

PART TWO: STRATEGY

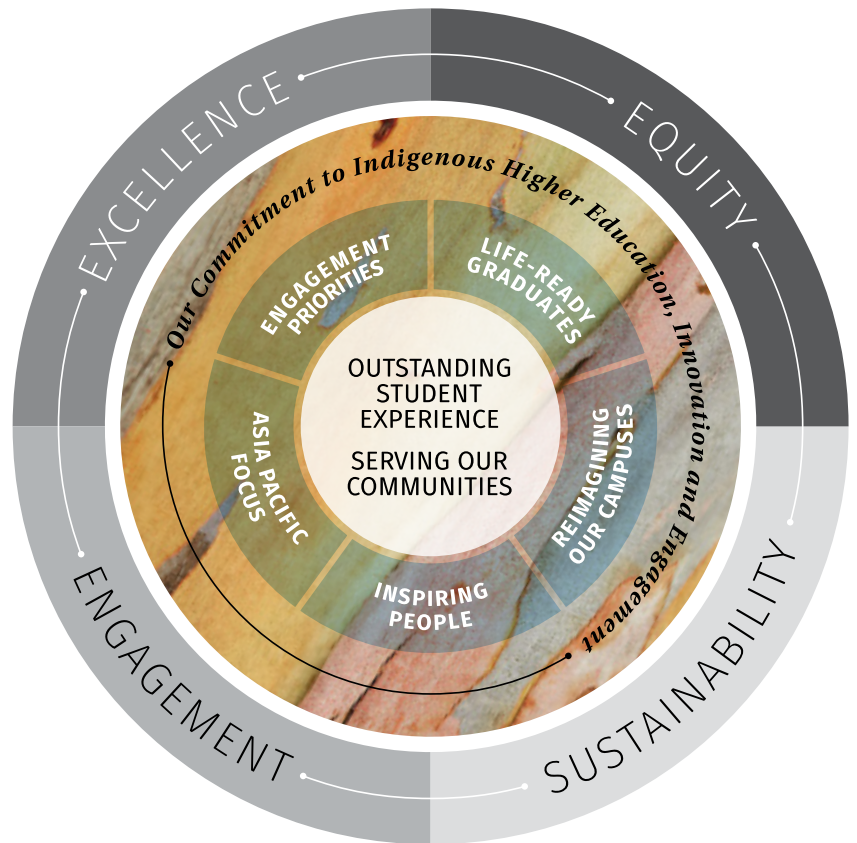
LOOKING AHEAD STRATEGIC PLAN

The Looking Ahead Strategic Plan 2020 – 2025 is the University’s roadmap to achieving its vision to be a world-leading university for its regions, underpinned by the values of excellence, equity, engagement and sustainability. It is an aspirational plan that remains true to the essence of the University of Newcastle with initiatives and goals that are focused on an outstanding student experience and serving our communities.

The Looking Ahead Strategic Plan 2020-2025 is structured around five key pillars:

- Life-Ready Graduates
- Engagement Priorities – Better Healthier Living, Next Generation Resources, Connected Communities, and Growing Industries
- Asia Pacific Focus
- Reimagining our Campuses
- Inspiring People

Our commitment to Indigenous Higher Education, Innovation and Engagement is woven throughout.



2024 HIGHLIGHTS

OUR INDIGENOUS COMMITMENT

90.4%

of staff have completed Cultural Capability Training¹

LIFE READY GRADUATES

96.8%

of undergraduate students are enrolled in a program with a Career-ready placement, approaching our 2025 target of 100%¹

ASIA PACIFIC FOCUS

\$75.0M

cumulative philanthropic and sponsorship income since 2020 has achieved our 2025 target of \$75M¹

REIMAGINING OUR CAMPUSES

77.9%

staff and student satisfaction with physical and digital environments, up from 74.2% in 2020¹

INSPIRING PEOPLE

59.3%

of Senior professional women, up from 47.1% in 2020. Senior academic women, 35.6%, up from 31.6% in 2020¹

The Looking Ahead Strategic Plan 2020-2025 is available at newcastle.edu.au/strategic-plan

¹ As at 31/12/2024

WHAT'S NEXT FOR 2025 AND BEYOND

OUR INDIGENOUS COMMITMENT

Creating an ecosystem for Indigenous research.

ASIA PACIFIC FOCUS

Adjusting our International Student Recruitment Plan based on evolving Government settings.

ENGAGEMENT PRIORITIES

Focus on improving research administration, facilities and support.

REIMAGINING OUR CAMPUSES

Planning for fit for purpose student accommodation at Callaghan, City and Central Coast campuses.

LIFE READY GRADUATES

Academic Calendar project.

INSPIRING PEOPLE

Continued focus on the implementation of the Psychosocial Health and Safety Framework building on a respectful workplace and focusing on prevention of psychological harm.

KPI	UNIT	RESULTS (ACTUALS)			2024 TARGET/BENCHMARKS		
		FY2023	FY2024	YOY VARIANCE	TARGET ^{1,2,3}	BENCHMARK ⁴	
STUDENT LOAD AND REVENUE³							
Commonwealth supported places (CSP)	Load	EFTSL	18,426	19,907	▲ 8 %	18,219.8	-
	Revenue	\$M	388.2	431.0	▲ 11%	416.1	-
Fee paying domestic (FPD)	Load	EFTSL	1,025	765	▼ -25%	794.6	-
	Revenue	\$M	25.8	21.8	▼ -16%	21.9	-
Fee paying international (FPI)	Load	EFTSL	2,991	3,016	— 1%	3,311.9	-
	Revenue ⁴	\$M	111.4	117.4	▲ 5%	129.0	-
STUDENT RETENTION							
Student retention (UG) ⁵	%		83.7	84.7	▲ 1%	-	82.8
WORKFORCE PRODUCTIVITY							
Student/Staff ratio ^{6,12}	#		23.1	-	-	-	21.8
Academic staff proportion ^{6,7,8}	%		36.6	35.5	▼ -1.1%	-	38.6
Professional staff proportion ^{6,7,8}	%		59.6	60.6	▲ 1.0%	-	56.8
WORK HEALTH AND SAFETY							
TRIFR (total recordable frequency rate)	#		4.8	5.5	▲ 15%	-	-
WHS events (hazard/near miss/incident)	#		870	877	— 0.8%	-	-
AIMS action within 14 days	%		75.0	71.0	▼ -5%	100	-
Safety induction completion rate	%		96.5	97.1	— 0.6%	100	-
Executive Safety Walk and Talk completion rate	%		100.0	82.0	▼ -18%	100	-
KEY FINANCIAL METRICS¹⁰							
Total Operating Income	\$0		608,467	684,005	▲ 12%	642,298	-
Total Operating Expenses	\$0		576,794	588,485	▲ 2%	571,376	-
EBITDA	\$0		31,673	95,520	▲ 202%	70,922	-
EBITDA Margin	%		5.2	14.0	▲ 169%	11.0	-

1 Each Operational KPI has either a 2024 target or a sector benchmark reported. Where a sector benchmark is given, this is not a target but provides an indication of our university's performance relative to competitors. | 2 Load and revenue targets were set in end of year 2023 as part of 2024 budget process. | 3 Results include 'internal' campuses only (excludes Singapore and CIE). Revenue excludes National Priorities and Industry Linkage Fund (NPIIF) and Transition Fund Loading (TFL) funding. | 4 Revenue figures represent gross income from international student load, and do not include scholarships, discounts, fee waivers or agent's fees. | 5 Retention is calculated according to HEIM, figures are reported as per the previous year, ie. FY2024 is equivalent to FY2023. The benchmark is 2022 which is the latest available. | 6 Student to staff ratios (SSR) are calculated using the Department of Education Skills and Employment methodology and consists of full-time, fractional full-time and casual academic teaching staff in an Academic Organisational Unit. The benchmark is sourced from Higher Education Statistics 2023 Student Staff Ratios, published by the Department 10 May 2024 and is as at 2022 which is the latest available. | 7 The benchmark reported is sourced from the AHEIA Universities Benchmarking Report, published August 2024. The results and benchmark exclude casuals. | 8 Excludes proportion of Senior Management (3.9% as at 31 December 2024). | 9 All figures are unaudited HERDC as at the end of December 2024. Source: RFS (Gnumbers in techone), TUNRA and major CHMW income in cost collectors only. The final results will be available in Q2 2025. | 10 Full Year Budget is equal to target for Financial metrics. | 11 Rating icons assume a threshold of 2% variance. | 12 2024 figures not yet available at time of publishing.