AMBITITION INSPIRED BY ACHIEVEMENT

Over the past decade, national and international higher education has changed significantly. Higher education has moved from an essentially domestic market, aligned predominantly with state and national borders, to having a growing international focus, a trend reflected through society as whole. This trend has enhanced, rather than diminished, the local and national role of higher education and its contribution to local communities.

It is within this context that we have developed a detailed, University-wide strategic plan. The Strategic Plan 2007–2010 aims to provide a framework to help us not only respond to the challenges of the changing environment, but also to strive for world class performance in all that we do, positioning the University of Sydney as a the preferred choice for students, staff, researchers, government, business and philanthropists.

The Strategic Plan defines our five major objectives and captures the strategies and initiatives in place to achieve them. As we face the many challenges of a changing marketplace and work environment, the Plan will help us retain focus on our core goals while maintaining flexibility to embrace opportunities as they arise.

The Strategic Plan as at April 2008 is being published as a manual, a tool to be used to inform local planning.

The Plan has been developed in collaboration with staff across the University and will continue to evolve as we achieve or refocus our goals in order to achieve the University’s aspirations. As changes occur, you will receive loose leaf updates which you can simply insert into your manual to replace the outdated information.

For more information on the Plan, and for updates on our progress in achieving our objectives, visit The University of Sydney Strategic Plan website:

www.usyd.edu.au/strategic_plan

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OUR PURPOSE

The core purpose of the University of Sydney is our fundamental moral commitment to intellectual discovery and development, responsible social commentary and the promotion of cultural and economic well being.

To this end, we combine humane aspirations with a practical business sense to serve the needs of the community while preserving academic freedom. What we choose to research and teach is ultimately determined by that purpose.

OUR VISION AND VALUES

The University of Sydney is currently well positioned with our strength being our reputation as a comprehensive, diverse, high quality teaching and research university providing many opportunities and choices to students and staff. Our reputation is led by our research intensity and outcomes.

To maintain our position, our high and improving reputation and our increasing competitive strength, we need to be clear about our future aspirations and ambition and how we aim to achieve them.

Our vision is to deliver the highest levels of achievement in everything we do at a national and international level. This vision is succinctly captured in our 1:5:40 aspiration:

1. Recognised as the number one university in Australia
   5. Ranked in the top five universities in the Asia-Pacific region
   40. Ranked in the top 40 universities in the world

Our values underpin the achievement of our purpose and vision:

- Responsibility and service through leadership in the community
- Quality and sustainability in meeting the needs of our stakeholders
- Merit, equity and diversity in our student body
- Integrity, professionalism and collegiality in our staff
- Lifelong relationship and friendship with our alumni
OUR OBJECTIVES

We have identified five major objectives to guide our activities between now and 2010 to help ensure we are all working together to achieve our vision while remaining true to our purpose.

1. Build our reputation as a leading international research university by increasing research intensity and performance.

2. Improve flexibility, choice, learning outcomes and the student experience by developing the distinctive Sydney ‘choices’ academic program.

3. Increase the proportion of high-performing staff.

4. Communicate with, engage and contribute to the cultural, social, economic and political fabric of our national and international community.

5. Develop a world-class campus environment by investing in physical and ICT infrastructure and by implementing best practice shared services and the University Economic Model, thereby ensuring long-term sustainability, reinvestment capacity, and competitive advantage.

OUR STRATEGIES

Our strategies identify the key areas we need to focus on in order to achieve our objectives. To facilitate their implementation and management, our strategies have been developed and allocated to reflect our organisational structure. However, they are all inter-dependent with strategies from different areas combining synergistically to allow us to achieve our objectives.
The University of Sydney is one of Australia’s leading research-intensive universities and our cutting-edge research crosses the broadest range of disciplines of any Australian university. We seek to progress society through visionary research and artistic creation; science and technology that offers insights into the natural and physical world and provides innovative solutions that will underpin Australia’s future economic prosperity; and health and medical research that encompasses research from agents of disease to increased patient care.

Our research aims to achieve fundamental advances in knowledge and commercial application of that knowledge. Our reputation is directly linked to the quality of our research achievement and research outcomes.

STRATEGIES

- **RI1** Improve research intensity of individuals by providing greater flexibility and support for Deans to:
  - i. better identify, recruit, retain and reward high-performing researchers
  - ii. manage low-performing researchers
  - iii. identify, support and mentor the top early career researchers.

- **RI2** Formalise an individual excellence and area excellence approach to managing research.

- **RI3** Emphasise individual and local responsibility in securing external funds for research and further strengthen central support for staff in this activity to achieve target outcomes.

- **RI4** Support Deans to identify opportunities for individuals to establish and sustain multi-disciplinary centres and groupings.

- **RI5** Align infrastructure spend with future Research portfolio needs.

- **RI6** Grow the number of PhD students through intensified marketing and income support.

- **RI7** Engage with the community in understanding research needs and communicating the outcomes of research.
RI1 Improve research intensity of individuals by providing greater flexibility and support for Deans to:
- better identify, recruit, retain and reward high-performing researchers
- manage low-performing researchers
- identify, support and mentor the top early career researchers.

INITIATIVES

RI1.1 Improve the collection, accuracy and completeness of research performance data. Make it available to researchers and their managers.

RI1.2 Develop and implement a formal process for identifying, retaining and rewarding high performers throughout the University (ref RI1.8).

RI1.3 Further improve recruiting processes to allow for more rapid and reliable recruiting by improving the process for obtaining references and improving recruitment committee processes (ref SP2.2).

RI1.4 Develop and introduce a more rigorous confirmation process for new recruits that includes longer confirmation period with interim, realistic hurdles and clear expectations to the employee.

RI1.5 Identify and improve services to support the retention of both new and longer term academic staff.

RI1.6 Identify low performers (i.e. those with low research outcomes, low teaching outcomes and low administration and management outcomes) and support the Deans in helping low performers to find alternative opportunities inside or outside the University.

RI1.7 Update the PM&D system to be consistent across all faculties. Develop process to provide support to Deans.

RI1.8 Develop and implement a formal process to identify the top early career researchers throughout the University (ref RI1.2).

RI1.9 Identify internal best practice in mentoring early career researchers, to help them to build their output. Delegate this responsibility to the local level, but track effectiveness from the centre.

RI2 Formalise an individual excellence and area excellence approach to managing research.

INITIATIVES

RI2.1 Analyse research areas, current output versus current growth, to inform discussions on future central support priorities.

RI3 Emphasise individual/local responsibility in securing external funds for research and further strengthen central support for staff in this activity to achieve target outcomes.

INITIATIVES

RI3.1 Define and communicate research funding responsibilities of individuals, schools, faculties and the centre.
RI3.2 Implement a process for supporting individuals to increase Cat 2 funding. Recruit:
  i) Cat funding technical support specialists; ii) Specialist dedicated resource at PVC
level to focus on Research portfolio government relations (ref ER7.2).

RI3.3 Set University-wide targets for all funding categories, and link to KPIs.

**STRATEGY**

RI4 Support Deans to identify opportunities for individuals to establish and sustain
multi-disciplinary centres and groupings.

**INITIATIVES**

RI4.1 Articulate mechanisms and create policy for building multi-disciplinary research
and communicate to Deans.

RI4.2 Develop information tools to enable the process (e.g. RIMS, websites, University
news).

**STRATEGY**

RI5 Align infrastructure spend with future Research portfolio needs.

**INITIATIVES**

RI5.1 Define Research portfolio needs of the future to inform infrastructure priorities.

RI5.2 Refine the role that the Library plays in supporting the Research portfolio.

**STRATEGY**

RI6 Grow the number of PhD students through intensified marketing and income
support.

**INITIATIVES**

RI6.1 Develop marketing capability to support the recruitment of PhD students.

RI6.2 Formally recognise and market the role of PhDs as ‘Teaching Research Fellows’.
  Provide and advertise data on potential income, and write formal policy.

RI6.3 Align PhD scholarship strategy with principles of individual research excellence.
  Include the Vice-Chancellor’s research scholarships (ref SE6.1).

RI6.4 Develop a plan to improve on Student Research Experience Questionnaire (SREQ)
  results.

**STRATEGY**

RI7 Engage with the community in understanding research needs and
communicating the outcomes of research.

**INITIATIVES**

RI7.1 Build culture of ‘do the research/explain the research’. Create research
  ‘impact statements’ and constantly update them on University websites and
  media, including alumni communication (ref CE6).

RI7.2 Extend the capacity of the Library to support research through digital services
  including open access digital repositories and Sydney University Press.
LEARNING & TEACHING

We aspire to be recognised as a leader in high-quality, advanced education, to attract the best students and to offer scholarships that support this aspiration. Our degree structures will allow for student choice and flexibility, articulation of undergraduate and graduate entry professional programs, and well structured pathways into postgraduate research, advanced education and postgraduate professional entry programs.

Our aim is to ensure all students have the opportunity to develop distinctive skills and attributes that help equip them for their chosen careers. This ambition will be underpinned by high quality, research-led teaching and scholarship in teaching, a supportive Information Communications Technology (ICT) and learning infrastructure, and a clear, performance-oriented role for the Institute for Teaching and Learning.

STRATEGIES

- **LT1** Develop and refine the Sydney ‘choices’ model to achieve greater coherence, provide choice while maintaining flexibility, and ensure continuing relevance of our courses to students and employers through the development of generic skills relevant to the workplace and to provide a pathway to research higher degrees through research-led teaching.
- **LT2** Achieve greater financial efficiency and sustainability in our course offerings.
- **LT3** Improve teaching quality (through CEQ) and relevant student outcomes.
- **LT4** Enhance the capability of higher education research in the scholarship of teaching.
- **LT5** Optimise staffing profile to meet current and future needs.
- **LT6** Optimise the use of ICT in Learning and Teaching while retaining a face-to-face teaching experience.
- **LT7** Improve the quality of Learning and Teaching spaces.
- **LT8** Attract and retain the highest quality students.
- **LT9** Continue to provide and develop outstanding library resources including library spaces, accessibility and out of hours support.
LT1  Develop and refine the Sydney ‘choices’ model to achieve greater coherence, provide choice while maintaining flexibility, and ensure continuing relevance of our courses to students and employers through the development of generic skills relevant to the workplace and to provide a pathway to research higher degrees through research-led teaching.

 INITIATIVES

LT1.1 Review, define and describe more distinctively the student academic experience at the University of Sydney. Working groups set up to address: (a) UG program structures; (b) Generic workplace skills and attributes relevant to employment.

LT1.2 Maintain position as a premium provider of education and advanced education connected to research. Working groups set up to address: (a) PG Coursework structures; (b) Relationship between Honours and subsequent degrees.

LT2  Achieve greater financial efficiency and sustainability in our course offerings.

 INITIATIVES

LT2.1 Audit opportunities for growth and strategic support for reducing and eliminating Units of Study that are non-viable. Develop and introduce an annual Units of Study management process (as part of annual strategic planning process).

LT2.2 Implement initiatives to remove faculty financial and structural barriers that hinder student choice and flexibility in undergraduate and postgraduate coursework.

LT3  Improve teaching quality (through the Course Experience Questionnaire (CEQ) and relevant student outcomes).

 INITIATIVES

LT3.1 Improve the quality, availability and use of management information on teaching quality and student outcomes.

LT3.2 Design and implement processes to review teaching performance at unit and individual levels.

LT3.3 Investigate, specify and differentiate appropriate pedagogical approaches to undergraduate and postgraduate learning and teaching.

LT3.4 Complete refocus of Institute for Teaching and Learning (ITL) to a performance support function.

LT4  Enhance the capability of higher education research in the scholarship of teaching.

 INITIATIVES

LT4.1 Establish the University as the leader in pedagogical practice in higher education in Australia.

LT4.2 Promote and reward the highest standards in the scholarship of Learning and Teaching.
**LT5** Optimise staffing profile to meet current and future needs.

- **INITIATIVES**
  - LT5.1 Clarify mechanisms to recognise and reward learning and teaching performance (including promotions), explore alternative career pathways.
  - LT5.2 Make an explicit commitment to enable PhD students to conduct teaching. Coordinate with Research portfolio.

**STRATEGY**

**LT6** Optimise the use of ICT in Learning and Teaching while retaining a face-to-face teaching experience.

- **INITIATIVES**
  - LT6.1 With ICT, design and implement staff ICT development plan, and L&T ICT support function.
  - LT6.2 Improve technology-enhanced library learning environments and services.
  - LT6.3 Complete studies on potential use of current and innovative technologies and incorporate into 2020 refurbishment and building plans.

**STRATEGY**

**LT7** Improve the quality of Learning and Teaching spaces.

- **INITIATIVE**
  - LT7.1 Define the future shape of Learning and Teaching spaces to inform infrastructure and ICT priorities (coordinate with Campus Infrastructure Services, ICT and other Professional Service Units).

**STRATEGY**

**LT8** Attract and retain the highest quality students.

- **INITIATIVES**
  - LT8.1 Increase the proportion of students with a UAI greater than 95.
  - LT8.2 Improve pathways into the University for disadvantaged and talented students.
INTERNATIONAL

The world’s leading research universities are expanding their international agendas in order to attract the best students and staff from around the world. As international mobility increases, so too does competition for top students and staff. We aim to provide the environment, facilities, networks and resources staff and students need to produce the highest quality research and learning outcomes, while establishing international partnerships and collaborative agreements.

We have embraced a program designed to raise external engagement and to integrate an international focus into all our activities. Recognising the mutual benefits of global exchanges, we encourage all staff and students to take part in international activities while welcoming international students, staff and visitors into our community.

STRATEGIES

IN1 Develop and sustain relationships and partnerships with international governments, agencies, industry, leading academic organisations, alumni and individuals to extend the University's overall capacity.

IN2 Be a champion and ambassador for Australian higher education and research. Engage and contribute to the cultural, social, economic and political fabric of the international community.

IN3 Win new resources in grants, scholarships and people based on the University’s strengths in research and learning.

IN4 Continue to develop and lead a University-wide model of forums and activities to increase staff engagement, capability and participation in international activities.

IN5 Develop staff and students who are global citizens by extending opportunities for study abroad, overseas exchanges and internships and by increasing the international curriculum in all courses.

IN6 Diversify the international student base across all faculties, grow the international load from 19% in 2006 to 20% in 2010 with an emphasis on postgraduate coursework and research.

IN7 Provide the support, language and bridging services international students need to have an outstanding experience at the University and achieve a top quality degree that leads to a successful future.

IN8 Attract, retain and reward outstanding staff from a diverse range of countries.
IN1  Develop and sustain relationships and partnerships with international governments, agencies, industry, leading academic organisations, alumni and individuals to extend the University’s overall capacity.

> INITIATIVES

IN1.1  Review, rationalise and prioritise the University’s engagement with international organisations. Focus on: (i) Priority partnerships that will contribute the most to our 1:5:40 goal; (ii) Priority partnerships that provide the greatest contribution and improvement to the University’s reputation [see IN2].

IN1.2  Prioritise the assignment of University resources (International portfolio resources and the other University resources) and build them into one single, overarching plan. The plan will split down into regional and country action plans and ‘partnership group’ specific plans (i.e. ambassadors program, government program, triennium program, conference program) and will include onshore and offshore conferences and events (including offshore graduations).

IN1.3  Continue six-monthly reviews of existing onshore and offshore events to assess their effectiveness (e.g. KPIs) versus the investment of money and staff time.

IN1.4  Explore potential locations for three proposed offshore offices or support facilities considering any potential to share infrastructure or costs with another higher education institution.

IN1.5  Work with the University’s alumni office to develop a plan prioritising activity with country specific alumni chapters based on the number of alumni and value to University. Encourage international alumni and philanthropists to invest in the University.

IN1.6  Tailor executive leadership education programs in line with priority partnerships, the University’s reputation and revenue generation needs.

IN1.7  Work with external Marketing and Communications (Community portfolio) to build an external communications plan.

IN1.8  Identify and build internal staff capability to deliver on the international plan.

IN2  Be a champion and ambassador for Australian higher education and research. Engage and contribute to the cultural, social, economic and political fabric of the international community.

> INITIATIVES

IN2.1  Work with international networks, government departments and industry to communicate and market the quality and value of Australian higher education and research.

IN2.2  Monitor the University’s impact on the international community and feed into the internal (IN4.5) and external (IN1.7) communications strategy.

IN3  Win new resources in grants, scholarships and people based on the University’s strengths in research and learning.

> INITIATIVES

IN3.1  As part of prioritising partnerships (see IN1.1), identify the potential funding/resource
programs of international agencies and foundations and classify the resources they could contribute to the University (e.g. research funding, teaching partnerships etc).

IN3.2 Pursue these opportunities (IN3.1) using a targeted approach, prioritising based on the size of the potential fund and likelihood of obtaining it. Communicate the prioritised list of potential resources (e.g. research funds) to academic staff.

IN3.3 Review and rationalise the number of MoUs. Identify viable agreements and focus on agreements which will produce tangible outcomes based on costing and pricing analysis.

**STRATEGY**

IN4 Continue to develop and lead a University-wide model of forums and activities to increase staff engagement, capability and participation in international activities.

▶ INITIATIVES

IN4.1 Identify and segment the internal stakeholders of the University to identify current levels of support and activity for international strategies. Develop a plan to inform and influence key stakeholders. For each priority partnership/relationship, identify key staff members and foster their engagement in the leadership and development of the relationship. Influence staff promotion policies to include international activities and outcomes.

IN4.2 Gather information on all Deans, Heads of School and Senior Ambassadors international visits for University business. Create briefing documents to inform touring staff of current international University contacts and relationships and outline how they can support them (e.g. encourage visits to Australia Education International offshore offices). Emphasize the importance of relationship building in developing and establishing international linkages and collaborations.

IN4.3 Create a high-impact internal marketing document summarising and listing the achievements, benefits and future strategy of the International portfolio. Rationalise existing documents and ensure consistent messages and format.

IN4.4 Work with Internal Communications (Community Portfolio) to build a structured, segmented, objective-driven communications and engagement plan (e.g. quarterly Dean’s briefing sessions, monthly bulletins, workshops etc.). Tailor internal messages to their intended audience,

IN4.5 Conduct workshops to brief academic and administrative staff engaged in international student recruitment, scholarships, and exchange programs on the nature of the international education industry, patterns of recruitment and key external organisations and stakeholders,

**STRATEGY**

IN5 Develop staff and students who are global citizens by extending opportunities for study abroad, overseas exchanges and internships and by increasing the international curriculum in all courses.

▶ INITIATIVES

IN5.1 To sell the international program internally, itemise, measure and demonstrate the benefits of internationalising the curriculum and student experience by benchmarking the University against the world’s leading universities.

IN5.2 Continue participation in curriculum reform (including through Provost working groups) to internationalise undergraduate and postgraduate student experience and knowledge. Build on the existing student exchange programme. Increase travel grants
or scholarships for outbound student exchange including attracting sponsorships and scholarships from industry and alumni. Increase the number of joint and split degrees (with international partners).

IN5.3 Extend the IPDF (International Program Development Fund) budget from research collaborations only to include student exchange and work experience and research workshops in Australia and overseas. Initiate a Senior Visiting Fellows program.

IN5.4 Work with the Research portfolio to internationalise the experience of postgraduate research students. Increase the number of cotutelle research degrees and research student exchanges with leading international universities.

IN6 Diversify the international student base across all faculties, grow the international load from 19% in 2006 to 20% in 2010 with an emphasis on postgraduate coursework and research.

> INITIATIVES

IN6.1 Gather additional market intelligence and develop more comprehensive analysis of data with a particular focus on factors influencing the choice of study destination for undergraduate, postgraduate and research students.

IN6.2 Work with the internal marketing group to continue efforts in student recruitment. Implement a framework targeting specific countries by faculty based on demand, wealth and existing relationships. Aim to balance risk, maximise diversity, income and the academic calibre of international students.

IN6.3 Work with the Deans to develop faculty-driven, country specific marketing plans. Include an international scholarships plan aligned to Student Experience (SE6.1).

IN6.4 Review agent remuneration models to ensure competitiveness and an ability to respond to different regional imperatives.

IN7 Provide the support, language and bridging services international students need to have an outstanding experience at the University and achieve a top quality degree leading to a successful future.

> INITIATIVES

IN7.1 Identify international student feedback through Course Experience Questionnaire (CEQ) and Student Course Experience Questionnaire (SCEQ). Create an automatic annual reporting process.

IN7.2 Identify areas of greatest need for improvement in the international experience (e.g. language training, housing, infrastructure etc.). Work with relevant parts of the University (e.g. Provost, student experience, infrastructure and ICT portfolios) to address the most critical issues.

IN8 Attract, retain and reward outstanding staff from a diverse range of countries.

> INITIATIVES

IN8.1 Work with SydneyPeople to identify existing international staff and introduce services to support them.

IN8.2 Promote cultural diversity and sensitivity among staff through cultural awareness programs and education on culture-specific business practices and etiquette
STUDENT EXPERIENCE

We aspire to provide each of our students with an outstanding intellectual, social and cultural experience, delivering the highest quality academic education and one of the most memorable times in their lives. We will help develop students as confident, well-rounded future citizens and leaders in their chosen field, as lifelong friends and as members of the University community.

Our aim is to enable each student to develop their individual interests and talents and to enjoy university life at all levels by delivering the highest quality formal education in an environment that values and encourages extracurricular experiences and opportunities.

STRATEGIES

▶ SE1 Take a 'whole of life' view of the student/alumnus relationship with the University. Develop initiatives to maximise the University's value to students at each stage of this relationship, in particular by ensuring a smooth transition from student to alumnus status through strong programs delivered immediately after graduation.

▶ SE2 Give students the best possible experience of University life through social, cultural and sporting activities, and by providing support to help them successfully navigate the challenges of academic and personal life.

▶ SE3 Align infrastructure spend with student experience needs.

▶ SE4 Develop ICT-enabled support systems and administration that is reliable and straightforward for students to use.

▶ SE5 Obtain a better understanding of scholarships and financial support activities and develop a shared scholarship strategy.

▶ SE6 Develop 'campus life' offerings to encourage students to spend more time on campus. Create opportunities within the University and through industry relationships for students to support themselves financially by undertaking meaningful work during their student life.
STRATEGY

SE1  Take a ‘whole of life’ view of the student / alumnus relationship with the University. Develop initiatives to maximise the University’s value to students at each stage of this relationship, in particular by ensuring a smooth transition from student to alumnus status through strong programs delivered immediately after graduation.

INITIATIVES

SE1.1 Develop strategies to engage students / alumni at each stage: (i) segment market (including international and part time students) and develop value propositions for target segments; (ii) develop supporting marketing, life-long communication and branding strategy.

SE1.2 Based on SE1.1, design and map key processes.

SE1.3 Develop a customer focussed one-stop-shop for student services (after the Sydney Central building and the new DVC Community Organisation are in place) (ref SE3.1; IT4.3).

SE1.4 Develop a plan for the University to improve students’ career relevant work experience and future work skills.

SE1.5 Develop an online Alumni web community.

SE1.6 Develop Alumni loyalty initiatives.

SE1.7 Implement the identity management project.

SE1.8 Implement the new DVC Community organisation structure for Student Experience, aligning it with each stage of the students’ relationships with the University (see ER 1.1).

SE1.9 Establish an on-campus Alumni Centre aimed at developing student-alumni linkages and building world class alumni affinity and engagement programs.

STRATEGY

SE2  Give students the best possible experience of University life through social, cultural and sporting activities and by providing support to help them successfully navigate the challenges of academic and personal life.

INITIATIVES

SE2.1 Survey all segments of students to identify student experience needs and locate gaps in current educational and service offerings.

SE2.2 Research the modes of engagement students have / want with the University, including any gaps identified in SE2.1. Plan and implement improvements and re-survey to measure success.

SE2.3 Conduct a feasibility study into the formation of a survey / stakeholder research unit to coordinate studies University-wide (e.g. SREQ, CEQ, Staff, Alumni) to reduce duplication and prevent survey fatigue.

SE2.4 Support student organisations in the Voluntary Student Unionism environment by planning and implementing a self-funding quality improvement initiative.
STRATEGY

SE3 Align infrastructure spend with student experience needs.

INTEGRATION

SE3.1 Facilitate infrastructure planning for student bodies to align infrastructure spend with student needs: University of Sydney Union; Student Representative Council; Sydney University Postgraduate Representative Association; Sydney University Sports.

SE3.2 Review best practice in other institutions. Establish regular benchmarks with appropriate institutions. Plan and implement improvements and re-survey to measure success.

STRATEGY

SE4 Develop ICT-enabled support systems and administration that is reliable and straightforward for students to use.

INTEGRATION

SE4.1 Deliver a new student management solution (ref IT4.3; SE1.4).

SE4.2 Investigate options for online support for students through a virtual community (ref SE1.3).

STRATEGY

SE5 Obtain a better understanding of scholarships and financial support activities and develop a shared scholarship strategy.

INTEGRATION

SE5.1 Analyse the current scholarship strategy. Implement a new scholarship plan focused on high achieving students we wouldn’t otherwise recruit, and the retention of our best performers. Link to the surplus.

SE5.2 Develop a central Scholarship Unit to provide administration support across the University (ref LT8, RI6.3).

STRATEGY

SE6 Develop ‘campus life’ offerings to encourage students to spend more time on campus. Create opportunities within the University and through industry relationships for students to support themselves financially by undertaking meaningful work during their student life.

INTEGRATION

SE6.1 Investigate options for work on campus (ref SE1.2).

SE6.2 Investigate new ‘student village’ accommodation options (ref SE1.2).

SE6.3 Develop libraries as learning communities equipped with a variety of study environments and technologies available for extended hours.
EXTERNAL RELATIONS

Community and civic engagement is critical to the University’s continued vitality and relevance. We see universities of the 21st century as public institutions contributing to the cultural, social, economic and political life of the community as well as centres for research and learning.

Our goal is to distinguish ourselves as a vital source of intellectual development, creative endeavour and informed social commentary. We aim to achieve this by building constructive, sustainable relationships with prospective students, alumni, schools, businesses, professional organisations and governments, and directly with community organisations and individual citizens. Professional marketing, alumni relations, philanthropy and government relations are vital services that support the wider University to achieve these goals.

STRATEGIES

- **ER1** Complete restructure of Community Portfolio to support and focus initiatives in this area.
- **ER2** Identify the role of the Community Portfolio in facilitating and supporting University-wide community engagement and implement services as required.
- **ER3** Improve the effectiveness of the community engagement activities that are the responsibility of the Community Portfolio.
- **ER4** Further improve alumni communications to increase alumni engagement and ambassadorial support.
- **ER5** Increase the scope, quality and analysis of the alumni and donors database to improve communications for engagement and fundraising purposes.
- **ER6** Increase donations to $100m by 2010 by increasing the efficiency, capacity and coordination of the University’s development capabilities.
- **ER7** Implement a more coordinated government liaison process that supports academic staff and facilitates maximum impact.
- **ER8** Develop and implement an integrated marketing, branding and communications program to enhance the University’s reputation, increase advocacy and help the University deliver the best value proposition in Australia.
- **ER9** Develop and implement a more comprehensive internal communications process to improve staff understanding of their role and value in delivering the University’s strategies and initiatives.
- **ER10** Develop strategic programs to engage alumni, friends, government and the business community to create and sustain the additional financial resources necessary to support the objectives of the University.
**STRATEGY**

**ER1** Complete restructure of Community Portfolio to support and focus initiatives in this area.

**INITIATIVES**

ER1.1 Approve developed Community Portfolio organisational structure (External Relations).
ER1.2 Develop operational (internal) and strategic (University-wide) KPIs for the Community Portfolio suitable for external benchmarking.
ER1.3 Revise the External Relations overall strategic plan when detailed strategic plans for Community Units have been developed (ref ER2.1, ER3.1, ER4.1, ER6.1, ER7.1, ER7.2, ER8.4, ER9.1).

**STRATEGY**

**ER2** Identify the role of the Community Portfolio in facilitating and supporting University-wide community engagement and implement services as required.

**INITIATIVES**

ER2.1 Identify through consultation the needs of the faculties and the role of the Community Portfolio in facilitating and supporting faculty-led community engagement and develop a strategic plan including specific support programs.
ER2.2 Implement specific support programs.

**STRATEGY**

**ER3** Improve the effectiveness of the community engagement activities that are the responsibility of the Community Portfolio.

**INITIATIVES**

ER3.1 Develop an over-arching strategic plan for community engagement activities the Community Portfolio is responsible for, including a specific plan for each major activity. Integrate with ER2.1.
ER3.2 Scope and develop a central events coordinating office.
ER3.3 Develop Business Infrastructure Plan for proposed Museum and Gallery complex.

**STRATEGY**

**ER4** Further improve alumni communications to increase alumni engagement and ambassadorial support.

**INITIATIVES**

ER4.1 Develop a University-wide alumni engagement strategy that meets faculty objectives with appropriate central coordination.
ER4.2 Develop an integrated communications plan with effective print and electronic strategies.
ER4.3 Produce a plan for the development and growth of alumni associations.
**EXTERNAL RELATIONS**

**ER5**  Increase the scope, quality and analysis of the alumni and donors database to improve communications for engagement and fundraising purposes.

▶ **INITIATIVES**

ER5.1  Maintain and manage the alumni and donors database as an enterprise system and develop sophisticated data analysis and reporting capacity (Ref ER6.3).

ER5.2  Maintain the University alumni electoral roll for statutory purposes.

ER5.3  Provide integrated suite of library services for alumni.

**ER6**  Increase donations to $100m by 2010 by increasing the efficiency, capacity and coordination of the University's development capabilities.

▶ **INITIATIVES**

ER6.1  Redevelop the fundraising strategic plan to reflect and take advantage of the broader, integrated Community Portfolio.

ER6.2  Build the development capacity at the University.

ER6.3  Install technology to improve fundraising operational efficiency and enhance fundraising communications.

ER6.4  Work with campus stakeholders to create a compelling case for increased government support (ref ER7).

ER6.5  Implement processes to provide tangible accountability for donations and stewardship of donors.

ER6.6  Diversify philanthropic income sources and decrease the reliance upon bequests by creating a leading edge ‘asking’ institution.

**ER7**  Implement a more coordinated government liaison process that supports academic staff and facilitates maximum impact.

▶ **INITIATIVES**

ER7.1  Recruit professionals to develop a plan to leverage government relationships at faculty level, with central coordination.

ER7.2  Develop multi-level relationship management approach for federal, state and local government (ref RI3.2).

ER7.3  Work with campus stakeholders to create a compelling case for increased government support (ref ER 6.4).

**ER8**  Develop and implement an integrated marketing, branding and communications program to enhance the University’s reputation, increase advocacy and help the University deliver the best value proposition in Australia.

▶ **INITIATIVES**

ER8.1  Build an operational marketing and communications framework with clear policies and procedures to integrate central and decentralised marketing activities. Fill capability gaps by up skilling existing, and recruiting new, staff.
ER8.2 Establish a market research unit to analyse performance, provide management information and assist University-wide decision making.

ER8.3 Complete the Brand Project and develop and implement a clear and consistent University of Sydney brand.

ER8.4 Align University activities within a Customer Service framework.

ER8.5 Provide support and advice to assist faculties and other areas to promote activities which position the University as a premium provider of education and advanced education, and a leader in academic and applied research.

ER9 Develop and implement a more comprehensive internal communications process to improve staff understanding of their role and value in delivering the University’s strategies and initiatives.

**INITIATIVES**

ER9.1 Establish an internal communications function.

ER9.2 Develop a staff intranet for the University to support more effective internal communications.

ER10 Develop strategic programs to engage alumni, friends, government and the business community to create and sustain additional financial resources necessary to support the objectives of the University.

**INITIATIVES**

ER10.1 Broaden the donor base using sophisticated direct marketing techniques to engage alumni and friends via the University Development Fund.

ER10.2 Adopt a world class donor relations program which, together with prospect research and allocation of prospects, will lead to major gifts income.

ER10.3 Establish and market a bequest program to build the present day value of the bequest portfolio thus ensuring a growing contribution from bequest income.

ER10.4 Run targeted campaigns in support of approved University fundraising priorities.
PROFESSIONAL SERVICE UNITS

Capability & Staffing

Our reputation and achievements have been built through the intellect, commitment and contribution of outstanding staff. Attracting, rewarding and retaining staff of superior quality and international standing is of critical importance to our reputation.

With the increasingly tight market for talent creating an increasingly competitive environment, attracting the best staff and providing them with support to develop and perform becomes the most critical enabler of our objectives and the essence of our competitive advantage.

Our intent is to enable all academic staff to be high-performing with specific accountabilities aligned to the University’s strategies. We aim to support staff with effective human resources (HR) processes and efficient shared services delivered by HR professionals.

We aim to recognise, foster and reward the contributions of all staff including our many honorary and clinical staff. Professional service staff will be driven towards greater professionalism and leaner, more effective support services.

STRATEGIES

- **SP1** Upgrade the SydneyPeople (HR) function with technology platforms as key enablers.
- **SP2** Improve the HR processes and support for recruitment.
- **SP3** Improve the HR processes and support for performance management and development.
- **SP4** Review and modify the remuneration and benefits strategy.
- **SP5** Implement a best practice approach to workforce planning, talent management and career development.
- **SP6** Develop our leadership.
Capability & Staffing

**SP1** Upgrade the SydneyPeople (HR) function with technology platforms as key enablers.

- **INITIATIVES**
  - SP1.1 Finalise implementation of technology platforms.
  - SP1.2 Consolidate HR organisational structure to allow standardisation of approaches, skill building and cost effectiveness.

**SP2** Improve the HR processes and support for recruitment.

- **INITIATIVES**
  - SP2.1 Review recruitment processes and capability.
  - SP2.2 Upgrade HR processes to facilitate recruitment of academic staff (ref RI1.3).

**SP3** Improve the HR processes and support for performance management and development.

- **INITIATIVES**
  - SP3.1 Continue introduction of KPIs and integrate with Performance Management & Development (PM&D) process to allow greater accountability and measurement of staff outputs.
  - SP3.2 Review PM&D process, delivery and support and propose changes as required.
  - SP3.3 Develop clear position accountability statements linked to PM&D and remuneration.

**SP4** Review and modify the remuneration and benefits strategy.

- **INITIATIVES**
  - SP4.1 Benchmark roles against relevant market sectors, analyse competitive position and propose changes as required.

**SP5** Implement a best practice approach to workforce planning, talent management and career development.

- **INITIATIVES**
  - SP5.1 Design and implement a talent management and development model for the University.
  - SP5.2 Design career matrix and talent management program, including a continuing professional development plan to ensure currency / relevance of skills for all staff.

**SP6** Develop our leadership capability.

- **INITIATIVE**
  - SP6.1 Develop and implement a leadership development framework.
Campus Infrastructure Services

We are one of the largest universities in Australia, with 16 campuses and many off-campus teaching and research facilities, and infrastructure is a key partner in supporting our endeavours. Our intent is to deliver best practice performance with rapid and high impact results through increasingly professional skilled staff, ICT platforms and processes.

New teaching delivery methods and the changing needs of research bring new challenges in ensuring a 'best fit' between our strategic directions, our physical and cultural heritage, and the future development of infrastructure.

Our aim is to create a dynamic, efficient, supportive and visually enriching physical environment, one that encourages outstanding teaching and research, within and across disciplines, and creates a strong sense of community. Our infrastructure will achieve best practice standards to stimulate and inspire a campus environment that enables the delivery of world-class student and staff experiences.

STRATEGIES

- **CIS1** Update the integrated campus development and management master plan to align to Research, Learning and Teaching, and support services strategic priorities with a commitment to sustainability and best practice.
- **CIS2** Develop and implement a space and accommodation management policy.
- **CIS3** Continue the transformation of Campus Infrastructure Services to a professional, high-skilled client focused team.
- **CIS4** Implement a planned asset management and refurbishment program.
- **CIS5** Achieve best practice capital project management.
- **CIS6** Implement major development programs effectively.
Campus Infrastructure Services

STRATEGY

CIS1  Update the integrated campus development and management master plan to align to Research, Learning and Teaching, and support service strategic priorities with a commitment to sustainability and best practice.

INIITIATIVES

CIS1.1 Develop principles for campus master planning.
CIS1.2 Develop high level master plan of capital opportunities including capacity envelopes and develop scenarios for review.
CIS1.3 Analyse and review the master plan to ensure it is aligned to updated Research, Learning and Teaching, and support services strategic priorities.
CIS1.4 Implement a Campus Planning and Advisory Board to advise on campus expansion and future capacity.

STRATEGY

CIS2  Develop and implement space and accommodation management policy.

INIITIATIVES

CIS2.1 Audit current space use and project medium to long term space use and requirements.
CIS2.2 Review Delegations of Authority for space management.
CIS2.3 Develop policy for space management and benchmark to best practice industry standards.

STRATEGY

CIS3  Continue the transformation of Campus Infrastructure Services to a professional, high-skilled client focused team.

INIITIATIVES

CIS3.1 Review Campus Infrastructure Services (CIS) activities and operations and assess the core areas of activity required for campus strategic planning and operational support.
CIS3.2 Undertake a critical analysis of capability and opportunity in each of the core activity areas, particularly in terms of organisational design and effectiveness.
CIS3.3 Develop a blueprint for service provision defining immediate, medium and long term needs in each of the core activity areas.
CIS3.4 Identify systems and resources required to meet needs arising from CIS3.3, moving to improved automation and transparency.
CIS3.5 Upgrade systems and services to best practice.
CIS3.6 Ensure the organisation has the capability to deliver and align to current and future needs, identifying and addressing any gaps.
CIS4  Implement a planned asset management and refurbishment program.

**INITIATIVES**

CIS4.1  Quantify asset management needs and deferred maintenance.
CIS4.2  Upgrade information on buildings and services.
CIS4.3  Implement planned and pro-active asset maintenance and upgrade programs to best practice standards.

CIS5  Achieve best practice capital project management.

**INITIATIVES**

CIS5.1  Increase professionalism and capability for project management.
CIS5.2  Develop improved procedures for more effective capital project management.
CIS5.3  Develop policy and procedures for project financial management.
Information and Communication Technologies (ICT)

ICT is both a service and an enabler that is essential to delivering effective outcomes and innovative solutions across the University.

Well delivered ICT, including a standard operating environment, will enable us to offer:

- a wealth of choices of Learning and Teaching methodology
- flexibility of access to information
- creative learning experiences
- the capacity to share information and experience
- the opportunity for innovation and leadership in education.

STRATEGIES

- **IT1** Implement a shared service model to encompass all ICT support in a University-wide framework.
- **IT2** Remedy ICT infrastructure by renewing networks and data centres to provide a strong base for continual innovation and service improvement.
- **IT3** Improve organisational capability, agility and efficiency to reduce overheads and time to deliver.
- **IT4** Focus ICT operations and projects towards University strategic priorities.
Information and Communication Technology

**STRATEGY**

**IT1** Implement a shared service model to encompass all ICT support in a University-wide framework.

- **INITIATIVES**
  - IT1.1 Implement a managed desktop capability.
  - IT1.2 Extend services to support all ICT systems, services and environments.
  - IT1.3 Consolidate servers and storage, and implement new technologies.

**STRATEGY**

**IT2** Remedy ICT infrastructure by renewing networks and data centres to provide a strong base for continual innovation and service improvement.

- **INITIATIVES**
  - IT2.1 Disaster recovery program extension and testing.
  - IT2.2 Information archiving.
  - IT2.3 Upgrade data network.
  - IT2.4 Upgrade voice network.
  - IT2.5 Improve information security.
  - IT2.6 Implement new data centre.

**STRATEGY**

**IT3** Improve organisational capability, agility and efficiency to reduce overheads and time to deliver.

- **INITIATIVES**
  - IT3.1 Implement asset life cycle management.
  - IT3.2 Improve system management tools.
  - IT3.3 Develop ICT Key Performance Indicators and a Balanced Scorecard.
  - IT3.4 Align organisational capability to core service requirements.

**STRATEGY**

**IT4** Focus ICT operations and projects towards University strategic priorities.

- **INITIATIVES**
  - IT4.1 Support Research portfolio initiatives.
  - IT4.2 Support Learning and Teaching initiatives.
  - IT4.3 Support Student Experience initiatives.
  - IT4.4 Support External Relations initiatives.
Economic Management and Performance

Australian universities operate in a tight fiscal environment, making effective economic management a crucial enabler to ensure the University has the resources and reinvestment capacity to achieve its objectives.

Our goal is to manage the University's finances effectively to generate a surplus for re-investment and to allow for better financial decision making via greater transparency and alignment of academic and financial drivers. Our intent is to continue to optimise revenue raising opportunities without compromising academic quality and to reduce our costs to allow for greater investment in Research, and Learning and Teaching.

Our aim is to become a world-class organisation with a focus on best practice service delivery, administrative efficiency and effectiveness and financial performance management.

STRATEGIES

- **EM1** Formalise allocation of operational funding and resource allocation as part of the annual strategy and budgeting process.
- **EM2** Implement an integrated management accounting system to provide data for Faculties and professional support services.
- **EM3** Complete shared services program for ICT, finance, human resources, student services and marketing to improve service levels and lower cost.
- **EM4** Reinvigorate the University commercialisation function, Sydnovate.
- **EM5** Manage the upcoming enterprise bargaining round.
- **EM6** Monitor academic and financial performance.
- **EM7** Improve planning capability.
- **EM8** Improve management and implementation of strategies.
- **EM9** Develop a University-wide quality assurance system for Faculties and Professional Service Units.
- **EM10** Communicate the preferred role of the Professional Service Units and their operational scale.
- **EM11** Determine the viability of developing alternative pathways into the University, through The College.
EM1  Formalise allocation of operational funding and resource allocation as part of the annual strategy and budgeting process.

- INITIATIVES
  EM1.1 Complete the roll-out of the University Economic Model (UEM).
  EM1.2 Set a timetable for achieving UEM targets.

EM2  Implement an integrated management accounting system to provide data for Faculties and professional support services.

- INITIATIVES
  EM2.1 Complete the requirements specification and business case.
  EM2.2 Set an implementation timetable and commence.

EM3  Complete shared services program for finance, human resources, ICT, marketing and student services to improve service levels and lower cost.

- INITIATIVES
  EM3.1 Complete the finance initiative.
  EM3.2 Complete the human resources initiative.
  EM3.3 Complete the ICT initiative.
  EM3.4 Commence the marketing initiative.
  EM3.5 Commence the student services initiative.

EM4  Reinvigorate the University commercialisation function, Sydnovate.

- INITIATIVES
  EM4.1 Develop a commercialisation function strategy.
  EM4.2 Set targets, budgets and implement.

EM5  Manage the upcoming enterprise bargaining round.

- INITIATIVES
  EM5.1 Appoint lead, agree objectives and develop a strategy.

EM6  Monitor academic and financial performance.

- INITIATIVES
  EM6.1 Continue to implement Key Performance Indicators for Faculties and Professional Service Units.
EM7  Improve planning capability.

**INITIATIVES**

EM7.1  Further develop a triple bottom line model both for reporting and forecasting.

EM8  Improve management and implementation of strategies.

**INITIATIVES**

EM8.1  Develop and implement a Balanced Scorecard across the University to facilitate the implementation and management of strategy and performance.

EM9  Develop a University-wide quality assurance system for Faculties and Professional Service Units.

**INITIATIVES**

EM9.1  Establish a University-wide quality assurance program.

EM10  Communicate the preferred role of the Professional Service Units and their operational scale.

**INITIATIVES**

EM10.1  Following the size being defined by the cost limit in the UEM, define the preferred role.
EM10.2  Agree preferred roles and the way the roles will interact.

EM11  Determine the viability of developing alternative pathways into the University, through The College.

**INITIATIVES**

EM11.1  Articulate strategy for The College, including metrics to allow progress to be measured and decisions to be made regarding funding or exiting.