Transforming lives and enhancing communities

Strategic Plan 2018 - 2022
Our Transformational Approach

Federation University Australia (FedUni) is a modern, progressive university and our Strategic Plan 2018 - 2022 takes a transformational approach:

- to building on our unique opportunities
- in responding to the dynamic higher education landscape
- delivering a sustainable future

In recent times our footprint has extended regionally, nationally and internationally through new campuses in Berwick and Brisbane and partnerships in China.

These new educational opportunities complement our existing network of campuses in Ballarat, Gippsland and the Wimmera.

Leading us towards 2022 is recognition of the challenges faced by universities globally.

Above all else, our priority is to deliver the highest quality student experience so our graduates can realise their ambitions and become effective global citizens wherever they choose to live or work.

I’m excited to present our future-focused plan.

Professor Helen Bartlett
Vice-Chancellor and President
Federation University Australia
OUR PURPOSE is TO TRANSFORM LIVES & ENHANCE COMMUNITIES

OUR PRIORITIES

**Lifelong Learning**
Provide future-focused, high-quality lifelong learning opportunities for students from all backgrounds.

**Global Citizens**
Empower students with the necessary knowledge, skills and aptitude for further study, to participate in workplaces and to be effective global citizens.

**Partnerships**
Use our network of campuses and partnerships to deliver our courses and programs.

**Research to Impact**
Conduct research with measurable impact on the communities in which we are located and wider society.

**Sustainability**
Ensure long-term financial sustainability.
STRATEGIC GOALS

1. BECOME A POPULAR STUDENT DESTINATION
   - Reach 20,000 higher education and 8,000 TAFE student enrolments
   - Attract significant numbers of international students
   - Engage students from a diverse range of backgrounds
   - Be highly regarded for our range of offerings

2. OFFER A HIGH QUALITY STUDENT EXPERIENCE
   - Improve student retention rates and success results
   - Achieve 5 Star rating by Good Universities Guide for high-quality teaching
   - Meet students’ needs using the latest pedagogy and technology
   - Create connected alumni who provide industry links and channel future employees

3. MAKE A POSITIVE IMPACT
   - Be highly rated by employers for the quality of our graduates
   - Be known for research that delivers societal impact and be ranked by Times Higher Education (THE), Shanghai Academic Ranking of World Universities (Shanghai) and QS World University Rankings (QS)
   - Lead the sector in best practice community and industry engagement

4. BECOME A UNIVERSITY WORKPLACE OF CHOICE
   - Demonstrate high levels of employee satisfaction
   - Be in the top quartile of Australian Universities for the numbers of female staff in senior leadership roles
   - Be an asset to regional communities and contribute to capacity building
   - Be a preferred employer and education destination for Indigenous staff and students

5. BUILD AN EFFICIENT ORGANISATION
   - Demonstrate business efficiency in all our operations and be financially stable
   - Invest for future growth and development

OUTCOMES by 2022

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- Invest for future growth and development
1. **BECOME A POPULAR STUDENT DESTINATION**
   - Create a portfolio of vocational education, higher education, research training and professional development offerings with proven demand and employment outcomes
   - Introduce strong entrepreneurial approaches to foster innovation, development and financial sustainability
   - Develop innovative multidisciplinary curriculum to widen future career opportunities
   - Tailor and market multiple entrance routes to position FedUni as an inclusive vocational and higher education provider
   - Recognise work experience through micro credentialing and ‘stacked’ new awards
   - Segment marketing strategy by target group and engage key stakeholders in its implementation

2. **OFFER A HIGH QUALITY STUDENT EXPERIENCE**
   - Foster accountability, responsibility and empowerment through student-centred learning
   - Successfully embed blended and online delivery to meet the needs of students from a wide variety of geographical, cultural and socio-economic backgrounds
   - Enhance learner support for online/external learning to improve student experience, retention and success
   - Improve retention for international students studying through partner providers
   - Offer all students the opportunity for work-integrated learning
   - Ensure vibrant virtual and physical learning, teaching and research spaces

3. **MAKE A POSITIVE IMPACT**
   - Build regional, state-wide, national and international partnerships to encourage entrepreneurship, innovation and impact
   - Align our educational offerings and research expertise with the economic development and emerging industries of our local communities
   - Support strategically focused research themes and priority areas that link with our educational offerings and have a measurable impact on society, policy or practice
   - Inform strategic research and education development through partnerships with government, industry, community and other stakeholders
   - Leverage local technology parks and hubs to establish research, innovation and educational partnership opportunities
   - Forge articulation pathways and research partnerships with international universities that are globally ranked
   - Refresh on-shore international provider partnerships to deliver new business opportunities
   - Recognise, support and foster relationships with the Indigenous communities of our regions
   - Obtain world ranking status as awarded by THE, Shanghai and QS
4 BECOME A UNIVERSITY WORKPLACE OF CHOICE

- Build leadership capability at all levels across the organisation
- Foster excellent communication channels between portfolios
- Nurture a positive organisational culture that embraces all staff
- Enhance our research and engagement ethos
- Implement an academic workload model that is consistent and equitable
- Introduce strategies to improve gender balance in leadership positions
- Be a preferred employer and higher education destination for Indigenous staff and students
- Develop and implement an integrated workforce capability framework and talent management strategy

5 BUILD AN EFFICIENT ORGANISATION

- Foster evidence-based decision making informed by business intelligence and other analytics
- Create lean, flexible and streamlined policies, processes and technology solutions to support end-to-end student services delivery
- Introduce effective financial/budget planning, review and management process
- Ensure financial acumen and accountability are demonstrated at all levels
- Create structures that reduce duplication and complexity
- Develop a mobile and adaptable academic, teaching and professional staff workforce to allow greater flexibility of deployment across the organisation
- Explore campus expansion opportunities through potential partnerships and/or new locations
- Demonstrate environmental and social sustainability principles
- Develop philanthropic revenue streams using our networks of prominent alumni and business connections
- Leverage assets to invest for future growth and development