Strategic Plan 2016 – 2020
Message from the Pro Chancellor

As the transitional period narrows its existence, which falls on 31st December 2015, the Solomon Islands National University Council and Management of the University are keen in keeping abreast with the process of consolidating the development of the University, as a growing Institution for Higher Learning. As is the practice of progressive organizations world-over, we share the characteristics of advancement and innovation.

The Vision and Mission of the Solomon Islands National University spell out the noble intentions of the University, in this Strategic Plan 2016 – 2020. This Strategic Plan builds on the Transitional Implementation Action Plan (TIAP) 2013 – 2015, which guided the progression from the SICHE Institutional set-up to the establishment of the SINU, up to 31st December 2015.

SINU is desirous, to embark upon developing its academic credibility, research capacity and capability, to be at par with universities of the region and ultimately to reach that of the metropolitan universities world-wide.

This Strategic Plan maps out the initial bold steps, which are necessary to focus on the future growth and expansion of the University, which the Plan entails. SINU thus undertakes, as its commitment ‘creating the future of our people’, through higher learning and training.

SINU provides within this Strategic Plan, the nation’s dream for a prosperous, peaceful and progressively harmonious society, which enjoys lasting peace as a result.

God bless the Solomon Islands National University and God bless the Solomon Islands.

Sir Nathaniel Rahumaea Waena
Pro-Chancellor and Chair to Council
Message from the Vice Chancellor

It is with much pleasure that I introduce the Solomon Islands National University (SINU), Strategic Plan 2016 - 2020. The Plan provides a clear Vision for our University’s future, which has as its special focus the raising of standards of education and real-world research in the Pacific.

To achieve the Vision we will rely on the quality, spirit and energy of our staff as well as the active engagement of our communities and success of our graduates. We have a strong commitment to ensuring our graduates will be professional leaders, who are work ready and able to create new employment opportunities in and for the Solomon Islands.

SINU will in its next phase of development build on and continuously improve across all areas of its operation. It has aspirational goals that include developing new attractive, relevant, quality degree programs and providing valuable teaching and learning experiences and support for our students. The University will continue its recruitment of qualified staff and start to build research strengths that contribute to national priorities.

The University has achieved much in a relatively short period of time and has considerable successes it can be proud of, but there is still much to be done now that the move from College to University status has occurred. There is strong commitment from the SINU Senior Executive and all members of the SINU community to continue to fulfill the Government’s remit for the University.

Based on SINU’s achievements thus far, I am confident that we will prove equal to the task ahead.

Dr Glynn Galo
Vice Chancellor
The Solomon Islands National University Act (2012) sets out the functions, structure, financial arrangements, governance, management and leadership for SINU for the purpose of providing higher education and skills training in and for the Solomon Islands (Solomon Islands National University Act 2012). It defines the principal role of the University as: ‘to promote scholarship, research, free enquiry, academic excellence and trade competence’; and expects that the University will ‘be concerned with education and training... consistent with international standards of teaching, research and other academic activities...’ (SINU Act 2012, Sec 4 (1), (2)).

First and foremost, the function of the University is to meet the human resource needs of the country. Further it should help improve access to higher education, help improve the quality of school level education and support the development of community education programs. It is expected that the University conduct research, provide consultancy and liaise with overseas education, training and research institutions.

SINU has been guided in its objective of meeting the Government’s mandate, by a number of priority areas. These are: to provide relevant academic programs, a proper physical learning environment, suitable staff and appropriate governance, management and academic structures.

Since SINU’s establishment it has achieved a number of notable goals. Five new academic programs have been developed, seven significant alliances with prestigious international universities and organizations have been realized, two major building projects have occurred and successful recruitment drives have resulted in new senior leaders being appointed including Pro Vice Chancellor Academic, two Deans and several Directors. A number of key committees have been established, which has resulted in the endorsement of vital policies, practices and guidelines.

The focus over the next five years is a logical progression on the first two establishment years. As SINU moves into its first full phase as a University, it will not lose sight of its number one role, namely meeting the human resource needs of the Solomon Islands. The University is clearly transformative in purpose when it states ‘creating your future is our commitment’.
The new Vision is testimony to the University placing students at the heart of what we do. We have defined a set of SINU Graduate Attributes and all academic programs will support their realization.

The Mission as well as our Values and Principles are characterized by our commitment to an inclusive relevant, high quality educational experience for all. This means expanding the number of degree programs being offered and the number of programs being offered in distance/online mode.

To complement its Vision and Mission, further upgrades to physical learning spaces, Internet access and Library resources will occur. At the same time, there is greater recognition of the importance of SINU engaging in real-world research and so becoming a University of influence in the Pacific region.

We are determined to establish an applied research strength and deliver social dividends for our country and beyond. SINU will also aim to continue to attract and develop outstanding staff, who will contribute to SINU’s ongoing development and its aim of being a sustainable University.
Our VISION

A quality National University, raising standards of education and applied research in the Pacific region.

Our MISSION

Championing the pursuit of knowledge, skills, academic inquiry and applied research to transform lives through higher education and training, inclusive of diverse communities, while providing relevant solutions for the Solomon Islands.
Our Values and Principles

- **Excellence and Quality**: SINU is committed to providing excellent and high quality teaching, learning, skills training, and research.

- **Innovativeness**: SINU encourages and promotes creative ideas and solutions to existing and new challenges.

- **Relevance**: SINU is committed to providing relevant teaching, learning, skills, training and research that meets diverse community needs at present and in the future.

- **Inclusivity**: SINU is inclusive regardless of physical, political, gender, ethnic, religious or other differences.

- **Collegiality**: SINU values mutual respect that encourages a sense of community.

- **Leadership**: SINU creates and empowers future leaders.

- **Sustainability**: SINU uses resources with respect for the environment and human well-being.
Effective communicators
SINU supports its students to be able to communicate effectively in all forms individually and collaboratively in teams, in diverse professional, cultural and social settings; and to effectively and responsibly use digital technologies.

Globally aware
SINU supports its students to think globally about issues in their profession and understand issues from the perspective of other cultures.

Professional leaders in their field
SINU supports its students to have up to date knowledge, skills and understandings in their profession, to display initiative and a positive work ethic, and demonstrate professional and personal integrity.

Creative and critical thinkers
SINU supports its students to use creativity and critical thinking, analytic and research skills to find solutions for real-world problems.

Work ready and job creators
SINU supports its students to be employment ready and to use their knowledge and skills to contribute to the creation of new employment opportunities.
Our Strategic Goals

Goal 1: Academic Programs

*To offer attractive and relevant high quality programs supported by a comprehensive QA framework and related processes.*

**Priorities**
1.1 To undertake a comprehensive review of all academic programs currently offered.
1.2 To develop new high-demand programs at Bachelor level that build on Diploma program offerings.
1.3 To convert at least one existing high-demand program in each School to Distance Flexible Learning (DFL) mode.
1.4 To implement a 4-year cycle of reviews of academic policies, procedures and guidelines; as well as programs.
1.5 To emphasize Senate’s quality assurance role, with particular attention to ensuring all programs meet the requisite Qualifications Framework standards.
Goal 2: Teaching & Learning

To provide quality teaching and learning experiences and support for students.

Priorities

2.1 To enhance the use of online and distance delivery to improve access and equity of access to higher education.
2.2 To develop a functional online learning and learner support system.
2.3 To ensure the SINU Graduate Attributes are integrated into all program offerings.
2.4 To ensure that students are part of an engaging and supportive teaching-learning experience.
2.5 To upgrade and expand the Library’s physical and e-journal and e-book collection as well as digital SI research repository.
2.6 To implement a Student Orientation program and annual Student Matters conference.
2.7 To provide regular staff development to improve teaching delivery.
2.8 To utilize the student satisfaction survey results to share and improve on good teaching learning practices across SINU.
2.9 To provide a comprehensive student support service inclusive of academic skill support as well as counselling and pastoral care.
Goal 3: Staff & Staffing

To recruit, develop, promote and support highly qualified staff.

Priorities
3.1 To develop, review and implement improved HR policies/procedures.
3.2 To identify, attract and retain high calibre staff to support new degree program developments and the establishment of new University Units.
3.3 To upgrade the qualifications of staff as relevant.
3.4 To implement formal annual Staff Performance Reviews that will be stored centrally.
3.5 To implement formal annual University staff promotion processes.
3.6 To recognize and reward staff for innovation in areas aligned with SINU strategic priorities.
3.7 To recognize and develop leaders as part of succession planning.
3.8 To provide an Induction program for new staff and a program for staff (and student representatives) elected to SINU committees.
3.9 To provide a healthy and safe work environment for all staff.
Goal 4: Research & Scholarship

To build research capacity and invest in priority research areas of importance to our region.

Priorities
4.1 To establish a Research Unit.
4.2 To determine research strengths for SINU that contribute to national priority areas.
4.3 To build and support an applied research culture including opportunities with industry and business as well as other higher education institutions.
4.4 To provide targeted staff development about publications, research funding and building strategic networks.
Goal 5: Resources & Infrastructure

To provide the best facilities possible to meet the operational demands of the University.

**Priorities**

5.1 To improve access to better and cost-effective ICT facilities and services for all staff and students.

5.2 To review and upgrade the SINU Physical Master Plan 2012 – 2032, to guide the development of a sustainable, secure and attractive teaching, learning and healthy living environment on all SINU campuses.

5.3 To upgrade the existing road system and parking facilities, including landscaping and outdoor seating on all campuses.

5.4 To establish a Marketing and Public Relations Office and to develop a Plan and program of activities for engagement with SINU internal and external stakeholders.
Goal 6: Financial sustainability

To effectively and efficiently manage the enterprise and regularly seek ways to improve the business operation and management systems.

Priorities
6.1 To improve on practices for regular, reliable, comprehensive and timely financial reporting.
6.2 To align budget and costs with the annual operational planning cycle.
6.3 To diversify funding sources