

# UNSW 2025 Strategy

Our Strategic Priorities and Themes



**UNSW**  
AUSTRALIA

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## From the Chancellor

I am enormously pleased and proud to introduce the UNSW 2025 Strategy which I believe should drive incredible developments at UNSW Australia over the next 10 years.

This ambitious strategy is possible because of the exceptional track record to date of our University in delivering research and teaching excellence. We have been on a trajectory of steady improvement for over six decades. The UNSW community of students, staff and alumni can be proud of all that has been achieved and optimistic about the future. As we enter the last third of our first century as a university we can now set our sights on rising even higher amongst the very best universities in the world.

UNSW has always been a university with a strong sense of social responsibility, so it is right that the 2025 Strategy emphasises our commitment to promoting equity, diversity, and social justice. The University will also lead discussion and debate on the grand challenges facing contemporary society in Australia and worldwide. We are dedicated to generating new ideas and turning these innovations into practical applications which yield significant social progress and economic benefit.

At this stage in our development we are also committed to building our local, national and international reputation by having an even greater global impact. This will be achieved through innovative educational opportunities, strategic partnerships with other leading universities and by working with communities in Australia and around the world that are less fortunate than our own.

All of these aspirations are captured by this bold, ambitious and altruistic strategy, which I believe has the enthusiastic support of members of the UNSW Council, as well as our staff, students and the key alumni advisors who serve on our Council and Boards. I commend this strategy recognising that to achieve the important objectives that will drive it, the University will need the support of the entire UNSW community of over 349,000 current and former staff and students.

Members of our Council and I are looking forward to working with our President and Vice-Chancellor and the Executive team of the University to implement this important and exciting agenda over the next decade and will seek to keep all of the UNSW community well informed as it progresses.

**David Gonski AC**  
**Chancellor, UNSW Australia**



# From the President and Vice-Chancellor

**Welcome – I am delighted to introduce to you the UNSW 2025 Strategy. The Strategy sets out the overarching strategic priorities and themes which will guide us in its implementation. It outlines an innovative, ambitious and altruistic agenda, reflecting a conviction across our University community that UNSW has the potential to achieve great things during the next decade.**

## **Our Consultation**

A key aspect of the process of developing our strategy has been a wide-ranging consultation, involving our staff, students, alumni and external partners. The response has been exciting and gratifying, with lively discussion and debate, as well as the submission of many thousands of ideas and comments. The initial feedback was collated to shape our Green Paper in May 2015 and further extensive consultation informed working groups, which were responsible for drafting the White Paper in August 2015.

The consultation revealed enormous energy and desire for engagement at UNSW. It documented a high ambition for achievement, an aspiration for UNSW to be a global leader of change and innovation and an altruistic wish for UNSW to have a positive impact, improving the lives of people across the world. The final phase of consultation involved a series of Town Hall meetings and a structured survey. Over 1,600 staff responded to the survey providing their assessment of the White Paper. The results were encouraging with 90% declaring themselves to be supportive or strongly supportive of the White Paper. Given that level of support it was an easy decision to stay close to the White Paper in preparing this 2025 Strategy.

## **UNSW Strategic Priorities**

Our consultation revealed overwhelming enthusiasm for a strategy based on three priorities. Our first priority is a drive for academic excellence in research and education. Universities are often classified as 'research intensive' or 'teaching intensive'. UNSW is an exemplar of both and possibly the first university worldwide to declare itself as both 'research and teaching intensive'. We are among a limited group of universities worldwide capable of delivering research excellence alongside the highest quality education on a large scale. We value the discovery and application of outstanding research, while emphasising the equal importance of excellence in education in guiding the lives and careers of our students.

Our second priority is a passion for social engagement, which improves lives through advancing knowledge and understanding and with them, equality, diversity, open debate and economic progress. UNSW will pursue social justice for our students, staff and community, be established as a leading centre for discussion, debate and policy on the grand challenges facing humanity, and contribute to economic prosperity through our innovation agenda, working closely with industry and government.

Our third priority is a commitment to achieving global impact. We will do this not only through international education, but also by

sharing our capability in research and education in the highest quality partnerships and through working with disadvantaged and marginalised communities worldwide. We regard the interplay of academic excellence, social engagement and global impact as the hallmarks of a great forward-looking 21st century university.

## **Making a difference as Australia's global university**

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. We recognise that others are not standing still and that many universities worldwide share at least some of our ambitions.

Over the next decade the demand for tertiary education worldwide will continue to grow dramatically. The explosion in the knowledge base will continue and the ubiquitous nature of social media and the internet will fundamentally alter the nature of knowledge acquisition. There is increasing competition in pure research from emerging universities in Asia and elsewhere, and ever-greater opportunity for those that are agile and flexible in applying the benefits of discovery science. Given these developments, achieving our goals will require academic excellence, an innovative spirit, boundless energy and substantial resources. The history of UNSW, our long commitment to looking outward and embracing international opportunities, together with a clear strategic intent, have put us in a strong position to realise our ambitions as Australia's global university.

## **UNSW Values and Ethos**

The ambitions outlined in this Strategy reflect the long-standing core values of the UNSW community, that will continue to inform the way we work as a leading global university. Our University is no longer young in years but we remain young in spirit, with the courage to challenge traditional thinking. We celebrate the new ideas and creativity of our community. The simplest way to capture our values and ethos is, "People. People. People".

We will continue to place people at the heart of everything we do, celebrating their diversity and providing opportunities to learn, research and express views in a collaborative and respectful environment. We will strive to deliver a university experience that our students treasure, which provides the starting point for a precious lifelong relationship with our alumni and which enhances the lives of people in our surrounding community and across the globe.

In pursuing our vision and objectives, members of UNSW will demonstrate the following values:

- Partnership – working in teams to best serve our communities;
- Integrity, transparency and ethical decision making, inspiring openness, courage and trust;
- Respect – listening and engaging with each other and our communities.

## **A Focus on Excellence**

During our consultation some have rightly asked me 'What is the focus of our planning for the next 10 years?' The answer is simple. We have just one driver of focus – EXCELLENCE in all that we do. At the core of our organisation is a determination to deliver excellence built on an ethos of: academic freedom, facilitating open debate and the pursuit of ideas; creativity, being innovative and open to new ideas; and equality of opportunity for all regardless of background.

## **Next Steps**

Our 2025 Strategy is the first step in a program of action and impact. It will be supported by an implementation plan providing detailed work plans for each theme, including timetables, resources and targets. The Strategy is ambitious and will stretch all of us, but we are not promising everything tomorrow. Our ambitions can and will be delivered through a steady, carefully planned and determined process over the next decade.

I am enormously grateful to the staff, students, alumni and Council members who have so enthusiastically and generously given time to shaping our emerging strategy. In over 40 years of university life as a student, academic and leader, I have not previously experienced the combination of friendship, support, sense of social responsibility and collegiate spirit that exists at UNSW. My thanks to you all for making the development of our strategy such a stimulating and exciting process.



Professor Ian Jacobs,  
**President and Vice-Chancellor, UNSW Australia**



A photograph of a modern university building at night. The building features a large, illuminated glass facade on the left side, reflecting the sky. A prominent, illuminated, reddish-brown structural element, resembling a stylized tree or a modern sculpture, stands in the foreground. The building's interior lights are visible through the glass, and the sky is a deep blue.

# Australia's Global University

## UNSW Vision

UNSW aspires to be Australia's global university, improving and transforming lives through excellence in research, outstanding education and a commitment to advancing a just society.

# UNSW

## 2025

### Our Commitment

By 2025, UNSW will be Australia's global university and a leading research-intensive and teaching-intensive university, delivering:

1

#### World-leading research

of the highest ethical standards and integrity, across the full spectrum of arts, built environment, business, design, law, social sciences, engineering, medicine and science.

6

#### Thought leadership

harnessing UNSW's intellectual capacity to deliver expert contributions to lead and inform debate, policy making and global issues.

2

#### Research impact

through the generation of new knowledge applied to solve complex problems, deliver social benefits and drive economic prosperity, locally, nationally and globally.

7

#### A significant contribution to national and global prosperity

through innovative, transformative partnerships with community, industry, government and our alumni, facilitating the translation of research and education into economic and social benefits.

3

#### Exemplary education

for every student through integrating the most innovative developments in digital and face-to-face learning into novel solutions, to improve educational quality and the student experience.

8

#### Excellence in international education

leading the world in educating students from overseas, through our innovative and flexible educational platform, offering a truly global experience to all of our students.

4

#### In-demand graduates

optimally prepared for the opportunities and challenges of the 21st century global workplace and motivated by a desire to make a positive impact on society.

9

#### Partnerships

with other great institutions in Australia and across the globe, who share our ethos and can collaborate with us in achieving our strategic goals.

5

#### Equality of opportunity

for all our students, staff and the wider UNSW community, combined with a commitment to the active promotion of equality beyond the University.

10

#### Social justice

achievements built on UNSW's work with disadvantaged and marginalised communities in Australia, the Asia-Pacific and globally.



# Our Strategy in Context

Universities are at the heart of the sophisticated global knowledge system shaping our future and UNSW has a key role to play. We will drive discoveries, inventions and innovations to transform and improve lives worldwide, while also preparing our graduates to navigate, understand and embrace the new opportunities and challenges that rapid change is generating. When UNSW was founded in 1949, our motto *Scientia Manu et Mente – Knowledge by hand and mind* – committed us to generating new knowledge and technologies and to working with industries and communities for the common good. Our motto is just as relevant in confronting the grand challenges of the 21st century, to seek wellbeing for all, in a fair and just society, through discovery, education and by contributing to economic prosperity.

## **UNSW's contribution to humanities and science, across the discovery-application continuum**

Over the last 66 years UNSW has made contributions across the spectrum of science and the humanities. Among many achievements, UNSW has led via transformative social policy and public law and has contributed hugely to the cultural, artistic and intellectual life of our community, while also pioneering the global development of solar energy technologies, helping to control devastating epidemics such as HIV, developing new therapies for depression and anxiety,

and making previously unimaginable breakthroughs in quantum computing. We will continue to place equal value on the humanities and science and to encourage both basic and applied research.

Our view is that a broad outlook, facilitating the cross-fertilisation of knowledge and ideas from different disciplines and approaches, is essential in tackling global challenges in the 21st century. It follows that we will encourage collaboration between the creativity and critical thinking of the arts and the experimental rigour of the sciences. We will also give equal weight to both discovery research and its application. Without basic research and discovery, there will be no knowledge to apply. The evidence indicates that universities worldwide which excel in discovery are also those that are best at application for social and economic benefit.

We will bring the experience and insight of industries and communities into our research labs, lecture halls and digital platforms. We will link UNSW to universities in Australia and across the world. Collaboration drives innovation and that in turn fuels economic prosperity. Thinking big will not distract our researchers from pursuing excellence in their own discrete fields, but it will ensure they are part of a forward-looking intellectual framework, supported by shared state-of-the-art research facilities, responding to the complex, intensely interconnected world.

## **Our unique Scientia approach – research *and* teaching excellence**

At UNSW, our commitment to world-class research does not relegate education to second place. Excellence in research and teaching are inextricably linked and equally important for society. This mutually beneficial partnership is at the heart of our strategy. UNSW is proud to declare itself 'Research Intensive and Teaching Intensive'. Our research informs our teaching, offering students first-hand experience of new developments and engaging them in relevant, real-world problem solving.

As traditional industries, professions and career pathways are transformed and replaced by new, previously unimaginable ways of working, making and doing, universities must prepare students for jobs and roles that do not yet exist. The proliferation of vast reservoirs of instantly accessible digital information and data is now challenging us to rethink how we know and understand our world. We need to build skills that enable us to locate, sift through and critically evaluate knowledge from within this ever-growing information stream. To succeed, our students must be taught to tap this knowledge, understand its strengths and weaknesses and place it in a context in which it can be applied. To succeed, our students will also need sophisticated skills in building intellectual, professional and social





networks. In parallel, rapid technological advances are disrupting and transforming the ways we teach, learn and communicate, but most importantly they are presenting new opportunities for how to teach better and to reach out further across the globe. Universities need to rapidly devise and implement new forward-looking approaches to respond to these challenges and UNSW is determined to be at the forefront of these changes.

### **The next decade**

Over the next 10 years, UNSW's 2025 Strategy will challenge preconceptions about the role of a public research-active university and its contribution to the communities it serves. As Australia's global university, UNSW will continue to excel at both research *and* education, while also promoting academic excellence *and* social inclusion, seamlessly integrating on-campus *and* digital education, and delivering a flexible and personalised education within a large, public university. We will value our local, national and global capabilities and perspectives alike. Most importantly, we will enable aspiration, regardless of background or socioeconomic circumstances. At UNSW, we are proud to be counted among the world's best universities and to be pursuing a distinctive strategy that positions us to make even greater contributions to our world in the future.

# Strategic Matrix

A consistent message during our consultation was a wish to enhance activity and thinking which cuts across the organisational structure and disciplines. There was no desire for immediate change in our Faculty/School organisational or line management structure – it works – but there was a definite wish to maximise the benefits of working across existing structures. The Strategic Matrix is intended to facilitate the cross-cutting interactions our staff and students are seeking in order to secure the benefits of linking across faculties, schools, divisions, disciplines and other organisational boundaries

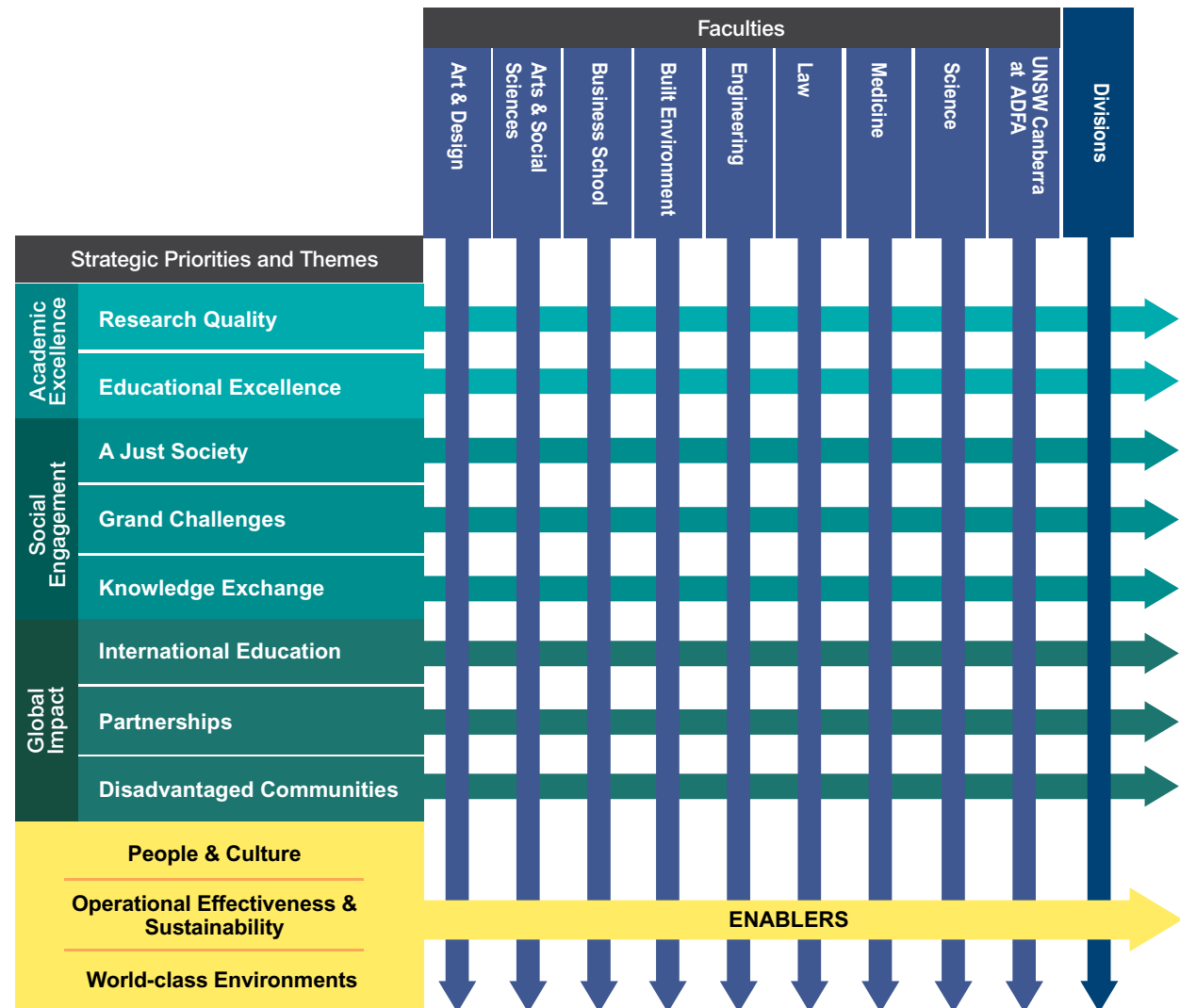
## The vertical axis – our Schools, Faculties and Divisions

The eight Faculties and Divisions, along with our Canberra campus and the 50 Schools within them form the vertical axis of the UNSW Strategic Matrix. From the roots of our science and technology focus, UNSW has evolved to become a broad-based, multidisciplinary, research-intensive and teaching-intensive university with expertise across the arts and humanities as well as science. Our Canberra campus and each of our Faculties of Medicine, Science, Engineering, Business, Built Environment, Law, Arts & Social Sciences and Art & Design have a key role to play in the future of UNSW. Faculty and School activities will be key to our success in implementing the UNSW 2025 Strategy.

## The horizontal axis – our strategic priorities, themes and enablers

The three strategic priorities, which have emerged from the consultation – Academic Excellence, Social Engagement and Global Impact – and the eight themes that sit within them, along with our strategic enablers, form the horizontal axis of our Strategic Matrix. The priorities, themes and enablers will be powerful drivers for cross-disciplinary activity, connecting all Schools, Faculties and Divisions.

The sections in this document which follow are devoted to describing the three cross-cutting priorities and the eight themes within them, which have emerged from our strategic consultation.







# Strategic Priorities

- A. Academic Excellence
- B. Social Engagement
- C. Global Impact





## Strategic Priority A:

# Academic Excellence

Our first priority, Academic Excellence, has two themes – ‘Research Quality’ (A1) and ‘Educational Excellence’ (A2). We will create a research environment and UNSW Scientia Fellowship career track capable of producing outputs, which can compete with any university worldwide. At the same time UNSW will shape the future of higher education through our UNSW Scientia Educational Experience with a unique and flexible blend of face-to-face and digital education.





## Theme A1: Research quality – a world leader

### 2025 Vision

UNSW will be among the leading research-intensive universities worldwide, known for innovative, pioneering research that has a global impact. Our collegiate and entrepreneurial ethos, high-quality infrastructure and flexible whole-of-career Fellowship Program will make us a magnet for the most talented researchers and research students worldwide and for partnerships with industry, international organisations, governments and other leading universities around the world.

### Objectives

1. To establish UNSW as one of the top 50 research-intensive universities worldwide. UNSW will support leading researchers across all faculties and our best researchers will be recognised by prestigious national and international research awards. The number and quality of publications appearing in leading journals will steadily increase and many of our staff will be among the world's most highly cited researchers.
2. To develop a distinctive recruitment and retention strategy that attracts and retains increasing numbers of world-leading researchers and high-quality postgraduate researchers. UNSW will be recognised globally for an integrated and flexible career pathway, which nurtures and retains staff of the highest calibre throughout their careers.

3. To be internationally renowned for a world-class research environment, addressing major challenges and social justice issues, with the highest quality facilities, technical support and incentives that facilitate interdisciplinary research across the University.

### Our initiatives

#### 1. The UNSW Scientia Fellowships – a distinctive UNSW career pathway

We will establish UNSW Scientia Fellowships as a program spanning a whole research career, creating a lifelong community of outstanding UNSW researchers. The UNSW Scientia Fellowship Program will be a flagship UNSW scheme that commits to attracting and nurturing the best and brightest people from PhD students, through early and mid-career researchers, to established leading researchers and professors.

UNSW will enter a partnership with those academics competitively appointed as UNSW Scientia Fellows, mentoring and nurturing their careers. Progression between career steps will be based on transparent and demanding performance criteria. Importantly, the pathway through the Scientia Fellowship Program will be flexible, allowing for extended experience outside UNSW, for example with industry, other universities or research organisations, government or non-government organisations, public service, overseas centres and start-ups, or leave for personal/family needs with a guaranteed return to the Scientia Fellowship Program at UNSW.

The UNSW Scientia Fellowship Program will support recruitment and retention of outstanding researchers at all stages of their careers. The scheme will be a significant boost to the overall effort to drive a UNSW culture of research excellence, mentoring, career development, leadership and community that will be valued by our staff and will attract outstanding academics from around the world.

#### 2. Recruiting world-class performers – the research leaders of today and tomorrow

We will invest strategically, on a large scale, in recruitment in carefully selected areas of research, from across the full spectrum of endeavours in arts, built environment, business, design, law, social sciences, engineering, medicine and science. Recruitment will be focused in areas aligned with our identified areas of strength or in areas where we need to strategically build capacity. We will target world-class established research teams as well as 'rising stars' who have demonstrated potential to become the research leaders of tomorrow.

We will recruit more high-calibre, higher degree research candidates in selective areas of research to build up the critical mass of research activity across the University. We will increase scholarship support to attract the best research students both locally and internationally to undertake their research programs at UNSW. We will continue to enhance the experience of our research students by increasing their opportunities for networking, connections to industry and to community partners as well as providing mentoring and career advice to ensure they move forward into the most rewarding jobs.

The research leaders we recruit will drive up UNSW's research performance and the number of high-quality and highly cited research publications and other outputs. Sustainable growth in research impact will also be maintained by the continuous reallocation of resources from lower quality research to the highest quality research across UNSW.

### **3. Delivering impact from research excellence**

We will value and support the entire discovery-to-application pipeline, recognising that this must involve support for the full spectrum of research from pure discovery to research programs that partner successfully with industry, government and the community. Our approach will encourage the development of skills in entrepreneurship, innovation and collaboration in our staff and students which will enable us to find better ways to translate discoveries into practice and to deliver the maximum social and economic benefit from the research we undertake.

We will adopt a highly collaborative and cooperative approach to working effectively with universities, institutes, industry and other key organisations in NSW, nationally and internationally reflecting our commitment to adding value to society. This will involve sustained efforts to build new partnerships, which will deliver research, educational, cultural and economic benefit. We will establish large-scale collaborative networks which will add value to and connect our research spires. We will develop performance metrics to recognise and reward innovative research, both across the University and with researchers and organisations outside UNSW.

### **4. Facilitating interdisciplinary research**

We will direct resources to building interdisciplinary teams of researchers, bringing together the range of expertise required to address the grand challenges. Doing so will build on cross-faculty collaboration to create original and innovative interdisciplinary research. While respecting the significance of individual disciplines, we will encourage this type of cross-cutting research, spanning disciplinary boundaries, which is essential in tackling the challenges of the 21st century. We will nurture a culture of collaboration and sharing of knowledge, methods, talents and skills between the sciences and the humanities. The barriers to the formation of strong collaborative partnerships will be broken down and collaborative behaviour will be valued in career development so that UNSW's approach to collaboration is regarded as exemplary in Australia and globally.

### **5. A strategic world-class research infrastructure program**

We will invest strategically in the core research infrastructure required to deliver research performance at the highest level. We will expand the scale and capability of our existing facilities as well as the technical and administrative support for our leading researchers. Acknowledging that the scale of research infrastructure needed to address many cutting-edge areas of research increasingly exceeds that which a single university can support, UNSW will play a leadership role in the development of national and/or international collaborative research infrastructure supporting our areas of research strength.

We will continue to invest in world-class facilities and in new buildings ensuring research infrastructure that supports all faculties. There will be enhanced support for those relying on big data sets, mathematical modelling, data visualisation, bioinformatics and complex statistical analysis. Alongside the investment in new core facilities we will review existing facilities and ensure that we divest facilities that either do not fully support the strategic mission of UNSW or where alternative options are available to best use resources.

### **Measures of progress**

- Quality of appointments to UNSW Scientia Fellowship Program.
- Ranking in the QS, ARWU and THES world university tables.
- An improvement in the quality and impact of UNSW research publications and other research outputs.
- Success rates in competitive grants for each discipline nationally.
- Quantity of industry funding compared to other Australian and international universities.
- Improvements in quality of core research infrastructure.
- Postgraduate researcher satisfaction and the quality and extent of postgraduate outcomes.
- Growth in number and quality of interdisciplinary research programs.

## Theme A2: Educational Excellence – the UNSW Scientia Educational Experience

### 2025 Vision

Our distinctive UNSW Scientia Educational Experience will empower students to realise their potential through a personalised and flexible educational experience delivered within the context of being one of the world's most international and progressive universities. UNSW will attract high-potential students from across the world into a diverse community of scholars, on campus, at overseas locations and via digital platforms. The UNSW Scientia Educational Experience will blend the highest quality face-to-face teaching with digital education to inspire curiosity and innovation across a collegiate learning community of peers, academics, employers and alumni. As a global leader in the use of educational technology and by utilising our innovative approach to partnerships we will influence the model of higher education worldwide. UNSW will be known as a university, which is both 'Research-intensive and Teaching-Intensive'.

### Objectives

1. To design, develop and deliver a distinctive higher educational experience that will establish UNSW as a leader in transforming our students and empowering them to become the best they can be. Our approach through the UNSW Scientia Educational Experience will, through outstanding design, experimentation and continuous improvement, integrate the best available educational technologies to deliver personalised and flexible learning opportunities.

2. To admit the most talented students, irrespective of background, consistent with our commitment to a just society. We will have a comprehensive and integrated contextual admission system linked with pathway programs that will ensure we are able to bring to UNSW students who have the potential to succeed within our academic environment, irrespective of background or socioeconomic status.
3. To ensure that UNSW students obtain a holistic education, securing the real-world practical skills needed for a rapidly evolving workplace. This will result in our graduates, as the next generation of professionals and leaders, having the ability to adapt personally to disruptive change and to influence the communities with which they engage, locally, nationally and globally.
4. To establish UNSW as a global leader in technology-enhanced learning, positioning us as a preferred partner for others at the leading edge of innovation in higher education and digital service delivery. We will develop the organisational culture, infrastructure and capabilities necessary to identify, test and implement the best technology-enhanced learning solutions while at the same time discontinuing those that are less effective.

### Our initiatives

#### 1. Design, develop and deliver the UNSW Scientia Educational Experience

At the heart of our educational strategy, the UNSW Scientia Educational Experience will deliver a distinctive, innovative and globally relevant educational approach. We will achieve greater flexibility and improved life–study balance through the seamless integration of the physical and digital campuses and carefully planned development of a trimester academic year. Outstanding program design, an emphasis on cross-disciplinary learning, smart use of technology, global engagement and complementary career-focused themes, will give our students an opportunity to personalise and tailor their educational experience and provide graduates with the attributes necessary for success in the 21st century. UNSW will systematically embed within its programs knowledge and understanding of Indigenous issues that are relevant both to the degree program and to a broader understanding of Australian history, cultures and environments.

The UNSW Scientia Educational Experience will, by the incorporation of the following key elements and principles, be:

- blended and technology-enhanced with seamless integration of the physical and digital campuses
- based on simple yet flexible degree structures making the most of a trimester-based academic year

- designed to deliver integrated graduate capabilities whose values are woven into all programs
- highly focused on attainment
- built on ensuring a personalised student experience
- focused on building and supporting learning communities
- able to embed research-integrated learning into all programs
- able to deliver global experience within an Australian context
- focused on work-integrated learning and support for future careers.

## 2. Supporting and valuing teaching excellence

We will deliver a major cultural shift across the University by specifically valuing the excellence of our academics who undertake teaching. This will be achieved through support programs and clear policies, including those related to promotion. We will support and value exceptional teaching, developing academics who are committed to creating a rich learning environment and providing a consistently excellent educational experience.

Alongside the cultural change, we will invest additional resources to ensure that we have both the infrastructure and support services to empower our teachers to deliver the UNSW Scientia Educational Experience, including high-quality education and development programs and a high-quality support services system, which will provide timely access to experienced instructional design and educational technology support. We will ensure that we have appropriate and well-supported technology platforms available across the institution.

A focus will be placed on developing cross-institutional capability in educational data capture and analysis to support program design and personalised delivery. We will continue to invest in the development and support of educational quality improvement systems that will facilitate the continuous refining of our programs, aid staff development and enable the delivery of timely feedback to students on how the University has used the information gathered to improve quality.

## 3. Systematically integrating technology into teaching

We will develop a culture that allows us, through our integrated digital campus strategy and investment in technology, to innovate and improve our educational capabilities. This will enhance both the educational experience and campus life more generally. We will integrate the best available technologies to design and deliver systems that enable students to personalise their education and allow the University to individualise student support programs. We will ensure coordination of University-wide support services for flexible use of learning spaces and integrated technology. Alongside the investment in new technology-enabled solutions, we will disinvest from those activities and technologies that are not adding value or where better solutions exist.

## 4. Building a global alliance and focused partnerships

Using the power of international alliances and the emerging technologies we will provide unique offerings to overseas students, combining flexibility of course duration, mode and place of learning, with our world-class educational programs. We will

develop a range of strategic partner relationships in selected global cities to teach more of our programs overseas, reaching international students and providing more outbound student experiences for our domestic students.

### Measures of progress

- Full introduction of the UNSW Scientia Educational Experience with effective integration of online learning.
- Ranking in Australia for teaching quality indicators through peer review.
- Trends in student satisfaction data.
- Proportion of students achieving all of the Program Learning Goals in their academic and support programs.
- Graduate outcomes measures – relating to students in full time employment and average starting salary.
- Number of international students studying on campus and using digital technology.





## Strategic Priority B:

# Social Engagement

Our second priority, Social Engagement, has three themes – ‘A Just Society’ (B1), ‘Grand Challenges’ (B2) and ‘Knowledge Exchange’ (B3). We will take steps to achieve equality of access for students of all backgrounds, equality of progression for all staff and to promote equality and diversity in society. We will work ever more closely with business and industry to ensure that the discoveries from our research enterprise are rapidly disseminated for social and economic benefit. We will mobilise the expertise of UNSW to lead debate, discussion and policy formulation on the grand challenges that face Australia and humankind.



## Theme B1: A Just Society

### 2025 Vision

UNSW will be recognised as an international exemplar in equity, diversity and inclusion. Our success will have been built upon embracing the diversity and cultural richness of our communities and ensuring that our staff and students can achieve their full potential regardless of background. We will provide outstanding support and development opportunities for all who work and study at UNSW, as well as promoting these values in our external interactions. Our student and staff profiles will reflect the demographics of our society and UNSW will celebrate and respect Indigenous knowledge.

### Objectives

1. To ensure that UNSW staff and students play a leading role in debate, policy and practice on diversity and inclusion issues affecting the higher education sector and society more broadly.
2. To develop student access and support activities that position UNSW as a leader, ensuring that we admit and support students of high potential regardless of background. In particular, we aim to increase the intake and retention of Indigenous students, students from low socioeconomic groups and students from disadvantaged backgrounds.
3. To ensure equality in recruitment, development, retention and promotion of staff with particular attention to ensuring no disadvantage on the basis of gender, cultural background, disability or Indigenous origin. UNSW will be the exemplar Australian university and an employer of choice for people from diverse backgrounds.

### Our initiatives

#### 1. Staff Equity Program

We will address differences in employment rates based on gender, disability, sexual orientation or gender identity, cultural background and Indigenous origin to ensure that such factors do not influence recruitment, hiring, promotion, pay level or retention. We will establish a program that facilitates equity in employment across UNSW, covering all diversity groups and incorporating national and international benchmarking. Evidence-based plans and actions will be developed for specific diversity groups and will support the ability of both the University and its Faculties and Divisions to meet specified targets.

#### 2. Student Equity Program

We will design and deliver a systematic approach to the recruitment and support of students of high potential that recognises their diverse backgrounds. Given the limitations of relying solely on high school grades, entry criteria and processes will be a focus of review and reform. Bonus point schemes will be used when there is evidence to demonstrate additional value over the use of crude measures of academic performance alone in reducing the effects of disadvantage on admission decisions. UNSW's Scholarship Program will include more 'equity-based' scholarships to support students from disadvantaged and under-represented groups and the number of scholarships for Indigenous and low socioeconomic status students will be increased. We will ensure that support for students from disadvantaged backgrounds is ongoing throughout their studies.

This support will include a University-wide mentoring program for students from disadvantaged and marginalised communities.

#### 3. Disability Action Plan

We will enhance our Disability Action Plan with a focus on making the learning and teaching experience welcoming and inclusive, and the University's built and digital environment accessible to all staff and students with a disability. Using the principles of Universal Design and in line with our commitment to be a global leader in the use of technology-enabled learning, we will ensure the needs of students with disabilities are factored into curriculum development, design and delivery. We will implement 'best practice' in building accessibility across our physical campuses and residential communities to ensure they meet the needs of staff, students and visitors. In creating a campus culture that is inclusive of the needs of people with disabilities, we will ensure that our Disability Action Plan is a part of our staff and student culture.

#### 4. Indigenous Program

We will acknowledge, respect and celebrate the important place of Indigenous Australians at UNSW. Respecting and learning about Indigenous knowledge will be integral to the UNSW educational experience. All staff joining the University will undertake cultural awareness training as part of their induction to UNSW. We will implement a University-wide scheme focused on continuously improving Indigenous students' access and degree completions and provide the opportunities for our Indigenous staff to build their careers. We will strengthen our commitment to Indigenous communities by expanding existing programs, such





as student recruitment via outreach programs and Winter School, and by new initiatives that partner UNSW with specific Indigenous communities.

#### 5. Equity, diversity and inclusion champions

We will appoint 'champions' from across the University who will lead and inspire our equity, diversity and inclusion agenda internally and be our advocates externally. These 'champions' will work with representatives from diversity groups to drive the agenda for equity and inclusion across UNSW and will oversee progress against strategies at the University, Faculty/Divisional and School levels.

#### Measures of progress

- The gender balance in UNSW roles at all grades.
- The proportion of Indigenous staff.
- The number of participants in outreach programs.
- Graduation rates for Indigenous students and those from low socioeconomic backgrounds.
- Comparison of domestic student demographics to the demographics of Australia.
- Measures of campus accessibility for disabled staff, students and visitors.



## Theme B2: Leading the debate on Grand Challenges

### 2025 Vision

UNSW will be established as a leader in promoting informed discussion, debate and policy formulation on the Grand Challenges facing Australians and humanity worldwide. The University will be known as a global point of reference for those shaping policy, including governments, international organisations, non-government organisations, community leaders and industry. We will ensure that UNSW champions the critical place of universities in leading open and informed debate.

### Objectives

1. To tackle real-world problems through the partnership of our staff, students, alumni and the community. Our efforts will be aligned to UNSW's expertise and research strengths, Australia's aspirations, and the United Nations' Sustainable Development Goals.
2. To be a primary point of reference for leaders and policy makers by driving debate and providing expert advice on solutions to Grand Challenges.
3. To provide an informed evidence base for public debate and policy formulation led by academic experts working together with the broader community.

### Our initiatives

#### 1. Grand Challenges Program

We will establish our Grand Challenges Program to systematically identify, explore and address the challenges facing society. The program will focus on major contemporary and future challenges, including but not limited to areas such as, climate change, energy, water, equality, migration, urbanisation, ageing, poverty and security. We will solicit and assess proposals for programs of interdisciplinary research, educational initiatives, workshops and conferences.

#### 2. Forum@UNSW

Forum@UNSW will be established as an overarching structure tasked with driving and promoting both the existing forums at UNSW and the new initiatives that arise from the Grand Challenges Program. Forum@UNSW will bring community leaders, strategists and innovators together with academics and students to identify and explore the most appropriate actions and solutions. Forum@UNSW will have the capacity to link with external media partners and host open digital platforms, community meetings, public lectures, debates and discussion groups.

#### 3. Fostering creativity and public engagement with art, culture and science

We will undertake a series of initiatives to maximise cross-disciplinary expertise and public engagement with the work of UNSW. This will involve a series of strategic partnerships in health,

the arts, culture, science, engineering, architecture and design that will add value for the people of NSW while having an impact nationally and internationally.

#### Measures of progress

- Number of Grand Challenges Programs commenced and sustained.
- Trends in attendance at events facilitated by Forum@UNSW.
- Number of outputs from multidisciplinary research across the Grand Challenges Programs.
- Evidence of national and international recognition of our research impact.
- Numbers of staff, students, alumni and members of the community participating in our initiatives.



## Theme B3: Knowledge exchange for social progress and economic prosperity

### 2025 Vision

UNSW will be recognised globally as a leading university for knowledge exchange. Our engagement with government, industry and the community will enable the translation of our work to advance social progress and economic prosperity. We will be known for a focus on innovation as well as for the scale and extent of interactions involving our staff, students and alumni with industry, business, government and our community partners.

### Objectives

1. To establish UNSW as a world-leading university for industry engagement, through an open and flexible approach to working with government, industry and communities that focuses on translating and communicating the wider economic and social benefits of our research to society.
2. To have an effective industry–staff–student ecosystem for innovation and entrepreneurship and to be known as a place where entrepreneurship is nurtured, so that our best innovative minds can flourish and take new ideas to market or transform the way we look at the world through social entrepreneurship.
3. To forge global alliances to ensure knowledge exchange contributes across the world and supports UNSW's global commitment to a more just and sustainable society.

### Our initiatives

#### 1. UNSW Innovation and Entrepreneurship

We will embed innovation and entrepreneurship into our research and education culture. Entrepreneurship will be embraced by staff and students, and the progression of our staff and students to positions in industry or vice versa will be celebrated, recognising the future relationships and value that this will bring. We will also grow our successful student start-up program and make innovation and entrepreneurship part of the UNSW learning experience. We will increase student internships, industry placements and mentorship by working closely with industry, especially our alumni. With the Michael Crouch Innovation Centre as a hub, we will embrace the experience and skills of our successful alumni entrepreneurs.

#### 2. UNSW Knowledge Exchange Agent

We will champion and promote knowledge exchange. We will foster deep, mutually beneficial relationships between University researchers and industry and the community. We will also develop a user-friendly digital pathway into UNSW for industry, government and the community seeking research engagement; our new portal will facilitate the matching of industry partners with the right groups of researchers at UNSW, as well as showcasing the range of capabilities that our research workforce possesses. We will scale up discussion forums which foster the exchange of ideas

and expertise between UNSW researchers and industry, leading to the generation of knowledge exchange opportunities. We will introduce mechanisms to monitor and assess the value of our innovations and to capture, reward and incentivise knowledge exchange across the University.

#### 3. UNSW Innovation Precinct

We will establish a ground-breaking and internationally connected UNSW Innovation Precinct which will bring together industry, small to medium sized enterprises (SMEs), entrepreneurs, investors and policy makers from around the world to our campus. The Precinct will link all the steps in the innovation–research–development–translation value chain, from harnessing the creativity of our students, staff and alumni, through to incubating our best ideas and bridging them to industry or the end-users of our research.

#### 4. Easy Access Research

We will ensure ongoing differentiation as a leader in the knowledge exchange space in Australia and globally. We will further develop our use of Easy Access IP at home and overseas as a means to move our research into industry and into the wider community and to eliminate legal complexities for most of the research conducted at UNSW. We will complement Easy Access IP with the introduction of Easy Access Research so that industry can engage with UNSW researchers with an up-front assurance that they can use any IP generated. Easy Access IP and Easy Access Research will be prominent mechanisms to support and grow the entrepreneurial



ecosystem at UNSW and to build better industry and end-user engagement.

#### 5. Policy development and thought leadership

UNSW will take a leadership position in knowledge exchange policy and delivery in Australia and on the global stage. We will work with industry leaders, peak industry bodies, community bodies and government to highlight the social and economic benefits of knowledge exchange. We will assist governments, industry and the public to monitor, assess and understand the full range of benefits that accrue from investing in research at UNSW.

#### Measures of progress

- Growth in knowledge exchange related revenue.
- Measures of the economic impact of UNSW.
- Ranking in the Reuters Top 100 Innovative Universities.
- The proportion of students actively involved in innovation and entrepreneurship.
- The number of technology start-up companies created by our staff and students.
- The number of knowledge exchange partners engaged.
- The number of Easy Access IP and Easy Access Research agreements.

## Strategic Priority C:

# Global Impact

Our third priority, Global Impact, also has three themes – 'Internationally Engaged Education' (C1), 'Partnerships that facilitate our strategy' (C2) and 'Our contribution to disadvantaged and marginalised communities' (C3). We will take innovative steps to expand our global educational reach using novel technology-enabled models of international education, on campus and overseas. We will develop high-profile institution-wide relationships with carefully selected international university partners, which will enhance our ability to deliver excellence and innovation in research and education. We will expand our efforts to work in partnership to improve the lives of marginalised and disadvantaged communities in Australia, the Asia-Pacific and further afield.



## Theme C1: UNSW model of Internationally Engaged Education

### 2025 Vision

UNSW will be Australia's leading university for high-quality international education, enshrined in our UNSW Scientia Educational Experience, which embraces a highly multicultural community of learners, promotes a strongly international curriculum, and commits to providing transformative international experiences for all students. UNSW will have greatly extended global education opportunities through innovative partnerships and a borderless approach to educating our students.

### Objectives

1. To deliver outstanding education for students globally through the UNSW Scientia Educational Experience, developing internationally relevant curricula, offering transformative overseas experiences, promoting language skills and connecting international alumni with students.
2. To ensure an exceptional student experience at one of the world's most multicultural universities, nurturing a highly inclusive and integrated student community, and offering support services to underpin high levels of international student satisfaction.
3. To be the leading educator of international students in Australia, growing numbers studying with UNSW, on campus, online and at

overseas locations, forging strategic partnerships and adopting innovative technology to expand the range of pathway and degree programs.

### Our initiatives

#### 1. Highly internationalised UNSW Scientia Educational Experience

We will build faculty and school specific internationalisation plans enabling each UNSW student to gain international experience, via curriculum design, through learning within a multicultural community, through language acquisition and through overseas programs. We will integrate our international and local student communities and build an ambitious program that connects international alumni with students in a mentoring role.

#### 2. Continuing to focus on international student satisfaction

We will streamline recruitment and admissions activities, student monitoring, assessment, and enhance pastoral care and provide personalised guidance for all students, wherever they are studying.

#### 3. New Global Learning Network – expanding our reach

To achieve our goal of becoming Australia's leading educator of international students, we will establish a new Global Learning

Network. This will involve a range of strategic partnerships in cities overseas to improve access to UNSW programs for international students and provide more opportunities for outbound experiences for our locally based students.

#### 4. New pathways for international students

We will be the university of choice for international students. Our pathways will be considered the most progressive globally in their breadth, depth and scale.

#### Measures of progress

- Number and quality of in-bound international students.
- Measures of satisfaction of international students.
- Number of students provided with an opportunity to have an international experience as part of their education.





## Theme C2: Partnerships that facilitate our strategy

### 2025 Vision

UNSW will have deep partnerships with a small number of international universities, that will contribute to achieving our strategic objectives in academic excellence, social engagement and global impact. The balance of research, learning and teaching, and engagement will vary across the partnerships but collectively the partnerships will provide expanded expertise, critical mass and global reach not achievable by a single university.

### Objectives

1. To establish and support a small number of strategic partnerships with major universities across the world to enhance our global impact, international positioning and ability to address contemporary challenges. These partnerships will form a Global Learning Network, a Global Knowledge Network and a Global Development Network. Universities in these networks will reflect UNSW's history of strong relationships with Europe, North America and China, as well as newer relationships in India, the Asia-Pacific and elsewhere.
2. To align these university-level partnerships with both larger university networks, such as the Association of Pacific Rim Universities (APRU), Universitas 21 (U21) and GlobalTech, and more specific collaborative relationships at faculty, school, group and individual level, thereby supporting the UNSW community in tackling regional and global problems.

3. To shape these partnerships and networks to build on UNSW's distinctive history and culture of international commitment, placing us at the forefront of global higher education by providing new opportunities for students, academics and professional staff to take part in research, teaching and community development activities around the world.

### Our initiatives

#### 1. Global Learning Network

We will establish a Global Learning Network to provide new opportunities for students to benefit from partnerships with world-class universities. Innovative teaching methods, cutting-edge technology and international study opportunities will transform the student experience and ensure graduates have the required skills to meet the future needs of employers. This Network will complement our initiatives in educational excellence and international education.

#### 2. Global Knowledge Network

We will establish a Global Knowledge Network, which will create a new model of international research collaborations, pooling expertise, building international industry partnerships, providing a competitive advantage in major research projects, and more closely integrating international research talent to address the grand challenges of our time.

#### 3. Global Development Network

We will establish a Global Development Network, which will focus on ambitious plans for significant capacity-building partnerships with universities in the Asia-Pacific and Africa. Coordinated, multidisciplinary, problem-solving initiatives will be developed through long-term partnerships. This Network will complement our plans to work with disadvantaged and marginalised communities.

#### 4. UNSW Partnerships Team

We will establish a new UNSW Partnerships Team, which will provide support for early partnership development to encourage staff to embrace collaboration at all levels of the organisation. The team will facilitate capacity building to build partnerships, support governance structures and manage the emerging networks. The team will also advise Faculties and Schools in the effective development, coordination and support of partnerships that are not part of the University-wide strategic networks.

### Measures of progress

- Measures of benefits to our education model and our research community, demonstrated by numbers of collaborative grants, publications, PhD candidates, collaborative courses and teaching activities.
- Amount of external funding secured for our Global Networks.
- Progress in establishing comprehensive partnerships with universities in the Asia-Pacific and Africa.



## Theme C3: Our contribution to disadvantaged and marginalised communities

### 2025 Vision

UNSW will work with people from disadvantaged and marginalised communities, in support of improved social, health and economic wellbeing as part of our global commitment to more equitable and just societies. In partnership with these communities, we will exchange our expertise and resources in research, education and practice to deliver significant and sustainable improvements.

### Objectives

1. To contribute to building capacity and creating sustainable solutions through knowledge exchange.
2. To become a significant partner for disadvantaged and marginalised communities in selected countries where our impact can be most effective in helping to address development challenges and inequalities through our research, education and practical initiatives.
3. To contribute to reducing the socioeconomic gap facing disadvantaged groups in Australia, by generating educational opportunities and facilitating knowledge application.

### Our initiatives

#### 1. UNSW Global Development Institute

We will establish the UNSW Global Development Institute to support partnerships with disadvantaged and marginalised communities and to deliver distinctive global knowledge exchange and capacity-building programs. With our community partners we will review our development work and systematically deploy our knowledge, strengths and infrastructure to better support academics researching and working with partner communities. Through the Institute we will contribute to reducing global economic, social, political and environmental disadvantage and marginalisation.

#### 2. Involvement of the UNSW community

At the invitation of our partner communities we will engage UNSW staff, students and alumni in our work with disadvantaged and marginalised communities to enhance the student experience and deliver graduates with an understanding of the issues facing these communities. We will develop new curricula relevant to the global issues of disadvantage and marginalisation. We will improve access to a UNSW education and will maintain our support until graduation for people from disadvantaged communities. We will establish specific alumni programs to ensure our graduates from these communities continue to be supported to further their lifelong learning aspirations and careers.

#### 3. A local, regional and global approach

We regard the distinctive social justice aspirations and rights of Indigenous Australians as being a specific and critical priority for UNSW. Disadvantaged and marginalised Australian communities are central to our mission. We also stress the importance of collaboration with our neighbours in the Asia-Pacific, as part of our regional responsibility. Beyond this we will ensure that our work extends to communities throughout the world, wherever we are invited and have opportunities for partnerships of sustainable social value.

#### Measures of progress

- Number of programs initiated and sustained by the UNSW Global Development Institute.
- Amount of external funding secured for programs in Australia and overseas.
- Number of invited and sustained partnerships with specific Indigenous communities.
- Measures of the impact of our programs nationally and internationally.

A male scientist in a light green lab coat and white gloves is using a yellow pipette to transfer liquid into a small vial. He is in a laboratory with shelves of various bottles and equipment in the background. A large yellow diagonal graphic element is on the right side of the image.

# Enabling delivery of our strategy

1. People and culture
2. Operational effectiveness and sustainability
3. World-class environments

We recognise that achieving such ambitious plans for the next decade will be challenging. For that reason, the full Strategy gives attention to another aspect of the UNSW Strategic Matrix – our three Strategic Enablers. We will optimise our approach to: 'People and Culture' (D1), 'Operational Effectiveness and Sustainability' (D2) and 'World-class Environments' (D3). We will develop robust performance metrics to monitor our performance against the objectives in the strategy. We recognise that delivering all aspects of a strategy of this scale and ambition is likely to require us to generate additional revenue on a sustained basis. We will therefore pay particular attention to potential new income sources in our implementation plan.



# People and Culture

## 2025 Vision

UNSW will be known as a university where staff and students can reach their full potential in a supportive culture, that embraces change and continuous improvement. Our staff, students and alumni will share a pride in UNSW's vision, values and achievements. They will be passionate about working at UNSW and they will maintain a lifelong relationship with UNSW.

## Objectives

1. To nurture a community of staff, students, alumni and stakeholders who cherish a lifelong relationship with UNSW, support new developments in the University, and take pride in our achievements.
2. To foster a culture based around the values and ethos of the University and the principles of diversity, inclusion, and UNSW as a performance-based meritocracy.
3. To build leadership capability and develop the capacity of managers to undertake complex transformational change.
4. To attract, develop and retain the best people from around the world by providing distinctive career pathways, offering development opportunities and rewarding excellence.
5. To build the involvement of our alumni in all aspects of the life of the University.

## Our initiatives

### 1. Clear career pathways

We will establish defined and distinctive career pathways for professional and academic staff. For academic staff, career pathways will cover teaching-intensive roles and research-intensive roles, as well as broader academic roles and will incorporate leadership and engagement activities that will enhance the institution and support our social engagement and global impact missions. For professional staff we will provide continuous development opportunities that will enhance skills and capabilities and help build careers.

### 2. A new performance framework

We will develop a transparent and robust performance framework based on values, clear expectations and metrics. The framework will include but not be limited to technical and behavioural capabilities, career development opportunities, performance review processes, and reward and recognition. The framework will be designed to promote excellence with regular and continuous feedback and ongoing support and development of staff.

### 3. Succession planning

We will continuously identify and develop talented staff and potential leaders across the University. Our approach will enhance diversity to drive our academic excellence and social engagement initiatives.

We will use recruitment strategically to build capability in all areas of the University and will put in place processes to ensure that extremely high standards apply to all our staff appointments.

### 4. The UNSW Alumni Network

We will take a series of steps to increase the involvement and allegiance of students and alumni by creating a culture of connections with the University, other alumni and student leaders. This will include: a new relationship approach to our students from their initial contact with UNSW to graduation; increasing and deepening contact with our global alumni community; and greater engagement with alumni by all parts of the University.

The Network will involve as many alumni as possible in the life of the University as senior advisors, leaders at master classes, mentors for final-year students, and partners in addressing the Grand Challenges confronting society. The Network will support projects that foster innovation, creativity and entrepreneurship, talented students from disadvantaged backgrounds, alumni leadership forums that attract like-minded alumni locally and internationally, and our philanthropic activities. A sophisticated approach to alumni engagement will be supported by technologies that connect alumni and provide information on how alumni wish to engage with or support UNSW.

### Measures of progress

- Implementation of a transparent and robust staff performance enhancement and reward system.
- Measures of staff satisfaction.
- Measures of recruitment, retention and promotion of women, Indigenous Australians and people from diversity groups.
- Percentage of student alumni contacts in first five years post graduation.
- Number of alumni actively engaged with the University.



# Operational Effectiveness and Sustainability

## 2025 Vision

UNSW will have a diverse revenue base to provide the resources needed for our ambitious plans and will maintain rigorous financial discipline, to ensure that our resources are invested in supporting our strategic themes. UNSW will have a proven change management capability that allows it to constantly adapt to fast-moving changes in the sector.

## Objectives

1. To develop sustainable revenue streams from new or expanded activities, and through a diversified investment plan.
2. To constantly improve our operational efficiency and effectiveness as an institution.
3. To ensure that all major initiatives and funding decisions are supported by high quality business and financial planning and aligned to the 2025 Strategy.
4. To ensure we disinvest in a timely and effective manner in activities that are not optimally aligned with the 2025 Strategy.
5. To provide agile and flexible responses to change while ensuring effective mitigation of strategic and operational risks and compliance with legal and ethical requirements.

## Our initiatives

### 1. Increasing revenue and operational excellence

We will establish systems for industry, international and philanthropic engagement in new sources of revenue. We will review our operations to maximise efficiency and effectiveness and repurpose expenditure to support strategic opportunities.

### 2. UNSW 2025 Program Office

UNSW will establish a dedicated and full time 2025 Program Office drawing on experienced professional and technical experts from the Divisions and Faculties. The 2025 Program Office will manage the portfolio of strategic and operational initiatives of the University in partnership with the Divisions and Faculties including embedding a change management culture across the organisation.

### 3. Financial planning and reporting

UNSW will establish a single enterprise-wide financial planning and reporting system, which will promote transparency and leading indicators to inform decision making. The system will marry financial and non-financial data in detailed scorecards for performance management and decision making.

### Measures of progress

- Benchmarking against other Australian universities for service efficiency and effectiveness.
- Financial surplus after capital expenditure in each triennium.
- Operating cash flow cover in each triennium.
- Measure of net assets.
- Increase in revenue from philanthropy, bequests and other sources.

Enabler D3:

# World-class Environments



## 2025 Vision

Our University environments will provide a sense of place and pride in UNSW. We will have an outstanding set of connected places, physical and digital, where students, staff, alumni, members of the local community and our diverse range of partners, can come together to innovate, transform, learn and contribute to society.

## Objectives

1. To integrate our physical and digital campuses to provide a world-class environment, flexible in adapting to changing circumstances.
2. To provide a campus environment that promotes safety, social engagement, accessibility and collaboration, and that contributes to environmental sustainability.
3. To provide a holistic individualised experience utilising the physical and digital assets of UNSW and providing fully integrated services to students and staff.

## Our initiatives

### 1. Campus development

UNSW will develop a physical campus development strategy that focuses on providing contemporary spaces and facilities that will meet student and staff needs, create a vibrant community of activity and that are safe, accessible and environmentally

sustainable. We will utilise the completion of the new Light Rail project to open up new opportunities to connect our campus to the city of Sydney.

### 2. Digital solutions

UNSW will ensure our staff and student service systems and practices offer digitally enabled solutions that meet individual needs, are readily accessible, and provide efficient and effective advice and assistance.

### 3. Integration of the physical and digital campus

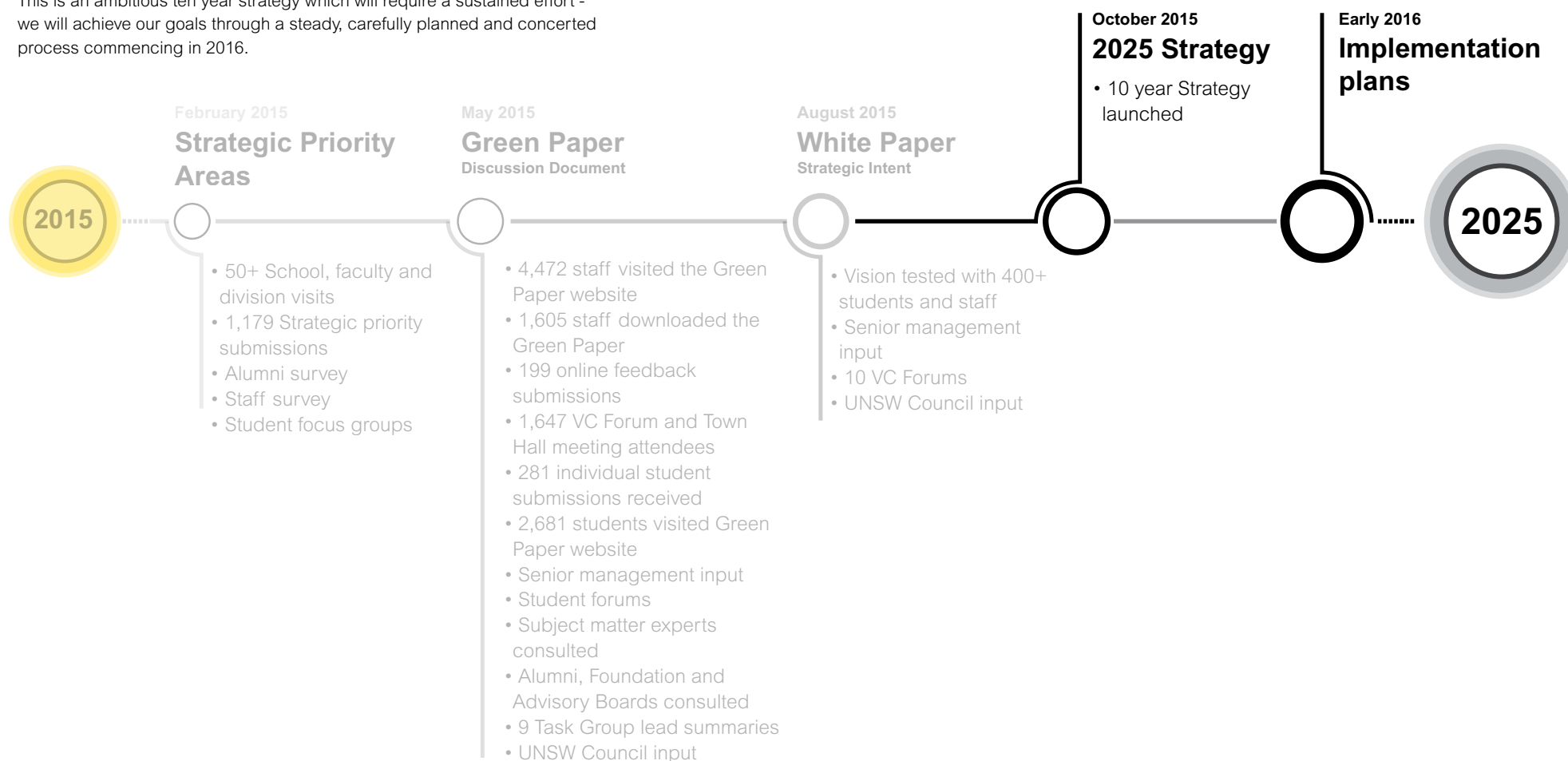
We will design our physical and digital campus to achieve a seamless integration in the experience of staff and students in a way that is flexible enough to accommodate rapid change.

### Measures of progress

- Increase in the scale of world-class shared research infrastructure.
- Benchmarking against other Australian universities for service access and quality in digital/Information Technology service delivery.
- Student and staff satisfaction with our physical and virtual environments.
- Benchmarking against other Australian and international universities for space utilisation.

# Next Steps

Having completed the UNSW 2025 Strategy we will quickly move on to implementation. A detailed implementation plan will be prepared during the next 3 months and work will begin on delivering our objectives and initiatives. This is an ambitious ten year strategy which will require a sustained effort - we will achieve our goals through a steady, carefully planned and concerted process commencing in 2016.





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