



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

A vision for integrated planning, budgeting and reporting



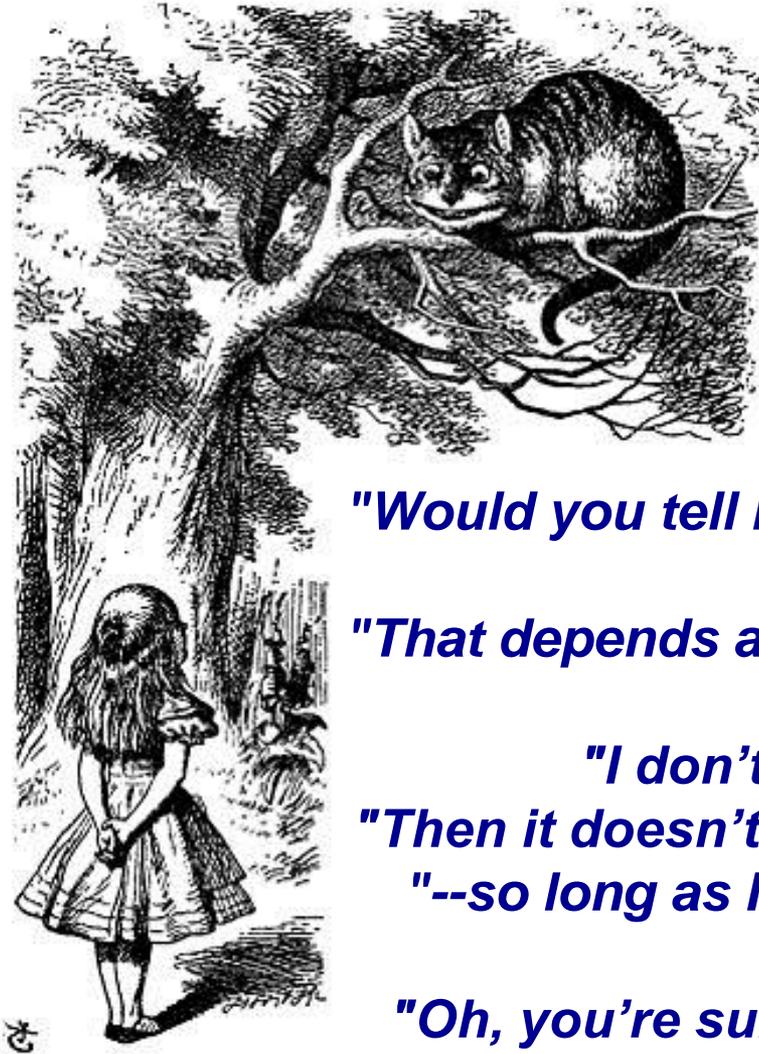
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Planning, Quality and Reporting
The University of Newcastle
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Tertiary Planning in a Transformational Era

- TEQSA Provider Registration Standard under **section 3.6** –
A Strategic Plan that ... “Guides management decision making.”
- Ernst & Young 2012 report – *University of the Future*
“Public institutions will increasingly be run like corporations, while seeking to maintain the freedom of inquiry and academic rigour that their long-term reputation depends on.”

Tertiary Planning in a Transformational Era

- Traps of strategic planning – **Richard Rumelt**
“**Strategic plans contain a lot of ‘fluff’, or the superficial restatement of the obvious combined with a ‘generous sprinkling of buzzwords’.**”
- Competition for funding remains intense (inside and out) – **Daniel Rogas**
“**Resource allocation remains a contentious and uncertain administrative process for reasons deeply rooted in the organisational and economic characteristics of higher education organisations**”



"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where--" said Alice.

"Then it doesn't matter which way you go," said the Cat.

"--so long as I get SOMEWHERE," Alice added as an explanation.

"Oh, you're sure to do that," said the Cat, "if you only walk long enough."

Alice's Adventures in Wonderland

University of Newcastle Strategic Planning Process

Strategic planning should :

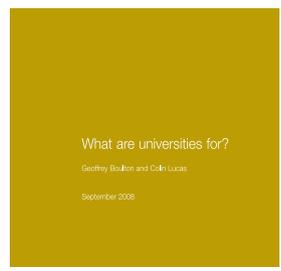
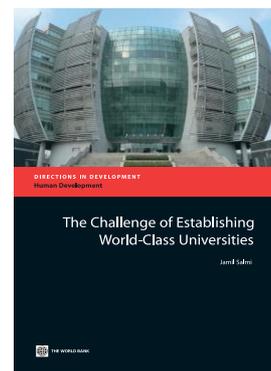
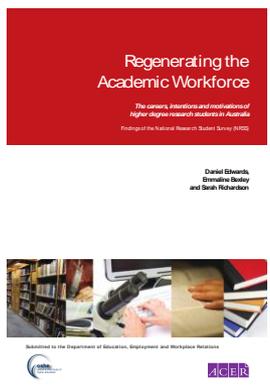
- clarify the objectives that the University wishes to achieve;
- select the priority strategies that will enable the University to achieve those outcomes; and
- identify ways to measure progress.

Building Distinction Strategic Plan 2011-2015

- New Vice-Chancellor in October 2011.
- Move towards a triennial strategic planning process and an integrated corporate planning cycle
 - Strategic planning
 - Financial planning
 - Load planning
 - Operational planning
 - Individual performance planning



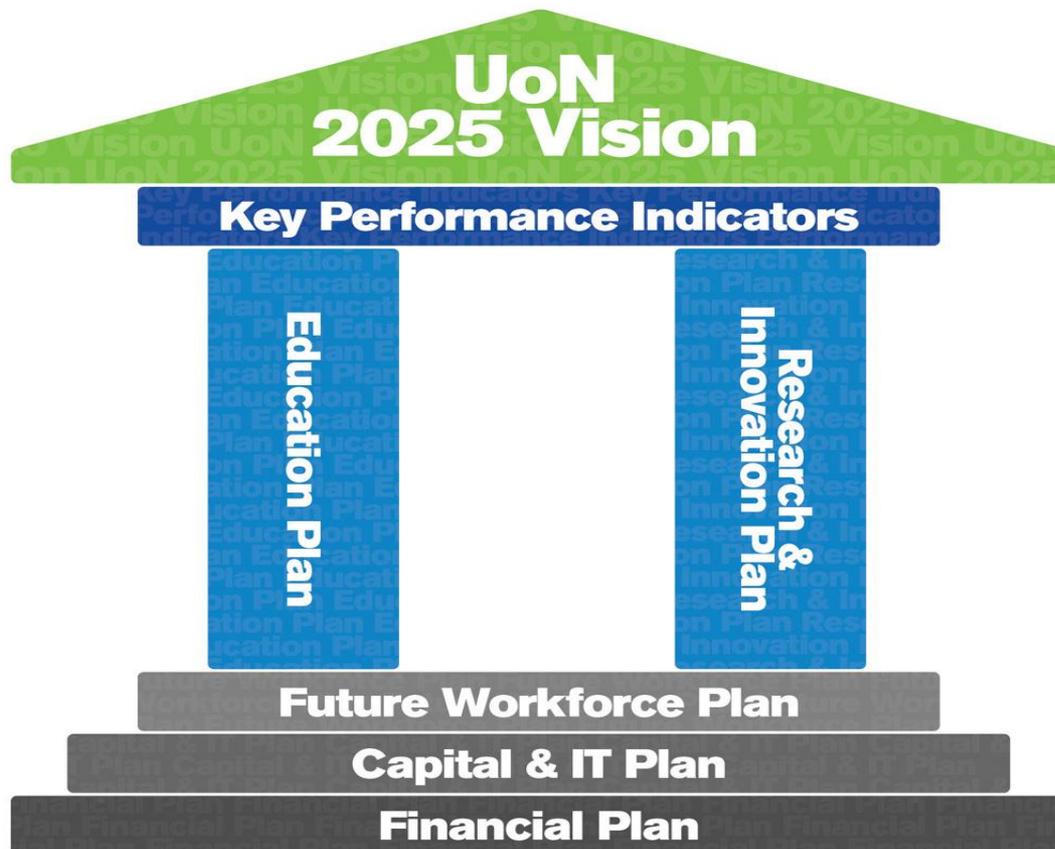
NeW Directions Strategic Plan 2013-2015



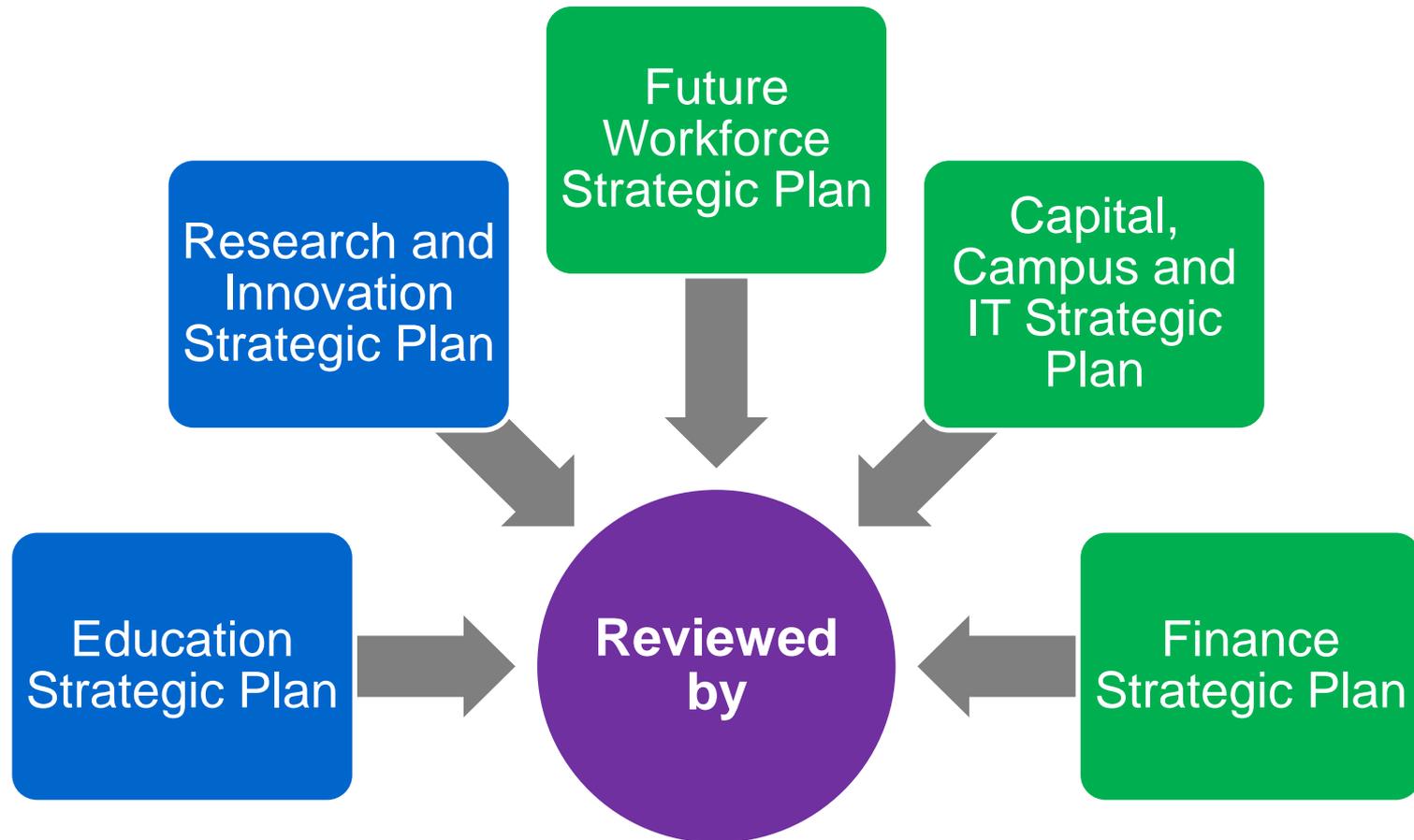
Building the framework

‘World-class universities are sustained by the presence of world-class minds’

Prof Andy Hamilton, VC Oxford



Core and Supporting Strategic Plans



- NeW Directions Strategic Working Group
- Planning Group lead by Co-Convenors
 - Broad representation of academic and professional staff
- Executive Committee
- Council and Committees
- University community

UoN Corporate Planning Cycle

Strategic level activities involve a 'whole of UoN' approach to setting strategic direction and tracking performance.



Operational level activities focus on the progress and performance of an individual faculty or unit.



Review and monitoring of implementation of UoN Strategic Plan into Corporate or operational plans which also considered the existing University structure and committees.



UoN Corporate Planning Cycle

- Each year the Annual Corporate Planning Calendar with key dates of committee and Council meetings is released.
 - Corporate Performance Report on previous year (**May**)
 - Mid year progress review on current year (**June**).
 - High level review of strategic and operational objectives (**July to August**).
 - Review KPIs, targets and trend indicators (**October to November**)
- Weaves the path of student/load planning, strategic planning, management (operational) planning, individual performance planning, and financial/budget allocation and decision making.
 - Timing of information to decision makers

Chicken or the Egg

- Financial decisions and direction must be linked to the strategic plan
- Balance between operating as a business versus being more *'business like'*

“A strategy is not complete until a coherent set of actions is defined to bring the concepts in the guiding policy down to earth, confirm that it is implementable and focus on the institutional resources and effort.”

- Lenore Cooper

“There are known knowns; there are things we know that we know.

There are known unknowns; that is to say there are things that, we now know we don't know.

But there are also unknown unknowns – there are things we do not know, we don't know.”



– United States Secretary of Defense, Donald Rumsfeld

Path Ahead – Are We There Yet?

Future Direction and Challenges

- Focus for 2013 – fulfilling the Corporate Plan and Corporate Performance Report.
 - Ownership to implement key strategies
 - Commitment to KPIs and understanding the longer term trajectory required to be a world-class university.
 - Identifying what we will stop doing (AND...**STOP** doing it!)
- Kaizen and NeW Directions
 - Continue to act like an academic enterprise

THANK DISCUSSION

YOU

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