

Federation University Australia Strategic Plan 2021 – 2025

December 2020 Version FINAL

As Australia's leading regional university:

Purpose

We transform lives and enhance communities.

Scope

We provide innovative and integrated lifelong learning, job skills and impactful research that enable people and communities to prosper locally, regionally and globally.

Enabling principles

Excellent

We pursue continuous improvement and excellence in everything.

Relevant

We regularly renew our activities to ensure their relevance.

Inclusive

We champion access, diversity and inclusion for all, acknowledging our Aboriginal and Torres Strait Islander heritage, culture and knowledge.

Empowering

We create an environment of opportunities, trust, fairness and respect, taking informed risks in pursuit of shared goals.

Innovative & agile

We innovate to transform. We are agile and responsive to emerging opportunities.

Strategic objectives and outcomes

Strategic objective 1: Transform lives

Strategic outcomes for objective 1:

- World-class multi-sector education available to all
- World leading research in our priority areas
- Positive career and life impact
- Broad access, diversity, and inclusion, acknowledging our Indigenous heritage

Strategic objective 2: Enhance communities

Strategic outcomes for objective 2:

- Research that drives economic and social transformation from regional Australia to all of our communities
- Meaningful, impactful and long-lasting partnerships with employers and industries
- Transformative collaborations and partnerships with governments and community organisations
- Exemplars of future-focused university towns in Australia

Strategic objective 3: A strong and sustainable University

Strategic outcomes for objective 3:

- High quality, impactful research aligned to educational programs
- High quality, relevant and profitable educational offerings
- First choice employer and destination for students in each of our communities
- Strong accountability and governance
- A focus on sustainability
- A dynamic and empowered workplace

Strategic plan on a page

External trends and challenges

Relentless innovation and reinvention

Technology in education

Lifelong learning

Geopolitical change

Regions as drivers of economic revival

Government policy

Post-COVID economy

Strategic responses

Build Australasia's leading community-embedded university

Offer Australia's best multi-sector educational pathways and experience

Understand and support learner diversity

Become the partner of choice for regional employers and industry and government

Grow the economic and cultural opportunities of the regions and communities we serve

Create new ways of working together

Capabilities required to support the strategic responses

Transformational leadership

Effective external stakeholder engagement

Campus-based employment precincts

Digital-first approach

Rapid course development and renewal

Short-cycle qualifications/ micro-credentials

Analysis of education outcomes and trends

Client-driven model for industry partnerships

Shared infrastructure, assets and services

Agile, specialised teams

Continuous development of our people

Modern business systems

Governance, risk and project management

Strategic objectives and outcomes

1. Enhance lives

- World-class multi-sector education available to all
- World-leading research in our priority areas
- Positive career and life impact
- Broad access, diversity and inclusion, acknowledging our Indigenous heritage

2. Transform communities

- Research that drives economic and social transformation for all our communities
- Deep, impactful and long-lasting partnerships with employers and industries
- Transformative collaborations and partnerships with government and community organisations
- Exemplars of future-focused university towns in Australia

3. A strong and sustainable University

- High quality, impactful research aligned to educational programs
- High quality, relevant and profitable educational offerings
- First choice employer and destination for students in each of our communities
- Strong accountability, governance
- A focus on Sustainability
- A dynamic and empowered workplace

Key trends and challenges influencing our strategy

External trends and challenges

Relentless innovation and reinvention

Technology in education

Lifelong learning

Geopolitical change

Regions as drivers of economic revival

Government policy

Post-COVID economy

Why this matters

A world with continuous innovation and reinvention will drive how Australians work, live and learn.

The impact of technology on pedagogy has transformed how universities operate and students learn. We must use technology to drive high quality and connected experiences for our customers.

The way in which our customers access skills is increasingly focused on a continual skills acquisition approach, requiring us to offer new ways of learning, more often and more quickly.

The international education market is increasingly crowded by strong competitors and competing nation states. To compete, our programs and research must be attractive, relevant and competitive.

University presence in regional centers are a key competitive advantage – we must drive economic transformation through our special place in the regions.

The education sector must plan for a turbulent and unpredictable regulatory environment, necessitating an agile and flexible response.

The COVID-19 pandemic has the potential to force a complete economic transformation, the like of which has not been present since 1945, and we must respond proactively to this challenge.

Our strategic responses to these trends

Strategic responses

Build Australasia's leading community-embedded university

Offer Australia's best multi-sector educational pathways and experience

Understand and support learner diversity

Become the partner of choice for regional employers and industry and government

Grow the economic and cultural opportunities of the regions and communities we serve

Create new ways of working together

What we will do

Create opportunities for community integration in our campuses, our programs, our research and our business parks, creating long lasting and impactful outcomes.

Provide a range of locally appropriate pathway opportunities for all that best meets the needs of our client communities, and which in turn maximise the employability of our graduates, on the local, national and international stage.

Provide a suite of educational opportunities and programs that embrace diversity, and which reflect an increasingly divergent customer base, through the use of effective market intelligence, engagement, monitoring and improvement.

Partner regional employers with large-scale skills and research program needs that are most capable of growth, and which require new skills and technology. Create a regional competitive advantage for those businesses and communities that we serve, applying those models to other markets.

Create new ways to partner with communities and regions that deliver joined-up, integrated, planned and sustainable economic development outcomes, focusing on investment attraction, commercial partnerships, jobs creation, the arts and the visitor economy.

Use teams based and dynamic project structures that support responsiveness, agility, individual skills growth, innovation and entrepreneurialism within our staff cohorts as well as across the broader community

Capabilities needed to deliver our strategic responses (I of II)

Capabilities required

Transformational leadership

Regular external stakeholder engagement

Campus-based employment precincts

Digital-first approach

Rapid course development and renewal

Short-cycle qualifications/ micro-credentials

Analysis of education and employment outcomes and trends

Details of what this capability entails

Transformational leadership that shows our values in action; inspires our students and partners; and inspires and empowers our staff.

A coherent and consistent program of engaging with key external stakeholders – industry, governments and community organisations – to understand their needs and promote how we can support and empower them. This must balance a university-wide approach with campus-based local engagement.

Campuses as integrated education and employment precincts that are deeply embedded with their local communities, driving creative and synergistic environments.

Digital technology embedded in all we do, to deliver a high-quality and personalised experience at scale for students, staff and partners, as well as to reduce duplication.

A systematic process to review and renew existing course offerings to ensure quality and relevance, stop sub-scale or sub-par offerings, and create new offerings where needed. This must be backed up by quick and flexible academic approval processes, including for cross-school offerings.

Focused and stackable education offerings that are scalable, profitable, and aligned with specific industry-required skills.

A dedicated capability to track and analyse our educational impact (to inform continuous improvement) and external education trends (to anticipate change and respond appropriately).

Capabilities needed to deliver our strategic responses (II of II)

Capabilities required

Client-driven model for industry partnerships

Shared infrastructure, assets and services

Continuous development of our people

Agile, specialised teams

Modern business support systems and processes

Governance, risk & project management

Details of what this capability entails

A flexible co-design approach to creating deep partnerships with key regional employers and industries, covering workforce training, research partnerships, commercialisation, academic secondments and more.

Creating value by reimagining and sharing our infrastructure and assets: community access, joint ventures, tech parks, commercial activities, shared services and more. Increasing our reach and reducing duplication by partnering to get access to other organisations' assets and infrastructure.

Investment in the learning and development of our workforce to attract, engage and retain talented staff and ensure they have the skills and capabilities to deliver on our strategic priorities.

The ability to quickly form and reform specialized teams from different parts of the University in order to deliver new ways of working in education, research, and partnerships.

An enterprise architecture with fit-for-purpose systems and processes, with special focus on big data, cloud and A.I. capabilities, combined with removal of outdated processes.

A consistent and continuously improving governance, risk and project framework to ensure good decisions and effective implementation. This includes clear criteria and processes for partnering and project approval, and effective project monitoring and reporting using university-wide KPIs.