



Planning and Quality @ UOW
THE ESSENTIAL GUIDE

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Faculty & Unit Planning

UOW's planning documents are the blueprints for our management, budget and development.

Planning is the starting point of the quality cycle which assures that the plans, and the policies and procedures they drive, are enacted, reviewed and improved.

Quality and planning together:

- move the University towards **excellence**
- are essential tools for **leadership**
- provide the climate and resources for **innovation and enterprise**

The capacity to plan and assure quality is critical for achieving the University's Strategic Goals. Deans, Directors and Managers are responsible for ensuring that the relevant processes are established, implemented and effectively communicated.

The UOW Quality and Planning website is a key resource on Quality and Planning at UOW, with links to quality and planning documents.

See: www.uow.edu.au/qualityandplanning

UOW Quality Model

To ensure that our objectives and standards are tested and improved, UOW has adopted a continuous improvement model.



To achieve quality programs and services, we:

PLAN set appropriate objectives (which may specify standards)

ACT work towards achieving those objectives

REVIEW & IMPROVE monitor progress and adjust strategies and/or objectives where necessary

These steps can be applied to all processes and activities undertaken at the University. They are reflected in UOW strategic planning processes and supported by governance and committee structures.

Regular Reviews at UOW

To ensure that we deliver quality programs and services, we need to review progress towards achieving University and unit objectives and identify areas for improvement.

Internal reviews

UOW's regular internal review processes include:

Strategic Plans	<ul style="list-style-type: none">· Annual review of progress and performance against Goals· Every three years, full review of the University Strategic Plan
Strategic Projects	<ul style="list-style-type: none">· Twice yearly review of progress
Major Committees	<ul style="list-style-type: none">· Annual review of progress against terms of reference and action schedules
University Policies	<ul style="list-style-type: none">· Every three to five years, or as required

Faculties and Professional Units	<ul style="list-style-type: none"> · Annual performance reports against plans · Academic Units reviewed as required under the UOW Quality Review Framework
Courses	<ul style="list-style-type: none"> · As required for professional accreditation requirements · Approx. every five years under the UOW Quality Review Framework (Course Review Guidelines) · On an ongoing basis to manage changes in disciplinary focus and the nature of the demand.
Subjects	<ul style="list-style-type: none"> · Ongoing informal review by subject coordinators · Formal review by unit approximately every five years under the UOW Quality Review Framework (Subject Review Guidelines)

For a link to the UOW Quality Review Framework, including Course and Subject Review Guidelines www.uow.edu.au/planquality/quality/UOW017537.html

External Reviews

UOW is subject to reviews by external bodies for a variety of purposes. For example:

- The Australian Universities Quality Agency (AUQA) conducts periodic institutional audits of quality assurance arrangements (see below).
- External professional bodies review a number of our courses for accreditation purposes.
- The University's Annual Report is presented to the NSW Parliament and reviewed by NSW Audit Office and the NSW Department of Education and Training (DET).
- The federal Department of Education, Science and Training (DEST) annually reviews staff and student profiles and various planning and resource reports.

AUQA Audit of UOW

The Australian Universities Quality Agency (AUQA) carries out independent quality audits of Australian universities, other self-accrediting universities and accrediting agencies. AUQA audits are carried out over a cycle of about five years. The audits in the first cycle took place over 2002-2007. The first audit visits in the second cycle will begin in October/ November 2007.

For further information about AUQA, visit the AUQA website: www.auqa.edu.au

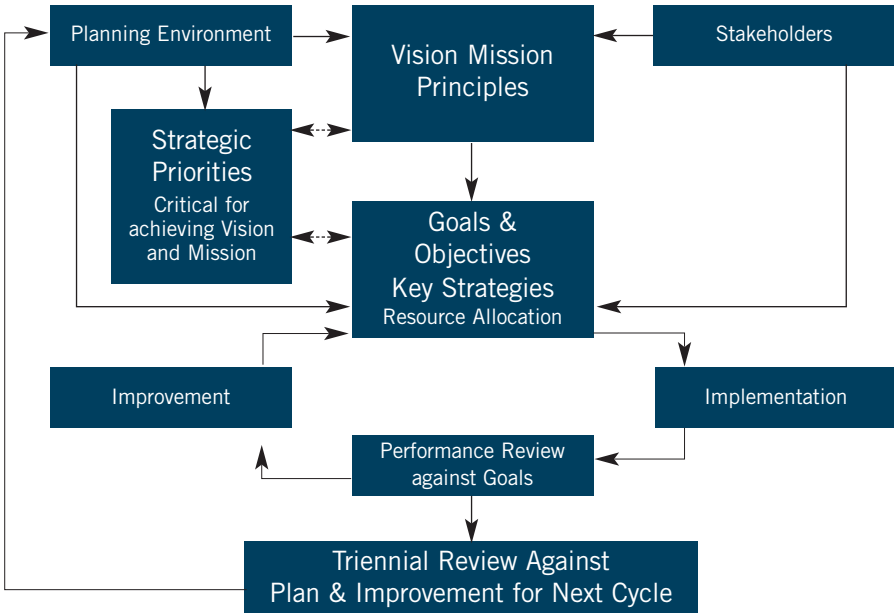
AUQA audited the University of Wollongong in 2005 and its audit report was publicly released in March 2006. A report on the University's progress in addressing issues raised by AUQA is publicly available on our website at www.uow.edu.au/planquality/auqa

UOW will be audited again between 2010 and 2012. The second audit will focus on:

- quality improvement developments since the first audit
- benchmarking, standards and outcomes
- greater use of external reference points
- two themes selected by AUQA in consultation with the University (likely to include transnational activities)

UOW Strategic Planning Structure

The University's strategic planning operates within an aligned model which links goals, objectives and strategic activities across levels to achieve effective and realistic action, review, feedback and improvement.



UOW Strategic Plan

The 2008-10 UOW Strategic Plan is the latest in the sequence of University triennial Plans. This Plan will guide the University's development and activities over the three year period. The 2008-10 Vision commits the University to a role in enriching "individuals, their communities and the environment" and the Vice-Chancellor's statement identifies four key features of the "UOW Way" – diversity, partnership, enterprise and excellence.

The University's Goals for 2008-2010 are:

1. Excellence and innovation in learning and teaching
2. Excellence and innovation in research
3. Dynamic engagement with our communities
4. Students engaged with learning and University life
5. A university of international outlook and achievement
6. Versatile, skilled and committed staff
7. Business capacity to advance the achievement of our Vision

Strategic Priorities

The Goal Chapters, with their respective objectives and strategies, identify the following Strategic Priorities - areas of focus that will be critical for achieving the 2008-10 Vision and Mission:

- National and international recognition
- Ethical practice in education and research
- Leading research performance
- Excellence in learning and teaching
- The UOW Student Experience
- Knowledge, skills and distinctive qualities of UOW students and graduates
- The Innovation Campus
- The Illawarra Health and Medical Research Institute
- Medical training for regional, rural and remote Australia
- Connections to the community
- Environmental management across all UOW locations
- Staff capacity to achieve excellent outcomes
- Quality processes and professional business planning and practice

Aligned Plans

Aligned with and working towards the achievement of the University's Goals are a series of operational and business plans governing:

- Faculties
- IT Management
- UOW Shoalhaven Campus
- Campus Management
- UOW Dubai
- E-Learning
- Professional Units
- International Marketing
- UOW Education Centres

To view the Strategic Plan, see: www.uow.edu.au/planquality/strategicplan

Strategic Projects

Strategic Projects are developed to facilitate specific outcomes under the UOW strategic priorities. They are attuned to current issues in the University and its environment and facilitate action to move the University into a position of advantage. The current projects aim to:

- Ensure a quality education and UOW student experience
- Build on research strengths
- Strengthen University and regional development
- Increase income opportunities through funding diversification
- Selectively strengthen strategic partnerships that benefit the University
- Ensure effective key management processes

The Strategic Projects are reviewed twice a year. They are revised as necessary and overseen by a designated member of the Executive.

Faculty & Unit Planning

Each faculty and professional unit develops an annual review and planning report in accordance with common templates. These reports are key references for:

- Reviews of performance of faculties and units
- Reviews of performance against institutional objectives by University committees (see below)
- Informing and directing the University budget priorities
- The University's Annual Report to NSW Parliament

Faculty and Unit Plans provide a framework for strategic action, review and improvement which is aligned to UOW strategic goals and objectives. Faculty Plans are rolling plans, with strategies reviewed and revised where necessary.

For links to the current Faculty and Professional Unit Plan templates see:

www.uow.edu.au/planquality/facultyunit

Monitoring Performance

UOW's Key Performance Indicators (KPIs) are institutional markers of the University's progress towards meeting its goals. There are 13 key performance indicators for the 2008-10 goals:

- Learning and Teaching Performance
- Community Perception
- Student Outcomes
- International Recognition
- Staff Perception
- Environmental Impact
- Resource Utilisation
- Research Performance
- Student Demand
- Student Perception
- Employer Perception
- Staff Capability
- Financial Performance

The levels of satisfaction and achievement in these areas will indicate our capacity to meet the standards, expectations and needs of those who have a key stake in the success of UOW's mission.

The University Planning and Quality Committee, on the recommendations of major committees, sets specific measures and targets in the KPI areas to provide *The Strategic Plan – Performance Monitoring Framework*. The relevant committees monitor performance through annual review and reporting.

Review reports are considered annually by the University Planning and Quality Committee which, in turn, presents a comprehensive annual report of progress against the Strategic Plan to Academic Senate and the University Council. The Strategic Plan itself is reviewed in full every three years.

For more information and enquiries:

- call Strategic Planning & Quality Office – (02) 4221 3866 (ext 3866)
- visit the Planning & Quality website – www.uow.edu.au/planquality