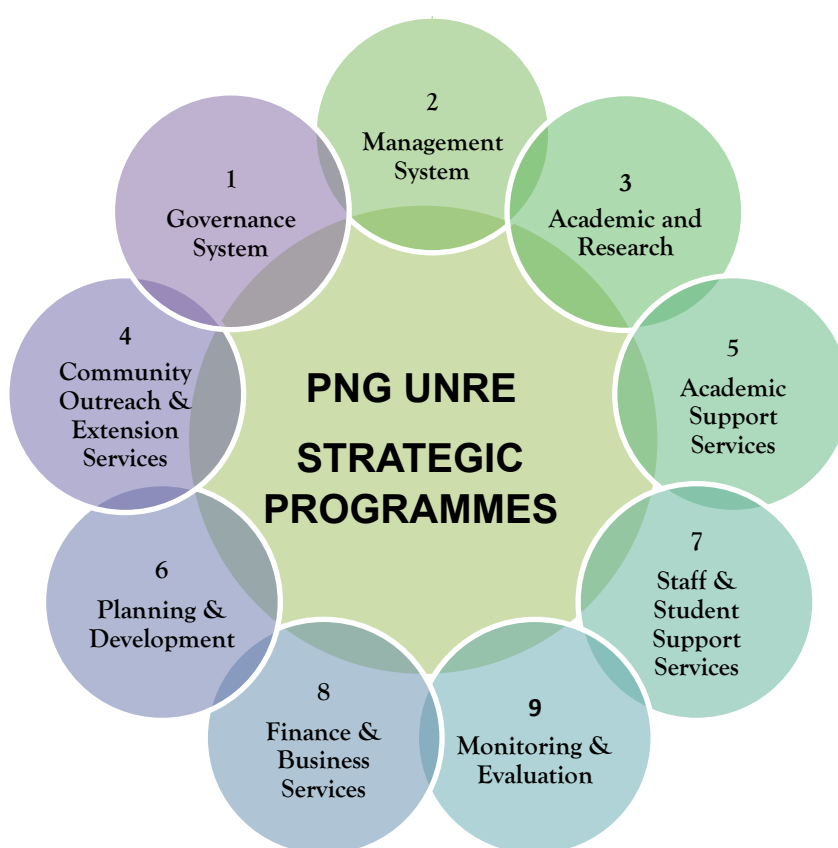




PAPUA NEW GUINEA UNIVERSITY OF NATURAL RESOURCES AND ENVIRONMENT

STRATEGIC PLAN 2020-2024



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ACRONYMS

PNG UNRE	Papua New Guinea University of Natural Resources and Environment
MTDP	Medium Term Development Plan
ICT	Information Communication Technology
AAP	Annual Activity Plan
IATP	Integrated Agriculture Training Programme
ACIAR	Australian Centre for International Agriculture Research

ANU	Australian National University
LLG	Local Government Council
PG	Provincial Government
ENB	East New Britain
ESP	East Sepik Province
EHP	Eastern Highlands Province
MBP	Milne Bay Province

ACKNOWLEDGEMENT

I



would like to sincerely thank the Senior Management Team: Vice Chancellor Dr James Yoko, Pro Vice Chancellor Dr Aisak Pue, Registrar Mrs Jennifer Popat, Bursar Edward Laki; All Line Managers and Staff for their feedback in ensuring that this Strategic Plan is completed. Other support staff in one way or another made this Plan possible.

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The Cover Design is magnificent, and I acknowledge Public Relations Staff, Lythia Suitawa and Irai Del for their creativity.

Without all your help, this Plan will not be possible.

Pongie Kichawen

DR PONGIE KICHAWEN, PhD
PRO VICE CHANCELLOR, Planning & Development

FORWARD BY CHANCELLOR



As the Chancellor of the University, and on behalf of the Council, I commend the Management and Staff of PNG UNRE for developing this Strategic Plan (2020-2024). I see four major challenges that continue to confront PNG UNRE: 1) Leadership & Governance; 2) Financing and Resources; 3) Qualified and Competent Staff; and 4) Infrastructure and Facilities. Unless these challenges are overcome, we cannot realise the dream and the aspirations of this institution

becoming a fully-fledged University. This Plan will provide way forward to easing some of these challenges.

We regard ourselves as a growing institution that is aspiring to become a university. Over the next five years, we will require essential infrastructure and facilities to enable our expansion in academic course programmes and therefore students' enrolments. The name of our University says it all. PNG UNRE is the PNG higher education leader in sustainable management of natural resources and environment in Papua New Guinea and in future, the Pacific region. We can be competitive with other universities in the region. To do so, we will require our governments and development partners to make our aspirations become a reality.

In the not too distant future, we plan to expand our programmes through our satellite campuses to all districts in PNG in the fields of agriculture, fisheries, forestry, tourism, agribusiness, environment and climate change. PNG UNRE could be dubbed the "Grassroots University of Papua New Guinea" because it is already reaching out to the 90% farmers, foresters and fishers in rural PNG. Our academic programmes will be expanded through our four new Schools: Natural Resources; Natural Resource Management and Business Studies; Environment and Climate Change; and Graduate Studies and Research. Highly qualified academics and research leaders are being sought. Advanced technologies will be sought to improve our curriculum delivery and boost our research capabilities and capacities.

Our community outreach and extension services are already reaching out to several provinces and districts mainly through our local and international partnerships. These are initiatives that are already well embraced but sooner or later our international partners will depart our shores. We will need to sustain these initiatives such as those in the areas of agribusiness management and high crop and meat production, which require training of farmers, women, youths and communities. The sustenance of these initiatives will be attributed to our unique PNG natural biodiversity, and nature reserves, which will compliment teaching, learning and research in even the remote parts of this country.

I believe this Strategic Plan will help guide and chart the destiny of the University to achieving its Objectives, Vision and Mission.

Andrew Masta

ASSOCIATE PROFESSOR DR ANDREW MASTA, PhD
ACTING CHANCELLOR



MESSAGE BY VICE CHANCELLOR

In the next five (5) years, when this Strategic Plan (2020-2024) is fully implemented in parallel with the other PNG UNRE Plans: Development Plan (2018-2022); Staff Development Plan (2019-2023), PNG UNRE will be transformed. There will be three Schools and a Centre for Graduate Studies and Research in full operations providing world-class curriculum, innovations and research excellence.

We will expect the enrolment figures to increase up to more than 2,000 in five years and course offerings will be expanded supported by a robust ICT system; multipurpose hall; modern lecture halls; classrooms; modern library; advanced laboratories and equipment; competent and qualified staff; and with the right leadership we will propel this University to a different level.

With good Governance and Management Structures in place, our committees system and three tier management system will make this University more transparent and inclusive in decision-making processes. Over the short period under my leadership, PNG UNRE has seen some tangible infrastructure developments in just seven months. Debilitating infrastructure are being maintained and restored. Systems have been strengthened, improved and control mechanisms are being implemented reducing risks including fraud and rogues. Limited finance and resources are fully maximised to the benefit of the University.

This Strategic Plan (2020-2024) will take University to the people as far as the rural Districts. We are advocating for natural resources to be sustainably managed and used wisely to alleviate poverty. We have a duty to ensure that our students and researchers contribute to research and come up with innovation ideas to help improve the quality and quantity of our agricultural produce and marine products. We will train our people especially farmers and fishers help our country increase our exports and reduce our imports. Wealth will be created and the livelihoods of our people will improve. That is what this University stands for: Utilising our natural resources for the socio-economic prosperity of our people.

I am humble by the gesture accorded this University by our National Government of Papua New Guinea through its departments and agencies; and our development partners for continuing to support PNG UNRE. East New Britain PG and its Districts have become our major stakeholder and we are already forging partnerships through infrastructure development.

I continue to look forward to all stakeholders continuing support for the years to come.

James Yoko

DR JAMES YOKO, PhD
VICE CHANCELLOR

1. INTRODUCTION

The Core Business of the Papua New Guinea University of Natural Resources and Environment (PNG UNRE) is to provide conducive environments for quality teaching, learning, research, and facilitating community service in pursuit of advancement and dissemination of knowledge, understanding and wisdom. Particular attention is given to the human resource development and other development needs of Papua New Guinea and shall endeavour to achieve academic and professional excellence to meet those needs through teaching, learning, research, consultancies, and training through community service.

PNG UNRE is the only National University in Papua New Guinea that is dedicated to human resource development in the sustainable utilisation of natural resources and management of environment. Investing in this University will help boost production and quality of produce to increase export and reduce heavy reliance on import. It will reduce poverty through high food production and increase household earnings from surplus sold. The natural resources sector will create massive employment across the country with best agribusiness knowledge and skills which PNG UNRE provides. Women, youth and the marginalised are empowered through our community outreach and extension services in agriculture. There is scope to expand similar services to other natural resources sector including fisheries, forestry, tourism and other natural resources.

Through this Strategic Plan (2020-2024), PNG UNRE is committed to fulfilling the Government's Vision 2050; Development Strategic Plan 2030; MTDP III (2018-2022); 12 Standards of Higher Education in Papua New Guinea; and Recommendations of the 2013 External Quality Audit Report. The PNG UNRE Strategic Plan (2020-2024) has nine (9) main Strategic Programmes: 1) Governance System; 2) Management System; 3) Academic & Research; 4) Community Outreach and Extension Services; 5) Academic Support Services; 6) Planning & Development; 7) Staffing & Student Support Services; 8) Finance & Business Services; and 9) Monitoring and Evaluation.

The Strategic Programmes will provide the teaching, learning, training, and research environment to equipping graduates and rural farmers high quality education and training in enhancing knowledge and skills that are necessary for sustainable utilisation and management of natural resources for improved rural livelihoods. Each year, an Annual Activities Plan (AAP) framed upon this Strategic Plan will be developed as a monitoring and evaluation tool for implementing this Plan. The AAP will be used to monitor the implementation and performance of the Strategic Plan annually; and for providing monthly, quarterly and annual reports; and on the financial performance of the University. A Monitoring and Evaluation framework has been developed in assessing the overall performance of the Strategic Plan.

2. RATIONALE

The University was first established under the University of Vudal Act 1997 but had the name changed to "Papua New Guinea University of Natural Resources and Environment" under the amended University of Vudal Act 1997 (amended) Act 2009. PNG UNRE is located on Vudal Campus in the Gazelle District of East New Britain Province of Papua New Guinea. The Campus is about 35km inland from Kokopo, the Capital of East New Britain. Unlike all other Universities in Papua New Guinea, the Vudal Campus is isolated from access to urban services such as those provided for in Rabaul and Kokopo. Our main reliance for access to goods and services from Kokopo and Rabaul is by land transportation.



Map 1: PNG UNRE in Gazelle District, East New Britain

Goods and Services including: water and sewerage supply service; power supply services; communication infrastructure and services; banking services; postal services; and other major suppliers of goods and services; are not easily accessible at Kerevat. Kerevat which is the Headquarter of Gazelle is still developing. There is inadequate access to Goods and Services from Kerevat which is Gazelle District Town at the moment. The demand by University business, staff and students place enormous stress on our limited and aging land transport fleet.

The Objectives of the University are guiding the University in the pursuit of its roles and how the university will contribute to implementing Vision 2050, Development Strategic Plan 2030 and Medium Term Development Plans (MTDPs). The MTDP III (2018-2022) is focused on “*Securing Our Future through Inclusive Sustainable Economic Growth*” over the next five years from 2018-2022. This focus is consistent with the main curriculum of PNG UNRE which is targeting sustainable use of our natural resources and management of our natural environment which will propel our socio-economic prosperity of our country.

3. MAJOR CHALLENGES

On-going challenges impede the development of an institution like PNG UNRE which is striving to become a fully-fledged University. The Governance Systems & Processes, Staffing, Infrastructure & Facilities; and Finance & Resources have been the main impediments to the growth of the University. According to the Report of External Quality Audit of the University in 2013 (Annex 7), the academic programmes & activities; administrative support services; financial control mechanism, governance; ICT; library; relevant policies; did not fully meet the 12 National Standards of Higher Education in Papua New Guinea (Annex 6).

3.1 Governance System

The financial and administrative systems and processes collapsed and were being resuscitated towards the latter part of 2018 when the new Executive Management was installed by Council and Government. A new Governance System (Annex 1) was established to restore integrity, systems and processes practised by universities.

3.2 Staffing

The total number of current staffing positions for PNG UNRE is 548 (60% filled: 40% vacant). Staff on strength is 323. Of this 25 (7.7%) are academics and 298 (92.3%) are non-academic (support) staff (Table 1).

Table 1: Current Staffing Level at PNG UNRE

Category of Staff	Total		Staff on Strength		Vacancies
Academic	50	(9%)	25	(7.7%)	25
Non-Academic	498	(91%)	298	(92.3%)	200
TOTAL	548		323		225

For twenty (20) years since establishment, this University for a long time has been operating without Senior Academics with higher qualifications at doctorate level (Table 2). None of the present academics is qualified and eligible for the Associate/Professor positions.

Table 2 : Current Academic Staffing Positions & Vacancies

University Academic Scale (USS)	Staff on Strength	Vacancies	Total
Professor (U6)	0	3	3
Associate Professor (U5/U6)	0	0	0
Senior Lecturer (U4/U5)	6	2	8
Lecturer II (U3)	7	3	10
Lecturer I (U2)	8	9	17
Technical Instructor (U1)	4	1	5
Tutor (U1)	0	7	7
	—	—	—
TOTAL	25	25	50
	==	==	==

The current Academic Staff Profile (Table 3) shows only one (1) lecturer with a Doctorate, fifteen (15) with Masters, four (4) with Graduate Certificate/Diploma, sixteen (16) with Bachelors, three (3) with Diploma, and one (1) with a certificate. The academic staff profile shows that PNG UNRE need to develop and train more academic staff at Doctoral level.

Table 3: Summary of the Current Academic Staff Profile

Qualifications	Current Qualifications	Qualifications Sought
Doctorate	1	Post Doctorate x 1
Masters	15	Doctorate x 15
Graduate Certificate/Diploma	4	Masters x 4
Bachelor	16	Masters x 16
Advanced Diploma	–	_ Bachelor
Diploma	3	x 3
Certificate	1	Bachelor x 1

All our staffing requirements are captured in our Staff Development and Training Plan (2019-2023).

3.3 Infrastructure and Facilities

PNG UNRE is still using mostly the 1965 infrastructure and facilities of the Vudal Agricultural College. Additional and new buildings are needed to increase student enrolments, improve quality of education, training, research and consultancies. All infrastructure and facility needs are captured in our PNG UNRE Development Plan (2018-2023).



1965 Vudal Agricultural College Lecture Hall & Library

In terms of enrolments and course expansion programmes, staffing, infrastructure, academic and research support facilities, PNG UNRE remained the smallest State owned University in Papua New Guinea. PNG UNRE's capacity and ability to implement government plans and policies has been limited since 1997.



Cow Paddock and New Male Dorms in 2009

Only eight new dormitories (4 females, 4 males), two new administration buildings, twenty new staff houses were built over the last twenty years. These Chinese funded dormitories are undergoing major renovations.

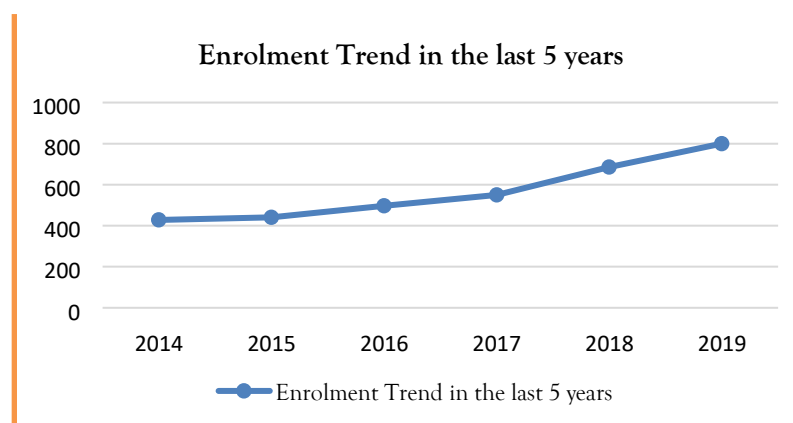
3.4 Student Enrolments

Student enrolments have been very low over the last twenty (20) years. In the last five (5) years, the following statistics continued to show low number of enrolment and graduates (Table 4). This is mainly due to limited student accommodation; operation of just one School (School of Natural Resources offering diplomas and degrees in Agriculture and Fisheries & Marine Resources), lack of qualified teaching staff; classrooms and lecture halls; and other infrastructure and academic support facilities.

Year	Enrolment (Year 1- Year4)	Graduates (diploma/degree/masters)
2014	428	150
2015	440	150
2016	497	151
2017	550	125
2018	686	161
2019	800	—

Table: 4 Number of Enrolments (2014-2019)

The enrolments had been gradually increasing. With PNG UNRE expansion plan for Academic and Community Outreach Programmes, the enrolment is going to rapidly increase.



Graph 1

Enrolment Trends from 2014-2019

High consistent enrolments: graduates ratios are expected to improve over the next few years and into the future due to our expansion programmes (Annexes 5, 6). In 2019, the University is expecting more than 700 student enrolments due to programme expansion; rehabilitation of dormitories and classrooms; stability in Management (Annex 3), better Governance System (Annex 1), and resuscitation of a collapse system in the University giving confidence to parents, sponsors and students in choosing PNG UNRE for studies.



2018 Graduating Students

3.5 Academic and Research

Three Academic Schools; and Centre for Graduate Studies and Research (Annex 5) have been established which will expand our full-time course offerings and research portfolios. Our community outreach and extension services have become very popular in seven (7) provinces. The full-time enrolment figures is being increased from 686 in 2018 to more than 900 in 2019. Through this plan, the number of full-time enrolments by 2024 will increase further to 1810 due to the operationalizing of four new Schools with complimenting research centres.

3.6 Community Outreach & Extension Services

The community outreach and extension services programme has trained more than 27, 000 rural farmers including women, youths and the marginalised. Our ITAP began in 2003 and in the last five (5) years

Map 2: Existing IATP Community Outreach & Extension Services Network

The IATP Network and distance education programmes in provinces and districts will be housed within the Centre for Education and Training. Four Model provinces will be piloted: ENB, ESP, EHP, and MB with Centre for Education and Training to roll-out the agriculture Integrated Rural Model Farm, an initiative of PNG UNRE for food security and income generation. Communities can use the model to form Cooperatives that can buy surplus crops and livestock from farmers.

4. VISION

To be a recognised centre of excellence in innovation, governance, academic and research, for sustainable utilisation of natural resources and environmental and climate change management in the Pacific Region.

5. MISSION

To strategically mobilise our students, staff and resources to promote sustainable and wise uses of our diverse natural resources; and management of our environment; through our academic, research and community outreach programmes to the economic benefits of Papua New Guinea and the Pacific region.

6. VALUES

Students and staff of PNG UNRE will be committed to:

- *Respect one another with the highest esteem regardless of race, gender, religion or physical disabilities*
- *Be accountable and transparent in conduct and practice*
- *Set and maintain high ethical and moral virtues in conduct and practice*
- *Value one another as a resource to the university*
- *Respect and uphold the rule of law at all time*
- *Set high standards and maintain high ethical value in teaching and research*
- *Uphold high academic integrity and avoid cheats, threats and fraudulent behaviour*
- *Embrace selfreliance and demand for sustainability*
- *Maintain clean environment through best practices*
- *Respect our cultural heritage*

7. OBJECTIVES OF PNG UNRE

The PNG UNRE Act (University of Vudal Act 1997 (amended 2009)) objectives are:

- 1. The University shall be dedicated to the pursuit, advancement and dissemination of knowledge, understanding and wisdom; and*
- 2. The University shall pay particular attention to the human resource development and other development needs of Papua New Guinea and shall endeavour to achieve academic and professional excellence to meet those needs through teaching, research and community service.*

8. MAIN STRATEGIC PROGRAMMES

There are nine (9) main Strategic Programmes which the University will undertake: 1) Governance System; 2) Management System; 3) Academic & Research; 4) Community Outreach and Extension Services; 5) Academic Support Services; 6) Planning & Development; 7) Staffing & Student Support Services; 8) Finance & Business Services; and 9) Monitoring and Evaluation. These programmes will support and maintain the 12 Standards of Higher Education (Annex 6) in Papua New Guinea and implement the PNG UNRE 2013 External Quality Audit Recommendations (Annex 7).

PROGRAMME 1: GOVERNANCE SYSTEM

The University Council is the principal executive authority of the University providing direction and having the overall oversight of University policies, plans and budget ensuring the objectives of the University are strategically met. The Governance Structure (Annex 1) consists of a committee system which committees play advisory roles to the Executive Management and Council.

Objective: *To provide strong, transparent, accountable and effective leadership roles for efficient conduct and implementation of university governance system.*

Strategies:

1. Conduct regular and special Council meetings on matters of the University.
2. Provide leadership and the necessary resources to implement the University Strategic Plan, and other Plans of the University.
3. Operate the various Council and University committees ensuring these are functional, transparent and committed to the objectives of the University.
4. Develop and review relevant policies and guidelines to guide and manage the operations of the University.
5. Promote dialogues and consultative meetings with Governments and other stakeholders.

PROGRAMME 2: MANAGEMENT SYSTEM

The Management of the University administers the day to day affairs and operations of the University ensuring effective implementations of policies, plans and prudent management of finances and proper allocations of resources.

Objective: *To provide strong and wise leadership in governance and management of finances and resources allocations ensuring conducive environments for quality teaching, learning and research.*

Strategies:

1. Promote the objectives of the University through equitable allocations of finances and resources.
2. Supervise and control the use of University finance and resources.
3. Provide an independent internal audit of the University finances and resources.
4. Engage in constant dialogues with national, sub-national and international partners.
5. Reduce risks on the University Internal Systems to promote fraudulent-free environments and reduction in external liabilities.
6. Maintain 12 Higher Education Standards throughout the entire University System.

7. Monitor the overall performance of the University.

PROGRAMME 3: ACADEMIC & RESEARCH EXCELLENCE

This programme is responsible for excellence in teaching, learning and research that are provided through the School of Natural Resources; School of Natural Resource Management & Business Studies; School of Environment & Climate Change; Centre for Graduate Studies and Research; and the School Research Desks; and other external research sites.

Objective: *To provide high quality world-class curriculum and research skills that equip students in sustainable utilisation of natural resources and management of environment.*

Strategies:

1. Enrich academics and students with appropriate knowledge and skills in the Utilisation and Management of Natural Resources and Environment.
2. Improve student skills and knowledge in Natural Resource Management and Business Studies.
3. Improve resilience to negative impacts of Climate Change and Development.
4. Maintain adequate Learning Resources and mentoring support for students.
5. Maintain and comply with the academic and institutional Standards set by the Government and its agencies.
6. Expose students to work experiences in complimenting theories learnt.
7. Encourage students and staff to doing innovative research alongside research professionals.
8. Develop partnerships with major stakeholders such as the LLGS, Districts, PGs and industries in ENBP and to wider PNG on research and consultancies.
9. Publish students and academics research outcomes in reputable Journals and other media.
10. Maintain a PNG UNRE Journal for publishing students and academics research work.
11. Encourage and promote research culture amongst staff and students.

PROGRAMME 4: ACADEMIC SUPPORT SERVICES

This programme provides access to new frontier knowledge through provisions of Library, Bookshop, Printery, Laboratories and Information Communication Technology (ICT) in print materials; e-learning; electronics reference materials; and e-learning resources.

Objective: *To provide accessible and reliable up-to-date print and electronics resources, and laboratory support services for academic and research activities of the University.*

Strategies:

1. Provide print materials and print reference resources to students, academics and researchers.
2. Avail electronics teaching and learning materials; and resources to students, academics and researchers.
3. Deliver efficient and effective library customer services.

4. Provide a well-stocked supply of materials; stationery; reference books; and other services to staff and students.
5. Maintain laboratory standards through accreditation and acquire laboratory based equipment and electronics simulations, instrument, glassware, reagents and consumables for use by students, staff and researchers.
6. Develop partnerships with major stakeholders such as the LLGS, Districts, PG and industries in ENBP and to the wider PNG on research and consultancies.
7. Acquire a robust ICT system capable of meeting the present and future needs of the University and its District Centre for Education and Training.
8. Maintain and update staff, student and other relevant University database.
9. Maintain appropriately qualified personnel in areas of ICT to provide services across the University and its District Centre for Education and Training.

PROGRAMME 5: COMMUNITY OUTREACH AND EXTENSION SERVICES

This programme offers both formal and informal education and training opportunities through early childhood, self-education and communities, empowering women, youth and the communities on small holder farming techniques and agribusiness management with the aim of improving and sustaining rural livelihoods.

Objective: *To empower and enhance the children, rural women, youth and the communities through education, training, skills development and community service for improving sustainable livelihoods.*

Strategies:

1. Train small holder farmers with innovative farming techniques, to increase yields and quality of produce, livestock and marine products.
2. Promote Rural Integrated Farming Model using crops, livestock and marine resources for food sources and income.
3. Empower women, youth and the communities through education and training in Agriculture, Forestry, Animal Husbandry, Fisheries, Tourism & Hospitality and Business Management.
4. Serve the surrounding communities through sharing of knowledge, skills and facilities.
5. Provide opportunities for school leavers to re-enter the formal higher education system.
6. Maintain updated database of former graduates and trainees using alumni activities.
7. Provide project management and consultancy services.
8. Maintain and forge new partnerships, locally, nationally and international.

PROGRAMME 6: PLANNING & DEVELOPMENT

This programme is responsible for policy development; planning; monitoring and evaluation; quality assurance, and infrastructure development of the University.

Objective: *To monitor and evaluate policies; plans; budget performance, coordinate budget and project submissions and to provide and maintain the infrastructure support and maintain standards for all the programmes across the University.*

Strategies:

1. Provide conducive learning environment and adequate on-campus accommodation for staff and students.
2. Establish, and advise on, and regularly review the Governance System and University Structures as and when required.
3. Conduct regular monitoring and evaluation of Plans, Policies, Budget Performance, Projects, and all programmes across the University.
4. Coordinate and deliver University Annual Budget submissions and all project proposals.
5. Build, maintain and improve buildings, infrastructure and facilities for teaching, learning, research, training, recreation and administration according to University Master Plan.
6. Monitor and maintain regular Quality Assurance checks on Standards across all University programmes.
7. Establish and monitor stand-alone facilities; infrastructure; and installations that are robust and continuously maintained by properly trained professional staff.
8. Deliver adequate and reliable services in transport, buildings, grounds, recreational facilities; and infrastructure maintenance for the University.
9. Monitor and maintain high occupational safety standards across the University.

PROGRAMME 7: STAFF & STUDENTS SUPPORT SERVICES

This programme is responsible for human resource matters and providing services and welfare support to staff and student.

Objective: *To provide support for staff and students welfare and maintain custody of University records.*

Strategies:

1. Maintain adequate staff and student support for provisions of health care, travel, insurance, counselling, discipline, and security.
2. Coordinate student admission and registration.
3. Recruit, train, and maintain appropriately qualified and competent human resource for the University workforce through staff development and training plan.
4. Develop and enforce appropriate appraisal systems to help staff improve their work performance.
5. Continue to improve terms and conditions of employment for staff.
6. Maintain all records, registers and other staff and students database for the University.
7. Maintain, review and enforce the by-laws and disciplines in the University and its off campuses.

PROGRAMME 8: FINANCE & BUSINESS SERVICES

This programme provides provisions for custodian of all the financial records and assets register of the University; maintains financial control; and prepares budget for finance and equitable resource allocations. It is also responsible for all income generating businesses of the University.

Objective: *To provide prudential management and control of the finances and resources of the University.*

Strategies:

1. Provide and maintain an equitable budget and resource allocation.
2. Establish adequate transparent measures and proper inventory control to support prudent management of University finances and resources.
3. Enforce, maintain and use up-to-date accounting standards and procedures on University finances and resources.
4. Provide up-to-date reporting of finances and resources using latest standards and accounting systems for submission to relevant authorities.
5. Maintain quality of catering services at acceptable standards.
6. Increase University internal revenue through diverse revenue streams such as the farm.
7. Provide regular review reports for Management, Council and Governments.
8. Maintain and regularly update all assets registers.
9. Operate a Centre for Business as a learning Centre for studies in business.

PROGRAMME 9: MONITORING & EVALUATION

This programme is carried out by Planning & Development in informing the major University stakeholders on the performance of University in terms of Policies, this Strategic Plan, Annual Budget, Annual Activity Plan, Development Plan and any other University Plans.

Objective: *To inform the University, Government and other major stakeholders about the performance of the University plans, policies and budgets.*

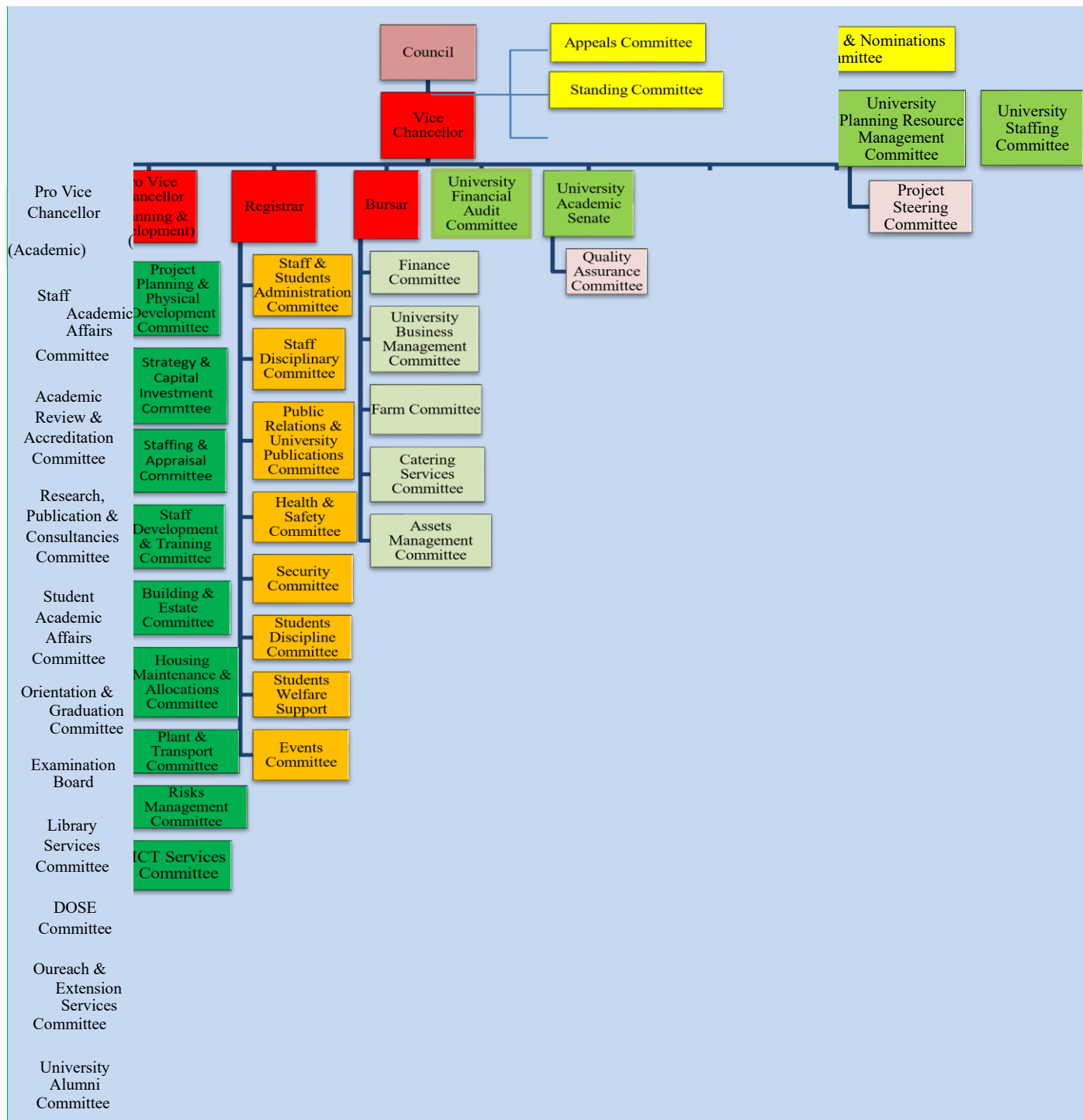
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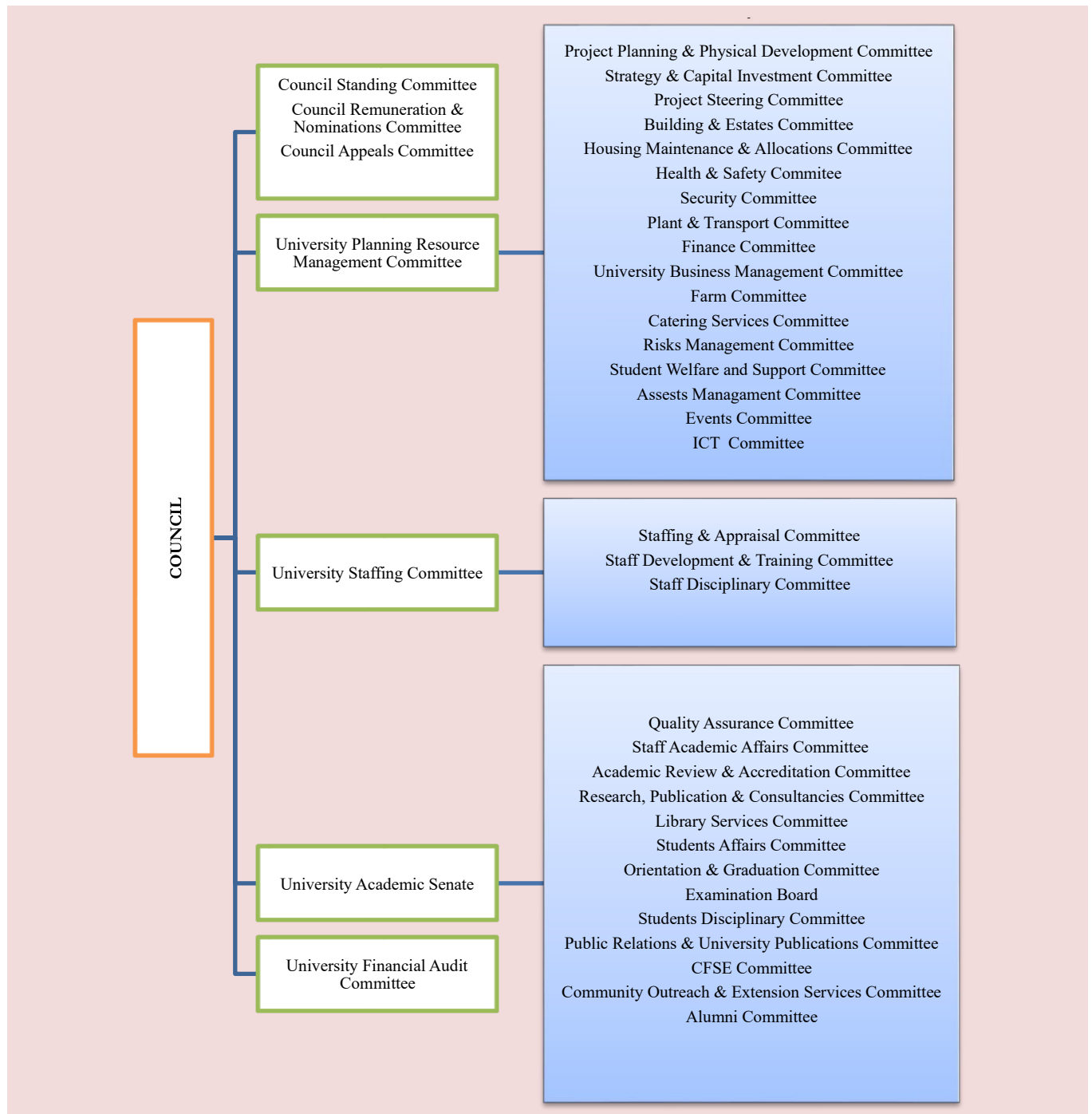
1. Develop an Annual Activity Plan every year with respect to Strategic Plan, Development Plan, Master Plan and any other University Plans.
2. Monitor and evaluate all the University Plans and provide regular reports.
3. Institute intervention measures to remedy implementation failures of the Strategic Plan.
4. Perform annual reviews of the Strategic Plan.
5. Provide review reports on the performance of the Strategic Plan and any other University Plans to Executive Management and Council.

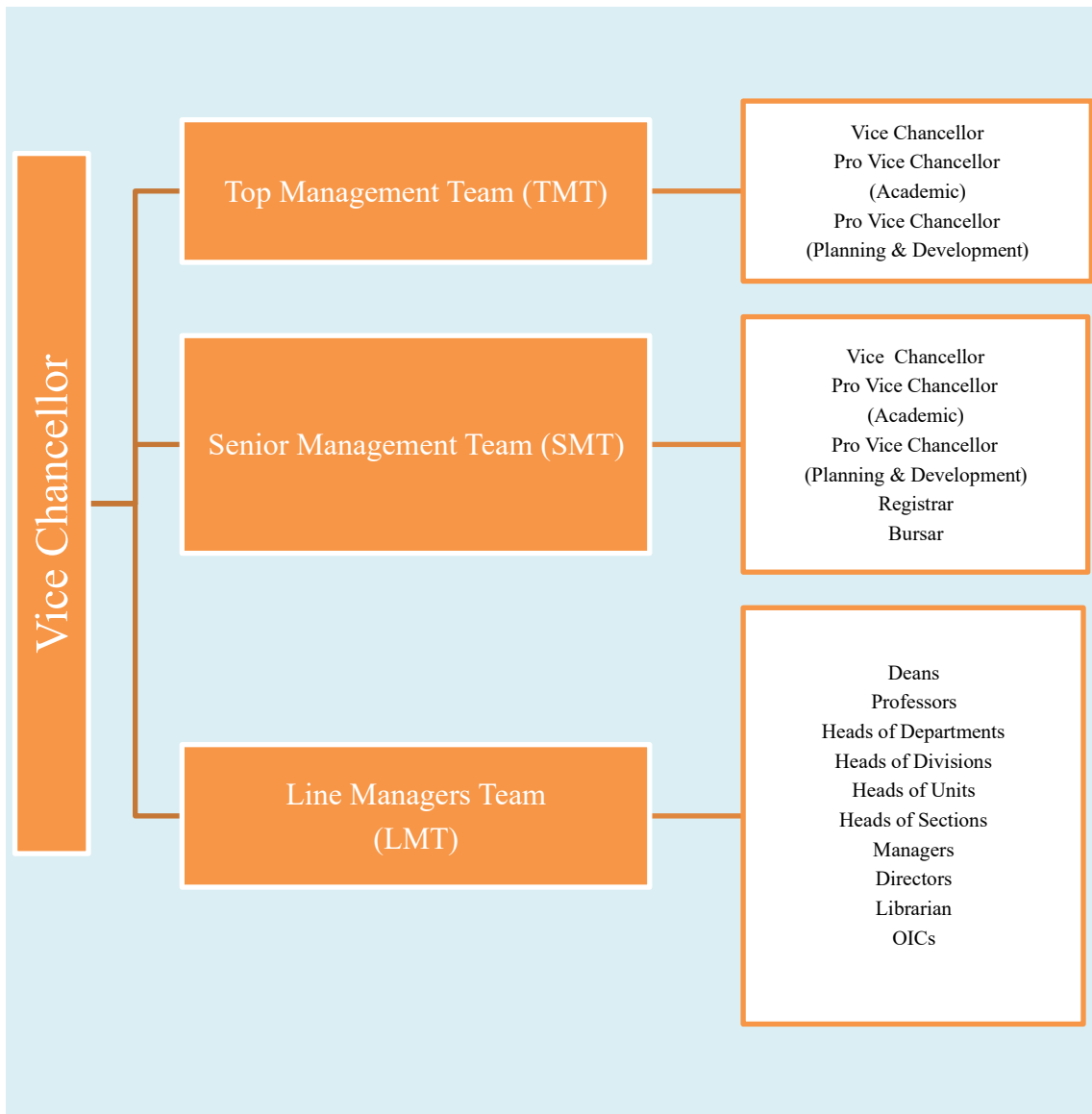
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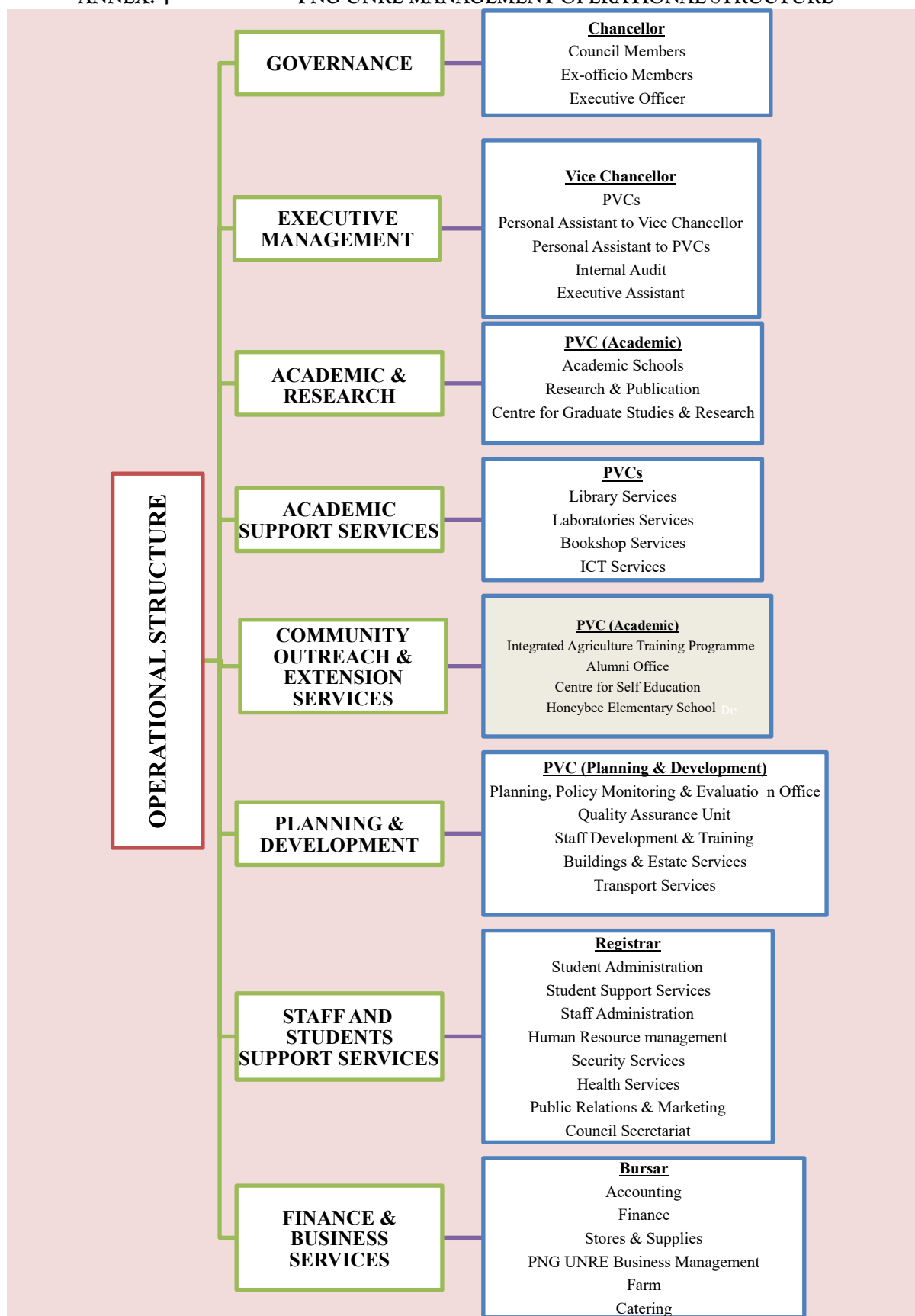
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6. Vision 2050
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8. MTDP I (2011-2015)
9. MTDP II (2016-2017)
10. MTDP III (2018-2022)
11. PNG UNRE Development Plan Aligned to MTDP I (2011-2015)

ANNEX 1: PNG UNRE GOVERNANCE STRUCTURE

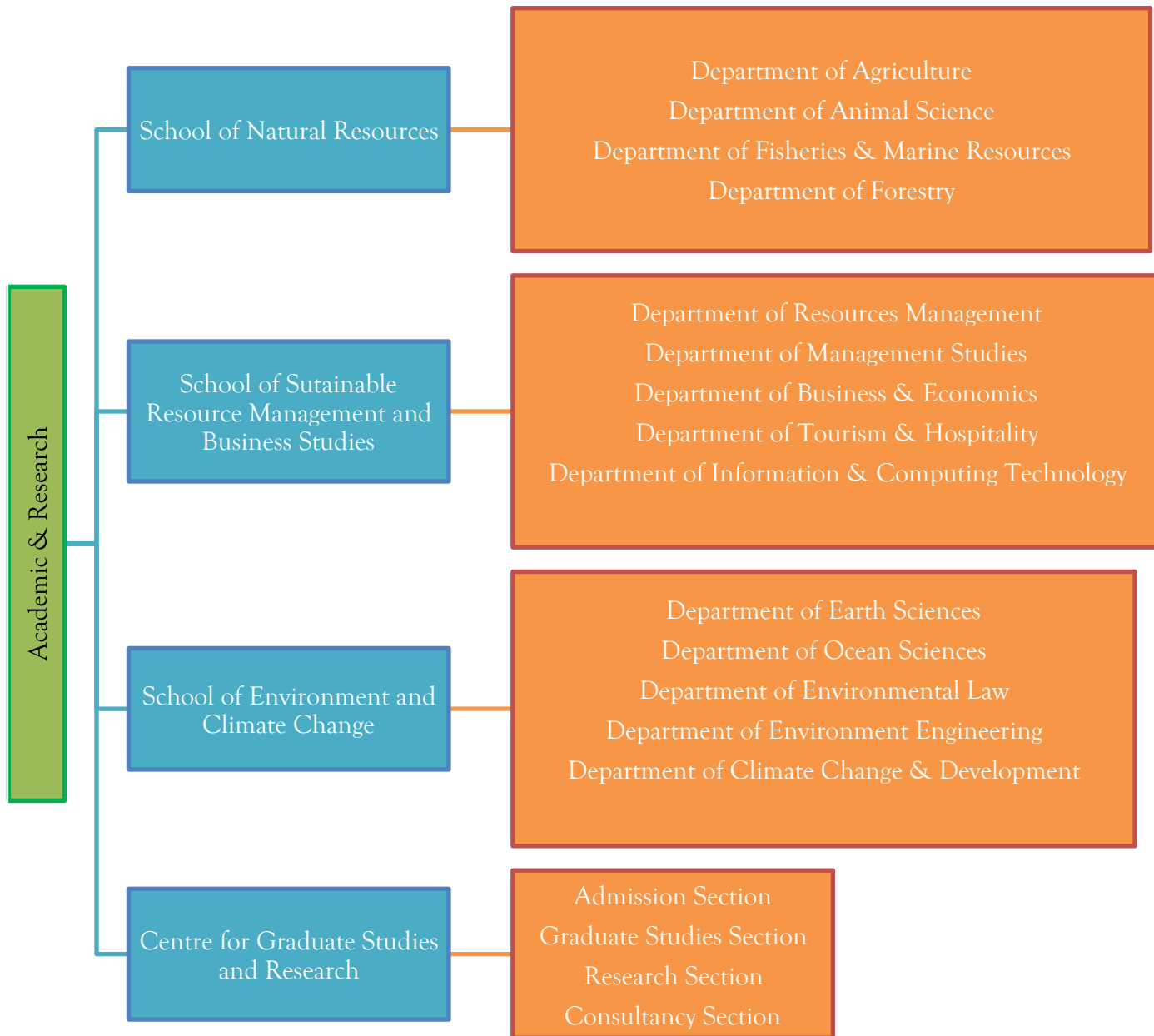




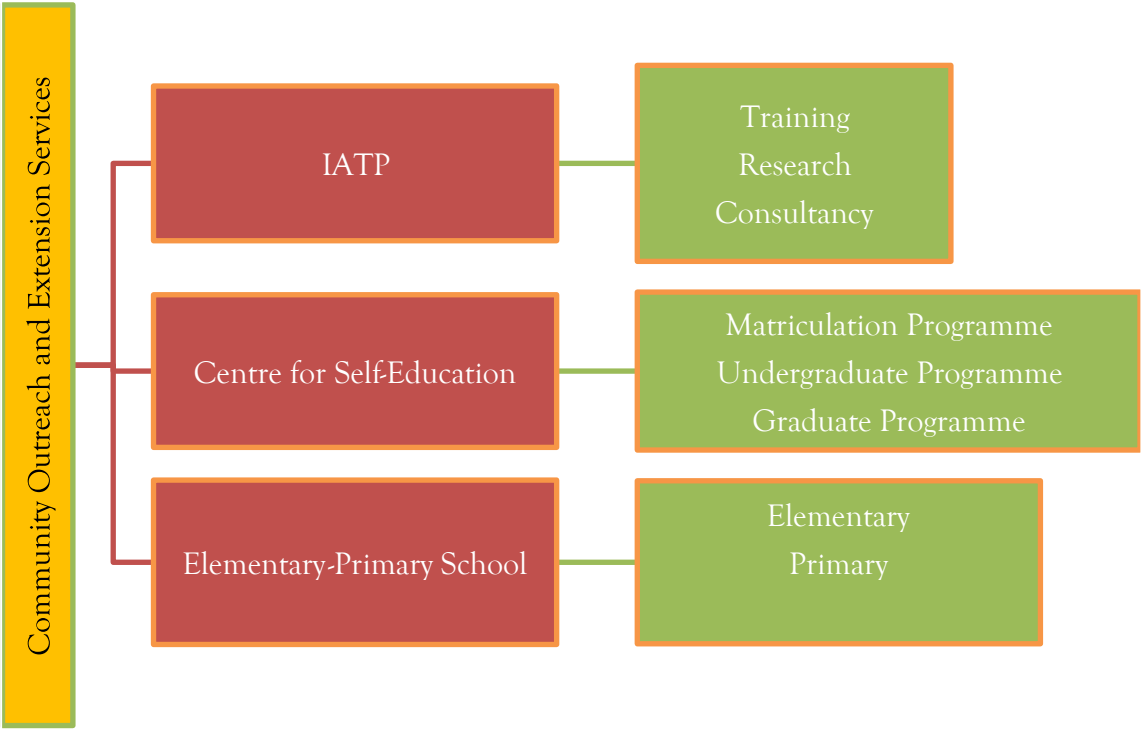




ANNEX: 5 ACADEMIC & RESEARCH STRUCTURE



ANNEX: 6 COMMUNITY OUTREACH & EXTENSION SERVICES STRUCTURE



ANNEX: 7 TWELVE (12) STANDARDS FOR HIGHER EDUCATION IN PAPUA NEW GUINEA

Standard 1

The institution is committed to honesty and integrity in higher education.

Standard 2

The institution is guided by clearly stated purposes and is appropriately planned.

Standard 3

The institution has sufficient, secured financial resources for establishment and ongoing financial sustainability of its operations.

Standard 4

The institution has effective governance mechanisms.

Standard 5

The institution has appropriate management structures, processes and policies, including academic policies.

Standard 6

The institution's programmes, teaching and assessment are adequate to achieve the expected student learning outcomes.

Standard 7

The institution's teaching and administrative personnel are appropriate in number, qualifications, experience and skill.

Standard 8

The institution's students have access to appropriate levels of social, welfare and academic support services.

Standard 9

The institution has effective processes to provide, maintain and modernize learning resources.

Standard 10

The institution demonstrates a commitment to equity goals and strong engagement with stakeholders.

Standard 11 (if applicable)

The university awards its own qualifications in at least two fields of study and offers programmes from entry level to postgraduate studies.

Standard 12 (if applicable)

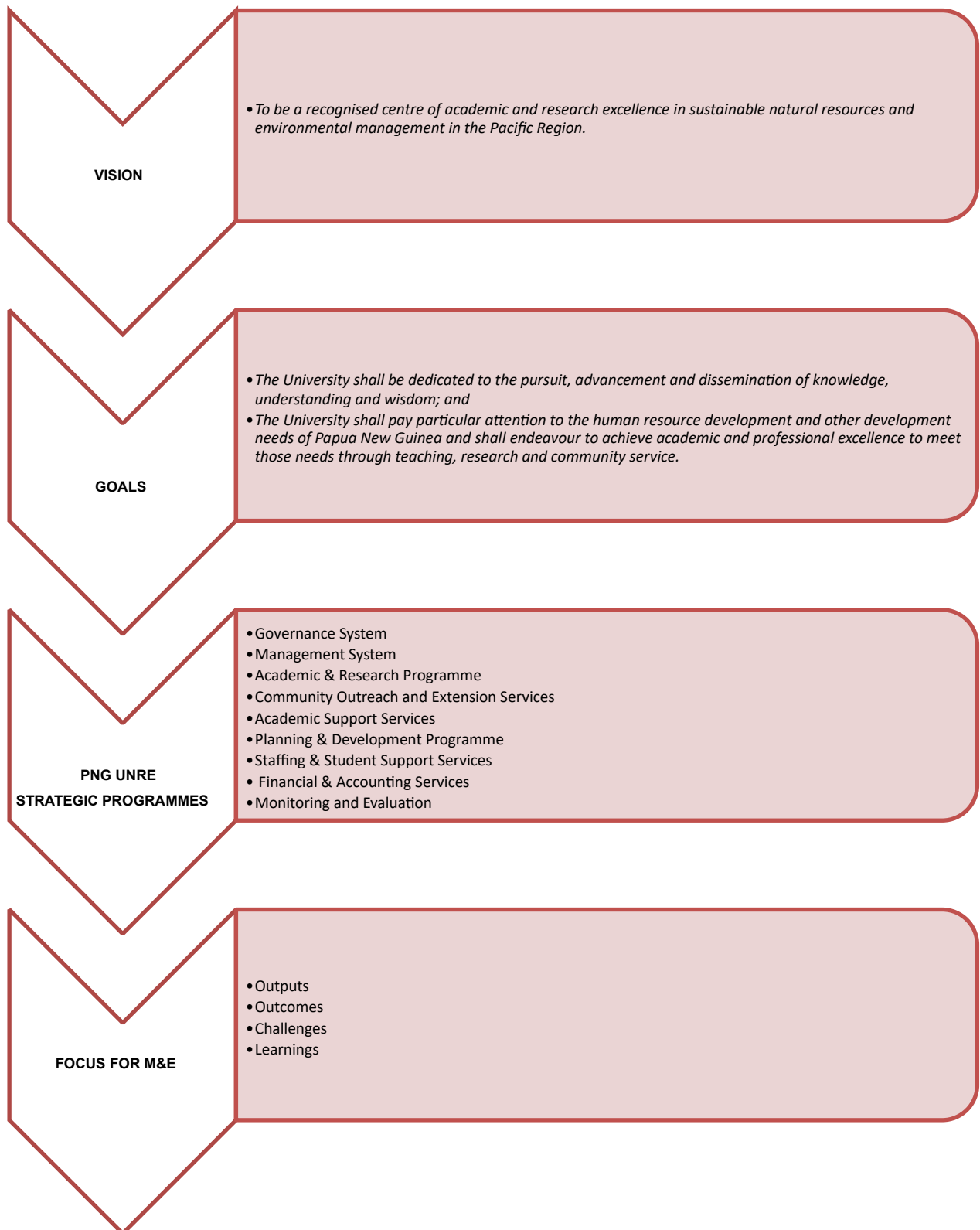
The university's staff must undertake research leading to the generation of new knowledge.

ANNEX: 8 2013 EXTERNAL QUALITY AUDIT FOR PNG UNRE

26 RECOMMENDATIONS TO IMPLEMENT

1. UNRE ensure that comprehensive information on programs, mode of teaching, use of fees, and expectations is made readily available to prospective students in hard copy and online and supplied to all students prior to their being offered a place at UNRE.
2. UNRE develop a Risk Management Policy, identify all significant risks, including academic and reputational risks, and implement strategies to control these risks, including regular consideration by Council and updating of a risk register.
3. UNRE develop a new strategic plan focusing on the achievement of academic and professional excellence and including clear targets for growth and key performance indicators.
4. UNRE develop and implement a transparent budget formation and management process, ultimately approved actively by Council, to ensure clarity of budget lines and linkage to clearly-articulated and prioritised educational objectives.
5. UNRE Council Commission an urgent full forensic audit by an independent and well-credentialed firm of all University accounts, including all private accounts, which need to be brought within the main University financial framework.
6. Council implement a formal Financial Delegations Framework and that academic managers be empowered to manage their own budgets within delegated parameters.
7. UNRE Council improve its oversight and monitoring of the achievement of the University's objectives, mission and strategy.
8. UNRE ensure that the operations of Academic Board meets the norms and standards expected of the main academic governance body of a university.
9. UNRE work with current students' representative leaders to re-institute a Student Representative Council that is provided with a budget and that has the power to bring student concerns directly to the University Council.
10. UNRE urgently improve the engagement of staff across its Vudal and Popondetta Campuses, including responsiveness of staff to requests, and that UNRE ensure an adequate resource base for the Popondetta campus.
11. A more transparent process of management be adopted by UNRE, allowing staff at various levels to provide input into operational management decision-making to improve coordination and resolve outstanding issues.
12. UNRE act urgently to make new academic appointments of a scale and level appropriate to a university, and to ensure that all future appointments are based on merit, using transparent and equitable criteria and processes.
13. UNRE develop and implement a robust performance review and development process for all staff, linked to the achievement of University priorities.
14. UNRE professionalise its management of human resources, through the appointment of more senior and experienced personnel and professional development of capable staff.

15. In order to achieve the stature of a full university and in accordance with its own Strategy, UNRE expand the breadth and depth of its academic programs.
16. UNRE urgently commission a credible external review of block mode teaching and implement the recommendations as soon as possible in 2014 or at the latest 2015.
17. UNRE establish a Teaching and Learning Methods Unit, to improve the quality of teaching practice at UNRE and assist the professional development of academic staff.
18. UNRE develop a new and comprehensive assessment policy and ensure the policy is implemented consistently across the University.
19. UNRE urgently analyse and report to Council trend data on enrolment, retention, progress and completion of annual student cohorts and develop systems that enable reliable and efficient report of these data.
20. UNRE establish clear rules on exclusion and supplementary examinations for failure in courses, in consultation with students and staff, and ensure these rules are communicated to and understood by students and applied fairly and equitably by staff.
21. UNRE employ a qualified counsellor on the Vudal Campus and consider the need for personal counselling services to be available for students at the Popondetta Campus.
22. University commits to providing a regular and substantial appropriation for growing library reference materials to a baseline level appropriate for tertiary education.
23. University reprioritise resource allocation to give highest priority to the delivery of robust and reliable internet access to students and staff.
24. University reprioritise resource allocation to ensure the availability of essential laboratory facilities appropriate to a tertiary institution running science-based programs.
25. University give high priority to investigating the feasibility of implementing an electronic student management system and in the interim give consideration to a back-up system for at least its student records.
26. UNRE develop and implement policies and procedures for research management, including policies on ethics, intellectual property, data management and acquittals.



PROPOSED PNGUNRE MASTER PLAN

