



STRATEGIC PLAN 2013-2018

OUR VISION

To be a leader in ideas and solutions, a community of campuses and partners where discovery, learning and technology connect to transform people and the world we live in.

OUR PURPOSE

UOW is a powerhouse of learning and teaching excellence and we assert our standing as a significant research-intensive university.

We aim for a position in the top 1% of world universities.

We aim to offer an empowering learning experience, informed by research and our external context.

We aim to enrich all our regional communities through a strong and connected presence.

We aspire to make UOW a destination university and Wollongong a university city.

OUR VALUES

The commitments under our 2013-2018 goals endorse and promote the University's core values of:

- 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

OUR GRADUATES

We aim to develop graduates who are intellectually fearless, socially connected leaders in their chosen fields and vocations. They will be exceptional people.

Our graduates are creative and critical thinkers. They are able to challenge and cross boundaries.

They are passionate, engaged and highly employable. They carry UOW's values into their workplaces and communities as responsible, tolerant and collaborative contributors.

Our graduates are proud of their University and value their lifelong connection.



2013-18 GOALS & STRATEGIES

A TRANSFORMATIVE AGENDA

UOW's commitment to earning a place in the top 1% of world universities creates both an attitude of mind and an opportunity for renewal.

Underlying this target is the research, academic and physical development that attracts vitality and economic growth to Australia and our region.

We will invest in our people, in our campuses and sites, in strategic developments, and in accommodation and facilities.

The prime challenges and targets under our goals are to:

- Build an outstanding research culture and performance, based on improved productivity linked to higher citation rates, a 50% increase in highly esteemed researchers, and HDR completions at more than 25+ per 100 academics per annum
- Re-invigorate our academic portfolio to reflect areas of research and disciplinary expertise and align to student demand, graduate outcomes and external priorities

- Enrich our outstanding learning and teaching environment
- Deliver and grow UOW's off-shore international program
- Build and leverage partnerships for mutual benefit, including a lifelong engagement with our Alumni
- Deliver our approved finance strategy, including a surplus of more than 6% over the cycle



Professor Paul Wellings, CBE, Vice-Chancellor



GOAL 1: RESEARCH & IMPACT

Build an outstanding research community that values emerging researchers and supports research-active staff to achieve the highest quality results and disseminate their benefits to user communities.

We will:

- 1.1 Produce high quality research that will attract increasing citation rates and target both highly cited and high esteem researchers and emerging research talent for recruitment and development
- 1.2 Promote UOW as a leading interdisciplinary university, known for research of demonstrable social, environmental and economic impact
- 1.3 Recruit, support and reward quality HDR students in a UOW graduate environment aligned to productive and high quality research areas and based on expectations of performance and high completion rates
- 1.4 Attract and leverage external research funding by establishing a framework that targets major global challenges and aligns internal research resources with them and our research strengths
- 1.5 Prioritise the provision of leading-edge research facilities, resources and infrastructure to optimise accessibility, utilisation rates and research productivity
- 1.6 Assure our research impact by leveraging strong alliances and partnerships to engage and influence government, industry and communities, at local, national and international levels

We are committed to recognising and rewarding highly productive researchers and creating a management framework to meet our expectations.

Excellence • Intellectual openness
• Freedom of opinion

GOAL 2: LEARNING & THE STUDENT EXPERIENCE

Deliver student-centred, challenging programs to the highest standards in a technology-rich learning environment that attracts high quality students and develops all students for their graduate roles in society and the global workplace.

We will:

- 2.1 Evaluate our academic portfolio to ensure innovative and intellectually challenging programs are a core and continuing feature of our academic identity
- 2.2 Continuously assure the quality and standards of the curriculum, teaching and outcomes of our programs at all UOW locations
- 2.3 Ensure all UOW learning environments are places where committed academics and professional staff engage with students who are motivated to learn and to realise their full potential
- 2.4 Promote the UOW student experience as a lifelong journey that promotes inclusion, collaboration, international perspectives, leadership skills and an enduring graduate engagement with learning
- 2.5 Empower graduates with the experience and qualities needed for their responsibilities and success in the community and global workplace, irrespective of destination
- 2.6 Provide access to the learning technologies, facilities and services that enable a high quality, stimulating and productive educational experience

We are committed to creating an exceptional student experience where programs of high quality and standards awaken ideas and open opportunities for all our students.

Intellectual openness • Integrity
• Mutual respect and collegiality

GOAL 3: CONNECTING COMMUNITIES

Integrate teaching, research, and community and business linkages at global and regional level to enhance our research base and our contribution to student and community development.

We will:

- 3.1 Promote high quality regional partnerships as an integrated educational outreach strategy involving our faculties and regional campuses
- 3.2 Embed our framework for Social Inclusion, aligned with clear student targets and support mechanisms, including our Indigenous education strategy
- 3.3 Play an active role in advancing and championing social, cultural, environmental and economic developments in our regional communities
- 3.4 Develop and strengthen our strategic links with off-shore campuses and international partners to form a global network of collaborative peers with shared interests
- 3.5 Re-double our efforts to increase outbound student mobility, especially by focussing on opportunities in Asia, and significantly increase the movement of staff and students between UOW's on - and off-shore campuses
- 3.6 Diversify the source and mix of international on-shore student enrolments to achieve a balanced ratio between undergraduate and postgraduate coursework and sustainably grow off-shore international student enrolments

We are committed to connecting with our regions and strategically expanding our sphere of influence and investing in partnerships which add value to UOW.

Community partnerships • Diversity • Equity and social justice • Indigenous perspectives and reconciliation

GOAL 4: STAFF & CULTURE

Foster a culture of continuous improvement by rewarding initiative, creativity and performance in an environment which develops staff and encourages the highest quality standards.

We will:

- 4.1 Provide career pathways for our staff to optimise their professional aspirations and build our capacity to drive UOW's future
- 4.2 Leverage our reputation for opportunity and innovation, strong workplace culture and commitment to people to attract and retain the most talented staff
- 4.3 Sustain UOW's culture of excellence and innovation by robust and universal performance and career planning, supported by effective leadership at all levels, clear expectations, and strongly aligned reward and recognition frameworks
- 4.4 Promote collaboration, teamwork, diversity and inclusive practices as valued, enduring and distinctive characteristics of our workforce
- 4.5 Ensure UOW's work environment continues to support our people in balancing their University roles and responsibilities with their personal lives and wellbeing and is uncompromising in maintaining workplace health and safety of the highest standards
- 4.6 Promote and celebrate inclusion, based on equity, diversity and reconciliation, and embed our people values and the principles of ethical action in our Code of Conduct in all that we do.

We are committed to being an employer of choice in the sector and a destination for staff of high potential.

Mutual respect and collegiality • Integrity
• Diversity • Equity and social justice

GOAL 5: SUSTAINING A VIBRANT UNIVERSITY

Ensure our capacity to deliver our mission by continuing to transform and modernise systems, business processes and the built environment.

We will:

- 5.1 Maintain a disciplined and sustainable business model that aligns resource allocation and incentives with our strategy and performance
- 5.2 Sustain an environment for engagement, inquiry and creativity by providing world-class academic facilities and developing superior accommodation for our students
- 5.3 Manage reputational, financial and operational risk prudently by facilitating clear lines of decision-making, authority and accountability in our structures and processes
- 5.4 Realise our goals and strategies through aligned and transparent mechanisms that support ongoing review and measurement of outcomes
- 5.5 Implement environmental standards, based on principles of environmental sustainability, to optimise our use of energy and water
- 5.6 Strengthen our systems and business processes to ensure they are flexible and timely, minimise duplication and overheads, and use technology to the best advantage

We are committed to a financial framework which creates a sustainable institution.

Foresight, quality and accountability as an institution

GOAL 6: CHANGE & TRANSFORMATION

Drive the standing and global recognition of UOW and its qualities through selective investments in strategic initiatives and by engaging with key supporters to deliver our long-term vision.

We will:

- 6.1 Integrate UOW's planning, communications and marketing activities into one strategy aligned with our goals and primed to leverage our current reputation while strengthening brand recognition
- 6.2 Develop our capacity as a digital university, capitalising on the rise in digital content and new technologies and their impact on how teaching and research information is accessed and distributed
- 6.3 Establish an innovation ecosystem where staff, students and community have opportunities to start and build businesses for wealth creation
- 6.4 Promote an accessible Knowledge Exchange and Intellectual Property policy, built on partnerships and relationships, to ensure that UOW's work and discoveries lead to improvements in the lives of people and their communities
- 6.5 Invest in and leverage strategic priorities and flagship developments that deliver gains in our recognition and productivity
- 6.6 Transform our alumni engagement to promote a lifelong network connected with the University and fellow alumni

We are committed to being decisive and flexible in determining our future priorities.

Excellence through initiative, enterprise and achievements

THE 15 YEAR HORIZON

A PREVIEW

This Strategic Plan provides a catalyst for renewal. It aims to deliver a research-intensive university, confident of its mission, celebrated for its excellence in education and focussed on recognition in the top 1% of universities internationally.

The transformative agenda for the next five years has been developed in the context of a long-term vision for UOW towards the end of the next decade. Children entering school now could be graduating from university in fifteen years' time.

We already know that this generation will require the skills, knowledge and creativity to solve major issues which transcend national boundaries. As graduates, they will live and work in a world facing significant challenges. They will need to be exceptional people.

At UOW, they will experience an exemplary and sustainable multi-campus community where:

- A research-led culture and its outputs create an environment where lives are transformed and better futures are created
- A high quality learning environment and student experience develops confident graduates with a lifelong engagement with UOW
- International activity and awareness is embedded in all that is done while our commitments to regional communities are strengthened
- People are passionate, inspired by a spirit of enterprise and engagement with the world
- A connected digital organisation is driven by a collaborative flexible culture

Aspirational, of course, but that has always been the spirit at the University of Wollongong.

MEASURING SUCCESS

We will measure our performance against a balanced scorecard.

Each year, we will track our capacity to meet our goals under a suite of **key performance indicators**, applied across the University - our campuses, faculties, units and entities.

The KPIs are grouped under:

- International & National Rankings
- Research
- Learning & Teaching
- International
- Staff
- Financial
- Facilities Management
- Flagship / Strategic Project

MORE INFORMATION

For more information about the Strategic Plan or to make an enquiry, contact UOW Strategic Planning and Quality:

P: +61 2 4221 4748
E: spq@uow.edu.au
W: uow.edu.au/planquality

Cover image features Professor Gordon Wallace (Australian Laureate Fellow and Director of the ARC Centre of Excellence for Electromaterials Science (ACES)) presenting at the inaugural TEDxUWollongong, hosted by the University in 2012. He was one of a group of world-leading experts and inspiring speakers who shared their life's work and passion for the cutting edge field of medical bionics. TED is a nonprofit international organisation devoted to Ideas Worth Spreading, a theme that resonates with UOW's Vision and Purpose.