

Strategic Planning

The University of the Sunshine Coast Strategic Plan, which operates in conjunction with the Master Plan, is the University's highest level planning document.

It contains major strategic priorities developed within eight key groups. Functional Plans that apply across the University and relate to core business, such as the Learning and Teaching Plan, underpin the Strategic Plan. Together, the Strategic Plan and Functional Plans drive the allocation of resources through the budget process and provide Cost Centre Managers with the guidelines for the development of Area Operational Plans.

Initiated in 2004 by Council, the current planning process developed a detailed environmental SWOT (strengths, weaknesses, opportunities and threats) analysis and identified directions for the consultative process to follow. At various stages throughout the process, the University's Senior Management Team provided input and critique, fine-tuned each draft of the analysis with the final version developed through the Office of the Vice-Chancellor.

Mission

The mission of the University of the Sunshine Coast is to be the major catalyst for the innovative and sustainable economic, cultural and educational advancement of the region, through the pursuit of international standards in teaching and research.

Values

In the pursuit of its Mission, and its everyday operations, the University has a commitment to:

- the advancement, dissemination and preservation of knowledge through innovative and effective teaching and research of the highest quality;
- fostering freedom of inquiry and expression;
- the process of lifelong learning;

- engaging in and responding to the community's intellectual, cultural and economic needs;
- adopting consultative processes and ethical behaviour in all activities;
- engendering respect among students, staff and Council of the University for their diverse roles and contributions;
- fairness, openness, honesty, trust and effective communication as fundamental expectations of students, staff and all associated with the University;
- developing the University and its surrounds as an environmentally sensitive exemplar; and
- the advancement of human rights within a tolerant and inclusive society, in which respect for indigenous and international peoples is fundamental.

Strategic Framework

Four distinctive characteristics influence the continued development of the University in the achievement of its Mission. These characteristics significantly reflect the University's commitment to shape future development rather than simply allowing change to make its own impact. As an organisation, the University expresses these four characteristics across all aspects of its operation.

1. Human Scale

As the University grows to double its size, the concept of human scale will continue to be protected and expressed through a broad ownership of the Mission, a strong University-wide focus, a culture of mutual support and success; and the flexibility to respond quickly to emerging opportunities. Determined efforts will be made to keep student and staff interactions to a scale that encourages meaningful experiences.

2. Engagement

The University is committed to working in partnership with both internal and external constituencies to continue its development and impact locally, nationally and internationally. The University must develop a symbiotic relationship with its wider community within and beyond the immediate region.

3. The Pursuit of International Excellence

The University will act as a conduit between the region and the rest of the world, and will appoint staff who can drive a compelling agenda for the pursuit of international excellence in teaching, research and global engagement.

4. Innovation

The University has consistently pursued innovation instead of unexamined traditionalism, resulting in strength and modernity despite an initial restricted resource base. These features have been manifest in unique core courses, interdisciplinary advancements, targeted and applied research, and economic generation and innovation, all of which position the University and the Region to respond to an increasingly competitive global environment.

Strategic Priorities

As an organisation, the University expresses these four characteristics across all aspects of its operation. Eight key groups (eg staff) or themes (eg teaching and learning) have been identified, in order to provide a framework within which the major strategic priorities, performance indicators and benchmarks have been developed.

The eight key groups and themes are:

- the University;
- environmental sustainability;
- students;
- staff;
- learning and teaching;
- research;
- engagement; and
- internationalisation.

The strategic priorities of the eight groups are addressed on the following pages.