- Fiji: 62.4%
- Cook Islands: 2.0%
- Marshall Islands: 0.4%
- Niue: 0.1%
- Nauru: 0.3%
- Tuvalu: 1.9%
- Vanuatu: 5.3%
- Tonga: 3.7%
- Solomon Islands: 14.4%
- Kiribati: 6.4%
- Samoa: 2.6%
- Non-regional: 1.3%

**KEY**

- Cook Islands
- Fiji
- Kiribati
- Marshall Islands
- Nauru
- Niue
- Samoa
- Solomon Islands
- Tonga
- Tuvalu
- Vanuatu
- Non-Regional
The University has passed through some of its most challenging years recently. It went from surpluses in 2003 and 2004 to deficits in 2006 and 2007, with early projections of deficits in 2008. The University suffered significant damage to its reputation through adverse publicity about its activities. Member Governments had begun to express serious concerns about the cost-effectiveness and sustainability of the University. The University had fallen out of its triennial funding cycle. The political crisis in Fiji in December 2006 and the absence of a substantive Vice-Chancellor until July 2008 added to the perceived lack of direction and financial pessimism.

The arrival of the new Vice-Chancellor in July 2008 saw a marked shift in the direction and performance of the University. The work of the Budget Deficit Reduction Committee was accelerated. Decisive changes were implemented with immediate and significant improvements in cost-effectiveness. A major effort was made to win back the trust and confidence of Member Governments, donors and other stakeholders. The outline of a new Strategic Plan, with a shorter than normal time-frame, was approved by the Council in October 2008. A new management structure was implemented in early 2009 with streamlined responsibilities aligned to the draft Strategic Plan.

The current Strategic Plan “Our Future, Your Future” covers the period 2006-2010. While the overall aspirations of this Plan are comprehensive, a new Strategic Plan aligned with the re-established triennial cycle was required given the manifold challenges that the University is facing. A focus on recovery and consolidation informs the new Strategic Plan because of the vastly changed circumstances in which the University is currently operating.

The University’s Member Governments, which primarily fund the University, are facing unprecedented economic challenges arising from the global economic crisis. The economic performance of our region over the last two decades has been unprepossessing at best. Even the relatively well-performing Member Countries are likely to suffer economic decline driven by the global financial crisis in concert with national factors. There is a strong likelihood that private student demand for tertiary qualifications may be constrained, both in terms of enrolment numbers and the ability of students to pay the private fees set, already at a relatively high level, given the average incomes in the region. The net effect may be that the University could face stagnant or declining incomes from private fees.

There are also significant developments in the tertiary sector of some of our Member Governments. Fiji has announced the establishment of the Fiji National University. Samoa already has a national university. Some other countries are also considering the feasibility of developing national universities.

The key strategic issues for the University for the next few years will be:

• **Service to the Region** - Retaining and enhancing the regional nature of the University. While the University has served its region well and expanded and strengthened itself over the last forty one years, careful navigation and consideration is now needed on the part of both the University and its Member Countries to ensure that an institution so central to the future of Member Countries individually and collectively is not jeopardized through unexpected developments and decisions.

• **Stakeholder Engagement** - Frank and open discussions as to what kind of USP the Member Countries wish to see in the future are central to its future development. The process used to develop this Strategic Plan has encouraged this aspect and Member Countries are likewise encouraged to engage robustly with the University on their expectations and human resource requirements. The University on its part will seek more opportunities to solicit Member Country views.

• **Staffing** - The reputation and performance of the University depends on the quality of its staff. The challenge of recruiting high quality staff, motivating and further developing them, retaining them, and having them align their plans with the University’s strategic objectives represents a key requirement for its success. This entails remunerating staff adequately. There are significant risks if the University cannot do this.
• **Quality** - The University’s ability to raise its standards or, even in an extreme case, to maintain existing standards is a key quality issue. It requires the enhancement of the teaching and learning environment, including significant investment in technologies, and improvements in the quality of student intake and the teaching skills of lecturers.

• **Funding** - The University needs adequate funding to improve quality, and to undertake the many initiatives contained in this Strategic Plan. The economic situation of Member Countries means that no additional burdens can be placed on them. Yet the cost of the Fiji dollar devaluation, the attendant inflation, pressures for salary adjustments, and the cost of the initiatives in the Strategic Plan will all need to be met. This will place unprecedented pressure on the University to raise additional funds, scrutinize all expenditure, and to take bold and decisive reforms to create a more sustainable institution.

• **Continuous Improvements** - These will be made to the Governance and Management of the University, especially to promote accountability, transparency, and efficiency.

The University’s success in the future will depend on the collaborative efforts of the University itself, its Member Governments, donor partners, and other stakeholders. It is important to emphasize the partnership responsibility of Member Governments and donors in ensuring that the University grows and consolidates its position as the premier provider of top-quality higher education in the region while also promoting Pacific regional consciousness and integration.

The University has had to adopt a very cautious approach to its new Strategic Plan to avoid putting an additional burden on Member Countries. Given the economic difficulties of its Member Countries, it is not seeking to finance the Strategic Plan from additional Government contributions as has been normal practice up until this point. Indeed, it plans to absorb the entire cost of implementing the Strategic Plan, estimated to be just below $11,000,000, within the normal financing of the University. Together with the absorption of a likely salary adjustment, this means that the University will need to continue reforming and reshaping itself to release savings to finance new initiatives; to promote its relevance to the region; and to promote its quality through innovative and cost-effective provision of learning and teaching, research and consultancies. It will need to be prepared to deal with the inevitable tensions and stresses arising from the required changes. The Management and Council will need to be strong and decisive. It is especially important that the Council provides a supportive environment for the Management to undertake these difficult tasks.

The strategy proposed is not ideal and there are risks but, given the current economic situation globally and regionally, and the already deteriorating situation of our Member Countries, the proposed way forward is the only feasible and prudent option. As the situation of our Member Countries improves, the approach adopted may change, leading to a fresh injection of resources.

The key to successful strategic planning is effective implementation. Monitoring, evaluation and control are essential to ensure that progress is being made against the Strategic Plan and that the management of quality, resourcing and planning is correctly aligned. This document therefore not only describes the vision that is implicit in the Strategic Plan 2010–2012 but also how this will be implemented, measured, monitored, evaluated and reported.
Our Vision and Mission

Our Vision
The Vision of the University of the South Pacific is

• to be proactive in recognizing and meeting the higher educational needs of its member countries,
• to deliver quality learning and teaching, research, and enhance quality in all University services.
• to be highly regarded locally, regionally and internationally, and
• to provide relevant and sustainable solutions across the spectrum of contemporary challenges in the Pacific.

Our Mission
The Mission of the University of the South Pacific is

• to advance knowledge and understanding through learning and teaching that is both relevant and of high quality, and which prepares students from diverse backgrounds for the workplace and lifelong learning;
• to increase knowledge and understanding through high-quality research that is internationally recognized and which has applications for the Pacific region and benefits the people who occupy it;
• to effectively engage with stakeholders throughout the Pacific region, particularly with our Member Countries, to enhance political, economic, social and cultural development; and
• to work in partnership with stakeholders to ensure that the opportunities offered by the international knowledge economy and globalizing world can be harnessed effectively for the benefit of all Pacific peoples.
To achieve its Vision and Mission, USP values the following:

**1 Students**
We value our students and we will endeavour to create positive learning environments, including campus-life activities and appropriate support for DFL students, that will encourage all students to be successful, and increase their potential for academic and personal growth and lifelong learning.

**2 Staff**
We value the people who work for the University and, through investing in them, supporting their development and empowering them, the University will expect, deliver and reward high standards of performance.

**3 Commitment to quality and relevance**
We will provide our students with a high-quality learning experience, expose them to relevant academic programmes and research, and maintain the University as a centre for excellence in all things Pacific.

**4 Diversity**
We value the diversity of our students and staff, and we are dedicated to ensuring positive experiences and welcoming campus communities for all.

**5 Good governance and leadership**
We shall adopt the highest standards of good governance, leadership and transparency through the implementation of ethical processes at all levels.

**6 Environmental sustainability**
We shall demonstrate concern for the environment in all our activities, through creating campus environments that are sustainable. We shall incorporate environmental awareness in our academic programmes and make a strong contribution to the environmental awareness agenda throughout the Pacific and internationally.

During the next triennium, the University will seek to embed Pacific values more deeply in all its students, through the introduction of generic courses which will expose all students to the nature of the Pacific, the distinctiveness of its cultures, regional commonalities and disparities, and the values that bind Pacific peoples together. Yet just as the University expressly values its Pacific identity, it realizes that its graduates will become part of the emerging global knowledge economy, so it will instill in them the global understanding that they will need to compete in the world of the future.
The Regional and Global Challenge

This Strategic Plan builds on the unique strengths of the University of the South Pacific, including the following.

- A renowned USP brand, maintained for 41 years.
- A concentration of highly qualified staff with skills in various disciplines – a pool of talent that can be leveraged for the benefit of the region.
- A ubiquitous graduate population in the region, many of whom are in leadership positions – comprising an alumni body of significant potential.
- A leader in education within the region.
- Active partnerships with numerous other universities, strengthening our research and learning.
- A network of 14 campuses across 12 countries, linked by a common aim to provide the region with high-quality and relevant learning; applied research; and effective engagement with our communities for understanding their needs and providing appropriate solutions.
- The leader in open and distance learning technologies and multi-modal course delivery to a diverse range of peoples across the Pacific Ocean.
- An extensive regional library network centered on a first-rate central library that operates in an increasingly digital environment.
- A centre of excellence for learning and research in all things Pacific, with a comprehensive Pacific Collection in the central library.

Responding Regionally and Globally

This Strategic Plan responds proactively to our region’s current needs within a global setting, specifically by -

- Strengthening the regional outreach of the University, including serving our member Countries effectively, streamlining USP operations on all campuses, and understanding and meeting stakeholder needs;
- Ensuring that USP academic programmes are relevant to changing needs, create new knowledge, and supply appropriately-skilled graduates to meet the human capital requirements of the region;
- Meeting the lifelong learning needs of the region;
- Ensuring that USP research has a conspicuous impact on development in the region;
- Assisting Member Countries improve their technological capability and bridge the digital divide;
- Building our international partnerships with leading universities;
- Working across Oceania to preserve, protect, archive, showcase and develop Pacific arts, culture and heritage, and the rich value this has for the world.
Our Priority Areas and Strategic Goals

We have six priority areas and strategic goals for the planning period 2010-2012.

**Priority Area 1 | Learning and Teaching**

Strategic Goal: The University will deliver relevant and high-quality programmes leading to improved levels of student success and graduates who are well-grounded in Pacific issues and who are (i) knowledgeable and well-informed, (ii) creative and critical thinkers, (iii) superior problem-solvers, (iv) effective communicators and team players, (v) competent leaders, (vi) innovative and entrepreneurial, (vii) ICT and information literate, (viii) socially and culturally responsive, and (ix) self-motivated and independent learners.

**Priority Area 2 | Student Support**

Strategic Goal: The University will enhance the success of its students by improving learning environments and support, on-campus living and facilities, and will enrich campus life through a greater variety of cross-cultural experiences, thereby strengthening pan-Pacific consciousness across all campuses.

**Priority Area 3 | Research, Graduate Affairs and Innovation**

Strategic Goal: The University will increase the quality, quantity, focus, equity and dissemination of its research, leading to greater access, applications and benefit for the Pacific region.

**Priority Area 4 | Regional and Community Engagement and Internationalisation**

Strategic Goal: The University will exercise leadership and engage proactively with the region, its communities and internationally on major development issues.

**Priority Area 5 | Human Resources**

Strategic Goal: The University of the South Pacific will continue to be the employer of first choice in higher education in the Pacific Region.

**Priority Area 6 | Governance, Management and Continuous Improvement**

Strategic Goal: The University is committed to delivering institutional effectiveness through the highest standards of governance, management and continuous improvement.

Information and Communication Technology is dramatically transforming USP. The satellite dish at the USP Nauru Campus.
Priority Area 1 | Learning and Teaching

Strategic Goal
The University will deliver relevant and high-quality programmes leading to improved levels of student success and graduates who are well-grounded in Pacific issues and who are (i) knowledgeable and well-informed, (ii) creative and critical thinkers, (iii) superior problem-solvers, (iv) effective communicators and team players, (v) competent leaders, (vi) innovative and entrepreneurial, (vii) ICT and information literate, (viii) socially and culturally responsive, and (ix) self-motivated and independent learners.

Objectives and Strategies

Objective 1 | Improve the quality of academic programmes and ensure that they are highly regarded locally and internationally

Strategies
1.1 Implement the Learning and Teaching Policy and Plan
1.2 Complete and make operational the Japan-Pacific ICT Centre to support existing commitments of the university in IT in strengthening delivery of learning and teaching across the university
1.3 Review all courses and programmes to ensure quality in terms of student success rates, including pass, progression, completion and destination to employment and/or further studies by 2012
1.4 Convert additional full programmes at both Undergraduate and Postgraduate level into a flexible distance learning format
1.5 Reinstitute External Examiner Review of all programmes
1.6 Seek international accreditation of professional degrees
1.7 Review the structure of USP degrees
1.8 Increase student work-placements, attachments and internships
1.9 Implement graduate attributes in all courses and programmes
1.10 Implement a standardised student workload
1.11 Expand the face-to-face component where viable

Objective 2 | Ensure USP programmes continue to be relevant and responsive to the needs of the region and to the region’s integration into the global economy.

Strategies
2.1 Conduct a review of the whole academic portfolio in terms of relevance, quality and viability.
2.2 Introduce four core courses at Undergraduate level
   • Pacific Studies and the Environment
   • Communication and Information Literacy
   • Governance, Ethics and Sustainability
   • English Language
2.3 Promote Pacific consciousness to all staff and students
2.4 Based on regional needs and market assessments, offer a broader range of Masters Degrees
2.5 Further develop courses and programmes that meet regional priorities, particularly in the areas of Pacific Studies, Social Change and Development, Arts, Language and Culture; Economic Growth, Trade and Development; Fisheries and Ocean Management; Island Environments, Climate Change, Energy and Sustainable Development; Governance, Security and Public Sector Management; Teacher Education and Training and Educational Leadership; ICT; Agriculture and Food Security and Technology; and Science and Technology
2.6 Implement the Graduate Employability Plan
Objective 3 | Improve the quality of teaching in all campuses.

Strategies

3.1 Improve peer review of teaching
3.2 Introduce a Teaching Excellence Award
3.3 Improve training and staff development of academic staff through Graduate Certificate/Diploma in Tertiary Teaching
3.4 Improve process for student evaluation of teaching
3.5 Significantly expand the implementation of Moodle as a learning management system
3.6 Improve the physical teaching environment in all campuses
3.7 Appropriate weight to be given to excellence in teaching for promotion

Key Targets

- Learning and Teaching Policy & Plan: 2010
- Japan-Pacific ICT Centre: 2010
- Review of Academic Portfolio completed: 2011
- Four new courses at undergraduate level (Refer to Strategy 2.2) to be operational by 2011
- 50% increase in number/percentage of courses to be implemented through Moodle by 2012

Key Performance Indicators

- Student retention
- Course pass/fail rates
- Student progression to next level of study
- Time to completion rates
Priority Area 2 | Student Support

Strategic Goal
The University will enhance the success of its students by improving learning environments and support, on-campus living and facilities, and will enrich campus life through a greater variety of cross-cultural experiences, thereby strengthening pan-Pacific consciousness across all campuses.

Objectives and Strategies

Objective 4 | To enrich student experience by strengthening a sense of community thereby better preparing USP students for leadership roles in life, work and society.

Strategies
4.1 Implement the Student Charter
4.2 Develop a more robust student governance structure that promotes active participation, strong community spirit, civic responsibility and volunteerism
4.3 Develop schemes to raise student leadership qualities
4.4 Enhance the Year 1 student experience including improvement of the Year 1 orientation programme
4.5 Undertake annual surveys of student perceptions of their experience and satisfaction
4.6 Educate and empower students in managing the use of alcohol and avoiding substance abuse

Objective 5 | To improve student and academic support services to ensure student safety, security and well-being and improved student success.

Strategies
5.1 Strengthen Student Orientation activities for all students.
5.2 Review and improve facilities and services for students with special needs
5.3 Improve recreational spaces and enhance campus life activities
5.4 Identify and implement best practice in supporting students to adopt a healthy and safe life-style
5.5 Enhance student counselling services, including HIV and AIDS and reproductive health
5.6 Improve and increase student accommodation and implement a Student Housing Strategy
5.7 Implement a Campus Safety and Security Strategy
5.8 Further enhance the library network to enable it to provide equitable access to excellent library services, resources and facilities across the region
5.9 Enhance Banner to include Degree Works
5.10 Improve the student to computer ratio
5.11 Improve support for students in using ICTs
5.12 Enhance student support for international students
5.13 Review opportunities for enhancing pastoral care and spiritual development of students.

Objective 6 | To enhance services that would improve the employability of USP graduates

Strategies
6.1 Establish a Careers Advisory Service
6.2 Increase work placement opportunities
6.3 Assist students to create e-portfolios to improve employability
6.4 Organise employer and career fairs
6.5 Carry out a broad employer survey in 2010 followed by sectoral or country surveys in 2011 and 2012
6.6 Establish Dean’s Lists for outstanding students
6.7 Reinstitute an Annual Graduate Destination Survey
Key Targets

- Student Charter to be fully implemented by 2010
- An increase in the number of student accommodation – additional 100 beds by 2011
- Graduate Destination Survey operational by 2010
- Careers Advisory Services to be established by 2011
- 20% improvement in student to computer ratio by 2012

Key Performance Indicators

Student Satisfaction/Perception (years 1 and 2) with:
- Early experience including orientation
- Learning and Teaching
- Quality of Courses
- Timetable and Examination
- Student Support, including library and information services
- Student Diversity
- Personal and Social Development

Graduating Student Experience with:
- Teaching
- Assessment and Feedback
- Academic Support
- Organisation and Management
- Learning and Resources, including library and information services
- Personal Development
- Graduate Destination into employment and further study
- Employer Satisfaction

The University is committed to staff development across the region.
Priority Area 3 | Research, Graduate Affairs and Innovation

Strategic Goal
The University will increase the quality, quantity, focus, equity and dissemination of its research, leading to greater access, applications and benefit for the Pacific region.

Objectives and Strategies

Objective 7 | To raise the level of quality, quantity, accessibility, impact and sustainability of the University's research programmes

Strategies

7.1 Host at least two international research conferences at USP; one at Laucala campus and one at a regional campus.
7.2 Conduct a baseline external international assessment of the quality and relevance of the University's research at the end of 2011
7.3 Increase the number of higher degree completions
7.4 Encourage academic staff to publish their research in high impact journals
7.5 Enhance research training and formalise mentoring for early-career researchers and graduate students
7.6 Develop essential generic research skills seminars for early career and post graduate researchers.
7.7 Recognise and reward innovative research-active scholars
7.8 Strengthen research collaborations internationally and regionally
7.9 Negotiate with donors and corporate organisations for postgraduate scholarship funding
7.10 Create appropriate research infrastructure to enhance research activities at USP
7.11 Embed research skills within USP final-year undergraduate students
7.12 Strengthen interaction between postgraduate students of all disciplines
7.13 Provide additional funding and facilities for postgraduate students including a research handbook
7.14 Review the structure of postgraduate degrees
Objective 8 | To build the University’s capacity for interdisciplinary research and to better align research with the priorities of Member Countries

Strategies
8.1 Develop interdisciplinary research clusters
8.2 Encourage further exploration of Pacific knowledge systems and methodologies
8.3 Undertake a desk-based scoping study of the research priorities of the 12 member countries
8.4 Ensure that research conducted by the interdisciplinary clusters is spread evenly among member countries
8.5 Strengthen the operations of the Research Office
8.6 Reorganise methods of internal research funding

Objective 9 | To effectively disseminate research results and outcomes

Strategies
9.1 Effectively communicate research achievements of USP to member countries
9.2 Develop and activate an electronic research repository
9.3 Publicise USP research through research lectures, visiting scholars and research days
9.4 Produce an annual report on research and develop a database on research

Key Targets
- Research clusters to be operational by end of 2010
- Increase the number of PhD students to 40 EFTS by 2012
- Increase the number of research-active professors to 20 by 2012
- Increase internal research allocation by 25% each year to 2012
- Increase external research income by 25% each year by 2012

Key Performance Indicators
Staff participation in research
- Proportion of staff holding research grants
- Number of chairs, full-time research staff and post-doctoral fellows
- Vacancy rate at the Professor and Associate Professor level
- Number of PhD and Research Master Students and completions

Research funding
- Internal research funding
- External research income

International research collaboration
- Number of active strategic international research partnerships
- Number of regional research partnerships

Research outputs
- Bibliometric data on publications
- International peer esteem (measured by External International Research Assessment 2011)
Priority Area 4 | Regional and Community Engagement and Internationalisation

Strategic Goal
The University will exercise leadership and engage proactively with the region, its communities and internationally on major development issues.

Objectives and Strategies

Objective 10 | To strengthen and expand communication and partnerships with member governments, national, regional and international institutions, the private sector, civil society organisations, professional bodies and academic networks

Strategies
10.1 Increase visits to governments and senior officials in all Member Countries, led by the Vice-Chancellor
10.2 Ensure that Campus Directors develop local engagement strategies and plans, and regularly report on progress with their national governments and stakeholders
10.3 Increase public presentations in regional countries and intensify media connections across the region
10.4 Establish an Alumni Office
10.5 Implement the Communications and Marketing Strategy and Plan
10.6 Establish a Pacific Islands Tertiary Institutions Association
10.7 Improve public policy engagement through regular country updates, at least three annually.
10.8 Regular engagement with the Forum and CROP agencies and parliamentarians with a view to harmonizing relevant regional initiatives such as the Pacific Plan

Objective 11 | To enhance the role and potential of the Regional Campuses

Strategies
11.1 Increase funds and implement activities for the Small Island Development Fund
11.2 Further development of the learning environment of the five campuses: Cook Islands, Kiribati, Marshall Islands, Solomon Islands and Vanuatu (to cater for Francophone students)
11.3 Implement the Regional Campus Infrastructure Development Plan
11.4 Assist countries to access aid for campus activities
11.5 Upgrade USPNet and broaden the bandwidth
11.6 Review the management needs of regional campuses

Objective 12 | To be an enterprising university, engaged in knowledge transfer

Strategies
12.1 Re-establish a University Commercialisation Strategy and Plan including a knowledge base of the University’s intellectual resources that can be matched with opportunities for applied research and consultancy
12.2 Investigate and identify more activities that could be run on a full commercial basis
12.3 Expand staff and student community outreach
Objective 13 | To strengthen and expand professional and Continuing & Community Education training across the region

Strategies
13.1 Develop regional CCE training and business plans
13.2 Develop individual CCE plans
13.3 Conduct a needs analysis to identify niche areas for expansion of professional training offered by the university.
13.4 Expand CCE and professional training

Objective 14 | To strengthen internationalisation of the University

Strategies
14.1 Development of a more focused plan with a target to increase the number of international students
14.2 Revision and update of the business plan for supporting international students including appropriate support services.
14.3 Review all current international partnerships with a view to consolidate fewer but more strategic international agreements

Key Targets
- At least 3 member countries visited by a member of the senior management each year
- Establish Alumni Office by 2010
- Broaden and expand Bandwidth of USPNet by 2010
- Infrastructure development implemented in 3 regional campuses by 2011
- 25% increase of international students by 2012

Key Performance Indicators
- Number of staff and student exchanges
- Number and quality of international and regional partnerships
- Number of civic partnerships
- Income generated by commercial activity
- Number and value of consultancies
- Development of Campus Plans and their implementation
- Number and percentage of past graduates on Alumni Database
- Number and percentage of international students
Priority Area 5 | Human Resources

Strategic Goal

The University of the South Pacific will continue to be the employer of first choice in higher education in the Pacific Region.

Objectives and Strategies

Objective 15 | To recruit and retain the best available staff

Strategies

15.1 Intensify efforts to attract excellent staff
15.2 Solicit, analyse and respond to feedback on staff support services
15.3 Strengthen occupational health and safety processes, systems, procedures and monitoring
15.4 Improve staff retention rates
15.5 Review and set competitive and comparable salary and benefit levels based on the current international market for academic and support staff

Objective 16 | To develop and implement strong and effective human resource management strategies and policies

Strategies

16.1 Develop and implement a Human Resources Strategy and Plan
16.2 Implement outcomes of expert reviews of the human resources (HR) section
16.3 Refine to ensure effectiveness of the HR database and its reporting templates
16.4 Review the role of Heads of Schools
16.5 Develop core competency profiles for all staff as underpinning for position descriptions
16.6 Develop and implement a transparent and documented formal academic and comparable staff workload model
16.7 Strengthen gender equity
16.8 Strengthen the process and procedures for staff induction

Objective 17 | To further implement a performance-oriented reward system as part of systematic staff development.

Strategies

17.1 Establish a Vice-Chancellor’s Forum to showcase best practice in learning and teaching
17.2 Develop and implement a performance-oriented bonus system that rewards high achievement and incentivizing staff
17.3 Establish Vice-Chancellor’s Lists for outstanding teaching, research, University service and engagement, including prizes, medals and awards
17.4 Improve staff development across the region
17.5 Refine the Performance Management System (PMS) to ensure alignment with the Strategic Plan, Mission, Goals and Objectives

Key Targets

• Vice-Chancellor’s Forum by 2010
• Workload Model to be in place by end of 2010
• Human Resources Strategy and Plan implemented by 2011
• Increase in the number of PhD staff at lecturer level and above by 2012
Key Performance Indicators

- Staff recruitment, retention and development
- Processing times at key stages of recruitment
- Time taken to fill vacancies
- “Hit” rate – web advertising of vacancies
- Number of appointable candidates per position
- Acceptance-of-offer rate
- Number of unadvertised temporary positions
- Percentage of contract renewals
- Reduction in number of academic staff within 5 years of retirement age
- Percentage of academic staff at Lecturer level and above holding a PhD
- Academic staff: course ratios
- Regional/international staff ratios (Academic and Support)
- Number and percentage of staff undertaking further studies (formal and short courses)
- Number of staff formally involved in PMS

Staffing excellence, equity and diversity

- Number and percentage of male and female academic and non-academic staff
- Staff development budget
- Incentives – performance, efficiency, teamwork, etc

The USP Tonga Campus in Nuku’alofa, Tonga.
Priority Area 6 | Governance, Management and Continuous Improvement

Strategic Goal

The University is committed to delivering institutional effectiveness through the highest standards of governance, management and continuous improvement

Objectives and Strategies

**Objective 18 | To strengthen University governance through a range of strategies for improving the effective operation of the Council and Senate.**

Strategies

18.1 Clarify roles and responsibilities of Council to determine the scope of good practice and identify gaps between the Charter and good practice
18.2 Strengthen the Finance and Investment Committee
18.3 Enhance Council information and reporting
18.4 Improve reporting and accountability to Member Countries
18.5 Improve the effectiveness of Senate
18.6 Make an Annual Monitoring Statement to Council

19.3 Establish a robust system of reviews to ensure transparency and a higher degree of synchronisation and coordination
19.4 Improve content, style, frequency and reliability of internal USP communications
19.5 Establish and implement an integrated operational calendar and map-setting requirements for meeting reporting, planning and budget cycles
19.6 Diversify revenue streams and portfolios for services and markets
19.7 Monitor the Strategic Plan and undertake an evaluation of progress every six months
19.8 Enhance the institutional research, policy and planning function to provide more comprehensive management information
19.9 Improve project management systems and support
19.10 Undertake international benchmarking of KPIs, including participation in the Association of Commonwealth Universities annual benchmarking exercise, the Society of College and University Planning annual forum, the Tertiary Education Facilities Management Association (TEFMA) annual conference and the Association of Institutional Research annual conference
19.11 Align policy, institutional planning, physical planning and quality in the Office of the Pro Vice-Chancellor – Planning and Quality
19.12 Ensure alignment of the planning and budgetary/resources allocation processes, quality reviews and audits.
Objective 20 | To institutionalize a risk management strategy within the university.

Strategies
20.1 Develop and fully implement a Risk Management Strategy
20.2 Keep Top 10 strategic risks under review and maintain a Risk Register for all areas of operation
20.3 Hire, train and develop staff in risk management
20.4 Ensure disaster management planning occurs, including training on disaster recovery

Objective 21 | To ensure quality is foremost in all University enabling and support functions.

Strategies
21.1 Undertake a formal review at the end of 2010 of progress against the Institutional External Quality Audit 2008
21.2 Review the University Quality Strategy by 2012
21.3 Ensure that the external review of academic programmes is fully implemented
21.4 Strengthen the Planning and Quality Office to carry out a defined range of quantitative and qualitative institutional research projects, and provide annual analyses of key performance data

Key Targets
- Review of Council governance, structures and roles completed by 2010
- Integrated Management Cycle encompassing planning, budgeting, review and audit operational by 2010
- Formal implementation of External Quality Audit Review completed by end of 2011
- Risk Management Plan Developed by 2011

Key Performance Indicators

Strengthen the financial and organisational sustainability through improved processes and greater efficiency:
- Key senior management positions established and filled
- Accountabilities for key positions determined
- Council delegations to committees determined
- Terms of Reference and good practice principles for Committees accepted
- Roles, responsibilities and good practice principles for Council established
- Committee structure streamlined
- Council information lines/communication responsibilities defined and articulated
- Level/adequacy of reporting between Council and Member Governments
- Terms of Reference and operation of Finance and Investment Committee (FIC) reviewed and scope of activities re-defined
- Financial Performance: Surplus as a percent of budget; government contribution share of total income; debt/borrowing ratio

Strengthen senior management and align responsibilities to the strategic plan:
- Executive Information System
- Responsibilities assigned for strategic goals
- Leadership training plan formulated and implemented
- Budget incentives
- Devolved authorities and responsibilities

Refine planning framework to better integrate with resource allocations and performance reporting:
- University-wide integrated planning, budgeting and resource allocation
Planning Priorities

Planning processes at USP are designed to understand the state of the University, to identify and monitor the changing context in which it operates, and the challenges and opportunities on the horizon. The University is guided by the following planning priorities.

1. To build the University's regional and international reputation as a centre of academic excellence in all things Pacific.
2. To provide a high-quality and relevant student learning experience.
3. To strengthen the University's research and its applications to the Pacific region.
4. To actively engage with the Member Countries, meet their needs and serve their communities.
5. To ‘live’ our values, improving the livelihoods and sustainability of our stakeholders, staff and students.
6. To improve our campus network and leverage our presence in the region to equitably meet the needs of all Member Countries.

Planning Process

The Strategic Plan will be the main guiding framework for the next three years to reposition the University, create a strong sense of sustainability in its operations, and raise it to be held in high esteem and regard locally, regionally and internationally.

Underpinning the University’s Strategic Plan will be a number of second-tier plans designed to support and operationalise its Vision, Mission, Values, and Strategic Aims and Objectives.
Aligning Strategic and Support Plans

Key Strategies and Policies developed in 2009 to be implemented in 2010-2012:

- Learning and Teaching Policy and Plan
- Research Strategy and Plan
- Graduate Employability Plan
- Student Enrolment Management Plan and Projections
- Student Experience Strategy and Plan
- Regional and Community Engagement Strategy and Plan
- Commercialization Strategy
- Student Housing Strategy
- ICT Plan
- Rolling 3-Year Faculty and Unit Plans
- Student Charter
- Marketing and Communications Strategy and Plan
- Regional Campuses Infrastructure Development Plan

During 2010-2012, a number of other supporting strategies and plans will be developed and implemented:

- Rolling 3-Year Campus Plans
- Internationalisation Policy and International Student Recruitment Plan
- Policy and Guidelines on Intellectual Property Rights
- Human Resources Strategy
- Academic Staff Workload Allocation System
- Revised Performance Management System
- Staff Development Policy and Plan
- Laucala Physical Campus Master Plan
- Campus Safety and Security Policy and Plan
- Facilities Management and Long-term Maintenance Plan

The above documents can be accessed as they become available from the Office of Planning and Quality at www.usp/ip/intdocs
## Institutional Key Performance Indicators (KPIs)

<table>
<thead>
<tr>
<th>No</th>
<th>Priority Area</th>
<th>Institutional KPIs</th>
</tr>
</thead>
</table>
| 1  | Learning and Teaching                             | • Student Retention  
• Student Pass rates  
• Time to completion rate                                                        |
| 2  | Student Support                                   | • Student Satisfaction about delivery of learning and teaching services  
• Student satisfaction with student support services and activities                |
| 3  | Research, Graduate Affairs and Innovation          | • Research Income from all External Sources  
• Expenditure on research  
• Postgraduate Degree Enrolments and Completions  
• Number of chairs, full-time research staff and post-doctoral fellows             |
| 4  | Regional and Community Engagement and Internationalisation | • Number and quality of International and Regional Partnerships  
• Regional Policy Engagements  
• Number and percentage of international student enrolments                         |
| 5  | Human Resources                                   | • Average length of service of academic and comparable staff  
• % of academic staff at Lecturer level and above with a PhD  
• Level of commendation by external reviewers every three years                     |
| 6  | Governance, Management and Continuous Improvement | • Financial Surplus as a % of budget  
• Cash Margin, Debt Borrowing Ratio  
• Government Contribution share of Total Income  
• Council information lines/communication responsibilities defined and articulated    |
Cost of the Strategic Plan 2010-2012

The table below shows the cost (F$) of the Strategic Plan 2010-2012 broken down by year and by Priority Area. The University will fund the cost of the Strategic Plan from within its own resources, and not through requests for increased contributions from Member Governments.

<table>
<thead>
<tr>
<th>Priority Areas</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Area 1 Learning and Teaching</td>
<td>457,000</td>
<td>457,000</td>
<td>457,000</td>
<td>1,371,000</td>
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<tr>
<td>Priority Area 2 Student Support</td>
<td>1,680,000</td>
<td>646,000</td>
<td>630,000</td>
<td>2,956,000</td>
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<tr>
<td>Priority Area 3 Research, Graduate Affairs and Innovation</td>
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<td>619,500</td>
<td>987,000</td>
<td>2,173,500</td>
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<tr>
<td>Priority Area 4 Regional and Community Engagement and Internationalisation</td>
<td>1,060,500</td>
<td>1,060,500</td>
<td>1,060,500</td>
<td>3,181,500</td>
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<tr>
<td>Priority Area 5 Human Resources</td>
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<td>194,000</td>
<td>194,000</td>
<td>640,000</td>
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<tr>
<td>Priority Area 6 Governance, Management and Continuous Improvement</td>
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<td>189,000</td>
<td>189,000</td>
<td>546,000</td>
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<tr>
<td></td>
<td>4,184,500</td>
<td>3,166,000</td>
<td>3,517,500</td>
<td>10,868,000</td>
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# Key Strategic Planning Events

<table>
<thead>
<tr>
<th>Learning and Teaching</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Significant Annual Reporting Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal reviews of academic programmes</td>
<td>Review of Institutional Quality Audit</td>
<td>Implement Employability Strategy</td>
<td>Graduate Destination</td>
<td></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Student Support</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Significant Annual Reporting Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Enrolment Management Plan</td>
<td></td>
<td></td>
<td>Student satisfaction/perceptions surveys</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research, Graduate Affairs and Innovation</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Significant Annual Reporting Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Research Strategy</td>
<td>Baseline measurement of research productivity (ERA 2011)</td>
<td>Revise Research Strategy following ERA 2011</td>
<td>Research Assessment</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Regional and Community Engagement and Internationalisation</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Significant Annual Reporting Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement International Student Recruitment Strategy</td>
<td>All international partnerships reviewed and strategic international alliances developed</td>
<td></td>
<td>Commercialisation and community engagement survey International student survey</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resources</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Significant Annual Reporting Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop HR Strategy</td>
<td></td>
<td>Implement new HR Strategy</td>
<td>Human Resources Report</td>
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<table>
<thead>
<tr>
<th>Governance, Management and Continuous Improvement</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Significant Annual Reporting Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancellery restructuring implemented and all senior positions filled</td>
<td></td>
<td>Review of University Quality Strategy</td>
<td>Management audits</td>
<td></td>
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<table>
<thead>
<tr>
<th>Physical Planning</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Significant Annual Reporting Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Campus Master Plan</td>
<td>Implement Campus Development Plans</td>
<td>Implement Student Housing Strategy</td>
<td>Major Projects Report</td>
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</table>

<table>
<thead>
<tr>
<th>Implementation, Monitoring and Evaluation</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Significant Annual Reporting Activity</th>
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