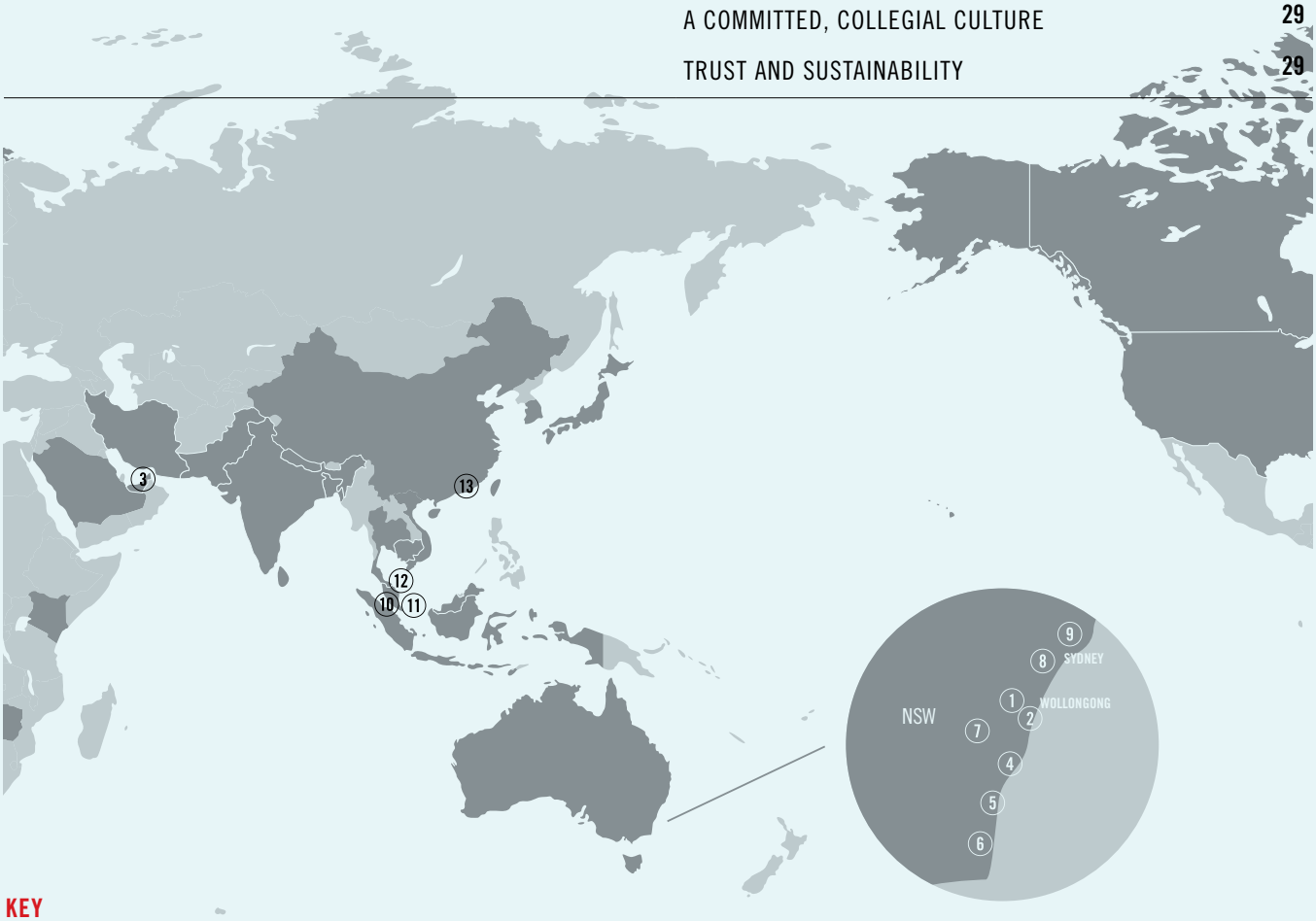
University of Wollongong

STRATEGIC PLAN

2011
2013

CONTENTS		PAGE
VICE-CHANCELLOR'S STATEMENT		1
UOW STRATEGIC DIRECTIONS – 2010 TO 2020		2
UOW 2011–13	VISION & MISSION	6
	PRINCIPLES & GRADUATE QUALITIES	7
	STATEMENT OF PRIORITIES 2011-13	8
	ALIGNED PLANNING STRUCTURE	10
UOW 2011–13 GOALS	GOAL 1 – GRADUATES	14
	GOAL 2 – RESEARCH	16
	GOAL 3 – PARTNERSHIPS & ENGAGEMENT	18
	GOAL 4 – INTERNATIONAL	20
	GOAL 5 – STAFF	22
UOW QUALITY & BUSINESS KEYSTONES	OPEN, RESPONSIBLE GOVERNANCE AND BUSINESS	25
	SOCIAL INCLUSION AND RECONCILIATION	28
	A COMMITTED, COLLEGIAL CULTURE	29
	TRUST AND SUSTAINABILITY	29



KEY

1. **Wollongong Campus (1951)** – home campus for UOW facilities, research and management
2. **Innovation Campus (iC) (2003)** – collaborative R&D and business precinct for developing ideas and delivering solutions
3. **UOW Dubai (1993)** – located in United Arab Emirates (UAE) offering UOW undergraduate and postgraduate courses
4. **UOW Shoalhaven Campus (1993)** – purpose-built site with TAFE NSW-Illawarra Institute in Nowra
5. **Batemans Bay Education Centre (2001)** – joint facility with TAFE NSW-Illawarra Institute and Eurobodalla Shire Council; offers courses in Arts, Commerce and Education
6. **Bega Education Centre (2001)** – joint facility with TAFE NSW-Illawarra Institute and Bega High School; offers courses in Arts, Commerce, Nursing and Education
7. **Moss Vale Education Centre (2002)** – joint facility with TAFE NSW-Illawarra Institute; offers courses in Arts and Commerce
8. **UOW Southern Sydney (2003)** – joint facility with TAFE NSW, Sydney Institute, and Sutherland Shire Council; offers courses in Education and Commerce
9. **Sydney Business School** – operating from locations in Sydney CBD and at the Innovation Campus
10. **SIM Singapore**
11. **PSB Singapore**
12. **INTI Malaysia**
13. **IRI Hong Kong**

VICE-CHANCELLOR'S **STATEMENT**

THE HALLMARK STRENGTHS THAT DEFINE THE "UOW WAY" AND ITS CULTURE — DIVERSITY, EXCELLENCE, ENTERPRISE AND PARTNERSHIP — DROVE QUALITY, INNOVATION AND AN EXCEPTIONAL RECORD OF ACHIEVEMENT OVER THE 2008–2010 STRATEGIC PLANNING CYCLE.

At the end of the cycle, the University of Wollongong (UOW) was placed in the top 2% of world universities (Academic Ranking of World Universities) and amongst the first 10 Australian universities for ARC grant income. We had recorded an unbeaten, continuous decade of five-star ratings for Graduate Outcomes in the Good Universities Guide and an A1 rating for Excellence in the revised national Learning & Teaching Fund.

Enrolment targets for the cycle were realised, including those for international students when downturns were being experienced across the sector. Our Faculty profile was extended in 2007 to include the Graduate School of Medicine which established itself and its innovative curriculum during the last three years. We could demonstrate a strong record for staff development; exemplary outcomes in areas like Occupational Health & Safety; and positive initiatives in environmental management.

UOW has shown it is comprehensive in scope, transformative in purpose and ready to act. Our record offers both a platform and challenge for the next planning cycle.

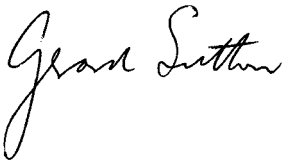
The 2011–13 Plan aims to harness UOW's special capacity to move expeditiously, to cross boundaries and make the critical connections through its programs and partnerships. In that way, we will create the opportunities that bring together ideas and expertise from across disciplines. They will be realised in research outcomes and learning and teaching achievements that sustain and further our place in the top tier of Australian universities. They will take visible shape in developments such as the SMART Infrastructure Facility and the Illawarra Health & Medical Research Institute. In these ways the University will fulfil a Vision that echoes the University's origins and enduring links with its regional community and its current and future global reach.

The UOW Vision for 2011–13 is special in giving a focus for our resources of creativity and expertise: it is about enriching people and the world they live in. Our Mission is to succeed through diversity, excellence, enterprise and partnership across the scope of our activities and relationships.

In 2011, the University enters a new decade, one which will confront extraordinary demographic, climate and geopolitical forces. UOW's interdisciplinary approach, that capacity to connect creatively across disciplinary boundaries, will be a critical and distinctive advantage.

At the end of the decade, UOW will have advanced its standing globally as a comprehensive, international research university. It will do so by retaining and strengthening the sound quality, business and financial systems that enable its agility and foresight in decision-making. Above all, it will cultivate its greatest asset — a trademark collegial culture.

To achieve its Vision in 2011–13 and beyond to 2020, UOW will rely on the quality, co-operative spirit and energy of our staff and the active engagement and success of our students. They are at the heart of the "UOW Way".



Professor Gerard Sutton
Vice-Chancellor, October 2010

The 2011-13 UOW Strategic Plan was:

Endorsed by Academic Senate, 6 October 2010
Approved by UOW Council, 15 October 2010

UOW STRATEGIC DIRECTIONS: 2010 TO 2020

UOW 2010

THE UNIVERSITY OF WOLLONGONG (UOW) IN 2010 IS AN INTEGRATED, MULTI-SITE UNIVERSITY.

All UOW sites are aligned with its Vision, Mission and Principles and give shape to its Goals through their particular roles. In 2010, they include three on-shore campuses (Wollongong, Shoalhaven and the Innovation Campus (iC)), four Education Centres and a Sydney Business School at sites on the Innovation Campus and in the Sydney CBD. The University also has a significant presence off-shore in the form of UOW Dubai, and works in partnership with other institutions transnationally to deliver courses and engage in research activities.

UOW was a pioneer in bringing fields of expertise together to form centres of research concentration. In 2010, it has 20 Research Strengths including the globally recognised Centre for Archaeological Science (leading the Flores Hobbit project); Intelligent Polymer Research Institute and Institute for Superconducting and Electronic Materials (under the framework of the Australian Institute of Innovation Materials); and the Institute for Transnational & Maritime Security.

In learning and teaching, the University demonstrates a high level of scholarship, as evidenced by its ALTC citations while investing in innovative technologies, especially to promote e-learning. The quality of its programs and its special personal style resulted in sector high levels of student satisfaction.

UOW's growing confidence and recognition internationally is anchored in a steadfast relationship with its region. Those two aspects and the University's commitment to partnership came together visibly during 2008 with the launch of 'Welcome to Wollongong' Festival. UOW has since continued to partner with TAFE NSW, Wollongong City Council, the Illawarra Business Chamber and other business and community groups to stage the Festival which, in its third year, was attended by members of the community and over 500 international students.

In 2010, UOW is recognised as an enterprising university with a diverse culture and range, a record of excellence and special capacity to connect through partnerships in research, learning and development.

KEY STATISTICS SEPT 2010

TOTAL ON-SHORE ENROLMENTS

23,073

(HEADCOUNT, INCLUDING 6,435 INTERNATIONAL ON-SHORE)

- UNDERGRADUATE **15,103**
- POSTGRADUATE **7,167**
- NON-AWARD **803**

2010 ON-SHORE COURSE ENROLMENTS BY MAJOR SITE

- SYDNEY BUSINESS SCHOOL **657**
- UOW SOUTHERN SYDNEY **270**
- INNOVATION CAMPUS **349**
- WOLLONGONG **20,707**
- MOSS VALE **102**
- SHOALHAVEN **575**
- BATEMANS BAY **147**
- BEGA **152**

MAJOR ACHIEVEMENTS 2008–2010

IN TOP 2% OF WORLD UNIVERSITIES
(ACADEMIC RANKING OF WORLD UNIVERSITIES – FORMERLY SHANGHAI JIAO TONG)

IN TOP 10 AUSTRALIAN UNIVERSITIES
FOR ARC GRANT INCOME

A CONTINUOUS DECADE OF FIVE-STAR RATINGS
FOR GRADUATE OUTCOMES IN THE GOOD UNIVERSITIES GUIDE

A1 RATING FOR EXCELLENCE IN REVISED NATIONAL LEARNING AND TEACHING FUND

IN THE TOP TIER CATEGORY FOR AUSTRALIAN LEARNING AND TEACHING COUNCIL (ALTC) CITATIONS PLACES OVER PLANNING PERIOD

STUDENT SATISFACTION ABOVE THE NATIONAL AVERAGE (AS MEASURED BY MAJOR SURVEYS, INCL. BENCHMARKED AUSTRALASIAN SURVEY OF STUDENT ENGAGEMENT; INTERNATIONAL STUDENT BAROMETER)

THREE LANDMARK DEVELOPMENTS
– INNOVATION CAMPUS (+$350 PROJECT); SMART INFRASTRUCTURE FACILITY ($35M FEDERAL GOVT FUNDING); ILLAWARRA HEALTH AND MEDICAL RESEARCH INSTITUTE (IHMRI) ($30M BUILDING; $15M STATE GOVT FUNDING)

STANDARD & POORS RATING OF AA/A-1 + STABLE RATING OVER 2008–10 CYCLE

HIGHEST RESULTS AMONGST BENCHMARKED AUSTRALIAN UNIVERSITIES ACROSS ALL OF THE WORKPLACE DIMENSIONS MEASURED IN THE "YOUR VOICE" IN WORKFORCE SURVEY 2007 AND 2010

CONSISTENT POSITIVE OCCUPATIONAL HEALTH AND SAFETY (OH&S) PERFORMANCE INCLUDING SUCCESSFUL 3-YEAR EXTENSION OF SELF INSURANCE LICENCE FOR WORKERS COMPENSATION AND FINALIST IN THE 2009 WORKCOVER NSW SAFEWORK AWARDS

RECOGNITION FOR ENVIRONMENTAL MANAGEMENT, ESPECIALLY IN ENERGY CONSERVATION

ANNUAL ECONOMIC IMPACT ON THE REGION REACHED $953 MILLION (2009)

UOW STAFF 2010

ACADEMIC STAFF (FTE)
1,125

NON-ACADEMIC STAFF (FTE)
1,090

UOW COMPETITIVE RESEARCH INCOME

2008
$35.9m

2009
$45.7m

UOW RESEARCH PUBLICATION OUTPUTS

2008
1,249

2009
1,374

UOW: TOWARDS 2020

Over the next decade, UOW will assert its standing as a premier Australian research university. We plan to continue to review and improve UOW's pioneering model of research strengths and establish a national profile for excellence in the areas of interdisciplinary research across a wide range of disciplines in the sciences, engineering, humanities and social research.

The University is committed to be an exemplar of high standards and scholarship in learning and teaching. A comprehensive portfolio of teaching programs, from undergraduate to higher degree level, will showcase distinctive concentrations of disciplinary and interdisciplinary strength aligned with research themes.

We are looking to increase total enrolments by about 10,000 students by 2020, with a significant proportion of that growth proposed for off-shore programs. As we realise our access and equity commitment, a higher percentage of students than now will come from a lower socio-economic background. We will continue to transform these students into UOW graduates who are ready to become professionals and leaders who care, who challenge assumptions and who can deliver solutions.

By 2020, UOW will have increased its international reach and be recognised as a global education provider of the highest standards. We are looking to increase our on-shore enrolment base of 6,000 international students to 7,000 over the next decade, with a more diversified profile of country of origin and high levels of student satisfaction. In terms of off-shore student enrolment we aim to grow from a base of 4,000 to 10,000 international students.

At the same time, UOW will not forget its roots and its commitment to the development of the home region and its people. The spirit of that partnership will be applied on an ever wider scale with UOW recognised, nationally and internationally, as a model of good practice and preferred partner for community members and organisations, government, business and industry and fellow institutions.

In 2020, the elements of the "UOW Way" will have a strong and visible presence in flagship developments (which will be supplemented over the decade). Their projected outcomes will define the University's position globally; they are also transformational with the capacity to make a recognised contribution to the health and fabric of society. Each will be bolstered over the decade by an intensified nexus between learning programs and areas of research expertise.

FLAGSHIP DEVELOPMENTS 2020

	FLAGSHIP	OUTCOME	IMPACT
DIVERSITY	**UOW SOUTHERN SYDNEY**	Consolidated development of UOW Southern Sydney, increasing opportunities for access to university courses	UOW established as the preferred university presence in southern Sydney
	EARLY START PROGRAM	Program operating as national flagship	Significant contribution to the social agenda, transforming early childhood education: the necessary basis for educational and social achievement
EXCELLENCE	**COMPREHENSIVE RESEARCH CULTURE**	Research grant success; attraction and retention of high calibre staff and students Internationally-recognised, interdisciplinary Research Strengths contributing to national and international priorities (e.g. practical solutions in climate and energy)	Sustained position in the world's top 2% of research universities
	INNOVATIVE LEARNING AND TEACHING PROGRAMS ALIGNED WITH RESEARCH STRENGTHS	Flagship and transformational programs (e.g. Early Start) Flagship strengths in e-learning Standards-based curriculum design and delivery	Top tier position in: - Learning & Teaching Fund (or equivalent) - ALTC grants - Graduate Outcomes
ENTERPRISE	**INNOVATION CAMPUS (iC)**	Targeted buildings completed; mix of regional and non-regional/ off-shore tenants	135,000sq metres of space 3,000 employees
	SMART INFRASTRUCTURE FACILITY	Building completed; established as research and training centre with 50 staff supported by external funds.	National Centre producing innovative, multidisciplinary solutions for infrastructure; international recognition
PARTNERSHIP	**RURAL & REGIONAL HEALTH**		
	IHMRI	Partnership with Area Health Service providing translational clinical research in selected interdisciplinary areas	Nationally recognised centre for research leading to improvements in clinical practice and health service delivery
	Health and Medical Precinct	Private hospital and integrated primary care health centre established, attracting high-level medical specialists	Comprehensive university contribution to all levels of health care and the medical infrastructure in the region

UOW 2011–2013

TO ENRICH PEOPLE, COMMUNITIES AND THE ENVIRONMENT BY MAKING ORIGINAL AND CREATIVE CONNECTIONS ACROSS DISCIPLINARY, SOCIAL AND CULTURAL BOUNDARIES

UOW IS A COMPREHENSIVE RESEARCH AND TEACHING UNIVERSITY OF INTERNATIONAL STANDING. WE ACHIEVE OUR VISION THROUGH:

Diversity in access and opportunity for all UOW students and staff

Excellence and sustained quality in research and teaching programs, processes and graduate outcomes

Enterprise in shaping and realising new and emerging national and international priorities

Partnership in innovation and the development of staff, students and our communities

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

LINKED TO OUR GOVERNING PRINCIPLES, THE GRADUATE QUALITIES ARE THE DESIRED OUTCOMES OF THE UOW LEARNING EXPERIENCE. 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.

STATEMENT OF PRIORITIES 2011-13

CONTEXT

The University's planning for the 2011–13 cycle is set in the context of a demand-driven system, Performance Compacts and the federal government's commitment to "40% of all 25–34 year olds [holding] a bachelor degree by 2025; 20% at undergraduate level from low SES backgrounds" (see Planning Context, p25).

Federal schemes, such as the Education Investment Fund (EIF), that have provided funding for major developments at UOW, are expected to continue and are likely to be supplemented by funding (with a regional focus), which was secured in the negotiations with the independent members of Parliament.

At the end of 2010, however, the Australian Higher Education Sector faced projections of a significant downturn in international student numbers resulting from factors that included changes in Australian visa processing; the growth of home-based universities in China and India; financial uncertainties in the target countries; the strength of the Australian dollar; and concerns about student safety in Australia.

The 2011-13 Strategic Plan was, therefore, developed and finalised during a time of some uncertainty for the sector. The University was aware also that it would welcome a new Vice-Chancellor in 2012. Allowing for flexibility to change tack was essential.

STRATEGIC PRIORITIES

Built around the strengths of diversity, excellence, enterprise and partnership, the strategic priorities are the rallying calls for 2011–13; they inform the objectives and key indicators of success in this Plan.

They will be achieved through the network of UOW campuses and sites which carry our comprehensive mission and world-class programs to our communities, regionally, nationally and internationally.

Diversity

UOW aims to build on its diversity as a comprehensive university. We will promote the breadth and richness of our people, our programs and the communities we serve and partner. The University is committed to Social Inclusion and to a Vision of Reconciliation (see page 28).

We aim to give students from all backgrounds the opportunity and capacity to become creative, global citizens and leaders. Based on current funding parameters, UOW plans for measured growth in the size and/or the mix of its student enrolments in 2011–13.

We will seek to capitalise on the distinctive character of our multi-site network. UOW Southern Sydney will be developed to open opportunities for students in a community with strong, existing relationships with the University.

STUDENT LOAD PROJECTIONS

DOMESTIC STUDENT LOAD	12% growth between 2011 and 2013, with an increase in the proportion of commencing students coming from Low Socio-Economic Status backgrounds (assuming no change in government policy settings)
INTERNATIONAL STUDENT LOAD	On-shore: - Minimal overall growth over cycle in current climate - Increase in the ratio of international undergraduate students to postgraduate course work international students (benchmarked against the national average) - Target of >10% international students in each faculty Off-shore: 30% growth over cycle

Excellence

UOW has a particular definition of excellence: it is an active not a passive concept. We have consistently gone beyond the expectations for an institution of our size and stand independent of any sector networks. In 2011–13, UOW will sustain its position in the top 2% of world research universities and remain a national leader in Learning and Teaching performance with the highest ratings for student experience and graduate outcomes.

The University has always demonstrated a capacity to address national and international priorities through distinctive concentrations of excellence. By aligning undergraduate and postgraduate programs more closely with research strengths, we plan to focus expertise and innovation in flagship areas, such as intelligent polymer chemistry and electromaterials; the early childhood program (Early Start) in Education; and the Social Innovation focus in Commerce. That ability to develop ideas and target resources to achieve them will be an even stronger feature of UOW in 2011–13.

Enterprise

UOW has a defining spirit of enterprise. It is a future-focussed institution, agile and flexible in realising opportunities. In 2011–13, the University will continue to pioneer developments in educational technology. We will retain leadership in e-learning and in the innovative models of course delivery employed by the Graduate School of Medicine. Our capacity to develop inventive, in-house systems will continue to be a UOW trademark.

The major projects of the 2008–10 cycle—the Innovation Campus (iC), the SMART Infrastructure Facility and the Illawarra Institute of Health & Medical Research (IHMRI)—demonstrate enterprise in action. Between 2011–13, they will grow in presence and recognition. At the iC, for example, a major new project, "Retro-fitting for Resilient and Sustainable Buildings", will take shape in partnership with BlueScope, TAFE Illawarra Institute and Housing NSW.

Enterprise based on astute planning will be essential in the 2011–13 climate, especially as UOW aims to become a leading global education provider. The University-owned "ITC Limited" is a key vehicle for undertaking both current and future commercial ventures such as the successful UOW Dubai campus.

UOW will continue to move from a platform of sound quality, financial and data management for informed, proactive decision-making. Financial sustainability over the period of the plan will be measured against the targets set out in the table below.

Partnership

UOW is an international university, historically committed to its region but strongly aligned with Australia's contemporary role, particularly in the Asia-Pacific region.

In 2011–13, the University will act, in partnership, to build the value of its contribution to the educational, economic, social development and environmentally sustainable development of its regions. As a major partnership initiative, UOW has announced planning for a regional hospital as a next step in creating a comprehensive hub for rural and regional health, based around the innovative nature of the Graduate School of Medicine and IHMRI. The hospital would be part of a medical and health precinct and it will have, at its core, a strong partnership with both government and a private health provider.

At the same time, we aim to initiate and sustain global and national research alliances and other networks of influence within a strong quality framework. The development of the INTI-Laureate partnership in Malaysia will be a significant focus over the cycle.

The features of UOW partnerships are a characteristic personal style, quality and timeliness, and mutual benefit. They are made possible by another, critical partnership – that with and between our staff members. For this reason, we are looking to sustain, at the highest level, UOW's commitment to staff development and to the quality of the work environment. Standards and leadership will be the key areas of concentration in 2011–13.

FINANCIAL MANAGEMENT TARGETS 2011-13

UNDERLYING OPERATING RESULT PER ANNUM	3% of operating income (i.e. net of capital grants)
CURRENT RATIO (BETWEEN SHORT TERM ASSETS AND SHORT TERM LIABILITIES)	Greater than or equal to 1.8
DEBT TO EQUITY RATIO	No greater than 15%
DEBT SERVICE COVERAGE RATIO	Greater than or equal to 8
STANDARD AND POOR'S CREDIT RATING	AA/A-1 + Stable rating.

ALIGNED PLANNING STRUCTURE

AN ALIGNED PLANNING STRUCTURE WITH INTERCONNECTED STRATEGIC AND OPERATIONAL LEVELS

UOW GOALS INTERCONNECT AND REINFORCE EACH OTHER IN ACHIEVING THE STRATEGIC OUTCOMES IDENTIFIED IN THE STATEMENT OF PRIORITIES

OBJECTIVES UNDER THE GOALS DEFINE AREAS OF FOCUS AND ACTION

KEY INDICATORS OF SUCCESS AND THREE-YEAR TARGETS SET THE INSTITUTIONAL MARKERS OF PROGRESS TOWARDS GOALS

QUALITY & BUSINESS KEYSTONES GROUP THE UOW GUIDING PRINCIPLES AS THE REFERENCE POINTS FOR STRATEGIC AND OPERATIONAL PLANNING, ACTION, REVIEW AND IMPROVEMENT

ENABLING PLANS AT THE OPERATIONAL LEVEL SET THE ANNUAL STRATEGIES, TARGETS AND MEASURES UNDER THE STRATEGIC GOALS AND OBJECTIVES; THEY PROVIDE THE PERFORMANCE FRAMEWORK FOR UOW CAMPUSES AND SITES, FACULTIES AND UNITS AND ARE THE REFERENCE POINTS FOR SUPPORTING PLANS

STRATEGIC GOALS

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
GRADUATES EQUIPPED TO LEARN, ENGAGE AND LEAD IN SOCIETY AND THE GLOBAL WORKPLACE	RECOGNITION FOR RESEARCH OF HIGH QUALITY AND IMPACT	PARTNERSHIPS THAT DEVELOP COMMUNITIES AND AN ENTERPRISING, ENGAGED UNIVERSITY	AN INTERNATIONAL UNIVERSITY OF CHOICE	VERSATILE, COLLABORATIVE AND CREATIVE STAFF

OPERATIONAL FRAMEWORK

ENABLING PLANS

STUDENT LEARNING AND TEACHING	RESEARCH MANAGEMENT	ENGAGEMENT AND PARTNERSHIPS	INTERNATIONAL	STAFF
Faculty Plans, Unit Plans, On-shore Sites Plan, Social Inclusion Plan, UOWD and WCA plans (under ITC Plan)	Research Institute and Centre plans, Faculty Plans, Unit Plans	Faculty Plans, Unit Plans, On-shore Sites Plan, Social Inclusion Plan, iC Business Plan, Environmental Management Plan	Faculty Plans, Unit Plans, UOWD Plan	Faculty Plans, Unit Plans

QUALITY & BUSINESS KEYSTONES

OPEN & RESPONSIBLE GOVERNANCE & BUSINESS

UOW Principles:

- Foresight, quality and accountability as an institution

SOCIAL INCLUSION & RECONCILIATION

UOW Principles:

- Equity and social justice
- Diversity of cultures, ideas and peoples
- Indigenous perspectives and reconciliation

A COMMITTED, COLLEGIAL CULTURE

UOW Principles

- Intellectual openness and freedom of opinion
- Integrity
- Mutual respect and collegiality

TRUST AND SUSTAINABILITY

UOW Principles:

- Community partnerships and mutual development
- Responsible stewardship of the natural environment

UOW 2011–2013 GOALS

1 GRADUATES

2 RESEARCH

3

PARTNERSHIPS
AND ENGAGEMENT

INTERNATIONAL

STAFF

GOAL 1 /
GRADUATES

GRADUATES EQUIPPED TO LEARN, ENGAGE AND LEAD IN SOCIETY AND THE GLOBAL WORKPLACE

This goal focuses on the learning journey from prospective student to graduate and on to the next stages of work, study and contribution to society. UOW aims to develop students into graduates who have the capacity to undertake meaningful roles in managing the challenges of social, environmental and workplace change. Through high quality teaching, targeted support and first-rate facilities, we plan to equip them with the knowledge, skills and perspectives they will need to inform, inspire and provide creative solutions.

UOW Strategic Priorities targeted in Goal 1 Objectives for 2011–13:

- Remain a national leader in Learning and Teaching performance
- Enhance opportunities for students from all backgrounds to participate in and succeed at university
- Develop graduates who are creative global citizens in outlook, experience and capacity
- Implement the UOW Vision of Reconciliation for the benefit of students, staff and our communities
- Strengthen distinctive concentrations of learning and teaching excellence
- Build on the distinctive strength of our multi-site network, specifically by developing UOW Southern Sydney

Operational Framework

Goal 1 is put in operation, monitored and improved via the strategies and specific targets of the Student Learning and Teaching Plan.

OBJECTIVES

1. Graduates who embody the University's Graduate Qualities

Achieved through:

- A strong integration between the Graduate Qualities, the curriculum and assessment
- Development of international perspectives and experience
- Experience of work-integrated learning
- A demonstrable Learning-Research nexus with a strong alignment of teaching programs with areas of research strength
- Embedded principles of Academic Integrity

2. Student access and quality transition support for the student learning journey

Achieved through:

- A UOW Social Inclusion Strategy that attracts prospective students from a diversity of backgrounds and supports their success
- The capacity of Wollongong College Australia (WCA) to provide pathway opportunities for students, including low socio-economic status backgrounds (SES) and at new locations such as UOW Southern Sydney
- A UOW Learning Strategy that addresses transition, delivery and learning support for all cohorts and across sites
- An engaging UOW student experience that encourages active membership of an inclusive community and supports the development of global citizens
- A continuing and interactive relationship with Alumni

3. Quality programs relevant to the evolving needs of students and the community

Achieved through:

- Quality e-learning practices and standards in course design for multi-location delivery, on and off-shore
- Strategic course development with reference to national priorities, academic standards and stakeholders in the community, government and industry
- Flagship courses, distinctive for their strong alignment with disciplinary research as well as pedagogical theory
- Planned development of programs at regional sites and the facilities, technologies and services to deliver them

4. High quality teaching

Achieved through:

- Attraction and retention of high quality teaching staff
- Development programs to refresh and engage full-time and sessional teachers
- Commitment to distinctive, reflective and innovative teaching culture
- Integrated systems for analysis of student feedback
- Peer review and recognition, including promotion frameworks for excellent educational practice
- Continuing enhancement of a strong policy and governance framework

KEY INDICATORS OF SUCCESS AND TARGETS

INDICATORS	2011-13 TARGETS
Position in sector for Learning and Teaching Performance	A1 rating for Excellence in Higher Education Performance Fund 70% of teaching and research academics with a completed formal teaching course
Attraction of nationally competitive grants and citations for teaching innovation	Sustained position, in top tier universities for success in Australian Learning and Teaching Council (ALTC) awards and citations
Position as a preferred university for commencing students	12% growth between 2011 and 2013, with an increase in the proportion of commencing students coming from Low Socio-Economic Status backgrounds Development at UOW Southern Sydney completed by 2012 to consolidate UOW as a university of choice in that region UOW Student Experience Statement, based on major enhancement projects, developed by 2012
Definition and impact of the UOW student experience	UOW Student Experience Statement, based on major enhancement projects, developed by 2012 Satisfaction levels in Student Experience Questionnaire sustained above 90% for UOW total over three years
Strengthen curriculum mapping across all faculties	Curriculum maps in place in all Faculties by 2013 and communicated to students and staff

GOAL 2 / **RESEARCH**

RECOGNITION FOR RESEARCH OF HIGH QUALITY AND IMPACT

UOW is committed to strengthening the intensity and reach of our research culture to drive research of recognised quality and impact over the next decade. In this environment, we will build our capacity to make the connections between learning and new ideas; between students and staff; between disciplines; and between research collaborators here and elsewhere. Through this intensity of effort, we seek to achieve recognition and support nationally and internationally for distinctive research programs and outcomes across a wide range of disciplines.

UOW Strategic Priorities targeted in Goal 2 Objectives for 2011–13:

- Sustain our position amongst world research universities
- Strengthen distinctive concentrations of excellence, aligned with emerging and existing national and international priorities
- Develop graduates as creative, global citizens in outlook, experience and capacity
- Realise the roles of the SMART Infrastructure Facility, Illawarra Health & Medical Research Institute and the Innovation Campus (iC) in advancing research that engages industry and benefits society
- Sustain commercialisation and commercial research outcomes
- Build the value of UOW's contribution to the education, economy, health and social fabric and the environmental sustainability of its regions

Operational Framework

Goal 2 is put in operation, monitored and improved via the strategies and specific targets of the Research Management Plan.

OBJECTIVES

1. Global recognition for research of high quality and impact

Achieved through:

- Concentrations of excellence within and across disciplines
- A high quality research culture
- Supportive infrastructure and systems
- High-level research integrity
- A focus on planning, benchmarking and review
- Enhanced measures for assessing the quality of interdisciplinary research

2. Enhanced capacity to attract research funding

Achieved through:

- Strategic deployment of internal resources
- Attraction of competitive research grant funding
- External opportunities for strategic HDR Scholarship funding
- Readiness for research opportunities with business and industry
- Commercial research and commercialisation
- Building strategic networks

3. Strong national and international partnerships to facilitate the achievement and recognition of research outcomes

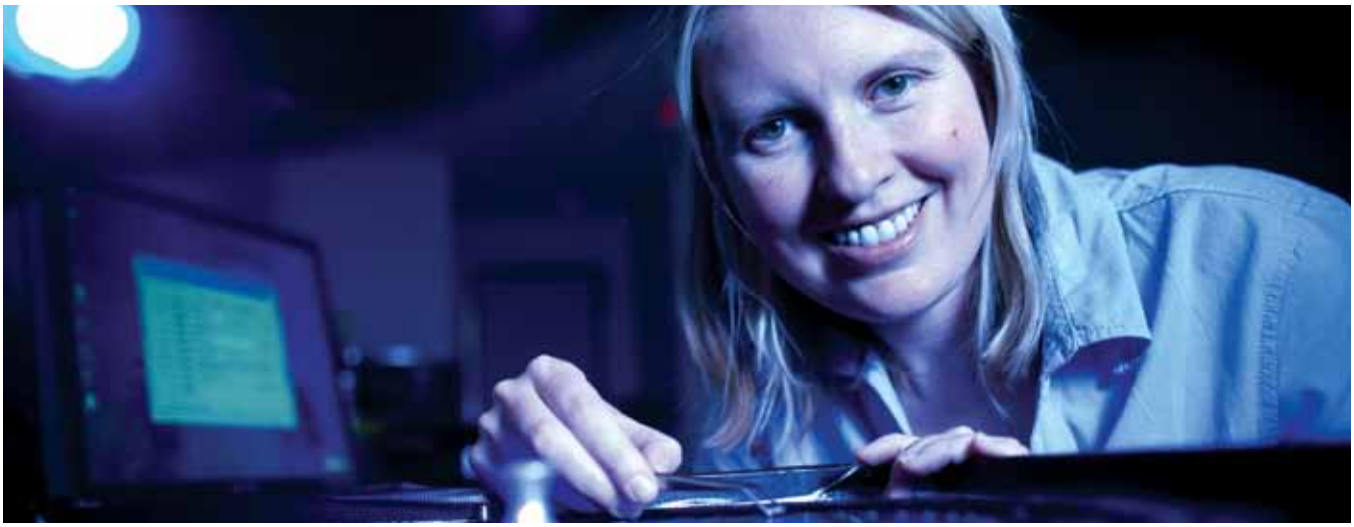
Achieved through:

- Strategic research partnerships for staff and higher degree research (HDR) students
- Support for strong collaborators
- Applied research activities
- Development of rural and regional health and medical research, in conjunction with planning for a private hospital and integrated primary care health centre in partnership with government and the private sector
- Developing the potential of the Innovation Campus
- The capacity for environmental research
- A strong risk and quality framework

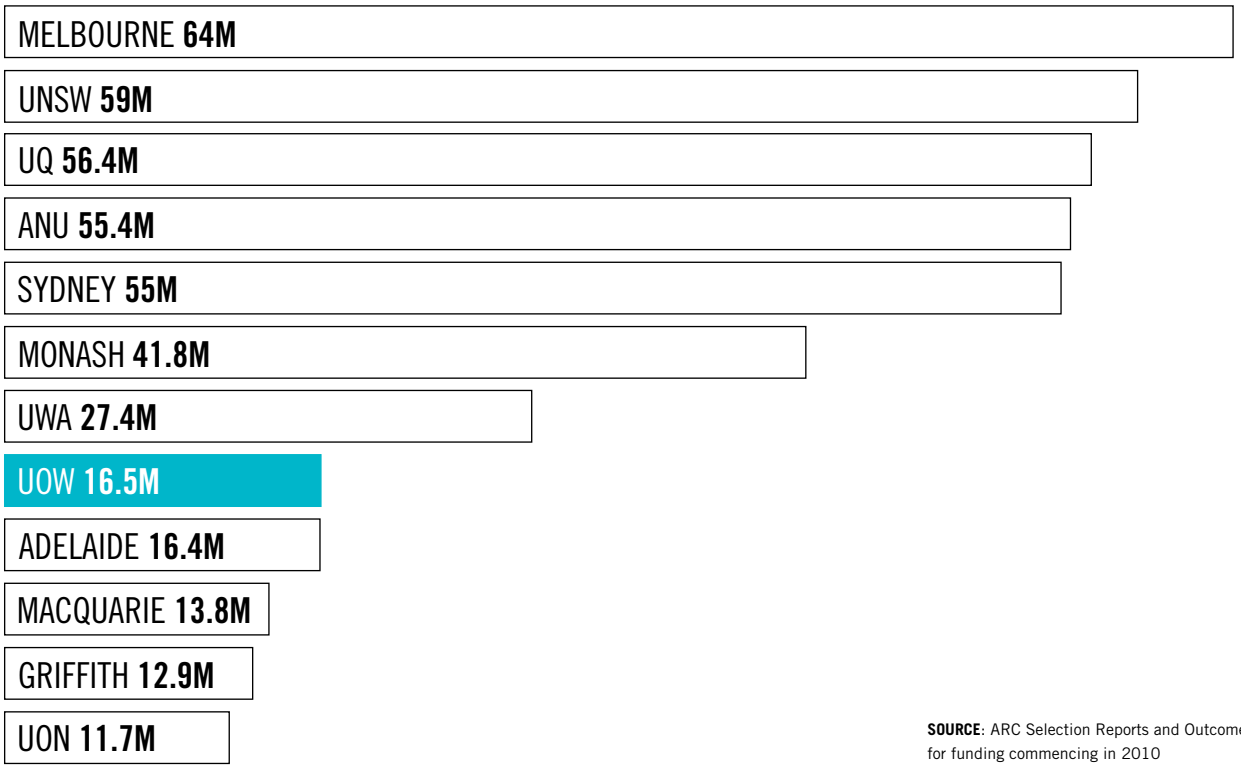
4. Attraction and development of high quality staff and higher degree research students to strengthen research capacity and leadership

Achieved through:

- The attraction and retention of high quality researchers
- A framework to support our staff in achieving their own and the University's research goals
- Targeted staff development and research leadership programs to build esteem and ensure succession
- The number and quality of higher degree research (HDR) students
- A high standard of HDR training and supervision
- Development of early career researchers
- The strength of the research-learning nexus, especially at undergraduate honours level



TOTAL ARC DISCOVERY PROJECTS, LINKAGE PROJECTS (R1) AND FUTURE FELLOWSHIPS FUNDING, COMMENCING IN 2010



SOURCE: ARC Selection Reports and Outcome Statistics for funding commencing in 2010

KEY INDICATORS OF SUCCESS AND TARGETS

INDICATORS	2011-13 TARGETS
Position in world research university rankings	In top 2% of world research universities as measured by the Academic Ranking of World Universities (formerly Shanghai Jiao Tong)
Attraction and retention of high quality research staff	Increase in the number of high calibre researchers in current and emerging areas of research strength over the cycle Among top 10 Universities in Australia for externally funded fellowships Staff research development and leadership programs established over the cycle
Attraction and retention of high quality research students (domestic and international)	10% increase over 3 years for domestic HDR commencing student numbers 50% increase over 3 years for international HDR commencing student numbers Improved quality of HDR students evidenced by increasing publications and awards
Competitive grants and direct industry funding	30% increase over cycle in overall level and share of national research income Among top ten universities in Australia for total ARC grant income (on size); ARC Discovery grant income (on total dollars awarded); and ARC linkage grant success rates 50% increase over cycle in health & medical research funding (e.g., NHMRC grants) 50% increase over cycle in commercial research
Alliances with recognised international research universities and institutes	20% increase in number of international partnerships over cycle

GOAL 3 /
PARTNERSHIPS AND ENGAGEMENT

PARTNERSHIPS THAT DEVELOP COMMUNITIES AND AN ENTERPRISING, ENGAGED UNIVERSITY

UOW's commitment to partnerships and engagement is a strong and distinctive part of its history. This goal re-articulates our role for a new chapter. It takes an integrated approach, recognises mature and complex relationships and opportunities for social and economic growth. It aims to clearly express the purpose and nature of UOW's engagement with its communities and embed it in academic, teaching and outreach programs.

UOW Strategic Priorities targeted in Goal 3 Objectives for 2011–13:

- Build the value of UOW's contribution to the education, economy, health and social fabric and the environmental sustainability of its regions
- Realise the capacity of UOW's distinct, multi-site network to deliver our mission
- Enhance opportunities for students from all backgrounds to develop and succeed at university
- Implement the UOW Vision of Reconciliation for the benefit of students, staff and our communities

Operational Framework

Goal 3 is put in operation, monitored and improved via the strategies and specific targets of the Engagement & Partnerships Management Plan.

OBJECTIVES

1. Contribute to the vitality of our region by providing leadership and collaboration on emerging economic, social, cultural and environmental issues

Achieved through:

- A regional agenda informed and developed through shared knowledge and resources
- The development of our campuses and regional education centres
- A comprehensive contribution to building regional capacity for health care and medical training
- Strengthened research and other partnerships to further sustainability of the region
- Promotion of community access to University facilities and resources

2. Embed university-community partnerships in research and the learning experience

Achieved through:

- An integrated experiential learning program, across the University, that brings the external relevance to the learning experience
- Recognition and promotion of engaged research with partners, that has a positive impact on students and the broader society
- Communicating the economic, social and environmental benefits of engaged research and learning experiences

3. Partnerships that create mutually beneficial outcomes

Achieved through:

- New and effective partnerships based on shared-values that support strategic priorities
- Strengthening and stewarding existing partnerships
- Mutually beneficial links emerging from UOW development projects
- Recognition of our graduates and fostering ongoing relationships with Alumni
- A culture of philanthropy across all stakeholders that support strategic priorities

4. Increased participation by diverse groups in university education

Achieved through:

- Coordinated and sustained outreach and mentoring activities
- Innovative and relevant programs in collaboration with partners in the community
- Enhanced and targeted social inclusion strategy

KEY INDICATORS OF SUCCESS AND TARGETS

INDICATORS	2011-13 TARGETS
Level of Community Perception of the University's contribution to the region	Maintain positive perception at 70% for: - UOW role and contribution in the local community - Importance of the University to the development of the regional economy 5% increase in positive perception of the accessibility and participation of the community in University events and programs
Partner Satisfaction on UOW Key Partnership Principles for major UOW Development partners; partners in experiential learning programs and engaged research activities	Baseline targets established in 2011 and positive outcomes reported in 2012 and 2013
Coordination and impact of educational outreach and enrichment activities	Baseline targets established in 2011 with positive outcomes reported in 2012 and 2013 5% increase annually in the total number of students participating in outreach and mentoring programs
Contribution of the University to the economic development of regional communities	5% increase annually in the economic impact on the Illawarra region from recurrent activities

GOAL 4 /
INTERNATIONAL

AN INTERNATIONAL UNIVERSITY OF CHOICE

UOW is looking to build its capacity in the three platforms of global education leadership—programs, students and alliances. The achievement of this goal relies strongly on creating partnerships based on quality, openness and trust. They are partnerships in learning with students; in performance with staff; and in collaborative endeavour between institutions. Over this cycle, UOW plans to accelerate its progression from a strong regional and national presence to a higher profile as an international university of preferred choice.

UOW Strategic Priorities targeted in Goal 4 Objectives for 2011–13:

- Establish UOW as a leading global education provider
- Develop graduates as creative, global citizens in outlook, experience and capacity
- Strengthen distinctive concentrations of excellence, aligned with emerging and existing national and international priorities
- Lead the sector for international student experience and graduate outcomes
- Initiate and sustain global and national networks of influence within a strong quality framework

Operational Framework

Goal 4 is put in operation, monitored and improved via the strategies and specific targets of the International Plan.

OBJECTIVES

1. A global educator renowned for quality and innovation

Achieved through:

- The strategic development, review and improvement of quality educational programs offered on-shore and off-shore, including UOW Dubai and INTI Laureate
- A robust international curriculum to increase the opportunities for student mobility and the development of transferable skills
- A focus on readiness for global careers
- Promotion of the meaning and significance of internationalisation at UOW to achieve active engagement by staff and students

2. A rich and engaging international experience for students

Achieved through:

- Growth of the international student base both on-shore and off-shore
- Targeted communication strategies before and after students arrive
- Engagement with the broader community on and off campus
- The capacity of Wollongong College Australia (WCA) to provide skills and support for international students in pathway programs
- A safe and supportive UOW culture with quality support programs

3. Global networks of alliances

Achieved through:

- Quality-assured transnational articulation and twinning arrangements
- Clusters of high-achieving international institutions and partners
- Linkages with relevant professional, corporate and government bodies

KEY INDICATORS OF SUCCESS AND TARGETS

INDICATORS	2011-13 TARGETS
International student satisfaction	In the top quartile of international student satisfaction for the ISB survey as benchmarked against key competitors
The number of off-shore programs with new premium partners in identified growth countries/regions	Existing partnership with Laureate expanded over the cycle to include other countries in the Asia Pacific region with UOW as exclusive Australian education provider
Growth in on-shore international student recruitment (commencements) amongst the universities in New South Wales	UOW in top quartile for growth over three year cycle (minimum of 10% growth)
Level and faculty distribution of incoming Study Abroad student numbers	5% overall growth per annum with more even distribution of student load across more faculties
Level of participation in outbound student experience across all categories	5% increase overall in outbound mobility including: - semester program - short course, practicum or research placements - HDR research experience

GOAL 5 /
STAFF

VERSATILE, COLLABORATIVE AND CREATIVE STAFF

The distinctive capacity of UOW staff for initiative and collaborative achievement is critical to the achievement of our Mission. It gives us the agility to influence and meet current and emerging priorities and challenges in our environment. UOW is committed to building that capacity through comprehensive workforce planning with clear attraction, development and retention strategies. UOW also recognises the importance of sustaining a staffing culture distinguished by enterprise, creativity, inclusiveness and mutual respect. That requires opportunities for all staff to grow and develop; a supportive and collaborative work environment; and celebration of individual and collective achievements.

This goal provides the strategic agenda for staff planning across the University.

UOW Strategic Priorities targeted in Goal 5 Objectives for 2011–13:

- Continue to enhance the diversity and quality of our staff profile
- Strengthen the partnership with our staff in realising their professional aspirations and the University's goals

Operational Framework

Goal 5 is put in operation, monitored and improved via the strategies and specific targets of the UOW Staff Plan.

OBJECTIVES

1. Talented staff whose purpose, skills and efforts are closely aligned with UOW's strategic directions

Achieved through:

- Embedding University goals in staff planning and review processes
- Proactive and effective, long-term workforce planning
- Practices and systems that identify, attract and retain excellent staff
- A fair-minded employment framework, linked to UOW goals, that meets all legislative obligations
- Career and professional development strategies with clear and measurable goals
- Continuity of effective leadership at all levels
- Developing and recognising leaders who inspire through example and leadership skill

2. A mutually supportive, rewarding and equitable work environment

Achieved through:

- Promoting and celebrating inclusive practices based on equity, diversity and reconciliation
- Staff engagement and sense of personal fulfilment
- Recognition and reward for staff excellence and innovation in areas aligned with strategic priorities
- Effective avenues for feedback and response
- A healthy and safe work environment

3. A staff culture that values and demonstrates collaboration and a spirit of enterprise

Achieved through:

- Promotion of interdisciplinary and inter-unit collaboration and teamwork as a distinctive UOW feature
- Recognition of teamwork in recruitment and career progression
- Commitment to consultation across all practices and initiatives
- Interactive communication opportunities based on access to a range of technologies

KEY INDICATORS OF SUCCESS AND TARGETS

INDICATORS	2011-13 TARGETS
Workforce planning embedded across all faculties, schools, divisions and units	Implementation completed by end 2011 and reported annually Academic staff to non-academic staff ratio of 50% (± 5%)
Attraction of highly talented academic and non-academic staff whose abilities are aligned to UOW's mission and strategic priorities	70% of academic staff hold PhDs
Identification and retention of high performing and staff critical to UOW's strategic goals	Attrition of staff, as identified in Annual Strategic Retention Planning process, at < 5% per annum averaged over the planning cycle Average Promotion rates of continuing academic staff over the planning cycle as a percentage of academic FTE > 4%
Staff level of engagement with and commitment to UOW values and goals	Achieve > 80% favourable response rate to 'Passion' index in Voice survey at UOW level Achieve ≥ 80% favourable response rate to 'Progress' index in Voice survey at UOW level
Performance in employment equity and diversity	By 2013, staff profile of: - 25% senior executive women - 25% Level E women - 35% Level D women - 3% Indigenous staff - 12% staff with disability

UOW QUALITY AND **BUSINESS KEYSTONES**

THE UOW GUIDING PRINCIPLES ARE GROUPED AS FOUR KEYSTONES AS BASIC REFERENCES FOR PLANNING, ACTION, REVIEW AND IMPROVEMENT AT STRATEGIC AND OPERATIONAL LEVELS. THE INFORMATION IN THIS SECTION IS INDICATIVE OF THE UNIVERSITY'S STRUCTURE AND INTENTIONS AS AT OCTOBER 2010.

KEYSTONES		PAGE
1. OPEN, RESPONSIBLE GOVERNANCE & BUSINESS Foresight, quality and accountability as an institution	UOW Planning: - Frameworks - Context Multi-site Network UOW Quality Cycle Internationalisation Budget – Planning Nexus Financial Control and Management Data Management and Analysis Risk Assessment	**25**
2. SOCIAL INCLUSION & RECONCILIATION Equity and social justice Diversity of cultures, ideas and peoples Indigenous perspectives and reconciliation	Social Inclusion Equal Employment Opportunity and Affirmative Action Policy UOW Vision for Reconciliation	**28**
3. A COMMITTED, COLLEGIAL CULTURE Intellectual openness and freedom of opinion Integrity Mutual respect and collegiality	Academic Integrity Ethical Research Practices Respect for Diversity Policy	**29**
4. TRUST & SUSTAINABILITY Community partnerships and mutual development Responsible stewardship of the natural environment	Statement of Partnership Principles Environmental Policy Statement	**29**

(The keystones will be updated, as required, on the Strategic Planning & Quality intranet site over the planning cycle).

1 / OPEN, RESPONSIBLE GOVERNANCE & BUSINESS

FORESIGHT, QUALITY AND ACCOUNTABILITY AS AN INSTITUTION

PLANNING FRAMEWORKS

UOW has an aligned planning structure with interconnected strategic and operational levels. The UOW Operational Planning Framework includes Enabling Plans as the principal mechanism for managing the strategies and setting the targets for achieving the Goal and its Objectives. The Enabling Plans normally cover an annual, rolling cycle and guide planning at Faculty and Unit level.

PLANNING CONTEXT (AS AT 2010)

The international scene is characterised by an emphasis on higher education's capacity to demonstrate academic standards and to shape and apply social, professional and employment criteria. An institution's ability to do so is an important factor for successfully achieving its mission in the face of increased competition for students and funding. The other dominant factors include student mobility and an ability to work within and provide solutions for extraordinary environmental and geopolitical change.

Key Issues:

- Malaysia, Singapore, Hong Kong and China developing their own capacity for the provision of higher education and starting to recruit internationally
- Implementation of Bologna Agreement and restructuring of European Union Higher Education framework
- Increasing competition in international markets, e.g. from UK and US
- Concerns, especially in India, about student safety issues in Australia
- Student visa and skills migration policy changes
- Fluctuations in global financial markets and currencies (especially rising Australian dollar)
- Volatile geo-political forces, including climate change's impact on physical and human environments; instability and projected mass movement of people

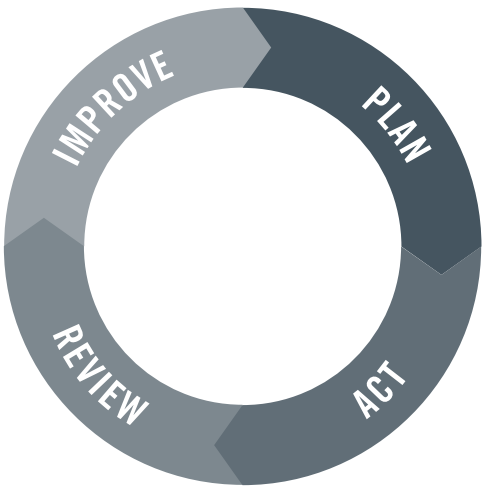
The National Agenda for higher education aims to create a demand-driven climate which requires a proactive and positive approach, with attention to strategic positioning; funding opportunities; the key quality and standards issues; and student and employer satisfaction.

Key Issues:

- Federal priority for 40% of all 25-34 year olds to hold a bachelor degree by 2025; 20% at undergraduate level from low SES backgrounds
- From 2012, introduction of at-risk performance funding for universities
- Mission-based Compacts introduced from 2010: universities will negotiate individual performance targets against system-wide indicators of performance
- A new national quality and standards agency – the Tertiary Education Quality and Standards Agency (TEQSA) – will work with the sector to develop objective and comparative benchmarks and carry out rigorous audits
- A revised Australian Qualifications Framework as a reference point for outcomes standards
- A broad concept of the higher education sector that includes TAFE, private providers and universities
- Competition, especially in academic workforce and international markets

UOW MULTI-SITE NETWORK

- The Wollongong Campus was first established in central Wollongong in 1951 and relocated to its current site under Mt Keira in 1962; it is the central hub for research, academic programs, management and supporting operations. The home campus is the headquarters for UOW's Faculties of Arts, Commerce, Creative Arts, Education, Engineering, Health & Behavioural Sciences, Informatics, Law, Science and the Graduate School of Medicine.
- The Innovation Campus (iC) was established in 2003. This $350m+ project has a special charter, under the 2008–10 UOW Research and Business Goals, to "provide the best environment in the Asia-Pacific region for people and organisations to exchange and develop ideas and deliver innovative outcomes". By the end of 2010, four significant buildings were completed to provide co-located facilities for UOW, commercial and TAFE teams in leading R&D, education and business areas. The first fully commercial building, iC Enterprise, is due for completion in 2011 and a further building is being designed to house a new $25.1 million facility, "Retrofitting for Resilient and Sustainable Buildings" (RRSB).
- UOW Dubai (UOWD) was established in 1993, first as a language centre, and then as a college of the UOW, before being accredited as a University in its own right by the United Arab Emirates (UAE) Ministry of Education and Scientific Research. It is owned and operated by ITC, UOW's subsidiary company, and retains close links with UOW in order to ensure high standards of academic quality. UOWD offers UOW undergraduate and postgraduate courses in areas of Business and Commerce, Engineering, Information Technology and Computer Science, as well as a range of HDR programs and research opportunities.
- The Shoalhaven Campus and the four UOW regional Education Centres share a common purpose under UOW's Strategic Plan to provide access to a quality higher education experience, to generate new knowledge and skills, and to promote sustainable economic and social development in the region:
- The Shoalhaven Campus was first established in Berry in 1993 and moved to its current, purpose-built site in west Nowra in 2000. It shares the site with TAFE NSW - Illawarra Institute. In 2010, UOW Shoalhaven offered courses in Arts, Commerce, Education, Nursing and Medicine and was home to the Freshwater and Marine Research Centre.
- The UOW Education Centres were established between 2000 and 2003 in response to UOW's emerging role as a higher education provider for the surrounding regions. The centres are distinguished by their relationships with TAFE NSW and their regional communities.
    - Batemans Bay Education Centre (2000) is a joint facility between UOW, TAFE NSW, Illawarra Institute and the Eurobodalla Shire Council. In 2010, Batemans Bay Education Centre offered courses in Arts, Commerce and Education
    - Bega Education Centre (2000) is a joint facility between TAFE NSW, Illawarra Institute and Bega High School. In 2010 the Centre offered courses in Arts, Commerce, Nursing and Education
    - Moss Vale Education Centre (2002) is a joint UOW and TAFE NSW, Illawarra Institute initiative. In 2010, the Centre offered courses in Arts and Commerce
    - UOW Southern Sydney (2003) was a joint initiative of the University, TAFE NSW, Sydney Institute, and Sutherland Shire Council. In 2010, the Centre offered courses in Education and Commerce
- The Sydney Business School (SBS) has campuses in the Sydney CBD and at the Innovation Campus. The School offers postgraduate business courses, executive education programs and tailored short courses to external clients. SBS postgraduate programs are also offered at UOWD.



UOW QUALITY CYCLE

PLAN: IDENTIFY AND DEFINE WHAT WE WANT TO ACHIEVE AND HOW WE INTEND TO ACHIEVE IT

ACT: IMPLEMENT SPECIFIC STRATEGIES AND ACTIONS FOR ACHIEVING OUR PLANS

REVIEW: MONITOR PROGRESS AGAINST PLANS AND EVALUATE OUTCOMES

IMPROVE: IDENTIFY CHANGES THAT NEED TO BE MADE TO BETTER REALISE OUR PLANS AND ADJUST OBJECTIVES AND STRATEGIES AS APPROPRIATE

UOW QUALITY CYCLE

The University is committed to a four step quality cycle:
Plan – Act – Review – Improve.

PLAN: The UOW Strategic Plan and its operational plans are the first and end points of the UOW Quality cycle.

ACT: The planning objectives and strategies are implemented through policies, procedures, projects and resource allocation at University, faculty and unit levels.

REVIEW: The plans, and the standards they set, are the reference points for performance monitoring, through the key review processes of:

- Planning and Budget Reviews
- Policy Review Cycle
- Annual Faculty and Unit Reviews against plans
- Academic Unit Reviews
- Evaluation and reviews of courses, subjects and teaching
- Professional accreditation
- Surveying
- Annual performance reviews of staff
- Reviews against external references and standards
- Benchmarking
- Risk management
- External audits and quality certification

An annual report on Performance against Strategic Goals is based on the committee, faculty and unit performance reviews. It is presented to the Academic Senate and University Council under the Key Indicators of Success which are implemented through aligned targets in the Enabling Plans. The report is the basis for the University's Annual Report to Parliament.

IMPROVE: Improvements identified in the review process are assessed for approval and action. The Quality Improvement Plan tracks the major improvements actions and projects. Strategic Projects, a distinct UOW mechanism, concentrate resources within a specified period to accelerate improvements in strategic priority areas. Planning strategies, objectives and goals are adjusted to recognise and sustain improvements.

The strategic planning and academic review processes are monitored at an institutional level by the University Planning & Quality Committee, Academic Senate and the University Council. Faculty Advisory Committees play a pivotal role in monitoring and supporting these processes at a faculty level.

INTERNATIONALISATION

The University currently uses as its reference point for planning and action the definition provided by The Australian Universities Quality Agency (AUQA):'Internationalisation' is 'the process of integrating an international/ intercultural dimension into the teaching, research and service functions of the institution'. The definition will be developed and tailored over this planning cycle.

BUDGET – PLANNING NEXUS

The University Budget is developed and monitored within the context of the annual faculty and unit planning and review cycle. Quarterly 'planning and budget' meetings are held between Deans and faculty representatives and Senior Executive staff to consider faculty priorities under the UOW goal areas and to set, monitor and refine parameters for forward planning.

FINANCIAL CONTROL AND MANAGEMENT

UOW financial management is undertaken within the context of a strong control environment. This includes a transparent and consultative budget setting process to engage operational managers; conservative budget settings for sources of income; expenditure budgets linked to teaching and research outputs; and regular and detailed review of expenditure levels and patterns.

External review and guidance for management of UOW's financial position and strategy is provided through the annual Standard & Poor's credit rating process. UOW's aim is to maintain its current rating of AA/Stable requires strong and ongoing alignment between strategic and operational planning on one side and financial targets and outcomes on the other. The financial and physical resource capacity of UOW is a key factor in the determination of manageable growth in student load and research activities. These practices and business processes ensure UOW's financial sustainability.

DATA MANAGEMENT AND ANALYSIS

The management and analysis of information within the University of Wollongong is crucial to evaluate and improve long term performance.

The Student Management System (SMP), developed in-house, is designed to meet the University's requirements. It is a student-centred application supporting a range of self help and transparent transactions. For example, it allows students to enrol and vary enrolments, request special consideration when ill and submit annual research progress reports. Academic staff are able to manage and examine student results through SMP.

Data management and analysis related to students is provided through Management Information & Planning Services (MIPS) reports, the online Performance Indicators Reporting System (PIRS) and the Research Information System (RIS). MIPS are responsible for strategic and external (government) reporting, student survey analysis and for student load and budget modelling (using the TM1 platform). The PIRS, built using IBM/ Cognos, provides a platform in which all key student, staffing and financial data sets across the University can be assessed in one location and by current status.

UOW RISK ASSESSMENT

Risk assessment provides a focused approach to setting planning priorities and monitoring achievement of goals. It is critically aligned with the University strategic goals and priorities.

The four important steps in UOW's risk assessment process are included and reported against in UOW operational plans, including faculty and unit plans.

1. Identify risks with reference to the categories of risk identified at an institutional level plus additional specific risks at the operational level
2. Rate risk for: consequence (e.g. impact on finances, information systems, legislative compliance, reputation or academic results) and likelihood
3. Grade risk using scale to rate each overall strategic risk in terms of impact and likelihood
4. Manage risk - identify/ develop, implement and monitor processes:
    - to mitigate the high and very high risks
    - to prevent tolerable and low risks from becoming greater risks

2 / SOCIAL INCLUSION AND RECONCILIATION

EQUITY AND SOCIAL JUSTICE | DIVERSITY OF CULTURES, IDEAS AND PEOPLES
INDIGENOUS PERSPECTIVES AND RECONCILIATION

SOCIAL INCLUSION

The University's long-term commitment to social inclusion and to raising the educational aspirations of its regional and wider communities has been a feature of UOW strategic planning. It was re-inforced at the 2009 and 2010 Planning Conferences and by the establishment of a Social Inclusion Working Party to:

1. Provide direction on strategy and other matters pertaining to the University Social Inclusion agenda 2011–2013
2. Provide advice on the development and implementation of policies relating to social inclusion matters
3. Provide leadership and advice on the establishment of 'partnerships' with appropriate community, school and further education organisations
4. Provide leadership and advice on the establishment and ongoing operation of 'participation' strategies at the University with a particular focus on broadening participation and retention of non-traditional cohorts
5. Facilitate and encourage the exchange and dissemination of information on social inclusion activities and issues across the University

The Federal Government's Higher Education Participation and Partnerships Program (HEPPP) "aims to encourage and assist providers to meet the Commonwealth Government's ambition that, by 2020, 20 per cent of domestic undergraduate students must be from low SES backgrounds.

HEPPP provides funding to providers to undertake activities and implement strategies that improve access to undergraduate courses for people from low SES backgrounds and improve their retention and completion rates. There are two components of HEPPP:

1. **PARTNERSHIP** – aspiration raising and outreach activities amongst children and young people. (Featuring, for example: partnership activities to raise aspirations and build the capacity; equity scholarships; inclusive entry processes)
2. **PARTICIPATION** – increasing higher education access, retention and completion amongst students from LSES backgrounds. (Featuring, for example: transition programs; modifications to teaching delivery and learning methods; mentoring and peer support, tutoring and continued academic support; monitoring of student progress; research and monitoring impact and effectiveness of activities)". [Extract From Higher Education Participation and Partnerships Program (Heppp) 2010]

A Statement of UOW Social Inclusion Principles, to be approved by Academic Senate and University Council for introduction in 2011, will be the guiding reference for faculty and unit planning.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY

"The University of Wollongong is guided in all its activities by a commitment to the principles of equal employment opportunity and social justice, high ethical standards including accuracy, honesty, cooperation, respect, tolerance and acceptance of obligations as well as rights.

The University aims to create a positive, equitable environment in which all staff and students are treated fairly. It is committed to providing an environment where students and staff can work effectively without fear of discrimination or harassment. It seeks to celebrate the diversity of our campus community.

Ref: www.uow.edu.au/about/policy/UOW058685

UOW VISION FOR RECONCILIATION

The University of Wollongong, its Council and community acknowledge that for countless years Aboriginal people have lived in harmony with the lands on which our campuses and education centres now sit. The University acknowledges that its campuses and centres are located on the traditional lands of the Wadi Wadi, Wandandian, Walbunga, Djirrangani, Gandangara and Gadigal peoples. These groups share kinship across several Nations and language groups including Yuin, Dharwaral and Eora, and are recognised as the traditional owners and custodians of these lands.

We acknowledge that Aboriginal and Torres Strait Islander people have a unique culture with a deep and abiding relationship to Country, and that developing a universal respect for Country lies at the heart of reconciliation. We acknowledge that with the imposition of the colonial state, continued under the Commonwealth of Australia, Aboriginal and Torres Strait Islander people have suffered great injustice, with loss to their land, languages, culture, heritage and community. We acknowledge that Aboriginal and Torres Strait Islander people have demonstrated great resilience but continue to experience disadvantage, disrespect and lack of understanding in their daily lives, which must be addressed for reconciliation to be advanced.

We commit ourselves to working with Aboriginal and Torres Strait Islander communities to implement practical measures which will:

- Value the knowledge and experience of Aboriginal and Torres Strait Islander people past and present in all matters, especially those affecting Country
- Develop an organisational culture which values and respects Aboriginal and Torres Strait Islander people and culture
- Promote respect for Aboriginal and Torres Strait Islander people and acceptance of cultural diversity within the University and the wider community by developing cultural competence of staff and students
- Ensure that all University relationships involving Aboriginal and Torres Strait Islander staff, students and community members are based on the principles of social justice and equal partnership
- Ensure that knowledge of the experiences and culture of Aboriginal and Torres Strait Islander people is incorporated into our teaching and learning, research and community engagement
- Commit the University to exceeding national measures for Aboriginal and Torres Strait Islander employment at all levels
- Expand participation of Aboriginal and Torres Strait Islander people at all levels of governance of the University
- Increase access, participation and achievement by Aboriginal and Torres Strait Islander people in higher education through a range of initiatives

The University is committed to moving beyond a Statement of Reconciliation to the development and implementation of an Action Plan which will be reviewed regularly.

3 / A COMMITTED, COLLEGIAL CULTURE

INTELLECTUAL OPENNESS AND FREEDOM OF OPINION | INTEGRITY | MUTUAL RESPECT AND COLLEGIALITY

ACADEMIC INTEGRITY

"UOW is committed to Academic Integrity, expressed by the five fundamental values of honesty, trust, fairness, respect, and responsibility. UOW supports the promotion of these values in all academic endeavours in teaching, learning and research. Students and staff of UOW are expected to conduct themselves in a manner that reflects these values. The Rules, codes, policies and procedures of UOW have been developed in accordance with these values, and provide direction on translation of these values into action".

Student Conduct Rules -
www.uow.edu.au/about/policy/UOW058723

ETHICAL RESEARCH PRACTICES

Research will be carried out with intellectual honesty, integrity and scholarly and scientific rigour, with due regard to the requirements relating to ethical, safe and responsible conduct of research.

THE RESPECT FOR DIVERSITY POLICY

The Respect for Diversity Policy provides an outline of the aims and strategies of the University of Wollongong to provide an environment where the diversity of its members is respected. The University seeks to equip all students and staff with the understanding necessary to effectively function in a work and study environment which is free from all manifestations of unlawful discrimination and which values and supports diversity.

Ref: www.uow.edu.au/about/policy/UOW058716

4 / TRUST AND SUSTAINABILITY

COMMUNITY PARTNERSHIPS AND MUTUAL DEVELOPMENT | RESPONSIBLE STEWARDSHIP OF THE NATURAL ENVIRONMENT

STATEMENT OF PARTNERSHIP PRINCIPLES

The capacity to work in mutual and successful partnership is a defining UOW strength. It is critical for achieving our vision of enriching people, communities and the environment.

Partnerships will be forged with local, national and international collaborators to benefit communities and to strengthen research, scholarship and teaching. UOW will enter into the partnership with a spirit of cooperation and collaboration, with respect for the partner's values and willingness to put the project goals at the forefront. UOW partnerships observe four principles:

- **Mutually Beneficial** in aim and outcomes with positive benefits for our communities and defined by collaborative sharing of information and resources
- **Results Oriented Approach** featuring an agreed purpose, goals, measurable outcomes and accountability for the partnership
- **Mutual Respect and Trust** based on agreed and shared principals of co-operation, communication and contribution
- **Continuous Improvement** with frameworks to facilitate feedback among all stakeholders in the partnership with the aim of continuously improving the partnerships and its outcomes

UOW ENVIRONMENTAL POLICY STATEMENT

1. The University is committed to supporting the principles of environmental sustainability and applying such principles and practices in the University's functions. The University believes that all staff and students share a role in achieving the objectives of its environmental policy
2. The University recognises that its greatest opportunities to demonstrate a commitment to environmental protection and sustainable practices lie in the minimisation of energy and water use, in the responsible management and minimisation of wastes, and in the harmonious integration of the campus infrastructure and activities with the natural environment
3. The University aims to ensure that its teaching, research and support activities are aligned with its environmental policy. To facilitate the achievement of these overall objectives, the University will:
    - Implement and maintain a structured Environmental Management System based on continual improvement and regular review to ensure that it remains relevant to the University's operations
    - Comply with environmental regulations and applicable legal requirements which relate to the University's environment aspects. Set an example to the community and to other educational institutions in adopting and implementing principles of environmental protection and sustainability
    - Through the Environment Management Plan (EMP), focus particularly on management of energy, water and materials use, minimisation of pollution management systems, communication and engagement, research, teaching and learning, and maintaining the harmonious built and natural campus environment
    - Identify, assess, prioritise and record the University's environmental aspects and impacts in accordance with the Environmental Aspects and Impacts Procedure as they are made aware of them

The Environmental Advisory Committee is advisory to the Vice-Chancellor and oversees the development and implementation of UOW's environmental management initiatives in the following areas:

- Energy Management
- Water Management
- Management Systems
- Materials Management
- Research, Teaching and Learning
- Campus Environment
- Communication and Engagement

MORE **INFORMATION**

FOR MORE INFORMATION AND ENQUIRIES CONTACT
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