



JANE
FRANKLIN HALL

Strategic Plan

2023 – 2027



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Preamble

Technological, geopolitical and market changes are challenging universities across Australia. An increase in online learning, greater demands to address industry and workplace needs as well as changing demographics, have meant university residential colleges are also rethinking their core business models. For many residential colleges, a robust future is about embracing the opportunities offered by the new teaching and learning models which are evolving post-Covid.

Jane Franklin Hall is no exception. While the global impacts on universities are relevant to Jane, the College also faces unique challenges from its past and present operating environments. These include external threats such as competition from local and interstate providers as well as internal issues such as longstanding infrastructure issues.

This strategic plan addresses a range of issues and builds on the Colleges' strengths within the evolving tertiary education context. It reflects the College's intentions for the five-year period 2023-2027. It is guided by five key pillars:

- 1. Reimagined spaces**
- 2. Academic success**
- 3. Wellbeing and culture**
- 4. Strong relationships**
- 5. Consolidation**

The College is well placed to deliver a positive collegiate experience for students and is able to leverage its smallness and distinctiveness to meet stakeholder needs. With a strong culture of inclusion and community, a dedicated supporter base and solid operational and governance foundation, Jane moves into the future with confidence.

Our purpose

To foster the development of intellectually and socially well-rounded citizens for an increasingly diverse world.

Our vision

Confident leaders who value their Jane experience as significant to their success in life.

Our values

- 1. Intellectual Enquiry:** we value our student's thirst for knowledge and their keenness to engage and commit to collective learning about themselves and the world.
- 2. Respect:** we value attitudes throughout the Jane community which work to transcend fear-driven or emotionally charged arguments about opinions, beliefs, perspectives or background, looking towards scholarly debate to shape our understanding of all.
- 3. Collegiality:** we value Jane's purpose, vision and experience and encourage participation by all members of the community in College life and leadership.
- 4. Courage:** we value opportunities to grow and challenge ourselves, going outside our comfort zones knowing we have structure and support behind us. We welcome the chance to build resilience, self-confidence and determination.

Strategic goals 2023 – 2027

1. Reimagined spaces

Objective

To have an inspiring physical environment that meets the evolving learning and living needs of our students.

What success looks like

- Our buildings and grounds are fit for purpose, well maintained and appealing.
- Our spaces take advantage of the unique site on which the College stands.
- Our infrastructure is safe and modernised for longevity.
- Our buildings are energy efficient.
- Our technology meets learning, recreational and operational needs.

Strategic Outputs

- 1. MASTER PLAN:** Develop a Master Plan for the College.
- 2. ENERGY EFFICIENCY:** Address achievable energy efficiencies as recommended in Energy Audit.
- 3. TECHNOLOGICAL NEEDS:** Update interactive technology capacity.
- 4. ASSET MANAGEMENT FRAMEWORK:** Commence development of strategic plans, strategies and policies.
- 5. APPEALING SPACES:** Revitalise and refresh common spaces.
- 6. MICHAEL WEBBER HOUSE:** Protect, conserve and refresh.

Continuous development and delivery of core business imperatives 

Reporting progress to: Council via the Governance and Strategy (GaS) Committee and the Finance, Audit and Risk (FARM) Committee

Leader: Principal

2. Academic success

Objective

To be well regarded amongst key stakeholders and target markets for our high-quality, student-centred academic culture.

What success looks like

- Our students actively engage in a robust, well-utilised learning program to support their university success.
- Our students participate in our career-focused skills development program.
- Our Fellows are active and committed to student success and to enhancing the academic reputation of Jane.
- Our scholarships and prizes increase to celebrate students' academic goals.
- Our College provides a range of viable learning opportunities to students and to the wider Hobart community.
- Our students are actively engaged in a program of cultural offerings, including TSO concerts.

Strategic Outputs

1. LEARNING PROGRAM: Develop and implement a program to effectively meet student learning needs and supplement University offerings.

2. CAREER AND SKILLS PROGRAM: Develop and implement a program to meet student's career goals.

3. FELLOWS ENGAGEMENT: Enhance the Fellows program by creating and implementing a framework for: 1) meaningful stewardship of Fellows; 2) meaningful and purposeful engagement of Fellows with the College and with students; and 3) enhanced reputational outcomes.

4. SCHOLARSHIPS AND PRIZES: Seek philanthropic support for an increased number and value of scholarships and prizes.

5. SHORT COURSES AND MICRO-CREDENTIALS: Develop and implement a range of viable micro-credentials and short courses to support student learning needs and to engage with community

6. CULTURAL PROGRAM: Source and organise opportunities for students to attend theatre, festival and concert performances

Continuous development and delivery of core business imperatives

Reporting progress to: Council via the Fellows Committee

Leader: Dean of Academic Studies

3. Wellbeing and Culture

Objective

To be the only place of choice for students who wish to thrive in our supportive, values-based community.

What success looks like

- Our students are actively adopting wellbeing and resilience skills to strengthen self-care and manage challenges
- Our students are provided with timely access to psychological and mental health supports
- Our reputation for providing high-quality support is one of the key reasons students and parents choose Jane
- Our College is known for its focus on positive behaviour and a culture which actively delivers on its vision, purpose and values

Strategic Outputs

1. WELLBEING PROGRAM: Develop and implement a wellbeing program focussing on early intervention, building student resilience and maintaining good mental health

2. PSYCHOLOGICAL SUPPORTS: Strengthen and review counselling and psychological supports

3. STRENGTHEN CULTURE: Focus on continual improvement ensuring Jane's reputation for inclusion and diversity strengthens and evolves

Continuous development and delivery of core business imperatives

Reporting progress to: Council via the Culture Committee

Leader: Dean of Students

4. Strong relationships

Objective

To build and sustain warm connections with supporters of Jane Franklin Hall, enabling varied contributions to the growth and life of the College.

What success looks like

- Our alumni are actively engaged with the College and with each other at planned events and through regular communication channels
- Our links with the University of Tasmania are strong, mutually valuing the role each has in supporting students' needs
- Our donor base and income expand to support the College and its future
- Our donors are celebrated and valued as key stakeholders in the College's success
- Our College is highly regarded and valued by the wider Tasmanian community as a values-based, inclusive community of scholars
- Our College actively seeks and is sought for strategic partnerships to benefit Jane and our students

Strategic Outputs

1. BEQUEST AND MAJOR GIFTS: Develop and implement a framework for the successful gaining of bequest pledges and major gift donations to support the College's strategic goals.

2. STAKEHOLDER AND ALUMNI ENGAGEMENT: Develop and implement a stakeholder engagement plan.

3. REPUTATION AND BRAND: Continue strengthening the reputation and brand of Jane Franklin Hall through targeted communications and marketing activities, reviewing the Strategic Communications Plan and the Marketing Strategy each year of the strategic plan.

Continuous development and delivery of core business imperatives



Reporting progress to: Council with Alumni projects to be reported via the Alumni Committee

Leader: Principal (Stakeholder and Reputation Management), Advancement Manager (Bequests and Major gifts)

5. Consolidation

Objective

To build on the College's financial foundations and operational systems, ensuring Jane's long-term sustainability.

What success looks like

- Our financial position is strong supported by a robust governance and management framework
- Our income comes from varied sources while always ensuring the College delivers on its core purpose
- Our delivery of core business imperatives is backed by a strong policy framework
- Our staff are remunerated and supported under an industrial framework that appropriately reflects the work they do
- Our College provides opportunities for purposeful, personalised staff development and plans for succession, career growth and staff wellbeing.

Strategic Outputs

- 1. FINANCIAL FRAMEWORK:** Review and develop financial policies and strategies
- 2. INVESTMENT:** Review and develop investment strategies, including creation of endowment
- 3. COLLEGE POLICIES:** Review and develop College policies
- 4. REVENUE STREAMS:** Scope, plan for and operationalise a range of income streams
- 5. INDUSTRIAL RELATIONS:** Develop and Enterprise Agreement (EA) and a plan for appropriate remuneration of non-award employees
- 6. STAFF DEVELOPMENT:** Plan for and operationalise staff development and wellbeing strategies

Continuous development and delivery of core business imperatives 

Reporting progress to: Council via the Governance and Strategy (GaS) Committee and the Finance, Audit and Risk (FARM) Committee

Leader: Principal



Providing
peace of mind

JANE
FRANKLIN HALL



...our Student
...provides
...peace of mind.

JANE
FRANKLIN HALL

Ready to join Jane?

Location

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