



## University of Wollongong **STRATEGIC PLAN** **2008–10**

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# UOW Planning Statement 2008–10



**The University of Wollongong's Strategic Plan for 2008-10 builds on four strengths that have shaped our development: diversity, partnership, enterprise and excellence. Together they define an approach known as "the UOW way".**

Diversity relates to the nature of our communities, within the University and in the regions beyond, and to the opportunities we can create for their future. It is about a mix of backgrounds, abilities, experiences and perspectives that form the context for research, learning and the development of our graduates. Diversity informs the rich UOW culture that is a prime source of attraction and satisfaction for students, staff and community partners. Over the next three years we will focus on access and equity, learning choices, the UOW student experience and graduate qualities. We will look to nurture a global outlook, learning from our international students and multifaceted communities. In this way, we will build on a defining UOW strength: the versatility of our students and staff.

This University is recognised for its early investment in the power of partnerships to achieve the best outcomes. Internally, partnership is critical to the collaborative interactions that give the edge to our teaching programs, facilitate our international role and play a key part in the exceptional success of our research effort. Externally, we are known for mutually rewarding partnerships with our varied communities. In 2006, UOW was named the inaugural Commonwealth University of the Year for this ability to build and sustain successful relationships with business, industry and other community groups. For 2008-10, we aim to employ internal and external partnerships more strategically to develop our knowledge and resource base and thus increase UOW's capacity for innovation.

Enterprise - the capacity to initiate action and seize opportunities - defines the attitude that underpins "the UOW way". It has driven and enabled a program of development that established other campuses and sites, including the first western university in Dubai. Enterprise is behind our stronger emphasis on commercial research and the commercialisation of research outcomes. Its spirit has achieved the development and launch of a Graduate School of Medicine with a special curriculum and purpose for training medical practitioners for remote, rural and regional areas. Enterprise is at the heart of the new Innovation Campus (iC), which will welcome its first residents, including top research teams and private companies, in 2008. A creative community, designed for collaboration and business growth, the iC will exhibit the benefits of thinking imaginatively and acting boldly. These traits are instilled in our graduates; they enable us to perform and be acknowledged on the international stage.

The hallmark of the UOW way is a particular perspective on excellence. "Excellence" is a common term in most university plans, often associated with elitism and formal traditions. UOW is redefining excellence for a 21st century context. We choose to be dynamic - we choose to excel. For UOW, this means going beyond established boundaries and challenging preconceptions that seek to dictate our place in the world. By 2010, we aim to be recognised internationally for pre-eminence in envisaging and introducing fresh concepts, perspectives and solutions. We shall do so by drawing on the strengths of our diversity, our collaborative partnerships and our spirit of enterprise. We shall continue to value and invest in our greatest assets for the future: our students and staff. They have the capacity to ask the provocative questions and find the answers.

UOW is committed to enriching the quality of minds and opening up possibilities for society in a time when human ingenuity will be severely tested by environmental and geopolitical realities. This is the essence of our Vision for 2008-10.

Professor G R Sutton  
Vice-Chancellor

# UOW 2007

## In Profile

In the last year of the 2005-07 planning cycle, the University of Wollongong (UOW) is established on two campuses: the home campus in Wollongong and UOW Shoalhaven. It is also parent to UOW Dubai, now the largest independent western university in the United Arab Emirates and a platform for further development and alliances in the Middle East.

The University has education centres in Batemans Bay, Bega, Loftus and Moss Vale and a Sydney Business School.

Each part of the UOW network is aligned with the goals of the UOW Strategic Plan and each has a particular role to uphold and apply the UOW Vision through connections to its region. All share a common purpose to offer the students in our wider regions the benefits of higher education and the opportunity to take significant roles in their societies.

This year, UOW also began construction on another campus. The 33 hectare Innovation Campus is designed as a creative community where University researchers and leading teams will be co-located with commercial businesses to create and develop original ideas and products for the future.

In September 2007, UOW featured:

### ENROLMENTS\*

Undergraduate	14,215
Postgraduate	6,880
Non-award (Undergraduate & Postgraduate eg, study abroad)	692
<b>TOTAL:</b>	<b>21,787</b>

#### Including:

International on-shore	4618
International off-shore	3623

#### By Campus and Site:

Wollongong campus	16,618
UOW Dubai	2,826
UOW Shoalhaven Campus	338
Education Centres – Australia	1,021
Other International sites	892

### STAFF

Academic	806
General	831

\* Headcount



## Major Achievements 2005-07



Under the umbrella of the 2005- 07 Strategic Plan, UOW has realised the following milestones:

### 2005:

- UOW Dubai - new premises opened in Knowledge Village
- Maximum 5-star rankings in the categories of 'Getting a Job', 'Graduate Starting Salaries', 'Positive Graduate Outcomes', 'Graduate Rating' and 'Staff Qualifications' (Good Universities Guide)
- Commencement of the construction of UOW Graduate School of Medicine
- UOW one of the top five Australian universities for excellence in learning and teaching under Australian Government Learning and Teaching Performance Fund
- NSW Government Gold Green Globe Award for significant energy savings
- National winner of the 2005 Prime Minister's Employer of the Year Award (higher education category)

### 2006:

- Inaugural Commonwealth University of the Year Award for Community Engagement (The Times Higher Education Supplement and the Association of Commonwealth Universities)
- In Top 200 World University Rankings, The Times Higher Education Supplement
- One of two universities in the top tier in three of four categories for excellence under Australian Government Learning and Teaching Performance Fund (\$5.4m grant)
- Five-star ratings across key categories in the 2006 Australian Good Universities Guide
- Centre of Excellence for Electromaterials Science (\$12m from Australian Research Council) established
- The Global Centre of Excellence for Transnational Crime Prevention (\$12m from Australian Government) established

- Construction of Graduate School of Medicine buildings completed on Wollongong and Shoalhaven campuses
- New Graduate School of Medicine (GSM) accredited by the Australian Medical Council
- Construction begins on Innovation Campus - \$350m+ project

### 2007 (Jan-August):

- \$6.6m, multi-purpose indoor Sports Facility (Australian Government funding of \$4.6m)
- Australian National Centre for Ocean Resources and Security (ANCORS) - new centre of excellence in oceans governance and maritime security in the Asia Pacific Region, headquartered at UOW
- University ranked 5th nationally in total ARC grant income (approximately \$10 million) relative to size
- The Graduate School of Medicine MBBS degree commenced, with a class of 80 students
- iC Central building, major infrastructure works and Institute for Innovative Materials building underway on Innovation Campus
- University listed in the Top 500 academic rankings of world universities by the Institute of Higher Education at Shanghai Jiao Tong University
- Maximum five stars for: Research Intensity; Generic Skills; Graduate Satisfaction; and for Graduate Employment, Positive Graduate Outcomes and Graduate Starting Salaries (Good Universities Guide)

# UOW Planning Model



**The 2008-10 UOW planning model charts the process that advances the alignment of goals, objectives and strategies across the University. It illustrates the development of the strategic plan; the annual planning and review of strategies under the objectives; and the major review of goals and objectives each triennium.**

The UOW Vision and Mission, informed by shared Principles, direct the Goals in core and key enabling areas. The Goals are presented, with their objectives, strategies and key performance indicators (KPIs), as chapters of the Strategic Plan. They are the touchstones for all UOW planning, including the chief aligned plans for other Campuses and Centres, Faculties and Units, and Capital Management.

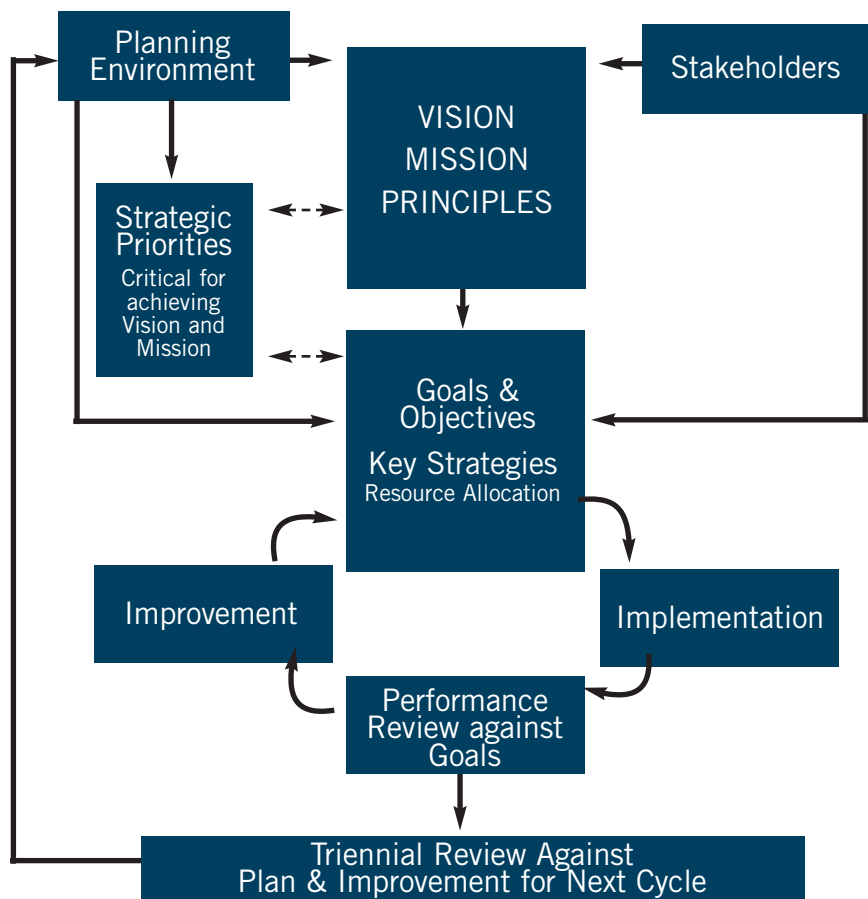
## Monitoring Performance

UOW is committed to a four-step quality process - Plan, Act, Review and Improve. Quality is assured by a monitoring cycle that tests outcomes and introduces improvements and updates into the planning system.

The Key Performance Indicators (KPIs) are institutional markers of the University's progress towards meeting its goals. There are 13 key performance indicators for the 2008-10 goals (see page 10).

The levels of satisfaction and achievement in these areas will indicate our capacity to meet the standards, expectations and needs of those who have a key stake in the success of UOW's mission. They include our governing Council; prospective and current students; graduates/alumni; staff; colleagues and collaborative partners; employers; quality assessment bodies; governments; funding bodies; and international peers.

The University Planning and Quality Committee, on the recommendations of major committees, sets specific measures and targets in the KPI areas to provide the *UOW Strategic Plan - Performance Monitoring Framework*. The relevant committees (and steering groups for the enabling goals of students, staff and business) monitor performance through annual review and reporting. Review reports are considered annually by the University Planning and Quality Committee which, in turn, presents a comprehensive annual report of progress against the Strategic Plan to Academic Senate and the University Council. The Strategic Plan itself is reviewed in full every three years.



<b>VISION</b>	What we want to become
<b>MISSION</b>	What we aim to achieve
<b>PRINCIPLES</b>	The attitudes and commitments that guide us
<b>PLANNING ENVIRONMENT</b>	External, eg: global, national, state and regional contexts; the Higher Education sector; social and business trends Internal, eg: UOW identity and reputation; performance outcomes; strengths, gaps, areas for improvement
<b>STAKEHOLDERS</b>	Those who have a vested interest in the success of the University, e.g. students, staff, employers, government, business partners, general community, funding bodies
<b>STRATEGIC PRIORITIES</b>	Issues of focus in the Goal areas, critical for defining and fully achieving the UOW Vision and Mission
<b>GOALS &amp; OBJECTIVES</b>	The primary (Goals) and specific (Objectives) outcomes we are aiming for
<b>KEY STRATEGIES</b>	The major actions undertaken to achieve the Goals
<b>IMPLEMENTATION</b>	Through, for example, Faculty and Professional Unit Planning, Committee Work Plans

*“Diversity, partnership, enterprise and excellence.  
Together they define ... ‘the UOW way’ ... ”*

UOW PLANNING STATEMENT 2008-10





# UOW 2008–2010

## VISION

To be an international University recognised for originality and enterprise in exploring, communicating and applying knowledge to enrich individuals, their communities and the environment

## MISSION

Our mission is to excel through:

- Research and teaching of world-class standard and impact
- A learning environment that supports, informs and inspires our diverse student community
- Staff initiative, enthusiasm and commitment to the University's goals
- Collaboration and enterprise that provide innovative and timely ideas and solutions for the University and its community partners

## PRINCIPLES

We share a commitment to promoting and celebrating:

- Excellence through initiative, enterprise and achievements that take society forward
- Intellectual openness and freedom of opinion
- Integrity
- Mutual respect and collegiality
- Diversity of cultures, ideas and peoples
- Indigenous perspectives and reconciliation
- Foresight, quality and accountability as an institution
- Community partnerships and mutual development
- Equity and social justice
- Responsible stewardship of the natural environment

# Graduate Qualities



**Linked to our governing Principles, the Graduate Qualities are key outcomes of the UOW experience. They describe the distinctive qualities that equip a UOW graduate for roles in society and the workplace.**

**The University is committed to developing graduates who are:**

## Informed:

Have a sound knowledge of an area of study or profession and understand its current issues, locally and internationally. Know how to apply this knowledge. Understand how an area of study has developed and how it relates to other areas.

## Independent learners:

Engage with new ideas and ways of thinking and critically analyse issues. Seek to extend knowledge through ongoing research, enquiry and reflection. Find and evaluate information, using a variety of sources and technologies. Acknowledge the work and ideas of others.

## Problem solvers:

Take on challenges and opportunities. Apply creative, logical and critical thinking skills to respond effectively. Make and implement decisions. Be flexible, thorough, innovative and aim for high standards.

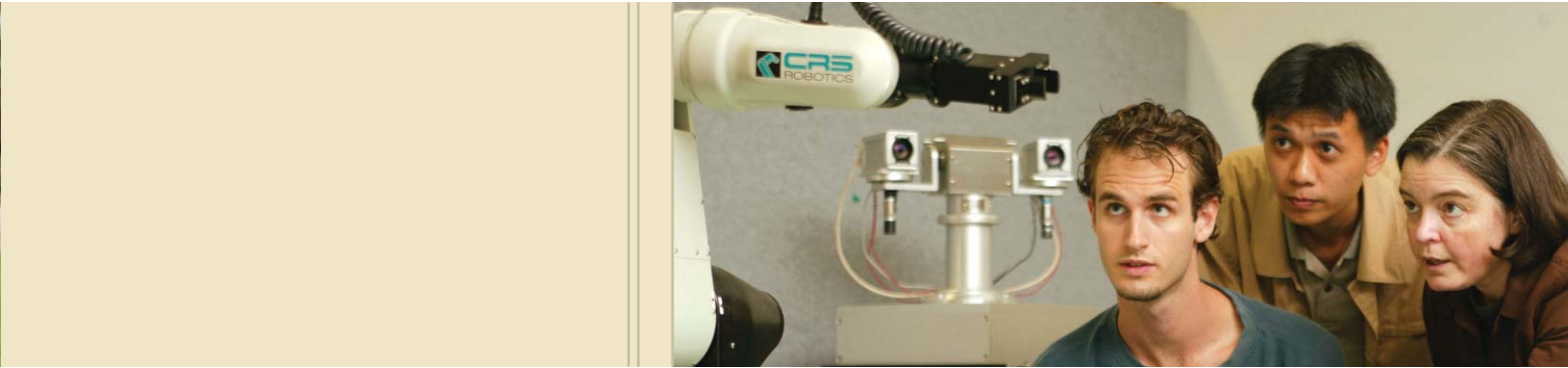
## Effective communicators:

Articulate ideas and convey them effectively using a range of media. Work collaboratively and engage with people in different settings. Recognise how culture can shape communication.

## Responsible:

Understand how decisions can affect others and make ethically informed choices. Appreciate and respect diversity. Act with integrity as part of local, national, global and professional communities.

# UOW Goals 2008–10



The University's seven goals set the parameters for progress towards our Vision for 2008-10. Each Goal chapter surveys the planning context; sets out the Objectives and Key Strategies; lists the relevant KPIs; and identifies the linked plans that will translate the 2008-10 Plan into action.

## Core Goals & Objectives

Central to UOW's position as an international university connected and contributing to regional and wider communities:

1. **Excellence and innovation in learning and teaching**
  - Graduates equipped to contribute to society and the workplace
  - An active, collaborative and flexible learning experience for students
  - Quality programs relevant to the evolving needs of students and the community
  - An international focus in learning and teaching
  - High quality teaching
2. **Excellence and innovation in research**
  - Research of high quality and impact at an international level
  - Enhanced capacity to attract external grant funding
  - Quality research student scholarship and training
  - Strong partnerships with external organisations to achieve mutually beneficial research outcomes
  - Enhanced capacity for commercial research and commercialisation of research outcomes
3. **Dynamic engagement with our communities**
  - A University that is accessible, outward reaching and responsive to its communities
  - Strong reciprocal relationships that enrich our communities
  - Integration of community engagement in our academic activities
  - Enhanced educational aspirations and higher education participation in our regions

## Enabling Goals & Objectives

Interconnected and cutting across the core goals to enable UOW to achieve its mission:

4. **Students engaged with learning and University life**
  - Students engaged as members of the University community
  - Efficient and professional management of each phase of the student experience
  - A social and physical environment where all students can participate in University life
  - Effective communication between students and the University
5. **A university of international outlook and achievement**
  - A UOW community with a diverse and rewarding global perspective and culture
  - A university of choice for international students
  - International recognition for quality, standards and outcomes
6. **Versatile, skilled and committed staff**
  - An adaptable workforce with skills aligned to strategic directions
  - A supportive, rewarding and equitable work environment
7. **Business capacity to advance the achievement of our Vision**
  - Decision-making based on sound planning, governance and quality processes
  - Strategic deployment of resources and information
  - A sustainable and reliable infrastructure

# Key Performance Indicators 2008–10



The University will measure its institutional performance against the 2008-10 goals using 13 key performance indicators:

1. Learning and Teaching Performance
2. Research Performance
3. Community Perception
4. Student Demand
5. Student Outcomes
6. Student Perception
7. International Recognition
8. Employer Perception
9. Staff Perception
10. Staff Capability
11. Environmental Impact
12. Financial Performance
13. Resource Utilisation

# Strategic Priorities 2008–2010



The areas of critical and distinctive focus over this planning cycle are identified in the relevant Goal Chapters and brought together below in the list of 2008–2010 UOW Strategic Priorities.

Priority	Goal
<ul style="list-style-type: none"> <li>• Sustain national and international recognition for excellence and enterprise</li> </ul>	Business & Enterprise, International Outlook
<ul style="list-style-type: none"> <li>• Promote ethical practice in education and research as an integral part of the University culture</li> </ul>	Learning & Teaching, Research, Students
<ul style="list-style-type: none"> <li>• Maintain a leading research performance through outstanding scholarship, ground-breaking discovery, collaborative networks and commercialised outcomes</li> </ul>	Research
<ul style="list-style-type: none"> <li>• Strengthen and sustain a reputation for excellence in learning and teaching through innovation and quality student outcomes</li> </ul>	Learning & Teaching
<ul style="list-style-type: none"> <li>• Differentiate the UOW Student Experience as engaging, motivating, personalised and internationally-oriented</li> </ul>	Students, International Outlook
<ul style="list-style-type: none"> <li>• Ensure UOW students and graduates are valued, in their communities and by employers, for their knowledge, skills and distinctive qualities</li> </ul>	Learning & Teaching, Research, Students
<ul style="list-style-type: none"> <li>• Advance the Innovation Campus as a successful space for developing new ideas and applications through University-business partnerships</li> </ul>	Research, Business & Enterprise
<ul style="list-style-type: none"> <li>• Develop excellence in health and medical research and innovation through the Illawarra Health and Medical Research Institute</li> </ul>	Research
<ul style="list-style-type: none"> <li>• Position UOW for recognition as a pre-eminent provider of medical training for regional, rural and remote Australia</li> </ul>	Business & Enterprise
<ul style="list-style-type: none"> <li>• Strengthen connections to the community through improved channels for interaction and mutually beneficial projects</li> </ul>	Community Engagement
<ul style="list-style-type: none"> <li>• Promote responsible environmental management across all UOW locations</li> </ul>	Business & Enterprise
<ul style="list-style-type: none"> <li>• Enhance staff capacity to achieve excellent outcomes and ensure the University's continued success</li> </ul>	Staff
<ul style="list-style-type: none"> <li>• Embed quality processes and professional business planning and practice in all areas to sustain excellence, financial security and a competitive advantage</li> </ul>	Business & Enterprise

# Goal 1: Excellence and innovation in learning and teaching



“Over the next three years we will focus on access and equity, learning choices, the UOW student experience and graduate qualities. We will look to nurture a global outlook, learning from our international students and multifaceted communities.”

**UOW PLANNING STATEMENT 2008-10**

## Introduction

The University is committed to providing its diverse body of students with an engaging, internationally-oriented learning experience which equips them with the knowledge, skills and qualities needed for success at university, in society and in the workplace. This core commitment, highlighted in the list of Strategic Priorities, is addressed here and also later in the Student Goal chapter.

Professional staff design and deliver academically rigorous and relevant programs, informed by leading research and scholarship at all sites, in Australia and off-shore. Continuous evaluation and improvement underpins personalised and responsive support for student learning. Stimulated by the opportunities and challenges of multiple teaching locations, UOW has also developed innovative and flexible approaches to teaching using the latest technology. Excellent student outcomes are reflected in high graduate employment rates.

In the 2008-10 cycle, UOW's learning and teaching planning will aim to enhance quality and achieve international standards. This will be achieved chiefly through more systematic benchmarking, improvements in course management, embedding the Graduate Qualities and optimising the benefits of a research-intensive university environment. Underlying these strategies is a commitment to ensuring access and appropriate support for under-represented student groups.

## Strategic Priorities

- Promote ethical practice in education and research as an integral part of the University culture
- Strengthen and sustain a reputation for excellence in learning and teaching through innovation and quality student outcomes
- Ensure UOW students and graduates are valued, in their communities and by employers, for their knowledge, skills and distinctive qualities

## Objective 1

### Key strategies

## Graduates equipped to contribute to society and the workplace

- Integrate the development of Graduate Qualities into the curriculum
- Develop and implement institutional approaches to evaluating the attainment of Graduate Qualities
- Continue to give priority to developing the capacity of students for independent research and enquiry
- Embed the outcomes of the Academic Integrity Project within learning and teaching processes
- Work with employers to integrate workplace and community experiences for students into the curriculum in all discipline areas
- Provide opportunities that equip students for employment in a global labour market

## Objective 2

### Key strategies

## An active, collaborative and flexible learning experience for students

- Provide and promote appropriate learning support for student groups and individuals
- Engage students with leading-edge knowledge through teaching by academics who are prominent scholars and researchers in their fields
- Optimise the mix of delivery methods to enhance the learning experience of students across all teaching locations
- Optimise the use of teaching spaces and technical facilities to provide a physical environment that is engaging, collaborative and flexible
- Further enhance Library services to provide integrated, timely and convenient access to academic information resources

## Objective 3

### Key strategies

## Quality programs relevant to the evolving needs of students and the community

- Employ external benchmarking to monitor academic standards
- Monitor and improve practices to ensure the quality of course delivery and outcomes across teaching locations, including UOW Dubai and other off-shore sites
- Enhance course development and management to ensure that the range of programs is strategic, current and of the highest standard
- Take appropriate opportunities to match undergraduate programs with areas of research focus
- Improve the quality, relevance and recognition of programs through networks of professional and community relationships
- Further enhance assessment practice

## Objective 4

### Key strategies

## An international focus in learning and teaching

- Integrate international perspectives and content into the curriculum
- Promote opportunities, within degree courses and through on-line delivery, for the acquisition of foreign language skills and cultural awareness
- Promote international learning experiences for students, including through Study Abroad and electronic communication
- Develop academic collaboration between domestic and international students

## Objective 5

### Key strategies

## High quality teaching

- Develop the professional capability of permanent, sessional and casual staff involved in learning and teaching
- Promote the increased use of evaluation and reflection based on student feedback, self and peer appraisal
- Recognise achievement that results from innovation, inspiration and commitment in learning and teaching practice
- Promote innovation in teaching and learning which is based on sound educational research
- Promote the development and dissemination of best practices in learning and teaching

### Key Indicators of Performance

Learning and Teaching Performance  
International Recognition

Student Perception  
Employer Perception

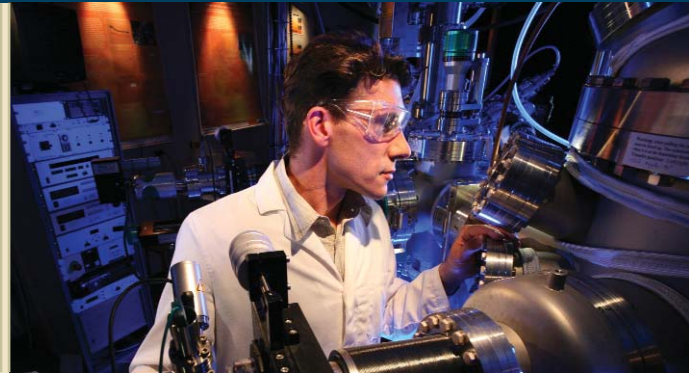
Student Outcomes

### Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Faculty and Unit Plans
- UOW Dubai Plan
- Shoalhaven Campus & Education Centres Plans
- E-Learning Plan

# Goal 2: Excellence and innovation in research



“ For 2008–10, we aim to employ internal and external partnerships more strategically to ... increase UOW’s capacity for innovation. ”

UOW PLANNING STATEMENT 2008-10

## Introduction

UOW is a research-intensive university recognised for the quality of its performance across diverse areas. During 2008-10, we will continue to build our research effort and international standing, focussing on areas of Strategic Priority.

We aim to support the further growth of current areas of research excellence, expand the diversity of research activities and improve the quality and impact of research outcomes.

We will give specific attention to:

- encouraging and sustaining emerging areas of research excellence;
- further developing our applied research base;
- facilitating excellent multi-disciplinary research;
- promoting collaborative research with internationally recognised institutions, industry and other external partners;
- transforming research outcomes into opportunities for enterprise and commercial development;
- taking full advantage of opportunities arising from the establishment of the Innovation Campus, the Graduate School of Medicine and the Illawarra Health and Medical Research Institute.

The University is facing increasingly strong competition for external research funding, staff and students. Its research planning also needs to address the planned introduction of a national funding framework to assess research quality and impact as a basis for allocating funding.

To address these challenges and further advance research activities, we will continue to invest in infrastructure and the excellent research staff and students who are critical for success. We will also enhance UOW's capacity to monitor comparative research performance by refining measures of research excellence, improving our capacity to manage data and undertaking benchmarking activities.

Members of academic staff are therefore encouraged to undertake contract research and consultancy (i.e. commercial research) work to share their expertise and experience and transfer technology from UOW to the community at large.

## Strategic Priorities

- Promote ethical practice in education and research as an integral part of the University culture
- Maintain a leading research performance through outstanding scholarship, ground-breaking discovery, collaborative networks and commercialised outcomes
- Ensure UOW students and graduates are valued, in their communities and by employers, for their knowledge, skills and distinctive qualities
- Advance the Innovation Campus as a successful space for developing new ideas and applications through University-business partnerships
- Develop excellence in health and medical research and innovation through the Illawarra Health and Medical Research Institute



## Objective 1

### Key strategies

## Research of high quality and impact at an international level

- Recruit and support high-calibre researchers in current and emerging areas of strength
- Provide infrastructure to expand research activities
- Promote and recognise research outcomes of high quality and impact
- Improve monitoring, benchmarking and reporting of research performance
- Promote and recognise research activities that enhance international reputation
- Ensure ethical research practice
- Encourage the development of research activity at UOW Dubai

## Objective 2

### Key strategies

## Enhanced capacity to attract external grant funding

- Concentrate internal resources on current and emerging areas of research strength
- Encourage the formation and development of multidisciplinary teams with the capacity to capitalise on funding opportunities
- Enhance capacity to capitalise on medical research funding opportunities, including through development of the Illawarra Health & Medical Research Institute
- Support the development of high quality proposals for funding from diverse sources
- Extend network of contacts to build knowledge of and access to funding opportunities

## Objective 3

### Key strategies

## Quality research student scholarship and training

- Improve the quality of domestic and international higher degree research (HDR) student enrolments
- Continue to improve the standard of HDR student training and supervision to equip students to conduct high quality research
- Provide and promote opportunities for HDR students to develop national and international professional relationships
- Improve articulation between undergraduate honours programs and areas of existing or emerging research strength

## Objective 4

### Key strategies

## Strong partnerships with external organisations to achieve mutually in the community

- Target and grow external partnerships with potential for outputs of high quality and impact
- Establish and develop research partnerships with internationally recognised institutions
- Promote and capitalise on opportunities for applied research created by the Innovation Campus
- Recognise staff who demonstrate excellence in developing external collaborations
- Facilitate sponsorship of applied research activities
- Strengthen processes for ensuring good practice, customer focus and risk management in research partnership development and activity

## Objective 5

### Key strategies

## Enhanced capacity for commercial research and commercialisation of research outcomes

- Build capacity for commercial research through promotion and management of contract research and consultancy
- Build on the established collaboration with UniQuest to identify and manage commercialisation opportunities
- Promote an entrepreneurial culture through training and mentoring to build staff and student skills and awareness of IP protection and commercialisation processes
- Promote the benefits of and successes in commercialisation to encourage staff and student participation
- Enhance staff capacity to access research funding via grants and contracts related to the IP they create

## Key Indicators of Performance

Research Performance  
International Recognition

Student Outcomes  
Community Perception

Student Perception

## Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Faculty and Unit Plans
- Triennial planning and review reports by research groups

# Goal 3: Dynamic engagement with our communities



“... mutually rewarding partnerships with our varied communities ... to build and sustain successful relationships with business, industry and other community groups.”

UOW PLANNING STATEMENT 2008-10

## Introduction

The achievement of the UOW Vision for 2008-10 is clearly associated with both an educational and social responsibility “to enrich individuals, their communities and the environment.” Community Engagement is one of the University's Core Goals and our Vision confirms it as an essential role, performed through a dynamic two-way relationship with our home and neighbouring regions. That relationship is characterised by interaction, mutual benefit and celebration of achievement.

While the University contributes to its broader national and international communities, that role is more effectively defined and monitored under the Learning and Teaching, Research and Internationalisation goals. Under this Goal we aim to exemplify best practice and strengthen the mutually valuable bonds with the local communities of our Australian campuses and education centres.

Universities world-wide are reinvigorating their civic mission and adopting more comprehensive approaches to community engagement. Within Australia, debate about possible government funding to support engagement and knowledge exchange activities is likely to continue. Despite receiving international recognition in 2006 for community engagement efforts, UOW will continually benchmark its performance and look at better ways to integrate and sustain its engagement activities.

In this planning cycle, we aim to focus on UOW's key community engagement Priority for 2008-10. We will do this by:

- Improving UOW access and visibility in its communities
- Enhancing community access to the skills and expertise of our students and staff
- Promoting awareness of the opportunities opened up by major UOW development projects for regional and community development

At a 2008-10 planning forum, representatives of our regional and national communities also challenged the University to capitalise more fully on the potential of community support and collaboration in securing resources and recognition.

## Strategic Priority

- Strengthen connections to the community through improved channels for interaction and mutually beneficial projects.

## Objective 1

### A University that is accessible, outward reaching and responsive to its communities

#### Key strategies

- Support and promote regional development opportunities, particularly through the Innovation Campus
- Strengthen the community gateways to promote and support mutual communication of needs, ideas and solutions
- Encourage community access to University facilities and resources
- Promote mutually beneficial understanding and interaction between international students and the community
- Continue to develop outreach activities, with a key focus on community health and fitness, environmental awareness and social innovation
- Continue to support the development of the Shoalhaven Campus and regional Education Centres
- Facilitate the exchange of knowledge through a range of access points, venues and events

## Objective 2

### Strong reciprocal relationships that enrich our communities

#### Key strategies

- Cultivate mutually beneficial links emerging from UOW development projects including the Innovation Campus and the Illawarra Health and Medical Research Institute
- Promote and facilitate opportunities for collaborative endeavour, particularly via the Community Engagement Grants Scheme
- Evaluate and strengthen key partnerships that benefit our communities
- Encourage the recognition of our graduates and strengthen their continuing contribution to the University as Alumni

## Objective 3

### Integration of community engagement in our academic activities

#### Key strategies

- Enhance opportunities in the curriculum for students to develop the qualities and skills for contributing roles in their communities
- Promote opportunities for research collaboration between staff, students and the community
- Evaluate and communicate economic, social and environmental benefits of teaching, research and outreach activities
- Support and reward individual contribution to our community through engaged scholarship and other activities.

## Objective 4

### Enhanced educational aspirations and higher education participation in our regions

#### Key strategies

- Strengthen partnerships with targeted schools in low participation areas within UOW's primary catchment region
- Extend school mentoring and outreach initiatives
- Continue to support the development of new pathways to higher education
- Increase the number of equity and community-supported scholarships

### Key Indicator of Performance

Community perception

### Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Faculty and Unit Plans
- Shoalhaven Campus and Education Centre Plans

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# Goal 4: Students engaged with learning and University life



“Diversity informs the rich UOW culture ... it is about a mix of backgrounds, abilities, experiences and perspectives that form the context for research, learning and the development of our graduates.”

UOW PLANNING STATEMENT 2008-10

## Introduction

The University is committed to providing students with a personalised, inclusive and internationally-oriented university experience. These characteristics are underpinned by the values of respect, tolerance and acceptance which are expected of all members of the University community.

The University's student body is a diverse one and our programs are taught across multiple locations both on and offshore. Our key priorities for 2008-10 are to ensure that all students have the opportunity to engage successfully with their learning, participate in University life and develop the UOW Graduate Qualities that will equip them for roles in society and the workplace. In addition, we will continue to provide a welcoming physical and social environment to complement and enhance the learning experience.

Quality service at all levels across the University is a key component in providing a supportive, safe and engaging learning environment. The University will therefore continue to promote a student-centred culture where highly professional staff are sensitive to and anticipate the needs of our prospective students, our current students and our graduates. We will also focus on the improvement of processes for listening and responding appropriately to student feedback.

Another important issue for the University will be to continue to strengthen its support for students with specific needs to ensure that they have the opportunity to achieve their full potential.

This Goal complements the goals for Learning and Teaching, Research and Internationalisation which are also instrumental in achieving excellent learning outcomes and expanding students' international focus.

## Strategic Priorities

- Promote ethical practice in education and research as an integral part of the University culture
- Differentiate the UOW Student Experience as engaging, motivating, personalised and internationally-oriented
- Ensure UOW students and graduates are valued, in their communities and by employers, for their knowledge, skills and distinctive qualities

**Objective 1**

Key strategies

**Students engaged as members of the University community**

- Encourage and facilitate the participation of prospective students
- Promote an inspiring and successful learning experience for all students
- Promote the participation of students in the academic life of the University
- Recognise and communicate the responsibility of students to optimise their own learning
- Provide opportunities and infrastructure for students to support each other as learners
- Identify and respond to key support needs of students, including students from equity groups
- Implement a coordinated and structured approach to engaging and supporting first year students

**Objective 2**

Key strategies

**Efficient and professional management of each phase of the student experience**

- Ensure that student processes are efficient, fair and effective
- Provide information, resources and tools to enable student self-management where appropriate
- Equip academic and general staff with information, skills and support to enable them to implement best practice in service provision
- Provide high quality services at central and faculty student administration offices
- Facilitate the transition from the student experience to graduate life and career

**Objective 3**

Key strategies

**A social and physical environment where all students can participate in University life**

- Provide a safe, accessible and welcoming physical environment
- Promote an inclusive culture where diversity is valued
- Provide facilities, services and opportunities that enhance University life for all students
- Grow and diversify the range of University student accommodation to facilitate learning and a sense of community experience
- Support the engagement of international students in University life
- Promote Indigenous cultural understanding and appreciation

**Objective 4**

Key strategies

**Effective communication between students and the University**

- Develop and implement a coordinated strategy for providing accurate, targeted and timely information to students and prospective students
- Develop a clear statement of student and University expectations regarding the UOW student experience
- Ensure that communication is culturally and socially appropriate
- Promote ongoing networks between the University and its graduates
- Ensure that effective mechanisms are in place for managing student feedback and complaints

**Key Indicators of Performance**

Student Demand

Student Outcomes

Student Perception

**Aligned Plans**

Actions to achieve this Goal will be implemented and monitored through:

- Faculty and Unit Plans
- Shoalhaven Campus and Education Centre Plans
- UOW Dubai Plan

# Goal 5: A university of international outlook and achievement



“ By 2010, we aim to be recognised internationally for pre-eminence in envisaging and introducing fresh concepts, perspectives and solutions. We shall do so by drawing on the strengths of our diversity, our collaborative partnerships and our spirit of enterprise. ”

**UOW PLANNING STATEMENT 2008-10**

## Introduction

Central to the University's international profile is an already diverse UOW culture and we are conscious of the need to monitor, inform and enrich its character and perspectives.

The University has two interconnecting priorities for its internationalisation activities in 2008-10: to expand the international horizons of staff and students and to enhance UOW's international recognition.

To secure and raise UOW's profile in a highly competitive international environment, the University must adapt quickly to shifts and events affecting both alliances and student demand. Our experience operating offshore, especially our achievements in UOW Dubai, provides a basis for the ongoing development of our international activities.

We must continue to be well attuned to trends in the global community and workplace to equip students, through their learning programs and experience, to operate and communicate effectively and contribute to society.

The University's goals and objectives for Learning and Teaching, Research, Students and Business in particular, are instrumental in achieving the above agenda.

This Goal is specifically about identifying and realising opportunities for internationalisation through alliances, analysis of trends, active facilitation and networks.

## Strategic Priorities

- Sustain national and international recognition for excellence and enterprise
- Differentiate the UOW Student Experience as engaging, motivating, personalised and internationally-oriented

Objective 1

A UOW community with a diverse and rewarding global perspective and culture

Key strategies

- Enhance cultural sensitivity and awareness among staff, students and the wider community
- Advocate and advise on the content and perspectives required for the internationalisation of the curriculum, including opportunities to acquire foreign language skills
- Facilitate mutually beneficial participation in the UOW experience by international students and staff
- Promote opportunities for overseas learning experiences for UOW students
- Facilitate the opportunities for partnerships and exchange offered by UOW Dubai
- Encourage and assist UOW staff to benefit from international funding, exchange and collaboration
- Improve access to information on international issues, activities and opportunities within the University

Objective 2

A university of choice for international students

Key strategies

- Continue to monitor courses and opportunities offered by other institutions across the Australian sector
- Promote the development of UOW Dubai
- Review UOW teaching and support programs regularly to monitor their currency and appeal for international students
- Ensure the quality and impact of UOW international marketing activity for new and existing markets
- Actively manage the challenges and opportunities arising from regulatory changes in the higher education sector

Objective 3

International recognition for quality, standards and outcomes

Key strategies

- Develop and strengthen international alliances with preferred overseas institutions and organisations
- Strategically monitor the quality assurance arrangements for offshore programs
- Develop worldwide networks through our Alumni and collaborative activity

Key Indicators of Performance

Student Demand

Student Perception

Staff Perception

International Recognition

Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Faculty and Unit Plans
- International Marketing Plan

# Goal 6: Versatile, skilled and committed staff



“... we will build on a defining UOW strength: the versatility of our students and staff.”

UOW PLANNING STATEMENT 2008-10

## Introduction

To achieve excellent, internationally-recognised outcomes, the University will continue to give special priority to promoting the ability, creativity, enterprise and commitment of our staff.

To maintain this capacity, we have consistently worked to improve practices in attracting, developing and recognising academic and general staff across all levels.

In recent years, we have placed particular emphasis on implementing best practice in staff recruitment, selection, career management, retention and reward. Complementing these programs are initiatives that acknowledge and support the critical role of our staff. We thus seek to strengthen professional development, provide a supportive and equitable work environment, and celebrate achievement.

In the 2008-10 planning period, we will continue to develop the capacity of our staff community to achieve excellent outcomes in the face of:

- increasingly competitive academic and professional labour markets;
- external expectations and commercial imperatives for universities to achieve and sustain high academic standards and research quality and impact.

The University will intensify efforts to attract and retain excellent staff and encourage their effective contribution to the attainment of the University's goals. We will also continue to improve the work environment to ensure that staff are supported to take initiative and to realise their potential.

## Strategic Priority

- Enhance staff capacity to achieve excellent outcomes and ensure the University's continued success



## Objective 1

### Key strategies

## An adaptable workforce with skills aligned to strategic directions

- Identify the staff profile and abilities required for the University's continued success over the next three to five years
- Ensure staffing decisions are based on effective workforce planning
- Continue to review and improve systems and practices to identify, attract and retain excellent staff whose abilities are aligned to strategic directions
- Effectively use career development strategies to identify and set, with each staff member, clear and measurable professional goals
- Improve the effectiveness and continuity of leadership and management at all levels to enhance our capacity to meet current and future challenges
- Strengthen the capacity of our workforce to adapt to new challenges and take advantage of opportunities

## Objective 2

### Key strategies

## A supportive, rewarding and equitable work environment

- Develop staff knowledge and abilities to enable achievement of individual and University goals
- Create a work environment which promotes engagement, commitment and personal fulfilment
- Recognise and reward staff excellence and innovation in areas which are aligned with our strategic priorities
- Promote equity, diversity and tolerance in the workplace
- Establish effective staff communication, including regular feedback mechanisms
- Continue to review and improve practices that promote a healthy and safe work environment

### Key Indicators of Performance

Staff Capability

Staff Perception

### Aligned Plans

Actions to achieve this Goal will be implemented and monitored through Faculty and Unit Plans.

# Goal 7: Business capacity to advance the achievement of our Vision



“... enterprise – the capacity to initiate action and seize opportunities – defines the attitude that underpins the UOW way.”

UOW PLANNING STATEMENT 2008-10

## Introduction

UOW is an enterprising university distinguished by its capacity to identify, seize and manage opportunities for achieving its Vision. It has earned that recognition through a continuing commitment to innovation, quality and best practice in its business and planning structures and processes. Our Strategic Priorities for 2008-10 seek to build on that platform.

Key factors in the operating context for 2008-10 include: legislative and regulatory changes, domestic and international student trends and changing requirements for research grant funding. The challenge is to strengthen our ability to navigate successfully towards our Vision in a competitive higher education sector and a volatile global environment.

To do so, we will continue to build on those critical features that give UOW its momentum and character:

- diligent and effective governance
- strategic and operational planning
- embedded, inclusive quality processes
- proactive, transparent and accountable management
- strong financial controls and discipline
- robust and efficient infrastructure
- sensitive environmental management of our campuses

All other planning goals rely in many ways on the achievement of this Goal. It is also the chief driver for the University's Strategic Projects - key tactical mechanisms for targeting issues for intensive development.

A strong planning and business base is critical in a competitive, increasingly deregulated environment where universities are required to work within and report on a range of regulatory requirements while actively sourcing external funding and resources to support their activities and further development.

## Strategic Priorities

- Sustain national and international recognition for excellence and enterprise
- Advance the Innovation Campus as a successful space for developing new ideas and applications through University-business partnerships
- Position UOW for recognition as a pre-eminent provider of medical training for regional, rural and remote Australia
- Promote responsible environmental management across all UOW locations
- Embed quality processes and professional business planning and practice in all areas to sustain excellence, financial security and a competitive advantage

## Objective 1

### Decision-making based on sound planning, governance and quality processes

#### Key strategies

- Strengthen alignment with UOW goals across all academic and operational units through ongoing communication, business planning and review
- Monitor and refine targets for enhancing UOW's national and international recognition
- Strengthen UOW quality processes, particularly through the Quality Improvement Strategy
- Ensure ongoing risk management is part of plans and practices across all areas
- Optimise the flexibility and impact of the UOW Strategic Projects
- Ensure University governance structures operate with due diligence, appropriate advice and corporate responsibility
- Support and reinforce ethical practice in our dealings with both internal and external parties

## Objective 2

### Strategic deployment of resources and information

#### Key strategies

- Strengthen an ongoing focus on financial controls and management of costs
- Continue to align the budget process with strategic and unit planning objectives through regular reporting and monitoring
- Enhance marketing and forecasting capacity in student recruitment
- Strengthen the policy framework and support mechanisms for external partnerships to promote enterprise and industry collaboration while ensuring quality and best practice

## Objective 3

### A sustainable and reliable infrastructure

#### Key strategies

- Continue to monitor, develop and improve a Comprehensive Capital Management Plan governing buildings, information technology and other major infrastructure
- Exemplify and promote good practice in prudent environmental management, especially in the use of major resources such as water and power
- Continue to ensure quality practices and planning across all major infrastructure areas

### Key Indicators of Performance

Resource Utilisation  
Environmental Impact

Financial Performance

### Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

Faculty and Unit Plans  
UOW Dubai Plan  
Energy Saving Action Plan  
Water Saving Action Plan

Shoalhaven Campus Plan & Education  
Centre Plans  
Capital Management Plan

**FOR MORE INFORMATION AND ENQUIRIES:**

Call Strategic Planning & Quality Office

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or visit the Planning & Quality website

**[www.uow.edu.au/planquality](http://www.uow.edu.au/planquality)**

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