Avondale

PURPOSE

TO TRANSFORM LIVES THROUGH CHRIST-CENTRED HIGHER EDUCATION

WAY

WE ENGAGE STUDENTS IN AUTHENTIC, FAITH-BASED LEARNING AND DISCOVERY

IMPACT

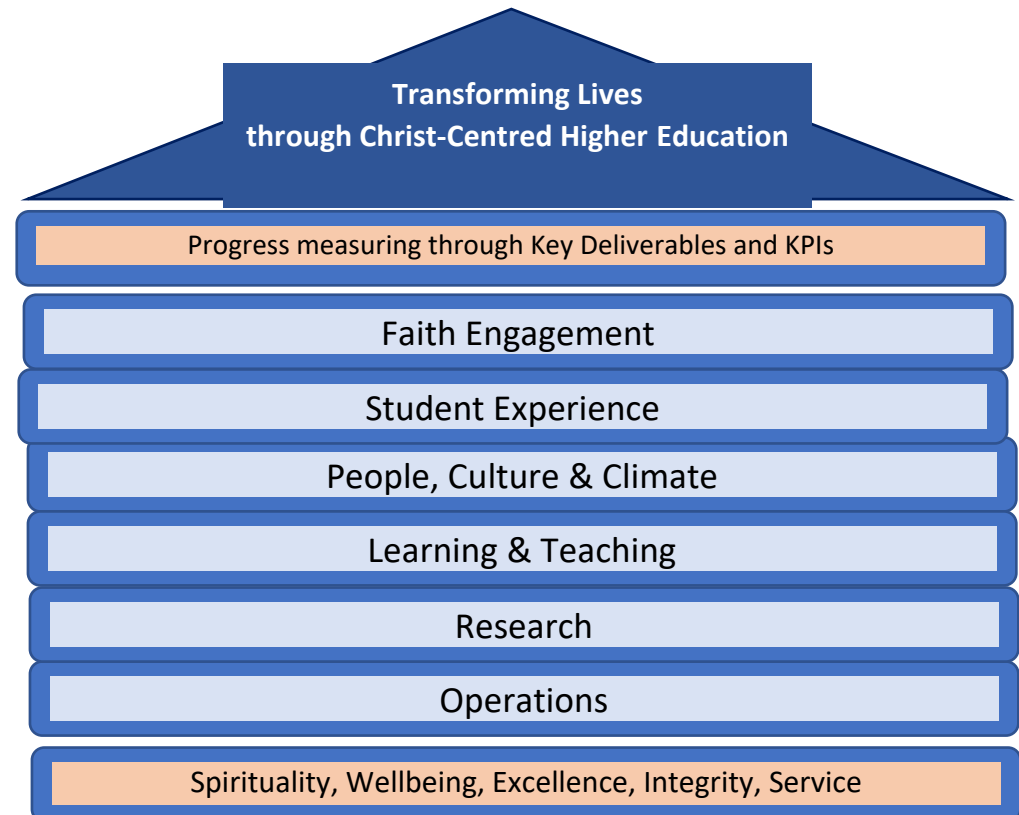EMPOWERING GRADUATES AND STAFF TO SERVE THEIR WORLD FOR GOOD

AVONDALE UNIVERSITY

Strategy 2022-2024

Overview

Avondale's strategic planning for 2022-2024 has been based on the Strategy House approach. As part of this process, Purpose, Way and Impact statements were formulated, followed by the identification of the 'arenas' that will be the focus over the next three years. A detailed analysis of each arena subsequently resulted in strategy statements and the selection of key deliverables.

It needs to be noted that these strategies and key deliverables do not attempt to capture everything the organisation will work on over the next three years, but provides focus and clarity on key directions requiring resources and energy. An operational plan will be constructed for each strategy.

**Transforming Lives
through Christ-Centred Higher Education**

Progress measuring through Key Deliverables and KPIs

Faith Engagement

Student Experience

People, Culture & Climate

Learning & Teaching

Research

Operations

Spirituality, Wellbeing, Excellence, Integrity, Service

FAITH ENGAGEMENT

How can we help transform lives and inspire our Avondale Community to be authentic disciples of Jesus Christ?

Strategies

1. Engage students in active discovery of life-long discipleship for Jesus.

2. Inspire staff as authentic disciples to demonstrate the attractiveness of Christ through their own lives, drawing others to make a choice for Christ.

3. Meaningfully connect with students through the ministry of presence.

STUDENT EXPERIENCE

How does Avondale create a sense of belonging so its community follows its calling to serve the world for good?

Strategies

1. Increase the satisfaction of the student experience.

2. Increase the opportunities for students to practice service to others.

PEOPLE, CULTURE & CLIMATE

How can we enhance our culture and climate to enable staff to thrive in the fulfilment of Avondale's purpose?

Strategies

1. To build better relationships with and between staff.

2. To operationalise Avondale's values.

3. To invest in the development of Avondale staff.

LEARNING & TEACHING

How do we best engage students in authentic, faith-based learning and discovery in order to become work-ready graduates, serving their world for good?

Strategies

1. Design a distinctive Avondale educational offer that builds on key strengths and is student-centred, mission-aligned, innovative and relevant to diverse student learning needs.

2. Create a learning environment that is known for authentic, faith-based best practice in learning and teaching, benchmarked against recognised sector standards and underpinned by a culture of scholarship, quality and consistency.

3. Promote student and staff wellbeing through Avondale's holistic commitment to Christ-centred education for the public good.

RESEARCH

How do we maximise high quality research output and impact at Avondale that is focused in the three Fields of Education?

Strategies

1. Conduct applied, multidisciplinary research that addresses real-world challenges through strategic partnerships with industry, government and community.

2. Achieve research outcomes that are benchmarked at world standard or above using best practice indicators.

3. Foster a research culture that builds staff capability, enhances educational offerings and invests strategically in a sustainable research future.

OPERATIONS

How do we create efficient and sustainable operations for Avondale?

Strategies

1. Streamline Avondale's governance, management, and planning frameworks and processes.

2. Identify and operationalize new income streams to diversify revenue and drive financial growth.

3. Develop a capital plan which supports Avondale's purpose.

Faith Engagement Arena

Issue Question: How can we help transform lives and inspire our Avondale Community to be authentic disciples of Jesus Christ?

Strategies	Key Deliverables
1. Engage students in active discovery of life-long discipleship for Jesus.	1. Implement a church visitation program by students, supported by staff, with a focus on rural churches. 2. Actively encourage students to participate in Life-Groups that involve the study of Scripture. 3. Map the location of distance students each year and connect with at least two geographical groups annually. 4. Review and implement a suite of Christian Studies units that intentionally target the diverse range of faith journeys within our student community.
2. Inspire staff as authentic disciples to demonstrate the attractiveness of Christ through their own lives, drawing others to make a choice for Christ.	1. Facilitate the sharing of transformational stories of students and staff. 2. Plan two events per year designed to intentionally facilitate the spiritual growth of staff.
3. Meaningfully connect with students through the 'ministry of presence', intentionally creating opportunities to encourage and grow their faith journey.	1. Increase the hours for wellbeing officers in the residential halls. 2. Implement regular drop-in Zoom times for distance students. 3. Implement a visitation program for married students in the community.

Student Experience Arena

Issue Question: How does Avondale create a sense of belonging so that its community follows its calling to serve the world for good?

Strategies	Key Deliverables
1. Increase the satisfaction of the student experience. (Avondale students are so satisfied with their Avondale experience that they're prepared to tell others about it)	1. Introduce choice and flexibility with accommodation and catering options. 2. Expand after hours support services. 3. Develop an open-campus program, encouraging families of students to become engaged with the University.
2. Increase the opportunities for students to practice service to others. (Avondale students value service as a way to impact their world for good)	1. Construct an institutional support system to assist the sustainability of service programs. 2. Build service and spirituality activities back into the Avondale calendar which are accessible by all students regardless of their location. 3. Actively promote Festival of Faith to distance students to be an inclusive event for all Avondale students.

People, Culture and Climate Arena

Issue Question: How can we enhance our culture and climate to enable staff to thrive in the fulfilment of Avondale's purpose?

Strategies	Key Deliverables
1. Build better <u>relationships</u> with and between Avondale staff.	1. Complete a staff communication plan. 2. A social committee driving a minimum of four events per year.
2. Operationalise Avondale's <u>values.</u>	1. The development of a "Values in Action" framework. 2. The displaying of visual reminders (such as posters) of Avondale values – in each building. 3. The production of Audio-visual reminders (such as story-format examples of values in action) integrated into organisation-wide and departmental staff meetings.
3. Invest in the development of Avondale staff.	1. A formal Mentoring program available to all staff. 2. The development of a Workforce Plan. 3. A program designed that will enhance the soft skills of staff, through ongoing training and development.

Learning & Teaching Arena

Issue Question: How do we best engage students in authentic, faith-based learning and discovery in order to become work-ready graduates, serving their world for good?

Strategies	Key Deliverables
1. Curriculum transformation: Design a distinctive Avondale educational offer that builds on key strengths and is student-centred, mission-aligned, innovative and relevant to diverse student learning needs.	1. Design and deliver a 3 year holistic curriculum transformation program that starts with a review of Avondale's current course offerings, includes stakeholder engagement and market testing, and benchmarks with existing curriculum renewal good practice, such as the Victoria University (VU) Block Model initiative. 2. Develop and implement an online pedagogical and assessment framework that informs curriculum and assessment design, delivery, and evaluation across disciplines. 3. Facilitate diverse learner pathways through an innovative, sustainable approach to nested and short-course offerings that support lifelong, life wide learning.
2. Quality enhancement and assurance: Create a learning environment that is known for authentic, faith-based best practice in learning and teaching, benchmarked against recognised sector standards and underpinned by a culture of scholarship, quality and consistency.	1. Conduct a stocktake of academic quality policies and processes, benchmarked against recognised sector standards, with a view to reducing administrative burden while monitoring and assuring standards. 2. Review the terms of reference of the Academic Quality Committee and Learning and Teaching Committee to ensure that academic governance processes facilitate institutional quality assurance and enhancement. 3. Develop and embed into academic practice a suite of frameworks and/or resources to support quality assurance and enhancement in key areas including academic integrity, scholarship and digital literacy.
3. Wellbeing, sustainability and civic leadership: Promote student and staff wellbeing through Avondale's holistic commitment to Christ-centred education for the public good.	1. Draw on the Sustainable Development Goals framework to develop and implement a whole-of-institution approach to promote, monitor and report on student and staff wellbeing needs and initiatives, in curricular, co-curricular and extra-curricular contexts. 2. Develop and implement a strategy for monitoring and reporting on staff and student public scholarship and civic engagement activities related to learning and teaching, particularly in co-curricular settings. 3. Design and deliver a professional learning program for academic staff, including sessional staff, to provide demonstrable support for quality learning, teaching and pedagogic research.

Note: HDR and adjunct appointments training and support is included in the Research arena plan and there may be an opportunity to also include aspects of this in a more detailed L&T operational plan.

Research Arena

Issue Question: How do we maximise high quality research output and impact at Avondale that is focused in the three Fields of Education?

Strategies	Key Deliverables

1. Conduct applied, multidisciplinary research that addresses real-world challenges through strategic partnerships with industry, government and community.	1. Audit and document current and prospective industry, community and government research partners. Use this baseline to shape a 5-year strategy to:
	   a. further develop industry, government and community partnerships; and
	   b. increase Category 2 and 3 research income, including a focus on diversity of income sources.
	2. Conduct an *Engagement and Impact Assessment Performance (NISA)* initial self-assessment, followed by external validation and annual update.
	3. Increase collaborative research partnerships with researchers from universities, both nationally and internationally, prioritising Avondale's chief investigator status.

2. Achieve research outcomes that are benchmarked at world standard or above using best practice indicators.	1. Commission external expert(s) to conduct ERA-equivalent assessment to verify and validate existing research outcomes across BFOEs/FORs. 2. Strengthen university research networks to conduct discipline benchmarking across each BFOE/FOR for baseline data to guide 5-year strategic research activities. 3. Deliver targeted professional learning and expand national and international research networks to support researchers to publish in high quality journals.
3. Foster a research culture that builds staff capability, enhances educational offerings and invests strategically in a sustainable research future.	1. Adopt a strategic approach to workforce planning, high citation staff appointments, staff retention and succession planning. 2. Review promotion policy to provide for appropriate mix of teaching-focussed, research-focussed staff. 3. Invest in staff capability building through promotion mentoring workshops, mentoring for early career academics and emerging research leaders.

Operations Arena Area

Issue Question: How do we create efficient and sustainable operations for Avondale?

Strategies	Key Deliverables
1. Streamline Avondale's governance, management, and planning frameworks and processes.	1. Develop, implement, and communicate Avondale's delegations of authority by 2021. 2. Identify and document the student life cycle by mid-2022. 3. Assign and develop business processes for each stage of the student life cycle by 2023.
2. Identify and operationalize new income streams to diversify revenue and drive financial growth.	1. Identify and operationally implement three new income streams by 2024.
3. Develop a capital plant which supports Avondale's purpose.	1. Complete an infrastructure audit and prioritise future needs by 2021. 2. Develop a seven-year capital development plan by mid-2022. 3. Submit to the SPD Property Fund a 2023 funding request, which seeks funding for the prioritised infrastructure needs.