Strategic Plan
2022-2024
Shaping Pacific Futures
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We wish to begin by paying homage to the spirit that infuses Oceania, infuses its reefs and currents, trees and streams, hills and stars. We celebrate the diversity of all creatures and cultures that dwell within our capacious sea of islands. We are vast, but generously inclusive in our vastness. Oceania is hospitable and its overriding spirit is that of hospitality. In the matting of life, we are woven together with one another, and to the natural world, in which we live, learn, love, and work. This has been taught to us by our ancestors. We bear our ancestors with us, forever and always. We are guided by their spirit and life-worlds and dreams, but we are unafraid to learn from others when that learning brings wisdom and is of consequence to the future of our people. We are unafraid to pose difficult questions and to seek informed answers. After all, we are descended from intrepid voyagers. As has been famously said, ‘No culture stands still for its portrait.’ We do not intend to keep still. We have studied the rhythm of the tides and grasp the nexus between movement and knowledge. That is our mana. We seek ways to fuse scientific knowledge with inherited practices so as to forge a future which is uniquely of our own fashioning and which may address the urgent concerns of our age. We pledge to enrich the lives of our children and their children and their children’s children. They, too, shall carry their ancestors with them. Our university resembles an outrigger canoe manned by twelve sailors, each one wondrously different, and each laying claim to a gift which shall steer us safely through the salt of Oceania. Oceania is us because we are Oceania
ii. Foreword
From The Vice-Chancellor & President

It is my pleasure to present USP’s Strategic Plan 2022-2024. I wish to acknowledge the blessings of the Creator.

Planning Landscape Underpinned by Challenging Economic Context

Our last Strategic Plan (SP) 2019-2021, has been characterised by two predominant factors. First, has been a fall in our core funding and second, we have found ourselves gripped in a global COVID pandemic. These factors have resulted in our inability to invest in some of the key ambitions that we charted. This SP 2022-2024, seeks to build on that plan and to refresh those aspects that we now recognise require change. For example, we are paying particular attention to the student experience at a time when we have had to rethink our teaching and learning strategy in line with remote teaching. More importantly, this refresh has emboldened our commitment to be a student and staff focused University.

Our quest to be a ranked global University has been amply rewarded with recent success in both the WURI Impact Rankings for Crisis Management where we were ranked 11th in the world for crisis management. More recently, our ranking for the first time in our history in the highly prestigious Times Higher Education World University Ranking is a remarkable achievement. To be amongst the leading universities of the world is something that our entire Pacific region can celebrate. It is testimony to the hard work of our staff, students, alumni and key stakeholders. Our ranking has the added benefit of bolstering USP’s international presence. It signals a new dawn and a strong commitment to now improve our position during this SP.

Although the current economic context and outlook is one dominated by poor economic growth and uncertainty, the University has responded by promoting automation, reforms and partnerships. These measures will make it possible for USP to continue to grow, develop and produce better results for the region.

USP aims to become the institution for life-long learning. We will continue to prioritise the importance of entrepreneurial and ICT skills for our students and produce work-ready graduates.

A USP qualification leads to employment in the region and overseas. The increasing commitment of member countries to labour mobility, both within the region and outside of it, and the importance of international accreditation, positions the University well going forward.
The Shifting Pacific Context

The Pacific region or what Epeli Hau’ofa once referred as ‘Our Sea of Islands’ are a scattered land area with vast ocean and home to small island countries with diverse social and vibrant cultures. This social fabric is a great strength which unites the small communities and provides them with their unique identity as Pacific Islanders. At the same time, this remoteness makes the Pacific highly vulnerable to various social, economic, education and environmental impacts ranging from climate change to poor educational outcomes and low economic growth, making the mission of the region’s premier University a formidable one.

USP endeavours to Shape Pacific Futures by shaping Pacific minds to overcome the development challenges that we face, through innovation and future-proof thinking. With limited resources, USP continues to produce work-ready graduates, knowledgeable about the Pacific Island region and its unique strengths, heritage, culture and challenges, who can innovate and create economic growth to ensure the region’s success in the global knowledge economy.

Shaping Pacific Futures

The revised University SP is the result of significant consultation with both academic and professional staff as well as our key stakeholders, initially through our Moodle platform and through consultation meetings with all our campuses.

This Plan, Shaping Pacific Futures, defines for the next three years our ambitions and goals, how we will realise them, and how we will measure success. Our culture is dynamic, externally focussed and responsive to the needs of the peoples of the Pacific Islands. We are rapidly developing capacity that will ensure that we have wide-ranging impact across the region. Building on our existing strengths, this Plan sets out our aspirations and provides a framework to deliver our Vision, Mission and Values.

In 2021, the Council-appointed Commission delivered its comprehensive report aimed at building a stronger USP. Implementing the Commission’s recommendations strengthens USP’s governance and allows it to work in an ethical and transparent manner.

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

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

The Strategic Plan 2022-2024, maintains and strengthens the five Priority Areas (PA) from the previous Plan with minor changes in the priority names for clarity of strategic focus. The Priority Areas are as follows: (1) Education; (2) Research, Innovation and Partnerships; (3) Regional Campuses and Global Engagement; (4) Regional Cooperation through the CROP Network; and (5) Governance and Intelligent Use of Resources. The PA on Governance and Intelligent Use of Resources is an enabling PA which covers strategies that are aimed at facilitating both, an outstanding learning and teaching experience and fostering a deep culture of research and innovation within the University.
USP’s Role in Shaping Pacific Futures

The following section outlines USP’s role in addressing pertinent issues of the Pacific as articulated by the Pacific Islands Forum Leaders.

Keeping Climate Change at the Forefront

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

The 2021 Intergovernmental Panel on Climate Change (IPCC) has further endorsed this predicament by stating that climate change of two (2) degrees in the next decade will lead to drastic changes in weather patterns in the Pacific with decreased rainfall and drought in some places and heavy rain events in others. This will likely affect acidity levels in the Pacific.

This also underpins USP’s commitment to the Pacific Islands Forum Leaders’ vision for the proposed 2050 Strategy for the Blue Pacific Continent. The Blue Pacific strategy has the Blue Ocean economy at its core, which USP has strong technical expertise to support.

Responding to Regional Education Under-achievement by Bridging the Educational Quality Gap and Digitalisation and Human Resources Development

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

According to statistics published by the Pacific Community in 2018, on average almost a fifth of the population in the member countries, comprise of youth between the ages of 15 and 24. This large segment of the population must be in education, training, or skilled employment if the region’s economies are to grow sustainably. The Pacific’s youthful population can be an advantage for the region, provided they are given quality advanced education. The ability to personalise one’s studies at USP, makes the University an appealing, affordable and flexible option, with the option to spend first year at home campus.
The Strategic Plan 2022-2024, addresses this need by including activities designed to treat two main concerns, namely poor educational outcomes relating to basic literacy and numeracy and a low rate of participation in tertiary education. Literacy competencies in the region have been tested and have revealed that educational outcomes in the region are poor. The University's response to this major concern has been to improve teacher training. A focus in the USP-Australia partnership is on improving teacher preparation across member countries. The University has also deepened its involvement in the mission to improve national and regional educational outcomes through the Pacific Regional Education Framework (PacREF) and through other initiatives in literacy and numeracy.

As the Chair of CROP Human Resource Development Working Group (HRD WG), USP has been able to take the lead in the region to promote the development of competent human resource in the area of learning and teaching. The CROP HRD WG has been very active in its role and now USP has established the PacREF Facilitating Unit as part of the governance structure of the regional education framework.

**Health**

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

**Pacific Cultures and Heritage**

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

**Shaping the Future of the Pacific through Unity and Harmony**

This Strategic Plan is steeped in the spirit of resilience of the Pacific.

Without our Member Countries, our staff, our students, our donors, our partners and stakeholders, we cannot execute this Strategic Plan. This journey is about you, your education and the education of future generations of Pacific leaders.

This is your Strategic Plan - please join us in Shaping Pacific futures.

**Professor Pal Ahluwalia FASSA**

Vice-Chancellor and President
iii. Our Vision, Mission, Values

Our Vision
To shape Pacific futures by empowering students, staff and alumni to become inspirational agents of positive change leading to innovative, cohesive, resilient and sustainable communities.

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

Our Values
Our Pacific Values of inclusive family, participatory and open dialogue guides everything we do:

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

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

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

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

Ranked amongst the TOP 10% of Universities in the World

WSCUC Accreditation
The University of the South Pacific is accredited by the WASC Senior College and University Commission (WSCUC). 985 Atlantic Avenue, Suite 100. Alameda, CA 94501, 510.748.9001

USP is Ranked 11th in Crisis Management amongst the Top 100 Universities in the World Universities Real Impact Ranking System.
iv. USP Graduate Attributes

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

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

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

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

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

5. Cross-cultural competencies
   - Understanding and appreciation of social, cultural, and linguistic diversity;
   - Respect for human rights and dignity in a global context;
   - Commitment to accountability, ethical practice and social responsibility;
   - Demonstrated oral and written proficiency in the English language.
v. USP Staff Attributes

Only with the commitment and dedication of staff, can USP commit to the University Vision, Mission, Values and Strategies in this Plan.

The attributes below have been consulted with staff and outline our standard of service to deliver and shape our Pacific future together.

- Commitment and loyalty to the institution and its mission;
- Honesty, ethical and integrity in personal and professional interactions in the work environment, including the highest standards of academic conduct;
- Strong student-centred approach to learning and teaching;
- Highest standards of creativity, innovation, teamwork, cooperation and flexibility in the pursuit of excellence;
- Respect for the distinctiveness and diversity of our Pacific heritage and dedication towards its development, preservation and dissemination;
- Responsible attitude towards a healthy work-life balance;
- Positive and proactive attitudes in interactions with other professionals. Collaborates with peers, relates appropriately to those in authority, and complies with rules and policies with references to specific evidence and reasonable courtesy.
- Collegial and cooperative attitude that contributes towards building a more cohesive university community.
- Relationships and communication built on the foundation of human ingenuity, respect and trust to deliver excellent services to the community.
v. USP Student Charter

THE STUDENT CHARTER

SHAPING PACIFIC FUTURES

Our belief in God is paramount and we give glory to the Almighty.

The Student Charter provides a reference point setting out the expectations for members of the University. This Charter has been jointly developed by the USPSA and staff.

<table>
<thead>
<tr>
<th>ACRONYM</th>
<th>DESCRIPTIONS</th>
</tr>
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<tbody>
<tr>
<td>P - Pacific</td>
<td>We are the premier regional University representing a distinct Pacific culture, united by One Ocean. We are custodians of Pacific heritage and our environment.</td>
</tr>
<tr>
<td>A - Accountability</td>
<td>We will foster a culture of accountability, transparency and openness in all our endeavours.</td>
</tr>
<tr>
<td>S - Safe Spaces</td>
<td>We commit through partnerships to ensure that our University is a safe space for all, where respect is paramount.</td>
</tr>
<tr>
<td>I - Integrity</td>
<td>We commit to promote academic integrity and academic freedom to empower all to be ethical citizens.</td>
</tr>
<tr>
<td>F - Family</td>
<td>We are a unique family that celebrates our diversity and acknowledge that our strength lies in the unity of our communities.</td>
</tr>
<tr>
<td>I - Inclusiveness</td>
<td>We value our people and pledge to advocate and support a culture of inclusiveness, equity and equality.</td>
</tr>
<tr>
<td>K - Knowledge</td>
<td>We will create, adapt and share knowledge in an engaging and conducive learning environment aligned to our graduate attributes.</td>
</tr>
<tr>
<td>A - Aspiration</td>
<td>We commit to provide opportunities for aspirational leaders to respond to unique Pacific challenges that are innovative, relevant and appropriate.</td>
</tr>
</tbody>
</table>

This is not a legally binding contract.
vii. Strategic Priority Areas

The Strategic Priority Areas (PA's) from the last Plan have been strengthened. Key Performance Indicators have also been reviewed to reflect the deliverables under each area.

Each Priority Area is presented below in two levels:

1. Strategic Deliverables and Outcomes
2. Objectives & Initiatives

Priority Area 1
Education

Priority Area 2
Research, Innovation & Partnerships

Priority Area 3
Regional Campuses & Global Engagement

Priority Area 4
Regional Cooperation through the CROP Network

Priority Area 5
Governance & Intelligent use of Resources
Priority Area 1: Education

STRATEGIC DELIVERABLES AND OUTCOMES

This is USP’s core business aimed at providing the best possible support for each student to succeed.

The key deliverables and outcomes to achieve this Priority Area are focused on improving the following areas:

- Providing a high quality teaching and learning experience;
- The attainment of graduates’ attributes and learning outcomes;
- Ensuring student success;
- Enhancing the student experience and engagement;
- Better graduate employment and employability rates; and
- The portability of qualifications.

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

**PA 1: Objective 1**

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

*Initiatives:*

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

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

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

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

1.5 Establish a monitoring and evaluation system that ensures that the students’ feedback and responses in critical surveys such as the Course Experience Survey and the Total Experience Survey are properly considered and acted upon;

1.6 Secure and retain appropriate accreditations for all eligible programmes to ensure their alignment with industry and employer needs; and

1.7 Embed research and/or professional practice in all courses.

**PA 1: Objective 2**

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

*Initiatives:*

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

1.2.2 Ensure that our promotion, performance policies and teaching awards, reward excellence and innovation in teaching.
PA 1: Objective 3

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

Initiatives:

1.3.1 Evaluate and align pathways from USP’s sub-degree to undergraduate programmes;
1.3.2 Create new pathways from relevant programmes; and
1.3.3 Promote opportunities for postgraduate studies.

PA 1: Objective 4

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

Initiatives:

1.4.1 Strengthen Campus Life activities, including student well-being, cultural activities and support for students with disabilities;
1.4.2 Strengthen partnerships with students, to create a holistic student experience that empowers our graduates to contribute to the building of cohesive, resilient and sustainable societies;
1.4.3 Promote employability, develop skills for employment, and support student placements and volunteering;
1.4.4 Strengthen student support services that contribute to students achieving personal, professional and academic potential; and
1.4.5 Strengthen student orientation to include providing personalised, online information to new students.
PA 1: Objective 5

Create a student community with high ethical standards, empowerment and awareness of health and safety and environmental issues, and respect for others.

Initiative:

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

PA 1: Objective 6

Introduce new programmes in the area of health.

Initiative:

1.6.1 Introduce at least two health-related programmes.
PA 1: Objective 7

Improve student experience in the post-COVID-19 environment.

Initiatives:

1.7.1 Student Communication. Develop, adopt and implement a personalised student communication strategy to facilitate instant two-way communication;

1.7.2 Learning & Teaching Space. Repurpose current spaces for both face-to-face and virtual interactions and incorporate modern technology to allow more breakout areas for collaboration in smaller groups;

1.7.3 Teaching & Learning Technologies. Expand online education including the greater adoption of the Massive Open Online Courses (MOOCs) and live, interactive online courses;

1.7.4 Teaching & Learning Technologies. Increase innovations in educational technologies, including the enhancement of USP’s Learning Management System, Moodle, by incorporating Artificial Intelligence-based Education Tools which collect and analyse data on a student’s performance;

1.7.5 Comprehensive Student Support. Adoption of a Student Information System to manage the complete student lifecycle;

1.7.6 Student Feedback and Assessment. Adopt technologies that make the feedback and assessment process as interactive and engaging as possible; and

1.7.7 Student Extracurricular Activities, Welfare and Wellbeing. Promote these with the adoption of appropriate and safe technologies and practices.
USP undertakes research and innovation to address the needs of its member countries and contribute internationally to knowledge production and knowledge transfer.

We will focus our research and innovation activities around five major areas of multidisciplinary activity and one cross-cutting theme. These thematic areas will enable our researchers to work across traditional disciplines and traverse the boundaries between basic and applied research to explore the intractable challenges including natural hazards facing the Pacific region aligned to the United Nation’s Sustainable Development Goals (SDGs) (2015 – 2030) and the S.A.M.O.A. Pathway (2014)\(^1\).

\(^1\)http://unohrlls.org/custom-content/uploads/2019/01/SAMOA-Pathway-Overview.pdf
Key Thematic Risk Areas

Theme 1: Sustainable, Inclusive and Equitable Economies

This theme focuses on SDGs 1, 7, 8, 10, 11, 12 and 16.

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

Theme 2: Oceans & Climate Nexus

This theme focuses on SDGs 6, 13, 14, 15 and 17.

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

Conservation and sustainability in the use the oceans and marine resources are central concerns to the development of resilient Pacific communities. We will, through our research and innovation, seek to understand and work in partnership with regional and national stakeholders and communities to protect, restore and promote sustainable use of terrestrial and oceanic ecosystems, and limit biodiversity loss. It is well recognised that urgent action is needed to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy and the availability and sustainable management of water and sanitation for all.
Theme 3: Education, Culture, Health & Wellbeing

This theme focuses on SDGs 2, 3 and 4.

Education has been identified by Pacific Leaders in their endorsement of the PacREF as fundamental to sustainable development and wellbeing across the region. The University has a central role to play in executing this strategy through its research on education, improving delivery of pre-service and in-service teacher training, and the development of innovative actions and interventions for the enhancement of educational opportunities and outcomes.

The region faces threats in respect to health and wellbeing, intended in multi-dimensional ways including mental, emotional, physical, spiritual, environmental and social aspects. Identifying best evidence approaches related to the social determinants of health in the Pacific is critical to the research and practice USP undertakes and translation of research into sound policy and practice in the region.

Theme 4: Governance, Justice and Equality

This theme focuses on SDGs 5, 10, 16 and 17 which includes the achievement of gender equality and female participation in society.

It aims to reduce income inequality and the promotion of peaceful and inclusive societies for sustainable development based on access to justice for all and the building of effective, accountable and inclusive institutions at all levels.
Theme 5: Innovation, Empowerment and Sustainability

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

Figure 1: Priority Area 2 - Research Thematic Area Inter-linkages
Priority Area 2: Research, Innovation And Partnerships

Objectives & Initiatives

PA 2: Objective 1

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

Initiatives:

2.1.1 Create research leadership positions in each of the five areas of priority, to enhance capacity, research profile and activity, and generate research income;

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

2.1.3 Increase external research income by at least 5% per year; and

2.1.4 Implement an Innovation Strategy whose success will be measured by the number of university and industry partnerships and collaborations.

PA 2: Objective 2

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

Initiatives:

2.2.1 Establish a University Graduate School that systematically supports students and supervisors in the creation of an excellent graduate research culture;

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

2.2.3 Introduce an honours year option at the undergraduate level including an independent research project in the final year.
PA 2: Objective 3

Internationalise the culture, engagement and impact of the University's research.

Initiatives:

2.3.1 Enhance USP's global reputation, including continuing to seek international university rankings;

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

2.3.3 Increase international research student enrolments; and

2.3.4 Introduce new positions of research professor as well as increase the number of adjunct appointments.
Priority Area 3: Regional Campuses & Global Engagement

STRATEGIC DELIVERABLES AND OUTCOMES

This Priority Area reflects the importance of our Regional Campuses and Centres to the overall success of USP’s vision and mission recognising the education and research needs of our member countries. USP Regional Campuses and Centres are diverse in size and scope. They build strong connections to participating governments and communities while providing equal learning opportunities for students across the Pacific.

Recognising the pride each member country places on the significance and uniqueness of every USP campus, this SP will place a special emphasis on further strengthening collaboration between the campus and stakeholders such as alumni, local communities, civil societies and public/private philanthropists. In addition, campuses in member countries will be earmarked for hosting specialised academic programmes and research.

The key deliverables and outcomes for this Priority Area are aimed at:

▶ Improving opportunities for both international and regional students to succeed;

▶ Delivering an equitable student experience and engagement regardless of remoteness and location; and

▶ Focusing on the quality of teaching, enhancing regional stakeholder engagement through strategic partnerships, ensuring better graduate employability in meeting the professional needs of member states, and bolstering student and staff satisfaction as well as stronger global engagement.
Graduates of USP continue to dominate every public and private sector across the region, including internationally. Over the more than 50 years since its inception, USP graduates continue to represent the region across all sectors providing returns to their home communities. Despite the geographic, economic, environmental and development challenges that face the Regional Campuses, USP continues to prioritise equity across its campuses. Equity in terms of learning spaces, accessibility to research facilities, delivery of courses and creating an environment conducive to effective student experience.

Achieving an increase in the number of international students recruited to the University will enhance the brand of the University in the international arena. In addition, diversity of the student body will promote the quality of the learning of all students through the experience of multi-culturalism and the sharing of cross-cultural experiences.

USP is an international university with a student body that is recruited from its 12 member countries as well as globally. With such a diverse mix of students, this is a strong selling point upon which to base future growth.

This priority area will continue to look for new and innovative ways to support the campus development aspirations, including looking to its alumni and key stakeholders to support campus ambitions and development efforts. This assistance will be directed towards three areas which will ensure outcomes for teaching and learning, in-country research, and community outreach objectives are effectively met. These are:

- Addressing the deferred maintenance;
- Rightsizing of administrative staff; and
- Enhancing appropriate academic support to students at Regional Campuses, especially first year student support.
Priority Area 3: Regional Campuses and Global Engagement

Objectives & Initiatives

PA 3: Objective 1

Enhance the reputation and potential of USP in member states so that it remains the tertiary education provider of choice.

Initiatives:

3.1.1 **Redevelop and reorganise Regional Campuses** to fulfil the University’s vision and mission; and

3.1.2 **Align Campus resourcing strategies** to offer equivalence of service for all USP students regardless of campus location.

PA 3: Objective 2

Strengthen the capacity of Regional Campuses to offer education, relevant research and innovation and community outreach services that reflect regional demands, issues and challenges.

Initiatives:

3.2.1 **Ensure that campuses are technology enabled** to facilitate a quality student experience in all campuses;

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

3.2.3 **Foster closer links with Governments’,** private sector and industry leaders through Campus Advisory Committees; and

3.2.4 **Engage with in-country alumni,** potential stakeholders and development partners through community outreach activities.
PA 3: Objective 3

Internationalise the culture, engagement and impact of the University.

Initiatives:

3.3.1 Increase international student enrolments and income;
3.3.2 Increase outgoing and incoming mobility for USP students; and
3.3.3 Promote inter-campus mobility for students and staff.

PA 3: Objective 4

Provide focused and coordinated approach to alumni relations that will maximise opportunities for alumni and friends of the University community.

Initiatives:

3.4.1 Establish alumni networks and track and measure alumni engagement; and
3.4.2 Encourage philanthropy and volunteer alumni activities.
Priority Area 4: Regional Cooperation through the CROP Network

STRATEGIC DELIVERABLES AND OUTCOMES

This Priority Area is aimed at strengthening the University’s role as a development partner in the region and within the CROP. It intends to enhance USP’s engagement and cooperation with key international and regional stakeholders, including Pacific Island Countries, international development partners and regional agencies in contributing towards the sustainable development of the Pacific region.

The key deliverables and outcomes for this priority area are:

1. **Strengthened collaboration with CROP organisations;**
2. **Enhanced strategic engagement with donors and development partners;**
3. **Improved economic and social benefits to member countries through education, research and capacity building efforts; and**
4. **Building capacity and responsiveness to meet member country needs.**

The University as a regional organisation is a highly respected member of CROP and will continue to lead working groups in Information Communication Technologies (ICT) and Human Resource Development (HRD) as well as in research and innovation in climate change, management of marine resources and Pacific cultures and heritage. The University will also support PacREF initiatives especially with respect to research in areas already identified.

Over the next triennium, greater effort will be vested in research and development project initiatives that are deeply rooted within Pacific communities for further sustained project financial resources to meet USP and Pacific Island Countries needs. The diversification of donors and increased donor funds to the University will be further explored. The engagement with philanthropic organisations in higher education as well as in the key areas of challenge facing the region, will be new areas of focus.
Priority Area 4: Regional Cooperation Through the CROP Network

Objective & Initiatives

PA 4: Objective 1

Further strengthen strategic partnerships through effective regional and international engagement.

Initiatives:

4.1.1 Enhance University’s regional engagement through the CROP network to foster greater synergies in education and research and innovation;

4.1.2 Enhance and expand USP’s strategic partnerships with key development partners and stakeholders; and

4.1.3 Supporting Human Resource Development and ICT needs of the region through effective implementation of PacREF and other donor funded capacity building and research initiatives.
This Priority Area covers our enabling strategies aimed at facilitating both an outstanding learning and teaching experience and fostering a deep culture of research and innovation within the University. Our estate and infrastructure as well as our virtual resources will focus on our ambitions to provide our students with the best possible education and student experience. Our staff are at the heart of all our endeavours and it is our responsibility to foster a culture of excellence in the workplace.

**Good governance** continues to be a key priority for USP to achieve its strategic objectives and maintain its long-term viability and reputation. The University is committed to ensuring that all Council members and senior management have a shared understanding of risk, and the changing operational and regulatory landscape of the University. We will ensure that the highest level of good governance and ethics are paramount to all operations.

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

The administrative functions will necessarily be efficient and support the academic endeavours. The University will work hard to become a beacon of how an organisation can reduce its environmental impact.
Priority Area 5: Governance and Intelligent Use Of Resources

Objectives & Initiatives

PA 5: Objective 1

Embed good governance practices throughout the University.

Initiatives:

5.1.1 Enhance governance, quality assurance and accountability through strengthening of our policy environment;

5.1.2 Ensure appropriate fiduciary responsibilities and financial and ethical accountability at all levels of the University; and

5.1.3 Embed and implement risk management processes into University business operations and enhance oversight capabilities.

PA 5: Objective 2

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

Initiatives:

5.2.1 Invest strategically in our digital infrastructure and systems to ensure these support USP’s ambitions effectively and efficiently;

5.2.2 Provide digital opportunities to inspire students and staff to embrace innovation;

5.2.3 Build robust, fast connectivity and scalable systems for all critical operations; and

5.2.4 Invest and build disaster resilient digital infrastructure for business continuity.
PA 5: Objective 3

Ensure the financial sustainability of all University operations.

Initiatives:

5.3.1 Strengthen the University’s financial position to ensure sustainability and sufficient resources are available for the University’s strategic objectives;

5.3.2 Grow income streams to support learning, teaching and research and innovation ambitions; and

5.3.3 Increase profitability from commercial operations.

PA 5: Objective 4

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

Initiatives:

5.4.1 Promote USP’s uniqueness and market the University as the leader in quality education and research and innovation; and

5.4.2 Elevate marketing and PR efforts in the regional countries and increase USP’s global visibility and brand awareness in the market.

PA 5: Objective 5

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

Initiatives:

5.5.1 Develop a data governance framework and implement institutional data policies; and

5.5.2 Embed an outcomes-based culture of institutional planning and management.
PA 5: Objective 6

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

Initiatives:

5.6.1 Be an employer of choice, recruiting, supporting, developing and retaining exceptional people who share our values and ambitions;

5.6.2 Build a workplace culture that will be characterised by being responsive, innovative, responsible and accountable;

5.6.3 Ensure that our staff are recognised and rewarded for exceptional performance and contribution that is in line with our strategic ambitions;

5.6.4 Ensure that USP champions cultural competencies, and values equality, diversity and difference;

5.6.5 Implement an effective performance management system; and

5.6.6 Enhance the quality and consistency of HR services and resources.

PA 5: Objective 7

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

Initiatives:

5.7.1 Invest strategically in improvement and maintenance of our estates and infrastructure and upgrade facilities;

5.7.2 Provide enhanced accessibility and improve the social environment of our campuses; and

5.7.3 Ensure that there is enhanced disaster resilience at all campuses.
## viii. Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
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<tr>
<td>COVID-19</td>
<td>Corona Virus</td>
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<td>CROP</td>
<td>Council of Regional Organisations of the Pacific</td>
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<td>DFAT</td>
<td>Department of Foreign Affairs and Trade</td>
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<td>EFTS</td>
<td>Equivalent Full-Time Student</td>
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<td>FedMM</td>
<td>Forum Education Ministers Meeting</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GPE</td>
<td>Global Partnership for Education</td>
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<td>GESC</td>
<td>Global Engagement Strategy Committee</td>
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<td>HE</td>
<td>Higher Education</td>
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<td>HR</td>
<td>Human Resources</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<td>ICT</td>
<td>Information and Communication Technologies</td>
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<td>IMF</td>
<td>International Monetary Fund</td>
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<td>IPCC</td>
<td>Intergovernmental Panel on Climate Change</td>
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<td>ISAC</td>
<td>International Student Advisory Committee</td>
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<td>ITS</td>
<td>Information Technology Services</td>
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<td>KPI</td>
<td>Key Performance Indicator</td>
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<td>MFAT</td>
<td>Ministry of Foreign Affairs and Trade, New Zealand</td>
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<td>MOOC</td>
<td>Massive Open Online Courses</td>
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<td>PA</td>
<td>Priority Areas</td>
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<td>PacREF</td>
<td>Pacific Regional Educational Framework</td>
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<td>PIC</td>
<td>Pacific Island Countries</td>
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<td>PR</td>
<td>Public Relations</td>
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<td>RC</td>
<td>Regional Campus</td>
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<td>S.A.M.OA.</td>
<td>SIDS Accelerated Modalities of Action</td>
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<td>SDG</td>
<td>Sustainable Development Goals</td>
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<td>SMT</td>
<td>Senior Management Team</td>
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<td>SP</td>
<td>Strategic Plan</td>
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<td>PIC</td>
<td>Pacific Island Countries</td>
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<td>Pacific TAFE</td>
<td>Pacific Technical and Further Education</td>
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<td>UGC</td>
<td>University Grants Committee</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>USP</td>
<td>The University of the South Pacific</td>
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ix. List of Figures

Figure 1: Priority Area 2 - Research Thematic Area Inter-linkages