



Le Iunivesite Aoao o Samoa
The National University of Samoa

2030

STRATEGY

Consultation Paper



VICE CHANCELLOR'S INVITATION

Our Strategy is being developed in the shadow of the COVID-19 pandemic, which has already had far reaching impact across the world, including on institutions of higher education. For many people this has been the most disruptive and difficult experience of their lifetime. Yet the pandemic is just one of a number of significant external conditions which affect our University including climate change, changing social attitudes and demographic shifts, and rapid transformation via technology.

We are a distinctively Samoan university with a strong place-based mission. We are a civic anchor which has helped rebuild and grow our local economy, preserved and enhanced Samoa's natural and built environments, and culture. And yet a distinctively Samoan university cannot be viewed in isolation – we are entwined in the affairs of the world. Great universities build bridges; they strive for connection and broaden their understanding of diverse peoples and places. Our social contract extends to our ability to learn from, teach and collaborate with the best in the world. Our ability to achieve influence at a local level is shaped by longstanding international networks that give us a globally informed perspective. We will sustain our networks and build new bridges to ensure that we remain an internationally connected university for staff and students.

Our values and ambition, and all we do, must be informed by Samoa's heritage, enhance our shared future and strengthen our place in the world. We are already characterised by our commitment to challenging current ideas and concepts, lifelong learning and employability, discovery and creativity, digital capability, social justice, inclusivity and diversity. The impact we create must deliver benefit and progress across society, prioritising equity and opportunity.

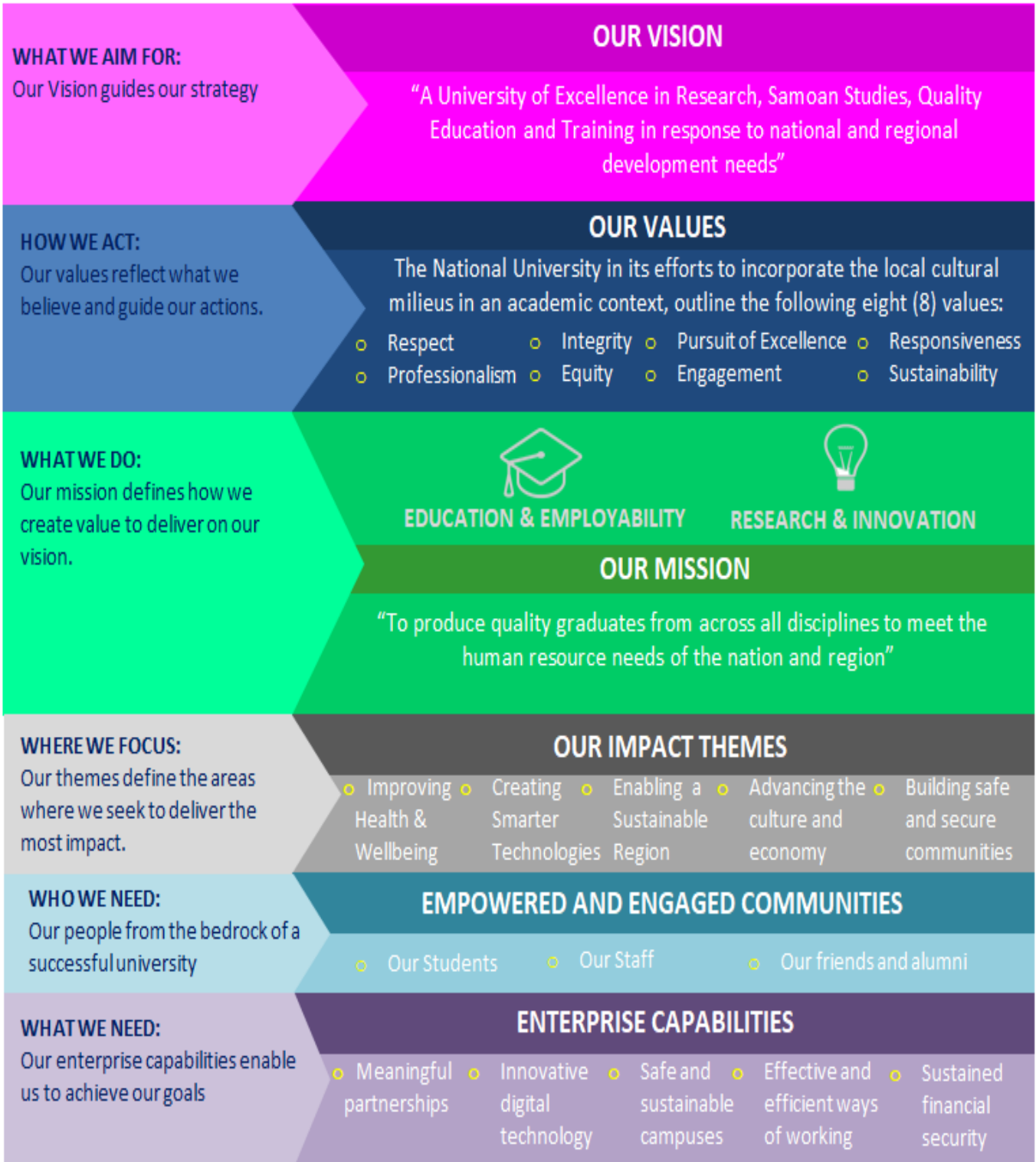
This consultation paper outlines a clear direction and set of priorities towards 2030, and has been prepared acknowledging the external factors that may influence our future. The last year's events have demonstrated just how essential it is for us to be able to react nimbly to external changes. While those changes can be difficult, they position our University for sustainable future success.

I am asking for your feedback to shape our Strategy and to ensure that it reflects us as a university community. I want to understand how well it represents your ambitions and aspirations, what you like best about it, and what could be improved. I hope to understand how the strategy can, and will, be meaningful for you as you study or work at the University.

Like any strategy, the document itself will matter only if we take the actions to bring it to life. But getting this document right is a key first step.

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VICE CHANCELLOR AND PRESIDENT

THE NATIONAL UNIVERSITY OF SAMOA 2030: OUR STRATEGY ON A PAGE



WHAT WE DO

1. OUR CORE ACTIVITIES

Our core activities of education and employability and ideas and innovation define what we do.

We create value through our learning and teaching, and student experience, by preparing graduates with the skills they need to succeed in their lives and careers. We create value through the translation of our research activity – the generation of ideas – into the innovations which deliver impact through economic and social outcomes. Our ideas and innovation make a positive difference to the communities we serve by addressing the social, economic and environmental challenges facing Samoa.

1.1 Education and Employability

To further enhance the education, we provide, we will:

- deliver a distinctive, contemporary and relevant student experience that is highly personalised, inclusive and accessible, with seamless integration of online and on-campus delivery and support;
- provide education that supports students at all stages of their career: starters, advancers and changers;
- integrate career thinking and employability skills, co-designed with our employer partners;
- lead in the design and delivery of high-quality, short programs that have the potential to build into formal postgraduate qualifications; and
- enable greater access to talented students regardless of their background, increasing

the participation of the vulnerable members of the Samoan community as well as those from remote locations.

1.2 Research and Innovation

To deliver greater impact through our research, we will:

- increase our research quality, make the most of the talent within our communities and grow our impact;
- enhance career-long researcher development across discovery, innovation and industry, to better support and enable the success of our academic and teaching workforce;
- grow a vibrant ideas and innovation system with key local and international partners, which strengthens and extends our research and innovation capabilities;
- enhance our industry engagement by strengthening our industry partnerships, with greater co-location of partners, pilot production facilities and facilitating longer term, strategic local and international collaborations;
- accelerate translation of our ideas and innovations into products and services by investigating commercialisation pathways, enhancing our engagement mechanisms and fully utilising our University infrastructure; and
- provide improved support and systems for a new way of working that enables the researcher to focus on research, high-value collaboration and engagement to deliver real-world and local impact.

WHERE WE FOCUS

2. IMPACT THEMES

We understand that we cannot do everything. We will focus on areas where we can make the most impact and meet society's needs while achieving excellence at an internationally significant standard. We will use our impact themes like a compass, helping us navigate opportunities and decisions.

Our impact themes focus our activities to where we can have the most impact.

We have chosen these five (5) interconnected themes because they are important to Samoan society and relate to our strengths in education and research. Whenever we need to determine whether an opportunity is relevant, we will make sure it aligns with one or more of these five (5) themes.

2.1 Advancing society, culture and the economy

- strengthen democratic and civil society through education and the application of critical ideas;
- inform and shape the development of a more effective and resilient education system;
- build the business capabilities necessary for a strong, sustainable, diverse and resilient economy; and
- research and teach Samoa's rich heritage, including supporting and developing Samoa's cultural and creative industries.

2.2 Building safe and secure communities

- develop innovative solutions to the geopolitical, social and cultural dimensions of Samoan community resilience, safety, and wellbeing; and

- create new knowledge to enhance local and international responses to humanitarian events

2.3 Creating smarter technologies

- advance the sophistication, capability and wider utilisation of technologies such as artificial intelligence, sensing systems, robotics and automation and new materials; and
- develop the skills and technologies that will underpin a sustainable economic future for Samoa in which new technologies align creative problem-solving and productivity to deliver progress, not just change.

2.4 Enabling a sustainable world

- understand, protect and manage land, air and marine ecosystems;
- advance the circular economy through innovative resource management technologies that are sustainable and scalable; and
- support organisations and communities to be more economically, socially and environmentally sustainable; and
- support the new energy transition through innovative and sustainable energy generation and storage technologies.

2.5 Improving health and wellbeing

- support the sustainable delivery of high-quality healthcare across the Pacific;
- translate our education and research to help improve Pacific community health outcomes and address humanitarian needs; and
- develop initiatives that enhance wellbeing and enable all Pacific Island communities to enjoy fulfilling and healthy lives.

WHO WE NEED

3. OUR COMMUNITY

Our University is ultimately defined by the people who make up our community: our students, our staff, and our friends and alumni. We must be an inclusive university which values diversity, and fosters wellbeing, innovation and positive engagement, reflecting our values and enabling collaboration and cohesion. A progressive, thriving culture will ensure that people choose our University – for study, for their career, or as a trusted partner.

To further empower and engage our communities, we will:

- nurture a vibrant student and alumni community, and grow the social, cultural and economic well-being of our communities;
- build employability into our education, empowering students to shape their aspirations and professional identities while they study, and return throughout their careers;
- build a culture of trust and transparency that features high levels of personal integrity;
- foster a growth mindset so that staff are empowered to seek opportunities to learn, develop and excel, and to guide and lead others to succeed
- understand and support the different career stages, providing opportunities for courageous work and for staff to raise their professional or academic profile; and
- provide a flexible working environment which is inclusive and supportive of individual circumstances, and which promotes a sustainable work and life blend.

WHAT WE NEED

4. OUR ENTERPRISE CAPABILITIES

Our University is a complex interconnected organisation. We will achieve our goals by optimising our infrastructure and enterprise capabilities across our digital platforms, built environment, campus services and financial resources. We must ensure that our processes, and how we work, enable the best from our students and staff, and facilitate our partnerships. We will prioritise efficiency, effectiveness and consistency in all our activities; everything we do must be aligned to our Vision. Across each of these capabilities we will put in place those things we learnt during the experiences of working through the COVID-19 pandemic.

To ensure that we have the right capabilities to deliver our strategy, we will:

4.1 Meaningful partnerships

- deploy a distinctive place and partnership model focused on our five (5) impact themes;
- deliver an effective and sustainable community engagement strategy that is attuned to regional and national priorities, and brings community, industry and alumni onto our campuses; and
- build partnerships and connections with place that emphasise our links with all Samoans especially the vulnerable.

4.2 Innovative digital technology

- deliver outstanding digital capabilities that seamlessly blend online and physical campus activities;
- ensure that our cyber security is robust and protects the data privacy of our people and our partners;
- develop our digital technology capabilities so that our online platforms remain a distinctive space of their own and are integrated with and enhance our University as a truly digitally enabled organisation, which will:
 - open up new possibilities in our education, research and innovation portfolio;
 - operate more effectively and efficiently across the University;
 - engage beyond the University more consistently and effectively; and
 - become more agile and responsive, and support core activities in times of disruption

4.3 Safe and sustainable campuses

- provide welcoming, inclusive, safe, well-maintained, and accessible physical environments that are shaped by local contexts, create distinctive student experiences and foster ideas and innovation;
- create innovation precincts supporting collaboration and sustainable job growth;

- focus resources on optimal use of space and advance environmental, economic and social sustainability;
- build towards being carbon neutral by 2025 and carbon negative by 2030;
- make our campuses a demonstration of sustainable living laboratories;
- integrate sustainability principles in our planning, governance and decision-making to ensure that the value is embedded across all aspects of our organisation.

4.4 Effective and efficient ways of working

- maximize the time and resources available for our core activities by improving our systems and processes, including our data usage; and
- automate all that can be automated, while personalising processes and services when it matters, allowing staff to focus on high value-add activities

4.5 Sustained financial security

- ensure the efficient and effective management of our operations, resources, assets and investments
- build financial resilience, revenue growth and the diversification of income sources including philanthropy and commercialisation;
- balance current versus future investment; and
- incorporate environmental, social and economic considerations to inform our investment decisions.

OUR FIVE (5) IMPACT THEMES

