



SINU CORPORATE PLAN

2026 – 2030

CREATING YOUR FUTURE IS OUR COMMITMENT





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ABBREVIATIONS

BICS	Business Investment and Commercial Services
CL	Campus Life
FAFF	Faculty of Agriculture Fisheries and Forestry
FBTS	Faculty of Business and Tourism Studies
FEH	Faculty of Education and Humanities
FNMHS	Faculty of Nursing, Medicine & Health Studies
FST	Faculty of Science and Technology
ICT	Information Communication Technology
IPD	Institutional Planning Division
MP	Marketing and Promotion
M & E	Monitoring and Evaluation
MFT	Ministry of Finance and Treasury
MEHRD	Ministry of Education and Human Resources Development
MEL	Monitoring, Evaluation and Learning
MOU	Memorandum of Understanding
PFP	Properties, Facilities and Projects
PIURN	Pacific Islands Universities Research Network
PVCA	Pro Vice-Chancellor Academic
PVCC	Pro Vice-Chancellor Corporate
RTCs	Rural Training Centres
SIMC	Solomon Islands Maritime College
SINU	Solomon Islands National University
SINUSA	Solomon Islands National University Students Association
SIG	Solomon Islands Government
SITESA	Solomon Islands Tertiary Education and Skills Authority
STEM	Science Technology Engineering Mathematics
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAFE	Technical and Further Education
T & L	Teaching and Learning
TVET	Technical Vocational Education Training
VC	Vice-Chancellor

STATEMENT BY THE PRO VICE-CHANCELLOR CORPORATE



The Solomon Islands National University's Corporate Cascaded Plan is developed, been part and is an extension of the University's Strategic Plan 2026–2030. The plan provides a detailed framework of actions and activities from the five key pillars, the strategic objectives and key result areas from the Strategic Plan, under the scope of the corporate function. The Corporate Plan also incorporate the ICT plan and the physical master plan, as both falls under the corporation function.

Under the five key pillars, the corporate plan establishes 24 strategic goals, 99 key actions and 108 key outputs, to be monitored on timely basis. The Corporate function fully supports the academic aspect of the University as the core sector and to complement in many areas of operations. The implementation of the Corporate plan comes under the oversight of the Office of the Pro Vice Chancellor Corporate, supporting the Office of the Vice Chancellor in the management and operation of the University, ensuring the Strategic Plan is successfully implemented and significant achievements are realised.

The Corporate Office maintained the importance of collaboration with internal stakeholders, ensuring that SINU supports the academic core function, enhancing the promotion the University nationally and globally. The implementation of the plan by all respective departments will be monitored, evaluated and reported to higher authorities on a timely basis, through the monitoring, evaluation and learning framework of the Strategic Plan.

The plan provides a helpful guideline, outlining the key focus areas that the corporate team must implement, monitor and evaluate as part of its responsibility, mandated under its function.

I take this opportunity to acknowledge and express my personal gratitude to all corporate and supporting staff for your continues commitment and effort in developing this cascaded Corporate Plan. I look forward for a very best in the successful implementation of the plan and all the support rendered by the committed and hardworking corporate team, as we move and work together for a success for the next five years.

I commend this document to you.

A handwritten signature in black ink, appearing to be 'W. Parairato'.

Dr William Parairato
Pro Vice Chancellor Corporate
Solomon Islands National University

INTRODUCTION

The SINU Corporate Cascaded Plan 2026-2030 outlines the intended work plan and deliverable outcomes of the corporate discipline and related areas of focus of the University for the next five years. The plan is developed in alignment, and is an extension of the Strategic Plan 2026-2030, broadening the implementation aspect for that period of time. It covers the five key pillars and its related focus areas, the strategic objectives, key actions, expected key outputs, and the responsible officers, for overseeing the implementation and action outcomes of these pillars. The plan is expected to deliver the University's vision, mission and key pillars and outcomes, utilizing the University's values and principles.

The plan is also a management tool that the office of the Pro Vice Chancellor Corporate will use to guide its planning and the implementation of the key pillars of the Strategic Plan. The annual work plans of each department will be developed from this plan, and towards the end of each year for the following year. This annual work plans or operational plans will be accompanied by annual action plans developed by respective directors and managers under the overall leadership of the Pro Vice Chancellor Corporate.

BACKGROUND

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.

The Office of the Pro Vice Chancellor Corporate (PVCC) provides strategic leadership and oversight of the University's corporate function, reporting directly to the Vice Chancellor. As a key member of the SINU's Executive team, Senate, and University Council, the PVCC contributes to the institutional decision-making and governance. The PVCC provides strategic leadership on key issues and oversees the function of key positions including Directors and Managers responsible for progressing both the technical and corporate services, functions and outcomes of the University.

In performing the mandated function, the PVCC maintain and functional relationship with both internal as well as external stakeholders. The internal stakeholders are: the University Council, Vice Chancellor, Deans, Directors and Managers, various University Committees, Staff Associations, Staff and students. The external stakeholders include: University business partners, Solomon Island Government and its Ministries and agencies, Non-Governmental Organizations, Donor partners, International Embassy among others.

The PVCC provides leadership and strategic oversight in the following areas:

- The Corporate planning, policy development, and alignment with the University's Strategic Plan;
- The infrastructure, facilities, and ICT development to support University operations and growth;
- The Revenue expansion through investments, commercial ventures, and collaboration with external stakeholders;
- The security, safety, and risk management for University properties, staff, and students;
- The promotion and marketing of SINU's initiatives, achievements, and the Arts Village;
- The development of on-campus services and fostering a collegial, inclusive culture;

VISION, MISSION AND VALUES

OUR VISION



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

OUR MISSION



“To help meet national goals of the Solomon Islands people by transforming lives through the pursuit of advanced knowledge and skills”.



OUR VALUES

Excellence and Quality

SINU values excellence in teaching, learning, skills training, and research.

Innovation

SINU values creativity and innovation, encouraging new ideas and solutions to emerging and existing challenges.

Relevance

SINU embraces relevant teaching, learning, skills, training and research that meet the diverse needs of the communities 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 upholds ethical, transparent, and responsible leadership that inspires trust and positive transformation.

Sustainability

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

Technology

SINU embraces digital innovation and empowers its community with the skills and tools needed to thrive in a rapidly evolving world.





PILLAR 1 | STUDENT SUCCESS & EMPLOYABILITY

KEY FOCUS | To ensure that there is a high rate of student success and completion, and that graduates have global employability skills that are recognized internationally, contributing to the socio-economic development of our nation and beyond. This includes strengthening the capacity of all Faculties, SMCs, SINU TAFE, Centers, Institutes and all departments and units, and meeting human resources needs. By strengthening the academic core of the University, it ensures that its graduates are recognized and able to get employment globally.

Table 1: Pillar 1 – Strategic and Corporate Results Framework

This table presents the alignment between SINU's Strategic Plan and Corporate Plan, including key actions, outputs, and measurable performance indicators.

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
1. Graduates are equipped with skills required by employers and national development sectors, so are more employable and work-ready.	Graduates with skills	Improve completion rates for graduates through stronger student academic learning and student welfare support. Implement a new student management system for greater efficiency and data analysis.	1.1. Strengthen the Campus Life and Student Welfare department in enhancing students' welfare, engagement and learning, improve health services, build Alumni and promote diversity and inclusiveness.	- Students' welfare programs implemented. - Students have easy access to health services on campuses. - Alumni association is established, strengthened and functional.	- No. of student welfare programs delivered per semester. - No. of students accessing campus health services annually. - Alumni association formally registered and holding ≥2 meetings/year.	Campus Life Dept.	Lead: Manager CL Support: PVCC
		Academic programmes reviewed, redeveloped and accredited with SITESA and benchmarked with regional and international quality standards.	1.2. Develop a professional counselling unit to provide support and guide students in their learning experiences.	A professional counselling unit is established and operational to support students learning experience.	- Counselling unit established by end of Year 1. - No. of students accessing counselling services per semester.	Campus Life Dept.	Lead: Manager CL Support: PVCC
			1.3. Collaborate with PFP department to build at least 2 worship sites (churches) at Panatina and Kukum campuses.	2 churches built (1 at Panatina, 1 at Kukum). - Students and University community use these facilities.	2 worship sites completed by end of Year 3. - Utilisation rate of worship sites reported annually.	PFP Campus Life Dept.	Lead: DPFP/Manager CL Support: IPD/PVCC

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
2. More students are supported to complete their studies.	Students supported	Increase number of postgraduate programs to enhance regional and international employment opportunities for graduates. Annual number of TVET, undergraduate and bachelor programs offered tracked and reported.	2.1. Establish a user-pay transportation service to students travelling between campuses.	A user-pay transport service (buses) is operational between campuses for students and staff.	- Transport service operational by Year 1. - No. of student trips per month tracked and reported.	Campus Life Dept/PFP	Lead: Manager CL/ DPFP Support: PVCC
			2.2. Collaborate with Student Association to hold regular extra-curricular activities including sports, debates and voluntary activities.	At least 3 sports, debates and voluntary activities held annually.	≥3 extra-curricular activities held per year. - No. of student participants per activity recorded.	Campus Life Dept.	Lead: Manager CL Support: PVCC
			2.3. Collaborate with Student Association to hold student forums and enhance the Alumni network.	- At least 3 student forums held per year. - At least 2 Alumni forums held per year.	≥3 student forums held per year. ≥2 Alumni forums held per year.	Campus Life Dept.	Lead: Manager CL Support: PVCC
			2.4. Encourage and promote student involvement in cultural activities and embrace cultural diversity and inclusiveness.	At least 1 cultural activity held per year.	≥1 cultural event held per year. - No. of students participating in cultural activities recorded.	Campus Life Dept.	Lead: Manager CL Support: Manager MP, PVCC
			2.6. Establish and operate an employment and placement unit to support students seeking employment.	An employment unit is established and operational to support students seeking employment.	- Employment unit operational by Year 1. - No. of students placed in employment or internships per year.	Campus Life Dept.	Lead: Manager CL Support: PVCC

(Source: SINU)

Alignment: SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth)



PILLAR 3 | NATIONAL IMPACT AND PARTNERSHIP

KEY FOCUS | To ensure that there is close collaboration between different actors including the government, business entities, non-profit organizations and international partners that enhances positive outcomes. This includes pooling of resources, sharing knowledge, and developing coordinated strategies to address complex challenges like poverty, climate change, and inequalities. By forming partnerships, SINU will create a positive impact by leveraging collective resources, expertise and authority to address complex challenges that no single entity could solve alone.

Table 3: Pillar 3 – Strategic and Corporate Results Framework

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
1. Relationships with national and regional stakeholders enhance learning and opportunities for all learners, focusing on social inclusion, gender equity and support for rural students.	Established relationships with national and regional stakeholders	Work with national educational institutions including MEHRD, SITESA, schools, RTCs, and institutes to develop new programs and activities.	1.1. Collaborate with provincial governments and rural communities to access land for the expansion of provincial campuses and centres.	- Land titles acquired from 7 provincial governments for provincial centres. - Campuses built on identified sites.	- No. of land titles acquired from provincial governments (target: 7 by Year 5). - No. of provincial campuses/centres operational by end of plan period.	PFP Dept.	Lead: Director PFP Support: PVCC
		Collaborate with provincial governments and rural communities to access land and resources for expansion of provincial campuses and study centres.	1.2. Collaborate with Provincial and Community leaders to disseminate University information and ensure preparedness strategies are understood at the rural level.	Support provided to Faculties and SINU TAFE to deliver programs and awareness to provincial and rural communities.	- No. of provincial community awareness sessions held per year. - No. of provinces reached with outreach programs annually.	Mkt&Pro	Lead: Senior Officer Mkt&Pro, Support: Deans, PVCA , PVCC, SAS
			1.3. Collaborate with the national government through MEHRD,	Funds acquired from government to meet operational expenditures at	Annual government funding secured for provincial campus operations (SBD value).	IPD Dept. PFP Dept.	Lead: PVCC, Director IPD, Director Finance, PVCC



PILLAR 3 | NATIONAL IMPACT AND PARTNERSHIP

Table 3: Pillar 3 – Strategic and Corporate Results Framework

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			MFT and relevant Ministries to secure support with operational expenditures, scholarship funding and critical infrastructure projects.	provincial campuses.	No. of government-funded scholarships supported per year.	Director Finance, PVCC	Support: Director PFP, Deans; Directors of corporate Depts
			1.4. Collaborate with regional countries and other donor partners to provide support for the development and expansion of the University.	Regional donor support secured for University development and expansion.	- No. of donor-funded projects active per year. - Total donor funding secured annually (SBD/USD value).	VCO IPD	Lead: VCO, PVCC Support: Director IPD & Finance Dept
			1.5. Collaborate with international organisations including UN agencies and NGOs to promote the interest of all for common and mutual benefit.	Partnerships established with international organisations and NGOs.	- No. of active MOUs/agreements with international organisations per year. - No. of joint activities undertaken with international organisations annually.	VCO IPD	Lead: VCO/ PVCC/ Support: Director PFP Director Finance, PVCC Note: Intl.Relation Officer for data on MoUs
			1.6. Collaborate with international donor countries (Australia, New Zealand, PRC, Canada, USA,	Funds acquired from donor partners to build and expand campuses.	- No. of bilateral donor partnerships formalised per year. - Total value of bilateral donor funding secured	VCO IPD PVCC	Lead: VCO, PVCC, Director IPD, Support: Director Finance, Director PFP



PILLAR 3 | NATIONAL IMPACT AND PARTNERSHIP

Table 3: Pillar 3 – Strategic and Corporate Results Framework

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			etc.) to provide support for the development and expansion of the University.		annually.		Note: IR Officer for data on MoUs
5. SINU's work with regional organizations, NGOs and social enterprises promotes social justice and equity, leveraging skills of university academics and students.	Collaboration with regional NGOs and social enterprises	Establish a programme of regular meetings with significant regional bodies, development partners, NGOs and professional bodies. Maintain a register of all the University's active MOUs and annual activities under each.	5.1. Collaborate with private sector entities to engage in PPP arrangements promoting the University's interest for the benefit of all.	• PPP collaboration arrangements signed with private sector stakeholders and operational. • Number of MOUs with development partners, regional organisations, NGOs and professional bodies reported.	• No. of PPP arrangements signed and operational per year. • No. of active MOUs with development partners and NGOs (target: increasing trend).	PVCC	Director PFP, Manager BICS, Director IPD, PVCC
			5.2. Collaborate with stakeholders to promote campus events through internal and external University communications channels.	• University events successfully held and promoted at campuses. • Number of formalised community engagement and outreach activities reported.	• No. of campus events held per year. • No. of formalised community engagement activities per year.	Marketing and Promotions	Senior M&P Officer, PVCC
			5.3. Collaborate and maintain mutual relationship with media stakeholders to advance and safeguard the University's reputation through earned	MOUs signed and operational with media stakeholders.	• No. of active media MOUs maintained (target: ≥ 2 by Year 1). • No. of media stories/features on SINU published per year.	Marketing and Promotions	Senior M&P Officer, PVCC



PILLAR 3 | NATIONAL IMPACT AND PARTNERSHIP

Table 3: Pillar 3 – Strategic and Corporate Results Framework

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			media.				
			5.4. Collaborate with media stakeholders to inform and update the public, students, staff and community of University activities, accomplishments and plans.	Students and University community updated and informed of activities and plans.	• No. of media releases and communications issued per year. • Audience reach of University communications (target: year-on-year growth).	Marketing and Promotions	Senior M&P Officer, PVCC
			5.5. Develop robust social media platforms (Facebook page, newsletters, SIBC Radio programmes, website content) for public awareness.	University social media platforms updated, robust and operational.	• Social media platforms updated monthly. • No. of followers/subscribers (target: year-on-year growth). • No. of SIBC radio programmes per year.	Marketing and Promotions	Lead: Senior M&P Officer, PVCC
			5.6. Collaborate with regional organizations including FFA, Forum Secretariat and South Pacific Community for common and mutual benefit.	Support Office of the Vice Chancellor to ensure Collaborative arrangements with regional organizations signed and operational.	• No. of active collaborative arrangements with regional organizations per year. • No. of joint activities or projects delivered with regional organizations annually.	PVCC	Lead: PVCC Support:
			5.7. Strengthen the Marketing and Promotion Office to support the	• Department of Marketing and Promotion strengthened through staff capacity	• Marketing and Promotion department fully staffed and resourced by Year 1.	Marketing & Promotion PVCC	Lead: Senior M&P Officer Support: PVCC



PILLAR 3 | NATIONAL IMPACT AND PARTNERSHIP

Table 3: Pillar 3 – Strategic and Corporate Results Framework

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			University's expansion plans and growth.	and resources. • Number of SINU staff active in professional associations or professional accreditation reported.	• No. of SINU staff holding active membership in professional associations per year.		
			5.8. Strengthen the relationship with national and global audiences to inform them of SINU's narrative and build community engagement.	Support Office of the Vice Chancellor to ensure SINU narrative actively communicated to national and global audiences.	• No. of media engagements and publications per year. • Website traffic and social media reach (target: year-on-year growth).	Marketing and Promotion PVCC	Lead: Senior M&P Officer, Support: PVCC

(Source SINU):

Alignment: *SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities), SDG 17 (Partnerships for the Goals)*



PILLAR 4 | ORGANISATIONAL RESILIENCE AND CULTURE

KEY FOCUS | To strengthen organizational resilience and culture to adapt to and recover from challenges, while providing the shared values, beliefs, and behaviours that support resilience. This includes creating a culture of adaptability, open communication, and employee well-being that allows SINU to not only survive but thrive during times of crises and uncertainty. SINU will be able to adapt and recover from disruptions, leading to higher employee engagement, productivity and innovation.

Table 4: Pillar 4 – Strategic and Corporate Results Framework

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
1. The SINU Council provides active, engaged oversight of SINU activities and ensures accountability for results.	SINU Council oversight	Review Council's adherence to principles of good governance, including induction, declarations, participation, skills mix and self-evaluation, and provide professional development where needed.	1.1. Strengthen the Council body and its committees through appointments of respected, qualified and experienced individuals.	- Respected and experienced individuals appointed to the Council. - Results of annual Council self-evaluation recorded and acted upon.	- Annual Council self-evaluation completed and findings reported. 100% of Council vacancies filled with qualified individuals within 3 months.	Council Secretariat	Lead: Manager Council Secretariat, Support: VC, SQO
			1.2. Review the TOR of Council committees ensuring they provide critical support to the full Council.	Council Committee TORs reviewed, updated and approved.	- All Council Committee TORs reviewed and approved by Year 1. - TORs reviewed again at mid-plan (Year 3).	Council Secretariat	Lead: Manager Council Secretariat, Support: VC
			1.3. Review Council meeting schedules to ensure a minimum of 6 meetings per year.	6 meeting schedules per year approved for Council sittings.	- Minimum 6 full Council meetings held per year. - Council meeting attendance rate ≥80% per year.	Council Secretariat	Lead: Manager Council Secretariat, Support: VC
			1.4. Review University committee meeting schedules (SMC,	Committee meeting schedules increased in proportion to Council meetings.	All key University committees meeting at least as frequently as prescribed in TORs.	Council Secretariat	Lead: Manager Council Secretariat,



PILLAR 4 | ORGANISATIONAL RESILIENCE AND CULTURE

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			Senate, etc.) to align with Council meetings and enhance consistency and efficiency.		• SMC and Senate meeting schedules aligned with Council calendar annually.		Support: VC
			1.5. Organize a minimum of 2 retreats per year for Senior Management to review achievements, challenges and direction.	• 2 retreat sessions held each year for the Senior Management team.	• 2 Senior Management retreats held per year. • Action items from retreats tracked and reported to Council.	Institutional Planning Dept.	Lead: IPD, Support: PVCC
			1.6. Organize a minimum of 1 retreat per year for the full Council to review achievements, challenges and direction.	• 1 retreat session held for Council members annually.	• 1 Council retreat held per year. • Council retreat outcomes documented and actioned.	Council Secretariat	Lead: Manager Council Secretariat, Support: VC
			1.7. Risk management is enhanced, with regular updating of risk register and staff awareness sessions.	• Current risk register • Staff awareness Sessions	• Number of staff awareness sessions held	Audit Office Faculties, Depts	Lead: Senior Audit Officer Support: Faculties, Depts
			2.1. Review the current contracts of engaged private security companies	Private security company contracts reviewed and viable option actioned.	• Security contracts reviewed by Year 1. • Cost-effective security arrangement in place by	PVCC IPD VCO	Lead: PVCC Support: DIPD, VCO
2. SINU provides a safe, secure and welcoming campus and	Safe and secure campus	Review policies, procedures and activities for SINU campuses and					



PILLAR 4 | ORGANISATIONAL RESILIENCE AND CULTURE

SINU Corporate Plan 2026–2030 | Link to Strategic Plan

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
study center environment for students, staff and visitors.		study center security to identify improvements. Ensure student-inclusive and friendly environment and culture where student experience at SINU is enriching and fulfilling.	to identify a viable option for the University.		Year 2.		
			2.2. Review all security policy and procedures to ensure maintenance of security services on all campuses.	- Security policy reviewed and updated. - Annual number of major safety or security incidents on campus recorded.	- Security policy reviewed and updated by Year 1. - No. of major security incidents per year (target: year-on-year reduction).	HR Dept.	Lead: DHRD Support: Chief Security & PVCC
			2.3. Collaborate with internal audit and external partners to ensure compliance with University policies and regulations on all campuses.	- University-wide policies and regulations complied with at all levels. - Annual number of additional preventative actions taken reported.	- No. of preventative actions implemented per year. - No. of compliance breaches recorded per year (target: year-on-year reduction).	Internal Audit HR Dept. SQO	Lead: Internal Audit Support: SQO, HRD,
			2.4. Collaborate with external stakeholders including the national government, Ministry of Police and HCC to manage illegal settlements on University land.	Illegal settlements on University land managed and settled.	- Progress towards resolution of illegal settlements reported annually. - No. of community engagement sessions with illegal settlers per year.	PVCC IPD, PFP, Legal Officer-VC, Chief Security Officer	Lead: PVCC, Support: IPD, PFP, Legal Officer-VC, Chief Security Officer
			2.5. Conduct community awareness engagements with	Community awareness sessions with illegal settlers conducted.	- No. of community awareness sessions conducted per year. - No. of	Security Dept.	Lead: Security, Support: PVCC, CL, PFP, IPD



PILLAR 4 | ORGANISATIONAL RESILIENCE AND CULTURE

SINU Corporate Plan 2026–2030 | Link to Strategic Plan

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			illegal settlers and surrounding communities on University land.		communities/households reached annually.		
			2.6. Collaborate with internal stakeholders to ensure illegal settlers and others using University land and roads are charged accordingly.	- Land administration including formal sub-division of land completed. - Vehicle entry charges implemented.	- Land sub-division completed by Year 3. - Vehicle entry charge system operational by Year 2. - Annual revenue from land/road usage charges reported.	PFP Dept.	Lead: PFP Support: IPD, PVCC, VC
3. Human Resources management is pro-active, fair, transparent and forward-looking.	HR management effective	Upskill the Human Resources Department to update HRM policies and procedures, introduce workforce planning, and take HRM from a transactional to a strategic model. Build a culture of volunteerism and alumni and community engagement.	3.1. Review and strengthen the Human Resources department to provide efficient HR support to the University.	• The HRD reviewed and strengthened.	• HRD structure review completed by Year 1.	HR Dept.	Lead: HRD, Support: PVCC
			3.2. Recruit qualified and experienced staff for all vacant positions, build and develop their talents and capacity.	Qualified and experienced staff recruited across all departments.	% of vacant positions filled within 3 months of advertisement. - Staff turnover rate reported annually (target: ≤15% per year).	HR Dept.	Lead: HRD, Support: PVCC,
			3.3. Develop an HR management system framework to guide improvements to the HR	HR Management system reviewed and updated.	- HR management system framework developed and approved by Year 1. - System implementation progress reported annually.	HR Dept.	Lead: HRD, Support: PVCC



PILLAR 4 | ORGANISATIONAL RESILIENCE AND CULTURE

SINU Corporate Plan 2026–2030 | Link to Strategic Plan

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			management system.				
			3.4. Review all HR business processes including systematic HR planning and development to enhance consistent, reliable HR management.	HR planning and development processes reviewed and updated.	- All HR business processes reviewed by Year 2. - No. of HR process improvements implemented per year.	HR Dept.	Lead: HRD, Support: PVCC
			3.5. Review all outdated HR policies and develop new policy documents to accommodate the changing HR environment.	HR policies reviewed and updated.	No. of HR policies reviewed and updated per year (target: all policies current within 3-year cycle).	HR Dept.	Lead: HRD, Support: PVCC
			3.6. Collaborate with ICT department to develop a fully automated HR information system including online leave applications.	HR Information system updated and fully operational.	- Automated HR Information System operational by Year 2. % of HR transactions processed digitally annually.	HR Dept.	Lead: HRD, Support: ICTD, PVCC,
			3.7. Undertake a comprehensive University-wide organisational structure review to form a right-sized organization.	Organisational Structure Review including salary and conditions completed and updated.	- Organisational Structure Review completed and approved by Year 2. - Revised structure implemented by Year 3.	HR Dept.	Lead: HRD, Support: PVCC



PILLAR 4 | ORGANISATIONAL RESILIENCE AND CULTURE

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

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Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			3.8. Review and update employee terms and conditions of service (salary structure and welfare benefits) regularly to maintain competitive conditions.	Terms and conditions of service reviewed and updated.	- Terms and conditions review completed by Year 1 and every 2 years thereafter. - Staff satisfaction with remuneration and benefits reported in biennial survey.	HR Dept.	Lead: HRD, Support: PVCC
4. All staff have opportunities for professional development and welfare support when needed.	Staff professional development	Introduce staff climate or satisfaction surveys including views on SINU's internal culture; use results to improve staff conditions and provide more professional development opportunities at all levels.	4.1. Establish an efficient induction programme to ensure staff are adequately inducted upon commencement of employment.	- Staff inducted upon employment commencement. - Proportion of funding spent on staff professional development activities reported.	100% of new staff complete induction programme within first month of employment. % of annual budget allocated to staff professional development reported.	HR Dept.	Lead: HRD, Support: Deans, Directors, Managers, PVCC
			4.2. Review and develop the University Staff Development Plan at the expiry of the current plan.	Staff Development Plan reviewed and updated.	- Staff Development Plan reviewed and approved by Year 1. % of staff with individual development plans in place annually.	HR Dept.	Lead: HRD, Support: PVCC
			4.3. Encourage staff to undertake part-time studies to improve capacity for current and future-oriented work programmes.	Number of staff undertaking part-time studies increases.	No. of staff enrolled in part-time studies per year (target: year-on-year increase).	HR Dept.	Lead: HRD, Support: PVCC



PILLAR 4 | ORGANISATIONAL RESILIENCE AND CULTURE

SINU Corporate Plan 2026–2030 | Link to Strategic Plan

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			4.4. Provide comprehensive training and coaching programmes for all staff across all areas of employee needs.	Training and coaching programmes conducted for all staff.	• % of staff completing at least 1 training or coaching session per year. • No. of training programmes delivered per year.	HR Dept.	Lead: HRD, Support: PVCC
			4.5. Develop staff capacity and competence and prepare them for future work-related challenges.	Staff are trained and their capacity is developed.	• No. of staff who completed capacity development programmes per year. • % improvement in staff performance appraisal scores annually.	HR Dept.	Lead: HRD, Support: PVCC
5. Institutional planning and risk management ensure that SINU is well-prepared for natural and man-made disasters and climate change adaptation.	Institutional planning and risk management	Benchmark SINU arrangements for disaster risk management with best practices in regional institutions and Government agencies. Ensure policies on disaster management or critical incidents are in place and there are regular drills.	5.1. Benchmark SINU arrangements for disaster risk management with best practices in regional institutions and Government agencies.	• SINU Disaster risk management system established and operational. • Annual number of disaster drills conducted on all SINU locations reported.	• Disaster risk management benchmarking exercise completed by Year 1. • No. of disaster drills conducted per year (target: ≥1 per campus per year). • Disaster Risk Management Policy approved and in place by Year 1.	Institutional Planning Dept.	Lead: IPD Support: HRD, IPD, PFP
6. Staff survey shows increasing levels of trust within and	Staff survey	Undertake staff 'organisational climate' survey every 2–3 years to assess staff	6.1. Undertake staff organisational climate survey every 2–3 years to assess staff	• Staff survey conducted across the University. • Proportion of staff survey respondents	• Staff survey conducted every 2 years (Years 2 and 4 of the plan). • % of staff surveyed per survey round (target: ≥70%)	HR Dept.	HRD, Deans, Directors, Managers



PILLAR 4 | ORGANISATIONAL RESILIENCE AND CULTURE

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
across organisational units.		perceptions, loyalty and wellbeing.	perceptions, loyalty and wellbeing.	reporting higher levels of trust measured and reported. • Staff satisfaction scores and net promoter score from staff survey measured.	participation). • Trust index score from survey (target: improvement each survey round). • Staff satisfaction score (target: ≥70% satisfaction in biennial survey).		
7. Financial and other reporting to Government and stakeholders is complete, accurate and timely.	Financial and other reports	Enhance a register of SINU's external reporting and certification obligations, including health and safety, and report to each Council meeting on obligations met or not met.	7.1. Strengthen and maintain an efficient financial system where the University's annual accounts and financial reports are prepared on time in compliance with international accounting standards and SINU Act 2012.	• University Annual Accounts and Financial Reports prepared and submitted in a timely manner. • Proportion of financial and other reports submitted to stakeholders reported.	• Annual accounts prepared and submitted within 3 months of financial year end. • % of financial reporting obligations met on time per year (target: 100%).	Finance Dept.	Director Finance, Internal Audit, PVCC
			7.2. Strengthen and maintain an efficient system where the annual budget is prepared and aligned to the annual operational planning cycle.	University Annual Budget prepared and presented in a timely manner.	Annual budget presented to Council for approval prior to commencement of financial year (100% of years).	Finance Dept.	Director Finance, PVCC
			7.3. Strengthen and maintain an efficient system	Financial Reports audited in a timely manner.	External audit completed and signed off within 6 months of financial year end annually.	Finance Dept.	



PILLAR 4 | ORGANISATIONAL RESILIENCE AND CULTURE

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STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			where the University's accounts and financial reports are audited on time.				Director Finance, Internal Audit, PVCC
			7.4. Strengthen and maintain an efficient reporting system where monthly and quarterly financial reports are presented to Senior Management team and the Council.	Financial Reports presented at Senior Management and Council Meetings.	- Monthly financial reports presented to Senior Management team (12 per year). - Quarterly financial reports presented to Council (4 per year).	Finance Dept.	Director Finance, PVCC
			7.5. Establish and maintain an efficient reporting system where annual financial reports and annual reports are submitted to relevant stakeholders (MEHRD, Parliament, etc.) in compliance with SINU Act 2012.	Annual Reports submitted to MEHRD and Parliament in a timely manner.	- Annual Report submitted to MEHRD and Parliament within 6 months of financial year end. % of mandatory external reporting obligations met on time (target: 100%).	VC Office Audit	VC, Director Finance, PVCC Senior Audit Officer

(Source: SINU)

Alignment: NDS Governance Priorities, SDG 16 (Peace, Justice and Strong Institutions)



PILLAR 5 | INFRASTRUCTURE AND SUSTAINABLE GROWTH

KEY FOCUS | To expand infrastructure for sustainable growth, as it underpins economic development and employee and student welfare through investments in environmentally and socially responsible systems. This includes investments in renewable energy, efficient water management, smart transportation, physical infrastructure development, and financial sustainability through income diversification. By investing in infrastructure development and diversifying the income portfolio, SINU will maintain sustainable growth, meeting its social and economic mandate for the country's developmental needs.

Table 5: Pillar 5 – Strategic and Corporate Results Framework

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
1. SINU operations are more effective and efficient due to the use of AI tools with responsible human oversight.	SINU AI	Identify SINU operations where AI tools can play a significant role and provide professional development to staff in the responsible use and oversight of AI tools.	1.1. Identify SINU operations where AI tools can play a significant role and provide professional development to staff in the responsible use and oversight of AI tools.	• AI tools improve productivity within all levels of University operations.	• No. of operational areas where AI tools are adopted per year. • No. of staff completing AI responsible use training per year.	ICT Dept.	Lead: Director ICT, Support: PVCC
2. The University's Physical Master Plan is updated, maintenance requirements are met in a timely manner, and at least three major infrastructure projects have been completed.	Physical Master Plan	Update Physical Master Plan and attract funding for major infrastructure projects. Teaching and Learning Infrastructure accessible and inclusive for both abled and disabled learners. Infrastructure meets national building code, HCC standards and SITESA quality	2.2. Collaborate with IPD team to review and upgrade the University's Physical Master Plan 2012–2032 to guide sustainable, secure and attractive campus development.	Reviewed and updated University Physical Master Plan 2026–2035 completed	• Revised Physical Master Plan completed and approved by the University Council	PFP Dept.	Lead: Director PFP Support: PVCC
			2.3. Develop a campus staff housing renovation and repair plan for all campus residences.	Staff housing renovation and repair plan developed and implemented.	• Housing renovation plan developed by Year 1. • No. of staff houses renovated or repaired per year.	PFP Dept.	Lead: Director PFP Support: PVCC
			2.4. Develop a	Campus residential	• Residential housing plan	PFP Dept.	Lead: Director



PILLAR 5 | INFRASTRUCTURE AND SUSTAINABLE GROWTH

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
		standards.	campus residential housing plan to build new residential houses for staff on campuses.	housing plan developed and construction progresses.	developed by Year 1. • No. of new residential houses completed per year.		PFP Support: PVCC
			2.5. Establish a clear University campus direction and signage system for proper guidance to students, staff and visitors.	University signage installed at strategic sites.	• Signage system plan developed by Year 1. • Signage installed at all key campus sites by Year 2.	PFP Dept.	Lead: Director PFP Support: PVCC
			2.6. Develop an on-campus executive apartment plan to accommodate expatriate staff.	An executive apartment plan developed and implemented.	• Executive apartment plan developed by Year 1. • No. of executive apartments available for expatriate staff by Year 3.	PFP Dept.	Lead: Director PFP Support: PVCC
			2.7. Develop a provincial campuses residential housing plan to build new residential houses for staff at provincial campuses.	A residential housing plan developed and implemented for all provincial campuses.	• Provincial residential housing plan developed by Year 1. • No. of residential units completed at provincial campuses by Year 5.	PFP Dept.	Lead: Director PFP Support: PVCC
3. Renewables provide an increasing proportion of the University's energy requirements.	Renewable energy	Identify opportunities to make greater use of renewable energy, develop relevant staff capabilities and change energy supplier if needed.	3.1. Collaborate with utility entities including SIEA and SIWA to provide reliable electricity and water services to all campuses.	• Electricity (power) infrastructure plan developed and implemented. • Water infrastructure plan developed and implemented.	• % uptime of electricity supply across all campuses (target: ≥95%). • % uptime of water supply across all campuses (target: ≥95%).	PFP Dept.	Lead: Director PFP Support: PVCC
			3.2. Engage power	• Solar electricity	• Solar power feasibility	PFP Dept.	Lead: Director



PILLAR 5 | INFRASTRUCTURE AND SUSTAINABLE GROWTH

SINU Corporate Plan 2026–2030 | Link to Strategic Plan

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			service companies to explore solar power supply to campuses aimed at reducing costs.	infrastructure plan developed and implemented. • Proportion of SINU energy requirements met from renewable sources tracked.	study completed by Year 1. • % of SINU energy requirements met from renewable sources (target: year-on-year increase).		PFP Support: PVCC
			3.3. Engage water service companies to utilise water boreholes at campuses to supply water and reduce costs.	Water infrastructure plan utilising boreholes developed and implemented.	• Borehole water supply feasibility study completed by Year 1. • No. of campuses using borehole water supply by Year 3.	PFP Dept.	Lead: Director PFP Support: PVCC
4. Waste reduction is increased, leading to cost savings.	Waste management	Identify and implement opportunities for campus waste reduction and more efficient resource use, including monitoring systems.	4.1. Engage waste service companies to manage waste across campuses.	• Waste management plan developed, implemented and operational. • Extent of cost-savings from waste reduction tracked.	• Waste management plan developed and implemented by Year 1. • Annual cost-savings from waste reduction initiatives reported (SBD value). • No. of campuses with active waste management programmes.	PFP Dept.	Lead: Director PFP Support: PVCC
5. SINU ICT governance, facilities and services are comparable with good practices in regional universities and SI Government agencies.	ICT governance	Benchmark ICT governance, project management and service levels against those of universities in the region and SI Government departments and make improvements as required.	5.1. Review and develop a comprehensive ICT framework to guide policy reviews, procedures and user guide manuals for the improvement of ICT services.	• ICT Master Plan developed and implemented. • ICT policy and procedures reviewed and updated. • Results from benchmarking studies or proportion of ICT service standards met	• ICT Master Plan developed by Year 1. • ICT benchmarking study completed by Year 2. • % of ICT service standards met annually (target: year-on-year improvement).	ICT Dept.	Lead: Director ICT Support: PVCC



PILLAR 5 | INFRASTRUCTURE AND SUSTAINABLE GROWTH

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
				annually reported.			
			5.2. Increase internet bandwidth and data storage to enable the use of various online delivery methods.	Internet bandwidth increased and improved.	- Internet bandwidth upgraded to agreed target (Mbps) by Year 2. % of teaching spaces with reliable internet access (target: 100% by Year 3).	ICT Dept.	Lead: Director ICT Support: PV
			5.3. Collaborate with Faculties to increase IT access to students with learning disabilities through provision of disability resource services.	IT accessibility for students with disabilities improved.	- No. of accessible IT workstations available for students with disabilities per campus. - Disability resource services operational by Year 2.	ICT Dept.	Lead: Director ICT Support: PVCC
			5.4. Maintain and upgrade the University Website and Facebook page as part of the upgrading programme.	University website and Facebook page upgraded and maintained.	- Website updated at least monthly. - Annual website traffic (unique visitors) tracked (target: year-on-year growth).	ICT Dept.	Lead: Director ICT Support: PVCC
			5.5. Establish technological infrastructure in all campuses and centres to support online programmes.	Technological infrastructure plan for all campuses developed and implemented.	- No. of campuses/centres with full online learning infrastructure by Year 3. - No. of online programmes supported per year.	ICT Dept.	Lead: Director ICT Support: PVCC
			5.6. Develop and operate improved ICT facilities and IT infrastructure in all offices and sites for	ICT and IT infrastructure plan developed and implemented.	- No. of offices/sites with upgraded ICT infrastructure per year. - IT system uptime (target:	ICT Dept.	Lead: Director ICT Support: PVCC



PILLAR 5 | INFRASTRUCTURE AND SUSTAINABLE GROWTH

SINU Corporate Plan 2026–2030 | [Link to Strategic Plan](#)

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			easy and secure connectivity.	• Secure, reliable IT connectivity provided to staff and students.	≥99% per year).		
			5.7. Develop a safe and secure IT system free from viruses and cyberattacks, meeting international standards.	IT system secured and safe from cyber threats.	• No. of cybersecurity incidents per year (target: year-on-year reduction). • Annual cybersecurity audit completed.	ICT Dept.	Lead: Director ICT Support: PVCC
			5.8. Install security cameras (CCTV) in all offices, classrooms and labs for safety and security purposes.	CCTV cameras installed at strategic sites of the University.	• CCTV installation plan developed by Year 1. • No. of campuses/buildings with CCTV coverage (target: all main campuses by Year 3).	ICT Dept.	Lead: Director ICT Support: PVCC
			5.9. Learning Management System (LMS) is developed and implemented with training of academic staff and students	LMS manuals provided; ongoing training session.	• LMS operating • Extent of use by staff & students • Number of training sessions	ICP Faculties	Lead: Director ICT Support: Deans, Director HRD
6. The University has diversified its income streams.	Income diversification	Analyse opportunities to diversify the University's income streams and implement the most promising avenues.	6.1. Review BICS organisational structure to create an independent commercial entity responsible for commercial operations of the University.	• BICS department reviewed and restructured as an independent commercial entity. • Net income from diversified income streams tracked.	• BICS restructuring completed by Year 2. • Annual net income from BICS commercial operations reported (SBD value).	BICS Dept.	Lead: Manager BICS Support: PVCC



PILLAR 5 | INFRASTRUCTURE AND SUSTAINABLE GROWTH

SINU Corporate Plan 2026–2030 | Link to Strategic Plan

STRATEGIC PLAN			CORPORATE PLAN				
Strategic Objectives	Key Result Areas (KRAs)	Strategic Actions	Key Actions	Key Outputs	Operational KPIs	Department	Responsibility
			6.2. Undertake PPP arrangements with stakeholders to build and grow the commercial portfolio.	PPP arrangements confirmed, signed with stakeholders and operational.	- No. of PPP agreements signed per year. - Annual revenue generated from PPP arrangements reported (SBD value).	BICS Dept.	Lead: Manager BICS Support: PVCC
			6.3. Collaborate with internal stakeholders to identify existing business opportunities on campuses.	University Business Plan developed and implemented.	- University Business Plan developed by Year 1. - No. of new business ventures or income streams activated per year.	BICS Dept.	Lead: Manager BICS Support: PVCC
			6.4. Collaborate with BICS to maintain, upgrade and expand commercial facilities (executive apartments, lodges, hostels) as part of expanding the University's commercial arm.	BICS manages and operates commercial entities including executive apartments, lodges and hostels.	- Occupancy rate of commercial facilities (target: ≥70% annually). - Annual revenue from commercial facilities reported (SBD value).	BICS Dept.	Lead: Manager BICS Support: PVCC
			6.5. Develop and implement an institutional revenue generation and distribution framework	- Institutional revenue generation & distribution framework approved. - Revenue sharing model implemented across faculties, departments and BICS.	- Framework approved & operational. % of internally generated revenue distributed according to the approved framework.	PVCC BICS Finance Dept.	Lead: PVCC Support: Manager BICS, Deans & Directors

(Source: SINU)

Alignment: SDG 4 (Quality Education), SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure)



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