

UniSC Strategic Plan

2021–2024

Rising with our regions;
connecting to the world



University of the
Sunshine Coast
Australia

This strategic plan was reviewed in December 2023 and remains current.

Vision:

To become Australia's premier regional university

Mission:

Enriching our regions, connecting with our communities and creating opportunities for all

Values:

At UniSC we will:

- Advocate for **equitable access** to education and knowledge
- Recognise and embrace **diversity** and **inclusion**
- Champion **environmental** sustainable principles and practices
- Commit to **fair** and **ethical** behaviour
- **Respect** our people, our communities, and their potential
- Be **accountable** to ourselves and each other
- Strive for **excellence** and **innovation** in all that we do

Goals:

1 Opportunity

Inspire more people to achieve their ambitions through education

2 Employability

Enable more people to work, contribute, and innovate in their local and global communities

3 Research Impact

Produce research outcomes that make a difference

4 Engagement

Empower communities to thrive through dynamic and productive partnerships

5 Infrastructure

Build a contemporary, sustainable, accessible university

6 People and Culture

Become a workplace of choice



Foreword

Welcome to Rising with our regions; connecting with the world,
UniSC's 2021-2024 Strategic Plan.

Our vision is to be Australia's premier regional university.
Our strategic plan outlines how we will achieve this vision.

UniSC's journey has been exceptional in achievement as a
community-focused higher education institution. The University
was founded in 1996 by, and for, the community.

UniSC's aspiration has been to partner with regions as they grew
and developed, to provide new capability, build capacity and form
strategic partnerships to support local success. While the region
has expanded, with UniSC facilities now located across South East
Queensland, the community focus remains unchanged. Meeting the
non-exclusive challenges of growth and maturation as a distinctive
regional university continues to be the context for our decision making.

The world today is in transition more than any time in the last 25
years. There are deep economic, societal and environmental changes
occurring. These impact the roles and responsibilities of the University
in the community.

Acknowledgment of Country

UniSC acknowledges the Traditional Custodians of the land on which its campuses
sit. We recognise and pay respect to Elders past, present and emerging. We are
grateful for their ongoing contributions to the University.

Recognition of Human Rights

UniSC will respect, protect and promote human rights in our decision making and
actions.

Australians are reconsidering their life balance, and with this comes
fundamental questions:

- What is the future of work and what does it mean to be job-ready?
- How do we live sustainably?
- What should Australia's sovereign capabilities be?
- How do people engage with, and obtain equitable access to, education,
employment and human services?
- What are the hallmarks of a fair Australian society?
- What is the future of education?

UniSC must continue to reflect the contemporary understanding of Australia
and its regions and play a major role in addressing these questions. In doing
so, we ensure our regions are best placed to take advantage of opportunities
and address emerging challenges in order to thrive and prosper.

UniSC's Strategic Plan 2021-2024 has been developed in consultation with staff
and other key stakeholders. UniSC has considered our commitment to respect,
protect and promote human rights when developing the strategies that are
included in this plan. The Strategic Plan also reflects **Good jobs, better services,
great lifestyle**, the Queensland Government's objectives for the community.

Good jobs, better services, great lifestyle: Queensland Government's community objectives

Good jobs

- Supporting jobs
- Backing small business
- Making it for Queensland
- Investing in skills

Better services

- Backing our frontline services
- Keeping Queenslanders safe
- Connecting Queensland
- Educating for the future

Great lifestyle

- Protecting the environment
- Growing our regions
- Building Queensland
- Honouring and embracing our
rich and ancient cultural history



Message from the Vice-Chancellor and President

Rising with our regions; connecting to the world: The University of the Sunshine Coast 2021–2024 Strategic Plan

Since opening in 1996, UniSC has rapidly expanded in size, footprint and reputation, creating greater opportunities for regional communities from Moreton Bay to the Fraser Coast.

We are consistently rated by the Good Universities Guide as one of the top universities in Australia for both teaching quality and overall student experience – a reputation that is in part underpinned by our ongoing commitment to student support and wellbeing. All our programs are grounded in practice, ensuring our students are job ready when they graduate. This is one of the reasons employers appreciate our graduates – a position that is regularly reflected in the Quality Indicators for Learning and Teaching’s Employer Satisfaction Survey. Our academic staff are highly qualified experts in their fields, nationally awarded and regularly recognised for excellence in learning and teaching.

Our research profile continues to grow beyond our age, with 26 of our research areas rated at world standard or above in the Excellence in Research for Australia findings. We partner with industry, community organisations, and all levels of government to deliver innovative, high-quality research with real impact across diverse research concentrations and specialised fields.

Underpinning this growth is our vision to become Australia’s premier regional university and deliver on our mission to enrich our regions, connect with our communities, and create opportunities for all. Our staff reflect UniSC’s values and mission and have guided the University’s rapid expansion in less than 25 years, growing from a single greenfield campus to a multi-campus university with over 18,000 students. Our future growth has been carefully planned to support our regions and to improve knowledge, skills, resources and the lives and wellbeing of everyone in our diverse communities.

Leadership and innovation are essential themes for UniSC to focus on in the coming years. The University must innovate in teaching and learning and research, and this is reflected in three of our six strategic plan goals. UniSC must continue to evolve how it engages with the community with changing expectations and opportunities, and this informs another goal.

University infrastructure facilitates access to, and conduct of, core activities; and with new development, UniSC will be a leader in infrastructure co-location and sharing with industry partners. These needs inform our Infrastructure goal. Finally, remaining a workplace of choice requires UniSC to evolve as an employer and further develop the capabilities of our people, a need that informs our sixth People and Culture goal.

The coming years will be both exciting and challenging for UniSC. The University’s past success provides a strong foundation. The clarity of our role and our partnerships with the community provides us with confidence and motivation.

UniSC will continue to rise with our regions and connect to the world. We are looking forward to taking the journey together, to working with our regions through study, research, or partnership opportunities, and engaging to make impactful change.

Professor Helen Bartlett
Vice-Chancellor and President

Opportunity:

Inspire more people to achieve their ambitions through education.

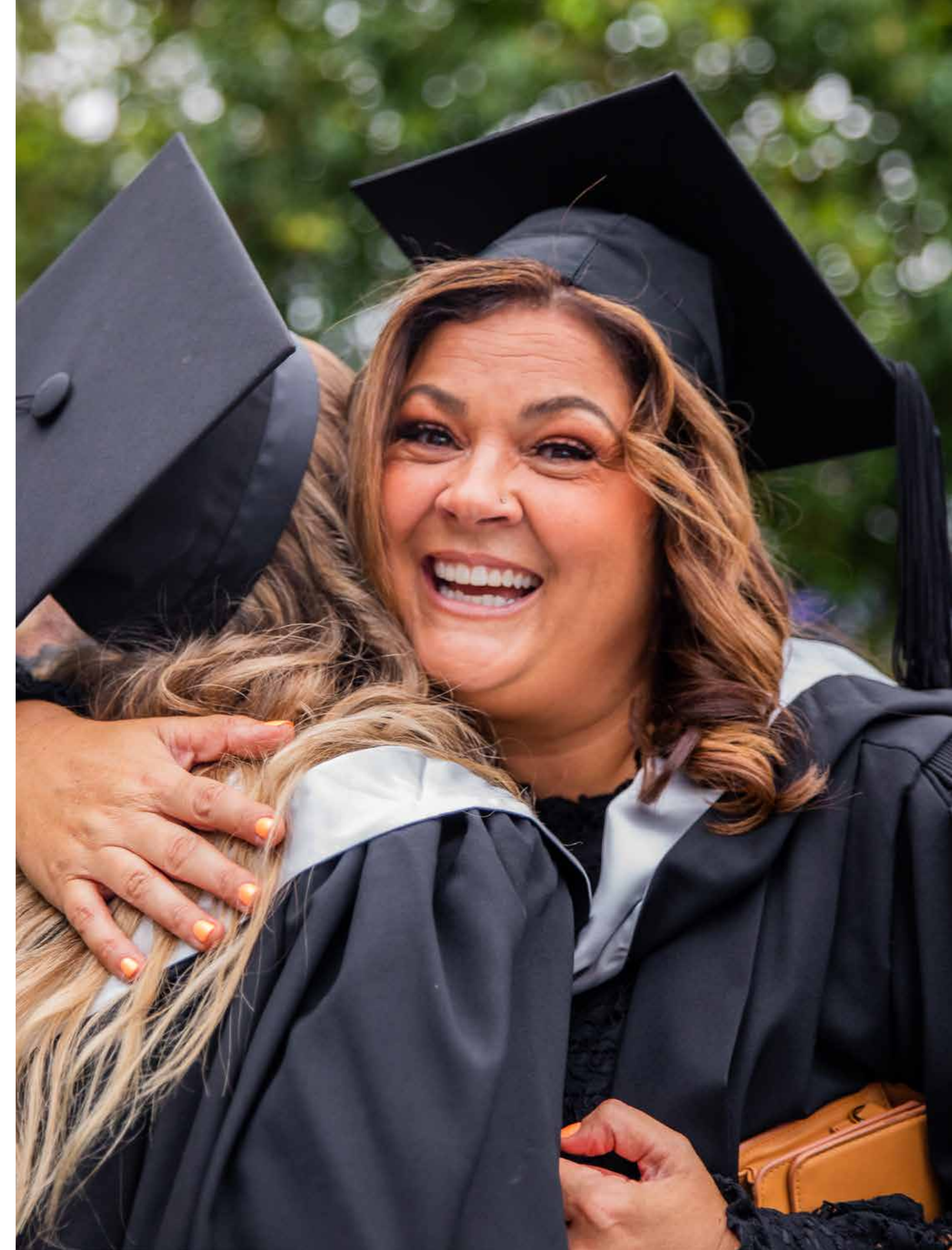
UniSC will support more people to achieve their ambitions by improving tertiary education access, participation and success.

Strategies:

- 1.1 Increase participation and support life-long learning through streamlined access pathways, diverse learning options, and partnerships.
- 1.2 Attract and retain a diverse domestic and international student community.
- 1.3 Enhance the student experience to maximise student success and support accessibility and equity outcomes.

KPIs:

- Increased student enrolments.
- Improved student experience.
- Improved student retention rate compared to national benchmark.



Employability:

Enable more people to work, contribute, and innovate in their local and global communities.

UniSC will help our graduates become skilled, future-ready, socially responsible, entrepreneurial and in-demand contributors to their communities, wherever they may be, whether working for themselves or for others, in paid or voluntary work.

Strategies:

- 2.1 Develop quality curricula that supports student success.
- 2.2 Expand and enhance work-integrated learning opportunities to increase the readiness of graduates to enter the employment market.
- 2.3 Build UniSC's organisational capability to enable improved graduate employability outcomes.

KPIs:

- Improved graduate employment outcomes.
- Increased student completions.
- Improved employer satisfaction.



Research Impact:

Produce research outcomes that make a difference.

UniSC will make a difference to our local, national and international communities by undertaking research that is strategically aligned, regionally beneficial and globally impactful.

Strategies:

- 3.1 Build critical mass of regionally beneficial and globally impactful research activity aligned to areas of strength across all campuses.
- 3.2 Develop strong, collaborative and productive research partnerships that contribute to genuine innovation and knowledge generation and have sustained end-users impacts.
- 3.3 Establish a researcher development framework encompassing HDR students and research staff that produces novel and impactful research outcomes.

KPIs:

- Improved ERA performance (with annual target for improved publication citation impact).
- Increased engagement and impact performance (with annual target for relevant HERDC income categories).



Engagement:

Empower communities to thrive through dynamic and productive partnerships.

UniSC can help drive growth in prosperity and human potential in our communities by forging powerful industry, government, regional and global partnerships.

Strategies:

- 4.1 Be a catalyst for development of mutually beneficial partnerships with Aboriginal and Torres Strait Islander leaders and communities in the regions from Moreton Bay to the Fraser Coast.
- 4.2 Achieve a distinctive identity and contribution for each UniSC campus through alignment with regional priorities.
- 4.3 Enhance connectivity and mutually beneficial partnerships, both locally and globally, that align with, and provide momentum for, UniSC's teaching and research areas of focus.
- 4.4 Strengthen UniSC's organisational capacity and public positioning to deliver effective stakeholder engagement reflecting the University's strategic aspirations.

KPIs:

- Improved regional impact.
- Maintained or improved performance for Times Higher Education's university global impact assessment.



Infrastructure:

Build a contemporary, sustainable, accessible university.

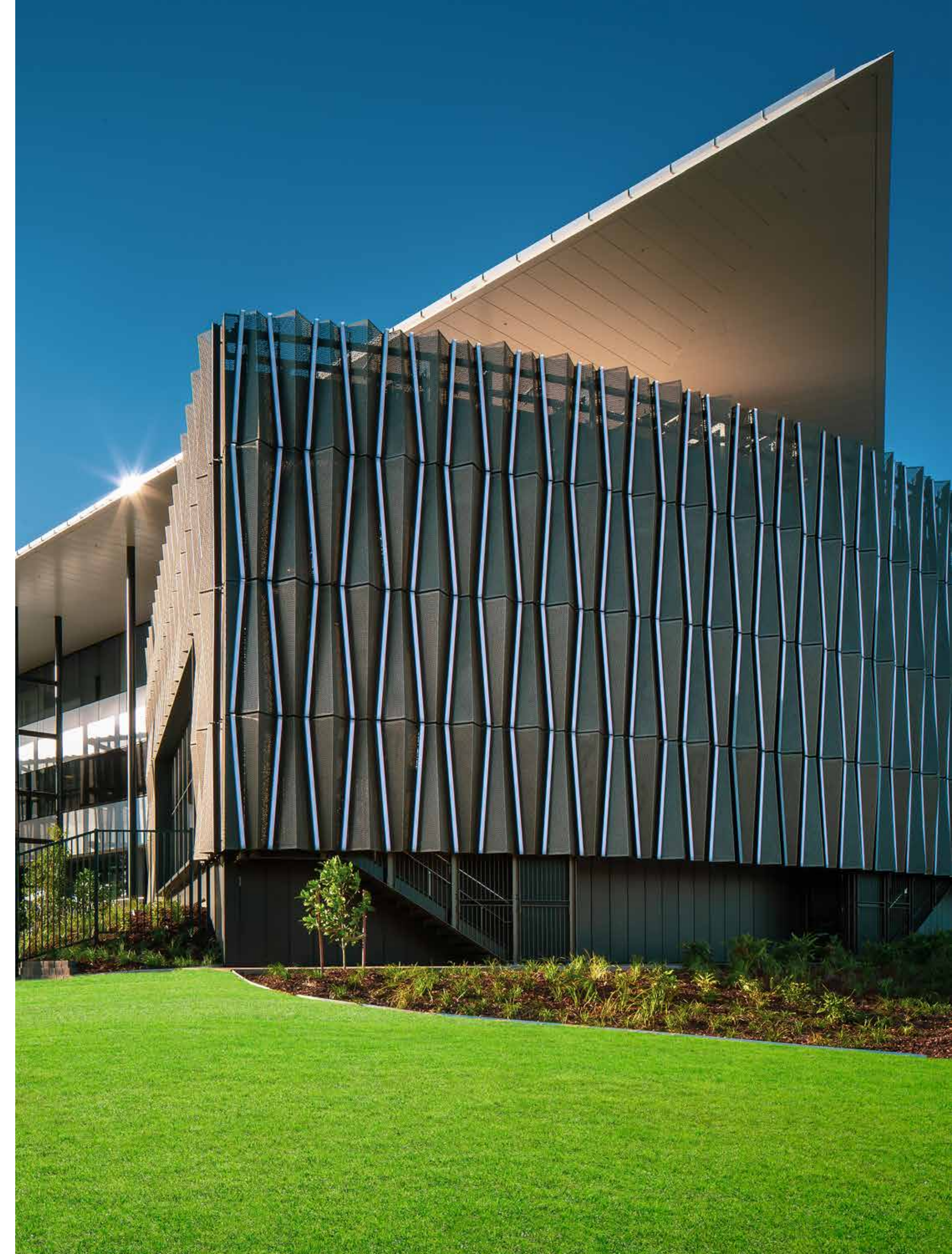
UniSC can ensure our assets are fit-for-purpose, sustainable and accessible to all our communities by creating a future-facing university underpinned by appropriate digital and physical infrastructure and sustainable business models.

Strategies:

- 5.1 Future-proof the University through focused growth that embraces opportunities and delivers sustained financial security.
- 5.2 Re-envision UniSC campuses to reflect student, staff, community and environmental sustainability aspirations.
- 5.3 Create a University digital strategy that aligns with, and promotes, contemporary digital practices and expectations.
- 5.4 Maximise infrastructure investment by aligning innovation opportunities with UniSC teaching and research activities.

KPIs:

- Increased revenue associated with UniSC's core business activities of teaching and research.
- Maintain or reduce carbon dioxide emission levels.



People and Culture: Become a workplace of choice.

UniSC will foster a positive organisational culture and deliver a highly skilled and highly engaged workforce by nurturing and attracting talent to build leadership, inclusiveness and capability.

Strategies:

- 6.1 Improve workforce attraction and retention.
- 6.2 Enhance future-focussed leadership and professional development capabilities.
- 6.3 Foster an engaged, diverse and inclusive workforce with a high-performance culture
- 6.4 Enhance health, safety and well-being across the University.
- 6.5 Ensure that corporate governance and management frameworks are in place to support operations within the University's approved risk appetite.

KPIs:

- High levels of employee satisfaction.
- Improved positive employer brand recognition.
- Metrics established with improved workforce diversity participation rates.



Implementation and monitoring

The University's Planning and Reporting Framework is designed to support the implementation of this plan and the realisation of our vision to become Australia's premier regional university. It will ensure that staff across the University understand their role in achieving this vision and delivering our goals and strategies.

The Strategic Plan identifies Key Performance Indicators (KPI) for each of the six goals. Performance against these KPIs will be reviewed throughout the year and reported to Council to monitor progress in achieving these targets.

The initiatives to be delivered against the strategies for each of the six Strategic Plan goals will be incorporated into UniSC's Annual Operational Plan with progress monitored and reported on a quarterly basis as part of the annual planning process. Schools and departments will also develop specific annual action plans as required for organisational areas of the University to demonstrate how the school/department will support the delivery of the Strategic and Annual Operational Plans. Progress on these action plans will be monitored and reported accordingly.

Underpinning these plans is the performance planning and review (PPR) process for individual staff to ensure alignment between the performance and development of individual staff, work area plans and priorities, Annual Operational Plan and the University's Strategic Plan.

