



## STRATEGIC DIRECTION

### Strategic Plan 2001–2005

A reformulated Mission and Goals were approved by the University Council at its meeting on June 17, 2003.

#### Mission

To be the major catalyst for the innovative and sustainable economic, cultural and educational advancement of the region, through the pursuit of international standards in teaching and research.

### 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.

### Goals

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: TEACHING-RESEARCH

Advancing the teaching-research nexus in distinctive ways directly related to Sunshine Coast regional development and connectivity with universities and regions internationally.

#### GOAL 2: STUDENTS

Preparing students to become informed, critical, reflective, creative, ethical, responsible and entrepreneurial graduates of international standing, capable of securing good opportunities for career advancement.

#### GOAL 3: COMMUNITY

Catalysing economic, social and cultural dimensions of life on the Sunshine Coast, and fostering partnerships that enhance infrastructure, liveability and quality of life.

#### GOAL 4: ENVIRONMENT

Providing exemplary leadership in environmentally sustainable practices.

#### GOAL 5: STAFF

Attracting and retaining innovative, responsive and flexible staff capable of advancing an open and accountable work environment characterised by mutual respect and interdependence.

## Priority objectives for 2002–2005

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 – externally and internally.

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.

More detailed outlines of achievements set against these specific objectives for 2003 can be found in each of the following sections of the Annual Report: Learning and Teaching (page 22), Research (page 28), Community (page 33), and Management and Resources (page 36).

## 2003 strategic and forward planning

During 2003, the University conducted an annual review of the strategic plan and associated operational level plans. The review of the strategic plan involved extensive consultation with University staff and stakeholders and resulted in:

- A shorter, more focused mission, which continues to emphasise the two themes of 'regional catalyst' and the identification of the University of the Sunshine Coast as part of an international higher education sector with respect to teaching/research standards.
- Revised goals designed to amplify themes contained in the mission statement.

There was strong support across the University for the retention of the existing values statements and for retention and refining of the four key priority areas of distinctiveness, growth and development, quality, and flexibility and innovation.

## Distinctiveness

### Key initiatives from 2002 Annual Report

Continue development of the new innovation and entrepreneurship core course to be offered in 2004

Review and restructure the corporate website to reflect a client-centred approach

Collect and analyse data on public transport to enhance access and decrease traffic on campus

Conduct survey of student satisfaction of Student Services

Extend meetings with regional councils' professional staff

### 2003 update

New Core Course – *Innovation, Creativity and Entrepreneurship* – approved by Council to replace *Information and Technology* from Semester 1, 2004

Review complete; new software to be implemented by May 2004

Ongoing

Survey conducted and outcomes to be progressively implemented

Meetings held with professional staff from all councils within catchment; meetings initiated at officer level with Economic Development Officers and Community Development Officers

In addition to the achievements outlined above, the University introduced new initiatives in 2003 including:

- Academic distinctiveness: A new course – *Introduction to Indigenous Australia* – was developed as a joint initiative between the Faculty of Arts and Social Sciences and Student Affairs to provide undergraduate students with the opportunity to gain a basic understanding of Indigenous history and contemporary lives.
- Economic distinctiveness: By agreeing to locate shared facilities with Chancellor State College on University land, Education Queensland was able to free up a parcel of land for ministerial transfer to State Development and to be earmarked for the Technology Park site.
- Environmental distinctiveness: The final stage of development of a lake habitat on campus was completed. Fill resulting from the excavation of the lake was utilised by Education Queensland in the construction of Chancellor State College.

# STRATEGIC DIRECTION

## Growth and development

### Key initiatives from 2002 Annual Report

Stage V to be built, including level five fitout, 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 State College developments to continue as a major focus.

Continue improving link between Strategic Planning and budget process.

Increase the number of research institutes and facilities.

Respond to the Commonwealth Government's 'Crossroads' review to maximise growth and development.

### 2003 update

Stage V construction substantially complete, including fitout; phased moves to commence in February 2004.

Identifying sources for targeted international student recruitment: In response to SARS and international terrorism, the University refocused its promotion and relationship building with respect to attracting international students from Latin America, Scandinavia and the USA; the Sunshine Coast Education Cluster worked with Queensland Education and Training International (QETI) and Education Queensland in refining marketing; the number of international students on campus increased by almost 40 percent and also increased as a proportion of all on campus students

ELICOS classes operated out of Noosa for 45 weeks of the year; first external enrolments into the Noosa campus; international marketing consultants are currently working from the Brisbane site (including agents).

18 of 20 available units are filled with six client companies, which have created over 50 new jobs; Innovation Centre won Regional Incubator of the Year.

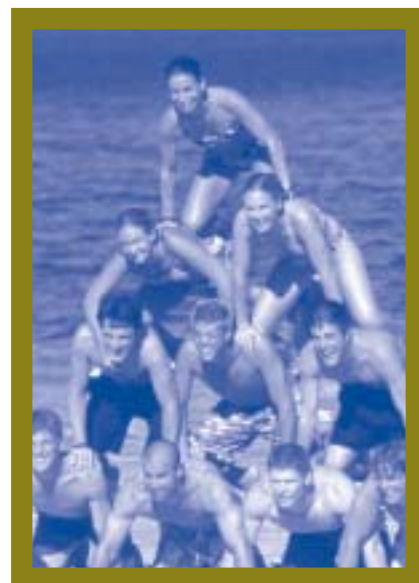
The Maroochy Economic Development Advisory Board (MEDAB) approved a second tranche of funding of \$125K for master planning and marketing of the site; State Development advanced \$40K to augment the first tranche from MEDAB to develop an overall business plan.

First student intake (Yrs 7 and 8) in 2004; College staff retreat hosted by University of the Sunshine Coast; joint facilities to be situated on University land.

Revised budget process for 2003 enhanced links.

Minister for Education opened Kingfisher Bay Research Base in March; The Sunshine Coast Research Institute for Business Enterprise (SCRIBE) delivered its first annual report; a comprehensive proposal was finalised for the establishment of the University's second research institute, the Institute for Sustainability, Health and Regional Engagement.

The University made formal submissions in response to all of the Commonwealth's discussion papers.



*A growing number of university students are undertaking exchanges overseas: Study Abroad students play it up at Lake McKenzie on Fraser Island.*

# STRATEGIC DIRECTION

## Growth and development (continued)

### Key initiatives from 2002 Annual Report

### 2003 update

Continue to work closely with all levels of government.

Foci for 2003 were securing additional growth and regional places, nursing and education places and progressing development of the Technology Park; Vice-Chancellor Professor Paul Thomas took up position of Chair of QTAC Board of Directors in 2003.

Undertake strategic partnerships where expedient.

Foci for 2003 were in expanding the range of program offerings and in negotiating the development of joint facilities (eg with Chancellor State College); celebration of joint Bachelor of Health (Nursing) with Central Queensland University and regional health service providers.

Continue to pursue links with the private sector regarding the use of land and facilities.

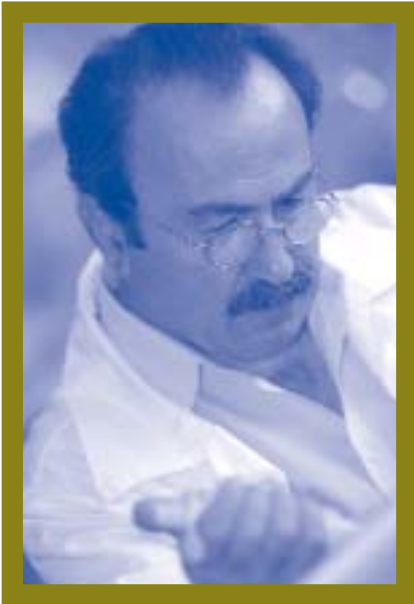
Discussions held with Caloundra City Council and Quad Park; discussions ongoing to secure additional privately held land for the Technology Park.

Continue to actively seek support for the Foundation.

Additional focus in 2003 on progressing fundraising for the Art Gallery to be constructed as part of Stage V; past halfway towards objective of raising \$500,000 by June 2004.

In addition to the achievements outlined above, the University introduced new initiatives in 2003. They included:

- Student enrolments: *Open Day* was refocussed to concentrate on academic offerings. Re-branded as *Courses for Careers Day*, it attracted close to 2,000 visitors.
- Student support: Areas related to international students were consolidated into a single organisational entity to provide more efficient and effective student support and recruitment.
- Building on high standards of teachers and researchers: Professorial positions established in Communication, Biostatistics and Education.



*Qualifications: First among all Queensland universities and fifth among all Australian universities in proportion of full-time academic staff with PhDs and higher degrees.\*\**

\*\* Commonwealth Department of Education, Science and Training Staffing Report, 2003

# STRATEGIC DIRECTION

## Quality

### Key initiatives from 2002 Annual Report

### 2003 update

The Quality Assurance Working Party to complete a draft Portfolio and trial audit with external auditor.	Trial audit conducted in August; recommendations to be progressively implemented.
Monitor academic governance initiatives, including progressing the Project on Academic Governance, Management and Administration (PAGMA).	Ongoing
Expand and refine national and international connections for benchmarking.	The University was invited to participate in a project to update McKinnon sectoral benchmarks, along with five other Australian universities.
Rollout Content Management Software (CMS) and Learning Management Software (LMS).	Roll out completed.
Actively seek additional Commonwealth funded bandwidth.	Ongoing
Learning and Teaching Management Committee to continue to refine the statement of graduate attributes and incorporate them into the curriculum.	Statement of Graduate Attributes adopted by Council in April; implementation project ongoing.
Continue to implement risk management initiatives based on the Risk Management Policy approved by Council in 2002 and the accompanying procedural framework.	Risk management group met on three occasions. Risks such as disruption to University services due to severe electrical storms were managed satisfactorily as a result.
Enhance security management activity.	Ongoing.
Progress matters concerning the Queensland Audit Office.	Engaged Ernst & Young to provide independent feedback and advice in support of QAO issues.

In addition to the achievements outlined above, the University made progress in a number of other areas including:

- Research funding: Funding increased in real terms from 2002 in all four major funding elements (Research Training Scheme, Australian Postgraduate Awards (APA), Institutional Grants Scheme, and Research Infrastructure Block Grant).
- Research scholars: Two new APA scholars commenced PhD studies in 2003.
- Information Technology (IT) strategy: An external review of IT services, with the aim of enhancing responsiveness, led to the area becoming a separate administrative entity, headed by a director. A new Information Communications Technology (ICT) Board was established and met in November as part of a new ICT governance framework currently being developed. Construction of an Information Commons in the Library Building also commenced in November to provide a learning space which takes advantage of technology and expertise in support of the scholarly use of information resources.



*Ambassadors bring a fresh approach to University's message. Brad Byrne, Gretchen Keelty and Trevor Ross use their own experiences to offer advice.*

# STRATEGIC DIRECTION

## Innovation and flexibility

### Key initiatives from 2002 Annual Report

### 2003 update

Continue to revise and monitor management salary practices.

Ongoing.

Review Performance Planning and Review (performance management) after first full year of operation in 2003.

First full year of operation complete; review process under way in consultation with supervisors and staff.

Engagement with the enterprise bargaining round so as to improve staff conditions consistent with our financial capacity.

Bargaining round completed.

In addition, the University introduced a number of new initiatives in 2003 including:

- Regional/national collaboration: The National Seniors Productive Ageing Centre completed a major innovative study into mature age employment which has attracted national and international interest for policy and program development. The Centre expanded its research into the indicators of successful ageing, danger signals approaching retirement and the range of social disorders associated with sustained unemployment. Its work has been highly sought by employers around the nation as a staff development training tool.
- Regional/national centres: The Centre for Multicultural and Community Development was opened by the Premier on April 4.
- Internal management: The University selectively expanded its policy infrastructure in areas of strategic impact (eg new policies on program and course accreditation, internal seed research grants, and evaluation and improvement of teaching).

### The Higher Education Support Act 2003

On December 19, 2003, the *Higher Education Support Act 2003* received Royal Assent and passed into law. The Act encompassed both the reform package proposed by the Federal Minister for Education, Science and Training, Dr Brendan Nelson, and a series of amendments by the Senate to the original Bill.

Around 34,000 new university places will be established nationally by 2008, including those created through conversion of marginal places, new nursing places, national priority places, and growth places.

As the only University headquartered within one of the highest growth regions in the State, the allocation of growth places within Queensland is a matter of great importance. During 2003, University of the Sunshine Coast worked with the Queensland Government and other Queensland universities to establish an appropriate allocation mechanism.



*Premier opens multicultural centre. Director of the Centre for Multicultural and Community Development, Narayan Gopalkrishnan with Queensland's Premier, Peter Beattie.*