



Welcome to the second Planning and Quality newsletter for 2010

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This newsletter is published by the Strategic Planning & Quality Office.

For further information about items in this newsletter, email spq@uow.edu.au or telephone ext 4748

The year so far...

Since the last issue of imPAQt, faculties and units have made an outstanding effort to complete the AUQA self review and the associated benchmarking of assessment practises. We thank you all. You identified many achievements that will validate and encourage your efforts and some areas where there are opportunities for improvement. If it is cleared for wider release, you will have opportunities to share the wealth of information and good practice examples collected from across the University.

The coming period is also a busy one but the focus of the AUQA effort will move to analysis and portfolio drafting. We are also entering the last development stages of the new Strategic Plan. The UOW Planning Conference will take place in July and it will be a critical time for firming up the priorities for the next three years.

Normal yearly business continues, of course, and we'll be in-touch soon with faculties and units about the review and planning cycle. Thank you again for the collegial and good-humoured way in which you have taken on the extraordinary challenges of 2010.

UPDATE: New Strategic Plan for 2011-13

The final draft of the Strategic Plan is now being prepared to go to the Planning Conference in July and thence to Academic Senate and Council. We received some thoughtful comment during the feedback period between October 09 and March this year. Communication lines are still open and comments can be forwarded to spq@uow.edu.au.

The proposed structure involves a streamlined plan designed to:

- provide clear rallying points for action across the University community
- set out succinct Goals, Objectives and Indicators of Success that express priorities, and
- identify a Vision and Mission which express UOW's purpose and particular strengths

Strategic Priorities

The Strategic Priorities will drive strategic planning over the next three years and inform the Goals, Objectives and key Indicators of Success.

The latest list, which is now available from the intranet, looks to:

- read the risks and opportunities in current and future environments
- capitalise on areas of strength (e.g. research outcomes; learning and teaching leadership, strategic projects), and
- build distinctive UOW "niches" of excellence

Proposed Strategic Goals for 2011-13

The five Goal areas proposed for 2011-13 are expressed in terms of clear outcomes.

1. Graduates equipped to learn, engage and lead in society and the global workplace
2. A research intensive culture promoting research potential and achievement across all disciplines
3. Partnerships which build a relevant, engaged and dynamic University
4. An international University of preferred choice
5. Staff recognised for quality, versatility and creativity

WHAT'S NEXT>>> See *Milestones for 2011-13 Strategic Plan Development* on page 2.

Planning & Review

Annual Review & Planning Cycle

The faculty and professional unit *review and planning cycle* will soon commence. The process will be similar to last year but will be conducted in two stages to make it more manageable for faculties and units.

2010 Review

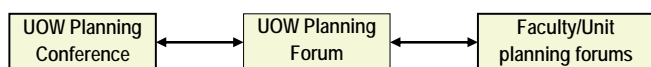
← SPQ will start rolling out *review templates* in July asking for faculty and unit responses to 2010 plans. The reviews, due in October, will be collated for analysis and review by the Senior Executive, University Planning & Quality Committee (UPAQ) and the Goal monitoring committees (UEC, UIC, URC, CEC).

2011 Plan

→ The *planning template* for the next stage will be altered slightly to incorporate some of the key directions from the draft 2011-13 Strategic Plan. In July, UOW leaders will attend the annual UOW Planning Conference to consider emerging issues in the federal agenda, the AUQA Audit and the new Strategic Plan. This newsletter will bring you the conference outcomes to support more informed decision-making. Heads of Units will also have the opportunity to discuss the issues during the last quarter of the year and be able to take this information back to their individual forums to assist with 2011 planning.

Final faculty and unit plans will be due in February 2011 and should be constructed with reference to:

- previous cycle's review report (as above)
- Quality & Business Framework: including reviews and options for future operations with reference to **Faculty/Unit Budget** and **Workforce Planning** and
- Risk Assessment



Note: The faculty plan is a critical reference point for the planning & budget meetings for the following year.

A complete schedule of planning dates is available at: <http://www.uow.edu.au/planquality/keydates/index.html>



Milestones for

2011-13 Strategic Plan Development

✓	Feb – Mar	Staff/Faculty/Senate/Council reminder for input on Strategic Priorities, content and structure
✓	2 Apr	Options for 2011-13 Goals, Objectives & Indicators developed and submitted by Goal Committees (UEC, UIC, URC, CEC)
✓	16 Apr	Presentation of 2011-13 Strategic Plan concept to Council Meeting
✓	Apr-Jun	Drafting of Strategic Plan with input from committees and community
	7 Jul	Draft Strategic Plan to UOW Planning Conference
	6 Aug	Draft Strategic Plan to Council for consideration
	8 Sept	Draft Strategic Plan to Senate
	8 Oct	Council Approval

Planning & Quality Framework

The University is committed to a four step quality planning cycle:

- PLAN** → identify and define what we want to achieve and how we intend to achieve it
- ACT** → implement specific strategies and actions for achieving our plans
- REVIEW** → monitor performance against plans and evaluate outcomes
- IMPROVE** → identify changes that need to be made to better realise our plans and adjust objectives and strategies as appropriate

The Strategic Plan and its operational plans make up the first (PLAN) segment in the UOW quality cycle. They direct the implementation (ACT) through strategies, projects, policies, procedures and resource allocation at University, faculty and unit levels. The plans are the reference points for performance monitoring (REVIEW) through the key review processes of:

- Budget & Planning reviews
- Academic Reviews- curriculum and unit
- Professional Accreditation
- Policy Review
- Analysis of feedback mechanisms, esp. surveys
- Staff Performance Appraisals
- Risk Assessment
- External Audits and Quality Certification
- Benchmarking
- Monitoring against External Reference Points
- Review of External Environment

An annual report against Strategic Goals, based on committee, faculty and unit performance reviews is presented to the University Council and this report is the basis for the University's Annual Report to Parliament.

Each planning cycle initiates improvements identified in the review process (IMPROVE). Strategic Projects are distinct UOW mechanisms which concentrate resources within a specified period and are designed to accelerate improvements in strategic priority areas.

2011 AUQA Audit Preparations

Self Review...

The Self Review phase of our audit preparations is nearing completion. Faculties and professional units are commended for their assistance in undertaking a comprehensive self evaluation against a range of indicators in relation to undergraduate learning and international activities. Self reviews were also undertaken by the regional centres, Wollongong College Australia, offshore partner sites and UOW in Dubai.

The completed reviews are currently being collated and analysed by SPQ for consideration by two panels - one for undergraduate learning and one for international activity.

These panels will both meet in late June with the main tasks of:

- identifying good practices
- identifying priority areas for improvement across the institution
- developing strategies and actions to address these.

Improvement actions...

As part of the review process, AUQA will evaluate our progress in addressing the 13 recommendations from the 2005 audit (Cycle 1). The University is required to provide "evidence of implementation and effect on changes to institutional outcomes". This progress is being monitored via the Quality Improvement Plan which is updated on a six monthly basis.

Performance Portfolio...

From here we move on to development of the Performance Portfolio that must be submitted to AUQA by 24 December. This is the document on which the audit team will base their interviews and assessment. It includes three main chapters:

Chapter 1: Context and Strategic Direction (including institution's quality management system and outcomes from Cycle 1.)

Chapter 2: Enabling Undergraduate Learning at UOW – detailed analysis of objectives, strategies, processes; planned targets and outcomes; performance over last 3 years; QA in place including benchmarking results, review and evaluation mechanisms; evidence of how standards are set and monitored; areas for improvement.

Chapter 3: International Activities - as above.

coming up → Q-Forum ...16 July 2010

A special function will be held on Friday 16 July for all those involved in the AUQA Self Reviews and Assessment Benchmarking Project. The purpose of the function is to:

- acknowledge everyone's input
- report on progress
- explain the next steps for the AUQA Audit

Benchmarking Project Leaders, AUQA Liaison officers and their teams will have a chance to share some of the interesting and worthwhile aspects of the self-review process.

Audit Themes

- International Activities
- Enabling Undergraduate Learning at UOW

Countdown to AUQA Audit

2010	
January	Audit dates confirmed and Themes selected and approved
February - May	Self Review of themes areas
From June	Improvement actions implemented
July - November	Performance Portfolio developed
24 December	Performance Portfolio submitted to AUQA
2011	
January	Preparatory visit: audit program finalised
Late February / early March	Audit panel visit offshore locations including UOWD
Just prior to 28 March	Audit panel visit Sydney Business School (Sydney campus)
28-31 March	Audit panel visit Wollongong campus (week 4 Autumn session)
Approx September	Audit report publicly released

Key Websites

UOW Planning & Quality website

<http://www.uow.edu.au/planquality/>

UOW Planning & Quality intranet site

<https://intranet.uow.edu.au/planquality/>

AUQA website

<http://www.auqa.edu.au/>

Audit reports on other universities can be accessed at

<http://www.auqa.edu.au/qualityaudit/universities/>

You can also contact the co-ordinating team directly by email spq@uow.edu.au or phone Ext 4748

Quality Improvement

News from AUQA...



10 Years! In March 2010 the Australian Universities Quality Agency proudly celebrated its 10th anniversary with an excellent line-up of thought-provoking presentations at a national *Symposium on Quality Assurance*, held in Melbourne.

UOW's Executive Manager - SPQ, Lynn Woodley, was in attendance (above 2nd from the left). The Executive Director of AUQA, Dr David Woodhouse (below right) opened the symposium with the keynote address delivered by international guest, Dr Achim Hopbach (below left), President of the Board of the European Network for Quality Assurance and the Managing Director of the German Accreditation Council.



Tertiary Education Quality & Standards Agency (TEQSA)

UOW was expected to be the first university to be audited after the establishment of the Federal Government's new Tertiary Education Quality and Standards Agency (TESQA), but it now appears likely legislation will be delayed and TEQSA will not be up and running before March 2011.

The AUQA Audit will still place emphasis on how academic standards are set, monitored and reviewed.

New Benchmarking Policy

A new **Benchmarking Policy** and **Guide to Benchmarking** has been drafted to assist staff involved in planning and managing benchmarking projects. This is a key part of our planning and quality framework and following an audit of benchmarking activity last year, a need was identified for an integrated benchmarking framework.

The guide is intended as a practical resource and is expected to pass final approvals in July/August. It will then be placed on a new benchmarking website which is currently under development.

Watch this space!

Focus on Assessment

Benchmarking Project: Deakin and UTAS

The benchmarking project, like the AUQA self-review, was remarkable for the very positive approach by faculties and other participants, wide involvement and as a result, insightful and well-considered reports. All reports and evidence are now being distilled into a cross-UOW report which the Institutional Workshop in June will refer to in evaluating UOW's performance against the indicators.

The Academic Senate's role in monitoring assessment is a special focus for a benchmarking of academic boards across the three universities. The format for that process has been developed and agreed to by our partners.

Members of the Assessment Benchmarking Reference Group continue to provide valuable advice throughout this process.

Next steps:

7 June	Academic Senate Self Review for UOW
10 June	Institutional Workshop
Late June	UOWD to complete their response
Early July	Institutional Response exchanged with our partners

Any questions? Contact Anne Melano, Project Coordinator (ext 4147) or Dale Dumbleton, Project Officer (ext 4748).

"Thank you to all faculty leaders and the many dedicated people who took part in panels and evidence collection" Anne Melano



The Memorandum of Understanding between Deakin, UTAS & UOW was signed 13/3/2010.

SPQ Team 2010

Lynn Woodley, Executive Manager
Jan Sullivan, Coordinator AUQA Audit Project
Dale Dumbleton, Strategic Planning Officer
Tanya Barton-Saad, Project Officer

Tanya joins the SPQ team on secondment until January 2011 to assist with AUQA projects.