

# Strategic planning

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

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The Strategic Plan contains major strategic priorities developed within eight key groups. The Plan is underpinned by Functional Plans (such as the Learning and Teaching Plan) relating to core business across the University. Together, the Strategic Plan and Functional Plans drive the allocation of resources through the budget process and provide Cost Centre Managers with guidelines for developing 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 and fine-tuned each draft of the analysis, with the final version developed through the Office of the Vice-Chancellor. Council amended the Strategic Plan in October 2006.

## Mission

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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, research and engagement.

## Values

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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
- the advancement of human rights within a tolerant and inclusive society, in which respect for Indigenous and international peoples is fundamental

## Strategic framework

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The imperative of a changing policy environment and increasing national and international competition requires that the University energetically pursue its distinctiveness through a long-term strategic approach built around the following two major themes:

- regional engagement
- sustainability

### 1. Regional engagement

The University has already developed an international reputation for implementing the engagement emphasis of its Mission. Engagement has been local, national and international and is manifested across the range of University activities.

The University is intent on developing its symbiotic relationship with the regional community as a springboard for wider national and international engagement.

### 2. Sustainability

Concepts of sustainability drove the way in which the University was conceived and developed. Elements included sustainable master planning, sub-tropical architectural design, and academic work related to the sustainable development of the Sunshine Coast region.

The concept has expanded and now encompasses nearly every aspect of community life: social inclusion; energy for

the future; the effective and equitable use of natural resources; preservation of built and natural environments; preservation of cultural and social heritages; and the development of sustainable economic opportunities.

## Key areas

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The University's progress in pursuing regional engagement and sustainability will be measured with reference to key indicators for eight areas:

**Growth and development**—to promote growth to enhance quality and efficiency, whilst retaining important benefits of human scale.

**Learning and teaching**—to provide an increasingly comprehensive range of programs that position students for success in the global economy and which are aligned to the University's priorities.

**Research**—to concentrate the University's research effort and achieve national and international distinction in ways that advance University priorities.

**Regional engagement**—to engage in productive partnerships to further the region's interests and the University's strategic priorities.

**Internationalisation**—to engage in international activities, including internationalisation of the curriculum, to heighten academic, economic, and cultural benefits for the region.

**Student support**—to set standards in student support which will help attract, support and retain students.

**Staff**—to attract, retain, develop and reward excellent staff.

**Environmental sustainability**—to continue to lead, by example, in the areas of campus planning and development, sub-tropical architecture and all operations that have environmental impact.

The goals, strategies, key performance indicators and benchmarks for the eight areas are addressed on the following pages.