NeW Futures
Strategic Plan
2016-2025
THE UON 2025 VISION

UON stands as a global leader distinguished by a commitment to equity and excellence and to creating a better future for its regions through a focus on innovation and impact.

UON VALUES

EQUITY AND SOCIAL JUSTICE      EXCELLENCE
ENGAGEMENT
INNOVATION      INTEGRITY
SUSTAINABILITY
A PASSION FOR EXCELLENCE AND DISCOVERY

AN ENDURING COMMITMENT TO EQUITY AND SOCIAL JUSTICE

GRADUATES WHO MAKE A DIFFERENCE

DRIVING GLOBAL AND REGIONAL IMPACT
ENGAGING ACROSS THE GLOBE

A SHARED FUTURE WITH OUR COMMUNITIES

STAFF WHO MAKE THEIR MARK

BUILDING A SUSTAINABLE FUTURE
An Enduring Commitment to Equity and Social Justice

We ensure students from under-represented backgrounds can enter university, graduate and succeed. We collaborate with partners to provide global leadership in the field of equity in higher education through pioneering research and practice. We break new ground and work tirelessly to challenge persistent inequalities in higher education.

Goals

1. We will achieve parity between the proportion of UON students who enter and graduate from diverse socioeconomic, cultural, and disability backgrounds with the proportion of people who are from those backgrounds in our regions.

2. UON will be recognised by communities, governments and scholars worldwide for excellence and innovation in the field of equity in higher education and for the high success rates of all of our student cohort.
Lead strategies

1. **Your pathway to a UON Degree**
   Develop a unique UON entry model that provides new ways for students from a range of backgrounds to access undergraduate and postgraduate studies.

2. **From access to success**
   Deliver tailored learning experiences that support successful outcomes for all of our students independent of background.

3. **Expand access to higher education across the world**
   We will work collaboratively with international partners to develop state of the art higher education equity frameworks in countries where access and participation rates are low and unequal.

**Key measures of success 2020**

We will achieve parity of participation of students from low SES and Indigenous backgrounds or with a disability with the proportion of these populations in our regions.

We will achieve parity of retention and success across all of our student cohorts.
Our outstanding staff inspire and support students. The UON student experience prepares our graduates to be global citizens, leaders and entrepreneurs who are eager for life’s challenges and will change their world for the better.

Goals

1. UON will be distinguished by the quality of our teaching and the experience of our students.
2. UON students will engage in education, research and work opportunities across the world.
3. UON graduates will have high levels of employment, start-up businesses and drive creative, technological and social change.

Lead strategies

1. Teaching of the Future
   We will reinvent the ways in which we support our academic endeavours and the ways in which we teach to inspire excellence and create excitement among our students and education partners at all of our campuses and locations.
2. **iLEAD Plus**
   We will build a new integrated student leadership program based on the UON Graduate Identity to enhance global mobility, social responsibility and employability.

3. **The UON Entrepreneur**
   UON students will engage in courses and programs that provide experience in technological, creative or social innovation and entrepreneurship.

4. **my Future**
   We will develop a personalised UON Portfolio for students to capture both formal and informal education and work experiences to better integrate the worlds of work and study, and enhance graduate employability.

**Key measures of success 2020**

UON will be competitive in the attraction and retention of talented students based on its focus on a vibrant student experience and ensuring the employability of its graduates.

UON will be in the top 5 of Australian universities for overall student satisfaction, teaching quality and generic skills, and in the top 10 for graduate employability.
There, the Water Ends (detail)
2011, oil and beeswax on canvas,
UON Art Collection
Red Land (detail)
2015, oil on board,
Artist's Collection
A Passion for Excellence and Discovery

Our areas of excellence in education and research have scale and span discipline, regional and national boundaries. We recognise that research, discovery and access to new knowledge are at the heart of a world class education. We are resolute in our commitment to excellence in Indigenous education and research and to the importance of Indigenous culture and knowledges.

Goals

1. UON will be distinguished globally for the quality of our staff, the world standing of our education programs and the scale and excellence of our research.

2. All UON degree programs will include inter or multidisciplinary courses and access to research that is relevant to the big challenges that face the world.
Lead strategies

1. **Building scale and excellence**
   We will grow our competitive portfolio of major UON research groups, centres and institutes based on quality and synergy, the capacity to mentor emerging researchers, and deliver new knowledge, innovative solutions and global impact.

2. **The UON Research Advantage Program**
   Our Research Advantage Program will support researchers to deliver competitive, high quality research, collaborate with partners from across the world and develop as international research leaders.

3. **The UON next generation degree**
   All UON degree programs will include inter or multidisciplinary content relevant to the big issues facing the world and meaningful engagement between students and research leaders and innovators.

**Key measures of success 2020**

The quality and global relevance of our education and research programs and partnerships will place us in the top 200 of the world’s universities by 2020.

We will be in the top 10 universities in Australia for research income, quality, the number of our PhD students and their timely completion.
Driving Global and Regional Impact

We work with partners across the world to build equitable prosperity, social cohesion and healthy communities. We engage with business, industry and government to deliver innovation and impact. We exploit new knowledge to create start-ups, new businesses and new jobs across our regions.

Goals

1. We will be recognised as a lead university for research engagement and for staff mobility between UON and business, industry, government and community organisations.

2. UON will deliver economic impact through commercialisation of new knowledge and job creation as a result of contributions to business improvement, entrepreneurship, the creation of start-ups and new businesses, and the supply of industry ready graduates.

Lead strategies

1. Delivering impact
We will establish at least five UON Global Impact Clusters to address global challenges built on the base of our research concentrations and working across discipline and national boundaries. These GICs will ensure excellence and discovery, drive innovation, business development, commercialisation and impact.
2. **The UON Innovation Hub**  
UON staff and students will engage in creative, social and technological innovation and entrepreneurship and be supported to work with partners to create start-ups and new businesses across our regions.

3. **UON Business and Industry Connect**  
We will work with industry and business partners to support Associate, Fellow and Professorial appointments who will provide expertise from business and industry and we will support our academics to gain experience working in industry and business. Our Business and Industry Connect strategy will be supported by physical and digital strategies including the integration and collocation of industry and business with academic partners.

4. **The UON Engaged PhD**  
Our doctoral training program will include supervisors from academia, business and industry and will broaden graduate knowledge, skills and attributes; improve the employability of doctoral graduates and facilitate the translation and commercialisation of research outcomes. We will establish a number of Industry Doctoral Training Centres with partner organisations to build capacity in areas of national and global relevance and impact.

**Key measures of success 2020**

UON will have a measurable increased economic, cultural and social impact in our region built on new jobs created as a result of new knowledge, innovation and commercial outcomes leading to business improvement, the creation of start-ups and attraction of new businesses to our regions.

We will be in the top 5 universities in Australia for engagement with, and support from, industry, business, international partners and the community.
Walking for Water (detail)
2011, oil and beeswax on canvas, Private Collection
Tree line (detail)
2010, oil on canvas on board,
Private Collection
Engaging Across the Globe

UON stands in the world as distinctive in its commitment to excellence and equity. We collaborate with respected global partners to deliver unique opportunities for students through a world class education, work integrated learning and internship experiences. We engage with our research partners to deliver outcomes which improve the future for the next generation. Our staff have a world view and are connected globally.

Goals

1. Increase the global reputation, standing and recognition of UON as a world class university.
2. UON will be a lead study destination for students from across the globe.
3. UON will lead Australia for the availability and quality of staff and students’ inbound and outbound international mobility.
Lead strategies

1. A global partner of choice
   We will enhance the global reputation, standing and recognition of UON by strategic engagement with at least 20 world class universities and education and research partnerships with global education organisations.

2. Destination UON
   We will build UON reputation, profile and trusted relationships with pathway institutions and global partners including Newcastle International College and UON Singapore, and develop and implement a UON International Network strategy.

3. Global mobility and employability
   We will increase outbound student mobility across all levels, on semester exchange, WIL, internship, research experiences, short courses and study tours, with streamlined, structured and user friendly information. We will develop productive networks with international alumni, Austrade, Governments, research institutes, businesses, and professional groups and universities to support a high quality student experience in country.

4. UON staff go global
   We will increase the global mobility of our academic and professional staff through strategic exchange and productive collaborations with trusted partners.

Key measures of success 2020

The quality and global relevance of our education and research programs and partnerships will place us in the top 200 of the world's universities by 2020. UON will increase its standing and attractiveness as a study destination for international students.
UON has strong relationships with our alumni and donors, our business partners and sponsors, and with leaders and friends in the communities in each of our regions. Through reciprocity and commitment we work together with our partners to support the economic, social and cultural transformation of strong regional communities.

**Goals**

1. UON will have a demonstrable civic, cultural and social impact in each of its regional communities.
2. Our communities across all our locations will support our students and our research through philanthropy and sponsorship in recognition of UON's role in shaping new futures.
Lead strategies

1. **Transforming our regions**
   UON will engage with our partners to bring thought leaders, disruptive innovators, cultural icons and social commentators to each of our regions and to drive social innovation and economic transformation through influence, education and impact.

2. **Shaping NeW Futures**
   We will build capability, capacity and readiness for a major campaign that reaches out to our UON community in Australia and across the globe to support our enduring commitment to equity and excellence.

3. **UON Alumni Connect**
   We will implement the UON Strategy for Advancement to connect and expand our alumni relations with a clearly articulated value proposition for our alumni. Our alumni leaders will continue to provide wisdom, strategic advice and business acumen and champion UON’s vision and values. Our students will engage with UON alumni across our regions and the globe in work integrated learning opportunities, internships and mentoring programs.

**Key measures of success 2020**

Over half of our students will engage in paid or volunteer capacity with businesses, industries, government and community organisations across our regions.

Our community support for the UON mission in equity and excellence will increase through generous donations, philanthropy, campaigns and sponsorships.
Valley Hidden in Mist (detail) 2013, oil and beeswax on Arches paper, Artist's Collection
Staff Who Make Their Mark

UON attracts, fosters and retains remarkable academic and professional staff who actively contribute to our reputation for innovative and engaged teaching and research. UON staff are distinguished by their willingness to change the status quo when required, take on new challenges and provide inspirational leadership. Our staff engage cooperatively to deliver agile solutions and the best outcomes possible for our students, partners and communities.

Goals

1. UON will be recognised for the diversity and equity of its workforce and for the calibre of staff who collaborate to change the status quo and build an agile and outcomes focused culture.

2. UON will be a sector leader in the attraction and retention of outstanding staff seeking to make their mark as leaders and innovators in their profession or field of endeavour.

3. UON will be the safest and healthiest university in Australia for staff and students.
Lead strategies

1. **The UON future workforce**
   We will define the requirements of the UON workforce of the future, implement succession planning for key roles and launch a suite of staff development programs to support our staff to thrive in the rapidly changing world of higher education.

2. **A healthy and safe university**
   We will build on the success of our Healthy University Program and drive safety improvement through visible leadership, targeted risk management and high staff engagement to create an interdependent safety culture.

3. **An agile culture**
   We will develop a culture where we are willing to harness business intelligence and disruptive business innovation to streamline collaborative decision making, implement effective action plans and remove cumbersome decision making processes to ensure the rapid delivery of excellent outcomes.

**Key measures of success 2020**

We will have increased staff diversity, achieved the target of 3.9% for Indigenous employment and be in the top 5 of Australian universities for female staff in senior leadership roles.

We will be a sector leader for our ‘UON Culture’ as determined by our staff rating in the areas of results, role clarity, change and innovation, communication and cooperation and service quality and processes.

We will have the lowest injury frequency rate of any Australian university.
UON responds nimbly to changes in our external environment, targets investment to align with our vision and strategic goals and effectively manages our resources and campuses. Investment in our workforce and our physical and digital environments ensures we are equipped to meet future challenges. Responsible management of our unique campus environments ensure we take account of the needs of the next generation.

**Goals**

1. We will target growth and diversification of our income base and reduce the reliance on government income sources.

2. UON operations will be effective and efficient against sector and relevant external benchmarks.

3. We will invest in delivering our strategic goals and in maintaining a physical and digital environment that will place us as sector leaders for student experience, research performance and industry engagement.

4. The future of UON will be sustainable through responsible long term financial and environmental planning that takes account of the needs of the next generation.
Lead strategies

1. **Building NeW Futures**
   UON will develop the infrastructure to ensure our future competitiveness through the Building NeW Futures program and joining up our campuses to connect the digital expectations of our staff and student communities with smart facilities to create an intelligent campus environment.

2. **UON Digital Advantage**
   Investment in the UON Digital Advantage will transform our capacity to deliver world class education, research and innovation and provide a digital workplace that enables smarter ways of working, a collaborative and efficient ‘one UON’ approach and a connected and engaged workforce.

3. **Financial sustainability**
   UON will develop a Financial Sustainability Dashboard to inform and guide sustainable financial and strategic investment decisions.

4. **Environmental sustainability**
   Our Environmental Sustainability Plan will provide leadership, innovation and inspiration to our staff, students and the broader community in environmental sustainability through management of our UON Footprint and teaching and learning, research and community engagement activities.

**Key measures of success 2020**

UON will ensure financial sustainability through ensuring it maintains its financial performance in line with achieving an equivalent underlying ‘A’ credit rating.

We will deliver our strategic goals and maintain a physical and digital environment that places us as a leading Australian university for student experience, research and innovation performance and engagement with industry, business and our communities.

Our environmental planning will take account of the needs of the next generation. We will achieve a 20% reduction in CO2e/m² Gross Floor Area by 2020.
Urban Perimeters (detail)
2013, oil and beeswax on canvas,
Private Collection
Terrain and Archaeology (detail)
2011, mixed media on canvas,
Private Collection
The Artist

Nicole Chaffey is a descendant of the Gadigal and Biripai peoples of Eastern NSW. She has been living on Awabakal lands for the last fifteen years.

While her work is contained within the stylistic conventions of European painting, the visual connection to Aboriginality lies within subject matter, which is the relationship to the Australian landscape. Instinctual mark making charts concepts of discontinuity of culture, familial connection and emotional relationships to country. Her paintings explore issues of contemporary Aboriginality, memorial and emotional ties to the country of her ancestors, and the intricate familial relationships that connect it all.

Chaffey completed a Masters of Philosophy at the Wollotuka Institute, the University of Newcastle, in 2015. She was also the 2013 Industry Post-Graduate Scholar in Arts Administration working with the University Gallery. She continues to work with the Gallery and with the Lake Macquarie Regional Gallery.

Artwork details:

pages 4,5. *There, the Water Ends* (detail) 2011, oil and beeswax on canvas, UON Art Collection

6,7. *Red Land* (detail) 2015, oil on board, Artist’s Collection

10,11. *Walking for Water* (detail) 2011, oil and beeswax on canvas, Private Collection

12,13. *Tree line* (detail) 2010, oil on canvas on board, Private Collection

16,17. *Valley Hidden in Mist* (detail) 2013, oil and beeswax on Arches paper, Artist’s Collection

18,19. *Gravitational Forces* (detail) 2013, oil on board, Artist’s Collection

22,23. *Urban Perimeters* (detail) 2013, oil and beeswax on canvas, Private Collection

24,25. *Terrain and Archaeology* (detail) 2011, mixed media on canvas, Private Collection

*cover image: Walking for Water (detail) 2011, oil and beeswax on canvas, Private Collection*