

Strategic Plan
2021 – 2025

Feed

Federation University acknowledges the Traditional Custodians of the lands and waters where our campuses, centres and field stations are located, and pay our respects to Elders past and present. We extend this respect to all Aboriginal and Torres Strait Islander and First Nations Peoples.

The Aboriginal Traditional Custodians of the lands and waters where our campuses, centres and field stations are located include:

Wimmera	Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagulk
Ballarat	Wadawurrung
Berwick	Boon Wurrung and Wurundjeri
Gippsland	Gunai Kurnai
Nanya Station	Mutthi Mutthi and Barkindji
Brisbane	Turrbal and Jagera



For thousands of years Indigenous knowledge has been handed down in learning communities, with knowledge preserved and advanced over generations. In 1870, the School of Mines Ballarat (SMB) was established as part of the explosive growth in wealth, knowledge and engineering fuelled by the mining boom. The mission to pass on and grow knowledge sits at the heart of Federation University Australia, and links back to the traditions of our communities.

In 1870, Ballarat was at the centre of global growth and innovation, situated on one of the world's richest seams of gold. The SMB and its successor institutions have been characterised by a strong culture of innovation and transformation, supporting learners, educators, researchers, and communities to shape a better future for each succeeding generation.

Federation University now spans regional Victoria, with university and TAFE campuses in Ballarat, Berwick, Gippsland, and the Wimmera. We have extended our reach to Brisbane and internationally, where we provide future-focused offerings, with integrated delivery from industry.

Federation University's purpose is to transform lives and enhance communities. Our ambition is to become Australia's leading regional university. We will achieve this by bringing world-leading education to learners wherever they are and whenever they need it. Through co-created learning in workplaces, we will help meet regional skills shortages and drive jobs and economic growth.

Our mission is one of hope and aspiration. It is informed by our Living Values – Inclusion, Innovation, Excellence, Empowerment, and Collaboration – which unite us to support our transformational strategy.

Australia's future depends on thriving regional communities. Our communities look to the University to lead and engage their transformation, drawing on local, collective wisdom and global innovation. We do everything in partnership, as part of the communities we serve. History shows that it is only together that we can thrive.

The challenge of driving transformation through innovation once again beckons. As recent world events accelerate the pace of change, we will deliver innovative solutions to lead our communities into the future.



Professor Duncan Bentley
Vice-Chancellor and President
Federation University Australia



As Australia's leading regional university

Purpose.

We transform lives and enhance communities.

Scope.

We provide innovative and integrated lifelong learning, job skills and impactful research that enable people and communities to prosper locally, regionally and globally.

Living values.

Inclusion. We champion access and inclusion for all. We celebrate our diversity, particularly valuing Aboriginal and Torres Strait Islander cultural heritage, knowledge and perspectives.

Innovation. We innovate to transform. We are agile and responsive to emerging opportunities.

Excellence. We excel in all that we do. We act with integrity and take responsibility for achieving high standards.

Empowerment. We respect and trust our people. We create a supportive environment to take informed risks in pursuit of success.

Collaboration. We are stronger together. We establish genuine partnerships built on shared goals.



Strategic plan on a page

External trends and challenges

- > Relentless innovation and reinvention
- > Technology in education
- > Lifelong learning
- > Geopolitical change
- > Regions as drivers of economic revival
- > Government policy
- > Post-COVID economy

Strategic responses

- > Build Australasia's leading community-embedded university
- > Offer Australia's best multi-sector educational pathways and experience
- > Understand and support learner diversity
- > Become the partner of choice for regional employers and industry and government
- > Grow the economic and cultural opportunities of the regions and communities we serve
- > Create new ways of working together

Capabilities required to support the strategic responses

- > Transformational leadership
- > Effective external stakeholder engagement
- > Campus-based employment precincts
- > Digital-first approach
- > Rapid course development and renewal
- > Short-cycle qualifications/micro-credentials
- > Analysis of education outcomes and trends
- > Client-driven model for industry partnerships
- > Shared infrastructure, assets and services
- > Agile, specialised teams
- > Continuous development of our people
- > Modern business systems
- > Governance, risk and project management

Strategic objectives and outcomes

1. Transform lives

- > World-class multi-sector education available to all
- > World leading research in our priority areas
- > Positive career and life impact
- > Broad access, diversity, and inclusion, acknowledging our Indigenous heritage

2. Enhance communities

- > Research that drives economic and social transformation from regional Australia to all of our communities
- > Meaningful, impactful and long-lasting partnerships with employers and industries
- > Transformative collaborations and partnerships with governments and community organisations
- > Exemplars of future-focused university towns in Australia

3. A strong and sustainable University

- > High quality, impactful research aligned to educational programs
- > High quality, relevant and profitable educational offerings
- > First choice employer and destination for students in each of our communities
- > Strong accountability and governance
- > A focus on sustainability
- > A dynamic and empowered workplace

Key trends and challenges influencing our strategy

External influences and why they matter

Relentless innovation and reinvention

A world with continuous innovation and reinvention will drive how Australians work, live and learn.

Technology in education

The impact of technology on pedagogy has transformed how universities operate and students learn. We must use technology to drive high quality and connected experiences for our customers.

Lifelong learning

The way in which our customers access skills is increasingly focused on a continual skills acquisition approach, requiring us to offer new ways of learning, more often and more quickly.

Regions as drivers of economic revival

University presence in regional centers are a key competitive advantage – we must drive economic transformation through our special place in the regions.

Geopolitical change

The international education market is increasingly crowded by strong competitors and competing nation states. To compete, our programs and research must be attractive, relevant and competitive.

Government policy

The education sector must plan for a turbulent and unpredictable regulatory environment, necessitating an agile and flexible response.

Post-COVID economy

The COVID-19 pandemic has the potential to force a complete economic transformation, the like of which has not been present since 1945, and we must respond proactively to this challenge.





Our strategic responses to these trends

What we will do

Build Australasia's leading community-embedded university

Create opportunities for community integration in our campuses, our programs, our research and our business parks, creating long lasting and impactful outcomes.

Offer Australia's best multi-sector educational pathways and experience

Provide a range of locally appropriate pathway opportunities for all that best meets the needs of our client communities, and which in turn maximise the employability of our graduates, on the local, national and international stage.

Understand and support learner diversity

Provide a suite of educational opportunities and programs that embrace diversity, and which reflect an increasingly divergent customer base, through the use of effective market intelligence, engagement, monitoring and improvement.

Become the partner of choice for regional employers and industry and government

Partner regional employers with large-scale skills and research program needs that are most capable of growth, and which require new skills and technology. Create a regional competitive advantage for those businesses and communities that we serve, applying those models to other markets.

Grow the economic and cultural opportunities of the regions and communities we serve

Create new ways to partner with communities and regions that deliver joined-up, integrated, planned and sustainable economic development outcomes, focusing on investment attraction, commercial partnerships, jobs creation, the arts and the visitor economy.

Create new ways of working together

Use teams based and dynamic project structures that support responsiveness, agility, individual skills growth, innovation and entrepreneurialism within our staff cohorts as well as across the broader community.

Capabilities needed to deliver our strategic responses

Capabilities required and what they entail

Transformational leadership

Transformational leadership that shows our values in action; inspires our students and partners; and inspires and empowers our staff.

Regular external stakeholder engagement

A coherent and consistent program of engaging with key external stakeholders – industry, governments and community organisations – to understand their needs and promote how we can support and empower them. This must balance a university-wide approach with campus-based local engagement.

Campus-based employment precincts

Campuses as integrated education and employment precincts that are deeply embedded with their local communities, driving creative and synergistic environments.

Digital-first approach

Digital technology embedded in all we do, to deliver a high-quality and personalised experience at scale for students, staff and partners, as well as to reduce duplication.

Rapid course development and renewal

A systematic process to review and renew existing course offerings to ensure quality and relevance, stop sub-scale or sub-par offerings, and create new offerings where needed. This must be backed up by quick and flexible academic approval processes, including for cross-school offerings.

Short-cycle qualifications/ micro-credentials

Focused and stackable education offerings that are scalable, profitable, and aligned with specific industry-required skills.

Analysis of education and employment outcomes and trends

A dedicated capability to track and analyse our educational impact (to inform continuous improvement) and external education trends (to anticipate change and respond appropriately).

Client-driven model for industry partnerships

A flexible co-design approach to creating deep partnerships with key regional employers and industries, covering workforce training, research partnerships, commercialisation, academic secondments and more.

Shared infrastructure, assets and services

Creating value by reimagining and sharing our infrastructure and assets: community access, joint ventures, tech parks, commercial activities, shared services and more. Increasing our reach and reducing duplication by partnering to get access to other organisations' assets and infrastructure.

Continuous development of our people

Investment in the learning and development of our workforce to attract, engage and retain talented staff and ensure they have the skills and capabilities to deliver on our strategic priorities.

Agile, specialised teams

The ability to quickly form and reform specialized teams from different parts of the University in order to deliver new ways of working in education, research, and partnerships.

Modern business support systems and processes

An enterprise architecture with fit-for-purpose systems and processes, with special focus on big data, cloud and A.I. capabilities, combined with removal of outdated processes.

Governance, risk & project management

A consistent and continuously improving governance, risk and project framework to ensure good decisions and effective implementation. This includes clear criteria and processes for partnering and project approval, and effective project monitoring and reporting using university-wide KPIs.



Living our values

As Australia's leading regional University we will continue to transform lives and enhance communities; ensuring a strong and sustainable University for all



Our 'living' values will

serve as the cornerstones of our organisational culture

unite us to support our transformational strategy

build on our passion, goodwill and collective vision

guide our actions and empower us to succeed, and

lead to a professional standard of excellence on which we and our stakeholders can rely

Inclusion

We champion access and inclusion for all

We celebrate our diversity, particularly valuing Aboriginal and Torres Strait Islander cultural heritage, knowledge and perspectives

- > provide a respectful, safe and fair working environment
- > ensure all voices are heard, listening with an open mind to consider different points of view
- > embed respectfully Aboriginal and Torres Strait Islander cultural heritage, knowledge and perspectives into our University life
- > champion inclusive practices to ensure equity, access and equal opportunity



Innovation

We innovate to transform

We are agile and responsive to emerging opportunities

- > lead innovative and impactful solutions to address stakeholder needs
- > think creatively and pursue relevant opportunities
- > challenge the status quo to inspire better ways of doing things
- > adapt and be flexible when dealing with complexity, uncertainty and change



Excellence

We excel in all that we do

We act with integrity and take responsibility for achieving high standards

- > create engaging environments where passion for learning can thrive
- > support and challenge each other to meet and exceed expectations
- > make decisions in a principled, strategic and consultative manner
- > pursue continuous improvement to deliver exceptional stakeholder experience



Empowerment

We respect and trust our people

We create a supportive environment to take informed risks in pursuit of success

- > provide our people opportunities to flourish and shape our future success
- > trust our people to find solutions through listening, learning and bold action
- > build confidence in our people to make decisions that deliver exceptional results
- > enable a sense of purpose in our work by taking responsibility for our performance and behaviour



Collaboration

We are stronger together

We establish genuine partnerships built on shared goals

- > foster strong, productive and mutually beneficial partnerships that generate positive outcomes
- > work together to adapt, evolve and address complex challenges
- > build cross-functional relationships through mutual respect, transparency and accountability
- > share knowledge and work together to build a strong sense of community

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