



Positioning our Libraries: locally, nationally & globally

CAVAL Forum
28 May 2019

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Director, Scholarly Services and University Librarian



Key points to be covered

- Why it is important to “Think BIG”
- Purpose and vision in positioning libraries
- Who are the community stakeholders responsible for owning, leading and enabling strategy
- How do research insights enhance a customer-led design approach (Cx) to strategy
- Cascading strategy locally, nationally and globally
- What does “actioning and delivery” of strategic and operational plans look like in practice
- Finally – stay calm and focused - “Think BIG”



South African Airways –
strategic aspiration

Bringing the world
to Africa and
taking Africa to the
world



Work in progress: An emerging vision for 2030?

Current vision

(Growing Esteem 2015 – 2020)

The Melbourne Vision

*The University of Melbourne
is committed to being one of
the finest universities in the
world, contributing to society
in ways that enrich and
transform lives*

Emerging vision

(Strategy 2030)

The Melbourne Vision

*The University of Melbourne
is committed to being a great
Australian university for the
world, exercising global
leadership and delivering
enduring value to our
students, partners,
communities and to society*



1
in Australia



32
in the world



6
in graduate employability
worldwide

Times Higher Education World University Rankings 2019/QS Graduate Employability 2019

What are Universities for?

Curate the canon of knowledge, interrogate the canon of knowledge, with the active participation of students, sharing beyond the walls of the University, to benefit society.

(Duncan Maskell, Vice Chancellor)

1883

First woman to graduate from an Australian university, Julia 'Bella' Guerin, graduates from the University of Melbourne.

1982

Professor Graeme Clark developed and later conducted the first multi-channel commercial cochlear implant, engineering the first bionic ear.

2008

Melbourne Model introduced, reflecting the global trend towards broad and liberal undergraduate education leading into specialised, professional graduate study and research degrees.

ACADEMIC DIVISIONS

Teaching and Learning
Research
Engagement

UNIVERSITY SERVICES

Expert advice
Operational support

CHANCELLERY

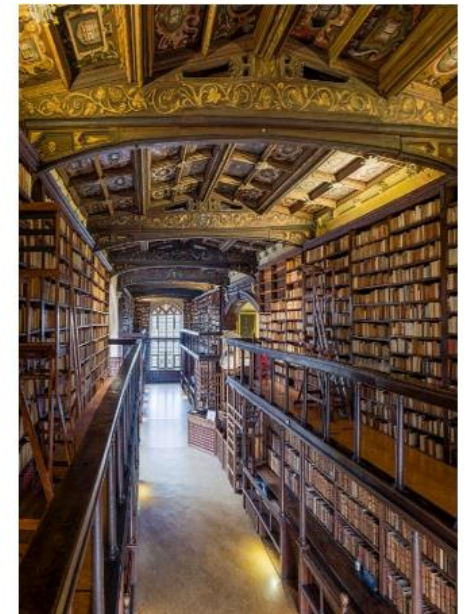
University Strategy
Policy
Capability
Capital
Brand

Melbourne Operating Model

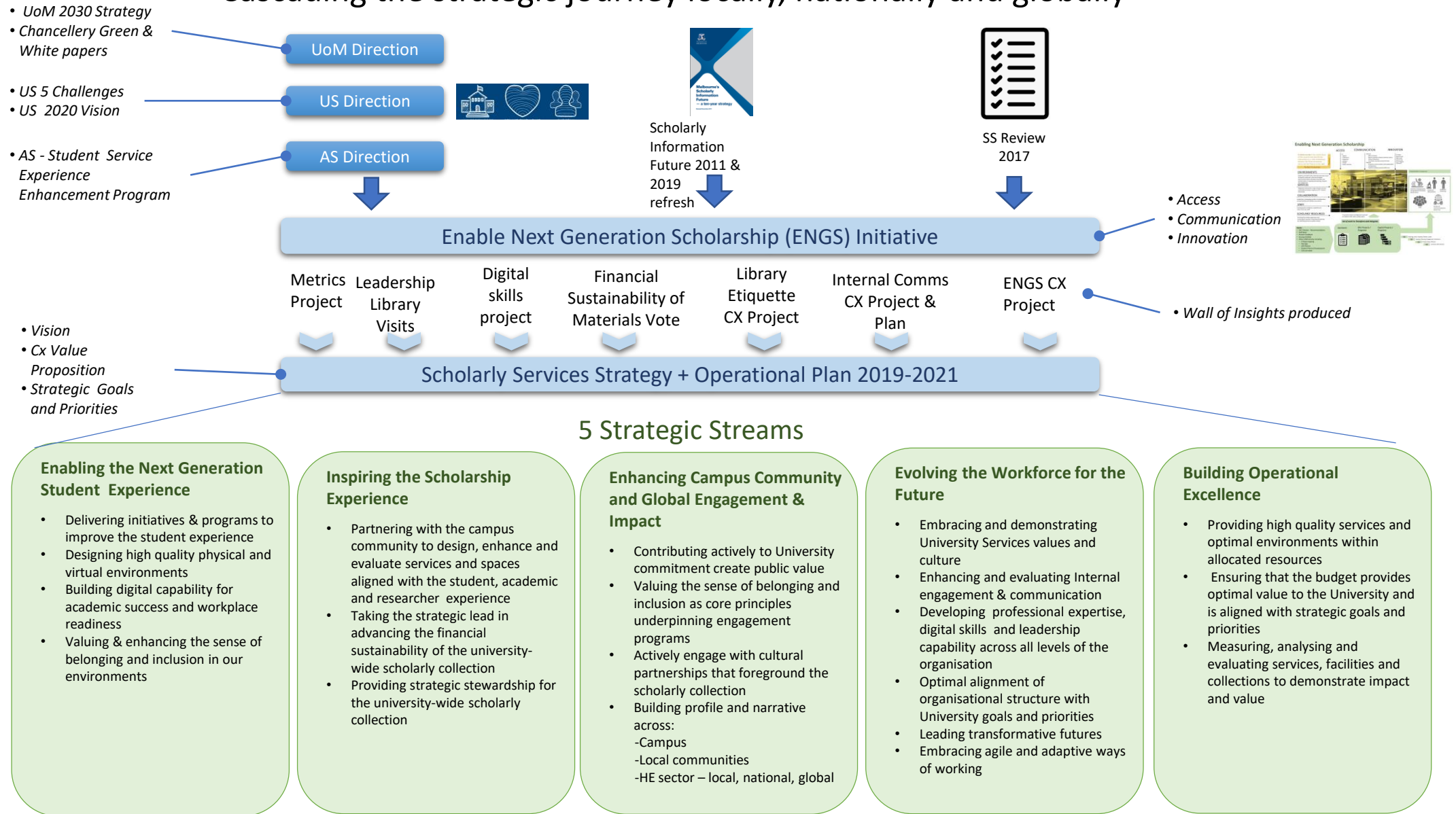


What does this mean for Scholarly Services?

- Scholarly Services aligns with the Vice-Chancellor's areas for focus
- Library remains an essential service for T&L and research - but no longer 'storehouse for knowledge'
- Learning Environments will remain a critical success factor for T&L



Cascading the strategic journey locally, nationally and globally



The University's purpose: Creating, curating, challenging and disseminating knowledge to shape and benefit society

- **Curating the canon of knowledge:** understanding, nurturing and disseminating the existing canon of knowledge.
- **Challenging the canon, creating new knowledge:** interrogating the canon with a constant spirit of inquiry, rigorous scholarship and research, leading to the generation of new knowledge and its translation.
- **With the active partnership and participation of students:** our students benefit from teaching infused with research and inquiry and are educated to see the big picture: to be curious, innovative and rigorous, and so shape new knowledge and ideas. Our students, past and present, make a positive difference in the world.
- **Sharing beyond the walls of the University for the benefit of society:** engagement with communities enriches everything we do, ensures that opportunity is shared and that society benefits from all aspects of the University's work.



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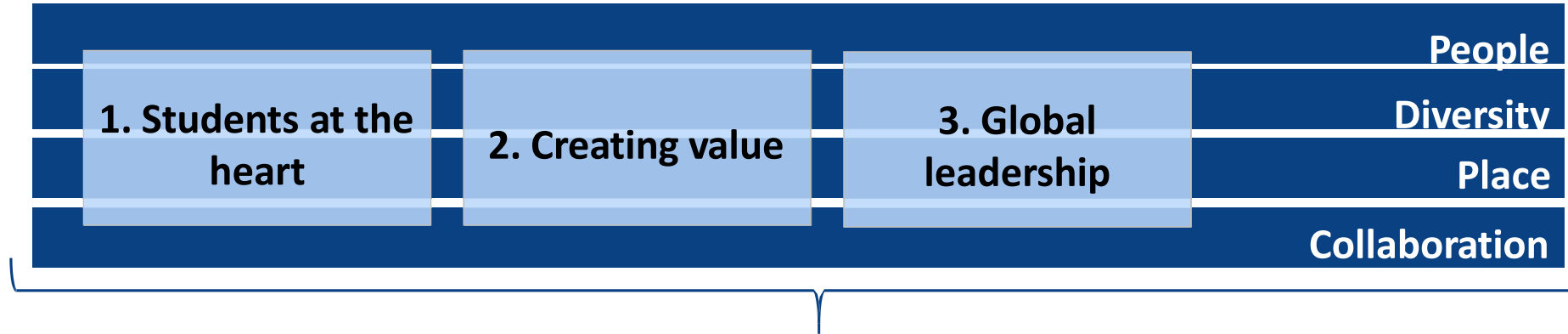
Emerging vision

(Strategy 2030)

The Melbourne Vision

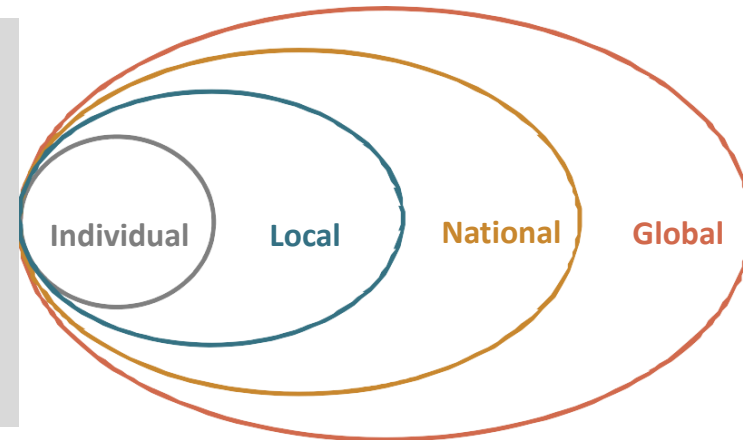
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Emerging possible themes for exploration in the discussion papers – green & white papers



Questions to be addressed

- What does success look like in 2030, across individual, local, national and global levels?
- What do each of these themes mean for our core work of education and research?
- What is our baseline, compared to where we need to go? What are the key opportunities and challenges, and can we identify key initiatives?



Leading transformative futures position libraries – the UoM example

- Aligning university purpose, vision and scholarly information strategy
- Core to the purpose is scholarly communication
- Stretch our ambitions and aspirations for scholarly information – locally, nationally and globally
- Stimulate university-wide thought-leadership and ownership around building on achievements always with a lens on the contemporary and emerging futures
- Optimise a customer design-led approach (Cx) to strategy
- Scholarly information strategy is owned by the university community, led by the academic community and enabled by the professional community

Melbourne's Scholarly Information Future — a ten-year strategy

Revised December 2011

Melbourne's Scholarly Information Future: a ten -year strategy

- Endorsed by Academic Board and University Council in 2008
- It was an ambitious vision – too large for a single program or department to achieve in isolation. The strategy urged us to cooperate across academic, professional and organisational boundaries, finding innovative ways to remove barriers and stimulate new ideas.
- To frame our current and ongoing choices it also articulates a set of guiding principles
- In 2011 minor amendments were made while confirming principles and ensuring long term goals remain sound

Questions shaping the “future 2025” lens

What do we want to look like as a future-ready and focused scholarly information University? (do we lead or operate in catch-up mode?)

How should we develop the strategy to converge with the purpose of the University?

Are the ambitions and aspirations sufficiently robust, relevant and balanced to support the University purpose and core work of education, research, cultural partnerships and community?

Scholarly Information Future: 2025 “refresh”

focused local, national and global futures that align with university purpose and vision

A future focused commitment to the aspirations of Melbourne’s Scholarly Information Strategy – a ten year strategy (2008-2018)

The strategy overview

The *Scholarly Information Future 2025* strategy is a response to environmental and other changes since the 2011 review point. Recognising that the pace of change will not abate, it is critical to refresh the strategy from time to time to ensure that a clear long-term vision enables the University to align choices with strategic priorities.

USES OF SCHOLARLY INFORMATION

Memory
Learning
Discovery
Sharing

OPERATING PRINCIPLES

User-centred
Collaborative
Lean and Agile
Digitally enhanced
Supported by data



ASPIRATIONS



RESEARCH AND ENTERPRISE

Build an outstanding information environment
Disseminate scholarly works

BY 2025

Integrated and highly capable digital research infrastructure (informatics, data and compute, and curation)
Data Governance Framework
Optimised Research Repository Infrastructure
Scholarly Commons



LEARNING AND TEACHING

Enable students to effectively use scholarly information
Support staff to create outstanding learning opportunities for students

Enhanced Student Experience Strategy
Pedagogy and curriculum innovation
Digital Capability Framework



COMMUNITY ENGAGEMENT AND CULTURAL PARTNERSHIPS

Involve University community in creating and managing scholarly information
Employ scholarly collections to stimulate interaction with external communities

Cultural Commons Framework
Embedded Indigenous knowledge and heritage



SUSTAINABILITY

Create world-class physical and virtual environments for research and learning
Ensure financial sustainability
Adopting sustainability principles in the design and management of our physical estate
Continuously improve and innovate
Use data to inform our decisions

Refreshed online learning suite
Optimal balance between physical collections and available space to enhance the student experience
Open Scholarship position and statement
Sustainable funding model for scholarly collections



PEOPLE, DIVERSITY AND INCLUSION

Contribute to global scholarship in information practices
Embody openness, equity, diversity and inclusion
Engage in partnerships for mutual benefit

Contemporary collections strategy
New roles for new times to meet expectations of the University community
Recruitment, retention and development of new Informational Professionals

Learning and teaching



Enable students to effectively use scholarly information

Support staff to create outstanding learning opportunities for students

By 2025 we will know we're on track if...

- Digital capability programs are embedded and easily accessible across degrees and professional postgraduate programs, within a multi-disciplinary framework
- Academic staff have awareness of and access to high quality scholarly support programs which assist in the development of stimulating and intellectually engaging learning experiences
- Students are able to demonstrate superior and contemporary digital skills that are relevant to future employment opportunities
- Our virtual learning environments are easy to use, flexible, personalised, resource-rich, customisable and individualised to meet learning outcomes.
- Our teaching and learning spaces support different learning styles, pedagogical methods and information media types.
- We leverage the capacity of our information environment to provide access to resources regardless of location, enabling our staff to create flexible, personalised learning experiences for students.
- Our graduates are discerning information seekers, equipped for lives and careers in which knowledge boundaries are permeable and issues of professional practice often require interdisciplinary understanding and knowledge that is rapidly renewed.

To enhance the next generation learning and teaching at Melbourne, we will:

5. Equip our students with the critical, ethical and digital capabilities to effectively use scholarly information
6. Equip our staff with the resources, scholarly information capacity and skills required to create learning experiences of the highest quality
7. Equip students and staff with seamless and flexible access to technologies, scholarly information resources, expertise, collections and expert professional support
8. Build digital capability for academic success and workplace readiness

Sustainability



Create world-class physical environments that support the development of scholarly communities and facilitate a sense of belonging

Ensure financial sustainability

Adopt sustainability principles in the design and management of our physical estate

Continuously improve and innovate

Use data to inform our decisions

By 2025 we will know we're on track if...

- Implementation of the Scholarly Services Accommodation Masterplan has commenced, ready to meet the needs of next-generation scholars and maximise the value of physical environments for accessing and using scholarly information.
- Achieve effective balance between physical spaces occupied by print collections and available space to enhance the student experience
- Students are able to use formal and informal spaces on campus, indoors and out, in ways that blend physical and virtual learning environments for individual and collaborative learning.
- Social learning spaces support the development of outstanding scholarly communities and facilitate a sense of belonging.
- Adequate physical and digital collections support research, learning and teaching, and engagement activities.
- Investment in collection development and preservation is maintained, and the quality of key collections is demonstrably high.
- Philanthropy and other external funding streams are employed to support strategic initiatives.

To create world class physical and virtual environments we will:

13. Design high quality physical and virtual environments which demonstrate excellence in contemporary sustainability principles
14. Enhance and value the sense of belonging and inclusion in our environments
15. Partner with the campus community to design, enhance and evaluate services and spaces aligned with the student, academic and researcher journey

People, diversity and inclusion



Contribute to global scholarship in information practice
Embody openness, equity, diversity and inclusion
Engage in partnerships for mutual benefit

By 2025 we will know we're on track if...

- Melbourne is recognised as an international thought leader in the application of scholarly information and technologies to advance research and scholarship.
- Information professionals are partners in our research, learning and teaching endeavours, increasing our overall productivity
- Our students and staff are able to access scholarly information, technologies and research instruments regardless of location, supporting an integrated approach to participation in learning, research and engagement activities
- We have improved the accessibility of our systems and the quality of our support for personal mobile computing

We will:

16. Provide an information environment that is distinguished by ease of use, equity of access, quality of content, and richness of possibility
17. Continuously explore emerging trends, new business models and tools in the creation, dissemination, access, collection and preservation of scholarly information
18. Develop new cohorts of specialists in information and related technologies to engage with academics as research and teaching partners
19. Engage in advanced scholarship in information practice, using this to inform the development of our information partnerships, services, systems and infrastructure

University Services 2020 vision



We will re-design, renew and re-imagine our systems and processes to create new and better experiences.



We will be the benchmark for customer experience in universities, giving students an experience that is in keeping with our reputation, supporting staff to innovate, and being easier to do business with.



We will be more responsive, creative, agile and become evermore easy to do business with.



Values for Student Services

As part of University Services we share a common set of values. For us this means:



University First

- We take the time to understand every individual
- Students speak, we listen
- When we observe and share, we improve.



Service Excellence

- We know when to act and when to take advice and seek support
- There's no wrong door
- Our behaviour defines us – approachable, curious, helpful and supportive.



One Team

- We share a single vision: to be the benchmark for student services in higher education
- We model cohesion
- Together, we do great work and make a difference.

As student service professionals, we also share the following commitments:



How we work

- We're ready to start
- We respect the space
- We dress the part
- We are work space safe.

Enabling Next Generation Scholarships (ENGs) CX Transformation

Enabling scholarly success.



HCD bootcamp

- Key members of the Scholarly Services team will learn how to apply HCD fundamentals
- Foundation to onboard team members onto the project and to new ways of working.

Research, design and delivery

- Customer research to gain a deep understanding of needs, expectations and behaviours
- Idea generation, concept development and prototyping to design and validate new offerings
- Showcases to socialise the project with key stakeholders
- Actionable insights, concepts and recommendations for development

Training and engagement

- Deepen individual learning and embed HCD in projects
- Weekly program and sessions to engage at a team and individual level
- Program structure builds on existing frameworks and approaches (HCD Playbook)

Project goal

HMW enable scholarly success across University of Melbourne?

Primary objectives

- Define what "enabling" and "scholarly success" means
- Shape and articulate the Scholarly Services value proposition and impact
- To create actionable insights, ideas, recommendations and concepts for future experiments and development.
- Inform workplans for 2019/20, with a prioritised set of initiatives
- Identify and design drivers of scholarly success

Secondary objectives

- Connect and engage with the wider Scholarly Services team
- Inform and shape our collective identity
- Develop, shape and signal new ways of working



Customer engagement

- Students
- Academics
- Researchers
- Professional staff
- Community



Challenges

- Access to time poor customers and stakeholders (e.g. academics, post graduate researchers)
- Cultural readiness to keep pace and engage with project outcomes
- Integration of core services with adjacent service portfolios
- Alignment with other related initiatives (e.g. Student Precinct)
- Managing time, scope and Scholarly Services leadership team availability
- Alignment with current funding models and master planning processes



Core team

- University of Melbourne
- CX Team member(s) TBC
 - Scholarly Services Team member TBC
- MAKE
- Cat Hayes
 - Harriet McDougall
 - Kristina Aagaard
 - Sam Horman



Governance

- Scholarly Services Leadership Team
- Gwenda Thomas
 - Donna McRostie
 - Andrea Phillips
 - Karen Kealy



Key stakeholders

- Deans and Associate Deans
- Provost and Deputy Vice Chancellors / Deputy Provosts
- Buyers Committee
- University Services Leadership Team
- Academic Services Executive Team
- LARC

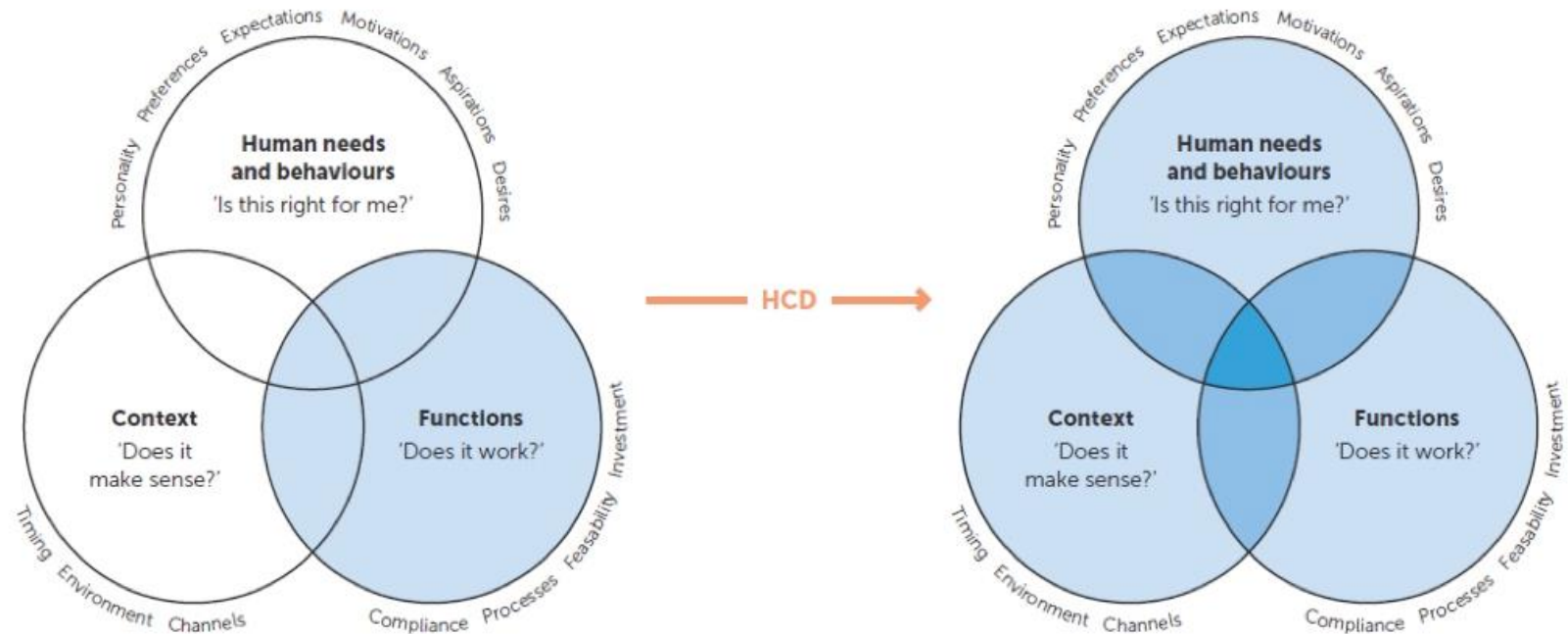


Project space

- Want to know more?
- TBC**
?@unimelb.edu.au
- Cat Hayes**
cat@makestudios.com.au
- Seminar room, ground floor, Baillieu library TBC

Why Human-centred design (Cx – customer experience)?

Human-centred design (HCD) is a methodology which places human needs and expectations at the centre of problem-solving - before considering organisational and technological constraints or solutions



This ensures solutions are created in line with the needs of customers
Historically we have focussed on function only – we are now considering all three

Leading transformative futures

A design-led approach to research

‘University Services’ 2020 vision puts the customer at the heart of everything we do’.

What could re-imagined Scholarly Services look like in the future to support scholarly success at the University of Melbourne?

The findings and recommendations from the project informed Scholarly Services strategy, service vision and operational plan.

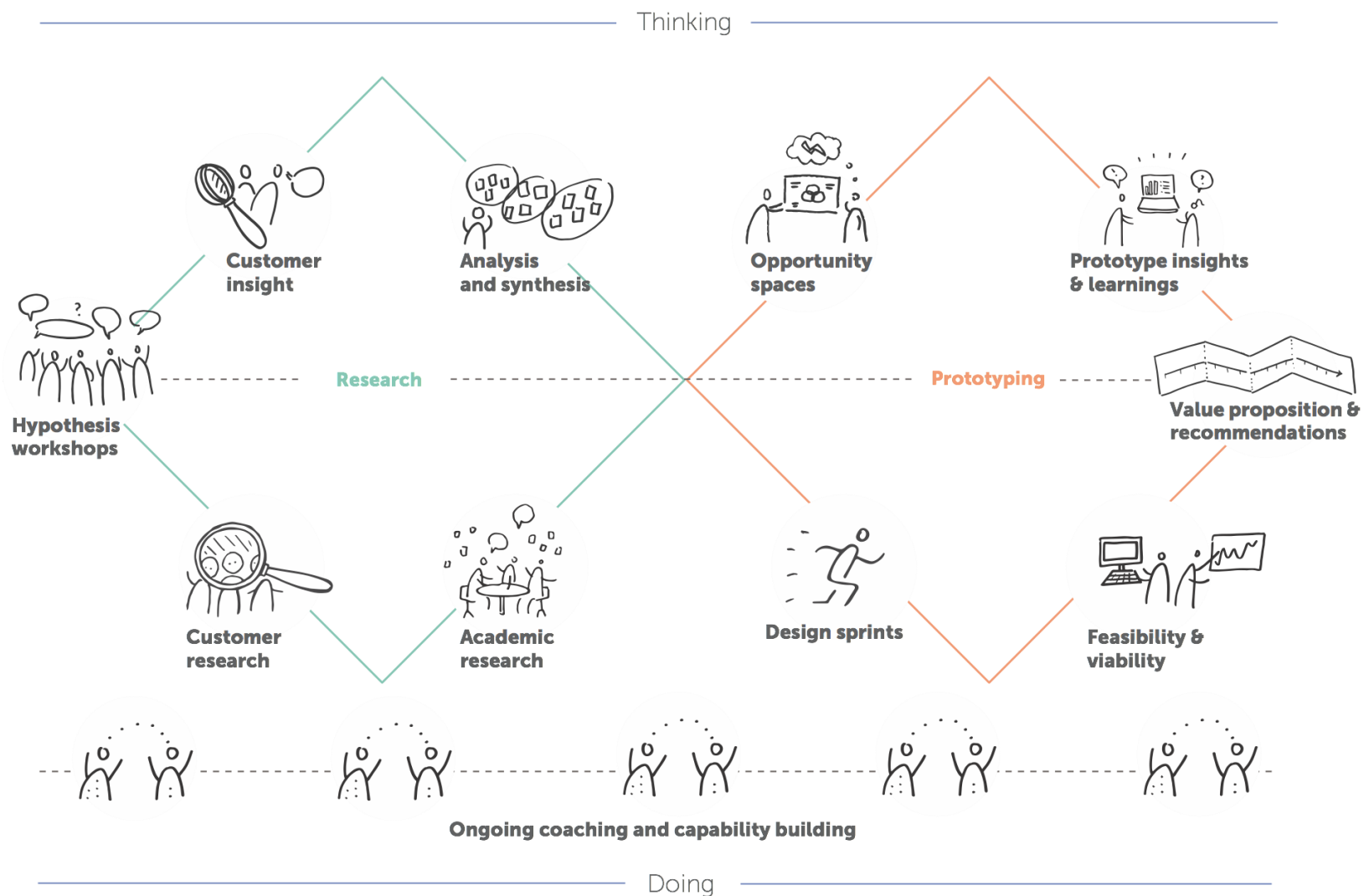
Throughout our research, we engaged...

**60 Undergraduate and
graduate coursework students**

46 Graduate Researchers

29 Academic staff

Chancellery



Customer-informed considerations for Scholarly Service's strategic and business plans



1. Next Generation Student Experience

Adopt flexibility as a working principle, and enable customers to shape their own experiences.

Every service and product should feel coordinated, intuitive and be of world-class standard.

If a best-practice service or product already exists, look to integrate it into the customer experience and build partnerships, rather than duplicating.

Digital and physical experiences must work together to build a holistic experience, and provide flexibility to allow for unique customer contexts.

Faculties are at the heart of the student experience; know when to play a background role in enabling them to support and deliver exceptional scholarship experiences.

Students will always need high quality physical spaces to work, connect and belong in.

Maintain inclusivity and accessibility for newly equipped, orderly and dynamic spaces.

2. What role can Scholarly Services play in inspiring the scholarship experience?

Teaching and learning

Academics need support to embrace the future of pedagogy, and understand how their role and value will shift, while balancing research pursuits.

Scholarship is different for everyone. Understand the unique pressures playing out for each customer group and help to manage or negate them.

Scholarly Services is responsible for taking a proactive stance to enable the delivery of strategic change in pedagogy, with an understanding of the changing contexts of our customers.

Research

Risk-taking and exploration lie at the heart of scholarship for academics and must be supported.

Time is of the essence for researchers: Every engagement must demonstrate efficiency and relevance.

Graduate Researchers feel lacking in status and identity & want to see evidence of dedicated resources, spaces & services to feel valued and supported by the University.

Graduate Researchers need a range of soft /practical skills and support based on their objectives, to become effective teachers, employable professionals or esteemed academics.

Research can be isolating and ambiguous: feel they want support connection, structure and community across disciplines among researchers.

Provide access to the value of collections through curation and visibility, to optimise digital content.

3. What role should scholarly services play in activating and supporting local and global communities?

Customers expect local communities to form around faculty and global communities around discipline— but they must be provided with the resources and spaces they need to thrive organically.

Create visibility of indigenous identities in spaces and services, and improve cultural literacy through meaningful partnerships.

Library spaces should act as third spaces for people to share the companionable experience of scholarship, but adapt for new definitions of scholarship and pedagogical reform.

Wider research networks are the future, support customers to collaborate across universities, locally and globally in research.

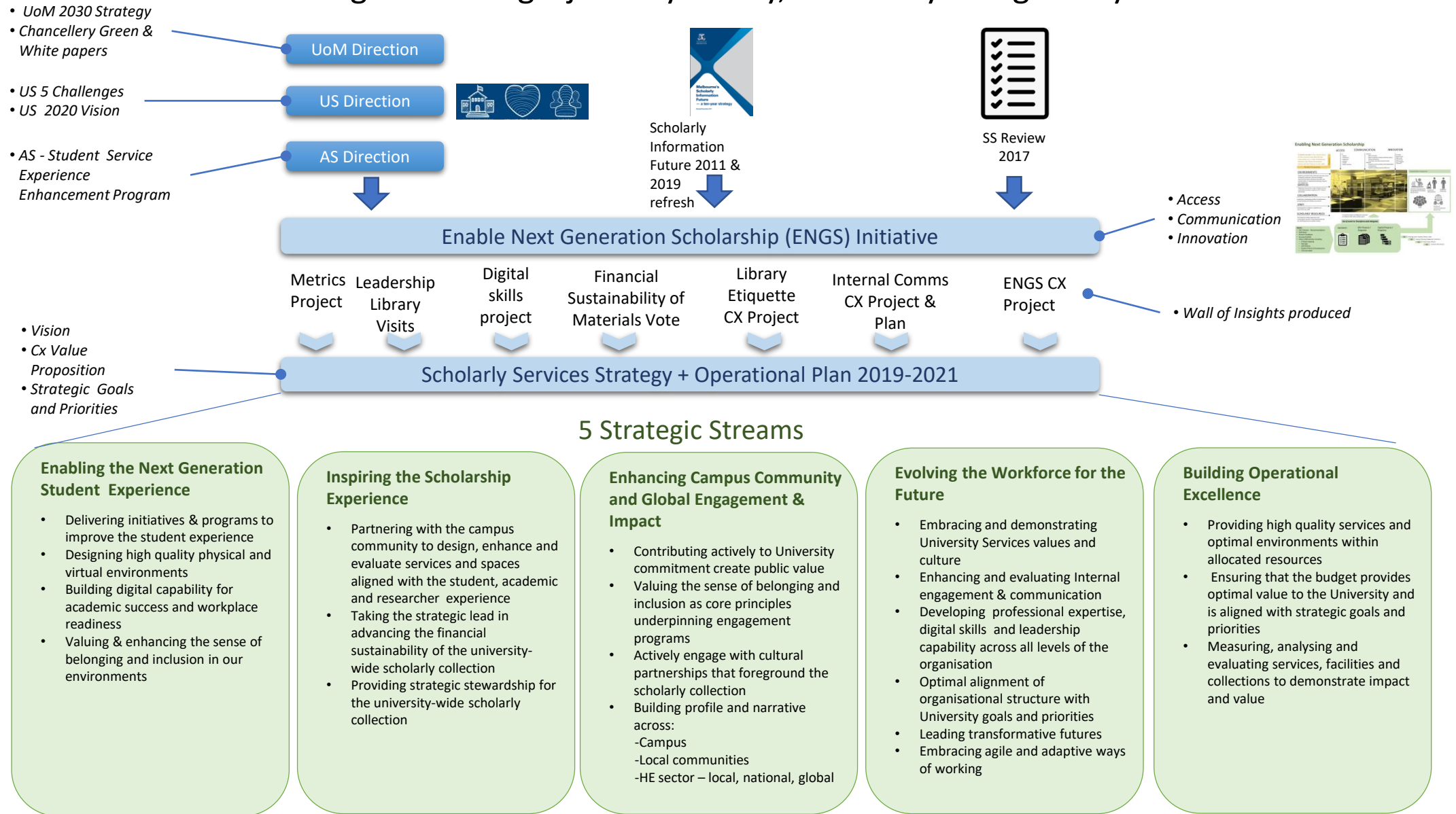
Build on existing relationships and develop new ones, to tailor and adapt the way in which we deliver services.

Scholarly Services customer-led value proposition

Your value is in enabling the pursuit of scholarship, by leading with accessible resources and support, whether directly to us, your customers, or indirectly through our partnerships. Through being trusted as expert partners, and as the connectors of knowledge, you lead transformative futures.



Cascading the strategic journey locally, nationally and globally



Our vision for 2019 to 2021

Stretching excellence – inspiring your academic journey

By 2021, we will be a highly adaptive team enabling academic study and research. Globally recognised for our rich collections, **welcoming spaces** and professional expertise, we aspire to provide a complete experience for our students, academics, researchers and partners in advancing knowledge and inquiry.





THE UNIVERSITY OF
MELBOURNE

Finding the linkages:

- Research customer experience insights
- Design user-centric-led informed strategy
- When you have the strategy look at operational plans
- Align strategy and structure with capacity and resourcing to deliver

Defining our 5 strategic streams

Enabling the next generation student experience	Inspiring the scholarship experience	Enhancing university, community & global engagement	Evolving the workforce for the future	Building operational excellence
<ul style="list-style-type: none"> • Delivering initiatives & programs to improve the student experience • Designing high quality physical and virtual environments • Building digital capability for academic success and workplace readiness • Valuing & enhancing the sense of belonging and inclusion in our environments 	<ul style="list-style-type: none"> • Partnering with the university community to design, enhance and evaluate services and spaces aligned with the student, academic and researcher experience • Taking the strategic lead in advancing the financial sustainability of the university-wide scholarly collection • Providing strategic stewardship for the university-wide scholarly collection 	<ul style="list-style-type: none"> • Contributing actively to University commitment to create public value • Valuing the sense of belonging and inclusion as core principles underpinning engagement programs • Contributing to the vision & strategic plan to position UoM collections & the Cultural Estate in a global context • Actively engage with cultural partnerships that foreground the scholarly collection • Building profile and narrative across internal & external communities 	<ul style="list-style-type: none"> • Embracing University Services values and culture • Enhancing & evaluating internal communication • Developing professional expertise, digital skills and leadership capability across all levels • Leading change • Optimal alignment of organisational structure with University goals & priorities • Embracing agile and adaptive ways of working 	<ul style="list-style-type: none"> • Providing high quality services and optimal environments within allocated resources • Ensuring that the budget provides optimal value to the University and is aligned with strategic goals and priorities • Measuring, analysing and evaluating services, facilities and collections to demonstrate impact and value
External facing	External facing	External facing	Internal facing	Internal facing

Defining our 5 strategic streams with priorities

Enabling the Next Generation Student Experience

- Delivering initiatives and programs to improve the student experience
 - Designing high quality physical and virtual environments to enhance the student experience
 - Building scholarly and digital capability for academic success and workplace readiness
 - Valuing and enhancing the sense of belonging and inclusion in our environments
-
- Provide physical and virtual environments that are diverse, equitable, comparable and accessible
 - Engage our students in the design of our physical and virtual environments
 - Support students in developing scholarly and digital capability needed to succeed at university and navigate the information landscape
 - Increase the quality and variety of online support material available to students
 - Make it easier to find and access information resources

Opportunities can only be realised through strong and productive collaborations with a broad set of partners across the University Services, Chancellery and Academic Divisions

Defining our 5 strategic streams with priorities

Inspiring the scholarship experience – Research

- Partnering with the university community to design, enhance and evaluate service models aligned with the academic and researcher experience
 - Providing strategic stewardship for the university-wide scholarly collections
 - Taking the lead in advancing and motivating for the sustainability of the university-wide scholarly collections
-
- Align service delivery models to key points along the researcher journey and experience in partnership with the university community
 - Enhance and improve access, visibility, discovery and preservation of University research outputs
 - Enhance and improve visibility, engagement, access and discovery of the University's unique and distinctive scholarly collections
 - Provide strategic leadership in building and developing sustainable research collections
 - Facilitate open scholarship in collaboration with partners, internally and externally

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Defining our 5 strategic streams with priorities

Inspiring the scholarship experience – Learning and Teaching

- Partnering with the university community to design, develop and evaluate services and technology-enabled spaces that optimally support learning and teaching programs and student experience
 - Focusing on digital skills development as core capability for academic success and workplace readiness
 - Developing high quality collections that optimally support University learning and teaching programs and student experience
-
- Align service delivery models to key points along the student and academic journeys and experiences in partnership with the university community
 - Support and partner with the academic community to create exemplary learning environments
 - Design and deliver dynamic and integrated programs to support teaching, learning and assessment targeted to cohort specific needs
 - Provide professional expertise and support for academic staff in digital learning and teaching environments to inspire flexible and adaptive learning experiences and foster student engagement
 - Provide seamless and flexible access to technologies, learning resources, expertise, collections and expert professional support
 - Incorporating evidence based methodologies to support enhanced learning experiences

Opportunities can only be realised through strong and productive collaborations with a broad set of partners across the University Services, Chancellery and Academic Divisions

Defining our 5 strategic streams with priorities

Enhancing university, community and global engagement and impact

- Contributing actively to university commitment to create public value
 - Valuing the sense of belonging and inclusion as core principles underpinning engagement programs
 - Contributing to the vision and strategic plan that positions UoM collections and the Cultural Estate in a global context
 - Actively engaging with cultural partnerships that foreground scholarly collections
 - Building profile and narrative across:
 - campus
 - local communities
 - HE sector – local, national, global
-
- Improve and enhance campus, community and global visibility of Scholarly Services
 - Develop capability to communicate value and impact of Scholarly Services
 - Increase and enhance approach to connecting and engaging with the University community
 - Contribute in establishing an operating framework for UoM collections ensuring strong alignment with UoM cultural venues
 - Purposeful partnerships to support the University's Indigenous culture and knowledge strategy and program
 - Increase and enhance strategically important partnerships and professional relations internally and externally
 - Build a purposeful and contemporary philanthropic vision to advance the value and impact of Scholarly Services

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Defining our 5 strategic steams with priorities

Evolving the workforce for the future

- Embracing and demonstrating University values and culture
 - Enhancing and evaluating internal communication and engagement
 - Developing and fostering professional staff expertise, digital skills and leadership capabilities across all levels of the organization to deliver on university strategy
 - Working to optimize alignment of organizational structure with University strategic goals and priorities
 - Embrace agile and adaptive ways of working
 - Leading change
-
- Embrace University Services values framework
 - Create a diverse, inclusive, positive and collegial workplace for our staff
 - Work associated with strategic plan & priorities will be organised around One Team principles
 - Support continuous improvement of internal communications that are informative and inclusive
 - Attract and retain future-ready expert professional staff able to lead change, advance continual improvement and explore innovative approaches to challenges and opportunities
 - Grow and develop active leadership and professional networking in national and international sectors
 - Working to optimise alignment of the organisation structure with university strategy to achieve the most impact on the student, academic and researcher experience

Opportunities can only be realised through strong and productive collaborations with a broad set of partners across the University Services, Chancellery and Academic Divisions

Defining our 5 strategic priorities

Building operational excellence

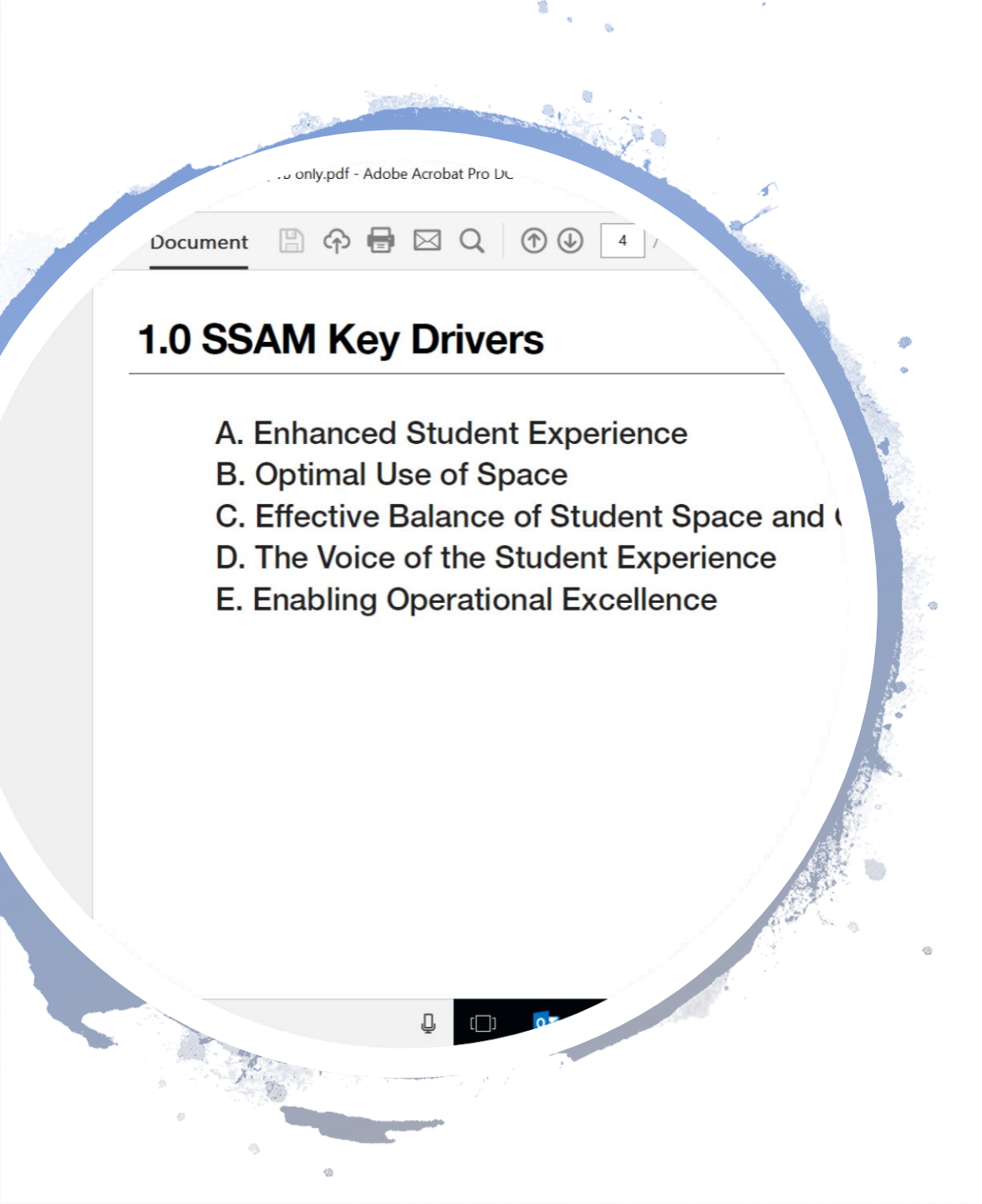
- Providing high quality services and optimal environments within allocated resources
 - Ensuring that the budget provides optimal value to the University and is aligned with strategic goals and priorities
 - Measuring, analysing and evaluating services, facilities and collections to demonstrate impact and value
-
- Contribute to a sustainable campus
 - Embrace the Human-Centred Design-led approach in strategy design and implementation
 - Partner with other areas across the University in the development of systems and processes that support high performance, innovation and continuous improvement
 - Align metrics with strategy to demonstrate value and impact
 - Improve ways to measure and report value and impact of Scholarly Services
 - Support staff to perform at a high level through efficient teams, structures, processes, resources and infrastructure
 - Partner and actively participate in professional networks and consortia where there is benefit for the University

Opportunities can only be realised through strong and productive collaborations with a broad set of partners across the University Services, Chancellery and Academic Divisions

Linking, aligning and positioning

- Students at heart
- Creating value
- Global leadership





Aligning strategy with goals and priorities in the business plan

Think BIG – Stay focused



- Use purpose & vision to frame what it means in terms of distinctiveness and our desire to be a great Australian University for the world
- Focus on future aspirations and evaluate as they become our reality
- Provide a high level picture of capacity to deliver through enabling lens of the university community, and wider society
- Focus on benefits of diversity, inclusion and collaboration