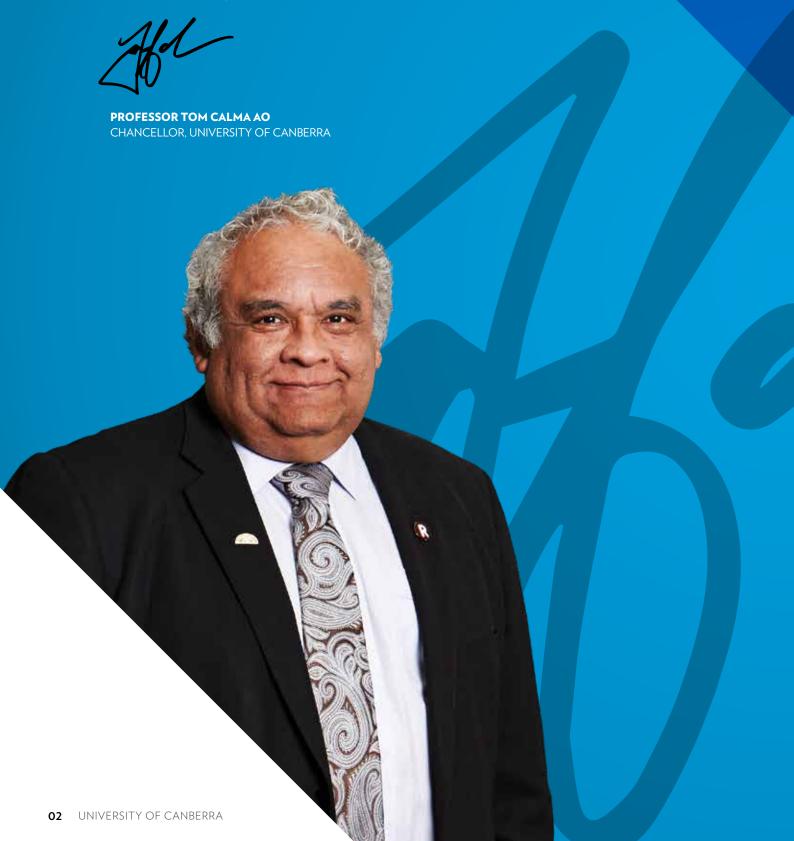




## **STRATEGIC PLAN** 2018-2022

This plan embodies our shared ambition and we are all collectively responsible for its successful implementation If you are a bright, energetic, out-of-the-box thinker seeking a distinctive environment in which to flourish, we want to hear from you – regardless of your background.

The University of Canberra is where you come to leave the unremarkable behind, to build an enduring and adaptive career in an inclusive environment, to breathe oxygen into your creative passions and to unleash your ingenuity to solve real-world problems.



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#### **ACKNOWLEDGEMENT**

The University of Canberra acknowledges the Ngunnawal people as the Traditional Custodians of the land upon which the University's main campus sits and pays respect to all Elders past and present.

As a University, we are proud that we live in the country with the world's oldest continuous living cultures, and we are playing our part to support Aboriginal and Torres Strait Islander peoples to keep these cultures alive and vibrant. We also pay respect to and celebrate the emerging leaders who, through higher education, will grow the knowledge and qualifications that will equip them for rewarding and influential careers.

## A LEGACY OF DISTINCTIVE PURPOSE, FOCUS AND IMPACT

Marked by youthful dynamism and determination, the University of Canberra has been on a unique journey since its very inception. With its dual focus on producing profession-ready graduates and mission-oriented, problem-solving research, the University has risen in merely a quarter of a century to rank among the world's top 100 universities under the age of 50 and the top two per cent of universities overall.

Anchored as a leading institution in Australia's capital, we occupy a ringside seat at national debates and decision-making, frequently informing and influencing these deliberations. Our location is pivotal to our close relations with the diplomatic community and a key catalyst for our worldwide engagement.

With our 17,000 students from over 100 countries, pursuing their education at our flagship Canberra campus, and our joint-ventures around Australia and abroad, we are a university with a true global footprint. We pride ourselves on being a beacon of equity, diversity, inclusion and access. Ground-breaking discoveries by our researchers have spun commercial, advisory and social enterprises. Our 82,000 alumni hold influential positions in public and private sectors in 120 countries. Yet, we remain deeply engaged with communities in Australia's capital region, serving as a powerful engine of economic development, social wellbeing, creative thought and public discourse.

Our success and impact have come from the courage to take risks, make considered choices, and forego the temptation to follow the pack. Throughout our history, we have challenged orthodoxy and boldly traced our own distinctive path, leading the way into uncharted territories and staying the course against significant headwinds.

It is from this bedrock that the University of Canberra is now launching the next phase of its audacious journey as a leader in pragmatic learning, impactful research and sustainable living. The next decade will see UC grow and evolve into a confluence of scholars, learners, innovators, practitioners and enablers, living The Educated Life on a unique campus that will serve as an interactive, connected hub for our worldwide activities.

Distinctive by design, and proud of it, the University of Canberra will boldly take the lead in redefining the value and function of the university of the future.



PROFESSOR H. DEEP SAINI VICE-CHANCELLOR & PRESIDENT October 2017



## SHARED MISSION



As a university anchored in Australia's capital, we work with government, business and industry to serve our communities and nation, and to be the capital's educational window to the world. From this vantage point, we challenge the status quo in a relentless pursuit of original and better ways to teach, learn, research and add value – locally and internationally.

## **OUR SHARED**VISION

The University of Canberra will be a global leader in educating professionals for the future through innovative teaching and diverse modes of experiential learning.

Our long-standing excellence in mission-oriented research will be fostered and, together with a renewed emphasis on entrepreneurship, will be woven inextricably into the University's educational experience.

Through a transformative campus development plan, the University will evolve into a distinctive community for lifelong learning, and serve as a beacon of sustainable, smart and connected living.

We will lead the sector nationally in equity, diversity, inclusion and access.

#### AUSTRALIA'S UNIVERSITY FOR THE PROFESSIONS





## **OUR SHARED**RESOURCES

In order to achieve our goals, we must establish a strong foundation of diverse revenue sources, be strategic and measured in the utilisation of our resources, and commit to continually improving our processes.

With a renewed and innovative suite of undergraduate and postgraduate courses focused on professional education, the University will grow its student base both domestically and internationally.

We will aim to have at least five per cent of annual revenue reinvested into strengthening the University for future generations.



A series of measures during the year preceding the launch of this plan prepared the University to:

- Embark upon growth in science and technology, especially leveraging our strengths in health, sport, exercise and environmental sciences as well as reaffirming our commitment to information technologies, communication and design.
- Enhance and rebrand our activities in education, business, government, policy and law, and cultivate the unique role of arts and creative practice at UC.
- Tighten the linkage between our research and education to promote an intellectually enriched learning environment, while comprehensively reviewing UC's curriculum to better align our academic programs with future workforce needs.



- **OUR PEOPLE THE DRIVERS OF OUR SUCCESS**
- **EXCEPTIONAL STUDENT EXPERIENCE AND WORLD-READY GRADUATES**
- EXCELLENCE AND INNOVATION THROUGH INTEGRATED TEACHING, RESEARCH AND ENTREPRENEURSHIP
- LOCALLY-ANCHORED GLOBAL HUB OF LEARNING PARTNERSHIPS
- THE EDUCATED LIFE A LIFELONG LEARNING COMMUNITY

Progress towards our strategic goals will be determined yearly through a suite of nationally and internationally recognised measures of performance.

#### OUR PEOPLE THE DRIVERS OF OUR SUCCESS



UC will be the national sector leader in EQUITY, DIVERSITY, INCLUSION and ACCESS.

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The ambitious goals of our Aboriginal and Torres Strait Islander Strategic Plan are designed to ensure that our Indigenous students and staff flourish in a welcoming and culturally safe environment.

UC's success has been shaped by the ingenuity of our people, who are the primary means through which we will deliver on our commitments. As we grow, academic and professional leaders with unbridled potential will be attracted to the University of Canberra because of our distinctive culture, values, support and focus. We will nurture and support our workforce to deliver excellence in our core missions of education and research. Our people will have strong commitment to, and engagement with, the University. UC will be the national sector leader in equity, diversity, inclusion and access. We will determine success through independent staff engagement and satisfaction surveys and our performance in research, teaching, student experience and graduate employment.

Our people are our most treasured asset and ultimately bear responsibility for the delivery of our mission through teaching, learning, research, scholarship, innovation and public engagement. We will actively seek to further build a rich pool of talented staff – each valued for their own qualities and united in a single community of scholars, learners and enablers, impassioned about constructing a better world.

We will set a new benchmark for empowering staff by nurturing talent, embracing accountability at all levels and rewarding not only individual achievements but also – and more importantly – collaborative success.

The University of Canberra is proud to be recognised as a leader in equity and social justice, and embraces an ongoing commitment to empower individuals to achieve their best, regardless of their circumstances.

- Actively search for the best and brightest talent in line with the University's priorities, and provide support and professional development to achieve high standards of performance.
- Promote a culture of consultative and participative management, and foster a commitment among all our people to a healthy, enjoyable, safe, intellectually stimulating and collaborative environment.
- Co-design measures of individual and University contributions to drive performance in the new work environment.
- 4 Encourage innovation, co-creation and considered experimentation while setting a high standard for accountability.
- Develop our capability and capacity through a renewed workforce strategy, planning and design.
- Build a community of outstanding leaders and collaborative teams, encourage and celebrate individual and team success, and reward these through fair and inclusive pay and recognition.





UC will rank in the top quartile of Australian universities for its student experience and employment by 2022 – undergraduate and postgraduate alike. Professional education, experiential learning, student entrepreneurship, global connectivity and international mobility will be hallmarks of UC's education.

UC will be a university of choice for students from under-represented groups in our society, and we will be recognised for our distinctive approach to being a life-long partner for our graduates. We will monitor success through the leading national measures of teaching and learning quality, student satisfaction, graduate employment and the success of our alumni.

Our students are central to the mission of the University of Canberra, and therefore, they will be active partners in the decisions that affect their educational and life experiences at the University.

UC will further sharpen its focus on educating professionals, expanding and adjusting our suite of educational programs, delivered in innovative and supportive ways, to reflect the evolving and frequently changing needs of the future job market.

UC will make authentic experiential and entrepreneurial learning a distinctive feature of every student's experience, striving to national leadership in this field. This will prepare graduates who are fit not just for finding employment but also creating it.

A complementary emphasis on co-curricular activities and imbuing UC's educational experience with critical thinking, communication skills, cultural competency, resilience and a zeal for public engagement will prepare our graduates for lifelong success.

UC will actively seek to expand and diversify its international student body as well as international opportunities for all our students.

The University will continue to embrace its responsibility to achieve equity, enthusiastically seeking and nurturing students from Australia's First Peoples and minorities of race, gender, ability or belief.

UC will position itself as a genuine life-long career partner for all our students, working with graduates to help them thrive throughout their careers and maintain the currency of their knowledge by upgrading their qualifications and enhancing their professional profiles.

- Create a standing advisory committee representing various student groups to work with the Vice-Chancellor and senior administration on matters of curriculum, policy and student experience.
- Make new models of authentic experiential and entrepreneurial learning a feature of all courses, including the use of co-working spaces and start-up training, to equip our students for the evolving workforce and lifetime success.
- **3** Expand and diversify opportunities for international academic exchanges.
- Enhance our support services and systems across the entire student journey into and through the University to improve participation, retention and success for all our students.
- Invest in comfortable, attractive, safe and technology-enabled spaces and residences to foster an enriched environment for living and learning.
- 6 Widen and strengthen opportunities for participation in sports, cultural and social activities.
- Structure our degree programs and support services to provide lifetime career assistance for our graduates, including access to professional development, discounted further studies, career services and professional affiliations.





Building on the impressive success of the last five years, we will bolster our globally-significant areas of existing and emerging research strength and aim for the highest recognition in national and international assessments of excellence. While fostering strong alignment between research and teaching, we will aspire to be ranked in the top quartile nationally for teaching quality in all disciplines in which we teach. We will concentrate our resources to promote innovation and entrepreneurship, and aspire to rank above the national average for measures of engagement and impact.

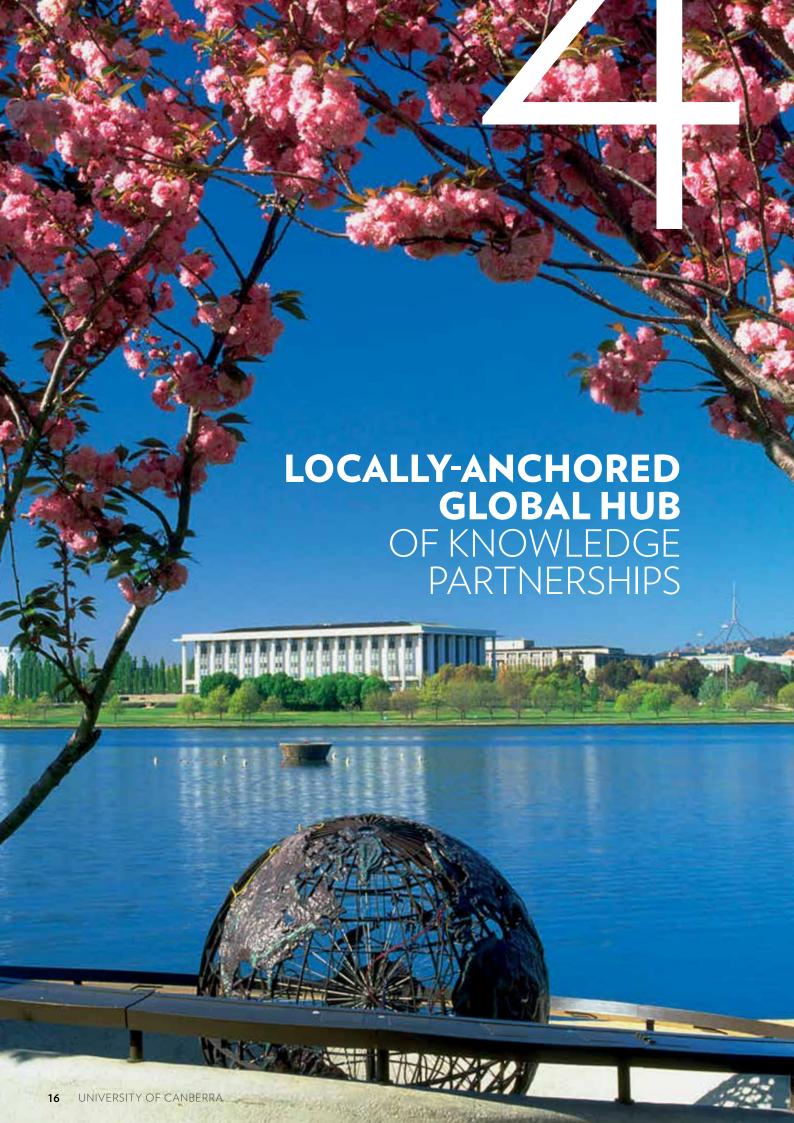
Our students must benefit from the intellectual wealth of our entire workforce and in turn contribute to the enrichment of our intellectual environment. Creating a continuum between research and teaching is critical to sustainable success of the academic mission of the University. While supporting outstanding performance and focus in research and teaching, we expect all academic staff, through their scholarly activity, to contribute to the best possible outcomes for our students.

Through strategic selection of our research pursuits, we will strive for excellence across our chosen research endeavours. Application and impact will be at the heart of our research mission and by building high-performing cross-disciplinary teams, we will capitalise on our significant achievements to date in providing trusted solutions to government, industry and the community.

Our teaching programs will be tightly integrated with our research strengths and will leverage our links with industry, business and government to deliver authentic experiential learning. We will adopt or create innovative technologies and models of delivery to provide a sector-leading learning environment for our students. UC will be recognised for its student-centred approach to teaching and graduate-centred approach to measuring success.

We will connect education and research with the needs and requirements of communities by promoting entrepreneurship in every aspect of University life. We will seek to attract staff and students with an aptitude for innovation and build a campus that will attract entrepreneurs and industry partners to locate here, transforming UC into a thriving hub of innovation and entrepreneurship.

- Actively build teams with outstanding performance and potential to deliver our education and research missions, and recognise and equitably reward excellence in teaching, research, innovation and entrepreneurship.
- Further develop our current areas of research excellence through strategic investment and support and align these with teaching excellence. Periodically examine opportunities to recognise and support emerging areas of strength to be added to institutional priorities.
- Comprehensively review and regularly update the curriculum to keep it closely aligned with market needs, and incorporate experiential learning and entrepreneurship opportunities across all courses.
- Use real-time data to provide feedback to staff to support excellence in student-centred teaching, and adopt an evidence-based approach to drive a culture of continual improvement in teaching performance.
- Redevelop our intellectual property policies to create a sector-leading environment for IP ownership and enable staff to more easily participate in commercial and social ventures that are spun out of their research and scholarship.
- Leverage government, business and innovation networks, including opportunities afforded by the development of the campus, to build excellence in teaching, research and entrepreneurship capability within the University.







Our Canberra campus will be transformed into a hub of learning and scholarship, interconnecting our global network of educational activities. As the University of Australia's capital, UC has an enduring commitment to provide ideas, talent and solutions for the advancement of the capital and our surrounding communities. Built on strong local support, we have emerged as a significant global player whose educational brand is respected across Australia and abroad. We will leverage this local-global nexus to reshape, expand and strengthen our transnational network of educational activities, expand total enrolment and enhance student mobility.

UC has an extensive global presence, with our students pursuing their education at our flagship Canberra campus as well as at our partner locations in Brisbane, Sydney, Melbourne, Hong Kong, Shanghai, Singapore, Ningbo, Hangzhou, and Thimphu (Bhutan).

Enabled by a state-of-the-art digital footprint, we will leverage the scale of our global network and UC's rising reputation to rationalise, strengthen and selectively expand our educational partnerships, as well as introduce new models of collaboration and inter-institutional student mobility.

The opportunities offered by The Educated Life campus development plan will be deployed to reciprocally and more effectively connect our distant ventures to the Canberra campus, while remaining deeply engaged with our local and regional communities.

Our ultimate goal is to transform the Canberra campus into a global magnet for learners and scholars, while also taking UC's rich educational offerings to the far corners of the world.

- 1 Invest in the expansion of courses, enrolment and new partnership models in selected high-potential collaborative ventures.
- 2 Explore and pursue opportunities for joint ventures in the ACT and surrounding regions including the possibility of inviting suitable institutions to establish partnerships with UC at the Canberra campus.
- 2 Leverage our global network of partnerships to grow enrolment in our courses and strengthen our financial sustainability.
- Facilitate two-way movement of students between our diverse partners and the Canberra campus, as well as deploy appropriate technologies to enhance communication among these locations.

# THE EDUCATED LIFE

### A LIFELONG LEARNING COMMUNITY

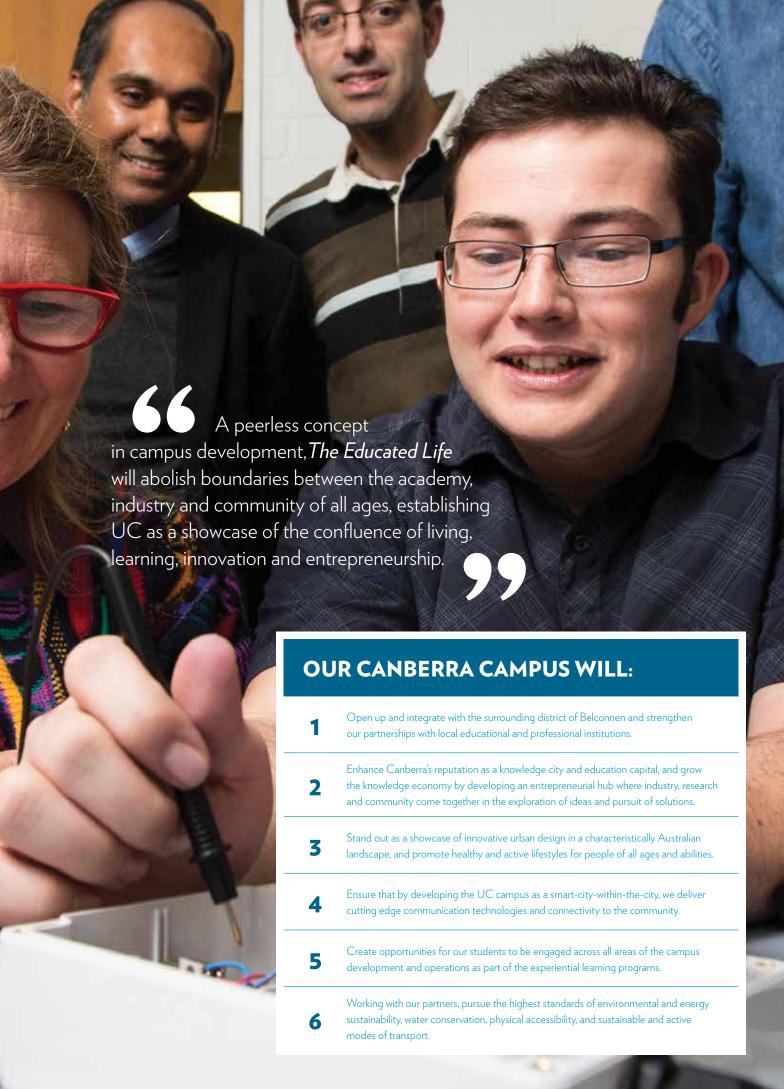
This Strategic Plan will roll out in parallel with an ambitious development plan – The Educated Life – for UC's Canberra campus. The development will fundamentally transform the physical and functional environment through which the University delivers its mission – locally, regionally and around the globe. At its heart will be the principles of co-creation and collaboration, offering fresh opportunities for national and international partnerships, transformational research, enriched learning experiences and vibrant commercial and networking activities.

The next decade will see the Canberra campus evolve into a series of interconnected precincts, with thousands of people living on campus and calling UC home. This living-learning community will enable residents to be immersed in the University's intellectual environment.

The development will boost on-site energy through an influx of researchers, businesses, services and new residents who will live and work on the campus and experience *The Educated Life*.

Facilities embedded across campus to promote innovation and entrepreneurship, and the strategic development of health, sport and education precincts will be guided by and integrated with the University's academic priorities.





#### IMPLEMENTATION OF THE PLAN AND MEASUREMENT OF PROGRESS

The aspirations set out in this document will guide the development of specific implementation and business plans for each of the five strategic initiatives. These plans will in turn inform the actions of various academic, research and professional units.

A comprehensive set of measurable milestones for each strategic initiative will be used by the University's administration and Council to monitor yearly progress towards the Plan objectives.



UNIVERSITY OF CANBERRA Office of the Vice-Chancellor T +61 2 6201 5000

E ovc@canberra.edu.au

#### **CANBERRA.EDU.AU**

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