UNSW 2025 Strategy:
12 Key Points staff, students and alumni should know
Our aspiration for the next decade is to establish UNSW as Australia’s global university. We aspire to this in the belief that a great university, which is a global leader in discovery, innovation, impact, education and thought leadership, can make an enormous difference to the lives of people in Australia and around the world.

Why are we pursuing the 2025 Strategy?

Overview of 12 Key Points

This document will provide detail on the 12 key points below that staff, students and alumni should know.

1. UNSW has a bold, ambitious and altruistic 2025 Strategy
2. $3B will be invested over ten years to achieve our strategic priorities
3. UNSW will be a leader in talent and organisational development
4. An unprecedented effort starts now to support our world-class research at UNSW
5. Our students will receive an enhanced learning experience from world-class teachers
6. Operational excellence will support UNSW’s strategy
7. UNSW will deliver on its commitment to equity and diversity
8. UNSW will tackle real-world problems, leading debate and policy formulation
9. UNSW will be Australia’s leading university for international education
10. Our world-class research and innovation will have a positive impact on our economy and society
11. UNSW will partner with communities to improve social, health and economic outcomes
12. There will be new opportunities for our academic and professional staff
1: UNSW has a bold, ambitious and altruistic 2025 Strategy

UNSW has an ambitious vision

We will transform UNSW into a top 50 Global University

- UNSW will become a top 50 global university through achieving excellence in both research and teaching
- The Strategy outlines three priorities: Academic Excellence, Social Engagement and Global Impact
- The Strategy combines ambition with a genuinely altruistic wish to make a difference to the lives of others; we can be proud of that and we must stay true to it as we move from planning to implementation
- UNSW will be ‘Australia’s Global University’ that is both research intensive and teaching intensive

Extensive analysis has been undertaken

We have engaged extensively through the development of the strategy and will continue to do so through implementation

- The 2025 UNSW Strategy was based on extensive consultation with our staff, students and community
- UNSW has completed the diagnostic phase of the Strategy, and the UNSW Council has endorsed the proposed funding approach. The diagnostic phase identified clear portfolios of work to progress the Strategy
- Staff engagement and involvement is critical throughout implementation
- Implementation has begun, e.g. the PLuS Alliance has been launched and work on Grand Challenges, Equity, Diversity and our efforts to work with disadvantaged and marginalised communities has commenced

The vision is achievable

We intend to invest $3B over 10 years to 2025 in growth and expansion to realise the 2025 Strategy

- Our strategy will transform virtually every aspect of the university and our analysis indicates that the significant additional investment required ($3B over 10 years) can be funded through a broad range of initiatives
- Over 75 percent of this funding will come from revenue growth and utilisation of strategic funds with the remaining portion coming from operating excellence
- Staff numbers will increase overall with a more diverse staff profile and performance expectations will be high for all of us
The majority of spending will be on ‘people, people, people’

- **People and delivery** – includes academic and professional staff recruitment, development and retention, PhD Scholarships and Student Equity Scholarships and outreach programs

- **Physical infrastructure** – for research infrastructure, an innovation precinct and investment in learning environments

- **Digital infrastructure** – includes investment in systems to improve staff and student services as well as operational effectiveness, and investment in the Scientia Educational Experience and digital research infrastructure

Increasing income streams and prioritising spending to meet the goals of our strategy

- **Revenue growth** – includes philanthropic donations, industry partnership and some student growth

- **Prioritising discretionary expenditure** – includes focusing spend on supporting the strategy

- **Enabling excellence** – includes enhancing service delivery in faculties and divisions

2: $3B will be invested over ten years to achieve our strategic priorities
3: UNSW will be a leader in talent and organisational development

By 2025, UNSW will have a high performance culture that supports staff development

- Up to 60% of investment will be in people because our staff are central to achieving our ambitious vision
- A high performance culture will value meritocracy and equal opportunity
- Performance expectations will be clear for all staff, with improved support for career planning and promotion
- Top talent programs for researchers, teachers, administrators, managers and leaders will ensure that we retain and develop our best talent

To get there, UNSW will invest heavily in developing and supporting all staff

- Define pathways to support career planning for both academic and professional staff
- Identify and develop high performing individuals as our future leaders
- Manage performance consistently and rigorously against clear expectations for all staff
- Invest in HR capability to better support leaders to manage and develop our people

4: An unprecedented effort starts now to support our world-class research

By 2025, UNSW’s reputation as a world leader in research will have been significantly enhanced

- World leading research will be delivered across the full spectrum of disciplines
- The Scientia Fellowship program will enable us to retain our high performers and recruit world class academics by awarding over 300 new fellowships
- Approximately 100 world class research teams will have been recruited to increase our research capability
- World class infrastructure will boost our research capabilities and open up new research opportunities

To get there, UNSW will increase recruitment efforts and infrastructure investment

- Commence research recruitment efforts immediately
- Implement the highest recruitment standards across all grades, staff, disciplines and faculties, with new recruits expected to be equivalent to the top 10% of current performers
- Invest in our significant research infrastructure program
- Launch the Scientia Fellowship scheme, our flagship talent program, that will provide long term and flexible career pathways with the option to work in industry and the public sector
By 2025, UNSW will provide a distinctive Scientia educational experience

- First-rate student experiences will be centred around building communities, dialogue and feedback, and celebrating outstanding and innovative teachers
- The majority of students will be taking advantage of in-built program flexibility to pursue opportunities, such as international experiences, research internships and exchanges
- Academics will be supported and resourced to teach well, teaching excellence will be measured, recognised and valued, and teaching specialisation in academics will be celebrated and supported
- Graduates will be recognised by employers and society for their global experience and skills

5: Our students will receive an enhanced learning experience from world-class teachers

To get there, UNSW will work with subject matter experts to enhance the educational experience

- Define curriculum components of the Scientia Education Experience and plan to embed into university by end of 2017
- Explore development of an academic calendar that will allow for more study opportunities for students
- Continue development of key digital campus projects to boost communities, flexibility, dialogue and provide more opportunities
- Establish teaching intensive roles and a clear career model to foster teaching excellence

By 2025, UNSW will have a service delivery model that drives operational excellence

- A scalable delivery model that promotes specialisation will encourage continuous improvement and excellence
- More efficient, effective and consistent services will be delivered to students, academic and professional staff, alumni and industry
- Simpler, more integrated systems and procedures will remove unnecessary administration

By 2025, UNSW will have a service delivery model that drives operational excellence

To get there, UNSW will work with subject matter experts to define the operating model

- Redefine roles, responsibilities and accountabilities for professional services
- Review each functional service area to determine how we can be more efficient and effective
- Identify main changes to the organisation and develop a timeline and support plan
- Design a phased approach for rolling out new systems and processes with clear consolidation points

UNSW-wide operational excellence aspirations

- Coordinated and Consistent Support
- Consistent and Effective Organisational Structure
- Simple and Efficient Processes and Systems
- Strong Capabilities in Critical Areas
- Clear Roles and Effective Governance
- Skill Alignment

Student experience considerations

- Student communities
- Dialogue and feedback
- Excellent teachers
- International exchanges
- Research internships
- Flexibility and opportunities

6: Operational excellence will support UNSW’s strategy
### 7: UNSW will deliver on its commitment to equity and diversity

**By 2025, UNSW will be an international exemplar in equity, diversity and inclusion**

- Embracing the diversity and cultural richness of our communities ensures that staff and students can achieve their full potential regardless of background
- Outstanding support and development opportunities will be provided for all who work and study at UNSW
- UNSW student and staff profiles will reflect the demographics of our society
- UNSW will celebrate and respect Indigenous knowledge and recognise the distinctive social justice aspirations and rights of Indigenous Australians
- UNSW will be the top performing university for retention rates of under-represented student groups
- UNSW will lead the Go8 universities for female representation at senior staff levels for professional and academic staff

**To get there, UNSW will develop new plans and actions to drive the agenda**

- Enhance our Disability Action Plan by making it more inclusive and leveraging an innovative digital environment
- Establish the UNSW Diversity and Equity Council to take a leading role in thought leadership on diversity
- Equity, Diversity and Inclusion Champions will be appointed to lead and inspire our equity, diversity and inclusion agenda
- Embed Indigenous knowledge and understanding into our degree programs
- Embed a comprehensive contextual admission system
- Increase our investment in outreach activities and financial support for students from disadvantaged and under-represented groups

### 8: UNSW will tackle real-world problems, leading debate and policy formulation

**By 2025, UNSW will be a leader in addressing the grand challenges facing society**

- UNSW will be renowned as a place where community leaders, strategists and innovators come together to constructively tackle real-world problems
- A number of the grand challenges facing society are systematically identified, explored and addressed
- As a primary point of reference for leaders and policy makers UNSW will be driving debate and providing expert advice
- Our researchers, teachers and students will work together across disciplines to create national and international impact
- A series of partnerships in health, humanities, science, engineering and design will have been established

**To get there, UNSW will lead open and informed debate**

- Establish Forum@UNSW to spread the word about the calendar of events occurring across the UNSW community and to organise major events bringing together leaders from higher education, government, industry and community
- Identify and establish a series of alliances and partnerships
- Identify and tackle 8-10 Grand Challenges by 2025, starting with Climate Change and Migration
- Champion the role of universities to drive public debate and policy making

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9: UNSW will be Australia’s leading university for international education

By 2025, UNSW will be a world leader in providing international education
• Global education opportunities will be greatly extended through innovative partnerships and a borderless approach to educating our students
• UNSW will be Australia’s leading educator of international students with the highest satisfaction ratings in the Go8
• UNSW will have a diverse range of international gateways, via on-campus, online and at overseas locations, forging strategic partnerships and adopting innovative technology to expand the range of pathway and degree programs
• UNSW will provide an exceptional global student experience at one of the world’s most multicultural universities

To get there, UNSW will implement new pathways and networks for students
• Develop faculty and school specific internationalisation plans through the International Office to enable each UNSW student to gain an international experience
• Implement a new Global Learning Network in partnership with cities overseas to provide more access and a clear gateway to UNSW for international students
• Develop new pathways for international students to ensure that UNSW is capturing the best global student talent

10: Our world-class research and innovation will have a positive impact on our economy and society

By 2025, UNSW’s innovation will advance social progress and economic prosperity
• Researchers will be developing innovative responses to complex global challenges
• UNSW will support the entire discovery-to-application pipeline from pure discovery to practical application, in partnership with industry, government and the community
• Valuing the full spectrum of humanities and sciences will enable UNSW to have an impact on diverse areas from culture, design, human rights and social policy through business innovation and medical applications to science advances and engineering technology
• UNSW will be linked to universities and industry in Australia and across the world to foster collaboration, innovation and economic prosperity
• The university’s impact will be measured through performance metrics both inside UNSW and externally

To get there, UNSW will enhance our connections with industry and innovation
• Continue our role as an international leader in the creation of new knowledge exchange approaches
• Accelerate the establishment of the UNSW innovation precinct
• Enhance innovation and entrepreneurship skills in our students and staff
• Build improved pathways for engaging with industry stakeholders
• Improve IP sharing within legal constraints, and take a leadership position in knowledge exchange policy
• Establish commercial research consortia to bring research innovations to market
11: UNSW will partner with communities to improve social, health and economic outcomes

By 2025, UNSW will have positively influenced society in Australia and internationally

- Partnerships with disadvantaged and marginalised communities will exchange expertise and resources in research, education and practice
- Project funding will support development initiatives in designated developing communities in Australia and overseas
- Significant and sustainable improvements in social, health and economic wellbeing will be delivered and measured

To get there, UNSW will partner with communities

- Establish the UNSW Global Development Institute
- Increase our graduates’ understanding of key societal challenges
- Improve access to a UNSW education for people from disadvantaged communities
- Foster social justice aspirations and rights in collaboration with Asia-Pacific communities and the creation of sustainable social value worldwide
- Support the aspirations of Indigenous Australians

12: There will be new opportunities for our academic and professional staff

By 2025, UNSW will have a culture of efficiency and high performance

- The profile of the UNSW workforce will change over the next ten years and total staff numbers will increase
- World-class academic talent will be supported and rewarded in all career stages
- Our research and teaching standards will be amongst the highest in the world, with the option for staff to specialise in research or teaching intensive positions
- We will have clear performance expectations and career pathways for professional staff and a service delivery model that is efficient and responsive
- Greater diversity in our workforce will support a high performance culture

To get there, UNSW will raise the bar in research, teaching and service delivery

- Outline clear performance expectations for all staff and manage individual performance based on those expectations
- Introduce new career pathways that support greater academic specialisation
- Improve the professional service delivery model and create a culture of efficiency and high performance
- Create clear career opportunities for professional staff across the university
- Support academic staff with investment in teaching and research infrastructure
- Initiate new processes and policies to further improve staff diversity
### Immediate Next Steps

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<tr>
<th>Focus on implementation</th>
<th>UNSW by 2025</th>
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<tbody>
<tr>
<td>• A first tranche of investment has now been released</td>
<td>Following 10 years of growth and expansion, UNSW will:</td>
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<td>• Implementation will start now in some areas, for example intensive marketing to launch recruitment efforts</td>
<td>• Be a world leading university</td>
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<th>Staff, students and alumni will be involved</th>
<th>• Be globally connected</th>
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<td>• A UNSW Strategy Office has been established to manage and implement our comprehensive and complex strategy</td>
<td>• Have a high performance culture where staff and students excel</td>
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<td>• Staff involvement and input will be critical. Staff will be asked to help lead implementation</td>
<td>• Demonstrate the power of diversity and equal opportunity</td>
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<td>• Current students and alumni will have opportunities to contribute</td>
<td>• Provide a transformed student experience through innovative teaching and technology</td>
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<th>Immediate activity will occur</th>
<th>• Be an authoritative voice on the local and global social agenda and grand challenges</th>
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<tr>
<td>• Advertisements and marketing efforts will support the intensive recruitment campaign</td>
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<td>• President’s briefings for each School and Division will commence in April and continue through to December</td>
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<td>• Frequent newsletter and other broadcast communications will keep staff up to date</td>
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Send your comments to our Strategy Office strategyoffice2025@unsw.edu.au