



UNSW
SYDNEY

Australia's
Global
University

UNSW STRATEGY 2025+

Consultation Paper



FROM THE PRESIDENT AND VICE- CHANCELLOR



UNSW aspires to become
a global leader of change
and innovation.

During 2015, the UNSW community engaged in an extensive consultation process to develop a long-term strategy for UNSW. Those contributions led to our ambitious, altruistic and bold UNSW 2025 Strategy.

Since then, as the summaries in this document demonstrate, enormous progress has been made.

The implementation of the plans we made in the 2025 Strategy is beginning to have an impact and through our teaching, research and partnerships, we are helping to improve the lives of those around us.

As a community, we can be proud of what we have achieved so far and I am grateful to everyone for their hard work and commitment to date. But there is no room for complacency. The pace and scale of our plans have, as expected, generated real challenges, the external environment has changed, and there is still much more to do to deliver our objectives.

A key priority for the University in 2019 will be consolidating the achievements of the first three years of our Strategy, learning from the challenges we have experienced so far and considering new opportunities. This consultation and engagement process will produce a refreshed and updated strategic plan known as Strategy 2025+ (S25+).

This Consultation Paper is an important step in the S25+ consultation and engagement process. Its purpose is to provide an update on how we are delivering on our strategic initiatives so far, pose questions on our performance to date and seek input on potential new opportunities. Responses to this paper will inform the contents of an Options Paper, which will subsequently be refined to become our refreshed and updated S25+.

Consistent with my view that people have been, and will continue to be, the drivers of our strategic success, the opportunities for input from members of the UNSW community during this process will be extensive. They will include consultation with staff, students, alumni and stakeholders (including industry partners and government), through town halls, small group workshops, open forums, discussion groups and online surveys.

We need to know what's worked and what has not, what lessons have been learned, what we can do better, what the emerging challenges facing the sector are, and what new opportunities might be available.

We need your input and advice as S25+ is shaped. This will help ensure that UNSW continues to achieve excellence in all areas of our activity, is well placed to serve our society, and is able to meet the challenges of an ever-changing world and to fulfil our role as Australia's Global University.

Please have a read of this document and respond to whichever questions you wish. I do not expect many people to respond to all the questions, but it will be wonderful if everyone can contribute to the one to two areas most relevant to them.

Many thanks for your contribution.

A handwritten signature in black ink that reads "Ian Jacobs". The signature is written in a cursive, slightly stylized font.

Professor Ian Jacobs
President and Vice-Chancellor

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WHERE ARE WE NOW?

Our 2025 Strategy

UNSW aims to improve and transform lives through excellence in research, outstanding education and a commitment to advancing a just society.

Our ambitious 2025 Strategy was developed in 2015. It details the priorities that have set us on a path to deliver academic excellence, social impact and global engagement as a genuine servant of society.

The Strategy, and its program of initiatives, has already helped cement UNSW's role as Australia's Global University – excelling in research and teaching, and with a reputation for social justice and genuine global impact. More information can be found at: 2025.unsw.edu.au

OUR 2025 STRATEGIC PILLARS



Academic Excellence

Our aim is to 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 Education Experience with a unique and flexible blend of face-to-face and digital education.



Social Engagement

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.



Global Impact

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.

Enablers

We 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 are therefore paying particular attention to potential new income sources.

UNSW 2025 STRATEGY DELIVERY AT A GLANCE

Academic Excellence

Australia's leader

for the combination of research quality and research impact – Excellence in Research for Australia (ERA) and Engagement & Impact (EI) 2018

102 Scientia Fellows

including 58 internal appointments, selected for UNSW Scientia Fellowships

Ranked 81st in the world

UNSW's world ranking average – up from 96th in 2014

6 new interdisciplinary research institutes

two focussing on social justice policy and practice and four UNSW Futures Institutes

229 Education Focussed academics

in Education Focussed (EF) roles

Innovative new calendar

UNSW3+ (3x10 week terms)

29 SHARP professors

recruited to date, including a Nobel Laureate

Social Engagement

Knowledge exchange revenue up

an increase of \$76M from 2015 to 2018

UNSW Disability Innovation Institute launched

a world first initiative

142 Grand Challenges activities

and 13,000 registrations for activities

Australia's No. 1 Entrepreneurial University

according to the Startup Muster survey

Increase in female representation at executive level

up to 37% in 2019

First Pro Vice-Chancellor, Indigenous

Professor Megan Davis

Athena SWAN Bronze Institution Award

from Science in Australia Gender Equity (SAGE)

UNSW 2025 STRATEGY DELIVERY AT A GLANCE

Global Impact

23,000+ international students enrolled

from more than 137 countries

Institute for Global Development launched

in 2016 to develop international and Indigenous community partnerships

27% of students graduating with overseas experience

two years ahead of target

PLuS Alliance

three leading international universities partnering – UNSW, Arizona State University and King's College London

Two new Diploma pathways

for international students in Science and Engineering

Establishing The Engineering and Design Institute

a PLuS Alliance initiative based in London

Enablers

President's Awards

launched to recognise exceptional UNSW staff

100% solar energy supply

15-year agreement to have 100% of UNSW's electricity supplied by solar photovoltaic energy

Record investment in infrastructure

including \$104M Electrical Engineering Building project (incorporating Australia's first quantum engineering teaching laboratory)

Orion and Carina performance programs established

aimed at high performing current and future leaders

20,091 alumni

engaged with UNSW in 2018

myCareer conversations

increased support for staff, focussing on developing strengths and identifying career opportunities

THE CONSULTATION PROCESS

Throughout the S25+ consultation process you will have the opportunity to provide written and verbal feedback – by participating in online questionnaires and attending town hall meetings, structured workshops and small group discussions.

Your input is vital and we strongly encourage your participation.

All comments will be read and carefully considered and will help inform work on our revised Strategy. You can provide feedback at any time on any matter through the S25+ email address: strategy2025@unsw.edu.au.

Consultation so far

The S25+ team has worked closely with the Senior Leadership Team (SLT), Council Members, Heads of Schools, the S25+ Steering Committee and students in the pre-consultation phase of S25+. The SLT convened workshops with staff and provided formal feedback via a survey. From this, 15 faculty and divisional responses were received and 192 questions suggested.

These questions, as well as feedback from the other stakeholders, broadly fell into the following categories:

- challenges and opportunities
- the size and shape of UNSW
- staff and student experience and culture
- monitoring success
- income generation
- research capability.

Stage 1: Pre-consultation

Identifying topics and questions to be canvassed in the Consultation Paper through engagement with staff and students in faculty and divisional organised processes facilitated by UNSW's Senior Leadership Team.

Time frame

Completed

Stage 2: Consultation Paper

Providing information on the current status of implementing UNSW's strategic initiatives, posing questions regarding UNSW's strategic performance to date and enabling opportunities not presently accounted for in the 2025 Strategy to come forward. Responses to the Consultation Paper will guide production of the Options Paper.

Now until
July 5

Stage 3: Options Paper

Formalising ideas about strategic priorities and highlighting opportunities in an early draft of S25+. During this stage, the priorities and impacts, both financial and otherwise, for different stakeholder groups will be recognised and considered.

October

Stage 4: S25+ document

The culmination of our broad consultation and engagement processes. The S25+ document will confirm updated priorities against which UNSW's strategic initiatives over the next few years can be assessed, tracked and measured.

By early 2020

Activities identified for the refreshed S25+ will be implemented from 2021.

THIS CONSULTATION PAPER

In order to provide meaningful input into this consultation process, you may wish to refresh your understanding of the objectives and initiatives contained in the original 2025 Strategy and what's been achieved to date.

With this in mind, we have revisited the pillars from the 2025 Strategy – outlining their original objectives and themes, and providing a snapshot of achievements to date for each of their initiatives.

Achievements to progress listed for each pillar is indicative and not comprehensive. They are simply intended to provide a broad overview of the type of activities that have helped us to deliver the Strategy to date.

We acknowledge this is a long document; however, we believe it is necessary to provide context to facilitate meaningful consultation on the way ahead. Those who wish to can read and comment on the entire document. It is also possible to focus on specific areas. We hope that the interactive contents page, with embedded links to each section of the document, and the opportunity on each page to return to the table of contents, aids your navigation of this Consultation Paper.



Tell us what you think

With the exception of the Big Picture questions, all questions in this Paper have been grouped by reference to the 2025 Strategy pillars.

Please feel free to answer as many or as few questions as you wish. Clicking on a question will take you to the online questionnaire where you can submit your feedback anonymously.

The descriptions for each pillar's objectives and initiatives have been abbreviated for this document. Where initiatives are no longer active, they have not been included. Please visit the original strategy at 2025.unsw.edu.au if you require more information.

BIG PICTURE QUESTIONS

We recognise that you may have comments or suggestions that go beyond UNSW's pillars and touch on big picture strategic issues. The questions on this page are designed to prompt you on these types of matters.

Should you wish to answer one or more of the questions on this page, please click [here](#)

- 1 What do you think about the 2025 Strategy pillars?
- 2 How can we maximise the potential of the 2025 Strategy initiatives that we have implemented to date?
- 3 Do we have a structure fit for the twenty first century?
- 4 When considering new technologies, market expectations, competitors, demographics and politics, what are our global and domestic challenges and opportunities and how could we address them?
- 5 What are the education experiences of the future? How will this impact on the size and shape of the University?
- 6 What is our point of differentiation?
- 7 Do we need to moderate the scale, pace and sequencing of strategy change? If so, how?
- 8 Which of the 2025 Strategy initiatives have worked well and why? Which initiatives have not worked well and why?

Strategic Priority A

ACADEMIC EXCELLENCE

2025 Vision

Our aim is to 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 Education Experience with a unique and flexible blend of face-to-face and digital education.

Themes and objectives

Theme 1: Research Quality – a world leader

1. To establish UNSW as one of the top 50 research-intensive universities worldwide.
2. To develop a distinctive recruitment and retention strategy that attracts and retains increasing numbers of world-leading researchers and high-quality postgraduate researchers.
3. To be internationally renowned for a world-class research environment.

Theme 2: Educational Excellence – the UNSW Scientia Education Experience

1. To design, develop and deliver a distinctive higher educational experience.
2. To admit the most talented students, irrespective of background, consistent with our commitment to a just society.
3. To ensure that UNSW students obtain an holistic education, securing real-world practical skills.
4. To establish UNSW as a global leader in technology-enhanced learning.



ACADEMIC EXCELLENCE

Theme 1: 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.

Initiatives & progress

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

Purpose

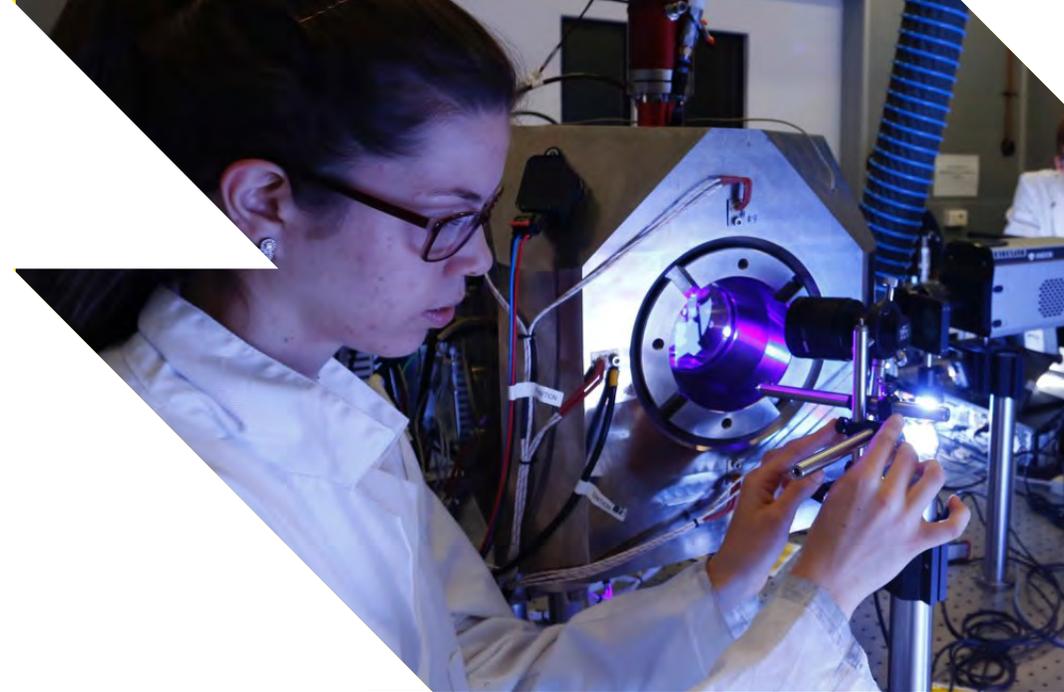
Establish UNSW Scientia Fellowships as a program spanning a whole research career, creating a lifelong community of outstanding UNSW researchers.

Progress

UNSW Scientia Fellowships

Attracting and retaining the best and brightest people, with outstanding research track records:

- To date, 102 researchers have been selected from 2,500 applicants.
- 91% of Fellows were either appointed from, or completed their PhD at, a Times Higher Education Top 100 University and 15 were from overseas.
- 290 Fellows targeted and currently on track.



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

Purpose

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.

Progress

UNSW Strategic Hires and Retention Pathways (SHARP) program

- 29 SHARP professors recruited to date.
- Three high-performing UNSW researchers supported under the program's retention banner.
- 100 research leaders targeted and currently on track.

UNSW Scientia PhD Scholarship Scheme

Seeks to recruit the research leaders of tomorrow:

- 250+ Higher Degree candidates so far.
- An additional 50 expected to enrol by the end of 2019.
- 700 PhD Scholars targeted and currently on track.

3. Delivering impact from research excellence

Purpose

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.

Progress

Research performance

- Best international ranking result to date: averaged 81 across the three main rankings in 2018 – THE (96th), ARWU (102nd) and QS (45th).
- Research income up: attracting \$381M of HERDC eligible funding in the latest round (placed 2nd nationally in 2018, up from 5th).
- Total of \$1.8B in research income since 2015.

Research quality and impact

UNSW is Australia's leader for the combination of research quality and research impact according to the 2018 Excellence in Research for Australia (ERA) and Engagement & Impact (EI):

- First time we have led the Group of Eight in research quality.
- This national exercise involved over 500,000 research outputs being submitted from over 75,000 researchers across 42 institutions.

4. Facilitating interdisciplinary research

Purpose

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.

Progress

Six new interdisciplinary research institutes

Significant investment via six interdisciplinary research institutes:

- Two focussed on social justice policy and practice (Australian Human Rights and Disability Innovation).
- Four UNSW Futures Institutes (Ageing, Cellular Genomics, Digital Grid and Materials & Manufacturing).
- A \$34M investment in the Gonski Institute for Education, led by Professor Adrian Piccoli.
- A second round of UNSW Futures Institute applications will open in 2020.

5. A strategic world-class research infrastructure program

Purpose

Invest strategically in the core research infrastructure required to deliver research performance at the highest level.

Progress

Major research infrastructure facilities

- Committed \$500M towards a \$2B multidisciplinary medical, education, training and research hub in the Randwick Precinct (Health Zone).
- Allocated \$116M (over nine years) to fund new and enhanced projects across all faculties through the Research Infrastructure Scheme.
- Completed the Hilmer building in 2016: home to the School of Materials Science and Engineering.
- Completed the Electrical Engineering building in 2019: the refurbishment includes new laboratories (designed for technology-based and remote learning and teaching) and informal collaborative learning areas.
- Supported Research Technology Services activities, including the launch of the Research Data Management Initiative (RDM@UNSW) and growing high performance computing capacity on national supercomputers.
- Completed Stage 2 of Bio Science building in 2019: the refurbishment includes research and teaching laboratories and a new café.
- Provided funding for Stats Central at the Mark Wainwright Analytical Centre and MRI scanners for Research Imaging NSW.

ACADEMIC EXCELLENCE

Theme 2: Educational Excellence – the UNSW Scientia Education Experience

2025 Vision

Our distinctive UNSW Scientia Education 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.

Initiatives & progress

I. Design, develop and deliver the UNSW Scientia Education Experience

Purpose

To deliver a distinctive, innovative and globally relevant educational approach.

Progress

UNSW3+

New academic calendar:

- Three 10-week teaching terms and an optional five-week summer term.
- Offers a more flexible study program for students.
- Better alignment with Northern-hemisphere university calendars – allowing students to more easily integrate global experiences.
- Allows students to study up to three (rather than four) courses per term – enabling them to focus more on each course.

WIL Central

Established in 2019 to support Work Integrated Learning (WIL) – to create graduates equipped for the workplace. WIL Central will:

- Ensure its activities are high quality and compliant with accrediting bodies.
- Support scaling WIL opportunities across UNSW.
- Contribute to the shaping of the WIL agenda nationally and internationally.

Learning environments

A significant program delivering world-class physical and digital learning and teaching environments:

- Supports pedagogies based on active learning and the Inspired Learning Initiative.
- 85 centrally managed active learning spaces and 2,550 student-led spaces created to date, with more to come.



2. Supporting and valuing teaching excellence

Purpose

To deliver a major cultural shift across the University by valuing the excellence of UNSW academics who undertake teaching.

Progress

Education Focussed (EF) pathway

Recognises academics who excel at education and supports them through the academic ranks:

- More than 220 have been appointed so far.
- The EF community grew by 34% between 2017 and 2018, with the promotion of 40 Education Focussed academic staff across 2017 and 2018.
- Currently on track to meet the UNSW target.

Scientia Education Investment Fund (SEIF)

44 grants provided by UNSW since 2016 – supporting school and faculty-initiated projects aimed at enhancing the overall student experience and educational outcomes. Projects include:

- English language enhancement.
- Creative short courses for future-focussed industries.
- Analytics-driven tailored learning platform for STEM.
- New GIS micro-credential courses in planning and designing rapidly urbanising cities.

Scientia Education Academy

The educational equivalent to Scientia Fellows – brings together 40 of our top educators to build excellence in teaching practice across faculties. Activities to date include:

- Monthly public lecture series.
- Mentoring program.
- Independent advice on UNSW policy.
- Designing an evidence-based teaching e-portfolio for University staff.

Most preferred university for NSW school leavers

UNSW is the most preferred university for NSW school leavers for the second consecutive year.

3. Systematically integrating technology into teaching

Purpose

To create a culture that allows us, through our integrated digital campus strategy and investment in technology, to innovate and improve our educational capabilities.

Progress

Inspired Learning Initiative (ILI)

A five-year program:

- 202 courses redesigned, with 60 in development (in partnership with 276+ academic and student partners).
- 18 extended-reality experiences and over 4,500 multimedia resources in courses via the Digital Uplift project.
- First fully-online Bachelor of International Public Health degree.
- New Graduate Diploma of Professional Legal Practice program (in development).

UNSW Online

Seeks to increase access to world-class education globally through:

- The expansion of the University's digital learning portfolio.
- The development of a flexible learning model.
- New fully-online postgraduate courses commencing in 2019 (in partnership with Keypath Education).

4. Building a global alliance and focussed partnerships

Purpose

Provide unique offerings to overseas students, combining flexibility of course duration, mode and place of learning, with our world-class educational programs.

Progress

Establishing The Engineering and Design Institute (TEDI)

- An initiative of the PLuS Alliance (UNSW, Arizona State University and King's College London).
- Establishing an innovative, high-quality engineering institution that specialises in creating socially aware and globally focussed engineers with a distinctively strong design and entrepreneurship skillset.
- Opening in London in 2021.

First online international Bachelor degree

UNSW's first fully online Bachelor degree:

- Facilitated through the PLuS Alliance.
- Students complete core modules from UNSW and ASU as well as electives from both partners.
- King's to contribute modules from 2020.

New relationships with diverse global partners

Includes emerging university partners across Africa, the Pacific and Myanmar. These partnerships have:

- Provided opportunities for UNSW students to study with university partners located in non-traditional study destinations such as Vanuatu and Uganda.
- Enabled international undergraduate and PhD students and staff from these partner institutions to visit UNSW Sydney in 2017 and 2018.

ACADEMIC EXCELLENCE CHALLENGES

Theme 1: Research Quality

- a. Reduced Commonwealth support for research with no indication that the current trend will be reversed.
- b. Inadequate support for the indirect costs of research (for every \$1 invested in research by third parties, UNSW invests at least \$1).
- c. Comparatively undeveloped domestic culture of private sector collaboration for discovery and translation, and the need for greater incentivisation.
- d. Continuing to attract and retain academic talent in the face of growing and well-resourced international competition.
- e. Maintaining our trajectory of improved research quality and focus from existing staff and strategic hires.
- f. Enhancing the culture of interdisciplinary collaboration.
- g. The return from pursuing a comprehensive research strategy.
- h. The high capital cost of world-class research infrastructure.

Theme 2: Educational Excellence

- a. Improving student satisfaction (including satisfaction reflected in the Quality Indicators for Learning and Teaching (QILT) and International Student Barometer scores).
- b. Maximising the benefits of the 3+ educational model for students and staff, including increased learning flexibility, work integrated learning and international education experiences, and minimising any challenges associated with the change.
- c. Expanding our online education offerings without compromising the quality of a UNSW education.
- d. Adapting our educational offerings from an historic system (ideal for a select group of top students) to a bigger enterprise that provides opportunities, personalised care, and, where necessary, financial support to students of the highest potential from across Australia and the world via the right mix of undergraduate and postgraduate coursework and research degrees.
- e. Communicating the distinct advantages of a UNSW education in the face of growing and increasingly well-resourced national and international competition.
- f. Building on the success of the Education Focussed career pathway and using this as a foundation for attracting the world's best teaching staff to UNSW.
- g. Delivering workforce-ready graduates across all disciplines in an age of disruption and constant change.
- h. The high cost of world-class physical and digital learning environments, and the pace of technological innovation in education delivery.
- i. Maintaining our standing as the preferred destination for NSW school leavers.

ACADEMIC EXCELLENCE QUESTIONS

Should you wish to answer one or more of the questions on this page, please [click here](#)

- 9 Have the SHARP and Scientia Fellowship initiatives been successful in relation to the attraction, retention and attainment of desired outcomes with respect to world class talent?
- 10 How effectively has the Scientia Education Experience program delivered against its stated objectives?
- 11 What are the opportunities to improve student experience and satisfaction?
- 12 What more should we be doing to ensure that we are prepared for the future expectations of students and industry?
- 13 Is it still appropriate to pursue a comprehensive approach to research strategy across the disciplines in the face of major and increasing global competition?
- 14 How should UNSW Global be contributing to the success of UNSW?
- 15 How can we increase the impact, translation, and communication of our research?

Strategic Priority B

SOCIAL ENGAGEMENT

2025 Vision

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.

Themes and objectives

Theme 1: A Just Society

1. To ensure that UNSW staff and students play a leading role in debate, policy and practice on diversity and inclusion issues.
2. To develop student access and support activities that position UNSW as a leader.
3. To ensure equality in recruitment, development, retention and promotion of staff.

Theme 2: Leading the debate on Grand Challenges

1. To tackle real-world problems through the partnership of our staff, students, alumni and the community.
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.

Theme 3: Knowledge exchange for social progress and economic prosperity

1. To establish UNSW as a world-leading university for industry engagement.
2. To have an effective industry–staff–student ecosystem for innovation and entrepreneurship and to be known as a place where entrepreneurship is nurtured.
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.



SOCIAL ENGAGEMENT

Theme I: 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 2025 Vision. 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.

Initiatives & progress

1. Staff Equity Program

Purpose

Address differences in employment rates based on gender, disability, sexual orientation or gender identity, cultural and Indigenous origin to ensure that such factors do not influence recruitment, hiring, promotion, pay level or retention.

Progress

Major gender shift in UNSW senior leadership

- No female Deans or Management Board members in 2015 – in 2019, two female Deans and four female Management Board members (37%).
- Professor Anne Simmons AM appointed UNSW's first Provost.
- Professor Eileen Baldry appointed Deputy Vice-Chancellor Equity, Diversity and Inclusion (EDI).
- Professor Leisa Sargent recently appointed co-DVC EDI as part of the vertical job share trial.
- Stacey Mills appointed UNSW's first female CFO.
- Female professional staff now at 52% representation at level 10+ (April 2019).
- Athena SWAN Bronze Institution Award from Science in Australia Gender Equity (SAGE).
- Bronze at the Australian Workplace Equality Index (AWEI).
- Proportion of Level D and E staff who are women has increased from 27.5% in 2015 to 31.9% in 2019 – good progress towards the target of 40% by 2025.



2. Student Equity Program

Purpose

Design and deliver a systematic approach to the recruitment and support of students of high potential that recognises their diverse backgrounds.

Progress

ASPIRE

This outreach program puts a university education within the reach of people experiencing educational disadvantage. Since its inception:

- More than 7,000 university offers have been received by students from ASPIRE schools.
- There has been a 155% increase in university offers (overall) to ASPIRE partner schools and a 25% increase in offers by UNSW (over the past eight years).

UNSW Gateway Scheme

UNSW Gateway – a new entry scheme established in 2018:

- A contextual entry pathway that supports entry to UNSW for students from more than 300 low socio-economic status and regional high schools in NSW.
- Considers that a student's ATAR score taken in isolation is not a perfect indicator of a student's potential to successfully study at university.

3. Disability Inclusion Action Plan

Purpose

Enhance our Disability Inclusion 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.

Progress

Disability Inclusion Action Plan (DIAP) 2018-2020

Launched in 2018, the DIAP outlines a framework for providing equal access across UNSW for people with disability:

- Allowing staff and students to reach their highest potential.
- Providing a strong foundation for change in policy and planning, learning and teaching, student life and the digital, built and workplace environments, towards an inclusive and accessible UNSW community.

Complementing this Plan is the new UNSW Disability Innovation Institute – a world-first initiative, harnessing interdisciplinary research in collaboration with people with disability to seek innovative solutions.

4. UNSW's Indigenous Program

Purpose

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.

Progress

Appointment of UNSW's first Pro Vice-Chancellor Indigenous

In 2017, Law Professor Megan Davis was appointed in this role. Professor Davis:

- Is responsible for leading the development and implementation of the Indigenous Strategy for UNSW, to nurture academic excellence in Indigenous staff and students. UNSW believes cultural identity is something to cherish.
- Served as an expert member of the United Nations Permanent Forum on Indigenous Peoples for six years, including as Chair and focal point for UN Women.
- Has been a member of the Prime Minister's Referendum Council since 2016.

Indigenous Strategy launched

- Launched in 2018, it is underpinned by a strong truth and reconciliation theme and is influenced by Professor Davis' work on the Referendum Council and the Uluru Statement from the Heart.
- Highlights truth-telling as the underlying basis to its three themes: Culture and Country; Grow our Own; and Give Back.
- Includes an Indigenous workforce and education plan.
- Recognises the need for greater numbers of, and more developed, Indigenous scholars, critical thinkers and strong leaders.

Indigenous Research Institute

The Indigenous Research Institute will provide research, policy development and investment in Indigenous leaders to achieve the structural reforms called for in the Uluru Statement – Voice, Treaty and Truth.

The three specific aims of the Institute are:

1. To be Australia's pre-eminent location for scholars, expert opinion and products of intellectual rigour on matters that will inform the structural reform of Voice, Treaty, Truth.
2. To lead and not just influence structural policy reform on Indigenous issues.
3. To enable the development of a long-term inter-generational vision by 'growing our own' world class Indigenous researchers, critical thinkers and leaders.

5. Equity, Diversity and Inclusion Champions

Purpose

Appoint champions from across the University who will lead and inspire our equity, diversity and inclusion agenda internally and be our advocates externally.

Progress

Diversity Champions program

Encouraging students and staff to engage with current social justice challenges, be part of change, and help UNSW become an international exemplar of social justice and inclusion.

- Champions work across: gender equity, LGBTIQ+ inclusion, cultural diversity, disability inclusion and flexible work and leave options. They engage staff and student working groups.
- Disability Champions helped develop the DIAP, including the appointment of the Academic Disability Advisors in faculties.
- Cultural Diversity Champions raised awareness for the value of cultural diversity at UNSW by co-hosting activities with Workplace Diversity for Harmony Day.

SOCIAL ENGAGEMENT

Theme 2: 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.

Initiatives & progress

1. Grand Challenges Program

Purpose

Establish a program to systematically identify, explore and address the challenges facing society, focussing 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.

Progress

Grand Challenges

UNSW is confronting the greatest issues facing humanity by leading research, policy and public conversations that can change the world.

- Five Grand Challenges since 2016: Climate Change, Refugees and Migrants, Inequality, Living with 21st Century Technology and Rapid Urbanisation, with a sixth (Energy Transition) commencing in 2019.
- Since 2016, there have been 142 Grand Challenges activities, 13,000 registrations for activities and 326 contributions from staff and students.



2. Forum@UNSW (now known as the Centre for Ideas)

Purpose

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. The Centre for Ideas will bring community leaders, strategists and innovators together with academics and students to identify and explore the most appropriate actions and solutions.

Progress

Centre for Ideas

The Centre for Ideas is a platform for public debate and knowledge sharing.

- The Centre was co-presenter of the 2018 Festival of Dangerous Ideas in Sydney – a champion of courageous public conversations.
- Participating thought leaders have so far included award-winning author Margaret Atwood and Yale Professor of Psychology Paul Bloom.

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

Purpose

Undertake a series of initiatives to maximise cross disciplinary expertise and public engagement with the work of UNSW.

Progress

Thought leadership and Meridian 180

- UNSW will establish the Emerging Thought Leader Prize in 2019 and has included guidelines on thought leadership in the academic promotion process.
- In 2018, the Oceania base of the multilingual collaboration platform and program, Meridian 180, was launched at UNSW. To date, the platform has facilitated and translated dialogue between UNSW scholars and policy makers throughout North America and Asia on topics such as Data Governance and Diversity in Urbanisation.

SOCIAL ENGAGEMENT

Theme 3: 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.

Initiatives & progress

I. UNSW innovation and entrepreneurship

Purpose

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.

Progress

Founders Program

Ranked Australia's number one entrepreneurial university*, UNSW launched this program in 2018. It embeds entrepreneurial skill building in the University community by identifying and supporting exceptional entrepreneurial talent to launch start-ups with global impact. To date:

- More than 240 start-ups and teams.
- More than 8,500 participants.
- Around 38% of UNSW Founders start-ups have a female founder, compared to the industry average of 22%.

**Startup Muster survey*

Knowledge Exchange revenue

- Our commitment to ambitious targets has seen Knowledge Exchange revenue increase from \$110M in 2015 to \$186M in 2018.
- Target of \$214M for 2019.



2. UNSW Innovation Precinct

Purpose

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.

Progress

UNSW Precincts

- Large-scale Innovation Precinct opportunities underway with diverse multi-sector partners to advance UNSW's strategic and industry engagement aspirations.
- Major Precinct opportunities include:
 - Randwick Precinct (Health Zone) – \$500M commitment towards a uniquely integrated hospital-university campus in Randwick.
 - Randwick Precinct (Innovation Zone).
 - Liverpool Innovation Precinct.
 - Aerotropolis.
 - UNSW Canberra – Defence and Security Innovation Precinct.

Torch Innovation progress

Bringing together industry, SMEs, entrepreneurs, investors and policy makers from around the world to the UNSW campus:

- The first Torch aligned project in the world outside of China.
- More than \$60M in contracts signed with 42 Chinese partners (between 2016 and 2018), with a \$200M contract pipeline.
- Named the best private/public partnership at the 2018 PIEoneer Awards for international education.
- Opened its seventh joint industry lab in 2018 with Kohodo Energy in Shenzhen, China (with a sister lab under construction at our Kensington Campus).

3. Policy development and thought leadership

Purpose

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.

Progress

NSW Circular Economy Innovation Network

In 2019, the NSW Chief Scientist and Engineer announced that UNSW will establish and lead a new NSW Circular Economy Innovation Network:

- \$1.5M in NSW Government funding provided to drive innovation in waste management and recycling.
- Brings together stakeholders across industry, universities and local and state governments to develop sustainability in waste and recycling in NSW.
- Recognises UNSW's leadership in materials science and technology research and industry partnerships.

UNSW also hosts the NSW Cyber Security Network, co-hosts the NSW Smart Sensing Network and is a member of the NSW Defence Network.

Australian Alliances

- UNSW is a founding member of the NUW Alliance (comprising the University of Newcastle, UNSW and the University of Wollongong). Its objective is to unleash the power of collaboration to advance our state and nation by solving global challenges that impact New South Wales. The Alliance is a Foundation Partner for the Aerotropolis.
- UNSW is also a founding member of SPHERE (the Sydney Partnership for Health, Education, Research & Enterprise), which aims to solve this century's biggest health challenges and move healthcare into the future.

SOCIAL ENGAGEMENT CHALLENGES

Theme 1: A Just Society

- a. Commonwealth caps on domestic student funding.
- b. Increasing gender equity and the representation of people from diverse backgrounds across the UNSW student body and all UNSW staffing levels.
- c. Building the reality of UNSW as a university committed to equity and inclusive of people of potential no matter their background.
- d. Ensuring that we successfully implement our first Indigenous strategy.
- e. Acquiring the funds and delivering the assistance required to support students from low socioeconomic backgrounds into, and through, a course of study at UNSW.
- f. Creating a UNSW environment that facilitates effective and enjoyable study and work, including for those with a disability, and the capital costs associated with delivering on this objective.

Theme 2: Leading the Debate on Grand Challenges

- a. Ensuring that our work on grand challenges has real world impact.
- b. Ensuring we continue to objectively assess and address the greatest challenges of our time, not just those that are most visible and politically fashionable or correct.
- c. Increasing opportunities for the public to engage with UNSW teaching and research.

Theme 3: Knowledge Exchange for Social Progress and Economic Prosperity

- a. Moving towards a model of greater and sustainable cost recovery for knowledge exchange activity.
- b. Meeting student demand for entrepreneurial activity.
- c. Supporting entrepreneurial flair across the UNSW community.
- d. Increasing private sector engagement with UNSW intellectual property and expertise and, thereby, opportunities to achieve impact and increase knowledge exchange revenue.
- e. Developing a platform capability to support online short course delivery.
- f. The high costs associated with building and participating in precincts.

SOCIAL ENGAGEMENT QUESTIONS

Should you wish to answer one or more of the questions on this page, please [click here](#)

- 16 How can we make UNSW a more inclusive place to work and study for people, including those with disabilities?
- 17 What should we be doing to ensure equitable access to education for all?
- 18 Should we further encourage and support knowledge exchanges and/or entrepreneurialism within the University? If so, how?
- 19 Are we thinking ambitiously enough about precinct opportunities and partnership potential?
- 20 Have our new Institutes delivered substantive returns? Do we have a common framework for assessing their contribution to UNSW?

Strategic Priority C

GLOBAL IMPACT

2025 Vision

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.

Themes and objectives

Theme 1: UNSW model of Internationally Engaged Education

1. To deliver outstanding education for students globally.
2. To ensure an exceptional student experience at one of the world's most multicultural universities.
3. To be the leading educator of international students in Australia.

Theme 2: Partnerships that facilitate our strategy

1. To establish and support a small number of strategic partnerships with major universities across the world.
2. To align these university-level partnerships with both larger university networks and GlobalTech.
3. To shape these partnerships and networks to build on UNSW's distinctive history and culture of international commitment.

Theme 3: Our contribution to disadvantaged and marginalised communities

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.
3. To contribute to reducing the socio-economic gap facing disadvantaged groups in Australia.



GLOBAL IMPACT

Theme I: 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 Education 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.

Initiatives & progress

1. Highly internationalised UNSW Scientia Education Experience

Purpose

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.

Progress

More UNSW students studying abroad

- 27% of students now graduating with an overseas experience – two-years ahead of target.
- UNSW tops Australia for securing Federal funding to support student mobility to the Indo-Pacific and beyond.
- New partnerships and programs enabling 1,250 students to spend time in the Developing World as part of their degree.
- Student mobility targets embedded in each Faculty with tracking to ensure students are provided with the support and academic incentive to pursue an international experience.
- Associate Deans International appointed in each Faculty for the first time in UNSW's history.

Record intake of international students

- UNSW is one of the world's top five educators of international students.
- More than 23,000 students from over 137 countries enrolled in 2019.
- New student commencements increased by 70% since 2015.
- Record number of North American study abroad students enrolled in 2019, thanks to our more flexible UNSW3+ calendar.
- New team based in Shanghai to support our recruitment efforts across Greater China.



Highly internationalised UNSW Scientia Education Experience (cont)

Purpose

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.

Progress

Growth in Indian students choosing UNSW

Since 2016, UNSW has made a series of targeted investments to achieve a step change to attract more, talented Indian students.

- From 300 students in 2015 we now have close to 1,500 students from India, placing UNSW ahead of the sector.
- This growth has been supported by the establishment of a new UNSW India Centre in the heart of New Delhi, with a team led by former Indian Consul General to Australia, Amit Dasgupta.
- UNSW contributed strongly to the Australian Government's India Economic Strategy (to 2035) – positioning education as the flagship sector to anchor the bilateral relationship over the coming decades.

2. Continuing to focus on international student satisfaction

Purpose

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

Progress

Consistently high international student satisfaction

UNSW continues to perform exceptionally in the International Student Barometer – achieving international student satisfaction levels of 89%.

3. New Global Learning Network – expanding our reach

Purpose

Achieve our goal of becoming Australia's leading educator of international students by establishing a new Global Learning Network.

Progress

Online course exchange initiative

Launched by the PLuS Alliance under the Global Learning Network, this initiative gives students access to online courses offered by three of the world's leading universities – UNSW, Arizona State University and King's College London.

Advancing partnerships to reach students across the Developing World

Through leadership in areas such as the Global Water Institute, the Kirby Institute and the Institute for Global Development, UNSW has established new programs to teach and train staff and students in communities of great need. For example:

- UNSW signed an agreement with Fiji National University, supporting areas of cooperative research and research capacity development, particularly in the health and engineering disciplines.

- UNSW will deliver an Integrated Transboundary Water Resource Management Short Course in Kenya later in 2019.

10-year milestone of alliance with Chinese research and education powerhouse

UNSW and China's prestigious Shanghai Jiao Tong University (SJTU) marked 10 years of partnership spanning joint research investment, industry engagement, student mobility and Chinese language education. Over 10 years, UNSW and SJTU have:

- Produced over 200 high impact co-authored papers (cited over 20,000 times).
- Forged a new joint PhD training partnership.
- Concluded an ambitious student exchange agreement; and
- Positioned its Confucius Institute to win international accolades for its work in Chinese language education.

4. New pathways for international students

Purpose

Become the university of choice for international students, with our pathways considered the most progressive globally in their breadth, depth and scale.

Progress

New STEM Diplomas

In 2017, UNSW launched two new Diplomas in Science and Engineering, unlocking new ways for international students from diverse backgrounds to benefit from a UNSW education experience.

New UNSW Global team

In March 2019, a new leadership structure was announced to advance our international student recruitment, global business development and pathways education. This will:

- Consolidate important international activities under a single structure.
- Deliver expanded pathways for international students, a better student experience, and more opportunities for students to access UNSW on campus, online and overseas.

GLOBAL IMPACT

Theme 2: 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.

Initiatives & progress

1. Global Learning Network

Purpose

Establish a network that will provide new opportunities for students to benefit from partnerships with world-class universities.

Progress

PLuS Alliance

- A unique partnership between three leading international universities – UNSW, Arizona State University and King's College London.
- Launched in 2016, the partnership enables research-led solutions to global challenges while expanding access to world-class learning.
- Establishing The Engineering and Design Institute (TEDI) in London.



2. Global Knowledge Network

Purpose

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.

Progress

Injection of international research talent through our SHARP program

- Our SHARP hires are internationally leading academics, including Nobel Laureate, Professor Sir Fraser Stoddart. They bring with them critical networks and an increased ability to connect UNSW's research with global leading research clusters.

Major new international research collaborations

- UNSW has formed partnerships with French scientific organisations, The Centre National de la Recherche Scientifique (CNRS) and The Centre National d'Etudes Spatiales (CNES), to bolster cooperation on renewable energy innovation and environmental research.
- UNSW is collaborating with Hangzhou Cables on large-scale manufacturing of next-generation graphene power cables to cut electricity costs and improve grid transmission, and with Goldwind, a world-leading wind turbine technology and energy solutions provider.
- A trilateral partnership with Springer Nature and the Chinese Academy of Sciences has been established to lead thought on key issues confronting the Chinese and Australian economies.
- UNSW partnered with Times Higher Education to host a major conference on research for the public good in the Asia-Pacific.

3. Global Development Network

Purpose

Establish a network focussed on ambitious plans for significant capacity-building partnerships with universities in the Asia-Pacific and Africa.

Progress

Academic leaders appointed to support our partnership development work

- Six academic leads appointed to progress capacity-building partnerships in the Pacific, the Mekong Region and Africa, with strong support from Faculty-based champions.

Global South Fellowship piloted in FASS

- Dr Babere Chacha appointed the inaugural Global South Fellow, from Laikipia University in Kenya – helping to forge deeper links through his six-month residency.

Seed funding for nine partnership projects across the Asia-Pacific

- UNSW has supported nine catalytic projects, including the development of clean geothermal power and the provision of renewable energy sources in Fiji; and greater research into land conflict issues in Northern Uganda.

Major partnership projects underway in Uganda, Myanmar, Kenya and Fiji

- Academic champions have strengthened our ties with Gulu University in Uganda in the areas of academic professional development training, research training around women's health and support for the development of a new Engineering Faculty.

- In Myanmar, the Kirby Institute has established a partnership with the Myanmar-Australia Research Collaboration for Health and the University of Medicine 2 in Yangon to improve the management of infectious diseases.
- The Engineering Faculty continues to train PhD candidates from Yangon Technological University, as well as support curriculum design and quality assurance projects; and the Law Faculty continues to support diplomacy training and constitutional reform initiatives.
- In Fiji, an agreement has been signed with Fiji National University to collaborate on several medicine related projects; and a major multi-stakeholder symposium on better housing was held last year in Suva in partnership with major global institutions focussed on better housing for disadvantaged communities and sustainable infrastructure.

Membership of the Australia-Africa Universities Network

- UNSW has joined and is an active member of the AAUN which seeks to build deeper understanding across a network of 22 universities.

UNSW partners with India on sustainability

- UNSW launched an ambitious partnership with India's The Energy and Resources Institute (TERI) on a flagship Green Integrated Habitat Assessment (GRIHA), engaging with industry and government end-users on smart cities, urban planning, renewable energy and health.

GLOBAL IMPACT

Theme 3: 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.

Initiatives & progress

1. UNSW Institute for Global Development (IGD)

Purpose

Establish an Institute to support partnerships with disadvantaged and marginalised communities and to deliver distinctive global knowledge exchange and capacity-building programs.

Progress

Institute for Global Development (IGD)

- Launched in 2016, the IGD aims to impact the lives of disadvantaged people and their communities through building research and education partnerships in development contexts, supporting the co-creation of relevant knowledge, and translating evidence into impact.
- The strategic objectives are to be a catalyst for using research to achieve positive change, a platform for sharing and translating knowledge, and an influencer in global and national debate.

Leadership team appointed

- Former UNICEF and UNRISD Research Director, Dr Sarah Cook, appointed as inaugural Director in 2018.
- Michael Rose AM appointed Executive Chair.
- Six academic project leads appointed covering Africa, Pacific, Myanmar and Australia.

Student engagement

- 1,250 students each year are now working or studying across the Developing World during their degree.
- Exciting new programs include the Engineering short program to install renewable energy for remote communities in Vanuatu; and the Engineering and Law Faculties' summer school in Uganda.

Partnership and policy engagement

- UNSW and the Australian Council of Social Service have launched a new collaboration to tackle poverty and inequality through high-quality research, policy development and advocacy.

2. Involvement of the UNSW community

Purpose

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.

Progress

Community-led development partnership between UNSW and the Dharriwaa Elders Group, Walgett NSW

Establishing the Yuwaya Ngarra-li partnership in collaboration with the Paul Ramsay Foundation to grow support for the Dharriwaa Elders Group and Walgett Aboriginal Education Consultancy Group work with Walgett Community College. The YNL partnership has initiated:-

- Establishment of the Child Injury Prevention Project with the School of Public Health and Community Medicine.
- Establishment of a SMaRT Centre Microfactory in Walgett as a local social enterprise.
- Through the UNSW Digital Futures Grid Institute, the provision of solar PV and energy storage systems on Dharriwaa Elders Group and Walgett Aboriginal Medical Service Buildings.
- Providing advice, through UNSW Engineering and the Global Water Institute, to the community on water and related issues.

Outbound experiences for UNSW Students in Uganda

A new long-term relationship was established between UNSW, Gulu University and Makerere University in Uganda in 2016:

- Relationships with emerging universities in Africa have provided opportunities for more than 40 UNSW students from FASS, Medicine and Engineering to study in Uganda.
- Ugandan partner university staff and students from Agriculture, Medicine and Optometry schools, and professional services, visit Australia or access UNSW courses online.

3. A local, regional and global approach

Purpose

Acknowledge the distinctive social justice aspirations and rights of Indigenous Australians as being a critical priority for UNSW, as well the importance of collaboration with our neighbours in the Asia-Pacific.

Progress

Diplomacy training program in Fiji

Building on a strong track record in countries like Myanmar, the UNSW-affiliated Diplomacy Training Program (DTP) delivered a capacity building program on business, human rights and the Sustainable Development Goals in Suva, Fiji in 2018 and again in early 2019. This has:

- Brought together participants from civil society organisations from eight Pacific Island countries.
- Helped build knowledge of international human rights standards and mechanisms that can be applied and integrated into effective advocacy strategies and address the challenges of unchecked economic encroachment.

The Yuwaya Ngarra-li partnership, Walgett NSW

The Dharriwaa Elders Group and UNSW work in partnership to improve the wellbeing, social, built and physical environment and life pathways of Aboriginal people in Walgett by:

- Collaborating on evidence-based programs, research projects and capacity building.
- Establishment of a SMaRT Centre Microfactory in Walgett as a local social enterprise.

GLOBAL IMPACT CHALLENGES

Theme 1: UNSW Model of Internationally Engaged Education

- a. The prospect of declining student commencements from some countries as the value proposition of higher education institutions in their home countries becomes increasingly strong.
- b. International competition for international students, particularly from the UK, the USA, Canada and NZ.
- c. Articulating UNSW's point of difference to international students who have more study options than ever before.
- d. Delivering an environment in which international students feel at home and are supported to thrive.
- e. The influence of government policy, administrative processes and societal attitudes on our ability to secure international student commencements.

Theme 2: Partnerships that Facilitate our Strategy

- a. Securing added value from our Alliances (PLuS, NUW and SPHERE) and fostering greater collaboration in a highly competitive and traditionally siloed sector.
- b. Administering partnerships so they are nimble and agile enough to deliver.
- c. The cost of capacity building in low / middle income countries.
- d. Reduced ability to leverage government commitment to capacity building in the developing world.

Theme 3: Our Contribution to Disadvantaged and Marginalised Communities

- a. Ensuring our international partnerships add value for communities, UNSW and our development partners.
- b. Acquiring the funds required to continue our investments in community development partnerships.

GLOBAL IMPACT QUESTIONS

Should you wish to answer one or more of the questions on this page, please [click here](#)

- 21 When engaging/recruiting international students, how should we consider the issues that they are facing in their regions?
- 22 What more should UNSW be doing to be a leader in addressing global challenges?
- 23 Are we capitalising enough on our existing strategic partnerships, and what further partner opportunities do you think we should focus on?
- 24 Where and how should we be focussing our global efforts to address challenges such as climate change and assist disadvantaged and marginalised communities?

Strategic Enablers

ENABLING DELIVERY OF OUR STRATEGY

2025 Vision

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.

Enablers and objectives

Enabler 1: People and Culture

1. To nurture a community of staff, students, alumni and stakeholders who cherish a lifelong relationship with UNSW.
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.
5. To build the involvement of our alumni in all aspects of the life of the University.

Enabler 2: Operational Effectiveness and Sustainability

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.

Enabler 3: World-class Environments

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.

ENABLING DELIVERY OF OUR STRATEGY

Enabler 1: 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.

Initiatives & progress

1. Clear career pathways

Purpose

We will establish defined and distinctive career pathways for professional and academic staff.

Progress

Career pathways

- Establishment of Education Focussed roles.
- Career Collaborator: digital mentoring platform – over 400 UNSW staff and affiliated Institutes and the PLuS Alliance enabling global and local mentoring connections.
- Career Planning Series: face-to-face guidance to explore career interests, opportunities and goals. Over 200 have engaged to date.
- Academic Promotions: new promotion criteria and guidelines in place to value diverse contributions to research, education, engagement and leadership.
- Introduction of the staff tuition fee subsidy. Eligible UNSW staff and affiliates can receive a 40% subsidy on UNSW courses.



2. A new performance framework

Purpose

We will develop a transparent and robust performance framework based on values, clear expectations and metrics.

Progress

Values in Action: UNSW behaviours

Developed by UNSW staff, our Values in Action encourage the UNSW community to work together to support a positive environment – based around respect, diversity, excellence, collaboration and innovation. Annual President's Awards have also been introduced as a way to recognise UNSW staff:

- Who actively demonstrate the UNSW Values in Action.
- Whose positive and inspiring actions make UNSW a great place to work.

myCareer

One-on-one conversations about career and performance goals that take place over the course of a year.

- The conversations have a positive intent, focussed on strengths and opportunities.
- They also enable a future orientation when discussing challenging issues, to understand what did not work and what can be done differently in the year ahead.
- The myCareer process is supported by a range of tools, training and templates to assist both individuals and conversation leaders throughout the year.

3. Succession planning

Purpose

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.

Progress

Developing talented staff and potential leaders

- Invested in Scientia Fellows as mid-career researchers with enormous potential – 102 researchers appointed to date.
- Established Orion and Carina programs, aimed at high performing current and future senior leaders at UNSW.
- Established the Leadership Excellence and Development (LEAD) program, aimed at uplifting leadership capability across the University.

4. The UNSW Alumni Network

Purpose

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.

Progress

Building the Division of Philanthropy

The Division of Philanthropy engages UNSW alumni, donors and friends to bring mutual value and generate resources (time and money) that will enable the University to realise its strategic goals. Funding highlights include:

- Judith Neilson's \$6M gift to support a new Chair of Contemporary Art.
- An anonymous \$6M bequest to support research in Alternative Dispute Resolution in the Faculty of Law.
- Singapore Advisory Council member, Dr Fong Fui Wong, donated \$1.5M (\$1M for an entrepreneurship accelerator fund and \$500,000 for the Roundhouse).
- Vice-Chancellor's telephone appeals have generated over \$1.9M from over 7,900 alumni donors.
- \$1.6M has been generously gifted by staff since 2015.

Sustainable Domestic and International Engagement Program

- 20,091 unique constituents engaged with UNSW in 2018 (target 12,500) and 36,000 since 2015, through 200+ events annually.
- UNSW now has contact details for 87% of its 306,000 alumni worldwide (target 76%).
- New activities: Alumni Connect digital mentoring program, uniwide Learn @ Lunch series, Alumni Summits (San Francisco, Hong Kong, Shanghai), UNSW Alumni Facebook and WeChat in China.

Dedicated and empowered volunteer leadership

- Engaging our Foundation Boards in Hong Kong, the UK and the US, our advisory council in Singapore, and active volunteer groups and committees in Indonesia, Hong Kong, Singapore and Malaysia – to ensure our overseas volunteers now better understand their role to help leverage international relationships to achieve UNSW goals.
- Establishment of the UNSW Campaign Cabinet and committees consisting of high-profile volunteers.

ENABLING DELIVERY OF OUR STRATEGY

Enabler 2: 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.

Initiatives & progress

1. Increasing revenue and operational effectiveness

Purpose

Establish systems for industry, international and philanthropic engagement in new sources of revenue.

Progress

Highlights since 2015

- Increased research revenue from \$484M in 2015 to \$550M in 2017 (including block grants and HERDC income).
- Increased Knowledge Exchange revenue from \$110M in 2015 to \$186M in 2018.
- Increased teaching revenue through international student load growth from \$559M in 2016 to \$808M in 2018.
- New philanthropic funds raised since 2015: \$158M from 14,620 unique donors.

Operational effectiveness

- Part centralisation of selected resources and systems, process standardisation and automation with respect to finance, external relations, information technology and human resources functionality.
- Acknowledging that transition is still underway to address ongoing challenges, the UNSW Service Enhancement Team has been established to work directly with faculties and divisions, build and deploy expertise in continuous improvement, innovate with new digital and other technologies and drive customer service excellence.



2. UNSW 2025 Program Office

Purpose

Establish a dedicated and full time 2025 Program Office drawing on experienced professional and technical experts from the Divisions and Faculties to manage UNSW's portfolio of strategic and operational initiatives.

Progress

UNSW Program Office (UPO)

Now an embedded function within UNSW's operations – overseeing the approval and tracking of all 2025 Strategy investments.

3. Financial planning and reporting

Purpose

Establish a single enterprise-wide financial planning and reporting system, which will promote transparency and leading indicators to inform decision making.

Progress

A single enterprise-wide financial planning and reporting system

Aims at improving processes and systems to deliver insightful, accurate and timely financial planning, forecasting and reporting to support decision making. This will deliver improved processes and systems to provide insightful, accurate and timely financial planning, forecasting and reporting to support decision making.

- Implementation of a rolling, future-focussed, flexible approach to financial planning that regularly reviews performance, allowing adjustments to improve outcomes.
- 2025 Strategy Executive dashboards rolled out to improve budget models and reporting templates.
- Finance Business Partner model introduced to support an enterprise wide view.

ENABLING DELIVERY OF OUR STRATEGY

Enabler 3: 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.

Initiatives & progress

1. Campus development

Purpose

Develop a physical campus development strategy that focusses 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.

Progress

Building projects

- Hilmer building (2016): home to the School of Materials Science and Engineering.
- Roundhouse (2018): renovations included new engineering services, energy efficient exterior lighting and an interior refurbishment.
- UNSW Bookshop (2018): renovations included a new café with indoor and outdoor seating space, a reading room and a central room for events.
- The Nucleus (2018): interactive student hub with self-service kiosks and virtual queueing systems.
- Electrical Engineering building (2019): refurbishment includes new laboratories designed for technology-based and remote learning and teaching and informal collaborative learning areas.
- Science and Engineering building (2019): 10 levels, with 24,500 sqm of state-of-the-art teaching and research space (sharing facilities with adjacent Hilmer building).
- Bio Science building Stage 2 (2019): refurbishment includes research and teaching laboratories and a new café.
- The Lounge (2019): a new and contemporary experience for staff offering the best in hospitality services.
- Teaching precinct refurbishments (2019): Quadrangle and Business School upgrades.
- Design Next: Ainsworth building (2019): refurbished flexible workshop area for the Art and Design, Built Environment, Business and Engineering faculties.



Campus development (cont)

Purpose

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.

Progress

Government-led projects

- Successfully advocated for a \$2.1B commitment from the State Government to deliver light rail to the western and eastern ends of the Kensington Campus.
- Helped secure a \$740M investment from the State Government in a new Liverpool Innovation Precinct centred around Liverpool Hospital.

Sustainability projects

- New Environmental Sustainability Plan (2019-21): replacing the 2016-18 Environmental Management Plan.
- Solar power purchase agreement: 15-year agreement to have 100% of UNSW's electricity supplied by solar photovoltaic (PV) energy.
- Tesla battery: powered by a 112-kilowatt rooftop solar system and connected to the Old Main Building's electricity system. It will support UNSW's goal to become carbon neutral by 2020.

2. Digital solutions

Purpose

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.

Progress

IT enhancements

- All UNSW data centre operations transferred to the (off campus) NSW Government Data Centre.
- New storage solutions to improve the performance of core IT systems.
- New cyber strategy and roadmap, supporting the modernisation of the University's cyber capabilities and defences.
- New Academic Curriculum Information Services (ACIS) Handbook, integrated with the Academic Information Management System (AIMS) and Student Information Management System (SIMS).



3. Integration of the physical and digital campus

Purpose

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.

Progress

New campus initiatives

The World-class Environments team has introduced key initiatives in campus development, digital solutions and the integration of the physical and digital campus:

- Funding released to Research Infrastructure and Learning Environments programs and a framework for contemporary work space design developed.
- Projects have so far included:
 - Rolling out wireless temperature monitoring to 100 cold storage cabinets holding invaluable research samples.
 - Installing occupancy sensors in nine teaching spaces and a real time analytics dashboard to display the data.

ENABLERS CHALLENGES

Enabler 1: People and Culture

- a. Building a culture that continues to inspire commitment, achievement, responsible innovation and collaboration.
- b. Achieving the right balance between driving change and ensuring staff understand the reasons for change and feel that concerns and feedback are being heard.
- c. Ensuring an inclusive and open listening culture in which staff and students can express their views and concerns.
- d. Retention of our best people in an increasingly competitive global environment.
- e. Ensuring our leaders are well-equipped to lead UNSW to achieve our strategic objectives.
- f. Embedding a culture of philanthropy at UNSW to make the most of our alumni and donor relationships.

Enabler 2: Increasing Revenue and Operational Effectiveness

- a. Delivering quality and efficient professional services that accommodate valid and important faculty and divisional requirements.
- b. Reducing our reliance on external consultants.
- c. Increasing revenue from traditional sources, including teaching, research and knowledge exchange income and philanthropic funding.
- d. Creating new sources of revenue beyond teaching, research and knowledge exchange income and philanthropic funding.
- e. Assessing, tracking and measuring the benefits of proposed and actual strategic and operational initiatives.
- f. Prioritising constrained funding to strategic and operational imperatives to ensure best value for UNSW as a whole.
- g. Aligning financial systems and budgetary processes with UNSW's strategic and operational needs.
- h. Understanding the true cost of teaching and research activity at UNSW.
- i. Improving how we communicate successes, challenges and instructions across the university.
- j. Establishing a risk management culture and process that enables insightful decision making.

Enabler 3: World-class Environments

- a. The cost of delivering physical infrastructure that continues to attract the world's best academic, professional and student talent.
- b. Creating working spaces that support the dedication and culture of our staff.
- c. The increasing need to leverage government and philanthropic support to deliver large-scale infrastructure.
- d. Creating digital infrastructure that complements our physical spaces and that can be cost-effectively adapted to changing circumstances.
- e. The cost of enhancing our IT offering for staff and students alike.
- f. Ensuring services and facilities at UNSW are accessible to all staff and students.

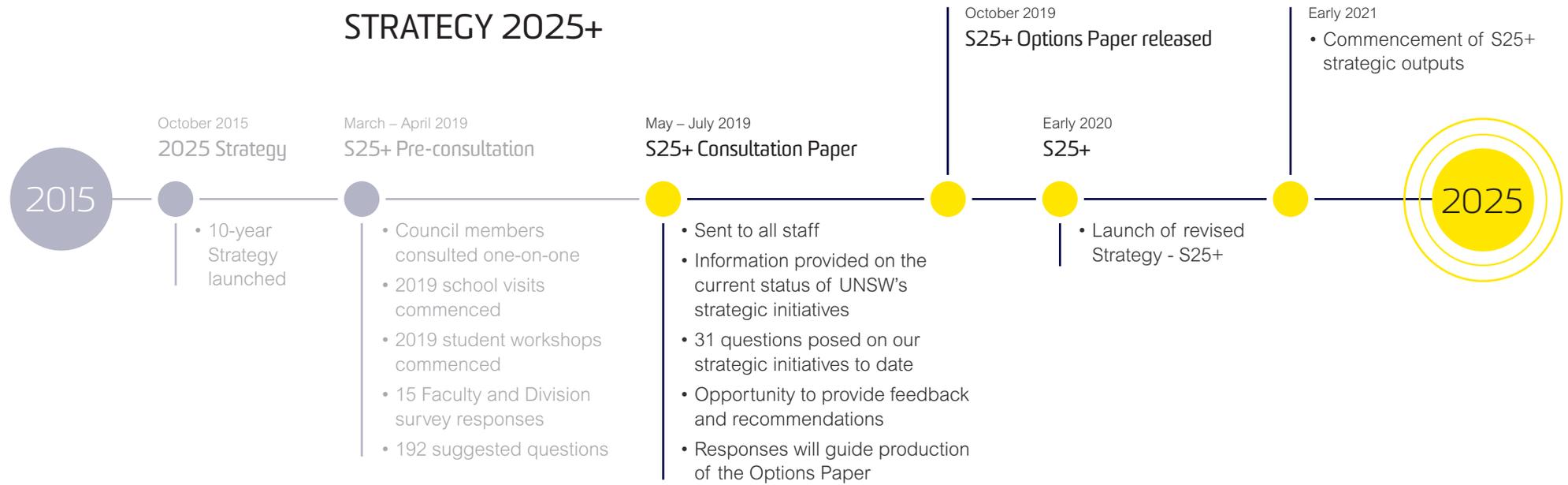
ENABLERS QUESTIONS

Should you wish to answer one or more of the questions on this page, please click [here](#)

- 25 How can we ensure that S25+ aids our ability to attract, promote and retain staff?
- 26 What additional knowledge, skills or resources will you require to help UNSW achieve its strategic objectives?
- 27 What is the future of shared services and how do we achieve effectiveness and efficiency?
- 28 Given your experience of the 2025 Strategy so far, what do you think the University could learn in relation to its implementation and monitoring of key strategic initiatives?
- 29 How can we ensure the UNSW culture is fit for purpose to sustain and energise the community to drive our ambitious strategy?
- 30 How can we advance the philanthropic culture at UNSW and engage alumni and donors?
- 31 Is there anything else you would like to add on any topic in this document, the 2025 Strategy, or anything that is relevant to the future of UNSW?

NEXT STEPS

STRATEGY 2025+





UNSW
SYDNEY