

UC Strategic Plan 2011–2013

Challenge

1. **RECRUIT:** Improve student recruitment and enrolment through clear admission standards, efficient and effective processes, focused programmes, and targeted and integrated communications. (SS&I, CER, PVCs, AVC(A))
2. **RETAIN:** Support student success through better monitoring and intervention programmes, implementing customer focus and service KPIs and UC Sport. (PVCs, SS&I, LR)
3. **PROGRAMMES:** Develop curricula reflecting scholarship, societal need and virtual learning. Clarify the role of faculties via discussion and engagement. Implement quality assurance for teaching following academic audit and further consultation. (AVC(A), PVCs, LR)
4. **CONTINUOUS IMPROVEMENT:** Projects across UC to improve processes in HR, Admissions and Enrolment, Marketing and Publications, Finance and Learning Resources self-service. (LR, SMT)
5. **STAFF DEVELOPMENT:** Implement a programme to boost morale and develop the capability of UC leaders and staff at all levels – SMT, Heads of School, academic staff and general staff. (HR, SMT)
6. **EARTHQUAKE:** Recovery-related insurance, rehabilitation and enhance disaster preparedness. (Registrar, LR, CFO)
7. **BUDGET:** Implement the initiatives underlying the assumptions in the 2011 budget, the 2012 forecast and 10-year financial model. (CFO, SMT)

Concentrate

1. **RESEARCH QUALITY:** Implement strategies to maintain or improve PBRF scores and demonstrable, measurable research outputs that have economic impacts. (DVC, AVC(R), PVCs)
2. **RESEARCH CENTRES:** Consolidate new research institutes and centres in relation to governance, finance, research and recognition. (BIC, NZILBB, Waterways, Ngāi Tahu) Review research centres and field stations. (DVC, AVC(R), PVCs, LR)
3. **STRATEGIC RESEARCH:** Pursue significant immediate opportunities in water, earthquake research, HPC, NZi3, urban design and digital humanities. (DVC, PVCs)
4. **EFFECTIVE TEACHING:** Improve effective use of teaching time, including reviewing the honours pathway and initiating professional and/or one-year taught master's programmes. (PVCs, AVC(A), HR)
5. **ENABLERS:** Implement learning resources, strategies, IT infrastructure, enterprise architecture and access to learning content. (LR)
6. **ONLINE EXPERIENCE:** Improve the UC learning environment and online experience for students, staff and stakeholders. (CER, LR, PVCs)
7. **CAPITAL PROJECTS:** Including Biological Sciences stage 2, planning for stages 3 and 4, Engineering planning and issues arising from the earthquake. (LR, CFO)
8. **CAMPUS TRANSFORMATION:** Refine and implement the Campus Master Plan and enhance the campus community. (LR, SS&I, CER)

Connect

1. **INTERNATIONALISATION:** Improve partnership management, student recruitment, admission, enrolment and success management. (SS&I, PVCs, CER)
2. **COMMUNICATIONS:** Implement co-ordinated multi-channel, two-way communications strategies with key stakeholder groups, notably business, national and local government, research partners, suppliers, tenants and the community. Protect and build UC's reputation through proactive issues management and brand building. (CER, PVCs)
3. **ALUMNI AND DEVELOPMENT:** Improve alumni and development engagement including scholarships and endowments pipeline, bondholder and UC Foundation interactions and self-managing alumni community. (CER, PVCs)
4. **RESEARCH PARTNERS:** Improve engagement with CRIs, business and other partners and funding sources, domestic and international. (DVC, PVCs, CER)
5. **CAREERS:** Work with students and employers ensuring enhanced quality careers education, internships and employment opportunities that add value to UC degrees, students, graduates and postgraduates. (CER, PVCs)
6. **MĀORI ENGAGEMENT AND SUPPORT:** Develop and implement a Māori strategy. (AVC(M), PVCs)
7. **PACIFIC ENGAGEMENT AND SUPPORT:** Implement the Pacific Plan. (DVC)
8. **UC COMMUNITY ENGAGEMENT:** Improve UC community engagement across colleges, between colleges and the centre, and between staff and students. (SMT)

KEY

AVC(A) AVC Academic

AVC(M) AVC Māori

AVC(R) AVC Research

CER Communications and External Relations

CFO Chief Financial Officer

DVC Deputy Vice-Chancellor

HR Human Resources

LR Learning Resources

PVC Pro-Vice Chancellors of Colleges and Head of School of Law

SMT Senior Management Team

SS&I Student Services and International