



THE UNIVERSITY OF
WESTERN AUSTRALIA

'ACHIEVING INTERNATIONAL EXCELLENCE'

An Operational Priorities Plan for 1999-2000

1 December 1998



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THE UNIVERSITY OF
WESTERN AUSTRALIA

'ACHIEVING INTERNATIONAL EXCELLENCE' **An Operational Priorities Plan for 1999-2000**

INTRODUCTION

This Operational Priorities Plan, entitled 'Achieving International Excellence', has been prepared to enhance the link between the University's strategic planning and its budget process. The plan embodies the key directions and values of the UWA Strategic Plan in a focused selection of operational priorities for the 1999-2000 planning and budget cycle.

THE UNIVERSITY MISSION

The mission of the University is:

To advance, transmit and sustain knowledge and understanding through the conduct of teaching, research and scholarship at the highest international standards, for the benefit of the international and national communities and the state of Western Australia.

[UWA Strategic Plan, page 3]

It is vital, in the pursuit of this mission, that the University has a clear vision of its role and character, values and responsibilities, through which it can confront the future with a strong sense of institutional purpose, identity and commitment. The following is a distillation of the defining principles in the UWA Strategic Plan, into a succinct vision statement for the next century.

VISION STATEMENT

In the 21st Century The University of Western Australia will be recognised internationally as an excellent, research-intensive university and a leading intellectual and creative resource to the communities it serves.

It will provide a broad and balanced coverage of disciplines in the arts, sciences, and the professions at internationally-recognised standards. It will be characterised by a strong research and postgraduate emphasis across the full range of its disciplines and it will be noted for concentrations of particular research excellence in selected areas of strength, opportunity and importance.

The University's research and postgraduate strength will be linked to and sustained by a high quality undergraduate program in which teaching and learning takes place in an atmosphere of research and scholarship. The University will foster an international focus for all its activities and standards as an integral part of its overriding commitment to excellence and high quality. It will be valued above all, for its enduring commitment to improving society through learning and discovery.

To be successful in realising such a vision, the University recognises that it must be creative, innovative and rich in both human and physical resources. In recent years, the University has consistently performed well, and by any group of contemporary performance measures, is among the top performing Australian universities. This plan seeks to sustain and build on that sound performance base, recognising that achieving international excellence requires an ongoing commitment to high quality in the University's staff and students, in its physical environment and resources, in its programs and systems, and in its relationships with the communities it serves and with which it interacts. The University must recognise, utilise and support the full range of skills and talents of all its members, both staff and students. The University must also protect its ability to pursue its mission independently, free from undue political and economic pressure from the government of the day.

FROM VISION STATEMENT TO OPERATIONAL PRIORITIES PLAN

The vision statement provides the context for all the University's strategic and operational planning, and hence for this Operational Priorities Plan. The plan establishes a clear agenda of specific priority objectives, associated targets/indicators and implementation strategies, for the 1999-2000 planning and budget cycle. In so doing it translates the values, goals and long-term directions of the University into a selection of actions which are held to be of particular importance to making progress in the short-term towards the long term goal of 'achieving international excellence'.

The plan is a practical, internal working document with two main purposes:

- to provide the link between strategic and detailed operational planning;
- to be the means by which the University identifies and selects a limited number of key strategies to be given particular priority in a given time frame.

The plan is also a management, accountability, and quality improvement tool in that it identifies performance targets and indicators, and implementation responsibilities for the achievement of particular objectives.

The Operational Priorities Plan should be interpreted in conjunction with the University's Strategic Plan and the various detailed management plans relating to specific areas of activity (listed at Appendix 1). The Strategic Plan describes in depth the values, principles, directions and goals that underpin this Operational Priorities Plan; the management plans set out the full operational details of the planning and management of the University's various activities. The Operational Priorities Plan fits between these two planning layers and should not, therefore, be seen as a 'stand-alone' document independent from the total planning process (see Appendix 2).

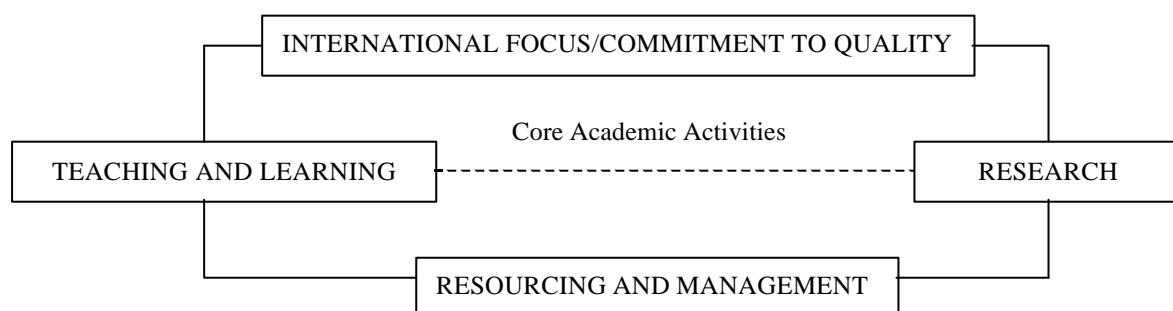
The sequence envisaged for the University's planning over the next 2 years will involve first the completion of this Operational Priorities Plan; followed by a review of internationalisation late in 1998/early 1999; a review of academic priorities, in 1999, as part of the development of an academic plan; and a review of the University's structural arrangements in 2000. This sequence reflects the need to ensure that academic and strategic considerations continue to drive organisational arrangements. As each phase of the planning cycle takes place the University's strategic and operational plans will be updated and adjusted accordingly.

The focus of the Operational Priorities Plan is the institution as a whole. As such, the various objectives and targets are pitched at that aggregated level. In the implementation phase, however, the translation of these institution-wide priorities into appropriate local actions will require a significant degree of flexibility and local interpretation, in keeping with the University's devolved structure.

The framework for the Operational Priorities Plan is based on four fundamental themes around which the document is structured.

1. **The commitment to quality within an international focus.** This theme provides the overarching context for achieving international excellence, and is pervasive to all the University's activities.
 2. **Improving research performance**
 3. **Enhancing teaching and learning**
- } These are the core academic activities and hence the core of this plan. Together they provide the defining attributes of the research-intensive university.
4. **Resourcing and managing.** Underpinning an internationally-excellent University, must be a strong and diverse resource and support-base, built upon extensive and enduring links and relationships with the community, industry and government, and effective institutional management.

The plan's structure can be represented schematically:



All four areas are necessarily interrelated and some strategies appear against more than one objective and functional area.

In the sections that follow, an attempt has been made to assign where possible measurable targets or indicators of success against the priorities identified. It should be noted that the targets/indicators relate to the progress that is to be made in the 2 year time frame of the plan, not to the eventual long term objective. The importance of this is that targets therefore represent 'steps along the way' towards the achievement of enduring objectives. This is particularly well illustrated in the fundraising area, where the long term aim is to raise substantially the University's resource base but where, in the timeframe of this plan, modest targets are set to reflect the early phase of developments in this area.

The targets will not be used for automatic or mechanistic 'rewards' or 'punishments', but will guide our assessment of the progress made, and the strategies followed, in the timeframe of the plan.

1. The Commitment to Quality within an International Focus

The University's paramount commitment to high quality is integral to a world-class university's international focus. In the long run, quality will always be recognised and judged in terms of the standards and benchmarks provided by the international higher education community and environment. This is especially so in the global environment now facing universities which operate in a climate of rapid technological advancement and increased competition beyond national boundaries, and in which 'knowledge' is perhaps the major world asset. The University of Western Australia will best serve its local, regional and national communities if it operates at an internationally competitive level.

UWA's commitment to high quality, judged by international standards, is stated clearly and emphatically in the Strategic Plan (page 6) as the primary consideration in the University's planning, and has been a major feature of University policy development and practice in recent years. To sustain international recognition, the quality of the University's processes and performance must be internationally referenced in all dimensions of its operations:

- Staff (selection, promotion and development)
- Students (selection, teaching and support)
- Courses (curriculum development, content and delivery)
- Research (funding, infrastructure, outcomes)
- Facilities (building, equipment, learning resources)
- Service provision (to staff, students and the community)
- Management and administration (systems, processes, structures)
- Equity and access (policies, processes, outcomes)
- Funding and resources (both in terms of the scale and spread of the resource base)

International benchmarking is therefore a high priority objective in this plan, and needs to be internalised by all staff involved in activities of the University - from individuals designing units and courses of study, to those developing policies and support systems, and managing resources.

The importance of internationalisation to the University's long term success is such that a major review of the University's internationalisation strategies has been foreshadowed. The review will be chaired by the Vice-Chancellor and involve prominent international reviewers.

For the purposes of this plan, and subject to the review, particular priority has been assigned to the following objectives and strategies in 1999/2000.

The University of Western Australia

Operational Priorities Plan

INTERNATIONALISATION PRIORITIES

Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Developing close collaborative relationships with international universities. 	<ul style="list-style-type: none"> Establish at least one new significant international collaborative project/relationship in each Faculty, and at least 2 new significant university-to-university collaborations, involving, for example: <ul style="list-style-type: none"> - an increase in the number of joint research and/or teaching programs; - an increase in the number of international university staff spending time at UWA; - an increase in the number of student exchanges between international universities; - an increase in the number of UWA staff spending Outside Studies programs with collaborative partner universities. 	<ul style="list-style-type: none"> Complete a Review of Internationalisation. Develop and disseminate University Collaboration policy and guidelines. Establish mechanisms for identifying collaborative opportunities. Develop and evaluate the International Centre's database on institutional collaboration. Develop the University's Staff Exchange Scheme guidelines. Encourage the establishment of links at Faculty and departmental level. 	Vice-Chancellor/ Deputy Vice-Chancellor
<ul style="list-style-type: none"> Developing benchmarking relationships with selected international universities. 	<ul style="list-style-type: none"> Finalise formal benchmarking agreements with selected universities (Bristol, Birmingham in the UK, Queens in Canada, Adelaide and ANU in Australia, National University of Singapore in South East Asia). Establish a limited number of specific benchmarking projects in identified priority areas. 	<ul style="list-style-type: none"> Identify priority areas of mutual benchmarking interest. Conduct focused visits to develop meaningful benchmarking projects and identify data and resource requirements. Conduct and evaluate the selected projects. 	Vice-Chancellor/ Deputy Vice-Chancellor

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Developing the University's leadership role in the Asian and Indian Ocean regions. 	<ul style="list-style-type: none"> Increase the University's presence and perceived rating/status in the region, as indicated by, for example: <ul style="list-style-type: none"> improved ratings in regional surveys (such as 'Asia Week'); an increase in regional partnerships through mechanisms such as the Targeted Institutional Links Program; an increase in the number of UWA staff on editorial boards of regional academic journals and engaged as external reviewers in the region; an increase in postgraduate students coming to UWA for training from the region. 	<ul style="list-style-type: none"> Strengthen the University's Development Assistance Scheme to assist universities in the region. Initiate regional conferences, visits, exchanges and partnerships with regional universities and governments. Develop alumni relations and programs in the region. Research regional opportunities for development of UWA's leadership role. 	Pro Vice-Chancellor (Research)
<ul style="list-style-type: none"> Attracting, coordinating and maximising benefit from an increased number of distinguished visitors of international repute to UWA. 	<ul style="list-style-type: none"> Establish a model/structure and a coordinated program for attracting distinguished visitors: <ul style="list-style-type: none"> host at least 2 international conferences per year. attract to UWA at least one Nobel Laureate per year. 	<ul style="list-style-type: none"> Develop the proposal for the establishment of an Institute of Advanced and Graduates Studies. Establish a 'Scholars-in-residence' scheme. Enhance the Distinguished Visitors Fund program of the Teaching and Learning Committee. Maximise the public exposure of distinguished visitors through a program of public lectures, workshops, debates, media events. Improve the coordination of activities between the International Centre, University Extension, Community Relations and the Faculties. 	Pro Vice-Chancellor (Research)

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Recruiting more high quality international students, particularly research students, from a diverse range of countries. 	<ul style="list-style-type: none"> Increase PhD enrolments from overseas, particularly from North America and Europe, by 20%. Increase by 5% and diversify the source countries with regard to the total international student intake. 	<ul style="list-style-type: none"> Review marketing and recruitment (as part of the Review of Internationalisation). Enhance support arrangements for international students such as: <ul style="list-style-type: none"> Scholarships Fee waivers Teaching Assistantships Mentoring Social support Student exchange arrangements English language support Link with activities of the proposed Institute of Advanced and Graduate Studies. Improve the use of alumni networks overseas. Conduct market analysis and targeted recruitment (for example to attract Asian students to Australia who might otherwise go to the US and UK). Initiate strategic partnerships with selected universities (collaborative partners) to increase our attractiveness to overseas students. Further develop an environment for international students which is supportive in regard to their academic, social and cultural needs. 	Pro Vice-Chancellor (Research)

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2. Improving Research Performance

A world-class university is recognisable by its research-intensive culture, and its ability to engage actively in the international processes of learning and discovery.

As part of its strategy for achieving international excellence, the University is committed to enhancing its standing as one of Australia's leading research universities and the premier research institution in Western Australia. There are two dimensions to this goal: first, the University is committed to the achievement of high quality research and scholarship, by international standards, across the whole spectrum of its disciplines; and additionally, to the development of special research concentrations, of the very highest international standards, in selected areas of particular strength, importance and opportunity.

A range of objectives and specific strategies which relate to this goal are identified in the Strategic Plan and the Research Management Plan, and the identification of academic priorities as part of a University academic plan is foreshadowed, and will provide a basis for the selectivity mentioned above.

For 1999/2000 priority attention will be given to:

The University of Western Australia

Operational Priorities Plan

RESEARCH PRIORITIES

Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/Accountability*
<ul style="list-style-type: none"> Improving and encouraging greater research productivity/output and international impact. 	<ul style="list-style-type: none"> Increase the citation impact of UWA publications (in at least three of the major fields of research) to coincide with their national ranking on percentage of papers cited. Increase the international visibility and recognition of University research and research outcomes. 	<ul style="list-style-type: none"> Review the UWA publication assessment exercise to place more weight on national and international impact in the 1999 publication collection. Develop and implement a system of Publication Awards to recognise excellence in the 1999 publication collection. Develop more visible University structures, such as the proposed establishment of an Institute of Advanced and Graduate Studies, to help raise the profile of UWA internationally. Host at least 2 international conferences in 2000. Attract at least one Nobel Laureate to UWA by 2000, as part of enhancing the Distinguished Visitors Scheme. 	Pro Vice-Chancellor (Research)

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Increasing research collaborations, particularly with internationally-distinguished research partners. 	<ul style="list-style-type: none"> Obtain at least one major international linkage program in each faculty. 	<ul style="list-style-type: none"> Introduce an International Collaboration Development Scheme to facilitate the negotiation and establishment of major international linkages. Increase the knowledge base of international funding programs by using information networks such as SPIN and KnowledgeExpress. Establish staff exchange agreements with several leading international research universities. Encourage and support increased multi-disciplinary research activity. 	Pro Vice-Chancellor (Research)
<ul style="list-style-type: none"> Increasing the number of postdoctoral research fellowships and high quality postgraduate students, attracted, and supported, nationally and internationally. 	<ul style="list-style-type: none"> Attract a minimum of four new ARC Research Fellows in 2000. Attract one new Senior Research Fellowship in 2000. Increase to 20 the number of interstate postgraduate scholarship applicants ranked in the top one hundred candidates for APA/UPA awards in 1999. Increase by 20% the number of international postgraduate research students by 2000. 	<ul style="list-style-type: none"> Ensure that there are 20 high quality, competitive ARC Fellowships applications from UWA. Target at least two senior researchers as applicants for the McFarlane Burnett Fellowship Schemes or the ARC Senior Research Fellowship Scheme. Seek to implement incentives to attract high quality interstate postgraduate scholarships applicants such as: <ul style="list-style-type: none"> - Summer Vacation Scholarships (10 @ \$3,500) and Honours Scholarships (10 @ \$12,500) to attract interstate students to UWA before they graduate. - Top-up Awards (10 @ \$2,500). - Additional Relocation Allowances (20 @ \$2,000). <p style="text-align: right;"><i>...cont'd</i></p>	Pro Vice-Chancellor (Research)

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<i>(continued)</i>	<i>(continued)</i>	<p><i>(continued)</i></p> <ul style="list-style-type: none"> • Review international postgraduate research student fee policies and administrative processes to ensure that they are not deterrents to the recruitment of high quality research students by strong research areas. • Actively promote international funding agencies such as AusAID. 	Pro Vice-Chancellor (Research)
<ul style="list-style-type: none"> • Increasing per capita external research funding from all sources, with particular emphasis on international and industry sources: 			
<ul style="list-style-type: none"> - Improving ARC performance 	<ul style="list-style-type: none"> • Attract one new Special Research Centre in 2000. • Increase by 10% ARC Large Grant funding in 2000, and to increase UWA's national ranking (per FTE) to within the top 4 universities. • Attract at least 4 ARC Large Grants in the Humanities/Social Sciences in 2000 that request the salary of a Research Associate/Senior Research Associate. 	<ul style="list-style-type: none"> • Ensure that there are four high quality, competitive SRC applications from UWA. • Hold information sessions and workshops on writing successful ARC Large Grants. • Improve the targeted assistance and mentor program in the Faculty of Arts and Faculties of ECEL to help researchers develop more competitive ARC Large Grant applications. • Develop incentives and rewards for staff whose research grant applications pass the first ARC assessment stage. 	Pro Vice-Chancellor (Research) with Executive Deans

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<p>(continued)</p> <ul style="list-style-type: none"> - Improving NH&MRC performance 	<ul style="list-style-type: none"> • To increase by 10% NHMRC Project Grant funding in 2000, and to maintain UWA's national number one ranking of funding per FTE. 	<ul style="list-style-type: none"> • Hold information sessions and workshops on writing successful NHMRC Project Grants. 	<p>Pro Vice-Chancellor (Research)</p>
<ul style="list-style-type: none"> - Improving research funding from international sources, particularly through research contracts. 	<ul style="list-style-type: none"> • To attract at least two IREX Fellowships and one Wellcome Trust Fellowship in 2000. 	<ul style="list-style-type: none"> • Target senior and successful researchers to help identify and apply for international funding opportunities. 	<p>Pro Vice-Chancellor (Research)</p>
<ul style="list-style-type: none"> - Increasing research funding from the State Government. 	<ul style="list-style-type: none"> • To increase by 20% State Government funding by 2000. • For each faculty to have at least one academic staff member whose salary is provided for 50% by State Government agencies in 2000. 	<ul style="list-style-type: none"> • Target researchers with timely information on State Government contracts and tenders. • Promote collaborative links between researchers and State and Local Government agencies. 	<p>Pro Vice-Chancellor (Research)</p>
<ul style="list-style-type: none"> - Increasing research funding from industry, principally through increasing the number of strategic links with industry partners 	<ul style="list-style-type: none"> • To increase by 20% Industry funding in 2000. • To attract one new Cooperative Research Centre in 1999. • To attract a minimum of four new SPIRT Grants in the Social Sciences in 2000. 	<ul style="list-style-type: none"> • Promote strategic links between researchers and industry partners. • Ensure that there are four high quality, competitive CRC applications involving UWA. • Implement a targeted assistance and mentor program in the Faculties of ECEL to help researchers develop competitive SPIRT applications. 	<p>Pro Vice-Chancellor (Research)</p>

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Improving the provision of capital and infrastructure (including the Library) to support increased research activity. 	<ul style="list-style-type: none"> To recover \$2 million of infrastructure from research grants and contracts in 1999. To increase the proportion of Faculties' budgets spent on research infrastructure by 10%. 	<ul style="list-style-type: none"> Review University infrastructure policy, including the possibility of applying charge-out rates. Review the budget allocations and procedures for the provision and maintenance of major research infrastructure. Increase to 50% the proportion of infrastructure recovered by faculties. Distribute at least 70% of Research Quantum and Research Infrastructure Block Grant funding to Faculties. Develop strategies to meet shortfalls in infrastructure funding associated with research grants. 	Pro Vice-Chancellor (Research)
<ul style="list-style-type: none"> Improving the commercialisation and management of intellectual property. 	<ul style="list-style-type: none"> To increase the revenue return from commercialisation of University research outcomes, including the commercialisation of University research through equity holding in at least one "spin-off" company by 2000. 	<ul style="list-style-type: none"> Increase researcher awareness of appropriate and timely protection of intellectual property by establishing a program of IP audits of departments to identify potential areas for proactive commercialisation through TIM and other agencies with access to venture capital funds. Benchmarking with successful universities in this area, to determine appropriate structures and strategies. 	Pro Vice-Chancellor (Research)

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3. Enhancing Teaching and Learning

The globalisation of knowledge and advances in educational technology have far-reaching implications for the teaching and learning environment of a world-class university. Educational institutions and providers are operating across national boundaries, using a wide range of technologies, in order to meet the increasingly diverse learning needs and circumstances of students. The world-class university will have to meet this challenge in ways which sustain high quality interactive learning with increased flexibility and innovation in access, content, delivery and assessment. It will also be crucial to the success of the University's research-intensive mission, that it demonstrate the particular value of providing undergraduate and postgraduate education which is fully integrated with the University's research culture and activities.

The University's primary goal statement for teaching and learning is set out in the University's Strategic Plan (page 11) in the following terms:

"The University aims to provide courses of study and a learning environment at the highest possible quality to meet individual, local (state), and national needs and internationally recognised standards; and to foster the relationship between teaching and the conduct of research across the range of its disciplines in a way that sustains the quality of the institution's teaching and learning activities and distinguishes it from other institutions in the State, and many others in the Unified National System."

A wide range of objectives and strategies associated with this goal are set out in the Strategic Plan and in the Teaching and Learning Management Plan, and a review of academic priorities will take place as part of the development of a University's academic plan in 1999.

For 1999/2000, particular priority will be given to:

The University of Western Australia

Operational Priorities Plan

TEACHING AND LEARNING PRIORITIES

Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/Accountability*
<ul style="list-style-type: none"> • Improving the University's capacity for more flexible teaching and learning. 	<ul style="list-style-type: none"> • Achieve a demonstrated improvement in the flexibility of teaching delivery (as 'measured' by the Flexible Program Delivery Task Force). • Develop a University-wide mechanism/ model for developing and coordinating more flexible teaching and learning. • Establish and/or enhance support schemes for flexibility. 	<ul style="list-style-type: none"> • Consider recommendations from the Flexible Program Delivery Consultative Group on an appropriate University structure and strategy for enhancing flexibility. • Disseminate ETQ and best practice guidelines and exemplars. • Launch, disseminate and subsequently evaluate, the TLTR/AltModes databases established by the Centre for Staff Development. • Evaluate the Teaching and Learning Committee's Flexible Program Delivery Scheme. • Incorporate the findings of the Information Technology Strategy Working Party and the Teaching and Learning Committee's Infrastructure Review Working Party into a flexible teaching and learning strategy. 	<p>Deputy Vice-Chancellor</p>

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Improving the academic and administrative environment for postgraduate study. 	<ul style="list-style-type: none"> Establish a model for enhancing the focus, coordination and institutional management of postgraduate and advanced study. 	<ul style="list-style-type: none"> Develop and consult widely on proposals for an Institute of Advanced and Graduate Studies. 	Vice-Chancellor
<ul style="list-style-type: none"> Attracting the highest quality undergraduate and postgraduate students in Australia and overseas. 	<ul style="list-style-type: none"> At least maintain the University's market share (~70%) of the Top 1000 WA school leavers entering undergraduate programs. Increase the number of high quality Honours students retained and/or recruited by 10%. Increase the number of high quality international students recruited by 5%. Increase the number of high quality postgraduate students recruited from elsewhere in Australia by 10%. 	<ul style="list-style-type: none"> Review the Office of Admissions and Recruitment. Review the University's marketing and recruitment strategy. Consider the recommendations of the OPP Working Party on recruitment with regard to introducing and/or extending a variety of scholarships, such as: <ul style="list-style-type: none"> Undergraduate Advanced Standing scholarships UWA Honours scholarships Summer Vacation scholarships Top Up Awards Interstate scholarships Fee exemption scholarships. Seek to diversify the student base, to encourage greater participation and success from non-traditional sources. 	Registrar
<ul style="list-style-type: none"> Facilitating collaboration (between departments/faculties/institutions) in teaching programs. 	<ul style="list-style-type: none"> Increase the number of collaborative teaching programs, such as <ul style="list-style-type: none"> combined degree courses multi-departmental units units with cross-discipline content which promote <ul style="list-style-type: none"> interdisciplinary study international content and standards teaching efficiency inclusive curricula. 	<ul style="list-style-type: none"> Establish and/or adapt support schemes to fund/encourage collaborative teaching, through the Teaching and Learning Committee, eg. Distinguished Visitors Fund, Innovative Teaching Scheme. Provide incentives at Faculty level for collaborative teaching through Faculty-funding strategies. 	Deputy Vice-Chancellor

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Improving the teaching and learning infrastructure (which includes the Library and student services). 	<ul style="list-style-type: none"> To increase the satisfaction of staff and students with teaching and learning facilities and resources. 	<ul style="list-style-type: none"> Complete the Review of Teaching and Learning Infrastructure and consider in conjunction with the Review of Information Technology Strategy, the Working Party on Timetabling and the Flexible Program Delivery Consultative Group. Review the budget allocations and procedures for the provision and maintenance of central teaching facilities. Design an instrument for measuring satisfaction on dimensions such as efficiency and flexibility of teaching facilities. Benchmark with leading comparator universities. Improve collaboration where possible in teaching and learning support services (library, student services, IT). 	Deputy Vice-Chancellor
<ul style="list-style-type: none"> Enhancing the teaching and research nexus. 	<ul style="list-style-type: none"> To improve the practices and perceptions of the ways in which research informs and sustains teaching and learning at all levels in the University (from individual staff to course curricula). 	<ul style="list-style-type: none"> Complete the Review of the Teaching and Research Nexus. Develop incentives and rewards which link teaching and research. Provide staff development activities, including 'best practice' information. Integrate 'research-only' staff into teaching and learning activities. Promote the value of inquiry-based learning in university courses and teaching. 	Deputy Vice-Chancellor

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4. Resourcing and Managing the World Class University - 'Bridging the Gap'

A world-class university will only achieve the necessary quality in teaching, learning and research if it is well resourced and managed by international standards. Some of the world's very best universities have (per capita) resourcing levels five or six times higher than those of the best Australian universities. Bridging this 'funding gap' is therefore a fundamental element in the University's strategy for achieving international excellence.

The central thrust of the University's resourcing strategy is to increase and diversify the University's funding base, with the particular aims of increasing the University's discretionary or unrestricted income (per capita), and spreading the sources of such income to avoid over-dependence on any single source. This is particularly important with respect to the Commonwealth Government where funding constraints are accompanied by high levels of regulation which inhibit the University's ability independently to pursue its mission.

The importance of resource acquisition strategies cannot, therefore, be over-emphasised, if sustainable quality improvements are to be achieved. In the present climate of reduced public funding, resource acquisition will be crucial simply to sustain the high level of performance that has been achieved to date. Many of the strategies identified throughout this plan will incur additional costs (both short run direct costs and long term indirect costs). For example, the capital and infrastructure implications of increasing external research grants are very significant, and efforts to raise funds in the community invariably incur short-term costs in order to secure long-term gains. It is crucial that additional activities are fully-funded in the long term.

The immediate challenge is to achieve the short-term redistribution of the existing resource base. The key to the success of an integrated priority planning and budget strategy will be to determine how to fund selected priority initiatives in the short-term while sustaining core activities, and this will be the central focus of the budget formulation process.

A variety of budget strategies will be pursued, via the due processes, including:

- increased focusing of existing budget lines and allocations;
- using the priorities in this plan as the basis for targeted fundraising;
- using the University's discretionary funds to advance significant developments;
- adjusting the balance between budget lines to reflect agreed priorities.

These kinds of budget strategies will need to be pursued at all levels within the institution, at the centre, at the Faculty/major resource unit, and at the department/section level. This document, therefore, will act as a major point of reference in the 1999 and 2000 Budget cycles.

The pursuit of a more proactive approach to increasing and diversifying the University's resources will be accompanied by management strategies that provide the institutional climate for high achievement. Efforts to increase and diversify income streams must be matched by measures to nurture a high performance culture within the University, to create opportunities and to build and encourage the external relationships needed to sustain long-term international excellence and autonomy.

Particular resourcing and management priorities for 1999/2000 will be:

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RESOURCING PRIORITIES

Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Increasing research income, particularly from international sources. 	<p>----- Refer to Research Priorities -----</p>		
<ul style="list-style-type: none"> Increasing alumni income, bequests and benefactions. 	<ul style="list-style-type: none"> Establish one significant new alumni-funded project in each faculty. Achieve commitment for 2 major new benefactions. 	<ul style="list-style-type: none"> Upgrade the alumni database. Improve alumni communications. Initiate the first phase of a fundraising program with alumni. Establish/enhance alumni activities in the Faculties/departments. Conduct research into potential benefaction opportunities. 	<p>Executive Director, Community Relations</p>
<ul style="list-style-type: none"> Increasing income from fee-paying programs: <ul style="list-style-type: none"> Award courses (full-fee paying overseas and Australian postgraduate coursework) <p>...cont'd</p>	<ul style="list-style-type: none"> Increase full-fee paying overseas students intakes by 5% and diversify the source countries. Increase postgraduate full-fee paying overseas students intakes by 20%. Increase Australian postgraduate fee income by 20%. 	<ul style="list-style-type: none"> Review international marketing and recruitment opportunities and strategies. Review opportunities and strategies for extending fee-based postgraduate coursework for Australian students. 	<p>Pro Vice-Chancellor (Research)</p>

* This denotes overall responsibility for the priority/objective; responsibility for individual implementation strategies will be distributed to or shared by appropriate University officers.

Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<p><i>(continued)</i></p> <ul style="list-style-type: none"> - Non-award courses 	<ul style="list-style-type: none"> • Increase enrolments in Access UWA by 10%. • Increase significantly professional development and continuing education/training activities in the Faculties. 	<ul style="list-style-type: none"> • Review policies with regard to credit for Access units. • Review incentives and rewards to staff involved in Extension (promotion, allocation of teaching loads, etc.). • Conduct an audit of existing professional development/continuing education offerings in the Faculties and review opportunities and strategies for increasing. • Promote UWA as a major educational resource for industry, business, the professionals, government and community agencies. 	<p>Executive Director, Community Relations</p>
<ul style="list-style-type: none"> • Increasing State Government funding. 	<ul style="list-style-type: none"> • Increase the value of contracts from State Government by 20%. 	<ul style="list-style-type: none"> • Conduct an audit of current activity and improve the University's ability to define, measure, record and monitor State Government contract activity. • Promote UWA as a major intellectual resource to the State Government (and to other State Governments). • Develop a proactive plan for improving communication and relations with State Government departments and identifying contract opportunities. • Improve Faculties/Departments' links with State Government departments. • Improve the recognition by the State Government of the service provided by UWA staff on a variety of commissions, committees, reviews, enquiries, etc. 	<p>Pro Vice-Chancellor (Research) and Executive Director, Community Relations</p>

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Increasing industry funding. 	<ul style="list-style-type: none"> Increasing the value of contracts from industry by 10%. 	<ul style="list-style-type: none"> Conduct an audit of current activity and improve the University's ability to define, measure, record and monitor industry contract activity. Promote UWA as a major intellectual resource to the industry. Develop a proactive plan for improving communication and relations with industry and identifying contract opportunities Improve Faculties/Departments' links with industry. 	Pro Vice-Chancellor (Research) and Executive Director, Community Relations

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MANAGEMENT PRIORITIES

Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Improving community relations and service [which includes improving market research and communications strategies, and enhancing our service to major stakeholders]. 	<ul style="list-style-type: none"> Demonstrated improvement in community perceptions of UWA (local, national, international) as indicated by survey results. The achievement of 'favourable' policy outcomes at the system level. 	<ul style="list-style-type: none"> Complete market research project and develop marketing and communication strategies for the University, and for each Faculty. Develop UWA staffing policies to improve the recognition, encouragement and reward for service. Establish a more effective focal point for visitors to UWA (such as a Visitors' Centre). Provide effective student support services, including special support for 'disadvantaged' students. 	<p>Executive Director, Community Relations</p>
<ul style="list-style-type: none"> Improving management and planning information. 	<ul style="list-style-type: none"> Demonstrated improvement in the satisfaction of major information system users with the quality and timeliness of management information. 	<ul style="list-style-type: none"> Develop and extend the EIS and improve links with major information systems (FRS, HRS, etc.) and statistical collections. Conduct training and user-surveys in relation to the major systems (FRS, HRS). Improve internal communications through more creative use of websites. Benchmark with 'good practice' universities on system development. 	<p>Registrar and Vice-Principal (Finance & Resources).</p>

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Enhancing quality and equity in staffing, particularly in performance management and flexibility of staffing arrangements. 	<ul style="list-style-type: none"> Demonstrated improvements in recruiting, developing and retaining highest quality staff (as evidenced by various institutional performance indicators). Demonstrated improvements in the various equity performance indicators in the University Equal Opportunity Management Plan, such as <ul style="list-style-type: none"> % of women academic staff % women general staff at senior levels. 	<ul style="list-style-type: none"> Incorporate more strategic and flexible employment conditions, rewards, and incentives into Enterprise Bargaining negotiations. Investigate options for further links between performance and remuneration. Enhance performance appraisal and development skills in all staff. Focus training on key performance management issues (eg. for Heads of Departments, Heads of Sections). Focus training and awareness-raising in relation to equity and equal opportunity policies. Benchmarking with 'good practice' universities in the area of quality and equity of human resources practices. 	Deputy Vice-Chancellor
<ul style="list-style-type: none"> Improving selectivity in resource allocation. 	<ul style="list-style-type: none"> Identification of priority areas and implementation of commensurate resourcing strategies. 	<ul style="list-style-type: none"> Develop the University's academic plan. Review the balance between formula funding and discretionary funding in the University and Faculty for budget models. 	Deputy Vice-Chancellor

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Priorities/Objectives	Targets/Indicators of Success	Implementation Strategies	Responsibility/ Accountability*
<ul style="list-style-type: none"> Enhancing the University's use and management of information technology. 	<ul style="list-style-type: none"> Demonstrated improvement of the University's information technology resources and increased user-satisfaction (from staff and students). 	<ul style="list-style-type: none"> Completion of the Review of Information Technology Strategy. Implementation and training for FRS (People Soft). Implementation and training for HRS (Concept). Enhancement of the EIS. Review of SRS. Development of an Electronic Document Management System. Development of a Research Management System. Computerisation of timetabling and venue allocation. 	Vice-Principal (Finance & Resources)

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CONCLUSION

This Operational Priorities Plan establishes a clear and focused plan of action for 1999-2000 as the University pursues its goal of 'achieving international excellence'.

The priorities in the plan do not displace the longer term priority objectives identified in the Strategic Plan, namely:

- 1. To recruit, develop and retain the highest quality staff.**
- 2. To attract, develop and graduate the highest quality students.**
- 3. To develop, and direct resources preferentially to, areas of particular strength, importance and opportunity.**
- 4. To build strategic partnerships with industry and the community.**
- 5. To increase and diversify the University's funding base.**
- 6. To improve collaboration within the University and with other universities.**

Indeed, they work directly in support of these objectives in quite specific ways.

Nor do the priorities identified in this document diminish the importance of the many planning and policy initiatives which are being actively pursued through the University's operational management plans by the Administration, the central committee system, and by the Faculties.

The value of this plan is that it complements the University's Strategic Plan and detailed operational plans by providing a means of addressing a limited number of priorities in a selective and tangible way in a specific budget cycle, while keeping a very clear focus on the longer term vision of the University.

Date Compiled: 30 March 1998
Updated: 1 December 1998
(URL: <http://www.acs.uwa.edu.au/reg/sec/oppindex.htm>)

APPENDIX 1

- UWA Strategic Plan <http://www.acs.uwa.edu.au/reg/stratplan.html>
- Research Management Plan <http://www.acs.uwa.edu.au/research/policy/gp/rmp/main.html>
- Teaching and Learning Management Plan 'Teaching and Learning: Planning, Management and Quality Assurance' <http://www.acs.uwa.edu.au/csd/tl/TLplan.html>
- Community Services Management Plan
- Internationalisation Management Plan <http://www.international.uwa.edu.au/staff/internal/other/manage.htm>
- Financial Management Plan <http://www.acs.uwa.edu.au/frs/FINANCERESOURCEPLAN/FRPLAN.HTM>
- Capital Management Plan <http://www.acs.uwa.edu.au/prswww/accompl/CAPIMANPLA.HTML>
- Human Resources Management Plan <http://www.acs.uwa.edu.au/hrs/policy/part02/5.htm>
- Equity Plan <http://www.acs.uwa.edu.au/reg/PROFILE99-2001/Equity99-2001toc.htm>
- Equal Opportunity Management Plan <http://www.acs.uwa.edu.au/hrs/equity/publications.htm>
- Admission and Quota Policy/Enrolment Plan <http://www.acs.uwa.edu.au/policies/>



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PLANNING PROCESS

