

2014 University Education Portfolio Operational Plan

Introduction

A key goal of *ANU by 2020* is that the University will be known for educational excellence.

Educational excellence means the provision of high-quality curriculum and approaches to learning and teaching. But it also means leadership in developing distinctive approaches to education that transform the lives of individuals and communities. This plan outlines how three major, distinctive expressions of ANU educational excellence might be achieved in a connected model of education: double degrees; research-led education; and online education.

The University aims to transform national and global understandings of these three areas by challenging the boundaries that others might construct between the inside and outside of curriculum; research and education; high school and university; undergraduate and graduate education; education and further study and work; and the local, the national and the global. In short, the University's educational model reasserts the value of connection. This is what should be expected of an institution that others look at to learn, to teach, and to research and which aspires to be recognized for its educational achievements.

ANU by 2020 envisioned that this high-quality educational experience would be complemented by the provision and support of a wealth of "out of classroom" resources and opportunities. For this reason, the plan identifies three actions crucial to individual well-being, development and achievement: a high-achieving and inspired student population; supporting student access to ANU; supporting and meeting the needs of a diverse student population.

The intention of the plan is to integrate the various elements of student life, from first contact with the ANU, through an engaged period of program enrolment and study to award completion and ongoing engagement with ANU through being active members of ANU Alumni. This cohesive, whole of university approach to education will produce a life-changing, distinctively ANU experience for all involved whether they be students, academic or professional staff.

Marnie Hughes-Warrington
Deputy Vice-Chancellor (Academic)

Richard Baker
Pro-Vice Chancellor (Student Experience)

This plan is to be read in conjunction with Access and Equity plan; Learning and Teaching Excellence plan and operational plans for Education; Student Services; Residential and Campus Communities; Human Resources; Tjabal Indigenous Higher Education Centre; and Academic College plans.

Strategic Goal 1. Double degrees

Our Starting Point: 40% of ANU students are enrolled in double coursework programs. Almost all of those students are in double bachelor degrees.

ANU 2020 outcome measures	B2	ANU will maintain the percentage of students who undertake further postgraduate study above the Go8 average
	C2	ANU will continue to expand high quality postgraduate coursework programs in public policy with a 4 per cent annual increase in enrolments.
	E2	ANU will aim to increase both undergraduate and postgraduate student numbers at rates that are sustainable and will not compromise quality.
	E3	ANU will further develop the provision and use of a diverse range of entry mechanisms for students. This flexibility will allow a broad range of well-prepared students to have access to the ANU educational experience. A clear summary of existing programs will be developed in 2011 with a follow-up assessment in 2014 to demonstrate enhanced use of such pathways.
	E4	ANU will aim for at least 40 per cent of our students to be postgraduate by 2020 (compared with PG (total) = 35 per cent, HDR = 14 per cent, PG Cwk = 21 per cent in 2010).
	G1	Develop set of national alliances: to enhance the University's national role
	G2	Develop set of national alliances: to build and enrich the educ and/or research mission of the Uni
	G3	Devt of programs in locations other than Canberra
	I1	By 2015, ANU will increase the percentage of students from low SES backgrounds to 6.8 per cent, rising to 8 per cent by 2020 (compared to 4.96 per cent in 2009).
	I2	By 2015, the progression rates of low SES students will be above the national average.

Actions		Outcomes/Benefits/Measures	Lead and Partners
1	Introduce vertical double (bachelor-master) programs to strengthen pathways to further study	2012: Business processes for the management of vertical degrees finalised 2013: 5 bachelor + masters double programs offered 2016: up to 20 bachelor + masters programs offered 2017: evaluate the initiative and consider the introduction of a suite of bachelor and masters degrees that students can connect in the combination of their choice	DVCA Colleges DR&SS
2	Provide a suite of bachelor degrees that students can connect in the combination of their choice.	2012-3: Business processes for the management of concurrent bachelor degrees finalised 2014: Double bachelor programs disestablished and ANU connect suite of bachelor degrees introduced	DVCA Colleges DR&SS
3	Establish a marketing and communications strategy for the ANU connect suite of bachelor and master degrees.	2012: market research conducted to test audience understanding of new structure and terminology 2012: key messages defined and incorporated into early communications strategy 2012-13: design for ANU connect marketing materials incorporated into	DVCA PVCIO MO DSIRO

		existing student recruitment marketing cycle 2012-13: marketing and advertising plan implemented as part of business as usual	
4	Develop a student services model that assumes that the majority of students are in concurrent and double degree programs	2013: business processes mapped 2014: model introduced 2015: model evaluated and refined	DSS DVCA PVCSE Colleges
5	Utilise vertical double programs to strengthen pathways into the University.	2013: two open access diploma pathways introduced. 2014: one diploma pathway for high school students of outstanding ability introduced, including mechanisms for identifying talented students	PVCSE DVCA Director, Student Equity Director, Tjabal IHEC Director, ANU College
6	Develop double bachelor programs with Alliance partners to further strengthen the University's national profile.	2015: Up to four horizontal double bachelor degrees with two Alliance partners introduced	PVCSE DVCA Colleges
7	Develop a suite of double graduate programs with international partners of outstanding reputation to further strengthen the University's global profile.	2012: mapping of masters suites with two potential partners from the IARU or Times HE top 20 completed 2013: business model and mechanisms for delivery finalised 2014: 5 new double masters programs offered 2017: up to 20 double masters programs offered	DVCA PVCIO Colleges

Strategic Goal 2. Research-led education	
Our Starting Point: The drivers of research excellence—concentrations of expertise; the recognition and nurturing of talent; collaboration; world-class infrastructure; and a focus on addressing the world's most pressing challenges—are the drivers of educational excellence.	
ANU 2020 outcome measures	<p>A6 By 2015, at least 27 per cent of ANU academic staff (C+) will be project leader on at least one current Category 2, 3 or 4 research grant or consultancy. This will rise to 35 per cent by 2020 (compared to approximately 23 per cent in 2010).</p> <p>B1 ANU will perform above the Go8 average in national course and university surveys (Course Experience Questionnaire (CEQ), or successor, survey results averaged across the Good Teaching, Overall Satisfaction and Generic Skills scales).</p> <p>B3 ANU will maintain employment rates of graduates, as measured by the Graduate Destination Survey, above the Go8 average.</p> <p>B4 ANU will aim to continually increase the number of national teaching awards won by staff.</p> <p>B5 By 2015, 65 per cent of courses offered will obtain an agreement rate of over 80 per cent for Overall Satisfaction in the SELT survey (for courses with over 5 responses), rising to 70 per cent by 2020 (compared to 60 per cent of courses in 2010).</p> <p>C2 ANU will continue to expand high quality postgraduate coursework programs in public policy with a 4 per cent annual increase in enrolments.</p> <p>C3 By 2020, ANU will be seen unequivocally as the national leader in contributions to public policy analysis and formulation.</p> <p>C5 ANU will regularly subject its public policy position to international review. These reviews will show a continued increase in the quantity and impact of our public policy activity.</p> <p>E1 By 2013, all ANU programs will have clearly articulated the unique research-led elements of their education offerings.</p> <p>E4 ANU will aim for at least 40 per cent of our students to be postgraduate by 2020 (compared with PG (total) = 35 per cent, HDR = 14 per cent, PG Cwk = 21 per cent in 2010).</p> <p>F1 By 2015, ANU will increase the number of alumni actively engaged with the University from 27 per cent (2011) to 50 per cent, this figure increasing to 75 per cent by 2020.</p> <p>G4 Develop strong and enduring relationships with business organisations</p> <p>G5 Encourage staff to engage with industry in education, research, commercialisation and consultancy activities</p> <p>J2 An integrated and efficient suite of administrative systems will be established by 2015.</p>

	Actions	Outcomes/Benefits/Measures	Lead and Partners
1	Review and renew the University's program suite to ensure that it reflects concentrations of expertise	2012: Reviews commence 2014: Reviews completed	DVCA Colleges
2	Review and renew course and program lifecycle business processes to enhance	2014: business processes mapped 2015: model introduced	DVCA DVCR DSA

	coordination with major grants scheme demands and deadlines	2016: model evaluated and refined	Student Administration Managers
3	Develop an ANU student future researcher framework that can be used to inform coursework program and course development	2012: development and dissemination of the framework through a student-led process 2013: testing and refinement of the framework as a curriculum development tool	DVCA ANUSA PARSA Colleges
4	Extend approaches to open access research to disseminate student research, particularly in public policy	2013: pilot using existing platforms for open access research dissemination 2014: adapt platforms and pilot for the University 2015: implement for the university	Head Librarian DVCA
5	Review and streamline questions in SELS and SET and introduce peer-review instrument to reflect research-led understandings of education	2013: scan global scales for potential questions 2014: focus group development of new scales, reliability and validity testing, pilot 2015: implement across the University	DVCA PASS
6	Introduce business processes and peer-support scheme to attract increased levels of research category 2 education funding	2012: scheme introduced 2013: \$500K target 2014: \$1m target	PVCSE CHELT
7	Introduce business processes and peer-support scheme to enhance outcomes in national teaching award schemes	2012: scheme introduced 2013–20: improve results by 1–2 awards per year	PVCSE CHELT
8	Introduce internal competitive grants scheme, linkage for learning and teaching scheme and education fellowships focused on research-led education	2012: grant scheme guidelines drafted 2013: schemes introduced, with target of at least \$50k industry funding	PVCSE CHELT
9	Articulate and refine qualitative education indicators for staff performance development and promotion cycles, including framework outlining the different ways that staff can get involved in education.	2012: draft indicators disseminated 2013: indicators piloted in performance development cycle 2014: indicators introduced for performance development and promotion cycle	DVCA Director, HR
10	Introduce ANU Innovation competitive 6 unit release Fellowship for students	2014: guidelines drafted, judging panel with alumni members constituted and scheme introduced	DVCA PVCIA
11	Develop research-led education and research spaces plan that aligns with University strategy, and which reflects the distinctive needs of undergraduate and graduate students	2014: plan drafted for consultation 2015: plan finalised and capital plan adjustments made	DVCA DVCR
12	Develop industry and commercialisation plan and business processes that coordinates educational program and internship	2013: plan and processes drafted for consultation 2014: plan and processes finalised and implemented	DVCA DVCR PVCIA

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	development with large-scale research and industry funding requests		
13	Introduce capstone experiences for bachelor degree students that include opportunities for them to disseminate and test the reception of their ideas.	2014: guidelines, and course development advice drafted for consultation, key kinds of dissemination identified 2015: guidelines, advice and dissemination framework piloted 2016–18: capstones introduced, including implementation review and specifications refinement.	

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Strategic Goal 3. Online education

Our Starting Point: At least 100 courses and half a dozen programs are offered by ANU online. Over 2000 students and staff belong to virtual learning communities, and just over 300 students belong to Griffin Hall, the University's first virtual Hall. Online education will be focused on graduate coursework.

ANU 2020 outcome measures	B2	ANU will maintain the percentage of students who undertake further postgraduate study above the Go8 average
	C2	ANU will continue to expand high quality postgraduate coursework programs in public policy with a 4 per cent annual increase in enrolments.
	E2	ANU will aim to increase both undergraduate and postgraduate student numbers at rates that are sustainable and will not compromise quality.
	E4	ANU will aim for at least 40 per cent of our students to be postgraduate by 2020 (compared with PG (total) = 35 per cent, HDR = 14 per cent, PG Cwk = 21 per cent in 2010).
	F1	By 2015, ANU will increase the number of alumni actively engaged with the University from 27 per cent (2011) to 50 per cent, this figure increasing to 75 per cent by 2020.
G4	Develop strong and enduring relationships with business organisations	

Actions		Outcomes/Benefits/Measures	Lead and partners
1	Extend the University's online presence through the development of a suite of high-quality online masters programs.	2014: 5 online masters programs offered 2017: up to 20 online masters programs offered	DVCA Colleges
2	Develop a suite of double online graduate programs with international partners of outstanding reputation to further strengthen the University's global profile.	2012: mapping of masters suites with two potential partners from the IARU or Times HE top 20 completed 2013: business model and mechanisms for delivery finalised 2014: 5 new double masters programs offered 2017: up to 20 double masters programs offered	DVCA PVCIO Colleges
3	Extend the reach of the University's pathways for students of outstanding talent through online provision	2014: trial delivery of components of diploma for high school students of outstanding ability online 2015: review and extend provision	
4	Develop an institutional virtual learning environment, supported by enhanced governance and business processes for the selection, testing and implementation of enterprise systems	2012: enterprise technical requirements, business analysis and governance arrangements finalised, enterprise functions map populated and 5-year budget forecast completed 2013: implementation of enterprise systems according to schedule and budget	DVCA CIO PVCSE CHELT
5	Develop and implement learning management system, Study@ and course outline themes that comply with W3C Web Content Accessibility Guidelines (WCAG 2.0) to ensure access for all students		DVCA PVCSE Director Student Equity Head, Counselling and Disability Services CHELT

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			DSA
6	Introduce an e-learning board that draws upon alumni expertise to advise the University on new approaches to learning and teaching	2013: board constituted and means of disseminating ideas identified 2014: drafting of learning enhancements project plan	DVCA Alumni relations
7	Develop and implement a plan to further enhance staff and student participation in virtual learning communities	2013: plan developed 2014–16: plan implemented	DVCA PVCSE Director, Student Life Manager, Student Enrichment
8	Extend virtual hall provision so that all coursework students are admitted to a virtual or residential hall upon enrolment.	2012: plan developed 2013–15: plan implemented	DVCA PVCSE Director, Student Life Director, Student Equity Director, Tjabal IHEC

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Strategic Goal 4. A high-achieving and inspired student population

ANU by 2020 includes the following broad goal.

By 2020 the ANU student population will be characterised by:

- high achievement;
- accessing the university through effective pathways for students from a range of backgrounds;
- a high percentage of postgraduate students by Australian standards;
- a high percentage of students from locations outside the ACT;
- students at all levels experiencing the research culture of the University.

ANU2020 outcome measures	E2	ANU will aim to increase both undergraduate and postgraduate student numbers at rates that are sustainable and will not compromise quality.
	E3	ANU will further develop the provision and use of a diverse range of entry mechanisms for students. This flexibility will allow a broad range of well-prepared students to have access to the ANU educational experience. A clear summary of existing programs will be developed in 2011 with a follow-up assessment in 2014 to demonstrate enhanced use of such pathways.
	E4	ANU will aim for at least 40 per cent of our students to be postgraduate by 2020 (compared with PG (total) = 35 per cent, HDR = 14 per cent, PG Cwk = 21 per cent in 2010).
	I1	By 2015, ANU will increase the percentage of students from low SES backgrounds to 6.8 per cent, rising to 8 per cent by 2020 (compared to 4.96 per cent in 2009).

	Action	Outcomes/Benefits/Measures	Lead and partners
1	Maintain and expand the Summer Scholar Research Program and other events such as the Model United Nations Assembly that bring high quality latter year school students into contact with ANU.	<p>2013: Improved database for monitoring subsequent enrolment in HE</p> <p>2014-2017: Increased engagement of high quality students in such programs.</p> <p>Evidence of an increase in the number of participants in such events choosing ANU as a place to study</p>	PVCIO Director, Student Life Student Recruitment and Admissions SET
2	Increase opportunities for undergraduate and postgraduate coursework students to be involved in research projects which are not for academic credit	<p>2013: Working with Colleges, document the range of research projects for undergraduate students at ANU</p> <p>2014: Organise a university wide student research festival as part of a strategy to involve more ANU students in the annual national undergraduate research conference</p> <p>2014-2017: Increase in the number of coursework students involved in research projects</p>	Associate Deans ANUSA PARSA
3	Expand the number of Undergraduate Research Journals	2013-2016: High profile suite of published undergraduate research.	PVCSE Manager, Student Enrichment

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		<p>2013: Examine use of electronic publishing options</p> <p>2013: Introduction of Indigenous Journal</p>	
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Strategic Goal 5. Supporting student access to ANU

ANU by 2020 includes the following broad goal.

'ANU will further enhance the campus experience for all students providing a richer residential experience for on campus students and more opportunities for engagement for off campus students.'

ANU2020 outcome measures B3 ANU will maintain employment rates of graduates as measured by the GDS, above the G8 average.

E2 ANU will aim to increase both undergraduate and postgraduate student numbers at rates that are sustainable and will not compromise quality.

	Actions	Outcomes/Benefits/Measures	Lead and partners
1	Enhance the residential student experience by facilitating greater dialogue between student residential presidents to encourage sharing of good practice between residential halls/colleges	2013: Hold inaugural annual meeting of all ANU participants in NAAUC the peak Australian body for tertiary students living on campus. One best practice initiative identified and shared across residences.	PVCSE Director, Student Life SET Team
2	Increase student access to non-residential halls	2013: Establishment of new non-residential hall 2013: Review existing non-residential halls to assess best mechanism to dramatically increase numbers in 2014. 2015: All students given opportunity to join a non-residential Hall	PVCSE Director, Student Life
3	Enhance the Learning Communities	2013: Review of operation of current LCs with a focus on how to increase student engagement and have learning communities successful work across residential halls and also engage students not living in residential halls 2014-15: Implement lessons learnt from above review to sustain the learning communities	PVCSE Director, Student Life Manager, Student Enrichment SET team
4	Further development of leadership opportunities for students and recognition of learning through internships, volunteering and extracurricular activities.	2013: Explore options to have ANU based leadership courses, programs and experience acknowledged on The Australian Higher Education Graduation Statement (AHEGS) 2014: Pilot global leadership extra-curricular program with University of Minnesota 2014: Develop a graduate coursework version of the existing VC undergraduate course "Leadership and Influence".	PVCSE Director, Student Life PARSA
5	Refine allocation of Student Services Amenities Funds	2013: Review and refine processes from application, to allocation and reporting	PVCSE Chief Financial Officer

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		2013-17: High student satisfaction registered	ANUSA PARSA ANU Student Media ANU Sport
6	Establishment and refinement of Student Extracurricular Enrichment Fund	2012: Guidelines for allocation refined. New procedure put in place for SEEF with clear criteria and outcomes documented and publicized 2013-15: Rising number of student led enrichment activities supported	PVCSE ANUSA PARSA ANU Student Media ANU Sport
7	Improve the safety and amenity of campus	2013-14: Enhance the lighting around campus; promote responsible consumption of alcohol; and raise awareness of domestic violence	Director, F&S Dean of Students Director, Student Life Heads of Student Residences

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Strategic Goal 6. Supporting and meeting the needs of a diverse student population

ANU2020 outcome measures	E2	ANU will aim to increase both undergraduate and postgraduate student numbers at rates that are sustainable and will not compromise quality.
	H2	By 2015, ANU will increase the percentage of international HDR students with an externally funded scholarship to 45 per cent, rising to 60 per cent in 2020 (compared to 39 per cent in 2011).
	J1	The policies and procedures governing University activities will be reviewed for completeness, clarity and efficiency (to be completed by the end of 2012).
	I1	By 2015, ANU will increase the percentage of students from low SES backgrounds to 6.8 per cent, rising to 8 per cent by 2020 (compared to 4.96 per cent in 2009).
	I3	By 2015 the percentage of indigenous HDR students will be above the national average.

Actions		Outcomes/Benefits/Measures	Lead and partners
1	Undertake policy mapping to identify possible omissions and improvements in student experience related policies	2013: Cohesive and accessible student policy framework revised and complete	Director, Student Life
2	Improve Orientation "Week" to provide opportunities for support and connectedness through the first semester of enrolment and development of student orientation information	2013-14: Greatly enhanced o-week in Feb 2013, lessons from this to be implemented in July 2013 and Feb 2014. 2013: Institutionally coordinated orientation week delivered. 2014: College focused orientation piloted Feb 2014 2014: pre-departure pilot in 4 overseas location delivered 2014: Increase in students engaging with orientation from 78% to 85%	PVCSE Director, Student Life SET Team ANUSA PARSA
3	Further develop a cohesive plan for supporting all aspects of student wellbeing	2013: Mental Health Roundtable to be held to assist mapping way forward	PVCSE Director, Student Life Head of University Counselling ANUSA PARSA
4	Enhance international student – domestic student interaction	2013: Trial of a suite of initiatives including encouraging to foster international-domestic student integration. Eg trial of Student Integration Program (SIP) in 2013 at UniLodge and Fenner Hall. Evaluation of initiatives in late 2013.	PVCSE Director, Student Life Associate Deans and academic colleges Heads of residences

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		2014: Following evaluation, expansion of the 2013 trial initiatives.	ANUSA PARSA
5	Greater support for Indigenous Students	2013: Establish an indigenous mentoring scheme.	Director, Tjabal IHEC ANUSA
6	Enhance access to ANU from a wide cross-section of society	2013-15: Use Regional Partnerships programs and other outreach activities to maximise student applications from low participation backgrounds	PVCIO PVCSE Director, Student Equity

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