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welcome

UniSA is pleased to present its Corporate Plan 2006-2008 designed to guide us through 2006.

The annual review and planning process provides the foundation of the University's system for institutional development and quality improvement. Produced by the Corporate Planning Group, the Corporate Plan 2006-2008 takes account of UniSA's:

- > future directions—Statement of Strategic Intent, Academic Profile 2010-2015 and the Teaching and Learning Framework 2010
- > policy, state and environmental context—Environmental Scan 2005, SA State Strategic Plan
- > risk profile
- > University-wide strategic plans in the key areas of teaching and learning, research and research education management, equity, Indigenous education and international
- > review of recent performance—Corporate Performance Report 2004, UniSA's Australian Universities Quality Agency (AUQA) Audit Report and AUQA Progress Report, and
- > results of the Learning and Teaching Performance Fund (LTPF) and the anticipated introduction of the Research Quality Framework (RQF).

UniSA's review and planning process provides a systematic University-wide approach to the management of quality within a continuous improvement model. The processes ensure that:

- > all parts of the University are working towards common goals and directions
- > staff throughout UniSA participate in annual planning and review, particularly for their local area
- > there is attention to performance particularly in key priority areas
- > plans are based on a thorough analysis of data and information
- > improvements (both local and corporate) are identified based on an evaluation of what has been achieved, and
- > budget planning and priority setting are linked.

The Corporate Plan 2006-2008 was developed in 2005 as the University celebrated the successful completion of Blueprint 2005, consolidated the achievements commended in the Australian Universities Quality Agency (AUQA) Audit Report and re-aligned its focus on enhancing core performance in teaching and research in response to a rapidly changing external environment.

The higher education landscape is being dramatically reconfigured. The proportion of federal funding to universities continues to diminish, while increasingly that funding is dependent on compliance with a number of protocols relating to governance, industrial relations and performance. The Research Quality Framework (RQF) will be trialled during 2006 and will require increased focus on both the quality and impact of research outcomes. Similarly, the measures used in the Learning and Teaching Performance Fund (LTPF) will require significant attention both corporately and from all teaching areas of the University. These major changes are occurring in an environment of increased local competition, with the opening of a fourth university in the city expected in 2006 as well as teaching centres of other Australian universities. Finally, growth in international student numbers in Australia appears to have plateaued.

Despite all these uncertainties the Corporate Planning Group remains confident that UniSA will, over the planning period, continue to innovate and prosper. UniSA's characteristics of flexibility and innovation are assured by the energy, enthusiasm and commitment of its staff.



Professor Denise Bradley AO
Vice Chancellor and President

statement of strategic intent

The University of South Australia is a modern, flexible, open and innovative university which aspires to international reach and impact. Its foundations are in the 19th century's extension of access to education, and it continues to hold equity and diversity as core values.

Institutional commitment to partnerships with industry, other educational providers and the community, in educational delivery and in research, maintains a long tradition of working with industry to educate professionals.

Together we:

- > value quality, diversity, sustainability and equality
- > create, apply and communicate knowledge that delivers economic and social benefits through action that is:
 - > intelligent in its use of new and emerging technologies
 - > innovative, collaborative and enterprising
 - > flexible, international and industry focused
 - > student centred, service oriented and multidisciplinary
 - > built upon our strengths.

priorities 2006

Introduction

The University sets priorities based on evaluation of its performance in critical areas as outlined in the Corporate Performance Report 2004; consideration of goals and objectives identified in University-wide strategic plans as well as those in the plans of Divisions, Schools, Institutes and Administrative Units.

Three major priorities have been identified for significant attention across the University in 2006. These are:

- > assessment in undergraduate programs
- > improving research performance
- > effective performance management.

Teaching and learning

Major priority for teaching and learning: The major priority for 2006 is assessment in undergraduate programs. This must be addressed by all Schools and other areas that directly support teaching and learning.

Other areas of focus include:

- > improve retention and success rates
- > improve employability
- > improve the quality of teaching through a renewed focus on a range of professional development activities for academic staff
- > implementation of the University's approach to academic integrity.

Research, research education and commercialisation

During 2006 the focus in research and research education will be to continue to build research performance in preparation for the introduction of the Research Quality Framework (RQF) nationally in 2007–2008.

Major priority for research: The major priority for 2006 which will be addressed by all Divisions, Schools, Institutes and Centres is to improve the quality and impact of research and publications while continuing to increase performance.

Initiatives to support this are:

- > making strategic senior appointments in key research concentrations
- > encouraging publications in high impact international journals
- > increasing the number of applications to Australian Competitive Grant Schemes, especially the Australian Research Council (ARC) and National Health & Medical Research Council (NH&MRC)
- > ensuring that ability to contribute to UniSA's research strengths is a criterion in each academic appointment
- > routinely collecting statements from external collaborators on the impact of the University's research
- > systematically collecting data on citations and esteem factors such as editorships of international journals, prizes and keynote addresses at international refereed conferences.

Other research priorities for 2006 will include:

- > internationalising research by building collaborative activities with key institutions overseas
- > implementing a strategic approach to e-research
- > further developing national collaborative research initiatives such as Cooperative Research Centres (CRCs) to enhance UniSA's profile.

Research education: In 2006 all Divisions, Schools, Institutes and Centres will

priorities 2006

work to increase timely research degree completions.

Initiatives to support this are:

- > targeting and recruiting high quality candidates through a publicity campaign covering current and past UniSA honours students
- > increasing the number of University scholarships offered in areas of strategic research strength
- > activating provisional candidature for research degrees by allowing only those candidates meeting strict performance criteria to continue
- > doubling the points allocated for a research degree completion in the formula for determining supported researcher status
- > supporting candidates through an enhanced program of Research Education Support Activities (RESA).

Other research education priorities for 2006 include:

- > working towards an online strategy for research education by identifying implications of growth of virtual research institutes and research alliances crossing state and national boundaries and developing a training program to enhance supervisors online supervision skills
- > internationalisation of research education by using the President's Scholarship Scheme strategically to leverage an increase in funded PhD scholarships for staff and students in key international universities.

People and services

During 2006 the focus in the area of people and services will be on developing people, systems and physical infrastructure to support the University's priorities in teaching and learning and research.

Major priority for people and services: The major priority for 2006 which will be addressed by all areas of the University is implementing effective performance management to support and improve institutional performance, particularly in teaching and learning and research.

Other priorities for 2006 include:

- > attracting and retaining key talent
- > developing infrastructure to support research
- > ensuring the University meets the requirements of the Higher Education Workplace Relations Requirements (HEWRR).

priorities 2006

The following people and services initiatives support University priorities for 2006:

- > implementing career development strategies, especially to improve research performance and coordination of programs and courses
- > improving staff IT skills, particularly among academic staff
- > continuing progress towards the target of 2% Indigenous staff
- > developing the staff portal
- > implementing the 2006-2008 Occupational Health Safety Welfare & Injury Management (OHSW&IM) Strategic Plan
- > reviewing processes, coordinating and streamlining services to avoid duplication and deliver appropriate service standards in all parts of the University
- > developing and implementing appropriate and effective workload models
- > streamlining the load planning and reporting function across the University
- > implementing the new budget model for 2007
- > adapting the physical and technological environment to improve access for all students
- > providing a variety of spaces and environments for varied styles of student learning
- > refurbishing the Reid Building at City East to accommodate the relocation of undergraduate Chemistry from Mawson Lakes
- > improving student amenities at City East and City West
- > managing building developments and refurbishments to support research initiatives at Mawson Lakes including a new building for Cooperative Research Centre (CRC)-Contamination Assessment and Remediation of the Environment / Centre for Environmental Risk Assessment and Remediation and refurbishments for the Mawson Institute for Advanced Manufacturing
- > improving the capability of the communications network to support e-Research.

Further priorities for action will be driven by each area's review of their own performance.

priorities 2006

International

In 2006 the University will continue to focus on the quality and sustainability of onshore and transnational programs. The University will also continue to pursue its internationalisation objectives, including those related to onshore international programs, transnational programs, student mobility and international training and consultancy. Strategies related to the internationalisation of research and the curriculum are reflected in the medium term priorities of the research and teaching and learning areas respectively.

Major focus for international: The major focus for international activities in 2006 will be to achieve the 2006 corporate key performance indicators (KPIs) for onshore and transnational enrolments.

Onshore international programs - initiatives include:

- > reducing risk through increased market diversification and cultural diversity
- > identifying opportunities for program development more appropriate to the demands of the international marketplace
- > facilitating articulation arrangements with quality institutions
- > addressing quality assurance and compliance issues related to the Education Services For Overseas Students Act 2000 (ESOS), the Australian Vice-Chancellors' Committee (AVCC) National Code of Conduct and University policy.

Transnational programs - initiatives will be based on the principle of concentrating programs with a select number of partners and assuring compliance with in-country legislative requirements. Initiatives include:

- > reducing risk through diversification of markets, programs and partners, aligned with the University's segmented country approach
- > managing yield and sustainability in transnational program delivery
- > addressing quality issues in business development, assessment, student and academic administration and student satisfaction and outcomes.

Student mobility - initiatives include:

- > trialling student mobility options as part of selected courses and programs
- > promoting non-traditional student mobility including short term placements and conference participation
- > capturing and reporting the mobility of postgraduate research and coursework students
- > marketing to enhance the diversity of incoming students
- > fostering mobility across programs, academic staff and Divisions
- > attracting Australian and foreign government funding to support increased levels of mobility.

The medium-term priorities below are drawn from University goals and objectives which are aligned not only to the broad directions approved by the Council but also to the plans and priorities in key areas. Planning for the next three years occurs in the context of these agreed medium term priorities and progress against them is monitored by relevant committees and members of the Senior Management Group (SMG).

medium-term priorities to 2008

Teaching and learning

The University will continue to build and support a diverse educational community and an innovative and responsive program profile as foreshadowed in UniSA 2010 providing student-centred learning for the professions, effected through flexibly delivered teaching and learning. Improvement strategies will concentrate on teaching quality, assessment of graduate qualities, and graduate employment outcomes.

Priorities in teaching and learning building on past developments will include:

- > improving the quality of teaching
- > maintaining a focus on the Qualities of a UniSA Graduate and developing measures for assessing outcomes
- > implementing a UniSA approach to the scholarship of teaching
- > developing sustainable cross-disciplinary undergraduate and postgraduate programs in the academic profile priority areas of Healthy Lifestyles, Sustainability, and Modelling and Managing Complex Systems
- > implementing the online strategy addressing both teaching and learning and other uses of technology to provide quality assured online learning experiences and administrative support services that are accessible to all
- > further developing robust relationships across local and international educational sectors, leading to multiple entry pathways and increased applications to the University
- > improving graduate employment
- > coordinating equity initiatives and monitoring their implementation to improve access, participation, success and retention for equity groups
- > maintaining a focus on internationalisation and intercultural experiences for all UniSA students
- > further development of approaches to lifelong learning and information literacy in undergraduate and postgraduate curricula
- > taking a national leadership role in addressing issues of educational integrity and prevention of plagiarism
- > enhancing and consolidating stakeholder input in program evaluation and review.

Research, research education and commercialisation

During the period 2006–2008, the University will continue to move towards the goals set for research, research education and commercialisation as outlined in the document UniSA 2010. In 2006–2008 the University will focus on further developing external partnerships, Australian Technology Network (ATN) collaborations, and government and industry revenue sources, and implementing initiatives to promote an exciting and dynamic research and commercialisation environment. The University's biggest challenge will be the implementation of the Research Quality Framework (RQF). The University will continue to progress research education through improvements in processes, research degree administration, and support for research degree candidates.

Research and commercialisation

- > preparation for and participation in the Research Quality Framework (RQF) by trialling performance indicators for research quality and impact in collaboration with Australian Technology Network (ATN) partners
- > continuing initiatives to align research and international activities by implementing strategies in the 'internationalisation of research' plan
- > consolidating strategies and incentive schemes to improve performance in Australian Competitive Grants programs

medium-term priorities to 2008

- > building on key relationships within the state to develop critical mass in areas of strategic importance to South Australia
- > implementing a strategic approach to e-research
- > developing national collaborative research initiatives to enhance UniSA's national profile
- > using the resources of the University's Business Development Manager Network to foster innovation and linkages which facilitate the achievement of the University's research and commercialisation revenue targets
- > promoting partnerships with Divisions and Institutes to build research performance through new appointments and development of research infrastructure.

Research education

- > increasing the recruitment of high quality research degree candidates and the rate of timely completions
- > continuing to develop and promote a distinctive Australian Technology Network (ATN) research education experience in collaboration with other ATN institutions
- > continuing the implementation and refinement of processes supporting UniSA Research Degree Graduate Qualities
- > working towards an online strategy in research education
- > ensuring continued improvement in quality assurance in research education.

People and services

People and services

To support developments and priorities in its core activities of teaching and research, UniSA is committed to developing a service culture that embraces change, values diversity and fosters innovation. This will be achieved by developing the capabilities of UniSA people and the ways in which they work, extending the range and accessibility of services and continuing improvements to the physical and technological environments in which the University operates.

This in turn requires broad and complex change strategies, achieved through coordination and collaboration across institutional boundaries.

People and workplace

The University's goals are to continue to develop a workplace that is:

- > sufficiently agile, innovative and focused on performance to meet strategic goals, the needs of clients and the evolving conditions in which the University must operate
- > family friendly, culturally diverse and supportive of the career development needs of staff
- > compliant with Occupational Health Safety Welfare & Injury Management (OHSW&IM) requirements.

Thus, medium-term priorities for people and workplace include:

- > continuing to strengthen and embed processes for managing and developing the performance of staff with particular attention to improving teaching and research outcomes
- > continuing analysis of the University workforce profile with particular attention to succession planning and to development and implementation of strategies to support the attraction and retention of staff required to advance key University objectives

medium-term priorities to 2008

- > implementation of a career development strategy that contributes to strengthening staff capabilities required for the University to operate effectively in an increasing on-line and global environment for the delivery of higher education 24x7x52
- > developing a staff portal with facilities for tailoring information and services to staff consistent with their roles and responsibilities.

A service culture

In extending the range and accessibility of services, priorities for the medium-term are:

- > improving indicators and benchmarks for business reporting for all areas of the University's activities
- > improving and codifying customer service standards across all University activities
- > improving the capacity to provide support for students and staff around the globe
- > applying technology in innovative ways to provide 24x7x52 access to a range of services which directly support UniSA's online strategy
- > continuing to develop myUniSA, as an integrated and convenient single online access point for students to interact with the University.

Buildings and the environment

In continuing improvements to the physical environments in which the University operates, medium-term priorities are:

- > developing the 2007-2010 capital works program including requirements for research-related activities
- > aligning capital building programs with the University's online strategy
- > completing the Landmark building at City West campus to accommodate the UniSA Art Museum, a 420-seat lecture theatre, the Hawke Centre incorporating 'multi-use state-of-the-art facilities' and Chancellery, for occupation in 2007
- > improving the external amenity at City West, City East and Mawson Lakes campuses.

In developing the University's technological environment, medium-term priorities are:

- > upgrading the communication network across and between campuses to support the online strategy and the emerging requirements of e-research including access grid technology
- > providing wireless facilities for students to connect to information and teaching and learning resources, using their own computer devices
- > continuing to improve and expand the availability of computer pool, barn and walk-up computing facilities for students across all campuses and particularly within the Library.

medium-term priorities to 2008

International

Enhance the profile and reputation of UniSA internationally and in particular in key markets:

- > prioritising relationship building with key arms of government
- > identifying new opportunities for funded projects and competitive bids
- > managing new opportunities for AusAid funding.

Manage the Onshore International Student Program to achieve objectives and targets set by CPG:

- > coordinating the annual revenue generation process, including fee paying overseas student (FPOS) price setting
- > coordinating the development of local and overseas international student recruitment plans
- > developing a 'UniSA international marketing plan' to underpin entry to new recruitment markets.

Coordinate, implement and support measures for Quality Assurance, Legislative Compliance and Risk:

- > securing ISO accreditation for quality in transnational program business development
- > implementing proposed national policy changes in Education Services For Overseas Students Act 2000 (ESOS), Australian Vice-Chancellors' Committee (AVCC) National Code and Transnational Quality
- > initiating improvements in administrative policy to be more inclusive of international students and to support quality frameworks
- > identifying and managing risk in international activities.

Support the internationalisation of research (with the Portfolio: Research and Innovation):

- > monitoring and supporting active University wide partnerships
- > leveraging for marketing purposes prestigious international research relationships and staff exchange programs
- > reporting joint research (publications, projects and grants)
- > supporting sustainable growth in research degree students, onshore and transnational
- > fostering multi stranded strategic partnerships across geographic areas.

Support the internationalisation of academic programs (with the Portfolio: Access and Learning Support):

- > internationalisation of the curriculum
- > 'internationalisation at home' strategies including fostering intercultural engagement between Australian and International students
- > continuing to ensure equivalence of assessment between onshore and transnational programs.

Maintain quality of services to International students onshore and in transnational programs.

2006 corporate projects

Corporate Projects are selected by the Corporate Planning Group (CPG) for their significance across the University. These projects are managed by a member of CPG and implementation plans are developed for each. Any updates are reported throughout the year to CPG and a mid year progress report forms part of the review phase of the planning and review process.

1. Community and Regional Engagement

The University's aspirations for community and regional engagement stem from its Act and include notions of building the capacity and resilience of the communities within which it works, in particular to:

- > provide educational programs for disadvantaged groups and Indigenous people
- > provide programs for the benefit of and to enhance the cultural life of the wider community
- > work in collaboration with industry, commerce and the professions.

In 2002 the University established UNAP, the UniSA Northern Adelaide Partnerships. This program directs University resources into projects that will impact broadly on the lives of those living in this community with a special emphasis on boosting education opportunities and employment levels.

As part of a broader approach to community engagement, UniSA is extending its regional engagement (which encompasses education, research and community development) through the Centre for Regional Engagement. Regional engagement continues as a priority for 2005-2006 and initiatives include:

- > developing indicators for successful community and regional engagement
- > investigating further Centre for Regional Engagement locations and activities.

2. Reviewing and developing performance indicators

The University will review the current set of corporate key performance indicators and associated trend indicators. In 2006 the strategic plans for teaching and learning; equity; Indigenous education; international; research and research education management plan will be streamlined. The strategic directions outlined will give rise to a set of indicators which will take account of Commonwealth imperatives such as the Learning and Teaching Performance Fund (LTPF) and the Research Quality Framework (RQF). The indicators selected will also address as far as possible the recommendations contained in Australian Universities Quality Agency (AUQA) audit report.

The key outcome of this corporate priority will be a proposed new set of University Key Performance Indicators (KPIs) and other indicators.

3. English language proficiency project

English language proficiency is an essential requisite for successful study and effective communication is one of the seven Graduate Qualities UniSA seeks as outcomes for its graduates. The University will examine the ways in which the curricula of its programs develop appropriate communication skills, particularly for students whose first language is not English, and investigate ways of sharing and promoting best practice.