

BOLD – Strategic Positioning for FedUni

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CRICOS Provider No. 00103D

Strategic Plan

2016
– 2020

Approved by the University Council, October 2015



FROM THE CHANCELLOR
DR PAUL HEMMING



Strategic Plan 2016–2020

The Council of Federation University Australia is appointed under section 8 of the *Federation University Australia Act 2010* (5/2010). It is the governing body of the University. The Act charges the Council with responsibility for approving the 'strategic direction of the University'.

The Strategic Plan 2016–2020 defines the goals and strategic priorities that the Council considers necessary to guide development of the University to 2020. These are expressed in terms of the University's purpose, values and principles, in a 2020 commitment that obliges the University to agreed outcomes, in objectives that determine the daily conduct of the University, and in strategic priorities giving effect to the University's ambitions.

The Strategic Plan 2016–2020 represents a planned, sequential and integrated approach linking the University's foundation Act to the purpose and strategic direction of the University. As such, it charts a way forward that by 2020 will see Federation University Australia renowned as a vibrant, innovative, welcoming and supportive University — for students, staff, and the many regional, national and international communities, educators and businesses with which it works.

The Plan has benefited from the input of the University Council, from the Vice-Chancellor and his Senior Team, and from staff and students across Federation University Australia. It has been a rigorous and challenging process driven by a shared desire to ensure the vitality and viability of the University. I wish to thank all who have contributed.

On behalf of the University Council, allow me to commend to you Federation University Australia's Strategic Plan 2016–2020 as a new way of thinking about one of Australia's leading regional universities.

- **17 February 2015**
- **16 March 2015**
- **University Council focussed on the strategic directions for the University for the period 2016-2020**
- **“Because of the growing impact of digital technologies, the University needs to use its Blended On-Line and Digital (BOLD) Learning strategy as a key initiative to drive the learning and teaching at the University and, in association with this, continue with its technology driven reform of ICT services to improve the educational and business processes of the University.”**

Incredible amount of background work:

- **Professor Marcia Devlin – sponsor and instigator**
- **Executive Deans, ADLTs, Director of CLIPP and her staff in the development of BOLD**
- **2013 investment in a professional development initiative for staff which resulted in the “BOLD Fundamentals” program – Director of CUP**
- **Teaching staff at the coal face – those who have given of their time and energy to ensure that we better meet the needs of the 21st century students**

- **In September 2015, the University Council received the detailed proposal for the BOLD Learning Strategy**
- **“Federation University Australia must now rethink not only delivery methods but also the fundamental nature of teaching and learning and what the role of a university really is in the emerging and fast moving digital context.”**
- **“Federation University Australia’s BOLD Learning initiative will position the University within the digital revolution and contribute significantly and meaningfully to our students’ and graduates’ futures in an increasingly digital world.”**
- **The sponsor of the BOLD learning initiative is Professor Marcia Devlin.**

- **The priority areas of our BOLD Plan are:**
 - **The development of staff capabilities and innovation in BOLD pedagogy, curriculum and assessment.**
 - **The provision of appropriate infrastructure and technologies that enable BOLD development and delivery.**
 - **The development of student capabilities in BOLD literacies.**
 - **Appropriate BOLD benchmarking and quality assurance.**
- **The BOLD Learning initiative is, above all else, about student learning. It is about student learning in a digital age and ensuring our graduates are equipped to work, live and continue to learn in the twenty-first century.**

The motion to Council was that:

“Council approves the allocation of \$7,050,000 funding over the period 2016-2020 for the continuation of the BOLD Plan as a major strategic priority of the University”

Blended On-Line and Digital Learning and Teaching

To drive learning and teaching through the Blended On-Line and Digital (BOLD) Learning strategy

By 2020, BOLD Learning will be an integral part of learning and teaching at Federation University Australia. Incorporating the University's core values, the BOLD strategy will make accessible, supported and attainable education available to the University's regional, national and international students. Combining contemporary pedagogy, digital resources, and committed support, the BOLD strategy will drive learning and teaching by –

- Implementing and enabling BOLD Learning initiatives
- Recognising and highlighting the need for BOLD Learning and Teaching across all our programs of study



Milestones	
2016	BOLD Business Case objectives adopted and implementation commenced; 2015–2017 BOLD Learning and Teaching Plan objectives being progressed
2017	Achievement of the BOLD Business Case objectives progressing; 2018–2020 BOLD Learning and Teaching Plan developed and approved
2018	Achievement of the BOLD Business Case objectives progressing; 2018–2020 BOLD Learning and Teaching Plan adopted and implementation commenced
2019	Achievement of the BOLD Business Case objectives progressing; 2018–2020 BOLD Learning and Teaching Plan objectives being progressed
2020	BOLD Business Case objectives met; 2018–2020 BOLD Learning and Teaching Plan objectives met; high quality BOLD learning evident in every University program
Responsibility	Deputy Vice-Chancellor (Learning and Quality)

Student Retention and Success



To become a national leader in student retention and success

'Creating equitable educational opportunities based on inclusion and diversity' is a key principle of the Federation University Australia Act 2010. The corollary of open access is comprehensive, proactive student support, an undertaking gladly accepted by the University. By 2020 the University will enjoy strong rates of student retention and attainment. This will be achieved by –

- Implementing a Student Retention and Success Strategy that is student-centred, evidence-based and whole-of-University
- Ensuring that the Student Retention and Success Strategy focuses on achieving outcomes for students especially those at higher risk of attrition

Milestones	
2016	Current 2015–2017 Student Retention and Success Plan objectives being progressed; declines in attrition within semesters from previous years evident
2017	2015–2017 Student Retention and Success Plan objectives met; new 2018–2020 Plan developed and approved; declines in attrition within and between semesters from previous years evident
2018	2018–2020 Student Retention and Success Plan adopted and implementation commenced; declines in overall attrition from previous years evident
2019	2018–2020 Student Retention and Success Plan objectives being progressed; declines in overall attrition from previous years evident
2020	2018–2020 Student Retention and Success Plan objectives met; Performance in retention improvement over 2016–2020 is best in Regional Universities Network (RUN) group and in the top five in the country
Responsibility	Deputy Vice-Chancellor (Learning and Quality)

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