

A photograph showing a close-up of a wooden surface. In the foreground, there are several blue, irregularly shaped beads or stones. In the background, a white sign with the letters 'USPSA' in blue is visible. The sign is slightly out of focus, and the beads are in sharp focus.

USPSA

The University of the South Pacific Students' Association (USPSA): A Transformation Strategy

2021-2023



FEDERAL BUILDING
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LAUCALA CAMPUS
SUVA, FIJI

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The University of the South Pacific Students' Association

One Ocean, One People, One Voice, One Journey





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ABBREVIATION & ACRONYMS

Campuses	In this document refers to USP's campuses in the 12 member countries, there are 14 in total.
Federal Officers	Refers to USPSA Federal Chairperson and Deputy Chairperson
Federal Staff	Refers to USPSA Federal Staff
Info Officer	This is the Information officer, Federal Staff responsible for the website, surveys and information dissemination.
Secretary General	Refers to the Secretary General (SG) of USPSA appointed by the Federal Council. The SG is the Chief Executive and Administrative Officer of the Association.
USP	Refers to the University of the South Pacific
USPSA	Refers to University of the South Pacific Student Association – Also referred to as USPSA Federal.
USPSA Council	Refers to USPSA Federal Council – this comprises of Federal Chairperson, Deputy Chairperson and Presidents of all the branches, SG and Co-opted Members.
USPSA Branches	Refers to USPSA Branches such as Laucala, Emalus and so forth.
USPSA Financial Arm	Proposed Federal Investment
Vice-Chancellor & President	Refers to the Vice-Chancellor & President of USP, appointed by the USP Council.





FOREWORD FROM THE CHAIRPERSON FOR USPSA FEDERAL OFFICE

Ekamawir Omo, Talofa lava, and Pacific Greetings to our USPSA family, friends and strategic and development partners. It is my privilege to present The USPSA Transformative Strategy. This 3-year strategy aims to achieve the USPSA vision of “*Achieving the best experience possible for students as they navigate through University*”, founded on ethical leadership and effective organization.

Since its inception in 2009, USPSA has endeavored to develop mechanisms to assist in achieving the objectives under its Constitution. However, the absence of basic policies and procedures such as Planning documents; Staffing policies; Decision-making guidelines, and General administrative procedures, meant that the Association could not achieve optimum performance of its role in the life-experience of its members while at USP.

With these challenges in focus, the 18th USPSA Federal Council commissioned the Governance Review work under the supervision of the USPSA Federal Office. It was a decision to assess how we can make USPSA work better for our members – the students, and how we can be better partners with our strategic and development partners. The USPSA Transformative Strategy will better empower USPSA to create an environment where each student can realize the inherent potential to be a leader in any of the various aspects of societies in our Blue Pacific.

To that end, the success of USPSA critically depends on our partnerships, mutual respect and consensus. Therefore, we all must work together to ensure that this document is successfully implemented in order to create a better environment for our future USP students and pacific leaders.

May God bless USPSA and in this transformative strategy.

Eggo Soriano

Chairperson – 18th USPSA Federal Council



STATEMENT FROM THE DEPUTY CHAIRPERSON FOR USPSA FEDERAL



The current outlook of the USPSA Federal suggests that undertakings of its programs is more on incremental, patchy and silo modalities as opposed to comprehensive and integrated approach. As part of the GRC Committee these were some of the key challenges affecting the Federal. As such the challenge lies in the absence of simple but coherent modernized legal and regulatory framework that would enable efficiency and effectiveness in Federal's capacity to provide services. Therefore a transformative approach in that direction is via this transformation strategic plan. It is the first of its kind since 2009 and we hope, establishes a platform for improvement into the future.

This document is categorized in thematic areas linking to philosophical perspectives from disciplines such as: human resource management, organizational development and governance. These approaches embrace strong leadership, workforce capabilities, governance framework, business systems and procedures and organization structural relevancy to deliver services. The committee, even with limited time-frame did a comprehensive study and document formulation which this document serves as a product.

At this juncture, it is essential to note that enabling transformative change will require some difficult decisions in redirecting commitments and making sure our staff are capable and organizational objectives are conducive and relevant at this day and age. Once the CRC completes their review, there should be a better constitutional path as well. This involves massive resource investment to enable these reviews to take place. Furthermore, the implementation will require substantial monetary investments as well. But, we believe that the path to making a better difference as opposed to doing more of the same is to invest resources to address challenges.

Emosi Vakarua





Deputy Chairperson - 18th USPSA Federal Council








INTRODUCTION

Introducing USPSA: The need for a Strategic Plan¹

Article 16 of the Charter for the University of the South Pacific (USP), mandates the establishment of a Student Association for students of USP. However, it was only in 2009 through a USP Council Ordinance that the University of the South Pacific Students Association (USPSA) was formally established. USPSA is a Federation of which all USP students are members of. Today, USPSA oversees 14 student associations in 14 USP Campuses across the Pacific Region. Over the years, USPSA gradually developed a strong tradition of working together in the Pacific way to improve student experience at USP Campuses. We have:

-  Been involved in campaigns;
-  Hosted countless events;
-  Been initiators of key programs and services;
-  Advocated for many important changes for students;

Most of these initiatives were carried out on an ad hoc basis, without any long-term development plan or strategic approach to ensure continuity or sustainability of its programs. At this juncture, USPSA acknowledges that our strengths are best realized if we take a planned approach that:

-  Brings the full advantage of our connections to students, student groups and other stakeholders to the members we serve;
-  Strengthens existing relationships and cultivates new strategic relationships that would leverage our assets;
-  Identifies key priorities, related to our mission, to help us determine how and where we should invest funds, staffing and other resources;
-  Ensures that our operations are effective, efficient and focused on adding value for members;
-  Communicates regularly and effectively with our members and other stakeholders.

It is with this sense of purpose and intent that we embarked on our first strategic planning process in 2018, hoping to formulate our first 3-year strategic plan to take effect from 2019.² This document

¹ See appendix 1 for USPSA's Organization map and objectives

² Due to leadership changes in 2019 and COVID-19 the SP was moved to 2021-2023

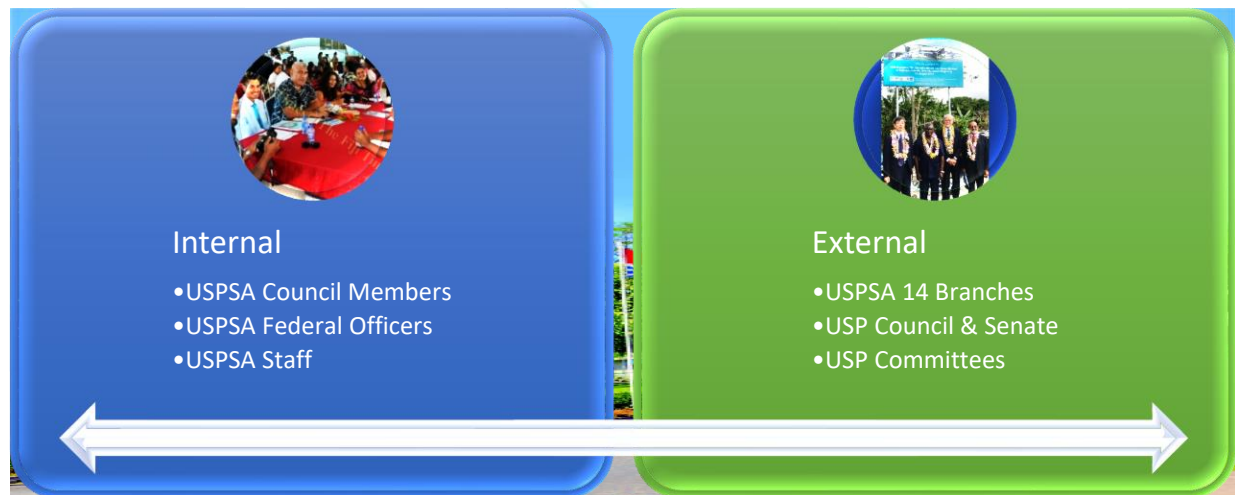


while briefly outlining the background of the USPSA, contains its vision, mission and values which it relies on to successfully achieve its aspirations. It sums up information from key stakeholder groups and outlines our Strategic Plan for the next three years, along with the outcomes we expect to achieve in each year.

Background

A key aspect of this Transformative Plan is that it is a living document, more so considering that it is the first forward planning document for USPSA. As such, it will undergo regular reviews as USPSA progresses in its implementation. At review intervals it will adjust the plan to meet emerging member needs and material changes in our internal and external environment.

Fig 1: USPSA Internal & External environment



Internal Environment

The USPSA Federal Council represents the 14 branches' student associations. The USPSA Federal Council, votes for a Chairperson and a Deputy Chairperson. These are the Officers of the USPSA Federal Council and act as executive officer of the USPSA. The USPSA Federal Council through its officers, appoints the Secretary General that oversees the staffing and daily operations of the USPSA Federal Office and the branches of USPSA.

The recent governance review revealed numerous challenges within the federal office:










- 🌿 The lack of any planning document
- 🌿 Lack of any Job descriptions
- 🌿 Lack of clarity and/or office manuals, policies & procedures
- 🌿 Non-clarity of vision, mission, values and objectives of the Federal Office



These challenges have the effect of inhibiting the effective functioning of the Federal Office and thus contributes to challenges to the external environment.

External Environment

The short-falls within the internal environment develops the need for remedies such as:

-  Need for clarification of roles and responsibilities;
-  Need to define and strengthen relationship with stakeholders;
-  Need to support and contribute to USP's strategic direction;
-  Need to build USPSA brand strength awareness to members;
-  Need to improve internal and external communications;
-  Need to strike a relationship balance between Federal Council members, officers and staff for more consensus and collaboration;
-  Need to modernize business processes;
-  Ensuring that USPSA Federal services are effective, efficient and valued
-  Providing the training, orientation and other support necessary to build capacity in Council, staff and students.

These short-falls trigger the urgency of formulating a Strategic Plan, that USPSA can be strategic in achieving its objectives. These objectives aligns the vision, mission and values that governs this strategic plan.






Our Vision



Achieving the best experience possible for students as they navigate through University.

Our Mission



-  To provide purposeful representation of the academic and non-academic needs of our student members in the various spaces in society.
-  To provide a unified and dynamic leadership that is innovative in its aspirations, and responsible in managing our needs and resources.
-  To provide intelligent and meaningful spaces for our students' use and dialogue.
-  To promote the respect, commitment, and cooperation in the integration of the "Pacific-Way" in our sojourn at University.
-  To usher in opportunities and create an environment that would empower and propel students towards success and excellence.



To train our student members to become exemplary leaders in the home, community and government of the Pacific.

Our Values

These values govern how this Plan would be implemented. This is consistent with the USPSA objectives contained in its Constitution:



Integrity and Honesty



Professionalism, Sustainability and reliability



Democratic, Equality and Inclusiveness



Independence and Openness



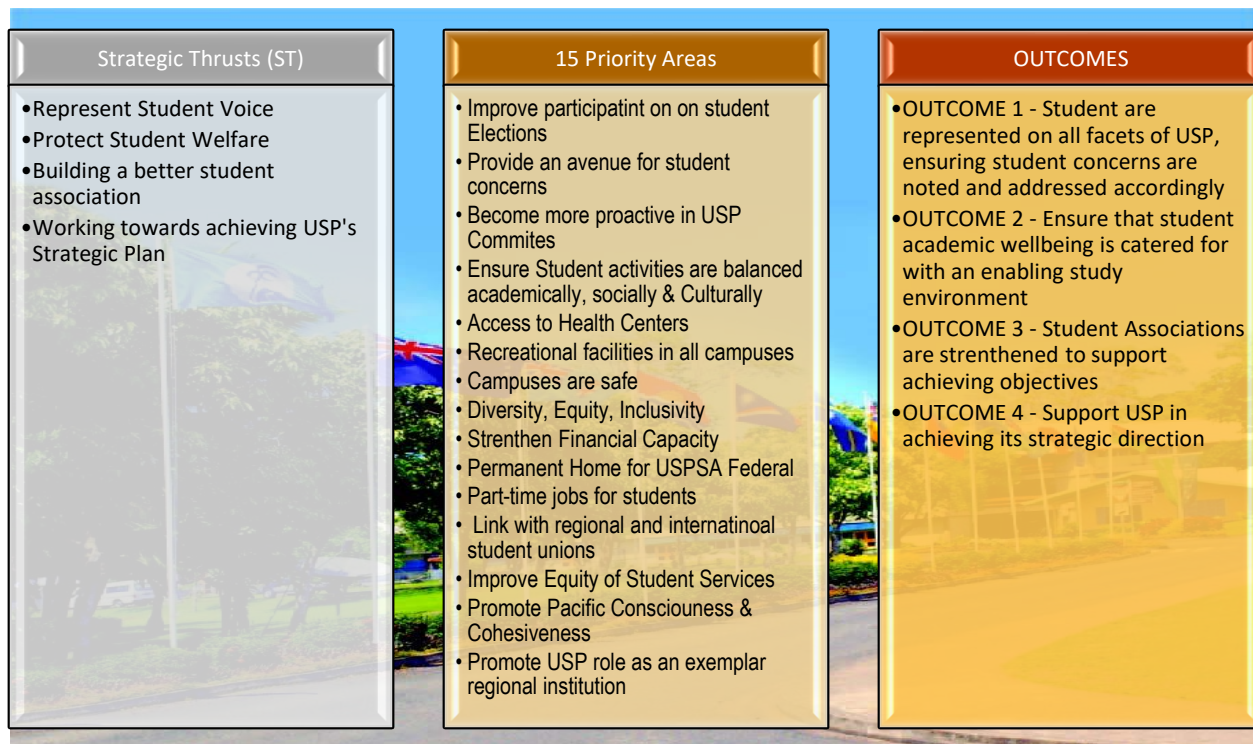
Pacific Consciousness

The Strategic Thrusts in this Plan are derived from the vision, mission and values set out above.

Summary of Strategic Thrusts & Outcomes

The table below outline the four main strategic thrusts derived from the USPSA Constitution. From these strategic thrusts, 15 priority areas are identified. These priority areas are mapped out over three years (2021-2023). In addition, 4 outcomes have been identified from the strategic thrusts. These are depicted in the diagram below.

Tab 1: Strategic Thrusts, priority areas & Outcomes












Strategic Thrusts and Priority Areas 2021-2023














The table below elaborates strategic thrusts and priority areas that will be implemented over the next 3 years.

The University of the South Pacific Students' Association







Strategic Thrust 1 – Representation & Advocacy *One Voice. One Journey*

Aligned to USPSA Constitution objects					
Priority Area 1 – Improve participation on student elections					
Action	Outputs	KPI	Time-frame	Responsibility	
Strengthen and fully implement Election procedures	 All branches have access to election procedures  Start working on electronic elections to be trialed in Laucala	 Election Procedures fully implemented  Project on electronic voting starts	2021	 Led by Secretary General.  Supported by Federal Council and Office	
Formulate ways to promote elections to ensure more student participation	 Use communication mediums to promote Association benefits to students	 Increased participation on Association elections in 2019	2021	 USPSA Council & Federal	
Priority Area 2 – Devise an avenue that Students present their concerns					
Action	Outputs	KPI	Time-frame	Responsibility	






Formulate a semester survey for students to present their concerns	 Survey formulated  Survey distribution mediums identified (e.g. Email, using monkey survey etc.)	 Survey distributed at the start and end of each semester	2021	 Secretary General  Info Officer  USPSA Council & Office
Organize at least once each semester a Forum for students to present their concerns and issues	 A Forum called "USPSA Forum" is held each semester in all campuses	 USPSA Forum becoming a standard semester event	2021	 USPSA Council & Office
Establish a Hot-line at the Federal office	 Hot-line phone number  Hot-line email	 Hot-line established and popularized	2021	 USPSA Federal Office

Priority Area 3 – More proactive in USP Committees

Action	Output	KPI	Time-Frame	Responsibility
Devise a solution to lack of commitment to USP Committees	 Devise a mechanism to channel student concerns directly into USP Committees  Federal Office to keep tabs on USP Committee attendance and include it on reports to council meetings	 Student concerns and Issues addressed at USP platform  Improved attendance to USP Committee meetings	2021	 Secretary General  USPSA Federal Council & Office

Priority 4 – Ensure Student Activities in all Campuses are balanced academically, socially & culturally

Action	Output	KPI	Time-frame	Responsibility
Ensure that semester events include Academic-oriented programs	 Academic programs occurs (e.g. Improve study, writing, research, SPSS, Envivo, MS Office skills)	 Academic Programs become standard semester programs	2021	 USPSA Council & Office




























Ensure semester events include social-oriented programs	Formulate social clubs Formulate Volunteer programs (Clean up campaign, planting of trees etc.) Formulate programs to promote regionalism and pacifism	Strengthen existing clubs Formulate new clubs	2021	USPSA Council & Office
Ensure semester programs include cultural programs	Cultural programs must occur at least once per semester	Cultural program successfully hosted each semester	2021	USPSA Branches USPSA Federal Office

Strategic Thrust 2 – Student Welfare

Aligned to USPSA Constitution Object Aligned to USP Strategic Objective 17 – Enhance the role and potential of regional campuses Aligned to USP Diversity, Equity & Inclusiveness Policy				
Priority Area 5 – Ensure all campuses have access to Health Centers and/or facilities				
Action	Outputs	KPI	Time-frame	Responsibility
All campuses should have ease of access to health facilities.	Assess the campus's access to health facility consistent with Laucala Branch	Students have access to health centers	2022	USPSA Branches USPSA Federal Office
Priority Area 6 - Ensure all campuses have recreational facilities				
Action	Outputs	KPI	Time-frame	Responsibility
Ensure the student have personal space	personal spaces made available for student relaxation and leisure	Lounges Places to rest like benches or lawns	2023	USPSA Federal Office USPSA Branches
Ensure Students access recreational facilities	Access to Natural Parks A standard and clean GYM is available and accessible for free to students	Creation of parks within Universities Access to Gyms become available in all campuses	2022	USPSA Federal Office USPSA Branches



Priority Area 7 – Ensure all Campuses are safe for student				
Action	Outputs	KPI	Time-frame	Responsibility
Security protection should be a priority for students and their properties	 Security protection within campus becomes a priority	 Security for students and their properties improves  Push for 4 th Campus in Solomon Islands to progress asap  Strict process on security hiring and that they be fit to serve	2022	 USPSA Federal Office  USPSA Branches  USPSA Solomon Islands Branch
Accommodation for Students should be assessed in terms of affordability vs quality	 Assess the student accommodation in main campuses.  Assess student accommodation in Centers  press on USP for secure off campus accommodation on their websites	 Report is produced on both studies and submitted to USPSA Council to USP Council  Standards of accommodation explicitly stated in advertisements and certified by USP Security.	2021	 USPSA Federal Office
USP is taking in more students that its infrastructure can support, this must be addressed.	 Assess student to class room ratio in majority of campuses	 Report is produced and channeled to USP Council Thru USPSA Council	2021	 USPSA Federal Office  USPSA Branches
Priority 8 - Ensure there is a diverse, equitable and inclusive learning environment free from discrimination and sexual harassment				
Action	Outputs	KPI	Time-frame	Responsibility
 Ensure USPSA Activities is inclusive of Diversity	 Include in semester programs  Consult USP DEIC to co-host programs  Create partnership with relevant NGOs  Link with USP to identify marginalized students	 USPSA Welfare week becomes a semester event	2021	 USPSA Federal Office  USPSA Branches


















Ensure USPSA Activities is inclusive of equity topics	Include in semester programs Consult USP DEIC to co-host programs	A common respect is prevalent in campus	2021	USPSA Federal Office USPSA Branches
Ensure that the rights and interests of all groups of students is addressed fairly	Include in semester events and activities Consult USP DEIC to co-host semester events and activities	Low cases on harassments Increase disability services across campuses	2021	USPSA Federal Office USPSA Branches

Strategic Thrust 3 – Building a Better Student Association


















Aligned to USPSA Constitution objects USP Strategic Plan Priority Area 2 – Student Support USP Strategic Plan Priority Area 5 – Regional & Community Engagement				
Priority Area 9 – Strengthen Financial Capacity				
Action	Outputs	KPI	Time-frame	Responsibility
Creation of a USPSA Finance & Investment Committee (FIC)	Activate collection of an additional \$1 for investment purposes Identify investment opportunities in all campuses	FIC created and implemented	2021	USPSA Federal Office
Priority Area 10 – Building a permanent home for USPSA Federal				
Action	Outputs	KPI	Time-frame	Responsibility
Create a bigger and better USPSA Federal Building	Get permission from USP to use current spot to build a bigger building Seek sponsorship or source for erecting the building	Federal to check with USP Master-plan Designs for building completed and ground work set to begin.	2021	USPSA Federal Office
Review the Constitution and by-laws	Constitution Review Committee re-activated and resourced to complete task	CRC progresses with task	2021-2022	USPSA Federal Office
Continuous review and improvement of	USPSA policies, procedures and	Policies, procedures and	2021-2022	Secretary General



Federal Policies, procedures and governance framework in general	governance framework are improved on a daily basis	governance framework up-to-date		
Priority Area 11 – Providing part-time jobs for students				
Action	Outputs	KPI	Time-frame	Responsibility
Devise a strategy to provide job opportunities for students	 USPSA Internship  Access job opportunities and communicate to students	 Students whom are financially struggling can access extra-money opportunities  Regional Students in any campus have work-permit	2021	 USPSA Federal Office  USPSA Branches
Priority Area 12 – Affiliation to regional and international student associations/unions				
Action	Outputs	KPI	Time-frame	Responsibility
Connect and Affiliate to regional and international Student Bodies	 Initiate a regional Student body association with national universities  Affiliate to international student bodies such as Commonwealth	 USPSA Affiliated with other student bodies	2022	 USPSA Federal
Collaborate with Student Associations in National Institutions	 Attain information on the general issues and channel info back to USP	 Issues from other National Institutions are noted by USP  Collaboration occurring to address common issues	2021	 USPSA Federal Office  USPSA Branches



Strategic Thrust 4: Achieving USP's Strategic Plan and Direction

Aligned to:  USPSA Constitution objects USP Strategic Plan Priority Area 2 – Student Support  USP Strategic Plan Priority Area 5 – Regional & Community Engagement				
Priority Area 13 – Improve Equity of Student Services				
Action	Outputs	KPI	Time-frame	Responsibility
Meet with relevant authorities in USP to ensure USPSA access student evaluations on USP Services	 A feedback communication channel between USP and USPSA is established to address concerns raised by students in relation to support services.  Linked to USPSA Semester Surveys	 USP Student support services improves	2021	 USPSA Federal office
Priority Area 14 – Promote Pacific consciousness and Cohesiveness				
Action	Outputs	KPI	Time-frame	Responsibility
Replicate campus life activities in Laucala to other campuses	 Ensure USPSA activities are standardized across campuses	 Student activities standardized	2021	 USPSA Federal office
Support cross-cultural societies and activities	 Ensure that USPSA funding for student activities includes cross-cultural societies and not the usual specific cultural groupings.	 More cross-cultural activities occurring	2021	 USPSA Federal  USPSA Branches
Increase Student Accommodation	 Link this to USPSA accommodation study report and produce recommendations to USP.  USPSA does feasibility study on the possibility of USPSA Accommodation Building.	 Increased access to safe and affordable Accommodation	2022	 USPSA Federal



Road-Map to 2023

The road map is illustrated in Figure two below. It depicts the targeted priority areas for each year, from 2021-2023. The general belief is, achieving the targeted priorities will ensure a best environment for a better study experience.

It is the responsibility of all USPSA Branches to collaborate with USPSA Federal Office to ensure these targets are achieved. Similarly, USPSA Federal Office must ensure that it consults with USP on tasks stipulated within the former's strategic plan. This way, USPSA Federal Office may acquire funding for some of its programs in support of and working towards USP's Strategic Plan.





Fig 2: Road map to 2023
















RISK & RISK MITIGATION

In order to minimize risks a proactive approach is employed, anticipating likely risks and formulating counter-measures. The table below outline the key risks and mitigation.

Tab 2: Likely risks and mitigation

















RISK AREA	DUE TO:	RISK MITIGATION
LACK OF CLARITY	 Discontinuity;  No working experience	 Implement USPSA Election procedures  All branches to formulate annual work plans aligning to this plan
LACK OF COMMITMENT	 Study commitments  Poor working condition	 Improve compensation/benefits for officers and council members  Improve working condition for staff
LACK OF FUNDING	 Decrease in student GSF or intake	 Create USPSA financial arm  Diversify revenue and financing avenues










MONITORING & EVALUATION FRAMEWORK

Based on the road-map and the risks above, the table below summarizes the M&E framework to measure this document.

Tab 3: USPSA Transformation Strategy M&E Framework

USPSA Objectives	Performance indicators & targets	Source/Reporting Institution
ST 1 – Represent Student Voice	 Percentage (%) of student participation in elections increased  Student concerns and issues become more visible and addressed  Improved student participation in USP Committees  Funding for student programs in campuses shared equally on academic, social and cultural	 USPSA Federal Office  USPSA Branches
ST 2 – Student Welfare	 Students have access to health centers in all campuses  Students have access to recreational facilities  Improve safety levels in all campuses  Harassment free environment in all campuses	 USPA Federal Office  USPSA Branches
ST 3 – Building a Better Student Association	 Income to Federal and Branches streaming in from external sources apart from GSF  Plans for a permanent home for Federal progressed  More part-time jobs for students become available internally and externally	 USPSA Federal Office
USP Objectives	Performance Indicators & targets	Source/Reporting institution



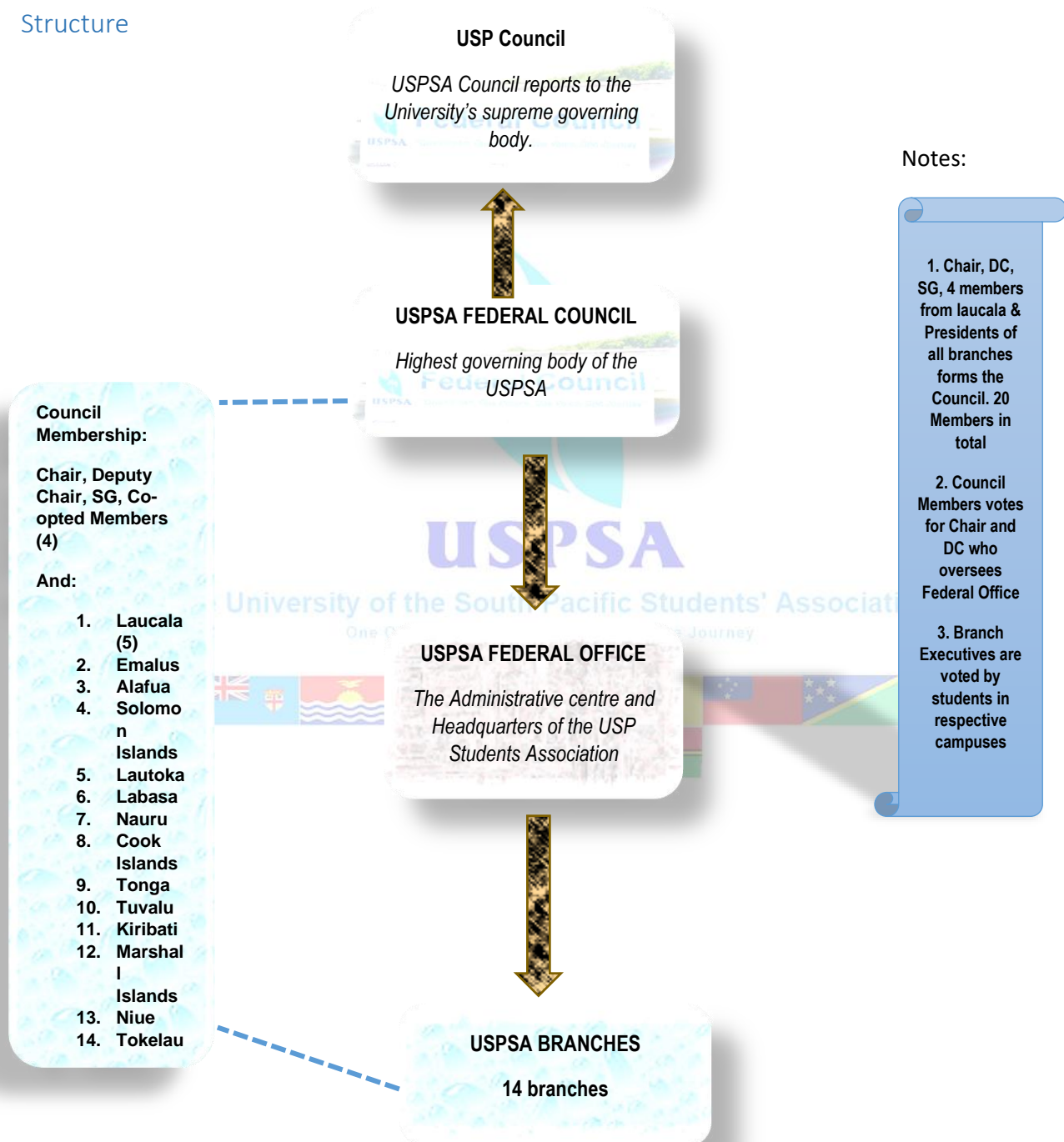
Priority Area 2 – Student Support	 Online student support programs up and running by 2020  6% improvement in overall student satisfaction by 2021  2,081 beds in accommodation by 2020	 USP
Priority Area 5 – Regional & Community Engagement	 Three new campuses in Solomon Islands, Kiribati and Lautoka  Major renovations and expansion in Tonga, Vanuatu & Tuvalu	 USP





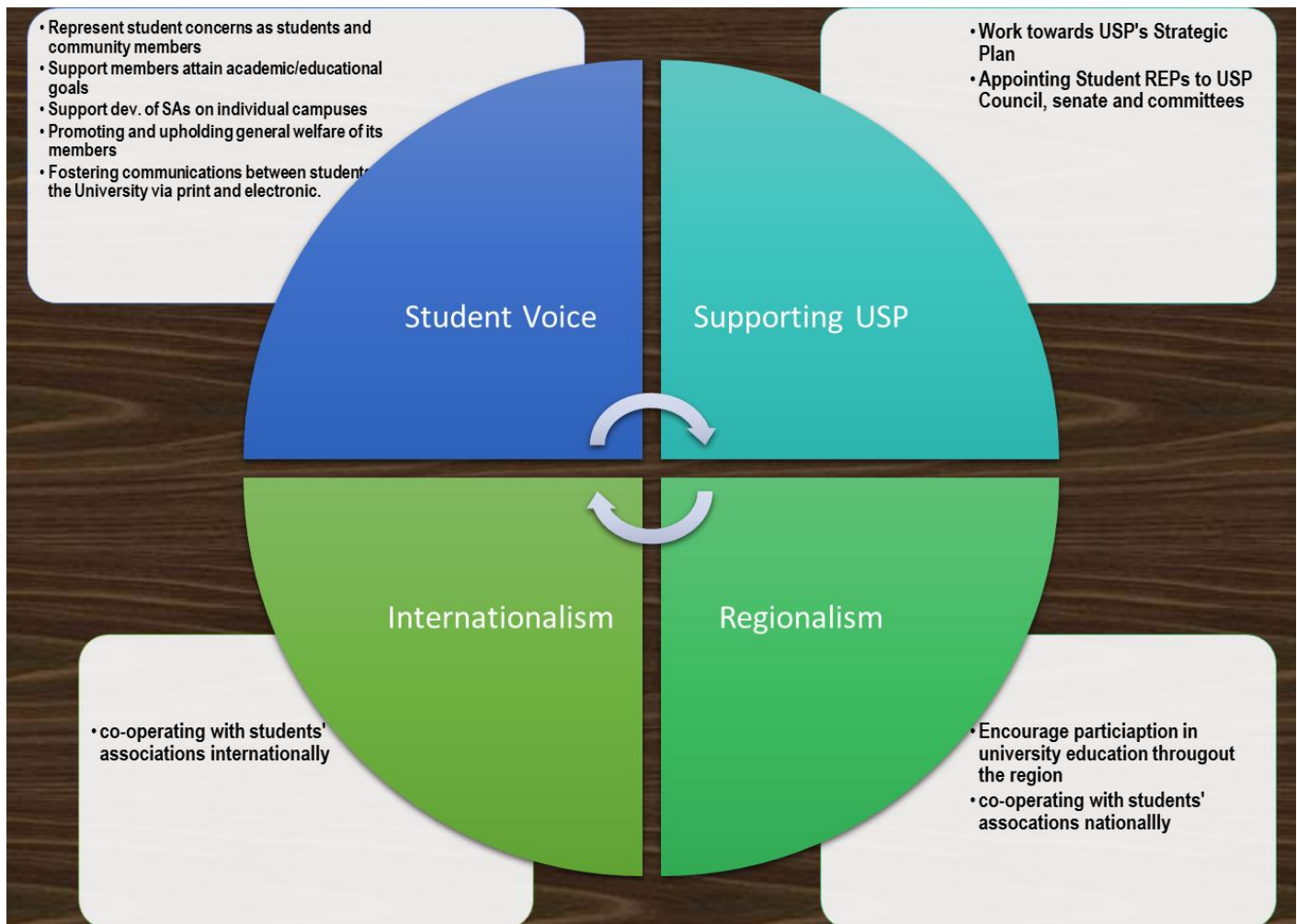
APPENDICES

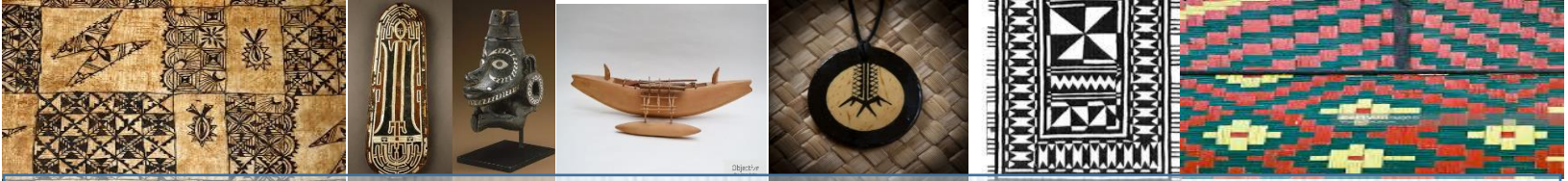
Appendix one: University of the South Pacific Student Association - Organizational Structure





Appendix two: Objectives of USPSA





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