



FIJI NATIONAL  
UNIVERSITY

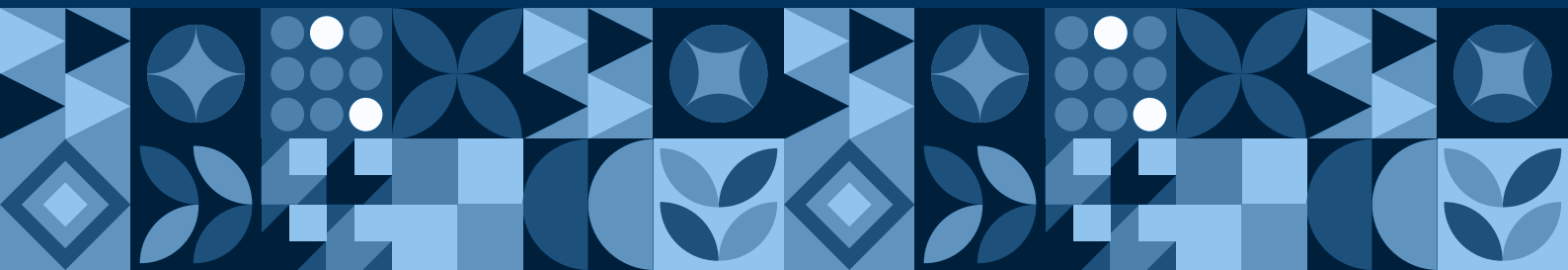
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# ANNUAL CORPORATE PLAN 2025



**Education for Wisdom and Sustainability:**

*Shaping Fiji's Future*



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## Glossary of Abbreviations

ACIAR	Australian Centre for International Agricultural Research
ACU	Association of Commonwealth Universities
ADCFEL	Associate Dean Centre for Flexible and E-learning
ADCLTE	Associate Dean Centre for Learning Teaching Enhancement
ADLT	Associate Dean Learning & Teaching
ADR	Associate Dean Research
ADTVET	Associate Dean Technical and Vocational Education and Training
APTC	Australia Pacific Training Coalition
AVC	Acting Vice Chancellor
BIP	Business Improvement Processes
CAFF	College of Agriculture, Forestry and Fisheries
CAPEX	Capital Expenditure
CBHTS	College of Business, Hospitality and Tourism Studies
CEST	College of Engineering, Science and Technology
CFEL	Centre for Flexible and E-learning
CFO	Chief Financial Officer
CHEL	College of Humanities, Education and Law
CLTE	Centre for Learning Teaching Enhancement
CML	College Marketing Liaison
CMNHS	College of Medicine, Nursing and Health Sciences
CRM	Constituent Relationship Management
CTE	Centre for Teaching Enhancement
DCIP	Director Capital Infrastructure Project
DEF	Department of Estates and Facilities
DHR	Director Human Resources
DITS	Director Information Technology Services
DMC	Department of Marketing and Communications
DNTPC	Director National Training and Productivity Centre
DPBI	Department of Planning and Business Intelligence
ECR	Early Career Researchers
EFTS	Electronic Fund Transfer System
FIPHR	Fiji Institute of Pacific Health Research
FMA	Fiji Maritime Academy
FNU	Fiji National University
FNUSA	Fiji National University Students' Association

HDR	Higher Degrees by Research
HR	Human Resources
KPI	Key Performance Indicators
LoA	Letter of Agreement
MoA	Memorandum of Agreement
MoE	Ministry of Education
MoU	Memorandum of Understanding
MPBI	Manager Planning, Business & Intelligence
MSP	Medical Services Pacific
NTPC	National Training and Productivity Centre
OHS	Occupational Health & Safety
OR	Office of Registrar
PACT	Pacific Action for Climate Transitions
PMP	Performance Management Plan
PTD	Professional Training and Development
PR	Public Releases
PVCL&T	Pro Vice Chancellor Learning & Teaching
PVCR&I	Pro Vice Chancellor Research & Innovation
PVCTVET	Pro Vice Chancellor Technical and Vocational Education and Training
PVRC	Physical and Virtual Resources Committee
RO	Research Office
R&M	Risk & Management
SDG	Sustainable Development Goals
SEC	Student Experience Committee
SLT	Senior Leadership Team
SOPs	Standard Operating Procedures
SPC	South Pacific Community
SRIF	Sugar Research Institute of Fiji
TFL	Telecom Fiji Limited
THE	Times Higher Education
TSLS	Tertiary Scholarships and Loan Service
TVET	Technical and Vocational Education and Training
UIMS	University Information Management System
UoW	University of Wollongong
VC	Vice Chancellor

## Introduction

The Fiji National University Annual Work Plan 2025 is linked to Fiji's National Development Plan (2025-2029)

It is predicated on the Strategic Plan 2024 - 2026 that espouses the enduring values of peace, prosperity and wisdom which are at the heart of Pacific sustainability and integrated into our teaching, learning, research and affirming engagements with Fiji and Pacific communities.

The Fiji National University is recognised nationally and regionally as the premier institution providing research and learning & teaching opportunities in the humanities, education, agriculture, fisheries, forestry, medicine, nursing, health sciences, finance & business, legal studies, TVET, engineering & applied sciences, ICT and a raft of other programmes.

FNU Strategic Priority Areas	Fiji's National Development Plan (2025-2029) Focus Areas
The FNU Plan 2024 – 2026 is linked to Fiji's National Development Plan and predicated on the theme of <i>Education for Wisdom and Sustainability</i>	Founded on the vision of Empowering the People of Fiji through Unity. This vision is translated through 3 pillars, namely economic resilience, people empowerment and good governance. The Plan ensure that no one is left behind, which resonates with the SDG Goals.
Priority Area 1: Inclusiveness & Diversity - People, Place and Cultures	Focus Area 5: Uplifting Socio-economic Wellbeing
Priority Area 2: Educational Excellence & Students Affirming Experiences in TVET and Higher Education	Focus Area 5: Education and Training
Priority Area 3: Research, Innovation, Social and Technological Development	Focus Area 4: Research Development and Innovation
Priority Area 4: Financial Sustainability, Endowment and Enterprise	Focus Area 1: Building Macroeconomic Confidence and Stability
Priority Area 5: Education for Employment and Internationalization	Focus Area 5: Public Sector Growth and Participation

The AWP 2025 takes cognizance of our dual sector role and the increasing national and regional demands made on the Fiji National University to provide higher education teaching, learning and research in academic and TVET areas. It provides constructive directions on how we can optimise our capabilities to enhance the quality of life of our communities.

It enhances important learnings as we journey into the next decade with our Strategy 2027 - 2037 and build on the successes of the preceding plans. We note that challenges like the COVID-19 pandemic, the global social instability situation and economic constraints have affected some of our plans. However, we rejoice in the strong conviction that the affirming values of Sautu and Yalomatua that predicates our AWP 2025 will enable us to find solutions based on Pacific sustainability to deal with any challenges we face.

Our AWP 2025 also takes account of our Corporate Social Responsibility to support the expressive arts, the social and spiritual development of our staff, students and communities, Community Work Programmes, Climate Change Mitigation activities and other events that we are proactively engaged in.

We want to continue to inspire the very best in our students, faculty, staff, alumni and partners. We recognise the affirming support we have received from state and non-state agencies, multilateral agencies, regional and overseas Embassies & High Commissions, NGOs, communities, and individuals. Thank you for being part of our dynamic journey now and to the future.

*Joseph Veramui*  
 Director of Strategic Planning and Development

## Supporting Fiji's National Development Plan 2025 – 2029 and Vision 2050



Welcome to the Fiji National University (FNU) Annual Work Plan 2025

FNU's AWP 2025 is predicated on the Revised Strategic Plan 2024-2026 **Education for Wisdom and Sustainability: Shaping Fiji's Future**, and the pillars of the National Development Plan which supports economic resilience, people empowerment and good governance. FNU's mandate is to support the Government to improve social wellbeing and bring greater prosperity to the nation. Students and Fiji's people are at the centre of FNU's AWP 2025. It is inclusive and ensures that no student is left behind from progress and prosperity. This is predicated on the United Nations Sustainable Development Goals (SDG) for which FNU was highly ranked through the Times Higher Education Global Ranking.

The AWP 2025 supports the National Development Plan 2025-2029 Vision of Empowering the People of Fiji through Unity. This

vision is translated through 3 pillars, namely economic resilience, people empowerment and good governance. This plan ensures that no one is left behind, which resonates with the SDG Goals.

The AWP 2025 strategies include gender balance, community empowerment, addressing climate change, upholding moral and ethical values, good governance and the commitment to achieving holistic and balanced development. It also accepts the necessity for FNU to work with imagination and wisdom to respond effectively to development challenges. These challenges include poverty alleviation, climate change issues, the lack of equity in access, and ensuring that people can enjoy peace and prosperity in the context of their traditional knowledge, digital development, wisdom, and spirituality.

The AWP 2025 has five Priority Areas and we plan to achieve measurable KPIs on an annual basis. Our outcomes include creating synergies through inclusion to ensure the University Community is guided by our spiritual and Ocean heritage to achieve our goals. We will adopt a culture of educational excellence and enhance students' learning experiences. We will review and optimize our operating models utilizing data, analytics and prudent financial management. We will improve our pedagogy and holistic values to ensure that our graduates' skill sets and competencies can be utilized in local and international workplaces

*Professor Unaisi Nabobo-Baba*

Vice Chancellor,  
Fiji National University.



## MISSION

To serve the people, the economy and society of Fiji and the wider Pacific region, by providing education and training for employability, with an excellent student experience; carrying out research with real-world impact, aligned to national priorities and with global relevance; engaging proactively with stakeholders, in our communities, nation and region; and demonstrating leadership in sustainability.



## VISION

To be the leading dual-sector university in the Pacific.



## VALUES

- Care – for ourselves and each other
- Honesty – in the spirit of continuous improvement
- Accountability – to our students, stakeholders and funders
- Service – to our communities, nation and region
- Excellence – in everything we do

## GRADUATE ATTRIBUTES

The University aims to develop and nurture positive attributes in all its students as a foundation for the ongoing engagement with all aspects of sustainability of life in Fiji and the Pacific. Students will be inculcated with the broader Values of the FNU that is captured in the CHASE Framework.

These are Care, Honesty, Accountability, Service and Excellence.

In addition, FNU students and graduates will also be imbued with the following six core attributes:

### **1. Professionalism:**

Commits to the highest standards of professionalism, providing excellence and confidentiality in all that s/he

undertakes, in producing quality outputs.

### **2. Social Responsibility**

Acts ethically, with integrity and social responsibility, acknowledging the social and ethical implications of her/ his actions with respect to the Fijian, Pacific and Global communities.

### **3. Problem Solving**

Effective problem solver, capable of applying logical, critical and creative thinking in addressing a range of challenges.

### **4. Communication Skills**

Ability to communicate effectively using the medium and form of communication appropriate for given situations in their profession.

### **5. Information Literacy**

Ability to locate, analyze, evaluate and synthesize information from a wide variety of sources in a planned and timely manner.

### **6. Global Perspective:**

Recognizes and applies a global perspective and inter-cultural competence in their professional lives, demonstrating an awareness of the global context of her/his discipline and professional life.



## ACHIEVING OUR 2025 CORPORATE GOALS

The 2025 Annual Work Plan has five Priority Areas with measurable key performance (KPI) Indicators

4.1	Priority Areas 1 – 5
1.	Priority Area 1: Inclusiveness & Diversity: People, Place and Cultures
2.	Priority Area 2: Educational Excellence & Students Affirming Experiences
3.	Priority Area 3: Research, Innovation, Social and Technological Development
4.	Priority Area 4: Financial Sustainability, Endowment and Enterprise
5.	Priority Area 5: Education for Employment and Internationalisation

4.2	Priority Areas	Outcomes
1.	Priority Area 1: Inclusiveness & Diversity: People, Place and Cultures	We will create dynamic synergies through inclusion and diversity to ensure the University Community is guided by our cultural, spiritual and Ocean heritage to achieve our goals
2.	Priority Area 2: Educational Excellence & Students Affirming Experiences	We will adopt a culture of educational excellence and enhance students' experiences to ensure our graduates are tomorrow's civic, public & private sector leaders contributing to national and regional sustainability
3.	Priority Area 3: Research, Innovation, Social and Technological Development	We will expedite research and innovation in the context of academic and TVET provisions and support social, scientific, and technological development
4.	Priority Area 4: Financial Sustainability, Endowment and Enterprise	We will review and optimize our operating models utilizing data, analytics and prudent financial management to better serve our students and staff in all facets of learning, teaching, research and community engagement.
5.	Priority Area 5: Education for Employment and Internationalisation	We will improve on our pedagogy and holistic values for our graduates to ensure that their skill-sets and competencies can be utilized in local and international workplaces

## UN SDGs and Fiji's National Development Plan Alignment to Colleges and Centres

The Fiji National University (FNU) supports Fiji and Pacific Governments in their commitments to take proactive action on the Sustainable Development Goals (SDGs). FNU follows a systems approach (which predicates the SDG framework) to addressing developmental challenges and complex issues. This approach empowers our students, staff and stakeholders to develop a systemic understanding of how local, regional and global challenges need to be dealt with sustainably.

FNU is required to support not only the sustainability of local communities but also positive linkages to Pacific and global communities. Our mandate is to inculcate a holistic educational mindset in our students so they are aware that local challenges are interrelated with regional and global dynamics and that solutions must take cognisance of these issues.

The SDGs that FNU is committed to implementing are also linked to the Times Higher Education Annual Impact Rankings that we are committed to achieving. Firstly, this is covered through research through the various fields supported in our Colleges and Centres. Secondly, Teaching (aligned to student-centred learning) is the other metric for assessing SDG implementation.

During the duration of the SP 2024 – 2026, NTPC and FMA will embrace appropriate and new technology for productivity improvement including maritime services. CBHTS will expedite the SDG goals into teaching, learning and research as it pertains to Business, Hospitality and Tourism Studies. CEST will engage in innovative technologies to improve transport, digital connectivity and industrialisation while ensuring and enhancing of industrial recycling, water management and renewable energy. CMNHS will improve medical services to international standards with a major focus on preventative health care. CAFF will engage in food and nutrition security that will result in increased local production through agriculture and fisheries efficiency and productivity. CHEL will expedite the SDG goals pertaining to universal access to holistic education, functional literacy and the Humanities.

Working with our students, stakeholders and staff, FNU expects to achieve sustainability through the SDGs for the local and regional communities we serve and the global community that we are invariably linked with.

# FNU's

Alignment to  
Fiji's National Development  
Plan and UN Sustainable  
Development

# GOALS

## College of Agriculture, Fisheries and Forestry (CAFF)

'Food and nutrition security will be improved by ensuring increased local production, raising farm efficiency and productivity... Agriculture and fisheries programmes will be enhanced'

## College of Humanities, Education and Law (CHEL)

'Universal access to education at all levels will be maintained with a focus on improving the quality of education. This will increase the supply of well-trained, world-class professionals'

## College of Business, Hospitality and Tourism Studies (CBHTS)

'New and emerging growth sectors will be nurtured... productivity will be maximised, human capital development will be accelerated and green growth will be a key guiding principle'

## National Training and Productivity Centre (NTPC)

'Embracing Appropriate and New Technology for Productivity Improvement'

## Fiji Maritime Academy (FMA)

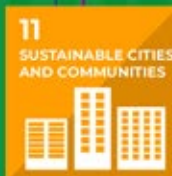
To be the premier maritime training institution in the South Pacific region.

## College of Medicine, Nursing and Health Sciences (CMNHS)

'In the next 20 years, medical services will be raised to international standards with a major focus on tertiary health care and overall medical service delivery. More emphasis will be placed on preventive health care'

## College of Engineering, Science and Technology (CEST)

'Improving Transport and Digital Connectivity... Innovative technologies will be adopted for industrial recycling, rainwater harvesting and storage, storm water and aquifer management and use of renewable energy'



<b>PRIORITY(S)</b>	<b>KPIs</b>
<p><b>Priority Area 1: Inclusiveness &amp; Diversity</b> – People, Place and Cultures</p>	<ul style="list-style-type: none"> <li>• Celebration of cultural traditions and practices by the University Community.</li> <li>• Increase in research especially in the Humanities and the Arts, in aspects of the traditions including language, law, art and craft.</li> <li>• Increase in research in traditional medicine and agricultural practices.</li> <li>• Organise and hold, or support, conferences in indigenous knowledge and national heritage.</li> <li>• Expedite curricula that is contextual and takes cognizance of people's livelihood and environmental sustainability.</li> </ul>
<p><b>Priority Area 2: Educational Excellence &amp; Students Affirming Experiences in TVET and Higher Education</b></p>	<ul style="list-style-type: none"> <li>• Ensure and sustain appropriate qualification of all teaching and newly recruited academic staff.</li> <li>• Provide incentives for qualification upgrading by TVET and High Education staff.</li> <li>• Institute an outstanding Teaching and Research Awards for academic staff.</li> <li>• Provide incentives for high level academic publications.</li> <li>• Facilitate inter-College and inter disciplinary engagements in students' centred learning and teaching.</li> </ul>
<p><b>Priority Area 3: Research, Innovation, Social and Technological Development</b></p>	<ul style="list-style-type: none"> <li>• Invest in relevant and appropriate infrastructure to support scientific research with real societal outcomes.</li> <li>• Support and incentivise female graduate or HDR students in STEM areas.</li> <li>• Engage with universities outside the region for collaborative research in AI.</li> </ul>
<p><b>Priority Area 4: Financial Sustainability, Endowment and Enterprise</b></p>	<ul style="list-style-type: none"> <li>• Undertake initiative to establish financial endowments from the community through naming of FNU Buildings.</li> <li>• Engage actively with international development partners to fund FNU expertise in researching socioeconomic issues.</li> <li>• Fine tune and enhance online programmes to international standards to attract subscribers outside the region.</li> <li>• Actively pursue initiatives to establish and attract international students.</li> </ul>
<p><b>Priority Area 5: Education for Employment and Internationalisation</b></p>	<ul style="list-style-type: none"> <li>• Strengthen skills training in TVET programmes to provide employment-ready graduates.</li> <li>• Ensure complete accreditation of FNU Courses and programmes to international standards.</li> <li>• Establish and strengthen programme quality control</li> </ul>

## COLLEGES AND CENTRES MEASURABLE KPIs

<p><b>Priority Area 1:</b></p>	<ul style="list-style-type: none"> <li>• Celebration of cultural traditions and practices by the University Community leading to production of research monographs, articles in periodicals and general publications (At least 2 events/publications per College/Centre annually up to 2026.</li> <li>• Increase by 5% per annum (of the 2021 baseline) of research especially in aspects of traditions including languages of the Pacific.</li> <li>• Increase in research in traditional medicine and agricultural practices by 5% of the 2021 baseline annually up to 2026.</li> <li>• Organise and hold, or support, conferences in indigenous knowledge and national heritage. At least 1 inter-College conference annually up to 2026.</li> </ul>
<p><b>Priority Area 2:</b></p>	<ul style="list-style-type: none"> <li>• Ensure and sustain appropriate qualification of all teaching and newly recruited academic staff. Professional development should encompass 5% of current Colleges /Centres staff on an annual basis to 2026.</li> <li>• Provide incentives for qualification upgrading by TVET and High Education staff. College/Centres Incentives must show co-relation to number of TVET and HE staff upgraded on annual basis up to 2026.</li> <li>• Institute an outstanding Teaching and Research Awards for staff. At least 2 awards for staff annually up to 2026 per College/Centre.</li> <li>• Provide incentives for high level academic publications. (Provide minimum of 1 incentive per College/Centre. Inter-college and inter-disciplinary publications are also encouraged)</li> </ul>
<p><b>Priority Area 3:</b></p>	<ul style="list-style-type: none"> <li>• Invest in at least 1 relevant and appropriate infrastructure per annum to support scientific research with real societal outcomes.</li> <li>• Support and incentivise 5% of female graduate or HDR students in STEM areas.</li> <li>• Engage with 1 or more universities outside the region for collaborative research in AI and related technology. (Inter-College and Interdisciplinary engagements to be expedited.)</li> </ul>
<p><b>Priority Area 4:</b></p>	<ul style="list-style-type: none"> <li>• Undertake at least 1 initiative per annum to establish financial endowments from the community through naming of FNU Buildings through Alumni and corporate engagement.</li> <li>• Engage actively with at least 1 international development partner(s) per annum to fund FNU expertise in researching socio-economic issues.</li> <li>• Fine tune and enhance at least 2 online programmes per annum to international standards to attract subscribers outside the region.</li> </ul>
<p><b>Priority Area 5:</b></p>	<ul style="list-style-type: none"> <li>• Strengthen skills training in TVET programmes to provide employment-ready graduates through at least 2 engagements per annum with industry stakeholders, Government Ministries, and civil society target groups.</li> <li>• Ensure complete accreditation of FNU Courses and programmes to international standards. 15% of college/centres undergraduate and post graduate programmes to be accredited annually.</li> <li>• Establish and strengthen programme quality control processes. At least one Monitoring and Evaluation meeting per quarter with follow up actions to optimise quality programme offerings.</li> <li>• Actively pursue initiatives to establish and attract international students. 5% increase over current enrolments per College / Centre per annum</li> </ul>



**KEY PERFORMANCE  
INDICATORS**



## KEY PERFORMANCE INDICATORS

Priority	KPIs
Priority Area 1: Inclusiveness & Diversity: People, Place and Cultures	<ul style="list-style-type: none"> <li>• Celebration of cultural traditions and practices by the University Community.</li> <li>• Increase in research especially in aspects of the traditions including languages of the Pacific.</li> <li>• Increase in research in traditional medicine and agricultural practices.</li> <li>• Organise and hold, or support, conferences in indigenous knowledge and national heritage.</li> </ul>
Priority Area 2: Educational Excellence & Students Affirming Experiences in TVET and Higher Education	<ul style="list-style-type: none"> <li>• Ensure and sustain appropriate qualification of all teaching and newly recruited academic staff.</li> <li>• Provide incentives for qualification upgrading by TVET and High Education staff.</li> <li>• Institute an outstanding Teaching and Research Awards for academic staff.</li> <li>• Provide incentives for high level academic publications.</li> </ul>
Priority Area 3: Research, Innovation, Social and Technological Development	<ul style="list-style-type: none"> <li>• Invest in relevant and appropriate infrastructure to support scientific research with real societal outcomes.</li> <li>• Support and incentivise female graduate or HDR students in STEM areas.</li> <li>• Engage with universities outside the region for collaborative research in AI.</li> </ul>
Priority Area 4: Financial Sustainability, Endowment and Enterprise	<ul style="list-style-type: none"> <li>• Undertake initiative to establish financial endowments from the community through naming of FNU Buildings.</li> <li>• Engage actively with international development partners to fund FNU expertise in researching socio-economic issues.</li> <li>• Fine tune and enhance online programmes to international standards to attract subscribers outside the region.</li> </ul>
Priority Area 5: Education for Employment and Internationalisation	<ul style="list-style-type: none"> <li>• Strengthen skills training in TVET programmes to provide employment-ready graduates.</li> <li>• Ensure complete accreditation of FNU Courses and programmes to international standards.</li> <li>• Establish and strengthen programme quality control processes.</li> <li>• Actively pursue initiatives to establish and attract international students.</li> </ul>

**FNU KPIs 2025 (Office of the Vice Chancellor through DSPD)  
Priority Areas  
KPIs (2025)**

<p><b>1. Priority Area 1: Inclusiveness &amp; Diversity: People, Place and Cultures</b></p>	<ul style="list-style-type: none"> <li>• Hold Indigenous Knowledge and Heritage conference in September 2025. (FNU co-convenes with Secretariat of the Pacific Community): “Indigenous Knowledge &amp; Heritage Conference 2025- Resilient Cultures, Safeguarding Pasifika Heritages in Climate Change”</li> <li>• Begin works on the Construction of the CHEL Creative Arts and Culture Complex at Nasinu Campus.</li> <li>• Establish Fijian TK and Pacific Studies Centre at CHEL</li> <li>• Expedite the Diploma in Vanua Leadership. (To commence with a cohort of 30 chiefs) -in conjunction with the Fiji Great Council of Chiefs</li> <li>• All Colleges to celebrate and promote Fijian and/or Pacific Cultures through events, expressive arts and other relevant programs.</li> <li>• FNU to formally participate in the WORLD INDIGENOUS PEOPLES CONFERENCE ON EDUCATION (WIPCE) in 2025 at the Auckland University of Technology. Membership of WIPCE to be encouraged across colleges.</li> </ul>
<p><b>2. Priority Area 2: Educational Excellence &amp; Students Affirming Experiences</b></p>	<ul style="list-style-type: none"> <li>• FNU Review continues and all Health Checks to be completed by March Council</li> <li>• A Coordinator of Student Academics to be appointed in 2025 -to assist with academic and other related advice for the Student Body</li> <li>• Vice Chancellor 2025 – First Year Students’ Address (Nasinu, Namaka, Labasa, Natabua and online)-end of March</li> <li>• Deans/ Heads’ College Addresses &amp; accounts of Students Affirming Experiences &amp; excellence</li> </ul>
<p><b>3 Priority Area 3: Research, Innovation, Social and Technological Development</b></p>	<p><b>CHEL (to expedite work on the UN Decade (2022-2032) of Indigenous languages &amp; Cultures) and Colleges to expedite research and innovation in the context of Fiji and Pacific indigenous knowledge &amp; heritage</b></p> <ul style="list-style-type: none"> <li>• Colleges to have 5 Research projects Proposals (with substantive funding)-drawn by April, 2025</li> </ul>
<p><b>4. Priority Area 4: Financial Sustainability, Endowment and Enterprise</b></p>	<ul style="list-style-type: none"> <li>• FNU Foundation Launch in March, 2025</li> <li>• Colleges and Divisions to support FNU Foundation events incl. Alumni, Fund-Raisers and provisions of endowment and enterprise.</li> </ul>
<p><b>5. Priority Area 5: Education for Employment and Internationalisation</b></p>	<p><b>Indigenous knowledge skills and competencies are developed leading to gainful employment opportunities</b></p> <ul style="list-style-type: none"> <li>• MOUs to be further encouraged in 2025 - especially in specific areas as defined by the NDP</li> <li>• International Students Exchanges</li> <li>• TVET offerings to be increased in the Pacific region - hiring of a regional TVET coordinator to enhance this work</li> </ul>



## 2025 Annual Work Plan

Priority Area 1	Outcome	Key Initiatives / Activities	Measurable Outputs / KPIs Targets
Inclusiveness & Diversity - People, Place and Cultures	We will create dynamic synergies through inclusion and diversity to ensure the University Community is guided by our cultural, spiritual and Ocean heritage to achieve our goals.	Identify, celebrate, and promote culture, language, festivals and traditions, including a commitment to equity, diversity and inclusivity to generate pride and unity and this will include the initial building of the Humanities Creative Arts Centre and Exhibition Space	<ul style="list-style-type: none"> <li>• Celebration of cultural traditions and practices by the University Community.</li> <li>• Use of traditional knowledge, skills, wisdom to expedite L&amp;T, Learning &amp; Teaching etc in Colleges and Centres.</li> </ul>
		The University Bure is to be a part of this development and will be the organic link to all ideas around the celebration of multicultural inclusivity in the context of higher education teaching, learning, research and engagement with our communities.	<ul style="list-style-type: none"> <li>• Increase in research in traditional medicine and agricultural practices.</li> <li>• Organize and hold, or support, conferences in indigenous knowledge and national heritage</li> </ul>
		Foster a strong sense of corporate identity across the campuses, Colleges, centers and divisions, building a shared vision of FNU's future	<ul style="list-style-type: none"> <li>- Embedment of FNU values in our curricula,</li> <li>- FNU Brand profiling and corporate awareness enhanced and demonstrated</li> </ul>
		FNU HR Strategy development and implementation	

Priority Area 2	Outcome	Key Initiatives / Activities	Measurable Outputs / Targets
Educational Excellence & Students Affirming Experiences in TVET and Higher Education	<p>We will adopt a culture of educational excellence and enhance students' experiences to ensure our graduates are tomorrow's civic, public &amp; private sector leaders contributing to national and regional sustainability.</p> <ul style="list-style-type: none"> <li>• We will review all our programmes and introduce new directions</li> </ul> <p>We will do a health check followed by a total academic review of all our programmes in 2025-2026.</p> <ul style="list-style-type: none"> <li>• Health and well being will be a key focus as well as the tweaking of some of our academic areas, including the enhancement of TVET.</li> </ul>	<ul style="list-style-type: none"> <li>- TVET programme development and enhancement based on National Demands</li> <li>- Highly qualified and motivated academic staff</li> <li>- Staff Rewards and incentives for both TVET and Higher Education and Research</li> <li>- Staff audit to enhance staff performance and efficiency and rewards</li> <li>- HR People Strategy revision</li> </ul>	<ul style="list-style-type: none"> <li>- No. of TVET programme developed ,recorded and Accredited</li> <li>- High degree of students satisfaction as measured by Student Satisfaction Survey &gt;85%</li> <li>- Staff incentives and ongoing professional development</li> <li>- 95% teaching staff meeting minimum academic qualifications appropriate to their role by 2025.</li> </ul>
		Employer engagement and collaboration in co designing of programmes	- Active Employers forum including IAC,- CAB,PAC etc.
		Streamlining and renewals of course renewals based on market demand analysis	- No of Programmes streamlined based on local and regional; skill needs
		Micro credentials and in service training course development	- Upskilled and enhanced labor force in the employment sectors based on employer satisfaction survey
		Enhance student experience through teaching, Visible employer collaboration	<ul style="list-style-type: none"> <li>- First choice university based on student demand .</li> <li>- Increase in Student satisfaction rate to &gt;85%</li> <li>- Annual School leavers survey of above 75% satisfaction.</li> </ul>
		International engagement and inclusive programmes	
		Conduct evaluation and feedbacks via ASLS, CTE etc.	
		Student support systems and processes improvement.	<ul style="list-style-type: none"> <li>- Admission Rate of above 60%</li> <li>- Retention rate of &gt;83 %</li> <li>- Progression rate of &gt;85%</li> <li>- 75 % of students graduating within the time frame</li> <li>- CLTE support reports showing high level of indulgence and success trajectory.</li> <li>- FNUSA :No. and type of activities that support students' enrichment programmes through curricular and extra-curricular activities and the provision of Community Voluntary Work programmes where applicable</li> </ul>
		Academic progression, degree works implementation.	
		CLTE – and Student experience committee actively supports L&T	
FNUSA supported initiatives and activities			
IT infrastructure improvement and enhancement,	<ul style="list-style-type: none"> <li>- An inclusive and digitally enhanced student services delivery</li> <li>- E&amp;F Maintenance plan priorities in 2025 , continuous upgrades.</li> <li>- ITS Plan – 2025 on student services and digital upgrades reports.</li> </ul>		
Digital Technology support in student service delivery.			
Student Accommodation upgrade			

Priority Area 3	Outcome	Key Initiatives / Activities	Measurable Outputs / Targets
<b>Priority Area 3: Research, Innovation, Social and Technological Development</b>	We will expedite research and innovation in the context of academic and TVET provisions and support social, scientific, and technological development	Key interdisciplinary themes identified – and shared. Climate change NCD, Artificial Intelligence	-increase our research collaborations and income by 50% from the 2023 figure.
		Develop our research capacity through training and mentorship programmes for research supervisors and early career researchers (ECRs)	- No. and types of training programmes culminating in overall capacity building .
		Invest in our research facilities, infrastructure, and culture, through carefully targeted support for priority areas and staff development	- Investment in relevant and appropriate infrastructure as per Investment Plan , to support scientific research with real societal outcomes.
		Build partnerships with overseas universities, governments, NGOs, and funders to finance internationally competitive, collaborative, action-based research.	- No. and type of partnership that effectively contributes to high level challenged based research.
		Review our criteria for assessing research performance, in order to recognise the impact and positive contribution of practice-based research.	- Criteria Review carried out and outcomes reported
		Continue to enhance our learning and teaching, embedding global best practices research in pedagogy and assessment, building resilience in our delivery, and maximising the benefits of digital technologies.	• Engage with universities outside the region for collaborative research in AI
		Maintain high entry standards for degree programmes while building the quality and profile of our TVET research, to ensure pathways into tertiary education for all students	- Continuous revision and benchmarking of MER in TVET.
		Enhance access for students across Fiji and the region to high-quality TVET and Higher Education, building on our network of physical campuses and an improved digital education framework, including out-of-hours availability of	- Increase HDR enrolment both local , regional and international by 5% from 2024 figure. - Support and incentivize female graduate or HDR students in STEM areas
			Support research and innovation projects and programmes through College and inter-College collaborations

Priority Area 4	Outcome	Key Initiatives/Activities	Measurable Outputs / Targets
Financial Sustainability, Endowment and Enterprise	We will review and optimise our operating models utilising data, analytics, and prudent financial management to better serve our students and staff in all facets of learning, teaching, research and community engagement. • We will creatively diversify our resource base	. Embed financial sustainability as a core discipline of the university, with rigorous control of costs matched by a systematic focus on income diversification, and adoption of technology to enhance revenue collection.	- Endowment process initiated with a target of increased market value of endowment by \$100,000 by 2025 end. - Institute a declining trend in expenditure by 5%
		Develop and enhance our sources of external revenue (i.e., revenue other than government grants or tuition fees), enhancing our income from online programmes, educational and training contracts, research, consultancy, and philanthropy	- Increase in external revenue sources
		Build strategic, targeted, and long-term partnerships with international agencies and funders, aligning the University's programmes and projects to attract external funding.	- Extensive collaboration initiated through PVC Corporate ,and PVC L&T Office. - Fine tune and enhance on line programmes to international standards to attract subscribers outside the region
		Rationalise and maximise the income-generating potential of our existing asset base (including dormant assets).	- Selling of dormant assets prioritised in 2025.
		Review and revise the FNU masterplan to create a financially sustainable, green, and climate-resilient estates strategy	DCPI 2025 Plan to incorporate Master Plan initiatives

Priority Area 5	Outcome	Key Initiatives/Activities	Measurable Output / Targets
Priority Area 5: Education for Employment and Internationalization	We will improve on our pedagogy and holistic values for our graduates to ensure that their skill-sets and competencies can be utilised in local and international workplaces. • We will enhance the industrial readiness of our graduates.	FNU will produce graduates with entrepreneurial skills in the SME sector	- Enhance Overall Employability rates to 70% through skilled training in TVET & High Ed programmes
		Professionalism in sports education for employment generation and to position Fiji as a source of world-class athletes will be actively pursued.	- Sports skills and training prowess, with evidence of our students and graduates prospering in professional sports locally and Globally
		FNU will adopt Appropriate and New Technology to raise overall efficiency and productivity and to improve service delivery across all areas like transportation, renewable energy, manufacturing, agriculture, ICT, education	- A highly digital environment with focus on efficiency and sustainability. - No. and types of projects initiated, and benefits evaluated.
		FNU will support the increased use of cloud computing, 3D printing, internetworking of smart devices and other emerging technologies to improve efficiency and productivity.	- Smart Technology enhancement and implementation as per ITS 2024 Plan.

Priority Area	Name of College / Section	KPIs	Q1 Jan-March	Q2 April-June	Q3 July-Sep	Q4 Oct-Dec
<b>Priority Area 1</b>						
<b>Inclusiveness &amp; Diversity - People, Place and Cultures</b>	Centre for Graduate Studies	<ul style="list-style-type: none"> <li>Provide services to graduates from different programmes in the university.</li> </ul>	X	X	X	X
	College of Medicine, Nursing & Health Sciences (CMNHS)	<ul style="list-style-type: none"> <li>Vernacular Language Club session held fortnightly;</li> <li>Research in traditional medicine in infancy stage – qualitative analysis</li> <li>Celebration of cultures</li> </ul>	X	X	X	X
		<ul style="list-style-type: none"> <li>Expansion of CAFF Programs to the North.</li> <li>Increased Dialogue and development of short courses with Communities.</li> <li>Representation to Provincial Meetings.</li> </ul>	X	X	X	X
		<ul style="list-style-type: none"> <li>Increase research in indigenous knowledge, language, art, culture, traditional medicine, agricultural practices and food security.</li> <li>CHEL Music Festival</li> </ul>	X	X	X	X
	College of Agriculture, Fisheries & Forestry	<ul style="list-style-type: none"> <li>Expansion of CAFF Programs to the North.</li> <li>Increased Dialogue and development of short courses with Communities.</li> <li>Representation to Provincial Meetings.</li> </ul>	X	X	X	X
	College of Humanities & Education	<ul style="list-style-type: none"> <li>Increase research in indigenous knowledge, language, art, culture, traditional medicine, agricultural practices and food security.</li> <li>CHEL Music Festival</li> </ul>	X	X	X	X
	College of Business, Hospitality & Tourism Studies	<ul style="list-style-type: none"> <li>Extend College footprints in rural remote areas where learning is co-constructed with indigenous communities (villages, landowning units, provincial councils). This will be achieved by the CBHTS by: <ul style="list-style-type: none"> <li>setting up community educational centres in at least one Province in 2025</li> <li>Enrol rural students and deliver TVET courses both online and blended modality.</li> <li>Identify 2 or 3 research themes with links to SDG goals and Climate Change</li> </ul> </li> <li>Develop workable community educational models using indigenous pedagogies in a research framing.</li> </ul>	X	X	X	X
		<ul style="list-style-type: none"> <li>Develop workable community educational models using indigenous pedagogies in a research framing.</li> </ul>	X	X	X	X
	Pacific Centre for Maritime Studies	<ul style="list-style-type: none"> <li>Empower women through education and training in fishing activities.</li> </ul>	X	X	X	X
	National Training & Productivity Centre	<ul style="list-style-type: none"> <li>Strengthening of Courses</li> <li>New Short Courses in: <ul style="list-style-type: none"> <li>Industry 4.0</li> <li>Green Productivity</li> <li>AI</li> <li>Smart Transformation</li> <li>BPR</li> </ul> </li> </ul>	X	X	X	X
<ul style="list-style-type: none"> <li>Strengthening of Courses</li> <li>New Short Courses in: <ul style="list-style-type: none"> <li>Industry 4.0</li> <li>Green Productivity</li> <li>AI</li> <li>Smart Transformation</li> <li>BPR</li> </ul> </li> </ul>		X	X	X	X	
Office of Learning & Teaching	<ul style="list-style-type: none"> <li>Embed FNU values in our curriculum.</li> </ul>	X	X	X	X	
Division of Marketing & Communications	<ul style="list-style-type: none"> <li>Inclusive Outreach programs such as community visits: 25 Outreach activities were conducted for 'Vosa Vakaviti' speaking communities and 6 for Hindi speaking communities.</li> <li>Launched the Gender Equality, Disability and Social Inclusion strategy.</li> </ul>	X	X	X	X	
	<ul style="list-style-type: none"> <li>FNU Brand profiling and corporate awareness enhanced in colleges, centres and divisions via the launch of the Strategic and Annual Plan.</li> </ul>	X	X	X	X	
	<ul style="list-style-type: none"> <li>The Production of the University Corporate Video/Corporate Profile.</li> </ul>	X	X	X	X	
	<ul style="list-style-type: none"> <li>Celebration of cultural traditions and practices by the University Community leading to production of research monographs, articles in periodicals and general publications (At least 2 events/publications per College/Centre annually up to 2026.</li> </ul>	X	X	X	X	
	<ul style="list-style-type: none"> <li>Student Experience- Feature Cultural Activities on PR/ Spotighting/ Testimonials/ Flyers</li> </ul>	X	X	X	X	
	<ul style="list-style-type: none"> <li>Inclusive Outreach programs such as community visits: 25 Outreach activities were conducted for 'Vosa Vakaviti' speaking communities and 6 for Hindi speaking communities.</li> <li>Launched the Gender Equality, Disability and Social Inclusion strategy.</li> </ul>	X	X	X	X	
	<ul style="list-style-type: none"> <li>FNU Brand profiling and corporate awareness enhanced in colleges, centres and divisions via the launch of the Strategic and Annual Plan.</li> </ul>	X	X	X	X	

Priority Area	Name of College / Section	KPIs	Q1 Jan-	Q2 April-	Q3 July-	Q4 Oct-
	Office of Research & Innovation	<ul style="list-style-type: none"> <li>Enhance awareness of culture, language, food and traditions in curriculum and certain yearly festivals or celebrations.</li> <li>Ensure all teaching staff meet minimum academic qualifications appropriate to their role by 2025.</li> <li>Increase the percentage of teaching staff with doctoral-level qualifications by 20% from the 2024 baseline by 2025 (through adjunct appointments, joint PG programmes).</li> <li>Enhance overall staff satisfaction, as measured by retention metrics.</li> <li>Develop initiatives to foster corporate identity across the campuses, building a shared vision of FNU'S future (in research processes – ethics, conferences, centres).</li> <li>Embed awareness, knowledge, and adoption of the seven principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty, leadership) in FNU's culture.</li> <li>Completion of staff audit and enhancing the culture of staff training and development, providing opportunities and incentives for both academic and professional service staff to up-skill and /or gain appropriate qualifications.</li> <li>Institute annual achievement awards for individual and team contributions, to recognize innovation and exceptional performance (annual research awards).</li> <li>Develop the FNU HR strategy to build a staff Xdata-based characterized by a transparent, Open Merit based Recruitment System; quality, agility, flexibility, and dynamism; with regular benchmarking of pay and conditions to support recruitment and retention.</li> </ul>	X	X	X	X
			X	X	X	X
			X	X	X	X
			X	X	X	X
			X	X	X	X
			X	X	X	X
			X	X	X	X
			X	X	X	X
Priority Area 2 Educational Excellence & Students Affirming Experiences in TVET and Higher Education	Centre for Graduate Studies	<ul style="list-style-type: none"> <li>Provide incentives for high-level academic publications for Graduate Students.</li> <li>Advising and training staff on critical research skills.</li> <li>Training academic staff in Graduate supervision</li> <li>Concept formation</li> <li>Increase training in data analysis</li> <li>Strategies for Thesis writing</li> </ul>	X	X	X	X
			X	X	X	X
			X	X	X	X
			X	X	X	X
			X	X	X	X



Priority Area	Name of College / Section	KPIs	Q1 Jan-March	Q2 April-June	Q3 July-Sep	Q4 Oct-Dec
	College of Medicine, Nursing & Health Sciences (CMNHS)	<ul style="list-style-type: none"> <li>Upgrade staff qualification –</li> <li>Staff engagement in Research to publish and get incentive</li> <li>Awards for high achievers</li> <li>Country engagement:</li> <li>Regular meetings with PICs; piggyback on already scheduled meetings like DCS etc. and other in-country activities.</li> <li>Regular meetings/feedback with country sponsors/embassy representatives based in Fiji.</li> <li>HoH has raised the issue of remuneration for their PGD/MMED students; MHMS will be convening a meeting with FNU to address this issue.</li> <li>Programme development/ accreditation:</li> <li>Programmes in the basket</li> <li>Short course development</li> <li>Engagement with MOU partners and MHMS/ Stakeholders</li> <li>Strengthen and improve commitment to Priority Area 2: Educational Excellence &amp; Students Affirming Experiences in TVET and Higher Education by focusing on:               <ul style="list-style-type: none"> <li>Excellence &amp; Students Affirming</li> <li>Experiences in TVET and</li> <li>Higher Education</li> </ul> </li> </ul>	X	X	X	X
	College of Agriculture, Fisheries & Forestry	<ul style="list-style-type: none"> <li>Improved delivery of newly launched Plant Health Clinic Short Courses to 21 regional students (fully funded by ACIAR).</li> <li>Initiation of Program Advisory Committee Meetings.</li> <li>Increasing coverage of program delivery (Ba, Labasa and Lekutu)</li> </ul>	X	X	X	X
	College of Humanities & Education	<ul style="list-style-type: none"> <li>CHEL will ensure that MAQR for all new recruits are met.</li> <li>CHEL will engage more robustly with CAFF, CBHTS, CEST &amp; CMNHS as our servicing Colleges</li> <li>Law programmes at the Ba Campus</li> <li>Law library at the Nasinu Campus.</li> <li>PGDE at the Ba Campus</li> <li>CHE will graduate at least 3 PHD students</li> <li>CHE will re-engage with AQA and work on international accreditation in 2024-2026 for BED programmes</li> </ul>	X	X	X	X
	College of Business, Hospitality & Tourism Studies	<ul style="list-style-type: none"> <li>Design modern and appropriate learning modules that emphasize professionalism, critical thinking, creativity, innovation, entrepreneurship, and problem-solving abilities.</li> <li>Provide ongoing professional development opportunities for educators to stay updated with the latest pedagogical strategies and technologies.</li> <li>Develop a range of continuing education programs and resources to support lifelong learning and professional growth</li> </ul>	X	X	X	X
	Pacific Centre for Maritime Studies	<ul style="list-style-type: none"> <li>Consider avenues to offer flexible learning opportunities for working seafarers at Namaka Campus.</li> <li>Offer the new Bachelor in Nautical Science program in Semester 1, 2025.</li> </ul>	X	X	X	X
	Business Intelligence	<ul style="list-style-type: none"> <li>Conduct Course and Teacher Evaluation Survey for all Colleges for all Terms (Semester, Quarter, Trimester)</li> <li>Analyse data and prepare individual course code reports by college.</li> <li>Compile and provide by college report to PVC L&amp;T Office on CTE Survey Reports.</li> </ul>	X	X	X	X

Priority Area	Name of College / Section	KPIs	Q1 Jan-March	Q2 April-June	Q3 July-Sep	Q4 Oct-Dec
	Division of Estates & Facilities	<ul style="list-style-type: none"> <li>Implementation of the Humanities Creative Arts Centre and Exhibition Space: Execute the planning phase of the project.</li> <li>Improve TVET Facilities, Teaching Classrooms, and workshops.</li> </ul>	X X	X X	X X	X X
	Division of Human Resources	<ul style="list-style-type: none"> <li>Increase the percentage of teaching staff with PhDs by 30% from the 2021 baseline by 2026</li> <li>Ensure all teaching staff meet minimum academic qualifications by 2026</li> </ul>	X X	X X	X X	X X
	Division of ITS	<ul style="list-style-type: none"> <li>Timely resolution of staff and student's IT issues by maintaining the department monthly average work order ageing to 7 days and below.</li> <li>Enhance and implement IT policies and SOPs that can provide a framework for safe and efficient use of IT resources.</li> </ul>	X X	X X	X X	X X
	Office of Learning & Teaching	<ul style="list-style-type: none"> <li>Progress mapping of NTPC short courses with college awarded programmes.</li> <li>High degree of students' satisfaction measured by Student Satisfaction Survey &gt;85%.</li> <li>Enhance staff productivity, as measured by Student: Staff Ratios &lt; 25 :1 overall.</li> <li>No of Programmes streamlined based on local and regional skill needs.</li> <li>Increase in Student satisfaction rate to &gt;85%.</li> <li>Admission Rate of above 60%.</li> <li>Retention rate of &gt;83%</li> <li>Progression rate of &gt;85%.</li> <li>75% of students graduating within the time frame</li> <li>CLTE support reports showing high level of affirmation and success trajectory.</li> </ul>	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X	X X X X X X X X X X
	Office of Research & Innovation	<ul style="list-style-type: none"> <li>Enhance our Graduate Employability Rate by ten percentage points from the 2021 baseline by 2026, working with national agencies to develop robust data sets to measure and chart graduate outcomes.</li> <li>Increase our income from in-service training, short-courses, micro-credentials, and online programmes year-on-year throughout the period of the Strategic Plans.</li> <li>Support students' enrichment programmes through curricular and extra-curricular activities and the provision of Community Voluntary Work programmes where applicable (extra layer of support for ACIAR and other PG students).</li> <li>Enhance overall student satisfaction year-on-year throughout the period of the Strategic Plan, as measured by the annual leavers' survey.</li> <li>Increase student retention, progression, and completion metrics year-on-year throughout the period of the Strategic Plan.</li> <li>Improve students' satisfaction rate by 5% measured by the course-teacher evaluation survey</li> </ul>	X X X X X X	X X X X X X	X X X X X X	X X X X X X

Priority Area	Name of College / Section	KPIs	Q1 Jan-March	Q2 April-June	Q3 July-Sep	Q4 Oct-Dec
	TVET Pasifika	<ul style="list-style-type: none"> <li>FMA to become fully functional with support from MSAF and industry and transition into the Pacific Centre for Maritime Studies (PCMS). The objective is to become the leading maritime training hub in the South Pacific.</li> <li>CEST transition into College of Engineering TVET (CETVET)</li> <li>CAFF Agriculture short courses to begin, new revenue for CAFF.</li> <li>FNU Aviation school to become Pacific Centre for Aviation Studies (PCAS)</li> <li>FNU partnership with Kenda University to begin. New revenue source for FNU in 2024 for CBHTS and NTPC.</li> <li>New partners – KIT, SINU, VIT, MSG, CSN</li> </ul>	X	X	X	X
			X	X	X	X
Priority Area 3 Research, Innovation, Social and Technological	Centre for Graduate Studies	<ul style="list-style-type: none"> <li>Invest in relevant and appropriate infrastructure to support scientific research with actual societal outcomes.</li> </ul>	X	X	X	X
		<ul style="list-style-type: none"> <li>Providing Training to Research Supervisors</li> </ul>	X	X	X	X
	College of Medicine, Nursing & Health Sciences (CMNHS)	<ul style="list-style-type: none"> <li>Sydney Asia-Pacific Partnerships for Health Innovations and Resilient Ecosystems (SAP-PHIRE)- AUD2million (Fiji allocation via FIPHR, CMNHS, FNU)</li> <li>PWL SPC – Awaiting Official Announcement &amp; Allocation</li> </ul>	X	X	X	X
			X	X	X	X
	College of Agriculture, Fisheries & Forestry	<ul style="list-style-type: none"> <li>Continued commitment to CAAS Smart Agriculture model at the CAFF Farm.</li> </ul>	X	X	X	X
<ul style="list-style-type: none"> <li>JUNCAO (Mushroom and Rice) CAAS (Smart Agriculture), ACIAR.</li> </ul>		X	X	X	X	
<ul style="list-style-type: none"> <li>Landcare Research and conference in July 2025</li> </ul>		X	X	X	X	
	College of Humanities & Education	<ul style="list-style-type: none"> <li>CHEL will collaborate with CAFF to develop short courses (food security &amp; climate change) in 2024.</li> </ul>	X	X	X	X
<ul style="list-style-type: none"> <li>Plan to hold conferences in Indigenous Knowledge, Learning &amp; Teaching, Food Security and Climate Change in collaboration with CAFF, CMNHS &amp; CGS (2024-2026)</li> </ul>		X	X	X	X	
	College of Business, Hospitality & Tourism Studies	<p>Under the three Streams: Teaching &amp; Research; Teaching and Industry Collaboration and TVET, the CBHTS will:</p> <ul style="list-style-type: none"> <li>Encourage both academic research and industry research in areas where outcomes are meaningful and impactful.</li> </ul>	X	X	X	X
<ul style="list-style-type: none"> <li>Strengthen research collaboration with international bodies and Universities including exchange of information, capacity building and mentorship.</li> </ul>		X	X	X	X	
				X	X	X
	Division of Estates & Facilities	<ul style="list-style-type: none"> <li>Implement a research infrastructure facility to support HDR students.</li> </ul>	X	X	X	X





Priority Area	Name of College / Section	KPIs	Q1 Jan-March	Q2 April-June	Q3 July-Sep	Q4 Oct-Dec
Priority Area 4 Financial, Sustainability, Endowment and Enterprise	Centre for Graduate Studies	<ul style="list-style-type: none"> <li>Engage actively with international development partners to fund FNU expertise in researching socioeconomic issues.</li> </ul>	X	X	X	X
		<ul style="list-style-type: none"> <li>Fine-tune and enhance online programmes to international standards to attract subscribers outside the region.</li> </ul>	X	X	X	X
		<ul style="list-style-type: none"> <li>Actively pursue initiatives to establish and attract international students.</li> </ul>	X	X	X	X
		<ul style="list-style-type: none"> <li>Intensify international collaboration and engagements</li> </ul>	X	X	X	X
		<ul style="list-style-type: none"> <li>In dialogue with Asia Foundation for funding PG Training in applying a Political-economy framework for analysis</li> </ul>	X	X	X	X
	College of Medicine, Nursing & Health Sciences (CMNHS)	<ul style="list-style-type: none"> <li>Student fees &amp; Research grants</li> </ul>	X	X	X	X
	College of Humanities & Education	<ul style="list-style-type: none"> <li>Sustained partnership &amp; research collaborations with UNDP &amp; Integrity Fiji in 2025.</li> </ul>	X	X	X	X
	College of Business, Hospitality & Tourism Studies	<ul style="list-style-type: none"> <li>To increase and or sustain CBHTS revenue; we will improve cost efficiency in our program delivery; capitalise on our business strengths and pursue cutting edge initiatives to ensure that we remain visible, impactful and competitive.</li> </ul>	X	X	X	X
	Pacific Centre for Maritime Studies	<ul style="list-style-type: none"> <li>Secure Maritime Training for Fiji Navy personnel sponsored by the Australian Navy.</li> <li>Revise local and regional tuition fees for the Bachelor in Nautical Science program.</li> </ul>	X	X	X	X
	National Training & Productivity Centre	<ul style="list-style-type: none"> <li>Financial Sustainability- Both Divisions DPI/ DITS</li> <li>Sustainability Grants – Ministry of iTaukei (SLP)</li> </ul>	X	X	X	X
X			X	X	X	
DSPD Business Intelligence	<ul style="list-style-type: none"> <li>Conduct FNU Open Day Survey for both secondary school students attending as well as for staff.</li> <li>Conduct FNU Open Day Survey for both secondary school students attending as well as for staff.</li> <li>Do trend data analysis on enrolment data and provide intelligence information to Statistics Office.</li> </ul>	X	X	X	X	
		X	X	X	X	
		X	X	X	X	
Corporate Services	<ul style="list-style-type: none"> <li>Continuing projects: <ul style="list-style-type: none"> <li>2023 maintenance and capex projects – PCMS bldg., Nasinu frontage, etc.</li> <li>2025 maintenance and capex projects.</li> </ul> </li> <li>Accommodation income- \$200k above budget. Future plans: increase hostel room occupancy to 100%. Increase hostel rates.</li> <li>Hire/rental charges- \$200k above budget. Future plans: Promote facilities to corporate clients, Private events, functions.</li> </ul>	X	X	X	X	
		X	X	X	X	
		X	X	X	X	
Division of Estates & Facilities	<ul style="list-style-type: none"> <li>Complete the review of the Master Plan and Campus Development Framework Exercise to create a financially sustainable, green, and climate-resilient estate strategy.</li> </ul>	X	X	X	X	

Priority Area	Name of College / Section	KPIs	Q1 Jan-March	Q2 April-June	Q3 July-Sep	Q4 Oct-Dec
	Division of Human Resources	<ul style="list-style-type: none"> <li>• Recommence LMCC</li> <li>• Develop appropriate workload model</li> <li>• Workforce planning tool</li> <li>• Investigate Technicians to academic stream</li> <li>• 2024 JAE Exercise finalized in 2025</li> <li>• HR Reporting matrix with Strategic Plan ratios</li> <li>• HR Reporting matrix with Strategic Plan ratios</li> <li>• Launch 2025 PMP</li> <li>• Maintain recruitment within budget limitations</li> <li>• Advertise substantive DDHR</li> <li>• Swap physical locations PPD/TAP</li> <li>• HR documentation improvements</li> <li>• One-off salary repositioning</li> <li>• Implementation of 2025 market-based remuneration report</li> <li>• MQR/MAQ equivalency exercise</li> <li>• Explore tenured contracts</li> <li>• Enhanced recruitment process</li> <li>• Professional training for SLT</li> <li>• HR Division projects</li> <li>• Review Divisional Risk Register</li> <li>• 2025 DHR Talanoa sessions</li> <li>• HR Policy revisions</li> <li>• 2025 Employee Engagement Survey</li> <li>• Enhance overall staff satisfaction, as measured by annual survey</li> <li>• Centralized professional development unit</li> <li>• FNU People Strategy review</li> <li>• Review promotion process and launch 2025 promotions</li> <li>• Review JD templates</li> </ul>	X	X	X	X
	Division of Finance	<ul style="list-style-type: none"> <li>• Monthly Financials to be presented to the SLT each month. FRC and Council (Quarterly)</li> <li>• E-mail circulation of detailed reports to sections</li> <li>• External Audit – High Risk (ML)</li> <li>• Stakeholder Consultations and meetings with Deans &amp; Directors.</li> <li>• IRO processing: 3 days process for orders less than \$5,000</li> <li>• Audited 2024 FS</li> </ul>	X	X	X	X
	Division of ITS	<ul style="list-style-type: none"> <li>• Ensuring successful completion of Capex projects and achieving the planned benefits</li> </ul>	X	X	X	X

Priority Area	Name of College / Section	KPIs	Q1 Jan-March	Q2 April-June	Q3 July-Sep	Q4 Oct-Dec
	Office of Learning & Teaching	<ul style="list-style-type: none"> <li>Increase in external revenue sources. Implementing 4 projects grants as follows:               <ul style="list-style-type: none"> <li>RERIPA 3 – as co-partner with the grant of \$64,000</li> <li>RERIPA 4 – lead with the grant of \$900,000.</li> <li>ACIAR Food Loss – Pacific project. co-ordinate Fiji with the grant of \$850,000.</li> <li>Pacific Women Lead (PWL) with the grant of \$800,000.</li> </ul> </li> <li>Extensive collaboration initiated through PVC L&amp;T Office</li> <li>Fine tune and enhance at least 2 online programmes to international standards to attract subscribers outside the region</li> <li>Increase in external revenue sources</li> <li>Collaboration initiated through PVC L&amp;T Office</li> </ul>	X	X	X	X
	Division of Marketing & Communications	<ul style="list-style-type: none"> <li>Effectively promote facilities for income-generation via Digital and PR and through the formation of a University Catalogue of all facilities details that are for hire.</li> </ul>	X	X	X	X
	Office of Research & Innovation	<ul style="list-style-type: none"> <li>Achieve an operating budget surplus in each year of the Strategic Plan, to reinvest in our campus facilities.</li> <li>Pursue non-Government funding sources to support our learning, teaching, research, and community engagements.</li> <li>Integrate financial sustainability with rigorous control of costs matched by a systematic focus on income diversification, and adoption of technology to enhance revenue collection.</li> <li>Develop and enhance our income from online programmes, educational and training contracts, research, consultancy, and philanthropy.</li> <li>Build long-term partnerships with international agencies and funders, aligning the University's programmes and projects to attract external funding.</li> <li>Maximise the income-generating potential of our existing asset base.</li> <li>Review and revise the FNU masterplan to create a financially sustainable, green, and climate-resilient sustainable university.</li> </ul>	X	X	X	X
	TVET Pasifika	<ul style="list-style-type: none"> <li>FNU alternative pathways recognition with packaged short courses into full awards to begin by mid-year.</li> </ul>	X	X	X	X
<b>Priority Area 5 Education for Employment and Internalization</b>	Centre for Graduate Studies	<ul style="list-style-type: none"> <li>Strengthen skills training in HE programmes to provide employment-ready graduates.</li> <li>Ensure complete accreditation of FNU Courses and programmes to international standards.</li> <li>Establish and strengthen programme quality control processes.</li> </ul>	X	X	X	X
	College of Medicine, Nursing & Health Sciences (CMNHS)	<ul style="list-style-type: none"> <li>Short Course – OMOP8124</li> <li>Accreditation:               <ul style="list-style-type: none"> <li>BHSM/PGDHSM/MHSM – ACHSM, Australia</li> <li>BMLS – AIMS, Australia</li> <li>BMIS</li> </ul> </li> </ul>	X	X	X	X
	College of Agriculture, Fisheries & Forestry	<ul style="list-style-type: none"> <li>Short Courses for NEC.</li> <li>Regional Gap Areas for regional partners.</li> <li>Vet Registration in progress</li> </ul>	X	X	X	X

Priority Area	Name of College / Section	KPIs	Q1 Jan-	Q2 April-	Q3 July-	Q4 Oct-
	College of Business, Hospitality & Tourism Studies	<ul style="list-style-type: none"> <li>We aim to modernise our curriculum, teaching pedagogies and tools to ensure that our graduates can compete in the global market.</li> <li>We aim to increase our collaboration and networks with industry stakeholders for the purpose of modernising our curriculum and adapting new practices and international standards.</li> </ul>	X	X	X	X
	Business Intelligence	<ul style="list-style-type: none"> <li>Compile and clean Graduation Data for submission to Fiji Revenue and Customs Services for Providing Employability as per existing MOU.</li> <li>Follow up on Employability data from FRCS</li> <li>Analyse Employability data to prepare university report on program relevancy to employment.</li> </ul>	X	X	X	X
	Office of Learning & Teaching	<ul style="list-style-type: none"> <li>Digital environment with focus on efficiency and sustainability.</li> <li>Smart Technology enhancement and implementation.</li> <li>Accreditation of FNU Courses and programmes to international standards.</li> <li>Establish and strengthen programme quality control processes.</li> <li>Actively pursue initiatives to establish and attract international students.</li> <li>Enhance Overall Employability rates to 70% through skilled training in TVET &amp; HE programmes.</li> <li>Accreditation of FNU Courses and programmes to international standards.</li> <li>Monitoring and Evaluation in quality control processes</li> </ul>	X	X	X	X
	Division of Marketing & Communications	<ul style="list-style-type: none"> <li>Strengthen skills training in TVET programmes to provide employment ready graduates through at least 2 engagements per annum with industry stakeholders, Government Ministries, and civil society target groups for outreach: <ul style="list-style-type: none"> <li>Community Visit- 10</li> <li>Industry- 5</li> <li>Youth groups- 5</li> <li>Women Groups- 5</li> </ul> </li> <li>Actively pursue initiatives to establish and attract international students. 5% increase over current enrolments per College / Centre per annum by focusing on: <ul style="list-style-type: none"> <li>Regional Media Collaboration</li> <li>Digital Platforms</li> <li>Engaging with Trade Shows overseas by Fijian Government/ Ministries</li> <li>Connecting with Embassies and High Commissioners in Fiji</li> </ul> </li> </ul>	X	X	X	X
	Office of Research & Innovation	<ul style="list-style-type: none"> <li>Produce graduates with academic and/or TVET competencies to enable them to be employed in local and/or overseas workplaces.</li> <li>Internationally accredit course and programmes, where appropriate, to enable graduates to be gainfully employed in international settings.</li> <li>Support professionalism in sports educations for employment generation and to position Fiji as a source of world-class athletes.</li> <li>Adopt Appropriate and New Technology to support TVET and/or academic programmes.</li> <li>Support quality control provisions to enhance our courses and programmes to enable international recognition.</li> </ul>	X	X	X	X



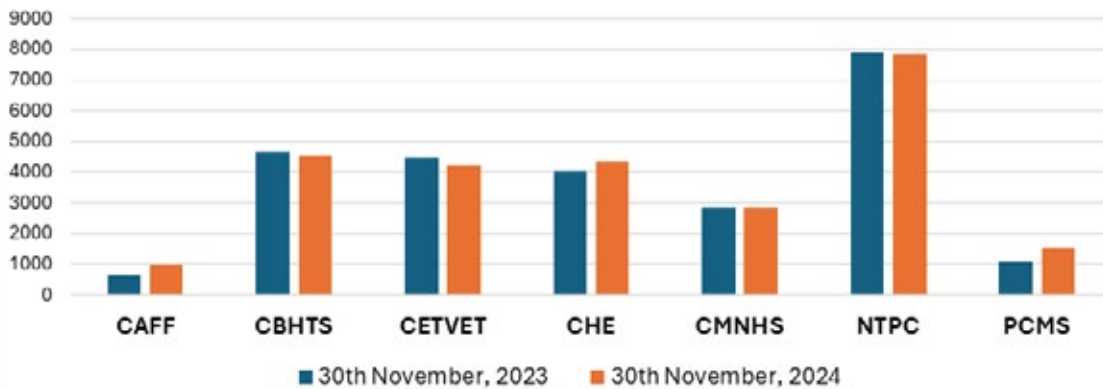
**2024 STUDENTS ENROLMENT  
STATISTICS**



## Headcount by College as at 30th November

College	30th November, 2023	30th November, 2024
College of Agriculture, Fisheries & Forestry	660	984
College of Business, Hospitality & Tourism Studies	4654	4507
College of Engineering and TVE & Training	4484	4209
College of Humanities & Education	4035	4344
College of Medicine, Nursing & Health Science	2836	2844
National Training & Productivity Centre	7896	7844
Pacific Centre for Maritime Study	1081	1532
<b>Grand Total</b>	<b>25646</b>	<b>26264</b>

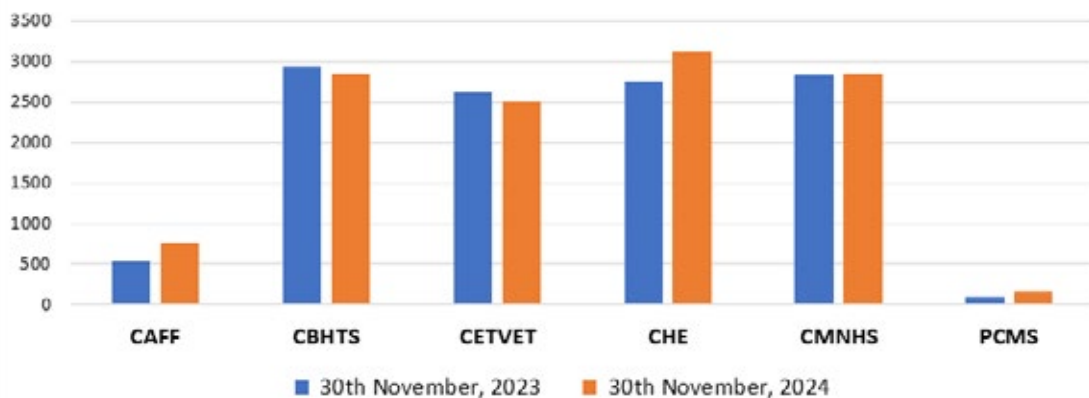
## College Headcount Comparison 30th November 2023-2024



## EFTS by College as at 30th November

College	30th November, 2023	30th November, 2024
College of Agriculture, Fisheries & Forestry	537	772
College of Business, Hospitality & Tourism Studies	2929	2845
College of Engineering and TVE & Training	2613	2497
College of Humanities & Education	2757	3126
College of Medicine, Nursing & Health Science	2836	2844
Pacific Centre for Maritime Study	104	162
<b>Grand Total</b>	<b>11775</b>	<b>12246</b>

## College EFTS Comparison 30th November 2023-2024



For the AP 2025, The university is facing a financial challenge in the form of a deficit budget of \$12.5m (10%) of total income. The following key factors primarily drive the deficit:

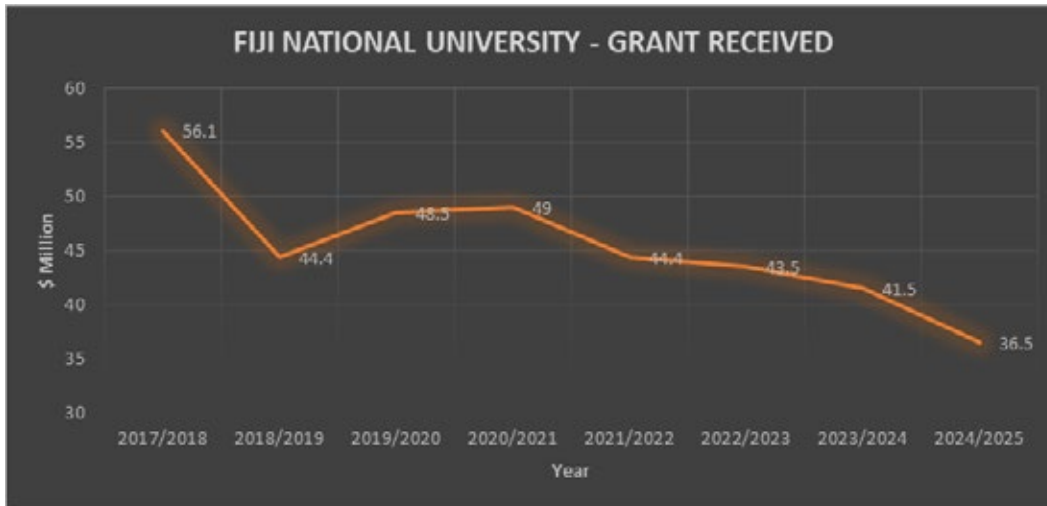


## FINANCIAL PLAN OVERVIEW





- **Reduction in govt grant** - The reduction in government funding, which has historically been a key revenue stream, has reduced our projected income for 2025. This reduction, amounting to \$5.0 million, was anticipated and reflects changes in government priorities, budget allocations, and funding policies. However, we are optimistic that the allocation may increase in the National budget 2025/2026 with the University as the University is working towards key Government priority areas of Indigenous Languages, Cultures and Heritages, National Development Plan, Na Vualiku Program, Resetting TVET at FNU and the 2050 Strategy for the Blue Pacific Continent.



- **Increase in personnel costs** - Personnel costs have risen significantly due to various factors, including increased compensation and benefits, specialised skills and expertise, staff retention and recruitment and training & professional development. These increases, which amount to \$9.0 million, are essential for ensuring that our organisation remains competitive and capable of executing its strategic initiatives, but they have added to our financial burden.
- **Inflationary Adjustment** - Major increases account for inflationary adjustment (increase in minimum wage rate) freight cost increases. Overall, the increases are driven by insurance premiums, outsourced services, and IT costs.

To achieve all the activities of Priority Areas 1 to 5, The university is facing a financial challenge in the form of a deficit budget of \$12.5m (10%) of total income.

The following key factors primarily drive the deficit:

- **Cost Control Measures:**
  - **Operational Efficiency Improvements:** We will review operational processes to identify areas where efficiency can be increased without compromising service delivery. This includes leveraging technology to automate routine tasks, improving supply chain management, and reducing waste.
  - **Temporary Hiring Freeze:** To control personnel-related costs, we will impose a temporary hiring freeze for non-essential positions, prioritizing only critical roles that directly contribute to revenue generation or Core activity of learning, teaching and research.
  - **Re-evaluation of Contractual Agreements:** We will review all vendor contracts and service agreements to identify potential savings opportunities, including renegotiating terms with suppliers and service providers and in-house vs outsourcing cost-benefit analysis.
- **Revenue enhancement:**
  - **New Revenue Streams:** We are actively exploring alternative funding sources and revenue streams to replace the reduced government grants. This includes seeking partnerships with private sector organizations, applying for alternative grants from other governmental or non-governmental agencies, and increasing our efforts in fundraising and sponsorships.
  - **Enhanced Fundraising and Grant Applications:** We will focus on expanding our grant writing efforts, targeting new sources of funding that align with our strategic goals. This includes applying for smaller grants, seeking out targeted government funding programs, and cultivating relationships with new funding bodies.

- **Fee-for-Service Models:** Where applicable, we will explore introducing or expanding fee-for-service models to generate additional income from our existing services.
- **Dormant Assets:** lease/sell assets which are underutilized for better return on investment.
- **Review of Capital investments**
  - **Delayed Capital Expenditures:** We will delay or scale back non-essential capital projects, focusing only on critical infrastructure investments that directly support long-term growth and operational efficiency.
  - **Capital Allocation Prioritization:** Only mission-critical projects that offer immediate ROI will be prioritized. Investments that do not directly align with immediate financial recovery will be deferred.
  - **Funding Support for Capital Projects:** Seek funding for Capital projects from the Government.
- **Personnel Cost Management:**
  - **Workforce Optimization:** Where feasible, we will optimize staff allocation to ensure that the right talent is focused on high-priority tasks. This may include redeploying personnel to areas of strategic importance and offering cross-training opportunities.
  - **Review of Compensation & Benefits:** While we recognize the importance of retaining key talent, we will carefully review and potentially adjust compensation strategies, ensuring they are aligned with both market conditions and the current budgetary constraints.

### Long-Term Financial Strategy

While addressing the immediate deficit in 2025, we are also focused on building a more resilient and sustainable financial structure in the long term:

1. **Strengthening Strategic Partnerships:** We will focus on building and nurturing strategic partnerships with key stakeholders, including local governments, businesses, non-profit organizations and Regional and International Partners, to secure ongoing support and funding for our operations.
2. **Revenue Growth Focus:** Beyond mitigating the deficit in the short term, we will intensify our efforts to grow revenue over the coming years. This will include targeting new markets, new program offers, Tuition Fee Review, student debt management and continuously improving customer engagement.
3. **Diversified Investment Portfolio:** We aim to reduce dependency on a single revenue source by diversifying our funding base, balancing grants, private donations, business and investment, and partnerships.
4. **Financial Resilience Building:** We will ensure continuous monitoring of our financial position, especially the cash flow and reserve funds that will allow us to weather financial setbacks, such as a reduction in government funding, without experiencing operational disruptions. We will continue to work with the Government to prioritize funding for the National University to continuously produce skilled graduates.

### Strategies to Continuously Monitor Progress

To ensure that we are on track in addressing the deficit and moving towards a balanced budget by the end of 2025, we will monitor the following KPIs:

- **Tuition Fee Review** – The university will review the fees for all programs delivered at FNU.
- **Staff Recruitment** – The recruitment of staff will be strictly monitored on an as-needed basis.
- **Health Check of all Programs** – the decision to drop programs will be undertaken after the Health

Check process is completed by the Office of PVC L&T. This will ensure transparency and clear teaching pathways.

- **Government Grant submission 2025-2026** – The University will ensure to seek relevant funding for its strategic objectives in the 2025-2026 grant submission.
- **Austerity Committee** – the Austerity Committee will look at the discretionary spending of the University.



## Conclusion

The projected \$12.5 million deficit for 2025 is a significant challenge, but it is one that we are equipped to address with a strategic, multi-pronged approach. By focusing on cost containment, revenue diversification, and optimized capital investments, we aim to balance our budget while continuing to fulfil our mission and strategic objectives. While this year may present challenges, we remain committed to achieving financial stability and positioning our organization for long-term success. Through disciplined financial management and a proactive response to emerging opportunities, we will navigate the current financial situation and emerge stronger in the years to come.

## 2025 Operating Budget

Income	2025 Annual Plan	2024 Forecast
Government Grant	36,456,429	39,373,096
Tuition Fees	79,334,613	73,226,408
Other Income	8,037,162	8,531,043
Trading Revenue	5,015,192	4,500,000
Total Income	128,843,395	125,630,547
Expenses		
Personnel Cost	79,987,786	69,120,398
Non-Personnel Cost	51,733,948	45,401,716
Trading Activity	972,600	729,724
Depreciation & Amortization	8,500,000	9,324,604
Total Expenses	141,194,334	124,576,443
<b>Net Surplus/(Deficit)</b>	<b>(12,350,939)</b>	<b>1,054,104</b>

\*The 2024 forecast is subject to change due to changes in the 2024 financials considering year-end adjustments.

## 2025 Capital Budget

In the 2024-2025 National budget announcement, FNU was not allocated any capital grant. The University is, therefore, submitting a capital budget commitment of **\$55.5m** for 2025.

The capital projects will only be undertaken after a thorough process, keeping in mind the financial position of the University due to the impact on two of the biggest streams of revenue, the tuition income, and the Government grant.

No.	Department	2025 Capex Budget
1	CMNHS	3,206,778
2	PCMS	350,000
3	Office of Registrar	20,722
4	NTPC	3,096,769
5	CETVET	2,373,868
6	CHE	1,418,947
7	CBHTS	78,000
8	ITS	9,144,000
9	E&F	35,779,487
<b>Total Capex</b>		<b>55,468,571</b>

# Financial Performance Summary

**Table 1**

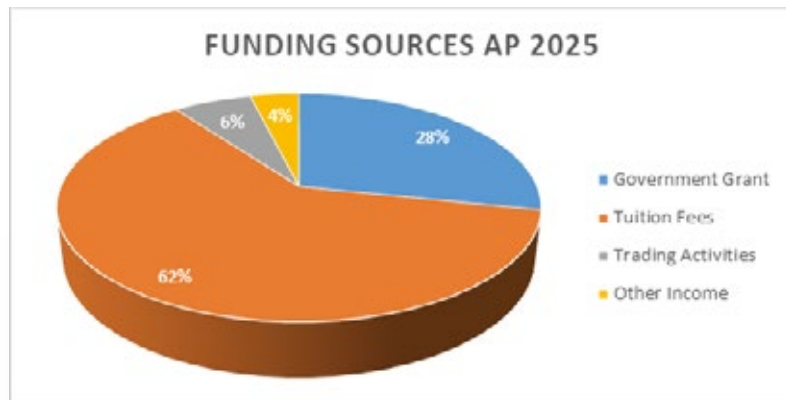
Category	2023 Actuals	2024 Forecast	2025 AP
Income	143,111,654	125,630,547	128,843,395
Expenditure	136,388,005	124,576,443	141,194,334
Surplus/ (Deficit)	\$ 6,723,649	\$ 1,054,,104	\$ (12,350,939)
Operating Surplus %	5%	1%	-9.6%

\*2023 actuals are exclusive of levy income and expenditure.

## Income

### Funding Source

**Figure 1**



**Table 2**

Revenue	AP 2025	%
Government Grant	36,456,429	28%
Tuition Fees	79,334,613	62%
Trading Activities	8,037,162	6%
Other Income	5,015,192	4%
<b>Total Income</b>	<b>\$ 128,843,395</b>	<b>100%</b>

Income is proposed to be \$128.8m compared to \$125.6m for 2024 (forecast). There is a \$3.2m (2.5%) increase in total income compared to the 2024 forecasted figures due to a 1% increase in tuition fees for 2025. There is also an increase in tuition income targets set out for colleges for 2025. The government operating grant has been reduced by \$5.0m from the initial allocation of \$41.5m to \$36.5m.

## Planned Expenditure

**Figure 2**

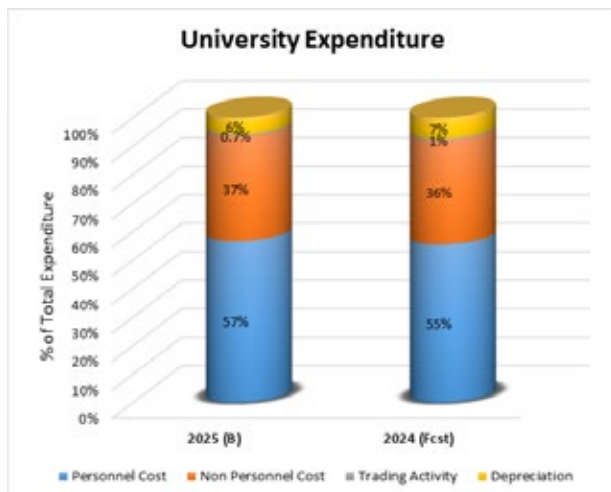


**Table 3**

Expenditure	AP 2025	%
Personnel Cost	69,120,398	55%
Non-Personnel Cost	45,401,716	36%
Trading Activity	729,724	0.6%
Depreciation & Amortization	9,324,604	7%
<b>Total</b>	<b>124,576,443</b>	<b>100%</b>

Expenditure will be \$16.6m (11.8%) above the 2024 forecasted financials due to the following:

- Personnel costs are expected to be \$10.9m (13.6%) above the 2024 forecasted financials. This includes the cost of a salary step-up, performance payouts, promotions, and a Job evaluation exercise.
- Non-personnel expenditure will be \$6.3m (12.2%) above the 2024 forecasted financials of \$45.4m. Major increases account for inflationary adjustment (increase in minimum wage rate) and freight cost increases. Overall, the increases are driven by insurance premiums, outsourced services, and IT costs.

**Figure 3**

### Explanatory Notes

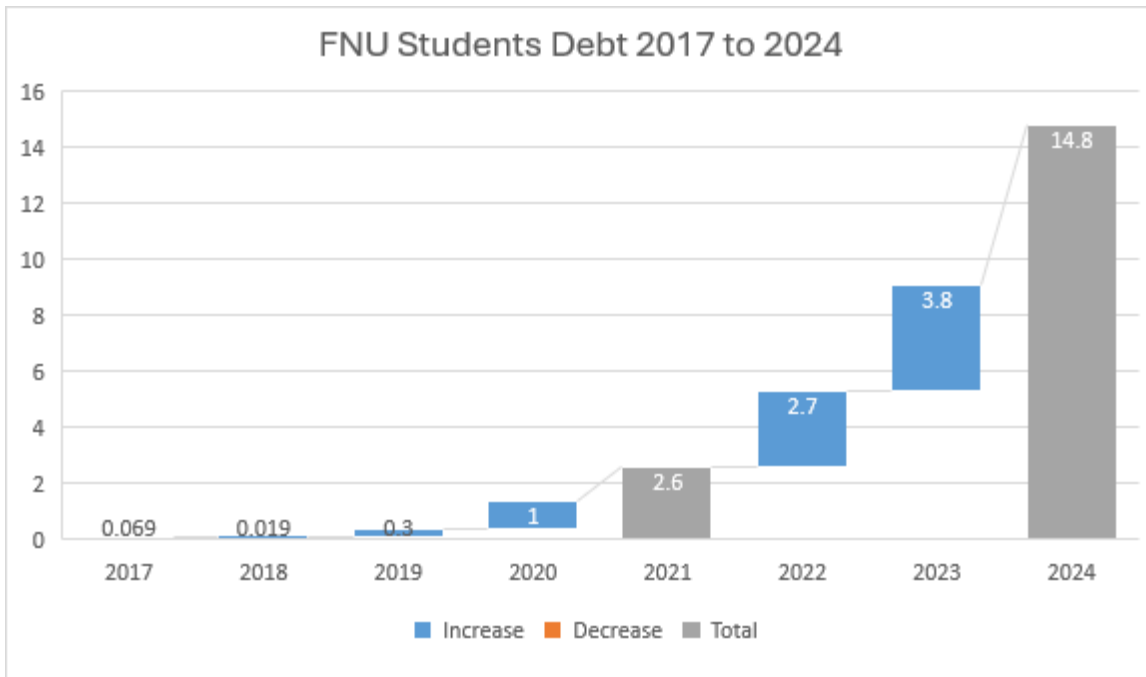
- The University aims to generate \$128.8m of revenue to contribute to the cash reserves of the University to meet the cash reserve target of three months of operating costs; and generate sufficient cash to invest in infrastructure for learning & teaching and research.
- Management will strengthen its accountability processes and closely monitor the progress of the plan during the year. Mitigation processes must be put in place to ensure the risks of not meeting these targets are successfully mitigated.

### Private Student Debt

The private student debt levels remained relatively stable at an average of 0.4% with routine fluctuations given by factors such as enrolment variations and payment patterns before Covid-19.

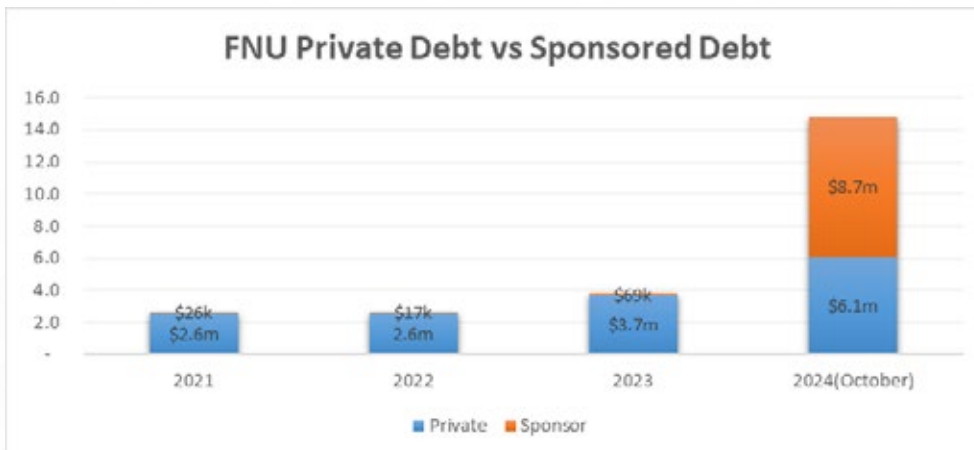
During the pandemic, the average private debt level for this period increased to 7%. The impact of the COVID-19 pandemic led to financial strains on students and their families due to reduced employment opportunities, as well as ongoing disruptions in family incomes, particularly in Fiji's tourism-driven economy, potentially affecting their ability to pay tuition fees promptly.

There has been an increase in private student debt compared to pre-pandemic levels. A large proportion of students faced financial difficulties, increasing both overdue and long-term unpaid obligations.



Of the **\$14.8m**, **\$8.7m** represents sponsored students' debt, while \$6.1m constitutes private students' debt.

The student debt balance as of 31st October 2024.



The private student debt balance vs sponsored student as of 31st October 2024.

### Cash Flow and Financing

The university's cash flow will show a net decrease in cash and cash equivalents of \$12.3m, taking our balances from \$30.4m at the end of the year 2024 (forecast, which is subject to change after 2024 year-end adjustments) to \$18.1m as of 31st December 2025. The decrease will be primarily due to spending in capital and R&M expenditure for 2025 and projects which were delayed or put on hold during 2024.

## Financial Position

The university's net assets will increase by \$1.2m in 2025 due to an increase in capital projects (property plant & equipment). The following table summarizes the financial position as of 31<sup>st</sup> December 2025.

	Budget 2025	Fcst 2024
<b>Assets</b>		
Current Assets	126,945,730	158,240,150
Non-Current Assets	306,600,691	291,883,155
<b>Total Assets</b>	<b>433,546,421</b>	<b>450,123,305</b>
<b>Liabilities</b>		
Current Liabilities	30,699,830	31,326,357
Non-Current Liabilities	61,413,776	78,529,669
<b>Total Liabilities</b>	<b>92,113,606</b>	<b>109,856,026</b>
<b>Net Assets</b>	<b>341,432,815</b>	<b>340,267,279</b>

## 2025 Financial Targets

AP 2025 has maintained the following financial targets:

### Divisional Targets

- Cost control management
- Revenue enhancement initiatives
- Completion of Year-End audit
- Timely financial reporting to relevant stakeholders.

## Appendices

- **Appendix 1** – Statement of Financial Performance (2024 – 2025)
- **Appendix 2** – Statement of Financial Position (2024 - 2025)
- **Appendix 3** - Statement of Cash Flow (2024 - 2025)



# Appendix 1

## Statement of Comprehensive Income

	2025 Budget	2024 Forecast	2023 Actual	2022 Actual
<b>Income</b>				
Government Grant	36,456,429	39,373,096	41,456,429	44,009,323
Tuition Fees	79,334,613	73,226,408	59,132,415	66,359,307
Project Income	-	7,746,066	243,235	5,766,454
Levy Administration Fees	2,500,000	3,200,000		235,860
Other Income	3,737,162	4,000,000	19,838,839	4,472,350
Interest Income	1,800,000	2,281,427	1,041,033	1,744,191
Trading Activities	5,015,192	4,500,000	84,593	3,780,320
Release of Deferred Capital Grant	-	-	661,519	506,881
<b>Total Income</b>	<b>128,843,395</b>	<b>134,326,997</b>	<b>123,415,147</b>	<b>126,874,686</b>
<b>Expenses</b>				
<b>Personnel Costs</b>				
Salaries & Wages	79,987,786	70,791,548	62,552,524	62,275,284
Staff Allowances and Benefits	1,797,350	2,900,782	1,061,289	1,099,103
Professional Development & Training	1,708,229	2,027,167	2,468,641	677,993
<b>Total Personnel Costs</b>	<b>83,493,365</b>	<b>75,719,497</b>	<b>66,082,454</b>	<b>64,052,379</b>
<b>Non-Personnel Costs</b>				
Computer Software and Hardware	6,110,710	6,147,259	4,300,349	5,149,391
Consultancy Charges	1,130,000	1,357,285	647,773	771,138
Course Related Expenses	5,701,850	4,377,476	2,495,212	3,764,592
Depreciation and Amortization	8,500,000	9,324,604	9,317,640	10,331,214
Doubtful Debts	818,346	2,000,000	7,270,489	705,041
Grounds and Maintenance	12,720,460	11,500,000	12,541,157	12,223,749
Sales and Marketing	848,240	1,156,972	534,031	791,188
Student Expenses	3,147,000	2,800,000	1,988,307	4,238,740
Telecommunications	3,847,320	3,752,952	3,615,980	3,672,110
Trading Expenditure	972,600	771,483	575,160	378,587
Utilities	3,048,209	3,200,000	3,097,639	2,807,666
Levy Admin Expenditure		-		-
Other Operating Expenses	10,856,234	10,679,221	3,476,823	7,000,061
<b>Total non-personnel Costs</b>	<b>57,700,969</b>	<b>57,067,253</b>	<b>49,860,560</b>	<b>51,833,476</b>
<b>Total Personnel &amp; Non-Personnel Expenses</b>	<b>141,194,334</b>	<b>132,786,750</b>	<b>115,943,014</b>	<b>115,885,855</b>
<b>Net Surplus/Deficit</b>	<b>(12,350,939)</b>	<b>1,540,247</b>	<b>7,472,133</b>	<b>10,988,831</b>

## Appendix 2

### Statement of Financial Position

	2025 Budget	2024 Forecast	2023	2022
<b>Assets</b>				
<b>Current Assets</b>				
Cash and Cash Equivalents	40,748,205	55,748,205	73,403,451	78,981,211
Trade and Other Receivables	18,194,698	22,743,373	10,092,138	11,776,529
Inventory	210,827	221,923	262,293	162,065
Other Financial Assets	61,341,891	72,737,062	66,880,521	65,873,379
Other Assets	6,450,109	6,789,588	6,051,898	4,911,324
<b>Total Current Assets</b>	<b>126,945,730</b>	<b>158,240,150</b>	<b>156,690,302</b>	<b>161,704,508</b>
<b>Non-Current Assets</b>				
Property, Plant, and Equipment	284,088,855	239,533,820	229,139,463	206,648,423
Work in Progress	5,482,432	35,482,432	40,339,001	55,242,164
Biological Assets	31,224	31,224	31,225	20,020
Intangible Assets	275,722	278,788	300,570	326,705
Other Financial Assets	16,722,460	16,556,891	16,556,891	15,183,556
<b>Total Non-Current Assets</b>	<b>306,600,691</b>	<b>291,883,155</b>	<b>286,367,150</b>	<b>277,420,869</b>
<b>Total Assets</b>	<b>433,546,421</b>	<b>468,785,796</b>	<b>443,057,451</b>	<b>439,125,377</b>
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Trade and Other Payables	30,699,830	31,326,357	28,649,423	20,611,934
<b>Total Current Liabilities</b>	<b>30,699,830</b>	<b>34,414,566</b>	<b>28,649,423</b>	<b>20,611,934</b>
<b>Non-Current Liabilities</b>				
Deferred Income	40,813,338	42,961,409	42,961,410	43,622,928
Deferred Levy Liability - NTPC	8,216,638	8,649,092	10,520,755	21,838,731
Lease Liability	3,213,764	3,213,764	3,213,763	2,736,164
Unexpended Liability	9,170,036	10,188,929	6,662,710	6,804,343
<b>Total Non-Current Liabilities</b>	<b>61,413,776</b>	<b>78,529,669</b>	<b>63,358,638</b>	<b>75,002,165</b>
<b>Total Liabilities</b>	<b>92,113,606</b>	<b>112,944,234</b>	<b>92,008,061</b>	<b>95,614,099</b>
<b>Net Assets</b>	<b>341,432,815</b>	<b>355,841,561</b>	<b>351,049,391</b>	<b>343,511,278</b>
<b>Equity</b>				
Other Contributed Equity	191,056,234	191,056,234	191,056,234	191,056,234
Retained Earnings	150,376,581	162,727,520	159,993,157	152,455,044
<b>Total Equity</b>	<b>341,432,815</b>	<b>355,841,561</b>	<b>351,049,391</b>	<b>343,511,278</b>

## Appendix 3

### Statement of Cash Flows

	2025 Budget	2024 Forecast	2024
<b>Cash flows from operating activities</b>			
Fiji Government grants received	36,456,429	5,581,088	21,092,322
Receipt from employers in respect of levy	27,561,698	27,188,535	34,032,122
Receipt from student fees	81,889,288	90,802,715	68,494,324
Receipt from trading activities	5,601,223	4,565,857	4,405,876
Payment to Suppliers	(43,675,066)	(44,318,606)	(44,160,112)
Payment to Employees	(82,569,811)	(75,529,394)	(61,063,627)
Payment of training grants to employers	(23,190,070)	(24,629,278)	(31,470,802)
Cash receipts in respect of projects	(2,652,632)	9,586,549	8,703,664
Interest received	2,273,471	2,099,608	1,446,011
Net Cash flows from operating activities	1,694,530	(4,652,926)	1,479,778
<b>Cash flows from investing activities</b>			
Fiji Government capital grants received	-	-	-
Net payments for property, plant & equipment	(25,200,038)	(14,840,611)	(13,301,816)
Net transfers to term deposits	11,229,602	(5,856,541)	(5,856,541)
Dividend received	-	-	23,333
Net Cash flows from investing activities	(13,970,436)	(20,697,152)	(19,135,024)
<b>Net increase/(decrease) in cash and cash equivalents</b>			
	(12,275,906)	(25,350,078)	(17,655,246)
Cash and cash equivalents as at 1 January	30,396,075	55,746,153	73,401,399
Cash and cash equivalents as at 31st December 2025	18,120,169	30,396,075	55,746,153



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