

## Key principles of the Excellence Framework

Underpinning the Framework are nine key principles. These principles are supported by a body of published work and practice going back to the 1920s. The principles have been used to develop the detail for the categories and also as a mechanism for aligning processes and practices to the Framework.

**Planning and Communicating:** Clear direction and mutually agreed plans enable alignment and a focus on the achievement of goals.

**Understanding Stakeholder Needs:** Understanding what students and stakeholders value, now and in the future, enables organisational direction, strategy and action.

**Thinking Systems:** All people work in a system and outcomes are improved when people work on the system and its associated processes.

**Engaging People:** Engaging people's enthusiasm, resourcefulness and participation improves performance.

**Innovate and Learning:** Innovation and learning influence the agility and responsiveness of the University.

**Using Information:** Effective use of facts, data and knowledge leads to better decisions.

**Managing Variation:** Organisational system and process variation, both internal and external, needs to be understood and managed to enhance performance.

**Delivering Value:** Sustainable performance is determined by the University's ability to deliver value for all stakeholders in an ethically, socially and environmentally responsible manner.

**Leading:** Leaders determine the culture and value system of the University through their decisions and behaviour.