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2016–2020  
Strategic Plan.  
*Understanding  
our why.*



UNIVERSITY  
OF WOLLONGONG  
AUSTRALIA

Stands  
for purpose

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# Our place, purpose and values.

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Universities have never been more important to our future. In a world facing very large and complex social, environmental and economic challenges our universities will play a central role in keeping Australia economically competitive and socially cohesive. The higher education sector will be at the forefront of shaping contemporary policies and a modern society.

At the University of Wollongong (UOW) we will continue to focus on offering personalised experiences and outstanding learning environments. We will develop highly sought after graduates who have experienced a research-intensive university, and an intellectually challenging curriculum.

We are committed to generating outstanding research and world-class results. Our objective of earning a place in the top 1% of the world's universities creates an opportunity to renew and refresh.

The coming period offers major opportunities to:

- Continue the drive to build an outstanding research environment, a strong graduate school and clear incentives to drive research focus and productivity;
- Complete the transformation of our curriculum linked to student demand, graduate outcomes and use of new technology;
- Invest in our people to collaborate internally and externally to achieve great things;
- Enhance our campuses, and align our facilities to the changes in centres of population, the demand driven system and emerging research priorities;

- Leverage our reputation as a global multi-campus university by growing our off-shore international program and portfolio;
- Work with our partners to create greater levels of innovation and impact, and contribute to the creation of new enterprises;
- Engage with our alumni to build a network for life;
- Maintain an efficient and productive university focussed on adaptability and financial sustainability;
- Aspire to make UOW a destination university and Wollongong a university city.



**Professor Paul Wellings CBE**  
Vice-Chancellor

**OUR MISSION**

University of Wollongong  
is a global leader in  
discovery and learning,  
working to transform  
people and the world  
we live in.

**OUR PURPOSE**

University of Wollongong is a research-intensive university with an outstanding reputation for its learning environments across a broad range of disciplines.

Our commitment to our students is evident in our graduates, who are recognised for their capability, quality and success in the global workplace.

UOW is an international network of campuses and regional learning centres. Together with our partners, we make a strong and connected presence in our communities.

We are a young and vibrant university with undiminished ambitions. We value our research capacity to work on complex and interdisciplinary problems. Our spirit of inquiry drives our research and learning environments and our objective of earning a place in the top 1% of the world's universities.

**OUR ORGANISATIONAL VALUES**

As we pursue our Mission, the UOW will encourage:

- Intellectual openness, collegiality and connectivity;
- Empowerment, flexibility and cultural diversity;
- Mutual respect and the promotion of equity and social justice;
- Working towards reconciliation and the success of our Aboriginal and Torres Strait Islander communities;
- Recognition and celebration of initiative and enterprise, and agility in decision-making;
- Staff and students who are recognised and appreciated for their contributions;
- A workforce with strong performance expectations.

**OUR GRADUATES**

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

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

Our graduates are passionate, engaged, entrepreneurial and highly employable. They are responsible, tolerant and collaborative contributors to their communities and workplaces.

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

They are exceptional people.

# Risks, challenges and opportunities.

Our communities are undergoing significant change as traditional institutions and industries are disrupted by changes in technology, policy and opportunity.

These changes will present a range of risks and challenges in the near future — challenges we will convert into opportunities for growth and leadership in our communities.

## ECONOMIC AND SOCIAL CONTEXT

- Funding of basic research and its supporting research infrastructure is becoming aligned to national priorities and resource allocation is becoming increasingly concentrated.
- Changing demographics and an ageing population are reshaping Australia.
- Employers now have greater expectations of the skills and knowledge of graduates as they enter the workforce.
- Many economies are experiencing transition and change, and universities are expected to assist in the development of emergent sectors as part of renewal.
- High technology small and medium enterprises with a focus on advanced manufacturing and superior service provision are driving job growth.
- The academic community enhances national and international policy development through its active engagement.

## INSTITUTIONAL SUSTAINABILITY

- The current policy ambiguity on the merits of uncapped domestic undergraduate recruitment and the desirability of fee deregulation will resonate over the coming period, with the potential to constrain the level of funding per student.
- The strain of increasing payroll costs, the burden of red tape and the need to generate surpluses for infrastructure maintenance and future investment will cause the sector to set priorities and will increase competition for income growth in a volatile market.
- The breadth of academic provision will come into focus as universities begin to invest selectively in areas with demonstrable market demand.
- The sector will need to focus on the highest environmental standards in newly built infrastructure and in managing the costs of energy and transport provision.
- Universities will have to evidence high levels of student satisfaction on courses which are assured and of the highest quality.

## INTERNATIONALISATION OF HIGHER EDUCATION

- The fast growth of the world's middle class will continue to increase the demand for outstanding university experiences and training. This will create opportunity for those universities prepared for a highly competitive environment.
- Graduates in the future will need to be ethical, mobile, highly technologically literate and able to work in multicultural settings.
- The competition for the best academic and professional services staff will increase as international mobility increases and other countries invest in their higher education systems.
- Research collaborations will continue to cross national boundaries as large-scale, complex questions will demand multi-institutional teams.
- Global networks will shape the research agendas of universities and create opportunities for students to experience a range of learning environments.
- Global rankings will dominate how institutions are seen and will be a key driver in the recruitment of new staff and students.

## EXPECTATIONS AND DEMANDS

- Universities will be key actors in the national innovation system and critical in regions experiencing economic transition.
- The step change needed for Australia to maintain its economic competitiveness will require higher education to play a key role in the knowledge-based economy.
- Universities will require strategies to ensure that students from disadvantaged groups have greater opportunities to gain access to and succeed in higher education.
- The student experience and the flexibility of provision will drive the sector to be more responsive.
- New technology will be needed to allow students and staff to create content and access services anytime anywhere.
- Governing bodies and the executive leadership of public universities will have to demonstrate efficient use of assets and resources in the face of increasing competition from new providers.

# Planning and reporting framework.

## UOW STRATEGIC PLANNING 2016–2020

The University's Strategic Plan is underpinned by a number of Core Strategies that activate the Strategic Plan into whole-of-institution actions designed to ensure we continue to progress in the direction we have set for ourselves over the next five years. These Core Strategies guide all operational level planning, measures and reporting as they become operationalised by Faculties, Divisions and other University areas.

The University's Strategic Planning and Reporting Framework aligns the strategic and operational planning levels, to ensure UOW achieves its strategic vision and objectives and continues to contribute to the betterment of our communities.

The Framework activates UOW's Strategic Plan 2016–2020 via a clearly articulated planning and accountability structure that integrates with and is applied to all levels of Planning and Reporting at UOW. The Framework also supports UOW's strong governance and quality framework and commitment to the Plan-Act-Review-Improve cycle.

## GOAL 1

# Addressing regional, national and international needs:

## Setting priorities and focus.

Align our outstanding academic community and graduates with national priorities, opportunities arising from our global relationships and initiatives supported by governments and industry.

**WE WILL**

*1.1* Embrace opportunities to enhance and differentiate our investments and contributions through identifying viable new student markets, exploring exciting course offerings, following emergent research paths and building on our existing strengths.

*1.2* Enable our graduates to be career-ready, contributing to a world that is ever changing and to work in complex teams that cross disciplinary boundaries.

*1.3* Recruit, support and reward high-quality HDR students and align them to research strengths through UOW's Graduate Research School; and development them to ensure their successful careers in academia, government and industry.

*1.4* Produce high-quality, accessible research organised in strong groups of highly cited and highly esteemed researchers who increase the University's visibility in educational programs as well as research.

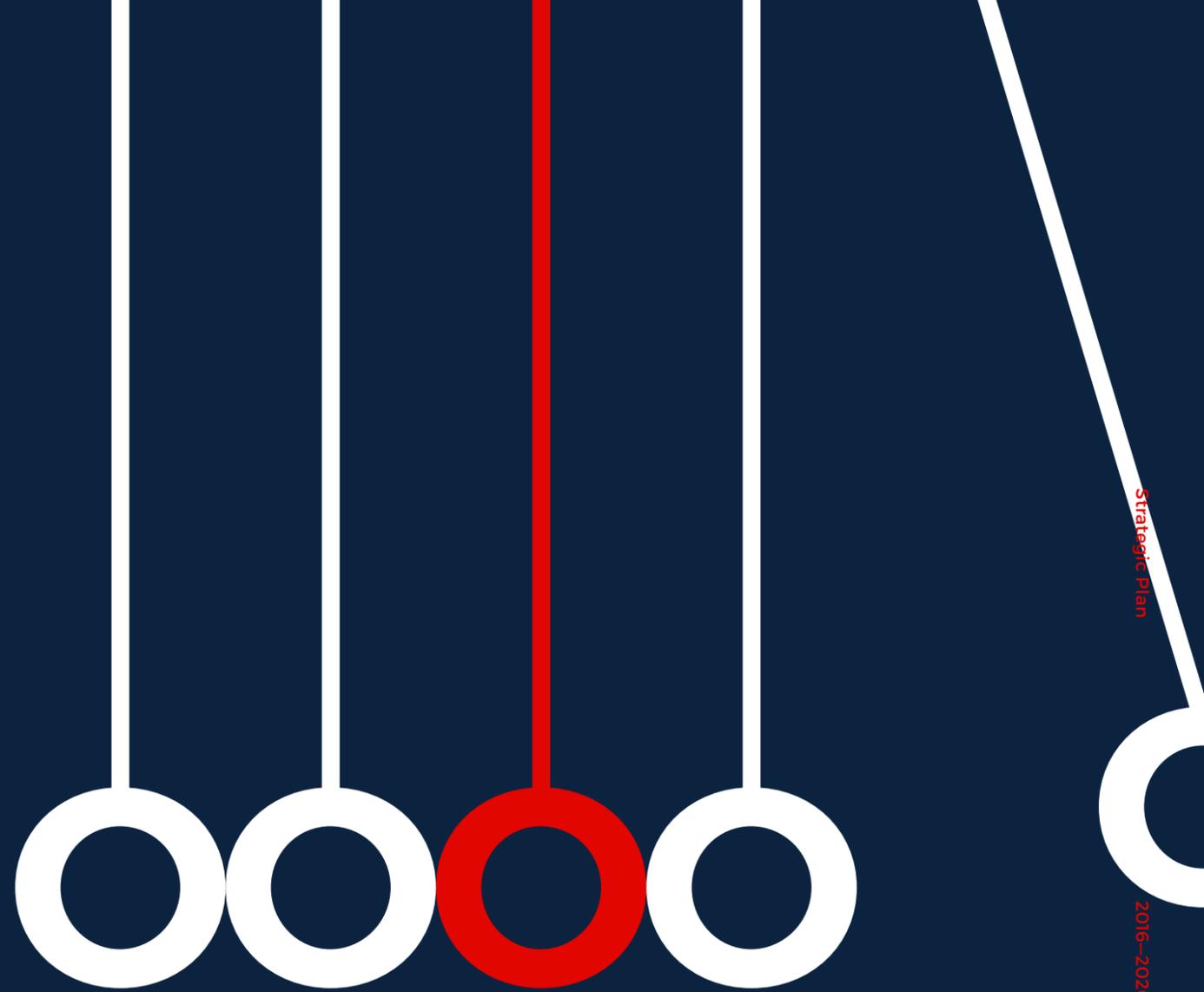
*1.5* Build on our leadership in transdisciplinary research through further collaboration in research and education to explore and tackle large scale global social, environmental and economic challenges.

*1.6* Anticipate the nature of new and emergent industries and future jobs and adapt our portfolio of offerings and research capacity to best contribute to the needs of our communities.

**INDICATORS OF SUCCESS**

UOW's graduate destinations data and employer reputational data will remain above the top quartile.

UOW's reputation as a place for outstanding transdisciplinary research will strengthen.



GOAL 2

# Providing an exceptional learning and student experience: **Maximising success.**

Deliver student-centred, intellectually challenging programs to the highest standard in technology-rich and immersive environments, and develop students for their roles in society and a global workplace.

**WE WILL**

- 2.1 Transform what we teach, how we teach and how we assess learning to maximise student success, positive personal and employment outcomes—promoting curiosity, agility and mutual respect.
- 2.2 Modernise our academic course offer to ensure it is attractive, efficient and that every student has real-world, inquiry-led, technology-enriched, intellectually challenging and globally connected learning opportunities.
- 2.3 Enable every student to reach their potential by providing personalised support for transitioning into their studies, through university and into the external world.
- 2.4 Make sure that learning within or outside of the formal curricula, in the classroom or digitally, is invigorated through engaged staff, supportive learning communities and innovative learning environments.
- 2.5 Diversify the source and mix of all student enrolments to drive growth and sustainability at all UOW teaching locations.
- 2.6 Ensure that academic quality, standards and academic integrity are embedded in what we do as an ethos of continual enhancement through fit-for-purpose policies and efficient practices and processes.

**INDICATORS OF SUCCESS**

Completion of the curriculum reform process.

UOWx will be embedded and actively recognised by employers.



# Transforming the workplace: Investing in our staff and physical environment.

Continuously improve the standing of the University by rewarding initiative, creativity and performance of all our staff in environments featuring modern processes and outstanding infrastructure.

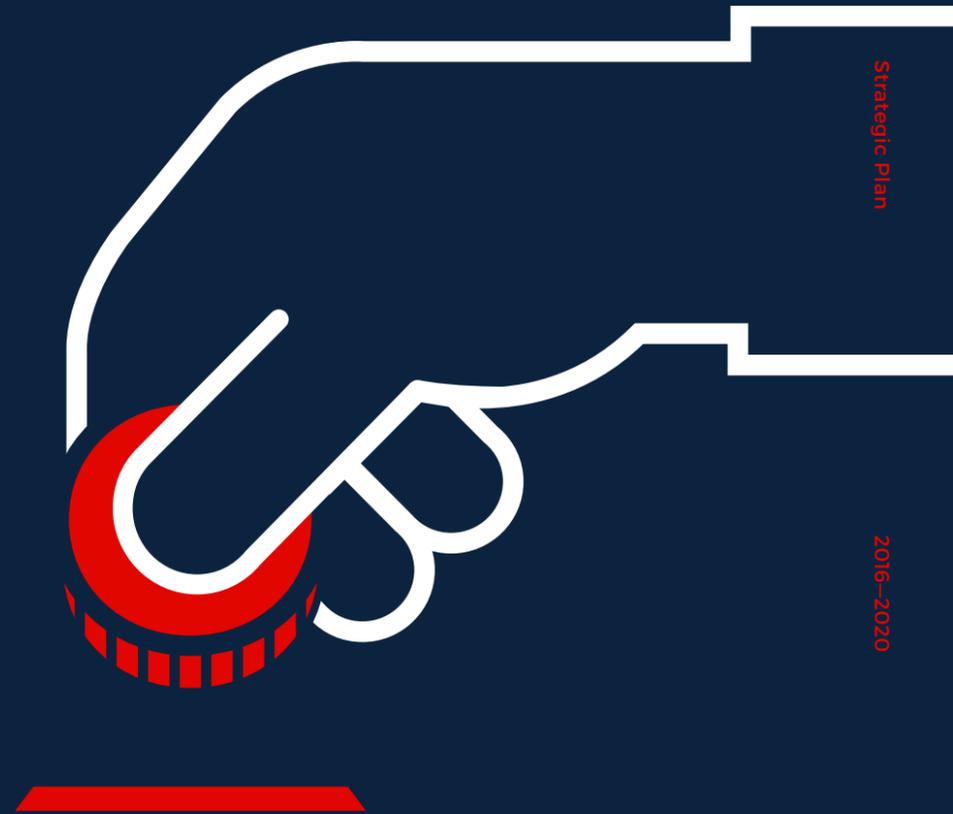
**WE WILL**

- 3.1 Promote a safe and supportive workplace where our distinctive values of collaboration, teamwork, equity, diversity and inclusive practices thrive.
- 3.2 Place renewed emphasis on proactive staff engagement and communication to foster a collegiate and adaptable working environment across all of UOW's campuses.
- 3.3 Leverage our reputation for opportunity and innovation and our strong workplace culture to attract and retain the most talented staff and build a committed and sustainable workforce characterised by strong and strategic leadership.
- 3.4 Build an outstanding academic community of emerging researchers and research-active academics who are supported to achieve the highest quality outcomes.
- 3.5 Offer career pathways and ongoing support for our staff to optimise their academic, teaching and professional achievements and aspirations, and provide them with the tools to grow and drive the University forward.
- 3.6 Unleash higher performance by reducing complexity in our processes and policies and deploying systems that are flexible, scalable and service focused, and foster agile decision-making.

**INDICATORS OF SUCCESS**

UOW's global standing will be enhanced and evidenced by the number of highly cited academics and the strength of research outputs, including those with international partners.

Investment in improved management systems and technology to enhance performance and productivity.



# Celebrating partnerships: Enhancing reputation.

Engage with our networks of academic, business and community partners to ensure that the contributions of our students and researchers are effectively disseminated and have an impact at global and regional levels.

**WE WILL**

**4.1** Deepen our engagement with alumni, recognising the significance of their life-long relationship with the University, and strengthen their connection with fellow alumni.

**4.2** Develop and strengthen the strategic links with our off-shore campuses and international academic partners to form a global network of collaborative peers with shared interests.

**4.3** Promote and grow two-way mobility of our students and staff between UOW's on and off-shore campuses as well as to our partners in Asia and other priority global destinations.

**4.4** Leverage our programs, networks and campuses to partner with industry and social enterprises, particularly technology focussed SMEs, to enable them to innovate and thrive in increasingly competitive markets.

**4.5** Facilitate student diversity by creating mutually beneficial partnerships with schools, pathway providers and broader communities and by enabling all pupils and students to be the best they can be.

**4.6** Value the mutual benefit of engaging with our communities and create enthusiasm in our students and staff to serve our society.

**INDICATORS OF SUCCESS**

The transitional arrangements in Hong Kong and the development of new campuses in Dubai and Hong Kong will be completed over this cycle.

UOW will continue its efforts to see Wollongong recognised as a university city.

# Sustaining a world-class university: Embracing change and opportunity.

Maximise our capacity to deliver our mission by seeking out opportunity and continuing to invest and transform the University through growth, better processes and enhanced built environments.

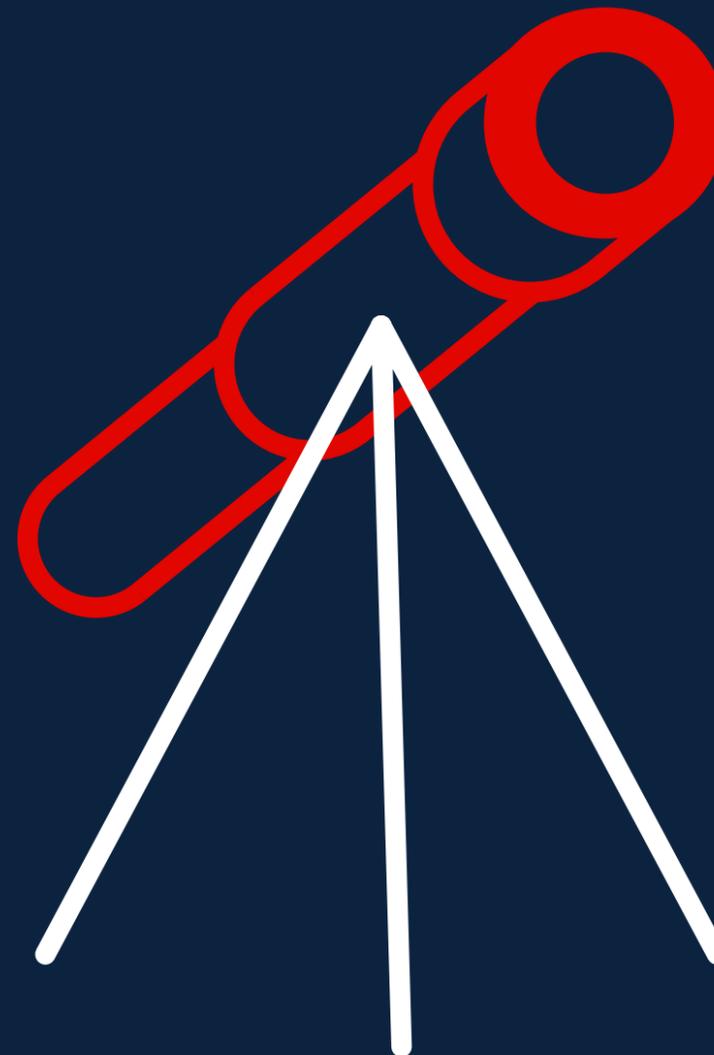
**WE WILL**

- 5.1 Optimise the productivity of our financial, physical, human and intellectual resources through effective planning, benchmarking, accountability and review.
- 5.2 Grow our income and the value of our assets through incentivised operating arrangements, rigorous business case assessments and sound commercial practices.
- 5.3 Sustain a vibrant environment for engagement, inquiry and creativity by providing world-class academic facilities, recreational and social amenities, and residences within planned, efficient campuses that stand out for their natural beauty.
- 5.4 Deliver real world solutions in an ever changing digital landscape that will enrich all aspects of our academic and professional activities and connect all our locations.
- 5.5 Develop an integrated institution-wide, evidence-based marketing strategy to competitively manage and position our brand at the national and international level.
- 5.6 Drive the University's key performance metrics by promoting international collaborations and their visibility in order to optimise our position in major world rankings.

**INDICATORS OF SUCCESS**

Growth in income, driven by student numbers, will be at or above the long-term trend.

The University's capital expenditure plans will release in excess of \$300 million over this cycle.



# Making a difference: Valuing the role of higher education in society.

Create an environment where our staff, students and stakeholders can explore new ideas and technologies, and their uptake and impact on social and economic wellbeing.

**WE WILL**

6.1 Create pathways for our research and scholarship to have beneficial impacts on the broader community by establishing more partnerships, collaborations and interactions with industry, government and community organisations, locally and globally.

6.2 Grow our innovation ecosystem where staff, students and community have opportunities to start and build or work in industries for regional development.

6.3 Seek to create and contribute to the uptake of disruptive technologies that have the potential to deliver major positive impact to our economy.

6.4 Continue to offer our commercialisation partners easy access to our intellectual property to ensure our research outcomes reach end use and create impact.

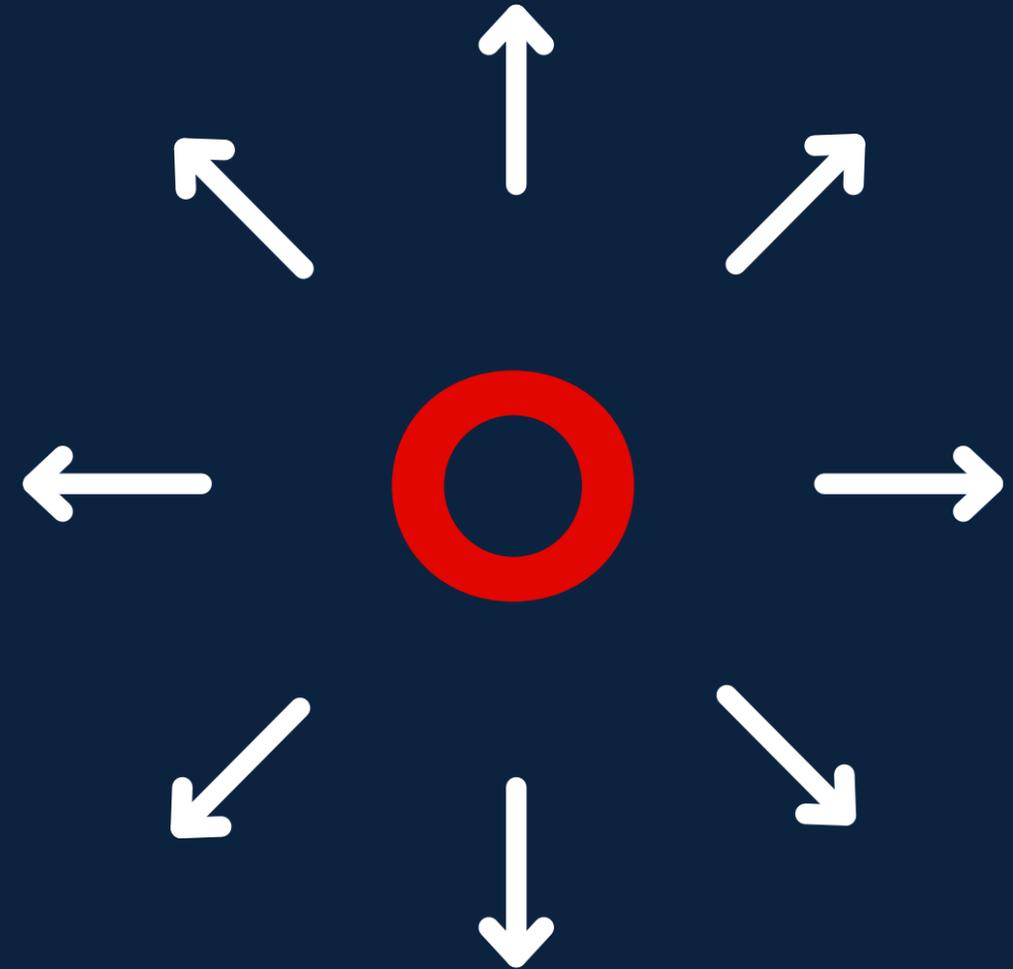
6.5 Work collaboratively with networks of global partners across a broad spectrum of UOW's activities to enhance our research and online course provision.

6.6 Understand and capitalise on the changing demands of our society arising from the expectations of those employing our graduates and from the dividends arising from trends in demography and ageing.

**INDICATORS OF SUCCESS**

The University will focus on engaging with industry to drive advanced manufacturing and the introduction of disruptive technologies.

The University will increase its investments in molecular and life sciences and associated health care services.



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