



STRATEGIC PLAN | NATIONAL UNIVERSITY OF VANUATU

2021
2030





CONTENTS

Contents	1
Foreword	3
Executive Summary	5

1	BACKGROUND AND CONTEXT OF THE STRATEGIC PLAN	8
	1.1 Historical Development of the NUV	9
	1.2 Education Needs in Vanuatu	10

2	NUV MISSION, VISION, VALUES AND STRATEGIC PRIORITIES	14
	Our Vision	15
	Our Mission	15
	Our Core Values	15
	Our Strategic Priorities	17
	NUV Strategic Plan Visual Overview	18

3	STRATEGIC PRIORITIES, GOALS AND OBJECTIVES	20
	3.1 Strategic Priority 1	
	Provide Equitable Access to Quality Higher Education and Training	21
	GOAL 1 Build an integrated dual-sector structure for tertiary education in Vanuatu	21
	GOAL 2 Promote Academic and Professional Excellence	24
	GOAL 3 Provide effective and inclusive student support	25
	3.2 Strategic Priority 2	
	Strengthen the capacity of the NUV as an autonomous, efficient, effective, and sustainable institution of higher education	27
	GOAL 4 Develop the internal structure and capacity of the NUV	27
	GOAL 5 Develop NUV Infrastructure and technology	27
	GOAL 6 Ensure financial viability and sustainability	29
	3.3 Strategic Priority 3	
	Nurturing our uniqueness	30
	GOAL 7 Foster cultural affirmation, connectedness and diversity	30
	GOAL 8 Embrace strong partnerships	32
	GOAL 9 Grow a green and resilient university	33
4	MEASURING SUCCESS	34
5	CONCLUSION	36
	Appendix: National University of Vanuatu Strategic Plan Implementation Blueprint	38
	End Notes	56

FOREWORD



**NASONAL YUNIVESITI
BLONG VANUATU
NATIONAL UNIVERSITY
OF VANUATU
UNIVERSITÉ NATIONALE
DE VANUATU**



Strategic Plan 2021-2030 : National University of Vanuatu

This strategic plan presents the vision, mission, values, and strategic priorities for the National University of Vanuatu (NUV).

The NUV grew out of a ten-year process of consultations and studies, aimed at evaluating the viability of setting up a national, multilingual institution for higher education and research, and was formally established in 2019 through *the Bill for the National University of Vanuatu Act No.34*¹.

The NUV strategic plan is fully aligned with the education and development framework of the Government of Vanuatu, most notably the National Sustainable Development Plan 2016-2030 – *Vanuatu 2030* – the *People’s Plan* which has as its SOC 2.4 goal to “increase higher education opportunities, including technical and vocational training and skills”.

The NUV strategic plan is also aligned with the 3 pillars of the *2020-2030 Vanuatu Education and Training Sector Strategic Plan*², which are: 1. Equitable access to quality education at all levels; 2. Improve the quality of education; and 3. Improve the planning, fiscal, and financial management of educational institutions.

These national frameworks reflect Vanuatu’s commitment to the United Nations’ Agenda for Sustainable Development, especially SDG 4 which aims to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all” by 2030, among other things, by “ensuring equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university” (Target 4.3)³.

The NUV 2021-2030 strategic plan is the result of wide consultation with the Government of Vanuatu, development partners and stakeholders, established PSET providers, national and provincial institutional partners, civil society, and the population.

These consultations allowed the NUV to identify the strategic priorities, goals and action steps required for the harmonious development of this young university and for mobilizing the people and resources needed to give shape to the realize our university’s vision of becoming the premier multilingual institution of higher education and training in Vanuatu and the Pacific region.

Through implementing this plan, we will not only realise our vision of establishing the National University of Vanuatu as the premier multilingual institution of higher education and training in Vanuatu and the Pacific region, we will also actively contribute to Vanuatu becoming, in the words of the People’s Plan, a “just, healthy, wealthy and educated nation”.

This can only happen through all of us working together. We invite and welcome your input, feedback, and participation in making this dream become a reality, and establishing the National University of Vanuatu as the premier multilingual institution of higher education and training in Vanuatu and the Pacific region.



Jean Pierre Nirua
Vice-Chancellor





EXECUTIVE SUMMARY

The Strategic Plan of the National University of Vanuatu 2021-2030 provides a vision and roadmap for developing a high-quality higher education institution that can effectively serve the educational and development needs of Vanuatu.

Vanuatu's dream is to strive for a "just, healthy, wealthy, and educated nation". It aims at achieving the Sustainable Development Goal 4 (SDG4) target 3, of ensuring "equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university" by 2030. This is also reflected in the Vanuatu National Sustainable Development Plan (NSDP), Goal 2.4 to "increase higher education opportunities, including technical and vocational training and skills".

Vanuatu has placed quality education and the development of its national human resources as a top priority agenda item, not only to improve its own economic, social and cultural development, but also to become a leading Pacific nation in tertiary and higher education.

The NUV will play a key role in accomplishing this through "providing higher education advancement and lifelong learning through academic and professional excellence by way of training, teaching and learning in both the English and French official languages, research and international cooperation"⁴.

This strategic plan is the result of extensive prior consultation with national and international partners, and maps the roadway for the development of the NUV. The plan presents the general orientation of NUV and shows its alignment with national plans and strategies as well as international commitments.

The plan first presents the historical development of the NUV, and the educational needs that the NUV seeks to address.

This is followed by a presentation of the core components of the plan, including:

Our Vision – The National University of Vanuatu will be known as the premier multilingual institution of higher education and training in Vanuatu and the Pacific region.

Our Mission – Our mission is to provide quality, dual-sector higher education advancement and lifelong learning, in both French and English languages.

We will serve the educational needs of national, regional and international students in an inclusive, supportive, and intellectually stimulating learning environment, focusing on research, intellectual and technical advancement, and skills development, relevant for an ever-changing global society.

We will take an innovative, inclusive and collaborative approach to higher education, merging existing national training institutions into the National University, and developing new academic programs across a wide range of disciplines and professions, in order to meet the needs of the labour market and of society.

Our Values – Integrity, Respect, and Academic Freedom; Diligence, Resilience, and Excellence; Cultural affirmation, Inclusion, and Diversity; Engagement for a Better World; and Research, Innovation and Continuous improvement.

Our Three Strategic Priorities and Our 9 Goals

- **Strategic Priority 1**
Provide equitable access to quality higher education and training
 - **GOAL 1** Build a dual-sector, tertiary education structure
 - **GOAL 2** Develop academic and professional excellence
 - **GOAL 3** Provide effective student support

- **Strategic Priority 2**
Strengthen the capacity of the NUV as an effective, and sustainable educational institution
 - **GOAL 4** Build the NUV structure and capacity
 - **GOAL 5** Develop NUV infrastructure and technology
 - **GOAL 6** Ensure financial viability and sustainability

- **Strategic Priority 3**
Nurture our uniqueness
 - **GOAL 7** Cultural affirmation, connectedness and diversity
 - **GOAL 8** Embrace strong partnerships
 - **GOAL 9** Grow a resilient, green and blue university

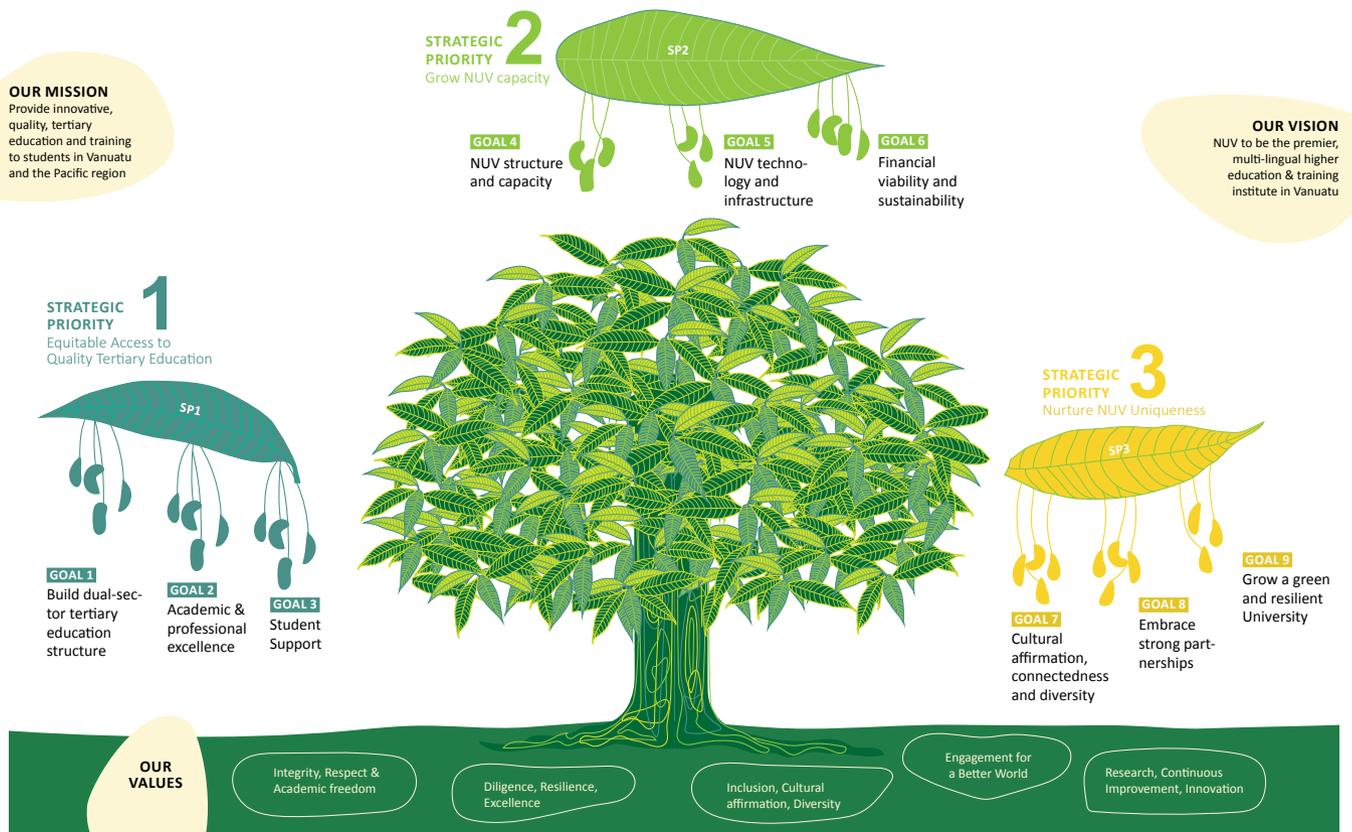
Each of the strategic priorities, the goals and objectives are discussed in detail, and are further elaborated upon in the *Strategic Plan Implementation Blueprint*, which shows action steps and key indicators and metrics for each of the objectives.

The visual below provides a summary of the key components of the plan.

NUV is excited to be launching this long-term plan, which is a living document, to be reviewed and adjusted as needed, every 3 years.

We look forward to collaborating with all our partners and stakeholders in the successful implementation of the plan, and to contributing to realising the Vanuatu dream of a “just, healthy, wealthy, and educated nation”.

Growing the National University of Vanuatu | 2021-2030



1

BACKGROUND AND CONTEXT OF THE STRATEGIC PLAN

1.1 Historical Development of the NUV

The National University of Vanuatu has been developed over the past 10 years, as a result of extensive, collaborative, and consultative efforts.

In 2011, the first feasibility study was conducted on the possibility of offering French language university courses in Port Vila. In 2013, the first 3-year French language degree program was offered by in Port Vila by Toulouse 1 Capitole and an agreement was signed between the Government of Vanuatu, the French Embassy, University of Toulouse 1 Capitole and Agence Universitaire de la Francophonie (AUF) to manage this higher education program.

In 2016, the first cohort of 18 students graduated from the Economic and Social Administration degree program. In 2017-2018, two Master's degrees were added to the partner offerings, as well as a locally developed and offered Bachelor's degree in Tourism and Hospitality

In 2015, the Higher Education Unit was created within the Tertiary Directorate of the Ministry of Education, followed in 2016 by the Council of Ministers' (COM) decision to direct MOET to develop a full proposal to establish the National University of Vanuatu. This was followed in 2016 by the Vanuatu Post School Education and Training (PSET) Policy 2016-2020 which established the legal framework for PSET, and in 2019, by the adoption of Act n°34, in 2019, formally establishing the National University of Vanuatu.

The purpose of the University as stated in its article 3 is “to provide higher education advancement and lifelong learning through academic and professional excellence by way of training, teaching and learning, in both the English and French official languages, research and international cooperation”.

Based on the Act, the NUV is authorized to offer the current Bachelor Programs and to develop collaboration with new partners on the implementation of other Bachelor and Master programs.

The Act also paved the way for merging existing Vanuatu PSET training into the NUV over time, and under the overall supervision of the MoET, including the following institutions which are approved to deliver accredited degree level courses according to Vanuatu Qualifications Framework (VQF): Vanuatu Institute of Teacher Education, Vanuatu College for Nursing Education, and Vanuatu Agriculture College. Inclusion in the NUV will require meeting high quality tertiary education and trainings standards and accreditation requirements in accordance with the laws of Vanuatu.



1.2 : Education Needs in Vanuatu

The NUV was created to address a number of higher education needs and challenges in Vanuatu.



EDUCATION ABROAD

Currently, higher education needs in Vanuatu are met mostly through overseas universities and the University of the South Pacific (USP). As a result, higher education is extremely costly, both for individual students and for the country. Funds for higher education are moved abroad, and also include expensive travel and housing in other countries.

The National Human Resource Development Plan (NHRDP) also highlights “the supply driven nature of international scholarships”. Students enroll in international programs not necessarily based on interests or national needs, but based on availability of scholarships and spaces.

In addition, while international experience is valuable in itself, the education gained is often at odds with the Vanuatu context, and students are also at risk of becoming disconnected from Vanuatu culture and tradition.

- The NUV aims at providing a Vanuatu-based, cost-efficient approach to higher education, that is fully aligned with Vanuatu education and development needs, and integrated with Vanuatu and Pacific culture and traditions.



MULTI-LINGUAL EDUCATION

Vanuatu has three official languages: Bislama, French and English. In addition, there are close to 140 indigenous Oceanic languages spoken in the country. Students are educated initially in local languages and Bislama, and at the secondary level, in either English or French, with English schools producing the majority of students (+/- 70%).

There are no multilingual secondary schools, but all schools offer required or optional language courses. When they move on to University, the language divide grows, producing either Anglophone or Francophone graduates.

- The NUV was created for the explicit purpose of providing “higher education advancement and lifelong learning through academic and professional excellence by way of training, teaching and learning, in both the English and French official languages, research and interna-

tional cooperation”⁵. The NUV aims at producing graduates who can effectively perform using both English and French, along with Bislama.

EDUCATION FOR DEVELOPMENT

Like many other developing countries, there is a disconnect in Vanuatu between education and the development needs of the country. As documented in the NHRDP, there are major gaps in labor supply within Vanuatu, especially at the technical and professional levels, which are not addressed by current post-education education and training, either locally or abroad.



A dual-sector approach to tertiary education is much needed to address these and other gaps. Dual-sector education includes substantial amounts of both vocational (skills-based) and higher (academic-based) education in the same institution. It can aid in effectively connecting vocational and technical (VET) and higher education (HE) qualification, promote lifelong learning, and respond effectively to regional needs⁶.

- The NUV will offer effective, high quality, dual-sector tertiary education for students in Vanuatu and the region, designed to meet national development objectives and skill demands in both the private and public sectors.

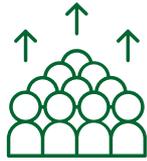
FRAGMENTED POST-SCHOOL EDUCATION AND TRAINING (PSET) SECTOR

Even though the PSET sector is vital to developing higher level academic and occupation-specific skills needed in the economy, PSET is currently delivered through a fragmented system of public, private, formal and informal education and training providers, without systematic data collection, without links to employer in industry and business, and without systematic funding.



In addition, different educational and professional paths are not integrated and there is a disconnect between professional and university education.

- The long-term goal for the NUV is to integrate the PSET sector in Vanuatu, effectively combining all PSET into one comprehensive educational institution, using a dual-sector approach to higher education, and providing clear and connected educational and professional paths for students.



INCREASING POPULATION AND ENROLMENT

According to the *Vanuatu Education and Training Sector Strategic Plan 2020 – 2030*⁷, Vanuatu has a very young and growing population with over 50% at school age. School enrollment rates and retention rates have been growing over the past decade, as has the rate of students transitioning to secondary education.

There have also been increases in the number of female students entering and completing secondary education. Secondary school dropout rates have increased for boys.

- Through the NUV, Vanuatu will be able to meet the increasing local demands for post-secondary education. It will also provide effective options to re-engage drop-out students into the educational system, and new opportunities for further educational advancements.



EDUCATIONAL TECHNOLOGY

With its 83 islands and a rural population of 80%, Vanuatu faces major challenges in effectively connecting people. Tertiary education to date has been offered mostly in Port Vila, further widening the access gap for many students.

The current COVID-19 crisis has added additional challenges by restricting travel in and out of the country, for students and for faculty.

- The NUV will develop effective ways of dealing with the geographical realities of our island nation, which will include geographically dispersed and decentralized on the ground establishments, along with the development of efficient and effective distance learning programs and projects.



CLIMATE CHANGE AND DISASTERS

According to the 2020 World Risk Report⁸, Vanuatu is ranked # 1 on the disaster risk index, reflecting its exposure to cyclones, floods, droughts, earthquakes, volcanic eruptions, and tsunamis, the rapid impact of climate change, and the combined effect on Vanuatu's environment, economy, and peoples.

The realities of climate change, along with the structural inequalities of the global economic system, are creating formidable challenges for the

future of Vanuatu. To meet these challenges requires that we grow our capacity for socio-economic resilience, for innovation and adaptation, and for technological change.

- In developing new programs, the NUV will focus on climate change and adaptation, on information technology, on administration and economics for development, and on other areas that are essential for Vanuatu.

The NUV will also serve as a model institution through its green campus design and practices, and its partnership with key climate change institutions, networks and actors.

INCLUSIVE EDUCATION

Education is a fundamental human right. It plays a key role in social and economic development and is an essential tool for achieving equality, peace and prosperity.



While much progress has been made in Vanuatu in including girls, women, and people living with disabilities in education, there are still major issues to be addressed. At the secondary level, there are now more females enrolled than males, and their drop-out rates are significantly lower than males. However, female enrollment at the tertiary level overall is lower, and while they have a higher scholarship rate, their completion rate is only 76%. There is also a significant gender disparity in enrolment in vocational programs, with almost twice as many males as females enrolling

The *Vanuatu Education for All 2015 National Review*⁹ also noted that “more males than females are employed in education, that females are underrepresented in senior positions and on committees in education, and that females and males study gender stereotypical subjects”. Additional issues included pregnant students being expelled from school, and unsafe school environments.

- The NUV aims to become a model for inclusive tertiary education, through gender and disability mainstreaming, through gender- and disability awareness programs for staff and students, and through targeted recruitment and scholarship support for women and people living with disabilities.



2

NUV MISSION, VISION, VALUES AND STRATEGIC PRIORITIES

Our Vision

The National University of Vanuatu will be known as the premier multilingual institution of higher education and training in Vanuatu and the Pacific region.

Our Mission

Our mission is to provide quality, dual-sector higher education advancement and lifelong learning, in both French and English languages.

We will serve the educational needs of national, regional and international students in an inclusive, supportive, and intellectually stimulating learning environment, focusing on research, intellectual and technical advancement, and skills development, relevant for an ever-changing global society.

We will take an innovative, inclusive and collaborative approach to higher education, merging existing national training institutions into the National University, and developing new academic programs across a wide range of disciplines and professions, to meet the needs of the labour market and of society.

Our Core Values

In carrying out our mission, we are guided by the following values:

INTEGRITY, RESPECT, AND ACADEMIC FREEDOM¹⁰

The NUV will serve as a model for professional integrity, administrative transparency, and respect for others, and it will be a place where ideas and projects in line with the vision and mission of the university can be discussed freely without internal or external obstacles.

DILIGENCE, RESILIENCE, AND EXCELLENCE

The NUV is committed to promote a culture that values hard work, strengthens resilience and creates excellence, in learning, teaching, research and administration.

CULTURAL AFFIRMATION, INCLUSION, AND DIVERSITY

The NUV promotes cultural affirmation, diversity, and inclusion in students, faculty and staff. It recognizes that diversity of people, cultures, languages, and origins enriches the educational experience and enhances our collective ability to learn, grow, and accomplish success.

ENGAGEMENT FOR A BETTER WORLD

As a Centre for higher education, the NUV is actively engaged with society. It seeks to contribute to social and economic development, promote respect for indigenous culture and the natural environment, and develop in our students the motivation and skills needed to meet the challenges of our time, be they natural or manmade disasters, economic crises, or social inequality and injustice.

RESEARCH, INNOVATION AND CONTINUOUS IMPROVEMENT

The NUV encourages and values interdisciplinary and collaborative endeavors that facilitate discovery. Through integrating research and technology at all levels, we promote innovation in teaching, learning, and research, and commit to evidence-based, continuous improvement in all our work.



Our Strategic Priorities

This plan includes 3 strategic priorities:

- 1 | Provide equitable access to quality higher education and training**
 Providing equitable access to quality higher education and training is at the heart of NUV's mission. To accomplish this, we will become an effective and inclusive dual-sector, multilingual institution, promote academic and professional excellence, and provide comprehensive and effective student support.
- 2 | Strengthen the capacity of the NUV as an effective, and sustainable educational institution**
 As a very young educational institution, the NUV will need to grow its internal capacity. This includes developing its organisational systems and structure, building NUV infrastructure, acquiring technology, and ensuring financial viability and sustainability.
- 3 | Nurture our uniqueness**
 The NUV is a unique educational institution in the country and in the region. It is unique because of its focus on multilingual education, its commitment to social, environmental, and cultural engagement and connectedness, and its partnership approach to education.

A detailed discussion of each of the strategic priorities and the major goals and objectives within the strategic priorities is provided in section 3. In addition, Appendix 1 provides a strategic plan implementation matrix, that shows the strategic priorities, the goals, the objectives, the action steps and key metrics and performance indicators.

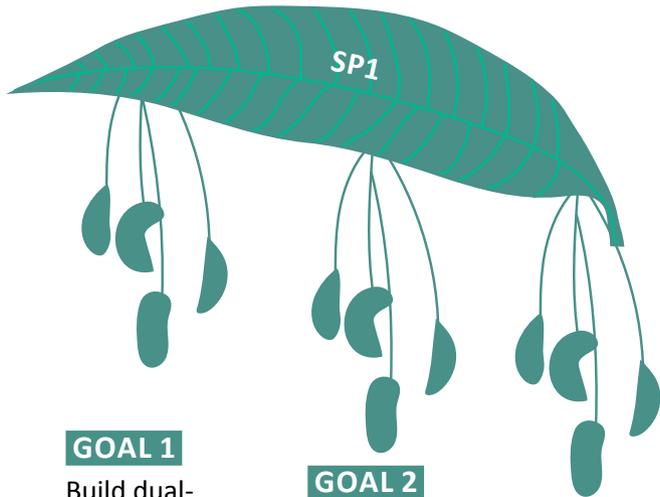
The schematic on the next page provides a visual overview of the full strategic plan.

Growing the National University of Vanuatu | 2021-2030

OUR MISSION

Provide innovative, quality, tertiary education and training to students in Vanuatu and the Pacific region

STRATEGIC PRIORITY 1
Equitable Access to Quality Tertiary Education



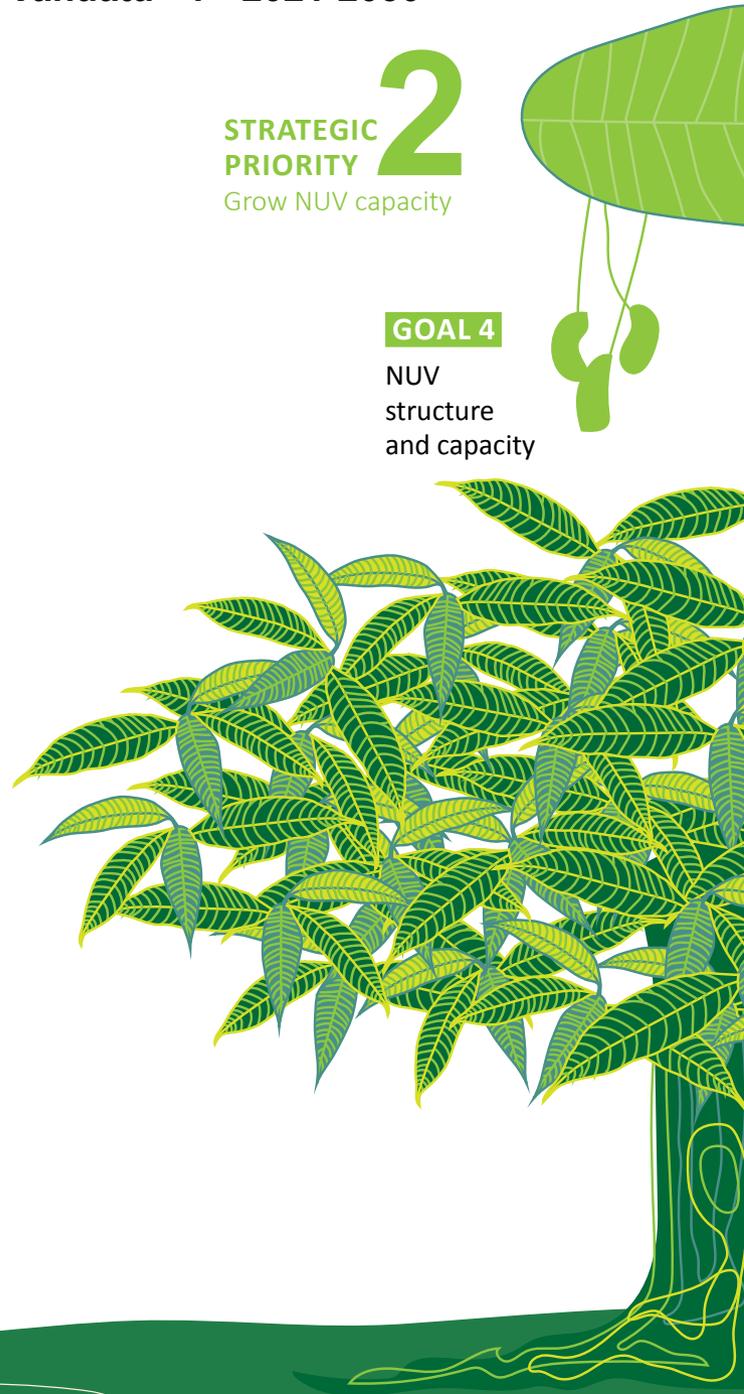
GOAL 1
Build dual-sector tertiary education structure

GOAL 2
Academic & professional excellence

GOAL 3
Student Support

STRATEGIC PRIORITY 2
Grow NUV capacity

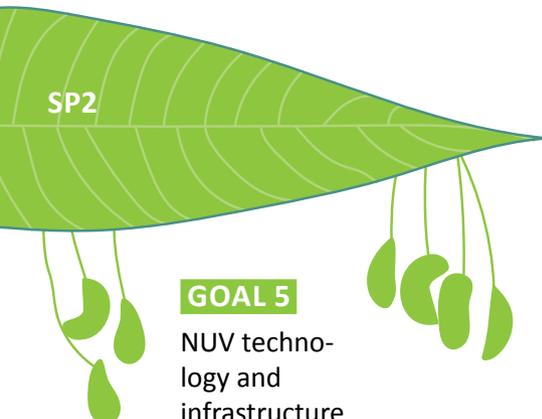
GOAL 4
NUV structure and capacity



OUR VALUES

Integrity, Respect & Academic freedom

Diligence, Resilience, Excellence



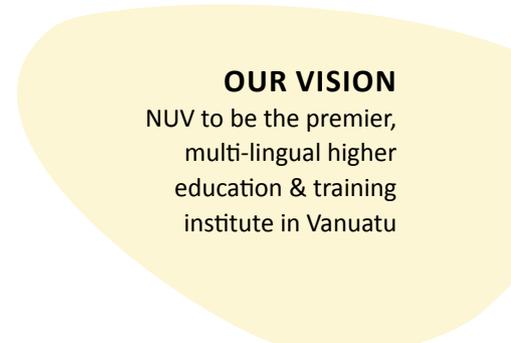
SP2

GOAL 5

NUV technology and infrastructure

GOAL 6

Financial viability and sustainability



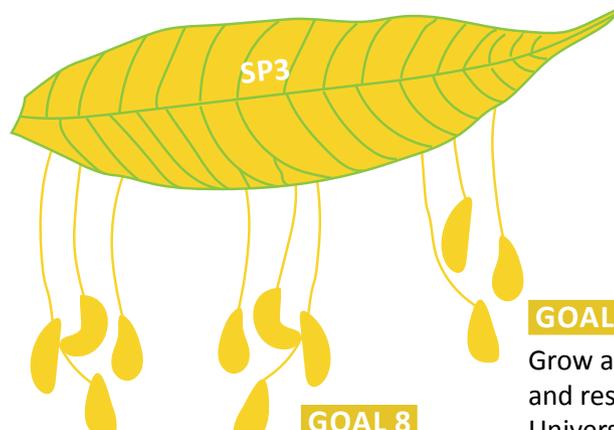
OUR VISION

NUV to be the premier, multi-lingual higher education & training institute in Vanuatu

STRATEGIC PRIORITY

3

Nurture NUV Uniqueness



SP3

GOAL 7

Cultural affirmation, connectedness and diversity

GOAL 8

Embrace strong partnerships

GOAL 9

Grow a green and resilient University



Inclusion, Cultural affirmation, Diversity



Engagement for a Better World



Research, Continuous Improvement, Innovation

3

NUV STRATEGIC PLAN VISUAL OVERVIEW

Strategic Priorities, Goals and Objectives

3.1 | Strategic Priority 1 Provide Equitable Access to Quality Higher Education and Training

Providing equitable access to quality higher education and training is at the heart of NUV’s mission and vision. To carry out this strategic priority, we will aim to accomplish 3 key goals:

- 1 | Build an integrated dual-sector structure for tertiary education in Vanuatu
- 2 | Promote academic and professional excellence
- 3 | Provide effective and inclusive student support

GOAL 1

BUILD AN INTEGRATED DUAL-SECTOR STRUCTURE FOR TERTIARY EDUCATION IN VANUATU

As noted in the NUV mission statement, the NUV “will take an innovative, inclusive and collaborative approach to higher education, merging existing national training institutions into the National University, and developing new academic programs across a wide range of disciplines and professions, to meet the needs of the labour market and of society”.

The NUV structure will take the form of dual-sector tertiary education, combining substantial vocational and technical (skills-based) training with higher (academic-based) education in the same institution. A dual-sector system will allow for an integrated and comprehensive approach to tertiary education in Vanuatu. It will enable us to be responsive to the labour market and development needs of Vanuatu. Furthermore, it will provide a set of clear, accessible, and connected educational and professional paths for students.

To build this structure, the Bill for the NUV mandated that the NUV establish two Faculties:

1 i The Faculty of Humanities, including:

1. School of Education;
2. School of Arts, Languages and Cultures;
3. School of Tourism and Business Studies/Management;
4. School of Public Administration and Management;
5. School of Police and Security Training;

2 i the Faculty of Science and Technology, including:

1. School of Science;
2. School of Agriculture;
3. School of Maritime;
4. School of Engineering and Technology;
- (v) School of Medicine and Nursing

OBJECTIVE 1.1

EFFECTIVELY COORDINATE THE INTEGRATION OF EXISTING INSTITUTIONS INTO THE NUV

Over the next ten years, existing post-secondary institutions in Vanuatu will be merged into these Faculties. The Vanuatu Institute of Teacher Education (VITE) was the first Institution merged in as the School of Education on the 15th March 2021. The School of Education will offer new Bachelor's degrees in Primary and Secondary Education. It is anticipated that the next institution to be merged will be the Vanuatu Institute of Technology (VIT).

Further down the line, the NUV will develop detailed plans to initiate a new Bachelor's degree in Agriculture and possibly one in Nursing by integrating the Vanuatu Agriculture College (VAC) and Vanuatu College of Nursing Education (VCNE) into the NUV, respectively. At a later stage, it is also envisioned that the Maritime and Police Colleges become a part of the NUV, following the provisions of the Bill for the National University. The NUV will create an environment for an effective, harmonious, and orderly integration process, balancing the need for effective centralization with the need for sufficient de-centralized operation on the part of the individual institutions. The merging of existing educational institutions will be contingent upon the institutions meeting established standards and requirements.



OBJECTIVE 1.2

STRENGTHEN EXISTING ACADEMIC PROGRAMS AND EXPAND OFFERINGS

The NUV will continue to collaborate with its partner universities, to accommodate the enrollment of Vanuatu students in their programs including the Bachelor of Economic and Social Administration (ESA), the Master of Economic and Social Sciences (ESS), and the Master of Pacific Islands Land Management and Local Development (LMLD), established in 2017.

The NUV will also strengthen its existing Bachelor of Tourism and Hospitality (TH) program, established in 2018.

Furthermore, NUV will work to establish new programs, that are in line with educational and labour market needs identified in the NHRDP. The first programs scheduled are:

- Bachelor of Education, launched after the integration of VITE into NUV
- Bachelor of Environmental Science and Sustainable Development, in collaboration with the University of New Caledonia and James Cook University, Australia;
- Bachelor's degree in Digital Science.

The NUV will also work to establish programs in continuing education and lifelong learning.

GOAL 2

PROMOTE ACADEMIC AND PROFESSIONAL EXCELLENCE

Developing academic and professional excellence is key to the NUV becoming the premier, multilingual tertiary education institution in Vanuatu and the Pacific region. Developing academic and professional excellence means not only recruiting, retaining and developing high quality faculty, staff, and students, but also building a culture of excellence, and a set of policies and structures to reinforce the culture.

OBJECTIVE 2.1

RECRUITMENT OF HIGH-QUALITY FACULTY AND STAFF

For all universities, the quality and the commitment of faculty and staff are at the centre of their ability to accomplish their mission. For the NUV, the recruitment of high- quality faculty and staff presents a special challenge, especially given the current, limited availability of academically qualified people in Vanuatu, along with the added difficulties resulting from the COVID-19 pandemic. Effectively addressing this challenge will require using innovative and adaptable recruitment strategies.

OBJECTIVE 2.2

DEVELOP GOALS AND STANDARDS FOR EXCELLENCE

In order to be able to develop and reinforce a culture of excellence, it is essential that key components are clearly articulated and operationalised.



OBJECTIVE 2.3

PROMOTE RESEARCH AND CRITICAL THINKING SKILLS

In order for the NUV to become recognized at home and abroad, we need to develop high quality researchers. We aim to incorporate research and critical thinking skills into all of our undergraduate programs and to actively promote research by faculty, students and staff that is relevant to the social, economic and cultural needs of Vanuatu.

As part of this, the NUV programs will include different types of knowledge – theoretical, experiential, indigenous and skills-based – and will encourage our students to see and discover in new, different and innovative ways.

This will be further supported by the creation of a doctoral school that will animate the activities of students at Master and PhD level.

GOAL 3

PROVIDE EFFECTIVE AND INCLUSIVE STUDENT SUPPORT

The NUV aims to create a safe, diverse, friendly, and supportive learning environment that can ensure equal access for all women, men and special needs students to affordable and quality technical, vocational, and tertiary education.

Accomplishing academic and professional excellence in this environment will require adequate and effective support of students, as they develop academic, research, and vocational skills. Key areas to be addressed include scholarship and other support for students entering the NUV, adequate and effective support in multilingual skills development, adequate and effective support for distance education, adequate and effective support for students living with difficulties and for women, support for students in using educational technology, and a safe, diverse, friendly, and supportive learning environment.

OBJECTIVE 3.1

PROVIDE EFFECTIVE SUPPORT FOR STUDENTS ENTERING THE NUV

In order to truly provide access to quality tertiary education, students must be provided with effective recruitment and orientation, along with assistance in finding scholarships and securing textbooks and access to technology.

OBJECTIVE 3.2
PROVIDE LANGUAGE SKILLS DEVELOPMENT
SUPPORT SERVICES

Ensuring that NUV students become fully multilingual at the academic and professional levels is a key goal for the NUV. In order to accomplish this, it is essential that students are provided with language skills development support services.

OBJECTIVE 3.3
CREATE A SAFE, DIVERSE,
AND SUPPORTIVE LEARNING ENVIRONMENT FOR ALL

Students will only be able to develop academic and professional excellence if they can learn in an environment that is safe and supportive for all, and that welcomes diversity in all forms. NUV is committed to creating such an environment.



3.2 | Strategic Priority 2

Strengthen the capacity of the NUV as an autonomous, efficient, effective, and sustainable institution of higher education

GOAL 4

DEVELOP THE INTERNAL STRUCTURE AND CAPACITY OF THE NUV

OBJECTIVE 4.1

STRENGTHEN NUV GOVERNANCE AND ADMINISTRATIVE STRUCTURE

The Bill for the NUV put into place the core governance and administrative structure for the NUV, including the Council, the Senate, and the Faculty/School structures. It also established the NUV as an autonomous institution. The NUV has already put in place key components such as finance and human resource management policies and manuals. However, more work still needs to be done, especially in developing administrative capacity, policies, and operating mechanisms.

GOAL 5

DEVELOP NUV INFRASTRUCTURE AND TECHNOLOGY

OBJECTIVE 5.1

DEVELOP NUV INFRASTRUCTURE

In order to offer its academic programs and function administratively, the NUV needs to develop its infrastructure on the NUV campus. Currently, a master plan for this development is in place. Approval and funding has been secured for the next two building phases. The first includes a building that will house administrative offices and an auditorium. The second building will house research laboratories. Planning is also underway for a third phase of construction, with details yet to be determined. An Environmental and Social Management Framework for the next phase has already been completed. The master plan provides for a library, additional classroom space, and other buildings.

In addition to developing the NUV campus infrastructure, plans will be made and implemented for the other campuses, as a part of the NUV integration of other educational institutions.

OBJECTIVE 5.2

DEVELOP NUV TECHNOLOGY

The development of NUV information and research technology is essential to the NUV mission and vision. Adequate, sustainable, and innovative information technology is vital, especially in light of the need for distance education, both to connect to educational partners abroad and to deliver education to other Vanuatu islands.

Information technology is also essential to support the new Bachelor's degree in Digital Science, and to support research being undertaken at the NUV.



GOAL 6**ENSURE FINANCIAL VIABILITY AND SUSTAINABILITY**

The long-term future of the NUV is dependent on its ability to ensure financial support and to effectively manage its financial operation.

OBJECTIVE 6.1**ESTABLISH A SOUND, EFFECTIVE AND TRANSPARENT FINANCE MANAGEMENT SYSTEM**

The NUV aims at putting in place a sound and transparent system of financial management to ensure the effective management of its funds.

OBJECTIVE 6.2**IDENTIFY SHORT- AND LONG-TERM FUNDING FOR THE NUV**

Currently, the NUV is supported mainly through Vanuatu government funds, with additional funds coming in from student tuition and support from donors and partners.

Many universities rely on student tuition and fees as their main income stream. However, Vanuatu is a developing country with a limited natural resource base, and heavy reliance on agriculture and tourism. Given the economic and financial status of the people and of prospective students, sole or excessive reliance on tuition to support the University is not a viable strategy.

In the long run, it will be necessary to rely on continuing government funding, and to secure other funding from friendly nations, development partners, international organizations, and non-governmental organizations involved in supporting higher education.

3.3 : Strategic Priority 3

Nurturing our uniqueness

The NUV is a very unique higher education and training institution, within Vanuatu and within the region. As part of its growth process, the NUV seeks to nurture and further develop its unique features, including in particular its focus on culture, the environment, and partnerships.

GOAL 7

FOSTER CULTURAL AFFIRMATION, CONNECTEDNESS AND DIVERSITY

As the National University of Vanuatu, and one of the few universities in the South Pacific, the NUV is uniquely situated to foster cultural affirmation, connectedness and diversity.

OBJECTIVE 7.1

FOSTER CULTURAL AFFIRMATION



Our multilingual cultural diversity opens the world to us, allowing us to play a leading role in the globalization of university education and research, while helping our students to become aware of the challenges of development of their country, and be able to act for the benefit of all.

The NUV aims at actively encouraging cultural affirmation in its faculty, students and staff, ensuring that they are fully aware of their own culture, appreciate cultural differences and practices, and are able to understand, communicate with and effectively interact with people across cultures.

OBJECTIVE 7.2

ENCOURAGE CULTURAL CONNECTEDNESS

Vanuatu is a young multi-cultural and multi-lingual nation in the South Pacific still struggling to find its national identity after long years of domination by the French and British colonialism. The rise of Globalisation has made this struggle even more intense. On the positive side, we can see opportunities for modernization, economic development, and technological advancement. On the negative side we can see major challenges to indigenous cultural values and practices affecting national identity and cultural affirmation in the more modernized sectors of society.

Discussions with organizations such as the Vanuatu Cultural Center, Malvatumauri Council of Chiefs, and the Council of Women expressed great support for the creation of a national university, and hopes that it could serve as means for the preservations and advancement of cultural issues and concerns. NUV is committed to fulfilling these hopes and expectations. As a socially engaged university, the NUV is committed to building connections between the university and society, including government, Malvatumauri Council of Chiefs, Council of Women, civil society, and communities.

OBJECTIVE 7.3

DIVERSITY AND INCLUSION

The NUV is committed to creating a learning environment that celebrates diversity and actively promotes the inclusion of all groups in fulfilling its mission.



GOAL 8

EMBRACE STRONG PARTNERSHIPS

The NUV is committed to working with and through partners and networks. Collaboration contributes to the enriching our teaching and research programs, and to the development of our capacity.

OBJECTIVE 8.1

MAINTAIN, STRENGTHEN AND EXPAND UNIVERSITY PARTNERSHIPS

NUV's growth has been supported through the Ministry of Education and Training collaborating with the University of New Caledonia, the University of Toulouse 1 Capitole, the University of Toulouse 2 Jean-Jaurès, Taylor's University in Malaysia, Victoria University of Wellington, and Moncton University in Canada. Formal partnerships between these universities and the NUV will be established, along with a partnership with James Cook University in Australia.

Important network connections to be formalized include the Agence Universitaire de la Francophonie (AUF), Pacific Islands University Research Network (PIURN) and the Association of Commonwealth Universities (ACU).

OBJECTIVE 8.2

DEVELOP COLLABORATIONS WITH BOTH PRIVATE AND PUBLIC INSTITUTIONAL PARTNERSHIPS

A formal partnership has been established also with France Volontaires.

Local partnerships include the Vanuatu Public Service Commission, the Department of Tourism, Vanuatu Tourism Organisation and V-Lab. We are also working on new partnerships with the Vanuatu Chamber of Commerce and Industry, and all institutions able to bring their expertise to our programs.

GOAL 9**GROW A GREEN AND RESILIENT UNIVERSITY**

Vanuatu 2030: The People's Plan emphasizes the importance of a healthy natural environment as one of Vanuatu's major development goals. A beautiful and healthy natural environment positively affects the country's economic, socio-cultural, and ecological life, especially in this age of rapid climate change. To accomplish this, educational institutions like the NUV need to build societal capacity for dealing with the many natural disasters affecting Vanuatu, and for adapting to climate change.

By growing a *green* university, and promoting a *blue* economy, NUV will become a role model for environmental awareness and responsibility, and provide the technical training, scientific education, and management skills for creating a resilient and environmentally friendly society.

OBJECTIVE 9.1**SERVE AS A ROLE MODEL FOR ENVIRONMENTAL RESPONSIBILITY AND AWARENESS**

Green university initiatives around the world have included building designs that are sustainable and environmentally friendly, using building materials and methods that avoid environmental pollution, limiting energy usage for heating/cooling and lighting systems, using renewable energy sources, eliminating the use of disposable plastic products, reducing paper usage and unnecessary packaging, recycling waste, and using locally grown food items in catering and cafeterias instead of packaged/canned products. The NUV aims to serve as a role model in Vanuatu for green operations and for supporting the blue economy.

OBJECTIVE 9.2**PROVIDE AWARENESS, SKILLS AND TRAINING ON ENVIRONMENTAL ISSUES**

The NUV is in an ideal position to contribute to building capacity for climate awareness, climate adaptation and resilience, especially through its planned Bachelor program in Environmental Science.

4

MEASURING SUCCESS

The success of any strategic plan depends on the extent to which expected and desired outcomes are realized, and unexpected and undesired outcomes are minimized. Different goals and objectives will have different measures of acceptable levels of success.

The NUV will develop a detailed, time-based implementation plan and a monitoring and evaluation system, and will strive to meet the plan's goals on time and within budget.

The Strategic Plan Implementation Blue print on the following pages provides a comprehensive listing of the strategic priorities, the action steps, and the measures and indicators for success.

This strategic plan is intended to be a living document. It will be reviewed every three years, and adjusted to reflect changing circumstances and needs.

5

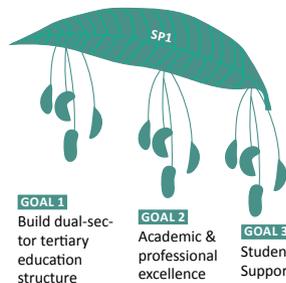
CONCLUSION

The NUV is excited to be launching this 9-year strategic plan, that gives shape and definition to its high ambition to contribute to realising Vanuatu’s dream of a “just, healthy, wealthy, and educated nation”, the SDG4.3 target of ensuring “equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university”, and Vanuatu’s NSDP Goal 2.4 to “increase higher education opportunities, including technical and vocational training and skills”.

Growing the National University of Vanuatu | 2021-2030

OUR MISSION
Provide innovative, quality, tertiary education and training to students in Vanuatu and the Pacific region

STRATEGIC PRIORITY 1
Equitable Access to Quality Tertiary Education



STRATEGIC PRIORITY 2
Grow NUV capacity

GOAL 4
NUV structure and capacity

GOAL 5
NUV technology and infrastructure

GOAL 6
Financial viability and sustainability



STRATEGIC PRIORITY 3
Nurture NUV Uniqueness

GOAL 7
Cultural affirmation, connectedness and diversity

GOAL 8
Embrace strong partnerships

GOAL 9
Grow a green and resilient University

OUR VISION
NUV to be the premier, multi-lingual higher education & training institute in Vanuatu

OUR VALUES

Integrity, Respect & Academic freedom

Diligence, Resilience, Excellence

Inclusion, Cultural affirmation, Diversity

Engagement for a Better World

Research, Continuous Improvement, Innovation



APPENDIX (National University of Vanuatu Strategic Plan Implementation Blueprint)

Strategic Priority 1 | PROVIDE EQUITABLE ACCESS TO QUALITY HIGHER EDUCATION AND TRAINING

GOAL 1 Build an integrated dual-sector structure for tertiary education in Vanuatu

OBJECTIVES	ACTION STEPS
Objective 1.1 Effectively coordinate the integration of existing institutions into the NUV	<p>In consultation with institutions, partners and stakeholders,</p> <ol style="list-style-type: none">1. Clearly establish and share the standards and requirements for integration2. Ensure support and resources to enable the institutions to meet the standards and requirements for integration3. Carry out research on educational best practices for dual-sector universities, in the Pacific and beyond4. Develop a clear timeline for integration5. Develop NUV School operating policies and regulations to ensure effective merging and effective operation post-merging6. Clearly identify different educational, certificate, diploma and degree levels within the NUV7. Clearly identify educational pathways and connections within the dual-sector structure, and as relevant to the Vanuatu and Pacific needs and context8. Ensure that all programs are aligned with and meets the needs of the country, the region, and the labor market
Objective 1.2 Strengthen existing academic programs and develop new programs	<ol style="list-style-type: none">1. In consultation with existing partners, faculty and students, carry out a quality assessment and action plan for existing programs2. Complete the design of the planned Bachelor programs in Education, Environmental Science and Sustainable Development, and Digital Science and develop implementation timeline3. Develop Advisory Board for each program, consisting of representatives from academia, government and industry, to ensure program content is aligned with external standards and requirements, including industry standards4. Plan for new academic and continuing education programs, in line with development and labour market needs



KEY PERFORMANCE INDICATORS AND METRICS

1. Integration standards developed, approved and shared
2. Financial and resource support in place
3. Registration procedures in place and implemented
4. Dual-sector university best practices report developed and shared with internal and external stakeholders for consultation and feedback
5. Integration timeline developed and met
6. NUV School operating policies and regulations in place
7. Educational, certificate, diploma, and degree levels within the NUV are clearly identified, along with necessary qualifications and requirements
8. Educational pathway document in place and shared
9. Regular engagement and satisfaction surveys show positive ratings from institutional staff, faculty and students
10. Student enrollment, retention and graduation rates
11. Growth in student enrollment, retention and graduation
12. Transitioning of students through the various levels and programs of the NUV is tracked
13. Alumni job placement rates and other data are collected
14. Labour market needs and trends monitored and shared
15. Number of institutions integrated into NUV on time
16. Detailed plans in place to connect RTCs with existing or future NUV programs
17. Additional bridge and support programs in place for non-traditional students
18. Learning partnerships established with sister universities in the Pacific

1. Program quality assessment completed, with input from external reviewers and accrediting/qualifying agencies
2. Program improvement plans in place and implemented
3. New program design completed, including timeline
4. New programs implemented on time and within budget
5. Advisory Board in place for each program
6. A minimum of 4 new programs developed in line with country needs
7. Student program satisfaction surveys
8. Number of graduates employed in their field
9. Employer survey of NUV graduates
10. Data collected on industry standards and requirements, especially for vocational and technical programs
11. Incorporation of work experience and apprenticeship programs into relevant curriculum areas

GOAL 2 Academic and Professional Excellence

OBJECTIVES	ACTION STEPS
<p>Objective 2.1</p> <p>Recruitment of high-quality faculty and staff</p>	<ol style="list-style-type: none">1. Develop a clear, time-based recruitment plan for key faculty and staff positions2. Develop an exhaustive inventory of potentially available academic faculty and staff in Vanuatu and connect with them3. Develop wide, intensive, and innovative recruitment strategies to attract faculty and staff from inside the country, from the Pacific region and beyond. Examples include attracting academic couples, faculty on long term sabbatical leave, doctoral students nearing completion of their study, and retired faculty.4. Ensure that the NUV has a competitive compensation package for faculty and staff5. Fully explore options for online teaching and research modalities6. Include NUV partners in the recruitment process
<p>Objective 2.2</p> <p>Develop Goals and Standards for Excellence</p>	<ol style="list-style-type: none">1. Develop clear and measurable goals and standards for all programs and for entire NUV2. Ensure goals and standards are aligned with national, regional and international dual-sector education standards and accreditation/ qualification requirements3. Develop and enforce clear excellence criteria for teaching, research, and administration, to be used in the recruitment and systematic performance evaluation of faculty and staff4. Recognize and reward faculty and staff excellence through compensation and awards5. Develop and enforce student excellence expectations, in research, technology, language skills and relevant professional or academic specialization skills6. Recognize and reward student excellence through scholarships and awards7. Develop a system for tracking faculty, staff and student research, presentations, publications and grants

KEY PERFORMANCE INDICATORS AND METRICS

1. Faculty and Staff recruitment plan in place
2. Vanuatu-based talent inventory developed and in use for recruitment purposes
3. Comprehensive inventory of Vanuatu citizens currently planning, engaged in, or having completed doctoral studies
4. Innovative recruitment strategy developed and in use
5. Competitive compensation package for faculty and staff in place
6. Regular review and updating of faculty and staff compensation package
7. Employee engagement survey includes compensation satisfaction questions
8. Online teaching and research options developed and in place, along with faculty and staff recruitment possibilities
9. NUV partners are included in NUV recruitment of faculty and staff
10. Number of bi-lingual faculty

1. Clear and measurable excellence goals and standards developed for all programs and for the NUV as a whole
2. Goals and standards are aligned with national, regional and international dual-sector education and industry standards and accreditation/ qualification requirements
3. Measurable excellence criteria are in place for teaching, research and administration, and are used in recruitment and performance review
4. Faculty and staff are rewarded for excellence through compensation incentives and awards
5. Measurable student excellence expectations are in place for research, technology, language skills and relevant professional or academic specialization skills
6. Student excellence is recognized and rewarded student excellence through scholarships and awards
7. Faculty research, presentations, publications, grants
8. Student research, presentations, publications, grants



Objective 2.3

Promote Research and Critical Thinking Skills

1. Integrate the teaching of research and critical thinking skills into every program of the NUV
2. Encourage diversity of thought and critical thought in our programs, students and research activities
3. Develop and enforce policies in research, research ethics and academic integrity
4. Support faculty and students in organising and implementing research projects
5. Develop connections for collaborative research, linking the university with other universities and with government and private sector
6. Promote research projects that are relevant to the social and development needs of Vanuatu and the Pacific region
7. Promote a wide range of academic and training activities, such as scientific experiments, research projects, and cooperative education, seminars, focus groups, experiential learning placements, international exchanges, classroom field projects, in interdisciplinary learning experiences and graduation projects.
8. Assist faculty and staff in finding grant funding for research
9. Develop NUV research facilities

GOAL 3 Provide effective and inclusive Student Support

OBJECTIVES

ACTION STEPS

Objective 3.1

Provide support for students entering NUV

1. Design and offer effective recruitment and orientation for new students
2. Liaise with the Vanuatu Scholarship Office and other sources of funding to facilitate students receiving scholarships
3. Support students in applying for scholarships
4. Ensure that students have access to required textbooks and technology
5. Develop and offer second chance and continuing education programs
6. Advocate for the inclusion of social and economic criteria in scholarship programs
7. Develop job placement programs

Objective 3.2

Provide language skills support services

1. Assess incoming students on English and French language skills to plan for needed support
2. Develop and implement both transitional and ongoing language skills development support services for students
3. Develop, strengthen and fully support the NUV Language Centre
4. Ensure that NUV courses are offered in French, English, and where appropriate, Bislama

1. Number of courses with research and critical thinking skills or requirements
2. Representation of different models of thought in courses and programs
3. Research, research ethics, and academic integrity policies developed and enforced
4. Support provided to faculty, staff and students for research projects (credits, time, funding, tools, supplies, facilities)
5. Research partnerships in place and functioning
6. Number of research projects with national or regional focus
7. Number of research projects formulated to meet specific Vanuatu development needs
8. Number of research grants awarded to faculty, staff or students
9. Number of collaborative research projects
10. Number of research projects supported by private sector or government
11. Inventory of diverse academic and training activities offered at NUV
12. Grant writing support provided
13. NUV research facilities built or developed

KEY PERFORMANCE INDICATORS AND METRICS

1. Student recruitment plan in place
2. Student orientation program in place
3. Liaison with Scholarship Office and other sources of funding
4. Support in place for students applying for scholarships
5. Support in place for textbooks, tools and technology
6. Number of students on full or partial scholarship
7. Scholarships targeted for women and PWD
8. Social and economic criteria are included in scholarship awarding
9. Continuity of scholarships
10. Second chance programs in place
11. Continuing education programs in place
12. Job placement programs in place

1. Language tests for incoming students
2. Language skills development support programs and services
3. Support and expansion of the NUV Language Centre
4. Balanced offering of courses in French and English
5. Where appropriate, course offerings in Bislama
6. Tracking of courses by primary language
7. Systematic evaluation of students' bilingual skill level
8. Number and use of language support services
9. Student satisfaction with language support services

OBJECTIVES	ACTION STEPS
<p>Objective 3.3</p> <p>Safe, diverse, and supportive learning environment for all</p>	<ol style="list-style-type: none"> 1. Ensure that NUV education is offered without discrimination on gender, disability, origin or any other factor 2. Provide proper and effective campus access and technological support for students with disabilities 3. Acknowledge and accommodate the special needs of women and gender diverse students 4. Regularly offer awareness and diversity training for students, faculty and staff 5. Institute a Gender, Disability, and Inclusion officer for NUV 6. Develop a safe and effective student complaint process 7. Ensure that NUV education is accessible to all, including students on other islands

KEY PERFORMANCE INDICATORS AND METRICS

1. Regularly review NUV program content, course offerings, and public relations materials on explicit or implicit bias
2. Provide proper physical access to campuses and buildings, along with technological accommodation for PWD
3. Ensure gender mainstreaming in programs, facilities, policies and regulations
4. Number of regular NUV diversity training sessions
5. Percentage of student enrollment, retention, and graduation by gender and disability
6. Percentage of staff and faculty by gender and disability, and at different NUV levels
7. Regular student engagement surveys to include inclusion, accommodation, discrimination
8. Student complaint process in place
9. Number of student complaints
10. Gender/Disability/Inclusion officer in place
11. Student enrollment by island of origin/residence
12. NUV programs offered on or accessible at other islands





Strategic Priority 2 | STRENGTHEN THE CAPACITY OF NUV AS AN EFFICIENT, EFFECTIVE, AND SUSTAINABLE INSTI

GOAL 4 Develop the internal structure and capacity of the NUV

OBJECTIVES	ACTION STEPS
<p>Objective 4.1</p> <p>Strengthen NUV governance and administrative structure</p>	<ol style="list-style-type: none"> 1. Develop and implement all necessary components of the NUV administrative structure, including the NUV HRM system, Code of Conduct, Safeguarding policies, competency framework, compensation structure, and payroll budget 2. Recruit and train NUV HR manager 3. Develop a recruitment plan for filling all essential positions within the NUV administrative structure, and a plan for onboarding new staff 4. Develop a long-term training and development plan for administrative staff 5. Strengthen and support NUV Institutional autonomy 6. Develop strong communication and feedback connections with internal and external stakeholders 7. Establish and maintain a staff and faculty excellence award system 8. Carry out an annual faculty and staff engagement survey



GOAL 5 Develop NUV infrastructure and technology

OBJECTIVES	ACTION STEPS
<p>Objective 5.1</p> <p>Develop NUV Infrastructure</p>	<ol style="list-style-type: none"> 1. Ensure the safe, timely, on budget and effective completion of the 2 approved building projects, following all local safety and environmental requirements, and with minimal disruption of classes 2. Develop detailed plans for subsequent construction projects, following all local safety and environmental requirements, along with the ESMF recommendations 3. Examine thoroughly the possibilities for NUV student housing, either on or near campus 4. Adapt existing and new buildings and walkways for disability access 5. Identify and pursue sources of funding the expansion of infrastructure 6. Ensure that infrastructure and campus maintenance plans are developed for the other educational institutions as part of the integration process 7. Where possible, all new construction reflects green and environmentally conscious building practices 8. Where possible, all new construction reflects elements of the culture and tradition of Vanuatu and the Pacific 9. Ensure all buildings meet disaster preparedness standards

TUTORION OF HIGHER EDUCATION

KEY PERFORMANCE INDICATORS AND METRICS

1. HRM manual and all key policies and frameworks in place
 2. Recruitment plan in place for filling essential positions
 3. Onboarding program in place for new staff
 4. Quality administrative staff hired and performing well
 5. Long term training and development plan in place for staff
 6. NUV is known, recognized and respected as an autonomous institution, as reflected in NUV publicity, reports, reviews, newspaper articles and social media.
 7. Regular meetings with NUV staff, faculty and students
 8. Communication and feedback through program advisory boards and education networks
 9. Annual safety reports
 10. Faculty and staff retention rates
 11. Faculty and staff engagement survey ratings
 12. Faculty and staff performance ratings
 13. Faculty and staff recruitment/cost/time to fill ratios
 14. Faculty and staff complaints and grievances
 15. Number of unfilled positions
 16. Payroll budget accuracy and management
 17. Disciplinary violations
- 

KEY PERFORMANCE INDICATORS AND METRICS

1. All new construction is completed safely, effectively, on time and within budget, with minimal disruption of classes, and meeting all safety and environmental requirements
2. Detailed plans are developed for the 3rd and for subsequent building projects, following all local safety and environmental requirements, along with the ESMF recommendations
3. NUV has explored possibilities for NUV student housing, either on or near campus, and has developed a housing plan
4. Existing buildings and walkways have been adapted for disability access.
5. All new construction provides for disability access, following existing regulations and building codes
6. NUV has identified and pursued sources of funding the future expansion of the NUV campus infrastructure
7. Infrastructure expansion and maintenance plans are incorporated into the integration process for other educational institutions
8. New construction is carried out using green and environmentally conscious building practices
9. New construction reflects elements of the culture and tradition of Vanuatu and the Pacific
10. Regularl review of buildings on safety, maintenance needs, and disaster preparedness
11. Safety and accident records are kept
12. Disaster preparedness plans in place

Objective 5.2

Develop NUV technology

1. Carry out a thorough assessment of existing NUV information and research technology
2. Develop a detailed needs analysis, projecting NUV technology needs for the coming 10 years
3. Develop partnerships and contracts with information technology service and product providers to support NUV technology needs
4. Pursue sources of funding for information and research technology, through grants or other donor support
5. Develop a long-term technology maintenance/ updating plan
6. Develop a disaster preparedness plan to ensure all technology is safe during disasters

GOAL 6 Ensure financial viability and sustainability

OBJECTIVES

ACTION STEPS

Objective 6.1

Establish a sound, effective and transparent finance management system

1. Develop and adopt a comprehensive finance management manual, following standard best practices for financial management, financial reporting and fraud prevention
2. Recruit and train a Finance Manager for the NUV
3. Ensure that all staff is trained in NUV finance management procedures
4. Ensure that the NUV annual budget and long-term budget projects are sound and realistic
5. Identify all regular finance reporting and audit requirements and ensure they are carried out up to standards and on time
6. Develop and use financial dashboards for finance reporting
7. Publish annual financial status report

Objective 6.2

Identify short- and long-term funding for the NUV

1. Establish good relations with government departments and officials involved in the provision of funding for NUV
2. Advocate for NUV inclusion in the government budget
3. Establish good relations with potential external sources of funding, including foreign governments, international agencies, private sector donors, and academic and research institutions at regional and international levels
4. Establish good relations with potential private sector donors
5. Develop long-term tuition policies
6. Limit reliance on student tuition and fees
7. Identify ways to generating additional revenues locally, e.g., through the use of laboratory facilities to provide services for disease diagnostic, environmental risks testing, quality control of food product etc.)
8. Hire or train an NUV grant writer

1. Technology and research assessment completed
2. Long-term needs assessment completed
3. Partnerships developed for technology support
4. Funding sources identified
5. Long-term technology maintenance/updating plan in place
6. Technology disaster preparedness in place
7. Number of technology grant requests completed
8. Number of successful grants
9. Number of faculty and staff with adequate technology
10. Number of students with adequate access to technology
11. Repair and updating records
12. Number of technology partners providing support
13. NUV technology is protected from disaster impact



KEY PERFORMANCE INDICATORS AND METRICS

1. NUV Finance Management manual is approved and used
2. NUV Finance Manager is in place
3. All NUV finance management staff is fully trained
4. NUV annual and long-term budgets are sound and realistic
5. NUV budgets are adhered to
6. All regular financial reporting is completed up to standards and on time
7. Annual audits are completed and on time
8. Annual audits show proper finance management is used
9. NUV finance dashboards are developed and used to facilitate effective sharing of financial information
10. Finance status report is produced annually and shared

1. Regular meetings between government officials and NUV on funding
2. NUV advocacy for NUV inclusion in government budget
3. Regular meetings and context with external funding sources, including foreign governments, international agencies, private sector donors, and academic and research institutions at regional and international levels
4. Regular meetings with potential private sector donors
5. Sustainable long-term tuition policies in place
6. Balanced budget in place that limits reliance on student tuition and fees
7. Number of projects and strategies in place for generating local revenue
8. NUV grant writing resources in place
9. Number of grants applied for
10. Number of funding sources
11. Amount of funds received
12. Adequacy of funds in relation to budget needs



Strategic Priority 3 | Nurture the Uniqueness of the NUV

GOAL 7 Foster cultural affirmation, connectedness and diversity

OBJECTIVES	ACTION STEPS
<p>Objective 7.1</p> <p>Foster cultural affirmation</p>	<ol style="list-style-type: none"> 1. Through formal and informal programs of education and social discourse, increase awareness of Vanuatu culture, kastom, traditions, art, and languages and promote socio-cultural resilience in the face of increasing globalization 2. Incorporate cultural traditional knowledge into program content for new and existing programs, especially the School of Arts and Languages and the Master in Pacific Islands Land Management and Local Development, Bachelors in Development and the new program in Environmental Science 3. Promote research on Vanuatu and Pacific history, culture, and practices 4. Through multilingual education, develop students’ ability to effectively communicate across cultures and ensure that they can live, work and study in both official languages. 5. Ensure that there is sufficient proportion of Francophone students on campus 6. Whenever and wherever possible, include Vanuatu culture, kastom, arts and tradition in NUV programs, events, and campus building and site design and decoration, using local materials where possible, and ensuring that building maintenance can take place, within local realities 7. Promote intercultural events and exchanges
<p>Objective 7.2</p> <p>Encourage cultural connectedness</p>	<ol style="list-style-type: none"> 1. Continue the NUV process of consultation with stakeholders to ensure wide input into NUV development 2. Ensure that the program Advisory Boards include a wide representation of society 3. Ensure that NUV programs and NUV research addressed Vanuatu development needs 4. Build active connections between the NUV and Vanuatu Cultural Centre and the Malvatumauri Council of Chiefs with regard to NUV growth and development 5. Regularly share NUV activities, programs and research with the wider community 6. Promote student, staff and faculty service to the community



KEY PERFORMANCE INDICATORS AND METRICS

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Number of formal and informal programs of education and social discourse related to Vanuatu culture, kastom, traditions, art and languages 2. Number of programs or courses of study related to socio-cultural resilience 3. Number of programs and courses incorporating cultural traditional knowledge 4. Number of research projects on Vanuatu and Pacific history, culture and practices 5. Student proficiency in French and English, upon entry, during study, and upon graduation 6. Ratio of Francophone to Anglophone NUV students 7. Number of programs and events that include Vanuatu culture, kastom, arts and traditions 8. Number of NUV buildings, site design and decoration that include and reflect Vanuatu culture, kastom and tradition 9. Use of local materials and sensitivity to local maintenance requirements in building and site design 10. Number of intercultural events and exchanges 11. NUV publicity and social media reflect focus on cultural affirmation | <ol style="list-style-type: none"> 1. Number of NUV consultations with stakeholders 2. Composition of NUV program advisory boards 3. Number of NUV programs and research projects that focus on or address Vanuatu development needs 4. Number of consultations between NUV and Vanuatu Cultural Centre 5. Number of consultations between NUV and Malvatumauri Council of Chiefs 6. Number of NUV activities, programs and research shared with the wider community 7. Number of student, staff, and faculty community service projects 8. Number of active connections between NUV and CSOs |
|--|---|



Objective 7.3

Diversity and Inclusion

1. Carry out a gender and inclusion study
2. Track enrollment, retention, graduation, and satisfaction rates, disaggregated by gender and disability
3. Actively recruit faculty, staff and students with a focus on ensuring diversity
4. Promote targeted scholarships to support diversity and inclusion
5. Promote inclusion of women in NUV vocational and technical programs
6. Regularly offer awareness and diversity training for students, faculty and staff
7. Liaise with relevant government, Council of Women, and CSO organisations to promote gender and disability inclusion in Vanuatu
8. Ensure that the NUV's culture, policies and practices demonstrate the valuing of diversity and the safety for all
9. Actively promote the representation of different groups, provinces, and islands within NUV
10. Organise, support, sponsor or participate in Vanuatu diversity and inclusion events
11. Promote research on gender and disability issues in Vanuatu

GOAL 8 Embrace partnerships

OBJECTIVES

ACTION STEPS

Objective 8.1

Continue and Strengthen Partnerships

1. Continue to appreciate, nurture and further develop NUV existing partnerships with other universities, governments, and international agencies
2. Enter into fruitful and strategic partnerships with other international organizations, and countries in the Pacific region, and internationally.
3. Develop new and strengthen partnerships with regional networks and associations, such as Pacific Islands University Research Network (PIURN) and Oceania Comparative and International Education Society (OCIES)
4. Internationalize our teaching and research programs to focus on global interdependencies and inter-relationships
5. Establish internship programs with public and private sector organizations so students can get hands-on experience in the so-called real world
6. Develop job placement programs with partners in public and private sector

- 
1. Gender and inclusion study completed, including action plan
 2. Gender and inclusion data collected and regularly reviewed
 3. Recruitment practices reflect diversity focus
 4. Target scholarships in place to ensure and promote diversity
 5. Vocational and technical program recruitment campaigns focus on inclusion of women and people living disabilities
 6. Number of regular awareness and diversity training programs for students, faculty and staff
 7. Liaison connections established with government, Council of Women, and CSO organisations in Vanuatu working for inclusion
 8. NUV policies in place, including anti-harassment, anti-bullying, code of conduct, safeguarding, safety incident reporting, complaint policies
 9. Regular tracking of enrollment, retention and graduation of students by province and island
 10. Number of NUV diversity and inclusion events
 11. Overall ratios of men to women in enrollment, retention and graduation
 12. Ratio of men to women in faculty and staff
 13. Gender disaggregated student performance data
 14. Regular safety and violence incident reporting
 15. Gender and inclusion officer in place
 16. Disaster preparedness policies are gender and disability inclusive
 17. NUV website and publicity materials reflect diversity
 18. Number of research projects on gender and disability inclusion

KEY PERFORMANCE INDICATORS AND METRICS

1. Number of existing partnerships with universities, governments, and international agencies
2. Number of new partnerships with international organisations, networks, and countries in the Pacific region and beyond
3. Number of partnerships with regional networks and associations
4. Number of teaching and research programs that reflect international or global focus
5. Number of internships with public and private sector organisations
6. Job placement program in place
7. Number of graduates employed in their field
8. Employer satisfaction surveys
9. Formal learning partnerships established with sister universities in the Pacific
10. Number of relevant industries, government, and academic representatives included in program and School Advisory Boards
11. Industry rating of the NUV

GOAL 9 Grow a Green University

OBJECTIVES	ACTION STEPS
<p>Objective 9.1</p> <p>Serve as a role model for environmental responsibility and awareness</p>	<ol style="list-style-type: none">1. Create a “green university” culture that promotes awareness and action on environmental issues2. Construct environmentally friendly and sustainable university structures and facilities3. Institute NUV environmentally responsible policies for product use and waste recycling4. Encourage recycling and multiple uses of products5. Limit use of energy sources in NUV operation6. Use environment friendly and environment conscious approaches to use of water7. Blue economy is part of NUV curriculum8. Ensure NUV models best practices on disaster preparedness, response and recovery9. Explore possibilities to develop a Vanuatu botanical garden, featuring plant species native to Vanuatu and/or the Pacific, on the NUV campus with support from the VAC and conservation organisations10. Promote NUV as a model green campus
<p>Objective 9.2</p> <p>Provide awareness, skills and training on environmental issues</p>	<ol style="list-style-type: none">1. Develop and promote the new program in Environmental Science2. Establish an Advisory Board for the program, with representatives from government, education, and INGOs and civil society working in climate change3. Incorporate environmental sustainability and climate change topics and issues in NUV course materials, including indigenous knowledge and cultural understandings regarding environmental sustainability and societal resilience4. Establish connections and relations with national, regional, and international organizations involved in climate change and environmental stability5. Support and encourage collaborative research projects on environmental issues6. Establish internship programs with government and non-government organizations doing environmental work in Vanuatu7. Organise, support and participate in programs, presentations, conference, demonstrations, and other events that highlight the importance of environmental sustainability and climate change issues

KEY PERFORMANCE INDICATORS AND METRICS

1. Green culture is reflected in NUV policies, programs and practices
2. Building design and methods are environmentally friendly and sustainable
3. NUV policies in place and enforced for product use and waste recycling
4. NUV practices environmentally conscious use of water and energy
5. NUV disaster preparedness, response and recovery plans and implementation reflect best practices
6. Model conservation garden is developed on campus
7. NUV is promoted as a model green campus in NUV publications
8. Curriculum content on green and blue research and practice

1. Environmental Science program is in place and promoted
2. Advisory Board for Environmental Science in in place
3. Number of NUV courses and programs that include environmental sustainability and climate change including indigenous knowledge and cultural understandings regarding environmental sustainability and societal resilience
4. Number of connections and relations with national, regional, and international organizations involved in climate change and environmental stability
5. Number of collaborative research projects on environmental issues
6. Number of internship programs with government and non-government organizations doing environmental work in Vanuatu
7. Number of programs, presentations, conference, demonstrations, and other events that highlight the importance of environmental sustainability, blue economy, and climate change issues



END NOTES

¹ Bill for the National University of Vanuatu <http://eparliamentresource.gov.vu/jspui/handle/1/957>

² Vanuatu Education and Training Sector Strategic Plan 2020-2030 <https://www.globalpartnership.org/sites/default/files/document/file/2020-08-education-training-sector-strategic-plan-2020-2030-vanuatu.pdf>

³ SDG Indicators <https://unstats.un.org/sdgs/metadata?Text=&Goal=4&Target=4.3#:~:text=Target%204.3%3A%20By%202030%2C%20ensure,and%20tertiary%20education%2C%20including%20university>

⁴ Bill for the NUV - <http://eparliamentresource.gov.vu/jspui/handle/1/957>

⁵ Bill for the NUV - <http://eparliamentresource.gov.vu/jspui/handle/1/957>

⁶ University of Ballarat (2011). Dual-Sector University Cohesion <https://researchbank.swinburne.edu.au/file/4991625d-e1a9-402d-be53-254fb0da0fbc/1/PDF%20%28222%20pages%29.pdf>

⁷ The main purpose of the PSET sector is to develop occupation-specific and generic skills needed in the economy, so that students find employment.

⁸ World Risk Index <https://reliefweb.int/sites/reliefweb.int/files/resources/WorldRiskReport-2020.pdf>

⁹ https://unesdoc.unesco.org/in/documentViewer.xhtml?v=2.1.196&id=p::usmarcdef_0000229881&file=/in/rest/annotationSVC/DownloadWatermarkedAttachment/attach_import_ceb98272-66cf-4765-b2c2-720c5412efa8%3F_%3D229881eng.pdf&locale=en&multi=true&ark=ark:/48223/pf0000229881/PDF/229881eng.pdf#%5B%7B%22num%22%3A87%2C%22gen%22%3A0%7D%2C%27B%22name%22%3A%22XYZ%22%7D%2C69%2C678%2C0%5D

¹⁰ Academic freedom is described by UNESCO as: he right, without constriction by prescribed doctrine, to freedom of teaching and discussion, freedom in carrying out research and disseminating and publishing the results thereof, freedom to express freely their opinion about the institution or system in which they work, freedom from institutional censorship and freedom to participate in professional or representative academic bodies. All higher-education teaching personnel should have the right to fulfil their functions without discrimination of any kind and without fear of repression by the state or any other source. Higher-education teaching personnel can effectively do justice to this principle if the environment in which they operate is conducive, which requires a democratic atmosphere; hence the challenge for all of developing a democratic society. (Article 27)



République de Vanuatu
Republic of Vanuatu
Ripablik blong Vanuatu

**NASONAL YUNIVESITI
BLONG VANUATU
NATIONAL UNIVERSITY
OF VANUATU
UNIVERSITÉ NATIONALE
DE VANUATU**

This is a publication of the
National University of Vanuatu
©2021