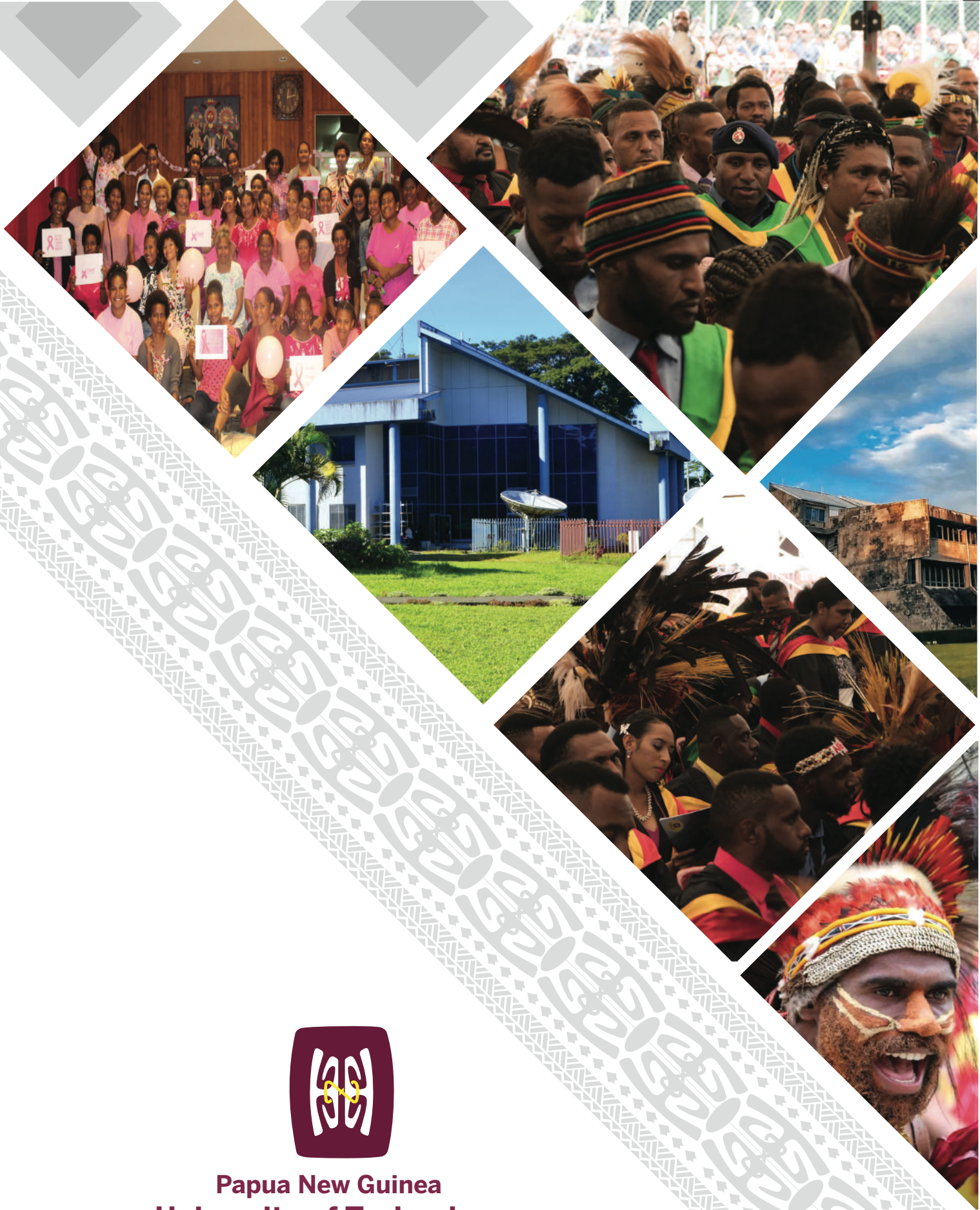




**Papua New Guinea
University of Technology
Strategic Plan 2025-2029**



Vision

“A leader in scientific research and technological innovation that is impacting society.”

Mission

“To produce world-class graduates through excellence in teaching, cutting edge research, and the innovative application of science and technology.”

Our Core Values

1. High Ethical Standards
2. Professionalism
3. Diversity and Inclusivity
4. Innovation and Initiative
5. Pride and Passion

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Table of Contents

Foreword	3
HERST Minister's Statement	4
Chancellor's Statement	5
Vice-Chancellor's Statement	6
Our Value Proposition	8
National and International Development Goals and Priorities	9
Graduate Attributes	10-11
Overview, Rationale, Objects Of The University, Intitutional translation -trends and targets	12 - 13
Strategic Themes (Description)	14 - 15
Theme 1 - Academic Excellence.....	16
Theme 2 - Research, Innovation and Development	17
Theme 3 - Strategic Partnering.....	17
Theme 4 - Operational Excellence	17 - 18
Conclusion.....	20
Acknowledgement	20
Glossary	22
Strategic Framework.....	24

FOREWORD

I am honoured to have been asked to provide a foreword to this great document – The PNG University of Technology's 5 Years Strategic Plan.

As we embark on a transformative journey towards the future of our esteemed University, it is with great pride and responsibility that I present this Strategic Plan. This document is not merely a roadmap; it is a reflection of our collective vision, aspirations, and commitment to excellence in education, research, and community engagement.

In an era marked by rapid change and unprecedented challenges, our University stands at a pivotal crossroads. The landscape of higher education is evolving, influenced by advancements in technology, shifts in societal needs, and the demands of a global economy. It is imperative that we adapt and innovate, ensuring that we remain at the forefront of academic excellence and thought leadership.

This Strategic Plan serves as a guiding framework for us to navigate this complex landscape. It is the result of collaborative efforts involving Council, Senior Leadership Team of the University, members of the Schools and Faculties, critical staff together, we have engaged in thoughtful discussions, data-driven analyses, and reflections on our core values and mission. The strategies outlined herein are designed to enhance our educational offerings, foster an inclusive and supportive environment, and strengthen our research capabilities.

Our commitment to student success is paramount. We aspire to cultivate a vibrant academic community that empowers students to thrive, both personally and professionally. By emphasizing experiential learning, interdisciplinary collaboration, and a global perspective, we aim to equip our graduates with the skills and knowledge necessary to excel in an ever-changing world.

Moreover, we recognize the importance of fostering a culture of innovation and inclusivity. This Strategic Plan outlines our commitment to diversity, equity, and inclusion, ensuring that every member of our university community feels valued and empowered to contribute to our shared mission.

As we look to the future, let us embrace the opportunities and challenges that lie ahead. Together, we will work diligently to implement the strategies set forth in this plan, continuously assessing our progress and adapting as needed. Our journey will require collaboration, resilience, and a steadfast commitment to our values.

In closing, I would like to extend my heartfelt gratitude to all who have contributed to the development of this Strategic Plan. Your insights, dedication, and passion for our university have shaped this document and will undoubtedly guide us as we move forward. Together, we will build a brighter future for our university and the generations of students who will follow.

Professor Ora Renagi, OL
Vice Chancellor



HERST Minister's Statement

I am honored to provide the opening statement for the Strategic Plan 2025-2029 of the Papua New Guinea University of Technology. The Plan provides the strategic direction for the University with a Vision "to be a world class university positively impacting society" and a Mission "To produce world-class graduates through excellence in teaching, cutting edge research and the innovative application of science and technology". This blueprint has its objectives taking queue from the 2020-2024 Strategic Plan cascading from major National Plans and policy directions.

The proactive efforts and initiatives of the Council and Management of the University is commended in taking on the aspirations of the Vision 2050 to be implementable at the university level, cultivating the next generation of technocrats such as engineers, architects, business leaders, surveyors, agriculturists, applied scientists, foresters, land and property professionals and social scientists.

The Marape-Rosso Government introduced a landmark reform in 2020 for the higher and technical education sector in Papua New Guinea through the amendment of the Higher Education (General Provisions) Act 2014 and associated legislations. I am pleased that the PNG University of Technology is taking on board the visions of the reform through the 4 Pillars of the Strategic Plan 2025 - 2029.

- Academic Excellence
- Research, Innovation and Development
- Operational Excellence
- Financial Stewardship and Sustainability

The Plan also aligns with the Vision 2050, Medium Term Development Plan 2023-2027, the National Higher and Technical Education Plan 2021-2030 and the Higher Education Strategic Implementation Plan 2017-2038.

The Vision 2050 embraces the five National Goals and Directive Principles that are enshrined in our Constitution as our Guiding Principles

- Integral Human Development
- Equality and Participation
- National Sovereignty and Self Reliance
- Natural Resources Creation and Environment and
- Papua New Guinea Ways.

The higher and technical education sector is crucial in developing the human capital for the country in addressing Vision 2050's Pillar No: 1 "Development of Human Capital Development, Gender, Youth and People Empowerment whilst contributing to a knowledge-based society.

In considering current trends in higher education globally, it is important that institutions of higher education in Papua New Guinea also adjust to the rapid change in technology including the use of social media and artificial intelligence to enhance teaching and learning as well as establishing strategies to curb its negative effects and impact.

The sector is not immune to the ongoing challenges including lack of resources, deteriorating infrastructure and the need to further expand and increase capacity with an ever-increasing population and the demand for higher education hence, an institutional approach to addressing these challenges is encouraged. I am pleased that the University has assessed and evaluated its performance against the previous plan and devised strategies to further improve.

The Governing Council should be commended for providing the strategic directions for the University at the helm and its commitment to continuous improvement. The University's efforts to seek international recognition of its programs is a hallmark of its pursuit for excellence in academia.

On behalf of the Government and the Ministry for Higher Education, Research, Science and Technology, I take this opportunity to commend the Council and Management of the Papua New Guinea University of Technology and urge all stakeholders, private and public sector, bilateral and multilateral partners to work together to make this dream a reality.





Chancellor's Statement

It is my great privilege to present the Papua New Guinea University of Technology's (PNGUoT's) Strategic Plan 2025–2029—a visionary blueprint that defines our path toward transformative growth. This plan encapsulates PNGUoT's distinct role in Papua New Guinea's higher education landscape and aligns seamlessly with national priorities, including Vision 2050, the Medium-Term Development Plan 2023–2027, and the National Higher and Technical Education Plan 2021–2030.

Building on the foundation of past achievements, this strategic plan reaffirms our commitment to academic excellence, research innovation and development, while embracing the rapid technological advances that is reshaping higher education globally. It is a bold yet pragmatic roadmap that recognizes our strengths and addresses the challenges and opportunities ahead.

At the heart of this strategy are four interconnected pillars (strategic themes) that form the foundation of our transformative agenda:

- Academic Excellence
- Research, Innovation, and Development
- Strategic Partnering
- Operational Excellence

These strategic themes are not only integral to the future of Unitech but also to its mission of delivering positive, transformative societal impact. Anchored by the PNGUoT's Mission to deliver: "A World-Class University Delivering Positive and Transformative Impact on Society," this strategy positions the PNGUoT as a leader in addressing global challenges with local solutions, driven by the ingenuity and talent of our graduates and researchers.

As Papua New Guinea approaches its 50th anniversary as a nation-state, this milestone invites us to reflect and act boldly. The nation's next 50 years will be profoundly shaped by the actions we take over the next five years. PNGUoT must be at the forefront of this transformation, preparing graduates equipped to drive innovation, tackle societal challenges, and compete globally.

Disruptive change, fuelled by technological innovation, is reshaping industries, displacing traditional systems, and redefining the workforce. Automation, artificial intelligence, and robotics are now at the core of global progress. To thrive in this era, PNGUoT must rethink its approach to education, research, and operations. This means fostering interdisciplinary learning, embracing emerging technologies, and cultivating a culture of lifelong learning. By partnering with industries, building robust innovation ecosystems, and prioritizing sustainability and ethics, PNGUoT will solidify its position as a catalyst for change and a driver of progress for Papua New Guinea.

One of the plan's critical features is its robust monitoring and evaluation framework, ensuring continuous assessment and mid-term reviews. This will allow us to adapt dynamically and maintain momentum toward achieving our goals.

The University Council, as custodians of this strategy, is unwavering in its commitment to inclusivity, collaboration, and transparency throughout its development and implementation. We believe that engaging all stakeholders—students, staff, industry partners, and the wider community—will foster a shared sense of ownership and drive the success of this plan.

Our students remain at the centre of this vision. It is our aspiration to produce graduates of exceptional calibre who are innovative, adaptable, and competitive both nationally and globally. These graduates will not only transform industries but also contribute meaningfully to society.

Since my appointment as Chancellor, advancing this Strategic Plan has been among my highest priorities and a key performance indicator for 2025. The Council and I are fully committed to working hand-in-hand with the Executive Management Team to ensure the realization of these strategic goals.

Thank you for your continued support and partnership as we embark on this transformative journey.

May God bless you all.

Mr. Sam Koim, OBE
Chancellor



Vice-Chancellor's Statement

Over the past five years, the university has been steadfast in implementing its strategic plan (2020–2024), supported by an integrated performance measurement system. This rigorous approach has enabled the university to stay on track and achieve over 60% of the targets set out in 2020. Despite the progress made, we recognize ongoing challenges and areas for improvement, emphasizing the importance of regular and consistent performance monitoring and evaluation.

Moving forward, the focus for the next five years will be on four strategic themes:

- Academic Excellence.
- Research, Innovation, and Development.
- Strategic Partnering.
- Operational Excellence.

Our commitment to academic excellence aligns with the objectives of higher education, particularly in science and technology. This dedication has resulted in the full accreditation of our engineering courses by Engineering Australia, adhering to the Washington Accord Accreditation Standards.

In pursuit of academic excellence, the university aims to enhance its research, innovation, and knowledge incubation efforts in science and technology within the region. We set our sights on becoming a leading knowledge hub for research into our natural resources, including minerals, biodiversity, forests, oceans, agriculture, people, and cultures. This research will address global challenges, such as climate change, with the information collected being preserved in the annals of a repository for future reference and studies benefiting society.

To ensure successful strategy implementation, the university will invest in projects that enable revenue generation, contributing to the institution's financial viability and sustainability. A healthy financial position directly impacts students' services, campus experiences, and academic performance. As a result, maintaining financial health is critical for student development and success.

The full accreditation of our engineering courses under the Washington Accord allows the university to market the program to a broader community, including potential international students. This opportunity supports our goal of commercializing other assets, like real estate, through Private-Public Partnerships (PPP). Asset commercialization will supplement annual government grants, funding other development priorities not covered by these grants.

Professor Ora Renagi OL
Vice Chancellor



Strategic Framework

Mission Statement

"To produce world-class graduates through excellence in teaching, cutting edge research, and the innovative application of science and technology."

Vision Statement

"A leader in scientific research and technological innovation that is impacting society."

Our Core Values

1. High Ethical Standards
2. Professionalism
3. Diversity and Inclusivity
4. Innovation and Initiative
5. Pride and Passion



Our Value Proposition WHAT MAKES US UNIQUE IN THE REGION

At Unitech, we remain committed to our goal to produce the graduate of the future. Our programs are designed to nurture and deliver the next generation of leaders in science, technology, engineering, and mathematics (STEM) that is enabling continuous innovative and practical solutions to addressing today's needs. We promise graduates with the appropriate knowledge and the behavioural competencies for today's fast-paced world.

We offer a dynamic and conducive student-centred learning environment, with facilities that promises great students care and experience. Students can expect a robust support system, including career counselling, internship opportunities, and industry partnerships, ensuring that our graduates are well-prepared to enter the global labour market.

We promise graduates with the attributes for critical thinking and lifelong learners; constantly seeking practical solutions to real problems of society. Our graduates are effective communicators; culturally sensitive; modern in thinking and inclusive in approach; morally upright with strong ethical principles; committed to the ardent application of science, technology, and innovation.

The University is a proud recipient of this international benchmark recognition awarded by Engineers Australia according to the Washington Accord – an organisation that specializes in conducting international benchmarking assessments for engineering courses in universities around the world. Students in STEM sciences at the University can now have access to international standard engineering sciences.



National and International Development Goals and Priorities

In harmony with PNG Vision 2050 and the PNG Development Strategic Plan, our Strategic Plan emphasizes the cultivation of a skilled workforce to spearhead national development. These national agendas emphasise the importance of human capital development and economic growth, which are fundamental themes of our institutional strategy. By enhancing our programs in natural resources, humanities & arts, science, technology, engineering, and mathematics (STEM), we are preparing future leaders who will contribute to the economic and social progress envisioned for Papua New Guinea by 2050.

Furthermore, the PNG University of Technology's Strategic Plan is aligned to the Medium-Term Development Plan IV (MTDP IV) and the Higher & Technical Education Plan 2022-2030, further reinforcing our dedication to improving the quality and accessibility of higher education. By aligning our goals with these plans, we ensure that our initiatives support the broader national objective of fostering a knowledge-based economy. Through targeted investments in infrastructure, research & innovation, curriculum development, and faculty training, we are committed to producing graduates who are not only academically proficient but also ready to meet the evolving demands of the global workforce.

The Papua New Guinea University of Technology's 2025-2029 Strategic Plan is intrinsically aligned with the UN Sustainable Development Goals (SDGs), particularly those focused on quality education, poverty, gender equality, and industry, innovation, and infrastructure. By prioritizing cutting-edge research and fostering an inclusive academic environment, the University not only aims to elevate the standard of education in Papua New Guinea but also directly contributes to broader global goals. This commitment ensures that our graduates are well-equipped to drive sustainable development and innovation within their communities and beyond.





Graduates Attributes

The graduate attributes are the academic abilities, personal qualities and skills which should be acquired by all graduates regardless of their discipline. They are acquired as part of our experience.
A PNGUoT graduate is:

1. A lifelong learner
2. A critical thinker
3. An effective communicator
4. A cultural modernist
5. Morally upright
6. Technologically savvy
7. Capable Entrepreneur

Each attribute has an academic dimension, a personal dimension and a transferable dimension. The transferable dimension is about the skills that one can move with from one place of employment to another. We can show these dimensions against the attributes of a World-Class Technocrats in a matrix as follows:

Attribute	Academic Dimension	Personal Dimension	Transferable Dimension
1. Lifelong Learner	Sustained intellectual curiosity and use of feedback to reflect on their own work.	Sets aspirational goals for personal improvement and career growth.	Takes responsibility for one's learning and development.
2. Critical Thinker	Uses rules of inference to analyse complex issues and find solutions	Calmly uses logic and critical thinking and not emotion, in all situations.	Ability to find solutions to, problems by using logical and imaginative thinking.
3. Effective Communicator	Ability to discuss and debate issues articulately and confidently and convincingly.	Character of producing high quality written essays and oral presentations.	Ability to communicate and negotiate with others and to listen to them.
4. Cultural Modernist	Familiarity with international standards and world cultures and human rights.	Tolerance of the religions and cultures of others.	Ability to work in a multicultural setting and comprehension and tolerance of religious and cultural differences.
5. Morally Upright	Understand and act upon the ethical responsibilities of their actions.	Character of acting in a morally upright way in all situations.	Professional behaviour at all times.
6. Technologically Savvy	Familiarity and use of technologies appropriately.	Keeping up to date with innovations.	Character of accepting new technology and quickly adapting to it.
7. Capable Entrepreneur	Foster a solid foundation of knowledge and practical skills that fuel entrepreneurial aspirations.	Nurture a mind-set that embraces creativity, innovation, and resilience.	Develop the ability to apply acquired knowledge and skills in real-world settings.

Overview

The Papua New Guinea University of Technology (PNGUoT) Strategic Plan 2025–2029 charts the course for the university's continued transformation into a leading institution of higher learning, research, and innovation and impacting society. A key priority under its strategic themes is contributing to the 265,000 skilled graduates required to drive Papua New Guinea's economic growth, thus fulfilling its mission and vision.

Building on the achievements of the previous strategic plan, this plan outlines key priorities to navigate disruptive forces shaping the Higher Education landscape by addressing challenges, managing risks, strengthening institutional capabilities, and leverage opportunities, thereby advancing the Sector Goal over the next five years.

Rationale

PNG UoT's commitment to continue deliver the aspirations of the Vision 2050, and MTDP IV (2024-2027), DSP (2010 -2030) and the NHTEP's goals of producing the higher skills needed for PNG's prosperity and aligned with global development priorities, is mandated and guided by the Objects of the PNG UoT Act 1986;

Objects Of The University

- (a) The advancement and dissemination of knowledge by teaching, research and otherwise, with particular reference to its practical application; and
- (b) The provision of liberal and professional education responsive to the needs of Papua New Guinea.

To fulfill the Objects of the Act and ensure that the university contributes to national growth while addressing broader global challenges, this Strategic Plan serves as a roadmap for the University as it transforms its academic landscape both nationally and internationally. It outlines strategies to navigate disruptive forces shaping the Higher Education landscape by addressing challenges, managing risks, strengthening institutional capabilities, and leverage opportunities, thereby advancing the Sector Goal over the next five years.

INSTITUTIONAL TRANSLATION -TRENDS AND TARGETS

The PNG Vision 2050, the PNG Development Strategic Plan 2010-2030 and the Medium Term Development Plan 2024-2027 have set targets for the higher education sector to achieve. The following is a summary of these targets;

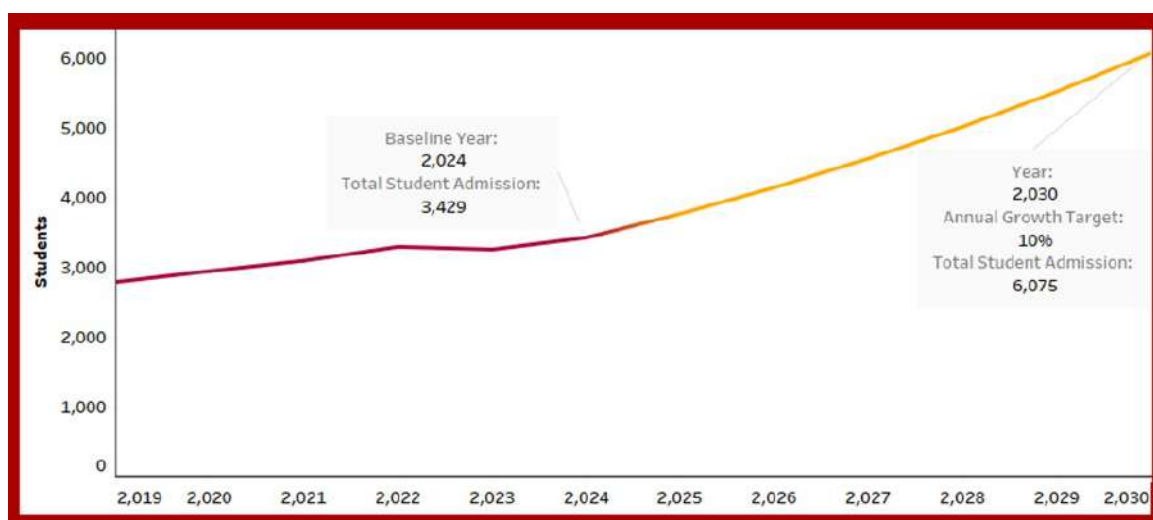
Table 1 National Targets

National Plan	Targets for the HE Sector	Timeframe
PNG Vision 2050	16 000	annually
PNG Development Strategic Plan 2010-2030	17 500	2030
Medium Term Development Plan 2024-2027	27 611	2027
National Higher and Technical Education Plan 2021-2030	27 867 (state universities)	2030

Drawing on from the National targets, the following is a presentation of the admission trend at the PNGUOT in the last five years and the targets it seeks to achieve in the next five years, directly contributing to the total target expected for the higher education sector.



Table 1: Total Student Admission Trend and Target



PNG UoT aims to increase its enrolment by 10 percent annually from the baseline year of 2024. The total student admission has steadily increased from 2,793 in 2019 to 3,429 in 2024. The university aims to expand its capacity to enrol over the next five (5) years by doubling the number of student intakes by 2030. This is consistent with the Government's target of creating 30,000 additional placements in universities by 2030. As shown in table 2 below each school will aim to increase its student admissions annually by 10 percent to reach its 2030 student admission targets.

	Student Admission						Student Admission Targets						
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
School of Agriculture (AG)	148	153	164	170	167	193	212	234	257	283	311	342	
School of Applied Physics (AP)	140	141	168	179	189	201	221	243	268	294	324	356	
School of Applied Science (AS)	144	165	180	194	210	205	226	248	273	300	330	363	
School of Architecture and Construction Management (AR)	185	197	214	215	215	195	215	236	260	285	314	345	
School of Business Studies (BS)	602	609	684	700	686	749	824	906	997	1,097	1,206	1,327	
School of Civil Engineering (CE)	199	194	188	203	191	197	217	238	262	288	317	349	
School of Communication and Development Studies (LA)	139	172	184	199	191	184	202	223	245	269	296	326	
School of Electrical & Communication Engineering (EE)	208	207	220	246	228	241	265	292	321	353	388	427	
School of Forestry (FR)	166	221	231	241	228	252	277	305	335	369	406	446	
School of Mathematics and Computer Science (CS)	104	105	121	139	158	185	204	224	246	271	298	328	
School of Mechanical Engineering (MN)	193	189	198	208	194	205	226	248	273	300	330	363	
School of Mining Engineering (ME)	214	220	226	224	200	187	206	226	249	274	301	331	
School of Surveying, Land Studies and Geographic Information (SV)	351	376	319	379	402	435	479	526	579	637	701	771	
Total	2,793	2,949	3,097	3,297	3,259	3,429	3,772	4,149	4,564	5,020	5,522	6,075	

The University's planning and resourcing for the next five years will be geared towards achieving the initiatives set out in this 5 Year Plan. This is captured in detailed in the Strategic Themes.

Strategic Themes (Description)

In this plan the University has identified four key strategic themes to focus the university's efforts and initiatives to improved discipline and targeted performance.

1

Academic Excellence

is the cornerstone of our university's mission, ensuring that we provide a high-quality education that prepares students for the complexities of the modern world. By maintaining rigorous academic standards and fostering a supportive learning environment, we empower our students to achieve their full potential and become leaders in their fields.

Strategic
Themes

Strategic Partnering

enhances our ability to make a meaningful impact by building strong collaborations with industry, government, and community organizations. These partnerships expand our reach, provide valuable resources, and create opportunities for our students and faculty to engage in impactful projects and initiatives.

3

2

Research, Innovation and Development

is essential for advancing knowledge and addressing the critical challenges facing society. Through cutting-edge research, our university contributes to scientific, technological, and social advancements, driving progress and innovation. Our commitment to research excellence ensures that we remain at the forefront of discovery and impact. By encouraging innovative thinking and supporting the development of new ideas and technologies, we prepare our students and faculty to navigate and shape the future. This pillar drives our efforts to create solutions that address real-world problems and improve lives.

Operational Excellence

ensures that our university operates efficiently and effectively, providing a supportive environment for learning, teaching, and research. By continuously improving our processes and systems, we create a foundation for sustained success and growth, enabling us to achieve our strategic goals.

4

Theme 1 - Academic Excellence

Overarching Goal:

By 2029, the PNGUoT is recognized regionally for our academic excellence, through international benchmarking and accreditation of our programs, providing a transformative education experience that empowers students to reach their full potential. By implementing the "Smart Campus" concept the University will foster rigorous and innovative learning environment, that will attract and retain top-tier faculty and produce culturally balanced intellectuals, that are well-prepared to lead and excel in their chosen fields, both locally and internationally.

Initiatives

- 1.1 All academic programs are benchmarked or accredited**
All academic programs benchmarked and accredited to international standards.
- 1.2 High-demand programs are meeting industry requirements**
Establish Data Analytics, Business Intelligence, AI, and Agri-Tech programs to align with industry needs. Diversity courses to meet industry demand.
- 1.3 Modernized curriculum that are aligned to industry advances**
Revise programs to integrate emerging technologies, interdisciplinary learning, and soft skills for job market readiness.
- 1.4 Blended & Digital learning environment**
Invest in e-learning Platforms, virtual labs and simulation tools to enhance accessibility and teaching quality.
- 1.5 Teaching ethos is practiced at all levels of faculty.**
Enhance the quality of teaching through ethical practices.

Theme 2 - Research, Innovation and Development

Overarching Goal:

PNGUoT is a regional leader in research, innovation, and development, driving transformative innovations and advancements that address critical societal challenges. By fostering a culture of creativity and inquiry, we will attract top talent, secure substantial funding, and enhance our reputation, ultimately contributing to economic growth and societal impacts that enhances our students' capabilities with cutting-edge knowledge and skills.

Initiatives

- 2.1 Research is solution-driven**
Value-based research that addresses industry challenges and impacts communities.
- 2.2 Research budget is stakeholder funded**
Increase budget allocation for research and development. Strengthen ties with government, industry, and international partners to attract funding for applied research.
- 2.3 Reputable Centres of Excellence for research**
Accredit our Research Laboratories to Centres of Excellence (COE).
- 2.4 Dynamic culture of scholarly publications**
Management of scholarly publications for repository.
- 2.5 Thriving postgraduate research programs**
Offer industry-driven PhDs and master's programs focusing on problem-solving for national development.
- 2.6 Active collaborations and knowledge exchange**
Build partnerships with leading global universities and research institutions.
- 2.7 Operational innovation and technology incubation hub**
Create a tech-hub for student and faculty-driven start-ups in engineering, ICT, and agribusiness. Improve the coordination and effectiveness of the innovation, inventions & incubation hubs.

Theme 3 - Strategic Partnering

Overarching Goal:

Fostering strategic partnering and collaboration is leveraging external expertise, resources, and opportunities to enhance the University's capabilities and reach. By forming strategic partnerships with industry, government, other higher educational and research institutions, including multi- and bilateral funding organizations, the PNGUoT can expand research opportunities, and provide students with real-world experiences.

Initiatives

- 3.1 Robust university and/or industry partnerships**
Establish industry-driven advisory boards, research collaborations, and internship pathways.
- 3.2 A smart campus promoting inclusivity**
Promote Gender Equality, Disability, and Social Inclusion (GEDSI) on campus.
- 3.3 Successful partnerships leading to increasing number of student entrepreneurs**
Develop student entrepreneurship by supporting start-up ventures.
- 3.4 Government funded projects driven by higher education policy**
Advocate for increased funding and policy support for STEM education and University infrastructure.
- 3.5 Stakeholder funded technology transfer through ATCDI and SPISARD**
Technology transferred through community-based projects.
- 3.6 Viable Private Public Partnerships (PPP) arrangement**
PPP option is included under the Unicity and other commercial orientated infrastructure developments.
- 3.7 Engaged Alumni & Philanthropy**
Strengthen ties with alumni to fund scholarships, mentorship programs, and infrastructure projects.
- 3.8 Active collaboration with overseas universities and bi and multilateral organizations**
Foster and enhance international collaborations to support the university's holistic development, growth, and expansion.

Theme 4 - Operational Excellence

Overarching Goal:

We are operationally efficient ensuring a higher degree of financial accountability, optimal utilization of resources and commercially based assets including intellectual property and other enterprises. Our operational efficiency is driven by committed and qualified human resources, leveraging off our investment in digital transformation and automation of all internal processes, within an enabling 'smart campus', infrastructure.

A. Finance and Sustainability

Initiatives

- 4.1 University is financially sustainable**
Develop income generating enterprises, commercialize research, and optimize land and property assets.
- 4.2 Good corporate governance culture**
Compliant to governance standards, practice & policy frameworks
- 4.3 Profitable university subsidiaries**
University subsidiaries contributing at 5 -10% of internal revenue.

- 4.4 Optimised financial gains through asset utilization**
All University assets are utilized at optimum levels that is producing adequate return on investment.
- 4.5 Intellectual Property (IP) is commercialized**
Develop a technology transfer office to patent, license, and commercialize research outputs.
- 4.6 Patents are commercialized**
Transform patents and innovative developments into commercial assets.

B. Agility and Efficient Internal Process

Initiatives

- 4.7 University internal processes are digitized and automated**
Digital transformation of internal processes that is enhancing cost efficient operations.
- 4.8 Data-driven management culture**
Decision making across all levels of university operations is based on hard facts/data.
- 4.9 Effective performance measurement systems**
Introduce KPIs and data-driven decision-making across all levels of university operations.
- 4.10 Matured risk management profile**
Effective and robust risk management practices that is effective in the identification, analysis and mitigation of risk and its impact on the operations of the University.

C. Institutional Capability (People/Students, Technology, and Enabling Infrastructure)

Initiatives

- 4.11 Modernized study and living environment**
All student oriented recreational facilities and social enriching programs are available on campus.
- 4.12 Smart campus infrastructure**
Invest in modern labs, high speed internet, smart classroom, and green energy solutions.
- 4.13 Safe and secured campus**
Smart Campus include a safe secure living and study environment.
- 4.14 Secured cyber threats and data-governance**
Strengthen data security, ICT infrastructure, and compliance with digital education and standards.
- 4.15 PNGUoT Master Plan, (Uni-city) is implemented**
Transformation of the University Campus in line with Smart Campus and infrastructure modernization concept.
- 4.16 Capacity and Capability of teaching staff meets establishment**
Number of teaching staff with Professorship, PhD. MA, MBA qualifications achieving the academic requirements.
- 4.17 Competitive terms & conditions of employment**
Suitably qualified staff are attracted and retained.
- 4.18 A healthy, smart and vibrant workforce.**
Empowered workforce fostering health, creativity, and smart solutions.
- 4.19 Infrastructure transformation that addresses student growth**
Infrastructure development under Masterplan delivers capacity that is adequately accommodates growth in student enrollment.
- 4.20 Empowered and engaged professional workforce**
Ongoing professional development for academic and non-academic employees at all levels.
- 4.21 Evolving corporate culture**
University's corporate culture is aligned to international best practice.



Conclusion

In conclusion, the PNG University of Technology's 5 Years Strategic Plan is a testament to our unwavering commitment to fostering an environment of academic excellence, cutting-edge research, and innovation. By prioritizing development, resulting from our investment in research and innovation, we aim to nurture the next generation of leaders and thinkers. Our focus on strategic partnering ensures that we build strong, mutually beneficial relationships that enhance our educational and research capabilities.

Finally, our dedication to operational excellence guarantees that we operate efficiently and effectively, maximizing our resources to achieve our goals. Together, these pillars form the foundation of our strategic vision, guiding us towards a future where we continue to excel and make a meaningful impact on society.

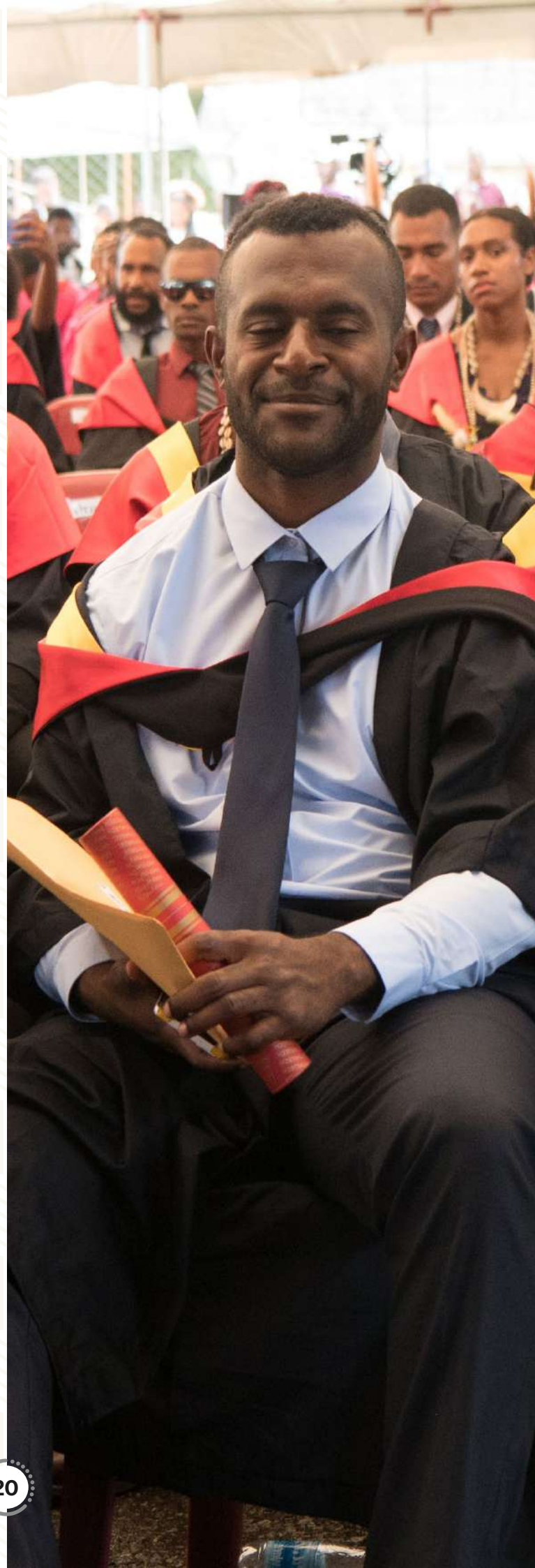
We are confident that through collective effort and unwavering dedication, we will invest in the effective implementation of our agreed initiatives to achieve the strategic goals set forth in this plan, ensuring sustained high performance for the future of the PNG University of Technology.

Acknowledgement

The formulation of the 2025 - 2029 Strategic Plan for the Papua New Guinea University of Technology has been a collaborative effort, and we are deeply grateful to all who have participated.

We extend our sincere appreciation to our Council Members and the Senior Executive Management Team for their unwavering support and valuable contributions. We are equally thankful to our Professors, Faculty Deans & Heads of Schools, academic staff and professional support staff for their relentless commitment and feedback.

A special mention to Mr. Dean Kuri of Deiruk Ltd, the external strategy consultant, for his invaluable contribution to the crafting of this plan, and the strategic planning committee and working group for their tireless work and insightful recommendations. Your collective wisdom and passion have been instrumental in creating a plan that reflects our shared vision and aspirations.





Glossary

ATCDI	Applied Technology Community Development Initiative
COE	Centres of Excellence
DHERST	Department of Higher Education, Research Science & Technology
DPM	Department of Personnel Management
EA	Engineers Australia
ERMC	Environmental Research & Management Center
GEDSI	Gender Equity,Diversity and Social Inclusion (GEDSI)
KPI	Key Performance Indicator
NDPM	Department of National Planning & Monitoring
NISIT	National Institute of Standards & Industrial Technology
NQF	National Qualification Framework
PERSPECTIVES	In the context of a Balanced Scorecard, a strategic perspective refers to the different viewpoints or lenses through which an organization's performance and strategy are evaluated.
PMU	Project Management Unit
PNGUoT	Papua New Guinea University of Technology
STEM	Science, Technology, Engineering and Mathematics
SPISARD	South Pacific Institute for Sustainable Agriculture & Rural Development.
THEMES	In the context of a Balanced Scorecard, a strategic theme represents a high-level focus area or key strategic priority that an organization aims to achieve. These themes guide the development of specific objectives, measures, targets, and initiatives across the four perspectives of the Balanced Scorecard: Financial, Customer, Internal Processes, and Learning & Growth.
UN	United Nations
UEL	University Enterprise Limited
UNITECH	Short for University of Technology







Strategic Framework

Mission Statement

"To produce world-class graduates through excellence in teaching, cutting edge research, and the innovative application of science and technology."

Vision Statement

"A leader in scientific research and technological innovation that is impacting society."

Our Core Values

1. High Ethical Standards
2. Professionalism
3. Diversity and Inclusivity
4. Innovation and Initiative
5. Pride and Passion

High Ethical Standards

We maintain the highest ethical standards in all interactions, giving us the ability to realize the greater good in our actions and programs with: Honesty, Integrity, Accountability, Respect, Wisdom and Responsibility. These virtues challenge us to look at our work and ourselves as one united with others across Papua New Guinea and the globe.

Professionalism

We are committed to demonstrating the highest standard of competence and skills, engaging in work with respect, openness and trust in pursuit of a common purpose, having regard for individuals, ideals and the institution as a whole. Accepting responsibility for achievement of common goals and objectives, good stewardship of assets and active promotion of gender balance, equal opportunity, ergonomic workplace, protection and safety.

Diversity and Inclusivity

We appreciate that each individual is unique and different. Therefore, we subscribe to diversity as enunciated in Section 55 of the Constitution of the Independent State of Papua New Guinea which calls for equality of citizens in all areas of social, economic and political development irrespective of race, tribe, and place of origin, political opinion, colour, creed, religion or sex. We extend this to include age, people living with disability and HIV Aids, ethnicity, language, gender, sexual orientation, socio-economic status, and other universal ideologies. We build a community that fosters a climate that is open and welcoming to diverse people, ideas and perspectives.

Innovation & Initiative

We value the exploration of opportunities and embrace innovations that improve our communities and ourselves; dedicated to discovery and communication of breakthrough and foundational ideas that lead to positive transformation of the society. Especially, innovative ideas and leveraging high technology to improve the quality of life and accessibility to services in rural communities and villages - such as clean water, rural electrification, and eco-friendly design of homes and other practical solutions.

Pride and Passion

We are proud and passionate about what we do and who we are; our brand and heritage. We have a contagious, positive outlook. We give and get deep meaning from our work and our life. We value and nurture the hearts and souls of each other and those we serve. We value, and fiercely protect our reputation.



**Papua New Guinea
University of Technology
Strategic Plan 2025-2029**