



STRATEGIC DIRECTION

Strategic Plan 2001–2005

Values

The following values underpin the University's everyday operations and its pursuit of its Mission:

- A commitment to the advancement, dissemination and preservation of knowledge through innovative and effective teaching and research.
- A commitment to foster freedom of inquiry and expression.
- A commitment to the process of lifelong learning.
- A commitment to engage in and respond to the community's intellectual, cultural and economic needs.
- A commitment to adopt consultative processes and ethical behaviour in all activities.
- A commitment to engendering respect among students, staff and Council of the University for their diverse roles and contributions.
- A commitment to fairness, openness, honesty, trust and effective communication as fundamental expectations of students, staff and all associated with the University.
- A commitment to developing the University and its surrounds as an environmentally sensitive exemplar.

Mission

To be the major catalyst for the academic, cultural and economic advancement of the region through the pursuit of international standards in teaching and research, and by being responsive to students, staff, community and the environment.



The goals express the span of University interests, and the University's specific commitment is subsequently elaborated in the four priority areas that encompass all the goals.

Goal 1 – the University

To build on a set of unique strengths as a modern university pursuing international standards in teaching and research.

Goal 2 – the students

To provide equitable and increased opportunity for students to engage in undergraduate and graduate studies, which emphasise knowledge, critical, reflective and creative thinking, ethics, lifelong learning and an entrepreneurial outlook on employment.

Goal 3 – the staff

To continue to attract and retain high quality staff who are committed to innovative, responsive and flexible approaches to all facets of the University's operations.

Goal 4 – the community

To foster partnerships which advance the academic, cultural and economic profile of the regional community in the context of environmental responsibility.

Goal 5 – University management

To develop a work environment characterised by mutual respect and support within a framework of openness and accountability, which is economically and environmentally sustainable.

Priority objectives for 2001–2005

Based on prior strategic plans and current developments, the University has identified four priority objectives:

- Distinctiveness – academically, culturally, economically, and environmentally.
- Growth and development – in student enrolments, programs, institutional linkages, infrastructure, and staff.
- Quality – in quality assurance, learning and teaching, research, and information technology.
- Innovation and flexibility – administration, learning and teaching, research and community engagement.

Specific objectives have been established under each of these four priorities. Many of these objectives are ongoing, that is, achievements are continuously monitored and improved upon each year.

Achievements set against these specific objectives for 2002 can be found in each of the four main sections of the Annual Report: Learning and Teaching (page 25), Research (page 37), Community (page 45), and Management and Resources (page 53).

2002 strategic and forward planning

During 2002, the University's senior management undertook broad range strategic planning. A review of the University's mission statement commenced, expected to be finalised in 2003 to reflect a stronger international academic dimension. Key initiatives for 2003 were developed from the four key priority objectives outlined in the Strategic Plan:

Distinctiveness

- Review and restructure the corporate website and intranet to reflect a client-centred approach.
- Continue to implement the undergraduate marketing plan initiatives, and complete and implement the postgraduate marketing plan.
- Collect and analyse data on public transport to enhance access and decrease traffic on campus.
- Conduct survey of student satisfaction.
- Extend meetings with regional councils' professional staff.

University Goals

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Growth and development

- Stage V to be built, including level five fit-out, with Art Gallery and Education Queensland involvement.
- Increase marketing of University of the Sunshine Coast programs to international students, particularly fee paying degree students.
- Expand operations in Brisbane and Noosa.
- Accelerate business recruitment by the Innovation Centre and small business incubator.
- Technology Park to be master planned, business planned and a management framework formulated.
- Chancellor College developments to continue as a major focus.
- Continue improving the link between Strategic Planning and the budget process.
- Increase the number of research institutes.
- Respond to the Nelson 'Crossroads' review to maximise growth and development.
- Continue to work closely with all levels of government.
- Undertake strategic partnerships where expedient.
- Continue to pursue links with the private sector regarding the use of land and facilities.
- Continue to actively seek support for the Foundation.

Quality

- The Quality Assurance Working Party to complete a draft portfolio and trial audit with external auditor.
- Monitor academic governance initiatives, including progressing the Project on Academic Governance, Management and Administration (PAGMA).
- Expand and refine national and international connections for benchmarking.
- Roll out Content Management Software (CMS) and Learning Management Software (LMS).
- Actively seek additional Commonwealth funded bandwidth.
- Learning and Teaching Management Committee to continue to refine the statement of graduate attributes and incorporation of them within the curriculum.

- Continue to implement risk management initiatives based on the Risk Management Policy approved by Council in 2002 and the accompanying procedural framework.
- Enhance security management activity.
- Progress matters concerning the Queensland Audit Office.

Innovation and flexibility

- Continue development of the new innovation and entrepreneurship core course to be offered in 2004.
- Continue to revise and monitor management salary practices.
- Review Performance Planning and Review (performance management) after first full year of operation in 2003.
- Engagement with the enterprise bargaining round so as to improve staff conditions consistent with our financial capacity.

Crossroads – the higher education review

With the outcome of the Commonwealth government's Crossroads review pending in 2003, initial indications are that there will be little in the way of immediate sectoral growth. The University will continue to lobby for an increase in funding and student load (for example, nursing and education), based on regional growth, demand for specific disciplines, and equity considerations. The University will also continue to consider opportunities for growth and development through strategic partnerships and non DEST funding sources.

The University responded to all six discussion papers arising from the Crossroads review. In the summary submission, Vice-Chancellor Professor Paul Thomas outlined the University's key responses:

- The University of the Sunshine Coast believes that regional universities are those that are headquartered in their region and deliver their core activities in the region.
- The University endorses a partial and structured deregulation of the higher education system as a means of enabling it to address demands for additional places, a greater range of disciplines, and a research capacity in one of the fastest growing regions in Australia.
- The University believes that in order to enhance the success of equity group students, higher funding rates are needed for their student load to enable the University to meet their additional academic support needs, and HECS-based loans schemes should be available for legitimate student expenses.

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- The University supports approaches to optimise the utilisation of public assets and proposes the piloting of a Collaborative Infrastructure Initiative on the Sunshine Coast.
- The University supports a closer engagement of regional institutions with their regions and suggests the concept of a Regional Transaction Centre as one means of achieving this.
- The University emphasises the importance of access to adequate and affordable communications bandwidth in a regional setting and argues for support to remove the price differential between metropolitan and regional provision.
- The University believes that the national debate in the 1980s on the appropriate size for a university still has validity, and that excessive size can diminish the student experience.