UNE’s Strategic Plan 2011 - 2015
Mid-Term Refresh
Learning Without Limits
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INTRODUCTION

I am pleased to present this mid-term refresh of UNE’s 2011-2015 Strategic Plan.

Over the last two years, since the launch of the Strategic Plan, UNE has made great progress across many identified priority areas. Commencing enrolments have been trending upward year on year and after many years of financial deficit, we have begun reporting structural surpluses. Our quality has been maintained as indicated by consistent 5-star ratings. Research income is trending upward and our latest ‘Excellence in Research Australia’ results have demonstrated very significant improvement across the university, with 29 of our disciplines now found to be performing at world standard or above.

We have made substantial progress on renewing our infrastructure and enhancing UNE’s highly prized residential college system. We were successful in securing Structural Adjustment Funding to facilitate change in a rapidly shifting internationalised higher education sector. We have secured major funding for the Integrated Agricultural Education Project and are the lead university in the Collaborative Research Network (CRN) on Mental Health and Well-being in Rural and Regional Communities. This and much more has been achieved since our Strategic Plan was first crafted.

Whilst we are now much better prepared to face the challenges ahead, we cannot underestimate the scale of the task we face in this next phase of our history. The policy settings for higher education have shifted dramatically, no doubt this will continue, and there is a range of other external factors that create uncertainty in our student markets. We understand these challenges and we are prepared to take risks and work hard to rise to them.

In the new, more competitive policy environment, UNE will distinguish itself as the nation’s pre-eminent collegiate university while continuing to challenge outdated stereotypes about face-to-face versus online learning. Our aspiration is to be the nation’s highest quality provider of online and blended teaching.

In research, we will sharpen our focus on areas that support economic and social development and we will increase our efforts to be Australia’s university of choice for research into regional issues of global significance.

The mid-term refresh of our Strategic Plan, 2011-2015 was informed by consultation with University Council, academic and professional staff, and our understanding of the current policy climate and an instinct for where the sector is heading beyond 2015. Ours is an ambitious plan to build on our strengths in the modern context; radically expand our scope into new ways of reaching and educating students while becoming more efficient in our business processes.

The future of higher education belongs to the innovative and the nimble. UNE intends to be among that number.

Jim Barber, Vice-Chancellor
Learning Without Limits

OUR MISSION
UNE is a regionally based, globally networked university that is renowned for the quality of its student experience, the excellence of its research, its commitment to innovation and inclusivity and its responsiveness to the aspirations of our students, staff, partners, and the New England community. UNE will deliver a distinctive student experience characterised by a formative on-campus student tradition and academic culture, accessible education and service delivery, and research that is relevant to the communities it serves.

OUR VISION
UNE will:
- be known for the quality and accessibility of its on-campus and online education
- deploy the latest educational technologies to connect, study and interact with staff and students all around the world
- be a desirable place to work
- provide an unsurpassed residential college system and on-campus university experience
- focus on research that has a positive impact on regional communities via knowledge transfer and applied outcomes
- remain known for its inclusiveness as both an education provider and employer
- be known as lead collaborator across a range of partnerships with the community, the professions, business, industry and government
- have greater international connectivity in terms of course delivery, course content, pedagogical practice, benchmarking and human capital
- have systems and processes in place that facilitate quick and innovative responses to changes in market demand, industry needs, advances in pedagogy and delivery modes
- be a financially and environmentally sustainable organisation

OUR VALUES
Formative - providing a study and work environment that encourages intellectual and personal development, flexibility in terms of attitude, knowledge and skills
Respectful - encouraging respect for our students, staff and partners and celebrating their diversity
Inclusive - providing an academic and work environment that is accessible to, and engaged with the communities we serve
Flexible - promoting a culture that is responsive to change and the needs and expectations of all stakeholders
Innovative - promoting a culture that develops and incorporates creative approaches to academic and administrative service delivery across all areas of the University
OUR ENABLERs

GOVERNANCE AND LEADERSHIP
Excellence in governance and leadership is required to provide constancy of purpose, maintain values during a period of rapid change and inspire others to follow via open communication and consistency of message.

OUR PEOPLE
The engagement and commitment of staff to our vision and values is integral to our success. We will communicate effectively and recognise goodwill and achievement wherever it is displayed across the University.

QUALITY BUSINESS PROCESSES
We will be efficient and flexible so that UNE can be responsive to changes in market demand, industry needs, advances in pedagogy and delivery modes to ensure a quality course offering.

FINANCIAL SUSTAINABILITY
Financial sustainability will underpin the effectiveness of all strategic enablers and ultimately the success of UNE. This will be supported by an integrated planning and quality framework.
OUR STRATEGIC PRIORITIES
Regionally based and globally connected, UNE is renowned for the quality of its distinctive student experience characterised by the formative on-campus student lifestyle and academic culture, the accessibility and flexibility of its distance education and service delivery, and research that is relevant to the communities it serves and of particular significance to rural and regional communities.

UNE intends to build on all of these attributes, and to provide education to a larger number of students, especially from underrepresented groups. We also aim to be the nation’s university of choice for research into regional issues of global significance. UNE is continually improving the quality of its courseware and currently has a focus on customising its delivery in the online environment with the aim of delivering quality coursework to the growing online market. This will result in growth in student numbers and support investment in the student experience, in our staff and in research.

PRIORITY ONE: TO DISTINGUISH Ourselves BY THE QUALITY OF OUR STUDENT EXPERIENCE

OBJECTIVES
We will:

▪ Provide a high quality and consistent student experience regardless of how and when our students wish to engage with us

▪ Promote the academic culture of our colleges

▪ Prioritise the academic experience for staff and students

▪ Pursue the highest standard of teaching delivery options utilising new approaches and technologies

▪ Provide on-campus domestic and international students with a formative experience, not merely a qualification

▪ Use our strength as a research intensive university to inform our teaching

▪ Encourage an academic environment in which teaching and scholarly output is valued and recognised
PRIORITy TWO: TO ADOPT INNOVATIVE EDUCATIONAL TECHNOLOGY IN SUPPORT OF STUDENT LEARNING

OBJECTIVES
We will:

▪ Enhance the quality of our online course offerings and embrace new technologies
▪ Employ sustainable and robust technologies that support teaching and learning
▪ Expand and enhance our Study Centres and FutureCampus network to serve our students wherever they are
▪ Enhance our IT service capacity to support our aspiration to be the leading provider of flexible and online learning
▪ Enhance availability of online academic support
PRIORITy THRee: TO aCHIEVe INTErNATIONAL DISTINCTION IN all OUR SPECIALIST FIELDS OF RESEARCH

OBJECTIVES

We will:

- Nurture and support highly performing research specialisations
- Promote emergent areas of research that are consistent with our mission and have the potential to achieve international standing
- Conduct research that is embedded in the communities we serve
- Upgrade research facilities
- Build the number of HDR students particularly from indigenous, other under-represented groups and internationals and establish tailored pastoral care, mentoring, academic support and professional development programs to enhance our research capacity and output
PRIORITy FOUR: TO MAXIMISE ACCESS TO A QUALITY HIGHER EDUCATION

OBJECTIVES

We will:

▪ Maximise the opportunity for our diverse communities and under-represented groups to succeed in higher education

▪ Provide effective academic scaffolding and support services to meet the needs of our diverse student population

▪ Establish new partnerships with other education providers to build the pathways to higher education for the communities we serve

▪ Leverage the use of technology to remove the barrier of distance or accessibility to learning

▪ Innovate in the recruitment and retention of regional, remote and ATSI students and staff, particularly within the New England region

▪ Participate in the global movement towards open courseware
PRIORITy FIVE: TO be A WELl-MANAGED ORgANIsATION THAT MeeTS THE eXPeCTaTIONs OF sTUDeNTs aND sTAFF

OBJECTIVES

We will:

- Promote an organisational culture that enables the institution to respond effectively to changes in the external environment
- Streamline academic and administrative processes that recognise our ever changing environment and that use technology solutions to increase efficiency
- Promote a culture of delivering a high quality and consistent experience for all students and staff across every aspect of the university
- Establish a framework to guide the recruitment of new staff and retain the experience and skills of existing staff to support the strategic goals of the University
- Manage our engagement with new and existing partners with the aim of consolidating teaching and learning, research and professional links with strategic partners, industry and the professions
OUR KEY PERFORMANCE INDICATORS

A number of KPIs will be used to evaluate our progress and success across strategic priorities. Specific targets will be set against individual deliverables annually in UNE’s business plan.

Outcomes against both KPIs and Business Plan targets will be reported to Council in February/March each year.

Students
- Coursework load
- Good Teaching Scale of the Course Experience Questionnaire
- Overall Satisfaction Index of the Course Experience Questionnaire
- Retention rates

Research
- Retention rates
- HDR load
- PhD completion times
- Total Value ($) of submitted National Competitive Grants (Category 1)
- Successful number of National Competitive Grants

Access and Participation
- Performance in each of Indigenous; Low SES; Regional; and Remote categories

Financial Viability
- Net result as a % of revenue
- Growth in operating profit
- Structural surplus
- Diversity of revenue streams