

UNE BUSINESS SCHOOL STRATEGIC PLAN

Mission

The UNE Business School continues a proud history of delivering research and education which is of practical, commercial and sustainable benefit to our regional and global stakeholders. Our flagship degrees in accounting, agribusiness, business and economics prepare our graduates for work in business and policy environments, ready to solve problems and lead positive change.

Vision

The UNE Business School will actively create opportunities and partnerships to increase our graduates' readiness to meet the changing needs of regional and global business and for our staff to deliver research that enables better business and public policy in Australia and internationally.

Values

- Creative, innovative, willing to change and take calculated risks
- Respectful, approachable and helpful
- Sustainable, robust and dependable
- Ethical, thoughtful, honest, accountable and authentic

The UNE Business School will be nationally and internationally recognised for our:

- **Innovative Problem solving**

Our approach to learning is about active engagement and collaboration with students – on-campus and online - using researched and innovative methods to solving real world problems.

- **Research impact**

Our staff and HDR students will deliver research that leads, inspires, informs and serves business and public policy in Australia and abroad.

- **Worldly Mindset**

Our commitment is to support students to be regionally and globally active citizens, skilled in intercultural communication and international business.

Priorities

- Excellent research with high impact
- Outstanding student experience
- Digital excellence
- Operational resilience
- Innovative culture

| Priority | | Objective | Action | Who | Timing | Resources required | Measures |
|---------------------------------------|-----|---|---|--|---|--|---|
| 1 Excellent research with high impact | 1.1 | International distinction through our Centre for Agribusiness and Innovation, Centre for Local Government, and related research | <p>Establish Centre for Agribusiness and Innovation and appoint director. Launch Centre for Agribusiness and Innovation</p> <p>Applications for external grants</p> <p>Articulate a clear and persuasive narrative for UNEBS research.</p> <p>Facilitate systematic capture of research collaborations</p> | <p>Head of School Director, CA&I</p> <p>Director, CLG; Director CA&I Researchers</p> <p>UNEBS R&RT Committee</p> <p>UNEBS R&RT Committee</p> | <p>30/4/16</p> <p>30/6/16</p> <p>30/6/16</p> | <p>Funds for seed grants</p> <p>Staff time</p> <p>Yes – check with Research Services re their copywriter</p> <p>Identify project support</p> | <p>Activity of CA&I; applications for grants/success rate/dollars received</p> <p>Revised UNEBS research description with details of collaborations</p> <p>System working</p> |
| | 1.2 | Active collaborations with business, industry and government within the region and more widely | <p>Partnerships with</p> <ul style="list-style-type: none"> • Ag Law Centre on project relevant to policies affecting regional businesses and • ERS and/or S&T to fund and deliver projects to commercialise new science relevant to regional business. • Other Universities and local government, through visiting scholars | <p>Director, Centre A&I</p> <p>Director, Centre A&I</p> <p>Director, Centre LG</p> | <p>31/12/16</p> <p>31/12/16</p> <p>31/12/16</p> | <p>Seed funds and UNEBS staff expertise</p> <p>Networking funds to support activities</p> | <p>Projects in place</p> <p>Industry funds accessed</p> |
| | 1.3 | Vibrant research community | <p>Shape seminar series that appeals to wider business and industry participation;</p> <p>Attract visiting scholars</p> | <p>Coordinator UNEBS seminar series</p> <p>UNEBS R&RT Committee</p> | 31/12/16 | Networking funds to support activities | <p>Seminar series includes industry focused presentations</p> <p>Number of visiting scholars</p> |

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| 2. Outstanding student experience | 2.1 | Continue to lead in overall student satisfaction for QiLT FOE Business and Management | Explore innovative means for online delivery and capture evidence of efficacy. | Unit coordinators and Learning Design team | Ongoing | BAU | QiLT scores |
| | | Increase student satisfaction for Learner Engagement and Skills Development | Embed active engagement and collaboration with students using researched and innovative methods to solving real world problems in all courses | UNEBS T&L Committee and unit coordinators | 30/8/16 | | Contributions to EdShed; articles published; grants received |
| | | | Business courses revised to better meet market needs | Chair T&L, course coordinators | 28/2/16 | | Clear guidelines for UNEBS staff re the nature of learning experiences for students |
| | | | Identify School wide solutions for increasing learner engagement | UNEBS T&L Committee | 31/12/16 | | Course amendments completed for 2017 delivery |
| | 2.2 | Recognise and reward high quality teaching. | UNE Business School Teaching Excellence awards to recognise engagement with industry and problem solving. | UNEBS T&L Committee | 31/12/16 | Funds for award winners | Teaching excellence awards granted |
| | | | Increase applications for UNE and national teaching excellence awards | Unit coordinators | | | UNE and national teaching awards success |
| | 2.3 | Enhance 'real world' and international experience within our courses | Work integrated learning options in all awards | Course coordinators | 31/12/16 | WIL coordinator | WIL enrolments |
| | | | Increase student participation in international study tours/exchanges | Study tour coordinators | | | OSSE 300/500 enrolments |
| | | | Industry, business and professional connections made visible in our courses | Course and unit coordinators | | | |
| Recognition of Enactus involvement through courses | | | Enactus mentor | Enactus mentor time | | | |
| PRME embedded in all courses | | | Course and unit coordinators | Course Los | | | |

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| 3. Digital excellence | 3.1 | Online student numbers increased through innovative offerings | Successful implementation of the UNE online growth strategy | Head, UNE Business School & MaPA | 1/6/16 | Provided through MaPA/SPG | Enrolments from non-award students |
| | 3.2 | Optimise use of technology in our teaching | Experiment with new technologies and capture evidence of their efficacy for student learning | Learning design team and unit coordinators | 31/12/16 | BAU | Contributions to EdShed; articles published; grants received |
| | 3.3 | Employ social media channels more effectively to profile the School's activities | Increase UNEBS profile through social media channels | Whole of School | 31/12/16 | Specialist advice | Social media metrics |
| | 3.4 | Employ collaborative software for industry and research collaborations | Increase use of virtual interaction | Academic staff | 31/12/16 | BAU | |

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| 4. Operational resilience | 4.1 | Optimise course and unit profile and admission processes to ensure high quality student experience in the most efficient manner | Identify smaller, more targeted unit set supporting high quality courses. Low enrolment courses discontinued Develop innovative programs for existing partners Refine and streamline admission criteria for UG and PG awards | Discipline groups Academic Manager BDPM Course coordinators and Academic Manager | 30/3/16 | BAU | Number of units delivered Course deletions Student enrolments |
| | 4.2 | Develop alternative sources of revenue | Short course business model developed Build relationships with UNEP, industry partners and businesses to shape courses meeting market needs Attract industry funds for key events | HoS; Business Manager BDPM and course coordinators Directors, CA&I CLG; | 30/12/16 | BAU BDPM time and seed funds Directors time and seed funds | \$ received Partnerships increased with businesses |
| | 4.3 | Achieve EPAS accreditation | Peer Advisory Visit, act on recommendations Support staff to attend EMFD events | Head of School | 31/12/16 | Funds | Action plan developed. |
| | 4.4 | Strengthen relationships with key partners and alumni | Actively engage with IPA, Armidale and Tamworth Business Chambers, NISBN, high schools across the New England North West region and our international pathways institutions Identify alumni to increase students access to work opportunities | Academic staff | 31/12/15 | Travel funds for international engagement; Seed funds for local engagement | Staff PPDRs |
| | 4.5 | Increase volume and quality of international pathways | Review existing relationships and develop more diverse country profile of international pathways | Deputy HoS; BDPM | | | International student numbers and student progression |

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| 5. Innovative culture | 5.1 | High quality service to students and partner businesses | Plan for and timely delivery of an exemplary learning experience for our students and service experience for our partners. | Whole of School | Ongoing | BAU | Staff PPDRs to include service orientation |
| | 5.2 | UNE Business School structure and service supports staff to perform at highest level | Review School structure and service roles to enable delivery of strategy Develop clear KPIs for all staff with regards to support and service roles | Head of School | 30/3/16 | BAU | Staff feedback |