Strategic Planning Forum Bulletin  
December 2001

The University's Strategic Planning Forum met on 4 December 2001 and discussed the recommendations arising from the inaugural meetings of the Pathways, Prime and Research Strategic Planning Group meetings held throughout the week of 26 November 2001.

This Bulletin reports the approved recommendations as well as the next steps agreed by the Strategic Planning Forum. It will be updated after each meeting of the Forum.

Approved recommendations that encompass all aspects of the new conceptual model are outlined below.

• The document previously known as "Creating the Environment for a Sustainable Business" will now be known as "Dissolving the Boundaries: Creating the Environment for a Sustainable RMIT".

• The terminology used to describe the components of the new conceptual model are working terms only and are being refined over time, as a result of feedback. The term "college" is, for example, more appropriately associated with the discipline areas where the academic staff will be located. The use of the term "precinct" to describe the highest level of the structure in each of Pathways, Prime and Research carries some geographical connotations and will therefore be known as "domains" until further notice.

• The management committee associated with each of the Domains will be designated as "Strategic Planning Groups (SPGs)", to indicate that they are committees of the Strategic Planning Forum. Proposals from any of the three SPGs will be signed off by the parent body – the Strategic Planning Forum.

• The Boyer model of scholarship was reaffirmed for ongoing use to underpin the University's teaching and research activities within the new model.

• Four key questions will provide the framework for the deliberations across the three domains:
  - what programs are we going to offer?
  - who are our students?
  - what do they need/want in terms of support facilities?
  - how do we provide appropriate support structures for their learning?

• A two-stage process for implementation of the new strategy was endorsed, namely:
  - across the board activity in relation to the 2002 profiles process and the application of the associated business rules; and
  - a 2002 pilot of several proposed program clusters to inform the organisational implications of creating the program clusters.
Approved recommendations - Pathways

- Pathways will focus on the programs rather than on the equity groups. The unifying theme is pre-vocational and vocational programs, creating entry and exit points and brokering people into the labour market. Entry and re-entry is not necessarily hierarchical or sequential and involves all three sectors (ie, schooling, TAFE and Higher Education). Pathways must acknowledge the role of employers in the selection of students and therefore the design of programs and the relationship-building element is the key.

- Pathways is concerned with developing cohesion of current offerings, reduction in poor performance/overlap, developing new programs to fill gaps and providing excellence in client service and program delivery.

- The Pathways Strategic Planning Group will focus on profile planning, define possible learning support levels and resource requirements for different student profiles and investigate the potential for collaboration with other universities.

Approved recommendations - Prime

- The Prime Strategic Planning Group will focus on the profile as its immediate task, engaging in a process of testing and refining of the business rules with a view to bringing a series of recommendations on the profiles process to SPF. It was agreed that Deans, the PVC (Learning and Scholarship) and members of the Strategic Consulting Network would meet in order to start the process of mapping possible program clusters. This work will be examined by the SPF and be built on in inter/intra faculty conversations.

Approved recommendations - Research

- The Research Strategic Planning Group will be the source for developing the horizontal structures and processes for research connectivity across the three domains. In this context, it will ensure that Boyer scholarship thinking is actively pursued within the research practice element of each domain.

- In consultation with the research community, some modelling work will be undertaken to identify and validate the rules for entry into the Research domain.

Issues of Communication - Agreed Next Steps

Since the 22 October 2001 Council Retreat and Council meeting at which the proposed new RMIT strategic directions were endorsed, a large number of implementation planning and communication activities have occurred. It was noted that details of these were reported in the Vice-Chancellor's report to the 3 December 2001 Council meeting.

Staff are encouraged to provide feedback via their Heads of Department or to post questions on the RMIT future website (www.rmit.edu.au/future/).

The SPF has agreed that the following activity will occur over the next few months:

- 10 and 11 December 2001 - open meeting for all RMIT staff (at Bundoora and City campuses) to hear about the proposed strategic directions and engage with members of the SPF in their discussion;
• 21 December 2001 - SPF will deliver an Implementation Strategy to the Vice-Chancellor's Executive (for approval and upload on the website in early January 2002);
• 21 December 2001 - Director, Corporate Affairs will deliver a Communication Strategy to the Vice-Chancellor's Executive (for approval and upload on the website in early January 2002);
• 24 - 25 March 2002 - model(s) of the proposed University structure will be presented for discussion at the Council Retreat;
• ongoing - any substantial changes to the document entitled "Dissolving the Boundaries: Creating the Environment for a Sustainable RMIT" will be communicated via a global email with a new version of the document being simultaneously made available on the website (http://www.rmit.edu.au/future/);
• ongoing - SPF bulletins will continue to appear on the website following each of next year's meetings (schedule provided below).

**Schedule of 2002 Strategic Planning Forum Meetings**

- 5 March
- 19 March
- 24 - 25 March
- 3 April
- 16 April
- 30 April
- 14 May
- 28 May
- 11 June
- 25 June
- 9 July
- 23 July
- 6 August
- 20 August
- 3 September
- 17 September
- 1 October
- 15 October
- 24 - 25 October
- 29 October
- 13 November
- 26 November
- 10 December