



Welcome to the third Planning and Quality newsletter for 2010

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- Benchmarking @ UOW
- Key dates & websites

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 to date...

The year so far has certainly been a challenging and eventful one as we prepare for a new University planning cycle and an AUQA quality audit in 2011. Much has been achieved through the hard work, advice and collaboration of generous (albeit weary) champions in faculties and units. It was great to have an opportunity to celebrate their contributions at the Quality Forum in July.

This newsletter signals that we are entering the final straight as far as both the next Strategic Plan and the AUQA Performance Portfolio are concerned. The Plan sets the University on a dynamic course for the future and the intensive self-reviews have confirmed or set in train a range of quality improvements. These are the most important rewards for the effort that has gone into the discussions, investigations and reporting across the University, from Bega to Dubai.

As we move into the final quarter of 2010, the University community can look forward to the launch of a new Plan and to completing the next, critical stage of the audit preparations.

UPDATE: New look Strategic Plan for 2011-13

The draft **2011-13 Strategic Plan** has been through several iterations, particularly to take into account the impacts of changes on the higher education scene and the uncertainties of the political landscape.

Many individuals, groups and committees have been involved in developing and refining the statements, goals and objectives that will shape the University's future path.

This Plan is expected to have a different look to previous plans. For instance, a long-range forecast of UOW's development over the coming decade has been included. The Plan also contains key indicators and the main targets for 2011-13.

The five Goals (listed below) are intended to drive five Enabling Plans, at the operational level, which will set targets for faculty and unit plans:

GOALS

- Goal 1 – **Graduates** (Learning and Teaching, Students)
- Goal 2 – **Research**
- Goal 3 – **Partnerships & Engagement**
- Goal 4 – **International**
- Goal 5 – **Staff**

For the first time also, UOW's Guiding Principles are actively referenced under four Quality and Business keystones for operational planning:

PRINCIPLES

1. **Open, Responsible Governance and Business**
2. **Social Inclusion and Reconciliation**
3. **A Committed, Collegial Culture**
4. **Trust and Sustainability**

The final draft of the Plan takes into account feedback on the version recently posted on the intranet and made available to student representatives. It will next be considered by Academic Senate on 6 October and is expected to reach Council for approval on 15 October. If all goes to schedule, the 2011-13 Strategic Plan will be launched at a **Planning Forum** on 4 November.

Planning & Review

Annual Review & Planning Cycle

The annual review and planning cycle has begun. The **2010 Review** templates are with all faculties and units and information data packs have now been delivered to faculties. A special *Faculty Planning and Review Section* providing additional student, staff survey, EED, OHS and Research data, is also now available via the [Performance Indicator Portal](#). The PIU and Planning Services teams are to be congratulated for their efforts and initiative in compiling the data. Completed review templates are due in October.

Next step...

Templates for the **2011 Faculty and Unit Plans** will be sent out next month and will incorporate some of the key directions from the new 2011-13 Strategic Plan. Alignment of the faculty and unit plans with the University's Strategic Goals is central to the UOW [quality improvement cycle](#) (Plan, Act, Review, Improve). 2011 plans will be due in February. A complete schedule of [planning dates](#) is available on the SPQ website.

Happening now...

An **Academic Risk Assessment**, to be held on 24 September, will consider academic activities at onshore and offshore locations (including Dubai) under each of the goal areas in the current UOW Strategic Plan (2008-10).

The purpose of the workshop is to:

- ⇒ focus in detail on academic risks identified in the 2010 UOW triennial audit of key institutional risk
- ⇒ identify risks to be addressed through the quality improvement cycle
- ⇒ appraise current risks and ensure these are addressed in the two theme areas selected for the 2011 AUQA Audit

Risk assessment raises our awareness of risks and how well we are managing them.

It is also important to understand the likely impact and the consequence of *not* taking risks.

These approaches to risk assessment and other matters were canvassed in several papers presented at the

2010 Australian University Quality Forum

See <http://www.auqa.edu.au/auqf/2010/program/>

Full length videos of the four AUQF keynote presentations are also available to view at

<http://www.auqa.edu.au/auqf/2010/videos/>

AUQF

Next Event!

Planning Forum
+ 2011-13 Strategic Plan LAUNCH
...4 November

Planning Conference OUTCOMES...

The annual Planning Conference was held in July. There was a greater emphasis on academic participation this year with Deans inviting additional senior faculty members to share their perspectives. The result was an engaging and productive conference, focused on the aims to:

- take ownership of the new Strategic Plan,
- acknowledge UOW's moral commitment to social inclusion,
- discuss future positioning and distinctiveness of UOW, and
- review preparations for the 2011 AUQA Audit.



The impact of the Federal Government's education priorities were examined along with UOW's latest initiatives in **Social Inclusion**. The recent change in the way low Socio-Economic Status is determined has presented UOW with an **opportunity to think creatively** in our planning and revisit:

- ⇒ Pathways, Linkages with schools, Raising aspirations
- ⇒ *Outside the square* strategies, e.g. alternate admissions
- ⇒ Mature age entry, e.g. career portfolio approach
- ⇒ Transition, e.g. support, staffing, skills, structure
- ⇒ Realise potential of Shoalhaven Campus & Education Centres

Each **Strategic Goal** was assessed and the following key issues and opportunities were noted for further attention under the final 2011-13 Plan and the Enabling Plans under each Goal:

Goal 1	Graduates equipped to learn, engage & lead in society and the global workplace Internationalisation of Curriculum * Curriculum Mapping * Work-integrated Learning * Student Experience * English Language proficiency
Goal 2	Recognition for research of high quality & impact * Tracking publications outside discipline areas * Leadership capacity & succession planning * ARC grant success and Esteem factors * Income from international sources * HDR Students * Strengthening groups to connect researchers * Performance incentives
Goal 3	Partnerships that develop communities & an enterprising, engaged University: Concept for UOW/community "Aspirations" Centre * Identification of community/industry organisations
Goal 4	An international University of choice: Definition and communication of "internationalisation" * Challenges in international on-shore recruitment * Scaling up off-shore * Articulation, block transfers, twinning * Growing markets in Middle East, Malaysia, Vietnam, India * Student mobility * Improvement to the student experience * Multicultural awareness of staff * Introduction of a "tri semester" format for academic year
Goal 5	Versatile, collaborative & creative staff: Long-term workforce planning * Aging workforce (retaining PhD graduates) * Alternate methods of communication to staff * Alternate patterns and types of employment * Improving support to staff in first 6 months of employment * Consultation and engagement of staff across UOW *

The conference discussed options for differentiating UOW and in a time of increasing competition. Development of a strategy to **position UOW** solidly within the changing educational environment is underway.

Positioning & distinctiveness

Quality Improvement

2011 AUQA Audit UPDATE

Audit Panel... The panel of auditors who will visit UOW in 2011 has been selected. It comprises:

- *Dr Colleen Liston* (Chair) – former Director of International Planning and Quality at Curtin University; currently a private consultant on tertiary education quality assurance, accreditation and standards
- *Dr Jeanette Baird* (Audit Director, AUQA)
- *Professor David Rich* (DVCA and Provost, UTAS)
- *Professor Sue Spence* (DVCA, Griffith University)
- *Professor Emeritus Tom Prebble* (Educational Consultant, New Zealand)

Further details about each member are available at <http://www.auqa.edu.au/qualityaudit/panel/?section=uni&id=179>

Performance Portfolio... We are now in the crucial phase of drafting our AUQA Performance Portfolio. The 20,000 word document must be submitted to AUQA by 24 December, together with a set of supporting documentation. The Portfolio will summarise UOW activity in terms of established goals and strategies, policies and processes, improvements achieved since 2005 and steps we are taking to review and improve quality in relation to our audit themes.

- Chapter 1:** Context and Outcomes
- Chapter 2:** Enabling Undergraduate Learning at UOW (theme 1)
- Chapter 3:** International Activities (theme 2)

The internal Self Review has helped identify priority improvement actions for each chapter/theme and ongoing implementation is occurring through the relevant units and committees. Our Performance Portfolio preparation is being guided by an *AUQA Audit Steering Group* which has been meeting regularly since 2009.

In November our draft Portfolio will be reviewed by consultant *Professor Hilary Winchester*, a specialist in Higher Education QA, who will provide a critical external analysis of our Portfolio and audit preparations.

2011... During the AUQA visit in March 2011, the audit panel will test our Performance Portfolio claims through a series of interviews and intensive evidence checking.

AUQA will make a preliminary visit to the University in February to identify individuals and groups they wish to speak with. The SPQ project team will then run a series of briefings outlining what staff and students can expect from the audit and how best to prepare.

Audit Panel members will be accessing supporting documentation from our website (including intranet) from early January. It is therefore important that all websites are reviewed and updated by the end of 2010.

More Information... For comprehensive AUQA audit information see the [SPQ website](#) – we will be posting easy view FAQ's soon but if you want to catch up, you can download previous editions of [imPAQ](#) from the website. If you have any special questions email spq@uow.edu.au.

Glossary	AASG	AUQA Audit Steering Group
	AQUF	Australian Universities Quality Forum
	AUQA	Australian Universities Quality Agency
	DVCA	Deputy Vice-Chancellor (Academic)
	SPQ	Strategic Planning & Quality Office
	TEQSA	Tertiary Education Quality & Standards Agency
	UOW	University of Wollongong
	UOWD	University of Wollongong, Dubai
	UPAQ	University Planning & Quality Committee
	UTAS	University of Tasmania

Audit Themes

- **Enabling Undergraduate Learning at UOW**
- **International Activities**

Key AUQA Audit Dates

A preliminary Audit Schedule has now been received. Revised and new dates have been include in the following table:

2010		
✓	Jan	Audit dates confirmed and Themes approved
✓	Feb - May	Self Review of themes areas
✓	From June	Improvement actions implemented (ongoing)
	July - Nov	Performance Portfolio developed
	By 24 Dec	Performance Portfolio submitted to AUQA
2011		
	8 Feb	Portfolio meeting of Audit Panel in Melbourne
	23 Feb	Preparatory visit to UOW by the Audit Panel Chair and Audit Director; audit program finalised and interviewees selected
	From 5 March	Audit Panel visits to offshore locations: UOWD and others (tbc)
	Week 21 March	Audit Panel visit Sydney Business School, Sydney and /or Shoalhaven Campus (tbc)
	28 - 31 March	Audit Panel visit Wollongong campus (wk 4 Autumn session)
	Mid 2011	Audit report publicly released

Teaching Standards Framework

The University of Wollongong has been selected to participate in the ALTC funded **Teaching Standards Framework** project. Six institutions will test the Macquarie University developed Framework to identify if it can be adopted as a way of assessing the quality of learning and teaching practice across the university sector and for government reporting by TEQSA.

The Framework has three areas of focus: **Culture, Governance and Practices**, which are assessed at the institution and faculty level. It is based on a set of criteria and measures against five levels of attainments using qualitative and quantitative performance indicators. The method of assessment is by collating and assessing readily available sources of evidence, which help measure the performance and determine the level of attainment. If gaps are identified, some involvement of staff in faculties may be required.

The project is due to be completed by 1 December 2010. Inquiries can be directed to Claudia Perry-Beltrame at the Strategic Planning and Quality Office (ext 4321).

Quality Improvement

Benchmarking @ UOW

Assessment Benchmarking Project: Deakin - UTAS - UOW

On 10 June, key participants from across faculties and units came together for a very successful institutional workshop. In an open and collegial discussion, they considered the outcomes of the self review of *assessment practice* at UOW and identified good practice, areas for improvement and future strategies. The resulting UOW institutional report was then exchanged with our benchmarking partners.

A team from UOW (including Dr Tony Simoes da Silva from Arts, Assoc. Professor Margaret Wallace, Health and Behavioural Sciences and Professor Graham Williams, Informatics) then joined their UTAS and Deakin counterparts for a full day cross-institutional (Peer) Workshop in Melbourne on 30 July.

The Academic Boards (Senate) of the three universities have also reviewed their roles in the quality and uptake of assessment policy and procedures. Their Chairs and representatives will meet as a group for their peer review this week. This will inform the overall benchmarking project and is also expected to lead to the benchmarking of other Academic Board practices.

A composite Project Report, from the three universities, will compare approaches, highlight good practice and provide recommendations for improvement.

Next steps:	24 September in Melbourne	<u>Senate Benchmarking</u> Associate Professor Di Kelly will be meeting Academic Boards/Senate leaders from Deakin and UTAS for the Senate workshop
	October 2010	<u>Final Project Report</u>

For information about this project please contact Anne Melano, Project Coordinator (ext 4147) or Dale Dumpleton, Project Officer (ext 4748).

Review and Benchmarking Audit...

Faculties and units have recently participated in an audit of review and benchmarking activity across UOW. This was undertaken as part of our ongoing quality improvement cycle as well as for our external audit preparation. Information gathered will support our AUQA Performance Portfolio.

AUQA require: "an overview of benchmarking activities and outcomes since the last AUQA Audit visit, with emphasis on impact of such activity on the institution's outcomes" and "a list of external and internal reviews (including third party accreditation)".

Summary reports are available on the Strategic Planning and Quality [Intranet](#) site. These will be monitored and updated in line with the University's planning and review cycle.

Note: Any new or recent activity or missing information should be included in the 2010 faculty and unit plans which are due for submission to SPQ in October.

New Benchmarking Policy for UOW

A new **Benchmarking Policy** and **Guide to Benchmarking** have been developed and, pending approval by the University Council, will be made available on a new benchmarking website. More details will be provided in the next edition of this newsletter.

Q-Forum



A **Quality Forum** was held in July to acknowledge the culmination of five months of information-gathering and critical assessment for the AUQA internal self review. From February-June, every faculty and most professional units participated in the review, which included our regional centres and offshore sites. Over 50 staff came together at the Forum to provide feedback and share outcomes.



The extraordinary contribution of all review teams was commended by the DVCA, Professor Rob Castle, who noted the vital role of the Self Review to our AUQA audit preparations. The process has helped to identify areas where we excel as a University, and areas where there is need for improvement. Overall, the exercise has reinforced UOW's already strong commitment to quality and continuous improvement.



Outcome reports from the Self Review are available on the SPQ intranet site.

Key Websites

- UOW Strategic Planning & Quality website <http://www.uow.edu.au/planquality/>
- UOW Strategic 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/>
- UOW Performance Indicators <https://intranet.uow.edu.au/pip/>

SPQ Team 2010

- Lynn Woodley, Executive Manager
- Jan Sullivan, Coordinator AUQA Audit Project
- Dale Dumpleton, Strategic Planning Officer
- Tanya Barton-Saad, Project Officer
- Claudia Perry-Beltrame, also joins the SPQ team for a period, principally as project co-ordinator for the Teaching Standards project and for the roll-out of 2011-13 enabling plans.