

# LOOKING AHEAD

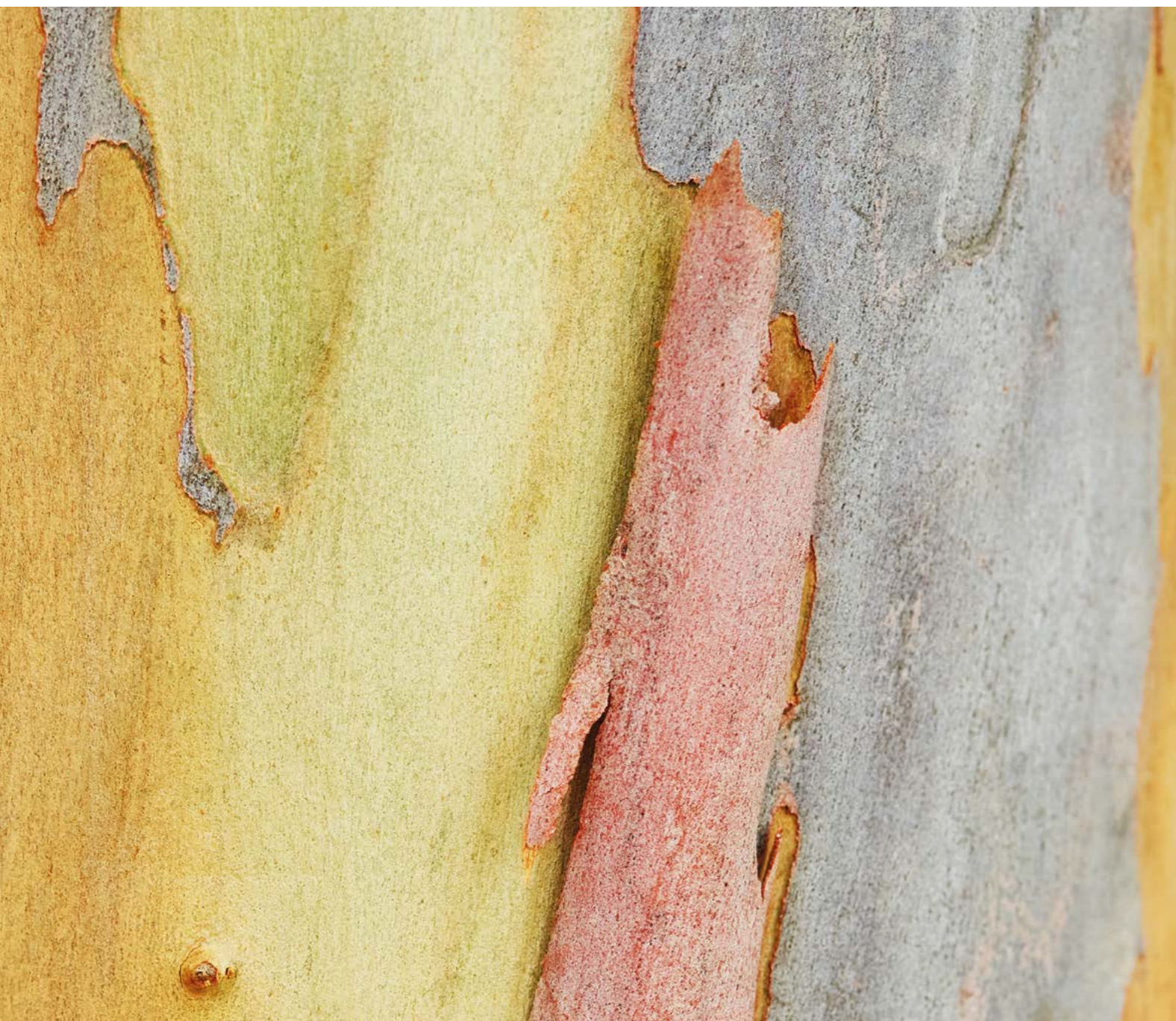
## THE UNIVERSITY OF NEWCASTLE STRATEGIC PLAN 2020-2025



### 2022 IMPLEMENTATION PLAN

The University of Newcastle's *Looking Ahead Strategic Plan 2020-2025* was launched in March 2020. Throughout the remainder of 2020 and 2021, we have spent much of our time and attention focusing on managing the impacts of the COVID-19 global pandemic, ensuring we continue to provide a quality experience to our students, maintain excellence in our research activities, and remain sustainable during this period of instability and into the future. With the greatest disruptions of the pandemic seemingly behind us, in 2022 we have the opportunity to re-focus and sharpen our efforts toward the delivery of Looking Ahead.

This 2022 Implementation Plan is a clear and unambiguous statement of priorities. It does not reflect everything we will do in 2022, but it will serve to guide us when decisions need to be made throughout the year about what we can and can't feasibly do. The initiatives and activities captured in this document are the ones we will prioritise above others, whilst remaining flexible in our approach to any unanticipated opportunities that may emerge.



LOOKING AHEAD KPI			UNIT	ACTUAL		TARGET	
				2020	2021	2022	2025
OUR INDIGENOUS COMMITMENT	Excellence	Research Income Indigenous Chief Investigator	\$M	1.4	0.4	1.1	1.8
	Equity	Indigenous Staff Participation	%	2.9	2.7	3.0	4.0
	Engagement	Indigenous Student Retention (Variance)	%	-2	-2.7	-2.0	0
	Sustainability	Staff completion of Cultural Competency Module	%	20.4	43.4	57.6	100
ENGAGEMENT PRIORITIES	Excellence	Average World Rank (External Rankings)	Rank	288	276	270	250
	Equity	Projects with Industry/Community Partners	%	41.3	44.3	46.0	51.0
	Engagement	Multidisciplinary Collaboration	%	18.8	22.6	23.2	25.0
	Sustainability	Total HERDC Income <sup>1</sup>	\$M	118	126.5	130.4	143
LIFE-READY GRADUATES	Excellence	Quality of Overall Experience (SES)	#	79.2	66.4	70.3	83.2
	Equity	Disability Retention (Variance to Overall Retention)	%	-4.1	-4.1	-3.1	0
	Engagement	WIL participation (Undergraduate) <sup>2</sup>	%	-	N/A	TBD	100
	Sustainability	K10 Risk Scale	#	22.7	25.1	21	21
ASIA PACIFIC FOCUS	Excellence	International Co-publications	%	55	49.2	51.9	60
	Equity	Outbound Student Mobility	#	340	180	1372	1550
	Engagement	Cumulative Philanthropic Donations Received	\$M	15.4	14.7	30.0	75.0
	Sustainability	Proportion of FPI EFTSL	%	15.6	14.1	18.6	32.0
REIMAGINING OUR CAMPUSES	Excellence	Satisfaction with Physical and Digital Environments	%	73.9	72.9	74.7	80
	Equity	Satisfaction with Campuses and Facilities (Student with a Disability Variance to Overall Satisfaction)	%	-5.8	-4	-3	0
	Engagement	WiFi Utilisation	#	100	76	92	140
	Sustainability	Carbon Emissions (Tonnes) <sup>3</sup>	'000	31	TBD	23.3	0
INSPIRING PEOPLE	Excellence	Share of UAC First Preferences	%	10.8	11.4	10.7	10.9
	Equity	Senior Academic Women	%	30.9	33.3	34.4	37.5
	Engagement	Your Voice Staff Engagement	%	77.5	72.8	74.6	80.0
	Sustainability	Safe Work Australia Maturity Score	#	2	TBD	3	3

<sup>1</sup> Indicative result only, based on unaudited figures, as at 31/12/21.

<sup>2</sup> The applied definition of Work Integrated Learning is still to be determined.

<sup>3</sup> 2022 target is a placeholder until 2021 result is known.

2025 targets are subject to annual review.

ACTIVITY		WHO	J	Q1 F	M	A	Q2 M	J	J	Q3 A	S	O	Q4 N	D
OUR TEACHING TERMS		Schools, Colleges, AD			Sem 1				Sem 2					
			Summer 1 & 2			Winter								
			Tri 1 (Sing)			Tri 2 (Sing)					Tri 3 (Sing)			
			Tri 1			Tri 2				Tri 3				
Performance Review and Development (PRD) cycle. Academic promotions cycle.		Colleges, Divisions	Goal-setting			Ongoing Conversations					Year End Review			
						Applications					Committees	Outcome		
OUR INDIGENOUS COMMITMENT	Reconciliation - Cultural knowledge program	VCD, All	Implement Reconciliation Action Plan											
		VCD, AD, Schools	Aboriginal and Torres Strait Islander student retention activities											
OUR INDIGENOUS COMMITMENT	Meaningful Engagement in our Regions	VCD	Operationalise Indigenous Procurement Strategy											
		VCD, RD	Deliver Maligagu Employment Strategy and Action Plan											
ENGAGEMENT PRIORITIES	Institutional Alignment - Research funding	R&I, Colleges, VCD,	Review funding/priorities			Implement review recommendations								
	Living Lab Model	R&I, Colleges	Establish governance			Implement Health Innovation and Lake Macquarie Living Labs								
	Engagement Pathways	R&I, Colleges	Framework for Cross-College interactions with partners											
	Pursue growth in world university rankings	RD, R&I, GEP	Enterprise Customer Relationship Management											
LIFE-READY GRADUATES	Graduate Attributes	VCD, Schools	Subject level analysis			Discipline target-setting								
		VCD, Schools	Gap analysis of student cohorts / programs											
		VCD, Schools	Develop cross-cutting course(s)											
	Work Integrated Learning for All	AD, VCD, Colleges	Program Assessment and revised/new courses					Prepare for implementation						
	Celebrating Excellence - Student leadership	AD, Schools, VCD	Commence first cohort of student leadership program											
	Student-Centred Wellbeing	AD	Healthy and Well Program - Engage Partners											
		AD, Schools	Implement Course Site Transformation Plans											
LIFE-READY GRADUATES	Program and Calendar Flexibility	AD, Schools	LMS - Staff training and roll out											
		AD, Schools	Develop and implement new Curriculum Management System											
		RD, AD	Prelim. calendar analysis			Consultation			Refine and prepare for implementation					
ASIA PACIFIC FOCUS	Globally Engaged Education - International Student Return and Recruitment	GEP, Colleges	Onshore student return plans											
		GEP	International student marketing and recruitment											
	Outbound Student Mobility Program	GEP, Colleges	Strategy development			Implement Outbound Student Mobility Program								
	Asia Pacific Partnerships - Strengthening Frameworks and TNE Programs	GEP, Colleges, VCD	Transnational Education (TNE) programs											
REIMAGINING OUR CAMPUSES		GEP	Partnership Frameworks and business development											
	New Partners New Uses, and Reposition Existing Estate	RD, AD, CHSF, VCD	Honeysuckle Business Case					Honeysuckle transaction						
		RD, VCD	Gosford Campus Planning and Procurement					Gosford Campus Development						
		RD, VCD	Diversification of campus users and utilisation											
	Digital Excellence - Uplift business system and digital capability	RD, VCD	Finance Enterprise Solution											
INSPIRING PEOPLE	Sustainable Campuses	RD	HR Enterprise Solution											
		RD	Implement sustainability program across campuses											
	A High Performing Institution - Foundations for Inspiring People	RD, VCD, Schools	Embed Academic FIP											
		RD, Colleges, Divs	Live. Learn. Lead. Capability Program design					Consultation			Implementation			
INSPIRING PEOPLE	Building Leadership and Capability	RD, Colleges, Divs	Pilot onboarding programs			Embed programs University-wide								
		RD, AD	Expand UON cadetship programs and internal work opportunities for students											
INSPIRING PEOPLE	A Values-Based Culture - Fostering Equity, Diversity and Inclusion	AD	Implement EDI Committee			Establish EDI sub-committees								
		AD	Embed EDI objectives											
FOUNDATION ACTIVITIES	Embedding Change outcomes	All	Recruit and onboard			Business Process improvement, capability and culture programs								
		R&ID	Determine R&I model and structure				Implement structure							
	Best Practice EA - Work Allocation Models	VCD, AD, R&ID, Schools	Develop		Consult			Finalise			Implement			
	Excellence in Research Australia (ERA) 2023	VCD, R&ID	Develop strategy			Collection and analysis								
	Information Governance Framework	VCD, RD	Consultation			Draft and release								
FOUNDATION ACTIVITIES	University budget methodology refresh	VCD	Consultation, draft and implementation											