



STRATEGIC PLAN

2021 — 2025



Creating your future is our commitment



Strategic Plan 2021-2025

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Table of Contents

1. Statement from the Chair of the SINU Council
2. Statement from the Vice Chancellor: The Road to 2025 and Beyond
3. SINU: History to date
4. Summary Statistics
5. Vision, Mission and Values
6. Student, Graduate and Staff Attributes
7. Core Strategic Goals: Objectives and Initiatives
8. Resources
9. Implementation
10. Risks and Mitigation
11. Monitoring and Review

Statement

From the Pro-Chancellor & Chair of SINU Council



I am delighted to present to you the Solomon Islands National University's Strategic Plan for 2021-2025. This Plan maps out a strategic direction for the university for the next 5 years, setting out the vision, mission and values of the University, and the core deliverables over the Plan period. The Strategic Plan is built on the achievements of the University from 2013 to 2020 and the University's first Strategic Plan (2016-2020). The Plan provides new directions in teaching, learning, research and institutional development of SINU over the period. Government institutions, development partners and stakeholders can use this as a basis for their interface with SINU.

I must take this opportunity to acknowledge the past successive national governments in recognizing the need for establishment of a University for our people in 2012. SINU's commencement of operations in 2013 despite obvious challenges was a beacon for Higher Education Learning in the country.

SINU is about to reach a decade since its inception. In a rapidly changing world SINU recognises that it must position and equip itself to take on the challenges of the future with confidence that demonstrates its values, vision and mission.

The first Strategic Plan for SINU was implemented from 2016 to 2020 with a lot of confidence and enthusiasm. Despite the obvious challenges, the Council and Management have embraced its key goals and objectives.

Today, Universities around the world are challenged more than ever before for a number of reasons, including the need to serve multiple interests, the need for self-sufficiency, funding issues, affordability and shift of government policy on Higher Education, amongst others. SINU is no exception. SINU as a national premier tertiary institution, must continue to remain committed to creating Higher Education opportunities that are relevant to the current and future needs of our communities and the country.

In this Plan, it is critical that a holistic approach is taken to map-out development and growth taking into account the outcome of various consultations held with stakeholders to create an exciting future for the University and Solomon Islands. From a governance perspective, I am pleased that the core to the Strategic Plan 2021 to 2025 includes programme and academic priorities, initiatives for enhancement of student experience, research, operation efficiency in our systems, people management, engagement with stakeholders and intention to transform the infrastructure of the University. These strategic imperatives provide clear direction and are designed to further enhance SINU's reputation as a premier national University.

The Council endeavours to work closely with the University Management providing necessary organizational and policy development support to ensure the Goals and Objectives outlined in this Strategic Plan are met and targets achieved. It is my sincere hope that this 5-year Strategic Plan will continue to propel the University forward to a new level of success, era of greatness, building upon our strengths, enhancing the experience for the faculty, students, staff, alumni, parents and friends and the nation at large.

Lastly, but not the least, I wish to express my personal gratitude to all staff of SINU for their commitment and dedication in developing and finalizing this Strategic Plan. The true test of the quality of our University is its ability to learn from its past and move forward in a positive and confident manner. The Strategic Plan 2021-2025 is indeed our road map for the journey that lies ahead of us as we move our University towards inclusive development that will bring an improvement in the social and economic livelihoods of all Solomon Islanders. It is my sincere call for the national and provincial governments, our development partners, private sector, stakeholders and all staff and students of SINU to embrace the Strategic Plan 2021-2025.

I dedicate this Strategic Plan 2021-2025 and more importantly its implementation to the national and provincial governments, our development partners, private sector, stakeholders and all staff and students of SINU.

May God bless the Solomon Islands National University and all the people of Solomon Islands.

Hon. Dr. Culwick TOGAMANA MP
Pro-Chancellor and Chair to Council

Statement

From the Vice-Chancellor: The Road to 2025 and Beyond



Universities, by their very nature, are permanent institutions. They live forever. As is always the case, a long life requires solid foundations. It is this which the Solomon Islands National University aims to focus on during its second Strategic Plan 2021-2025.

Building on the experiences of the developments so far, and the first Strategic Plan 2016–2020, the second plan is aimed at building strong physical infrastructure, technological capacity, and human resource capacity to deliver on both, the expectations of the people of the country from the University, as well as the expectations one has of an entity name a ‘university’.

The University, as the largest tertiary education provider in Solomon Islands, has an important role mandated by the SINU Act 2012 to provide quality education and training to build Solomon Islands human capital. This function of the university is closely linked to quality national human resources planning. This, together with the signals from the labour markets on skill, knowledge and expertise demands and marketabilities, would be at the base of SINU’s programme development, monitoring and reviews.

But a university ought to aspire to be more than a mere provider of human resources; it must take a lead in creating knowledge that is needed for improving the lives and welfare of Solomon Islanders’ as well as the general humanity. The Plan aims to take SINU in this direction as well.

The above are clearly achievable objectives. But to achieve these, an empowering institutional environment is a necessity. In this regard, stakeholders ought to value the space that ought to be given to a University to function. Included in this space is the essential core-space of intellectual freedom. The success of the University in achieving the targets of the plan, as well as strengthening the foundation for SINU for its life beyond 2025, rests on the degree of determination of each stakeholder.

Like all entities, SINU also requires resources to function. SINU Council and Management have recognised the ongoing financial difficulties and challenges since its establishment; the recent COVID 19 induced resource constraints have added to the hitherto woes. The University’s planning processes, however, have shown a determination for the University to be innovative and deal with such constraints and challenges. The University would be continuously improving its governance and financial management, and implement capital projects on a value-for-money basis to meet the growing demands of higher education and training in the country. To serve the 80 percent of our population living in the rural and maritime areas, the university will expand and improve the delivery of education and training throughout the country. A number of new initiatives have been included in the plan to address the evolving needs of the people.

The Strategic Plan 2021-2025 is committed to strengthening the foundations required for a university to function as such, and in the process to carve for itself a place in the national, regional and global community of Universities. The University has come a long way in a short period of time to be what it is today. The University owes this to the commitment to our staff, students, management, the Council, the Solomon Islands Government, the provincial councils, and the private sector. Strong support from these and other stakeholders would ensure that the Strategic Plan 2021-2025 becomes a meaningful and exciting basis for SINU's journey into the future.

Dr. Ganesh Chand

Vice-Chancellor – Solomon Islands National University

SINU COUNCIL MEMBERS 2021



Back row from Left - Dr. Aaron Oritaimae, Mr. Solomon Pita, Mr. George Saemane Linesi, Mr. Hardyson Maenu'u, Mr. Daniel Rove, Ms. Atenasi Ata, Mr. Shadrach Fanega, Mr. Sampson Tahuniara.

Front row from left – Ms. Verzilyn Isom, Dr. Franco Rodie, Mr. Tony Koraua, Dr. Culwick Togamana, Dr. Jack Maebuta

Brief History and the Strategic Planning Context to Date

The Solomon Islands National University (SINU) was established in 2013 following the enactment of the Solomon Islands National University Act 2012 by the National Parliament of the Solomon Islands. The Act sets out the functions, structure, financial arrangements, governance, management and leadership for the University for the purpose of providing higher education and skills training in and for the Solomon Islands. In particular, it defines the principal role of the University as: “to promote scholarship, research, free enquiry, academic excellence and trade competence”. The Act also requires that SINU will “be concerned with education and training....consistent with international standards of teaching, research and other academic activities...”

Following the enactment of the ACT, SINU was established after transitioning from the former Solomon Islands College of Higher Education (SICHE). The administrative and academic structures of the former SICHE formed the basis of the initial structures of SINU up to 2019. The former SICHE Schools formed the basis of the SINU Schools in the transition period, namely, the School of Education and Humanities, the School of Business and Management, the School of Technology and Maritimes Studies, the School of Nursing and Allied Health Sciences and the School of Natural Resources and Applied Sciences.

Following institutional restructuring and strengthening in 2019, the Schools have been replaced by Faculties as the highest academic structures of the University. SINU now has five Faculties – Faculty of Agriculture, Forestry and Fisheries; Faculty of Business and Tourism; Faculty of Education and Humanities; Faculty of Nursing, Medicine and Health Sciences, and Faculty of Science and Technology. Within each Faculty there are Schools representing a combinations of related academic and technical training areas.

SINU has also seen growth and expansion in terms of the mix, number and level of programmes it offers. In terms of award courses, SINU now offers certificate, diploma, bachelor, and post-graduate courses. These range from technical and skills training in various trades and maritime courses to teacher training, accounting and banking, administration and management, nursing and health, forestry, agriculture, fisheries and environment. The increase in programmes has seen the increase in student numbers as well as staffing.

SINU, by and large, is located on three campuses in Honiara – Kukum, Panatina and Ranadi. The Kukum Campus is the University’s main campus; it hosts 4 faculties – Faculty of Agriculture, Fisheries and Forestry (FAFF); Faculty of Business and Tourism; Faculty of Nursing, Medicine and Health Sciences; and the Faculty of Science and Technology. It also accommodates the Office of the Vice Chancellor and all other administrative and support services departments of the University.

The Panatina Campus hosts the Faculty of Education and Humanities while the Ranadi Campus hosts the Institute of Maritime Studies and the School of Fisheries. SINU also has a Forestry Campus at Poitete, Western Province. Over the years, SINU has

established Centres in a number of locations in the country – Auki in Malaita, Buala in Isabel, Gizo and Munda in Western Province, and Lata in Temotu.

Summary Statistics

Programmes by Level 2017 – 2020

Level	2017	2018	2019	2020
Certificate	24	28	20	20
Pre-Diploma	1	1	1	1
Diploma	22	26	29	27
Graduate-Diploma	9	9	9	9
Pre-Degree	1	1	1	1
Bachelor	10	12	12	13
Postgraduate Certificate				
Postgraduate Diploma			2	2

Student Enrolment by School/Faculty 2017 - 2020

Faculty	2017			2018			2019			2020		
	F	M	Total	F	M	Total	F	M	Total	F	M	Total
SNRAS/FAFF	336	312	684	330	368	698	698	394	1092	364	486	850
SBM/FBT	1,156	804	1,960	1,056	785	1,841	1,208	814	2,022	1,207	799	2,006
SEH/FEH	838	908	1,746	2,055	1,412	3,467	1,625	1,331	2,955	1,911	1,710	3,621
SNHS/FNMHS	461	243	704	590	247	837	668	292	960	825	398	1,223
ITMS/FST	49	946	995	31	633	664	38	972	1,010	21	548	569
	2,910	3,143	6,053	3,445	4,062	7,507	3,847	3,803	7,650	4,328	3,941	8,269



Student Enrolment at Finance Department

Student Graduands by School/Faculty 2016 - 2019

Schools/Faculties	2016			2017			2018			2019		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total
SOEH/FEH	318	362	680	404	397	805	326	391	717	572	817	1,389
SNHS/FNMHS	23	41	64	71	90	161	72	154	226	96	177	273
SNRAS/FAFF	120	134	254	169	153	322	126	137	263	146	156	302
ITMS/FST	143	3	146	195	13	208	199	7	206	270	11	281
SBM/FBT	130	204	334	138	157	295	168	282	450	131	229	360
	734	744	1,478	977	810	1,791	891	971	1,862	1,215	1,390	2,605



SINU Graduation Ceremony

Staff Classification 2019 - 2021

Staff Classification	2019			2020			2021		
	F	M	Total	F	M	Total	F	M	Total
Academic Staff	38	110	148	47	129	176	51	140	191
Comparable Support Staff	128	138	266	187	167	354	145	162	307
Other Staff (Part-time/Casual)				80	137	217	48	117	165
						747			663

Vision, Mission & Values

Our Vision

A quality National University, raising standards of education, training and research in the Solomon Islands and the Pacific region, towards achieving better living standards; foster nation-building, creation of an inclusive society and empowerment of people, and enhancement of the core universally accepted values of humanity.

Our Mission

Championing the pursuit of advanced knowledge and skills, through skills development, academic inquiry and research, to transform lives through higher education and training, and to become a dual-sector University of acceptable quality and standards in its programme offerings, research and innovation, publications and community outreach, distance flexible learning with respectable quality of staffing and University governance.

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 meet 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 is committed to create and empower aspiring future leaders.

Sustainability: SINU uses resources with respect for the environment and human well-being.

Technology: SINU encourages and promotes technology literacy in a modern learning environment.

Student, Graduate & Staff Attributes

Student, graduate and staff attributes necessary to enable the University to achieve the vision and strategic priorities set out in the Strategic Plan 2021-2025 are critical.

Student Attributes

It is very important for SINU students to develop effective study skills and learning habits in order to prepare them for their careers. SINU has identified the following attributes for students studying at the University:

Positive Attitude towards Study: SINU encourages students to demonstrate that they are ready to work hard, cope with the workloads of their chosen programme and thrive at a higher level of education.

Passion for the Chosen Programme: SINU encourages students to demonstrate a passion for their programme. Independent extended interest in a subject that goes above and beyond what is required in the classroom, a personal achievement and extracurricular activities can all help to illustrate this.

Ability to be Creative and Critical: SINU encourages students to be ready to step up and be creative and critical. They require sound skills and common sense and that they are well rounded person outside of their studies.

Ability to Persevere and Complete Tasks: SINU encourages students to show commitment and indications that they will complete their courses and have an understanding of what these courses entail.

Enquiring Mind: SINU encourages students to take initiative to read across subjects outside of the class and research more on the theories touched in their classes. Students are also encouraged to demonstrate a curious mind and positive attitude to study and interest in the course and ability to think and work independently.

Ability to Work Well in Groups: SINU encourages students to be good team players. Many courses require group work; the university wishes to develop team-efforts, and foster passion in students to contribute to the institution and community development.

Graduate Attributes

It is most essential for SINU graduates to possess high level qualities, skills and understanding that a student should gain as a result of the learning and experience they engage with, while at the University.

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.

Global 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 initiatives 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.

Entrepreneurial: SINU supports and encourages its students to be creative and innovative and to develop and build entrepreneurial skills.

Staff Attributes

It is of utmost importance for SINU staff to possess the skills, knowledge, attitude and behaviour required to enable the University to achieve the vision and strategic priorities set out in the Strategic Plan 2021-2025. SINU has identified the following attributes for staff:

Planning and Organisation: SINU supports its staff to set and prioritise objectives; put plans and processes in place to achieve its goals and; manage time and resources effectively and responsibly to achieve maximum outputs.

Service Delivery: SINU supports its staff to understand the needs of its customers and students to ensure that it delivers services, teaching, learning and research that are of high quality and relevant, and continuously improve the way it works by taking responsibility for making improvements in its services and working practices.

Team Work: SINU supports its staff to work positively and collaboratively with others to achieve shared goals; recognise that everyone has an equally important part to play, and actively contribute to teams and develop effective working relations across the university and with external development partners.

Communication: SINU supports its staff to make sure its message is relevant, clear, concise and understood; they must keep communication open, accessible and fit for purpose, and engage positively in two way communications with colleagues, students and other stakeholders.

Creativity and Innovation: SINU supports its staff to generate ideas and proactively identify problems and opportunities, recognise the need for change, and take responsibility for implementing new ideas and demonstrate flexibility and positive approach to making change happen.

Learning and Development: SINU supports its staff to take responsibility for its own and team programmes; actively seek feedback to improve its performances, and engage with development partners to equip it to respond to the demand of a fast changing environment and support others to achieve their potential.

Self-Development and University Ethos: SINU requires its staff to make continuous efforts towards self-development, and embrace the fundamental ethos around which quality universities are built on.

Core Strategic Goals

Goal 1: Meeting Solomon Islands Human Resource needs in the new National, Regional and International environment.

Objective 1.1: Ensure that the University has the right suite of programmes that address the HR needs of the country.

Initiatives

- 1.1.1 Carry out major consultations with employers and other stakeholders such as MEHRD and SITESA in the country and develop comprehensive projections on national HR needs for the short, medium and long term.
- 1.1.2 Benchmark all existing programmes to the HR Needs Analysis.
- 1.1.3 Phase out irrelevant programmes and provide pathways to students in these programmes.
- 1.1.4 Develop programmes to meet HR needs of the country.
- 1.1.5 Develop programmes in entrepreneurship.



Industry Consultation on the creation of Civil Engineering Programme at SINU

Objective 1.2: Improve the quality and standards of teaching and training in all Faculties, Institutes and Centres

Initiatives

- 1.2.1 Review and redevelop all programmes as required by University Policies.
- 1.2.2 Align teaching/training staffing with needs of each programme.
- 1.2.3 Ensure strict compliance of Minimum Entry Requirement (MER) for each programme.
- 1.2.4 Develop credible 'Quality of Teaching/Training' surveys to improve teaching/learning to feed into staff performance appraisal.
- 1.2.5 Accredite all programmes which have Professional and Trade Bodies (PTB) accreditation possibility.
- 1.2.6 Develop Teaching and Learning, and Assessment Policies and Plans.
- 1.2.7 Develop a comprehensive Quality Management System (QMS) for all programmes and support services.
- 1.2.8 Ensure all programmes meet or exceed standards set by Solomon Islands Tertiary Education Skills Authority (SITESA) in alignment with other recognized external education frameworks Australian Quality Framework (AQF).
- 1.2.9 Strengthen industry participation in programme development and review as per the Programme Development and Review Policy.
- 1.2.10 Develop and deliver at least 5 postgraduate programmes.
- 1.2.11 Strengthen the quality assurance system.
- 1.2.12 Create student support services.
- 1.2.13 Academic staff must have qualifications at least one level higher than the level of the programme they teach.



Faculty of Education and Humanities Staff looking into the SI Qualification Framework, Academic Policy and Programme Development and Review Policy of SINU

Objective 1.3: Strengthen TVET and Skills Development

Initiatives

- 1.3.1 Create a TVET office as required by the SINU Act.
- 1.3.2 Expand comparable TVET programmes as required by Industry and economy.
- 1.3.3 Expand Maritime Programmes and ensure strict compliances with International Maritime Organisation (IMO) requirements.
- 1.3.4 Work with vocational, trade and technical institutions in the country to strengthen their programmes at Certificate levels 1, 2 and 3 as a pathway to certificate level 4 programme.

- 1.3.5 Consult and collaborate with relevant vocational and trade/technical institutions in the country to strengthen and align their programmes at Certificate levels 1 & 2.
- 1.3.6 Develop a comprehensive and robust apprenticeship framework in consultation with Government and Industry.
- 1.3.7 Develop modern trade testing facilities for all trades to meet trade skill demands, and develop and strengthen a trade testing system to cover all trades in consultation with Government and Industry.
- 1.3.8 Develop a robust TVET Framework in consultation with Government and Industry.



Official Opening of the Automotive Centre of Excellence – Funded by the Australian Government

Objective 1.4: Provide equitable access and affordable University education and training

Initiatives

- 1.4.1 Develop campuses in Malaita and Western Provinces to offer selected programmes at these campuses.
- 1.4.2 Establish and manage Distance Education Centres in selected areas outside Honiara City.
- 1.4.3 Put in place cost effective and workable digital learning platforms, and provide appropriate training for staff to maximize its benefits.
- 1.4.4 Establish a scholarship office to promote scholarship funding from development partners, government and industry.
- 1.4.5 Establish and ensure an effective and functioning Student Financial Aid Office.
- 1.4.6 Adopt and adapt distance programmes from outside.
- 1.4.7 Encourage admission and enrolment of part-time students.



Opening of Buala DFL Centre - Isabel Province

Objective 1.5: Leverage digital technology to develop and deliver SINU programmes throughout the provinces, region and globally

Initiatives

- 1.5.1 Establish technological infrastructures in all SINU identified centres to support delivery of SINU online programmes.
- 1.5.2 Increase internet bandwidth and data storage to enable the use of various on-line delivery methods.
- 1.5.3 Assess, recognize, and accredit online programmes from academic and professional bodies
- 1.5.4 Increase access for students with learning disabilities and difficulties by providing disability resource services for students.
- 1.5.5 Explore providing free wi-fi access to students.



FBT Computer Laboratory at Kukum Campus

Objective 1.6: Ensure that graduates possess the right knowledge, skills and attributes to ensure they are able to succeed as graduates and alumni

Initiatives

- 1.6.1 Ensure all students graduating from SINU have competent knowledge and skills in communication; data analysis; innovation, entrepreneurship and professional attributes and history of Solomon Islands and are well seeped in ethical conduct.
- 1.6.2 Ensure that industrial attachment components are strengthened for each programme.
- 1.6.3 Establish a Commercial, IT and Industrial Park to strengthen student and staff industrial experiences.
- 1.6.4 Implement Graduate Destination Surveys and Tracer Studies.



Second Year Nursing Students doing their Practical at Panatina Clinic

Goal 2: Student Life

Objective 2.1: Improve Student Application, Admission and Enrolment Processes

Initiatives

- 2.1.1 Ensure that an effective online application process is put in place and implemented.
- 2.1.2 Develop and implement Admission and Enrolment processes that ensure turnaround time to be no more than 3 hours.
- 2.1.3 Invest in the SMS to allow all year enrolment of students.
- 2.1.4 All Faculties submit their programme structures and detailed resource requirements and units 6 months before a programme is to be offered.



Students lining up for enrolment

Objective 2.2: Improve and strengthen Student Assessment and Graduation Processes

Initiatives

- 2.2.1 Ensure student continuous assessment results are provided to the students before study week commences.
- 2.2.2 Ensure End Point Examination assessments are completed within 3 weeks after the date of examination and results are released no later than the 4th week.
- 2.2.3 Ensure Completion Notification Letters and Graduation Certificates are issued within 3 weeks of a student successfully completing the programme and University requirements.
- 2.2.4 Improve, strengthen and align assessment practices as per Assessment Policies.

Objective 2.3: Enhance Student Learning and Campus Environment

Initiatives

- 2.3.1 Ensure that each programme has comprehensive unit descriptors which are provided to the students no later than the first week of classes.
- 2.3.2 Ensure that all resource materials that students need are of high quality and easily accessible to them.
- 2.3.3 Ensure that all materials for workshops and labs are available as and when needed.
- 2.3.4 Ensure that each student has at least 25 hours of access to learning spaces in the library and ICT labs per week.
- 2.3.5 Improve the quality of facilities for all students, staff and faculties through ensuring accessibility and the highest level of maintenance and cleanliness.
- 2.3.6 Introduce user-pay facilities and mechanisms enabling each student to acquire personal laptops and/or desktops.
- 2.3.7 Develop an online Integrated Student Management system to monitor student progress and ensure quantitative assessment for students are provided to parents, guardians and sponsors on request basis.

Objective 2.4: Promote Access and Diversity

Initiatives

- 2.4.1 Increase the diversity of student makeup to reflect the national population distribution.
- 2.4.2 Increase the number of foreign students who aim to study at SINU.
- 2.4.3 Improve existing accommodation for students.
- 2.4.4 Introduce diversity of accommodation facilities to address affordability.
- 2.4.5 Develop facilities to continuously improve day-scholar amenities.
- 2.4.6 Make provisions for user-pay child care services for students with children, and staff.
- 2.4.7 Provide high quality sports and recreational opportunities to students through international standard multi-purpose gymnasia and sport centres.
- 2.4.9 Establish a students' international office, internationally benchmarked eateries and improve existing cafeteria facilities.

Objective 2.5: Deepen Student Engagement with the University

Initiatives

- 2.5.1 Hold regular extra-curricular activities for students including sports and debates and spiritual activities.
- 2.5.2 Establish a dynamic Alumni Office.
- 2.5.3 Establish students' forums and clubs.
- 2.5.4 Promote, appreciate and embrace cultural diversity and activities.



Western Province Students during the FAFF Cultural Day

Objective 2.6: Improve Student Care Facilities

Initiatives

- 2.6.1 Develop a professional counselling centre and a user-pay medical facility for students.
- 2.6.2 Improve security and safety on all campuses.
- 2.6.3 Establish and operate an employment and placement facility.
- 2.6.4 Build facilities for students to engage in their spiritual and pastoral needs.
- 2.6.5 Provide user-pay transportation services between campuses for students where required.

Objective 2.7: Pacific Games

Initiatives

- 2.7.1 Put in measures to increase participation of SINU students in Pacific Games through their selections in Team Solomon.
- 2.7.2 Ensure that the commitments made under the MOU and MOA relating to the Pacific Games are honoured by all Parties.
- 2.7.3 Put in place plans for engagement and participation of SINU staff and students in the Pacific Games programmes and activities.
- 2.7.4 Develop and establish an institute of sports in SINU to ensure maximum utility of facilities built and develop on SINU campus for Pacific Games 2023.
- 2.7.5 Revitalize the cultural village for the public, and enhance income generation.



MOU Signing between SINU and NHA

Goal 3: Knowledge Creation and Innovation

Objective 3.1: Improve the research capacity of the University

Initiatives

- 3.1.1 Complete the process of streamlining teaching staff into Higher Education and Teaching-only streams.
- 3.1.2 Strengthen the role of the Office of Research and Post Graduate Affairs.
- 3.1.3 Support and strengthen the capacity and research outputs of Higher Education staff and enable them with ICT equipment.
- 3.1.4 Improve academic and research leadership by recruiting and retaining more staff with research, supervisory and mentoring experiences, including appointing at least 15 professorial ranked staff in critical areas.
- 3.1.5 Develop Post Graduate programmes in key priority areas and enroll students up to PhD levels.
- 3.1.6 Create appropriate research infrastructure to enhance research activities.

- 3.1.7 Develop enabling guidelines for sharing research facilities across the university.
- 3.1.8 Provide sufficient budgets for researchers with demonstrated outcomes.
- 3.1.9 Put in place an incentive scheme for researchers at SINU for publications in ranked journals.
- 3.1.10 Establish Specialized Centres/Institutes as approved by Council in 2019 and strengthen the existing ones.
- 3.1.11 Attract research funds from external sources.

Objective 3.2: Research Result Dissemination

Initiatives

- 3.2.1 Host at least 6 conferences per year where research findings can be disseminated.
- 3.2.2 Facilitate conversion of conference papers to publications.
- 3.2.3 Strengthen SINU Press and SINU Press Editorial Board and establish journal.
- 3.2.4 Seek continuing external funding for participation in International Conferences by researchers with credible results.

Objective 3.3 Improve Research and Publication Management

Initiatives

- 3.3.1 Improve Research Grant writing capacities, costing and accountabilities.
- 3.3.2 Increase income from externally funded research.
- 3.3.3 Develop and monitor KPIs of the ORPA, and specialized Centres/Institutes involved in Research.
- 3.3.4 Increase opportunities for research students and staff by international exchange and through key partnerships with other universities as well as government, industry and community organisations.

Objective 3.4: Establish a research excellence framework

Initiatives

- 3.4.1 Develop and establish a research excellence framework.
- 3.4.2 Create and manage an on-line research repository.
- 3.4.3 Introduce the Vice Chancellor's prizes for exemplary research performance and the delivery of innovation.

Objective 3.5: Interface with Solomon Islands/ Pacific communities, societies and cultures

Initiatives

- 3.5.1 Establish a Museum of Solomon Islands Natural History.
- 3.5.2 Develop projects on indigenous and traditional knowledge.
- 3.5.3 Work in partnership with Government to tackle invasive animal and plant species.

Goal 4: Governance, Management and Human Resources

Objective 4.1: Strengthen Governance

Initiatives

- 4.1.1 Increase the performance of the Council by reviewing of Statutes and effective implementation of the Governance Policy.
- 4.1.2 Organise at least 1 retreat per Council Committee per year for taking stock of achievements and further actions.

Objective 4.2: Strengthen Management

Initiatives

- 4.2.1 Organise at least 1 retreat per Management Committee per year for taking stock of achievements and further actions.



SMC Retreat at Ginger Beach

Objective 4.3: Sustainability to effectively and efficiently manage the enterprise; regularly seek ways to improve the business operations and management system

Initiatives

- 4.3.1 Improve on practices for regular, reliable, comprehensive and timely financial reporting
- 4.3.2 Align budget and costs with the annual operational planning cycle.
- 4.3.3 Diversify funding sources
- 4.3.4 Strengthen revenue collection department and income generating 'like commercial' units.

Objective 4.4: Competency in Staffing

Initiatives

- 4.4.1 Review the Minimum Qualification Requirements (MQR) for each position to reflect a dual-sector (TVET and Higher Education) University needs.
- 4.4.2 Implement induction and mentoring schemes for all newly appointed staff.
- 4.4.3 Implement a clear and transparent employment policy which reflects staffing necessary at a University level.
- 4.4.4 Strengthen positions at tutor and lecturer ranks for academic staff and commensurate ranks for support services staff where bright young nationals can be recruited and

groomed through Post Graduate studies, work experiences and mentoring to rise to higher ranks.

- 4.4.5 Put in place measures to tackle and minimize corrosive collegiality culture.
- 4.4.6 Implement and operate a fully automated performance management system for Academic and Support Staff.
- 4.4.7 Recruit competent staff for the University.
- 4.4.8 Encourage health and wellness for staff.

Objective 4.5: Staff loyalty, commitment and continuous improvement

Initiatives

- 4.4.1 Implement strategies to foster loyalty and commitment.
- 4.4.2 Strict implementation of HR Policies, including eliminating tardiness.
- 4.4.3 Put in place a clear and efficient performance appraisal system.
- 4.4.4 Carry out repair and maintenance (R&M) works of all SINU houses.
- 4.4.5 Carry out regular R&M of all campus access roads to housing areas.
- 4.4.6 Ensure staff are adequately inducted on commencement of employment.
- 4.4.7 Provide staff training for continuous improvement
- 4.5.8 Establish clear SINU campuses directions and signage.

Objective 4.6: Separate employment structure and terms and conditions in all sections which are 'like commercial' units, to reflect the market

Initiatives

- 4.6.1 Revise and implement a separate stream for all sections which are required to operate like commercial entities.

Objective 4.7: Ensure international standards in managing quality, information, business processes and automation

Initiatives

- 4.7.1 Establish a functioning data warehouse that will enable managers to interact with the data warehouse and carry out improved business decision-making.
- 4.7.2 Where possible and feasible, automate University business processes to ensure business decisions are made by informed data analysis.

Goal 5: National, Regional and International Engagement and Development

Objective 5.1: National Relationships for Mutual Gains

Initiatives

- 5.1.1 Develop strategic relationships with institutions in Solomon Islands.
- 5.1.2 Coordinate and sustain outreach activities throughout Solomon Islands
- 5.1.3 Obtain Government support for continuing education and livelihood programmes throughout Solomon Islands.
- 5.1.4 Promote community access to University's learning resources.
- 5.1.5 Streamline Kukum Campus Solar Project and develop a Solar Farm for Panatina and Ranadi Campuses.
- 5.1.6 Maximize use of standby generator to other faculties.



MOU Signing between SINU and Ministry of Forestry and Research

Objective 5.2: Regional and International Relationships for Mutual Gains

Initiatives

- 5.2.1 Develop strategic relationships with institutions and specialized forums in the Pacific including Australia, New Zealand and the Asian region.
- 5.2.2 Develop strategic relationships with quality Universities in different jurisdictions.
- 5.2.3 Develop relationships with regional and international research clusters.
- 5.2.4 Develop relationships with regional and international bodies dealing with Universities and post-secondary education and training.
- 5.2.5 Develop relationships with regional and international donor institutions.



MOU Signing between SINU and RMIT

Goal 6: Infrastructure and ICT Development

Objective 6.1: Upgrade Infrastructure, Facilities and Housing

Initiatives

- 6.1.1 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 campus.
- 6.1.2 Develop infrastructure including classrooms, labs, workshops, student amenities, staff offices, student spaces, amenities for campus life.
- 6.1.3 Upgrade hostels, dining facilities, cafes, bookshops, roads, lights, parks and grounds
- 6.1.4 Upgrade existing road system and parking facilities, including landscaping and outdoor seating on all campuses.
- 6.1.5 Renovate and construct improved housing for staff and students.



Faculty of Agriculture, Forestry and Fisheries Complex

Objective 6.2: Better ICT Facilities and Services

Initiatives

- 6.2.1 Improve access to better and cost-effective ICT facilities and services for all staff and students.
- 6.2.2 Provide equipment including laboratory equipment, workshop equipment, ICT equipment, office equipment and furniture.

The Appendix provides a comprehensive list of infrastructure and equipment needed for SINU for the next five years.

Resources

Funding to SINU come from a limited range of sources. SINU depends mainly on government grants and internal generation of incomes through fees and charges. The Strategic Plan 2021-25 deliverables are subject to adequate funding of the University.

Government Grant

Over the previous plan period, the Solomon Islands Government has provided operating and capital funding grants to SINU. Government grant to SINU has remained at \$22.0 million per year for operational funding. This accounted for less than 15% of total operational funding requirements of the University and is much less relative to what many Government owned Universities in the region and around the globe receive. Likewise, funding support for capital support to SINU has been consistently declining from \$ 75.0 million in 2013 to \$17.5 million in 2020. A significant support for SINU from the Government is required if it is to deliver its services as a University. For SINU to develop its facilities to a University standard, significant capital injections from the Government are also required.

Development Partners Support

Development partners' support to SINU was non-existent during the last plan period. The Strategic Plan 2021-2025 is premised on a change in this, with development partners' appreciating the value which SINU can add to national development and extending support to this. In this respect, SINU shall be more proactive and innovative in securing funding assistance from development partners.

Internal Funding

The Strategic Plan 2021-2025 is premised on strong performance, generating considerable internal funds for SINU's operational requirement. Student fees remains the largest source of funding for SINU. Proactive and aggressively-pursued innovative approaches to generate additional income for the University, including renting of facilities, catering services, consulting, and research funding shall be tapped. In addition, securing contracts with charities, consulting, government, industry and commerce, shall be pursued and encouraged. Endowment and investments funds also need to be established. SINU will also identify other methods to diversify the revenue streams, including but not limited to tapping funds from philanthropic organisations.

Strategic Management of Funds

SINU must be responsive and strategic in how it manages its finances. Cost-cutting and value-for-money shall be at the heart of responsible financial management. It is also essential that funds which are not spent are reinvested into providing high quality services in the future. To remain financially sustainable, SINU must invest more through surpluses. Sustained investment by SINU is needed over the longer term, particularly to lift SINU to an acceptable

university standard. Sustainable funding is essential to allow SINU to continue to deliver high quality teaching and research.

Public Private Partnership

SINU shall be proactive and innovative in its approaches to generate additional resources and revenue for the University. Such may also include piloting innovative business models for the delivery and verification of knowledge and explore new ways of deliveries which stakeholders' desire for their evolving expectations. The development of key partnership with state-owned enterprises and autonomous authorities for mutually beneficial outcomes shall be explored.

Implementation of the Strategic Plan

The Strategic Plan 2021-2025 will help ensure that all stakeholders are clear on a common direction of SINU development over the next 5 years. The Strategic Plan will also allow government leaders, development partners and stakeholders to see how their strategies and efforts can contribute to and fit into the Plan and thereby develop their own programmes in a complementary manner and identify areas of potential partnerships.

Achieving the Strategic Plan will require focus across the University and collaboration with government leaders, provincial governments, development partners and other stakeholders.

Effective implementation of the Strategic Plan 2021-2025 requires actions in four main areas: (i) managing for results (performance monitoring); (ii) improved operating processes to improve effectiveness of expenditure, strengthening the links between the Strategic Plan, development capital budget and operating budgets; (iii) coordination of development partners' support to help ensure development and delivery of quality programmes; and (iv) improved project identification and design, and development of a pipeline of sound and well prepared projects for inclusion in the Action Plans of Faculties, Schools and Departments to help meet the Strategic Plan objectives and targets.

Faculties, Schools and Departments will be required to develop their respective annual action plans for implementation. These will be monitored and evaluated regularly by the Senior Management Committee (SMC) and the Senate.

Risks and Mitigation

SINU must function as a quality University. To this end, SINU academic programme standards, staffing standards, and facilities' standards need to be significantly boosted. However, the main risks to achieving the outcomes of the Strategic Plan are funding and staffing.

Provided below is a summary of the key strategic risks affecting Strategic Plan 2021-2025 deliverables and the proposed mitigation strategies to eliminate or reduce the impacts of these risks. Further details can be found on the SINU Risk Register which will be monitored and updated regularly by the Audit and Risk Committee, an Independent Committee that is external to management and operations within the University.

Key strategic risks and proposed mitigation strategies

Risk Area	Attributed to	Risk Mitigation
Human Resources Risk	<ul style="list-style-type: none"> • Inadequate quality staff • Low staff productivity • Tardiness • Inadequate staff cohesion • Industrial disputes • Inadequate leadership to plan 	<ul style="list-style-type: none"> • Recruit staff with better academic and skill profiles. • Increase the percentage of expatriate staff to introduce new work cultures, academic and research networks, and approaches to academic, management and governance. • Develop a medium to long-term HR Plan that addresses staffing at SINU • Improve local staff development through targeted programmes. • Enhance rewards and incentives • Sharpen leadership skills at every level through appropriate training
Sustainable Funding	<ul style="list-style-type: none"> • Loss or declining financial support from government, development partners and other development agencies; • Reduced student numbers • Inability of BICs to become a net revenue contributor 	<ul style="list-style-type: none"> • Enhance reputation of SINU • Diversify income sources • Develop entrepreneurial activities • Develop and implement resource mobilization strategies covering development partners, government and other development agencies. • Reform of BICS' areas of operations and monitoring of deliverables.
Financial Mismanagement	<ul style="list-style-type: none"> • Lack of accountability • Lack of ownership of the University by staff & students • Lack of internal processes to deal with financial mismanagement 	<ul style="list-style-type: none"> • Creating clear lines of authority and eliminating conflicts of interests • Creating ownership of the University by management, staff and students • Putting in place quality internal audit and HR processes to swiftly deal with financial mismanagement

Academic Mismanagement	<ul style="list-style-type: none"> • Legacy issues • Corrosive Collegiality • Staffing profile unsuitable to a University 	<ul style="list-style-type: none"> • Strengthening positive work cultures attributed to SINU's history, and eliminating negative work cultures emerging from SINU's legacy. • Greater diversity of staffing; increasing greater national mix of staffing • Recruitment of staff with profiles suitable for a University.
Students	<ul style="list-style-type: none"> • Dilution of quality of students entering SINU 	<ul style="list-style-type: none"> • Work with Ministry of Education in addressing quality issues in schools • Provide stronger university preparatory and first year support systems • Increase marketing efforts
Market Share and Brand	<ul style="list-style-type: none"> • Competition • Damage to reputation 	<ul style="list-style-type: none"> • Strong focus on reputation through good governance and accountability • Clear demonstration of quality through international accreditation.
Nature of the University	<ul style="list-style-type: none"> • Political and/ or economic circumstances 	<ul style="list-style-type: none"> • Fuller reporting to the Government on deliverables by SINU • Set up advocacy for provision of high quality tertiary education. • Decentralisation through strengthening presence in provinces.

SINU has enormous potential strategic strengths. It has no direct competitor at present. However, this strength could be eroded with the emergence of any vibrant competitor in areas where SINU has virtual monopoly nationally. Indirect competition from institutions abroad can also erode SINU's market potential.

SINU is confident that it will have a robust risk management system in place that allows the flexibility and agility to deal effectively with both existing and emergent risks. Residual risks are manageable and do not pose a serious threat to implementation of the Strategic Plan.

Other Risks, with possible SINU direct or indirect influence, may involve state funded external providers of tertiary programmes to capture the Pacific's tertiary education market. Another risk outside SINU's direct control or influence is pandemics and associated transformation of human behaviour. A persistent risk that needs to be addressed continuously concerns that arising from the 'national Question', specifically relating to prejudices, conflicts, and supposedly irreconcilable differences. Other risks to be continuously monitored include those from the international environment such as global rivalries and fallout in Pacific and Climate Change.

Monitoring and Review

Ongoing monitoring and evaluation of our progress and outcomes will be critical to ensuring that our activities are directed towards achieving our vision.

SINU is committed to managing resources and improving decision making for results. Each initiative listed in this plan are time-lined, costed and allocated to accountable offices, whose performances shall be continuously supported and monitored. Appendix II to this plan, available to management and staff, lists these allocations. Performance monitoring will be improved at all levels of the University using Monitoring and Evaluation (M&E) frameworks.

The M&E frameworks set out performance indicators both at the strategic plan level, showing alignment with the Strategic Plan, and at the program level. Faculties, Schools and Departments will monitor and report on project and programme achievements. Individual programme and project monitoring will draw on performance indicators included in each programme and project logical framework, showing how these individual activities link to and contribute to the achievement of Strategic Plan objectives and priorities. SINU will draw on these programme/project level performance reports in reporting on overall achievement of the Strategic Plan objectives.

It is envisaged that the performance framework will form a key element in developing and monitoring the performance of the Strategic Plan each year, and hence for reporting on progress in achieving its objectives. It will be refined and adjusted annually as part of the rolling SINU operation process.

The Monitoring and Evaluation Framework will be developed and provided.

APPENDIX 1

List of Infrastructure and Equipment for SINU: 2021-2025

Capital Development Priorities 2021-2025					
A. Faculties					
Development	Location	Total Investment	Proposed Source	Year	Priority
Learning Space (ICT Lab)	Panatina	3,000,000	SIG-2021	2021-2021	1
Perimeter Fencing	Kukum/Pana	2,000,000	SIG-2021	2021-2021	1
Ablution Blocks	Kukum/Pana	1,000,000	SIG-2021	2021-2021	1
Solar: Connection all buildings	Kukum	1,000,000	SIG-2021	2021-2021	1
Water Tanks	Kukum	2,990,000	SIG-2021	2021-2021	1
Student Centre Complex	Kukum	37,000,000	SIG- 2021	2022-2023	1
Student Centre Complex	Panatina	37,000,000	SIG- 2021	2022-2023	2
Ex-Malaria Apartments	Kukum	7,726,400	SIG- 2021	2021-2021	1
Kukum Flats Refurbishment	Kukum	5,376,000	SIG- 2022	2022-2023	2
Central Storage Facility	Kukum	7,900,000	SIG- 2021	2022-2023	2
Learning Space (Library/ICT)	Kukum	67,500,000	SIG	2021-2022	1
FBT space (with + 1 above?)	Kukum	43,740,000	SIG	2021-2022	1
Internet – Infrastructure + mobility	All SINU	6,000,000	SIG	2021-2021	1
School of Built Environment/FST	Kukum	86,500,000	SIG	2021-2022	1
Commercial, IT, Tech Park	Kukum	86,500,000	Donor	2021-2022	1
Ex-Malaria Building (Medical Sciences)	Kukum	80,000,000	Japan	2021-2022	1
Administration & Finance Complex	Kukum	60,000,000	SIG	2023-2024	2
SINU Forestry	Poitete/ Ringi	4,300,000	SIG/Industry	2021-2021	1
Science Labs (internals)	Panatina	1,320,000	SINU	2021-2021	1
Solar Power	Panatina	8,000,000	Donor/China?	2021-2022	1
Solar Power	Ranadi	2,000,000	Donor/China?	2021-2022	1
Computer Training Lab: CEIT	Kukum	4,050,000	SINU	2021-2021	2
SINU Farm	Guadalcanal	28,100,000	SIG	2021-2023	2
Learning Space (Library Building)	Panatina	23,700,000	SIG	2021-2023	2
Maritime-Space for equipment	Ranadi	15,600,000	EU/Korea	2023-2024	4
Maritime Simulator	Ranadi	10,000,000	EU/Korea	2024-2025	4
University Prep College & DFL Fac.	Panatina	29,900,000	SIG	2024-2025	4
B. Institutes etc.					
Centre for Forestry value Adding, Rural Technology & Industries (space)	Forestry (new)	10,200,000	SIG/Forest Industry	2022-2022	2

Centre for National Productivity	Panatina	19,880,000	SINU/Asian?	2022-2022	2
Institute of Oceans, Islands & Sustainable Development	Ranadi	7,020,000	EU members	2022-2023	3
Institute of Pacific Studies	Panatina	6,976,000	SINU	2023-2024	4
Demonstration Schools	Panatina	14,800,000	NZ	2024-2025	5
C. Commercial					
Hostels-500 bed capacity	Kukum	35,750,000	China	2021-2023	1
Hostels-500 bed capacity	Panatina	35,750,000	China	2021-2023	1
Bookshop	Kukum	5,760,000	SINU	2021-2021	1
Café	Kukum	5,700,000	SINU	2021-2021	1
Cafe	Panatina	2,000,000	SINU	2021-2021	1
Sports & Recreation Facilities (Gym+)	Kukum	7,200,000	SINU	2022-2022	2
Sports & Recreation Facilities (Gym+)	Panatina	7,200,000	SINU	2022-2022	2
Mall/Tourism & Hospitality Training Hotel	Panatina	105,900,000	Commercial	2022-2023	3
Pac Arts Village-Conference Facilities	Panatina	105,000,000	SIG	2022-2023	3
Residential-Apartments-200	All SINU	100,000,000	Commercial	2023-2028	4
Bookshop	Ranadi	1,900,000	SINU	2025-2025	5
Cafe	Ranadi	1,400,000	SINU	2025-2025	5
C. Decentralisation					
Technical Campus – Malaita Province	Malaita	29,100,000	SIG (60%)/ Malaita (40%)	2021-2022	1
Technical Campus – Western Province	Western -	31,500,000	SIG (60%)/ Western (40%)	2021-2022	1
Isabel-Sub Centre	Isabel	9,488,000	SIG/Isabel (60:40)	2022-2022	2
Temotu Sub Centre	Temotu	11,412,000	SIG/Temotu (60:40)	2023-2024	3
DFL Centres	4 provinces	61,200,000	SIG/Provinces (60: 40)	2021-2023	3
Total		1,177,338,400			

Appendix II
Initiative Timelines, Costing and Responsibility Allocations
(Available to Management and Staff)



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