LOOKING AHEAD
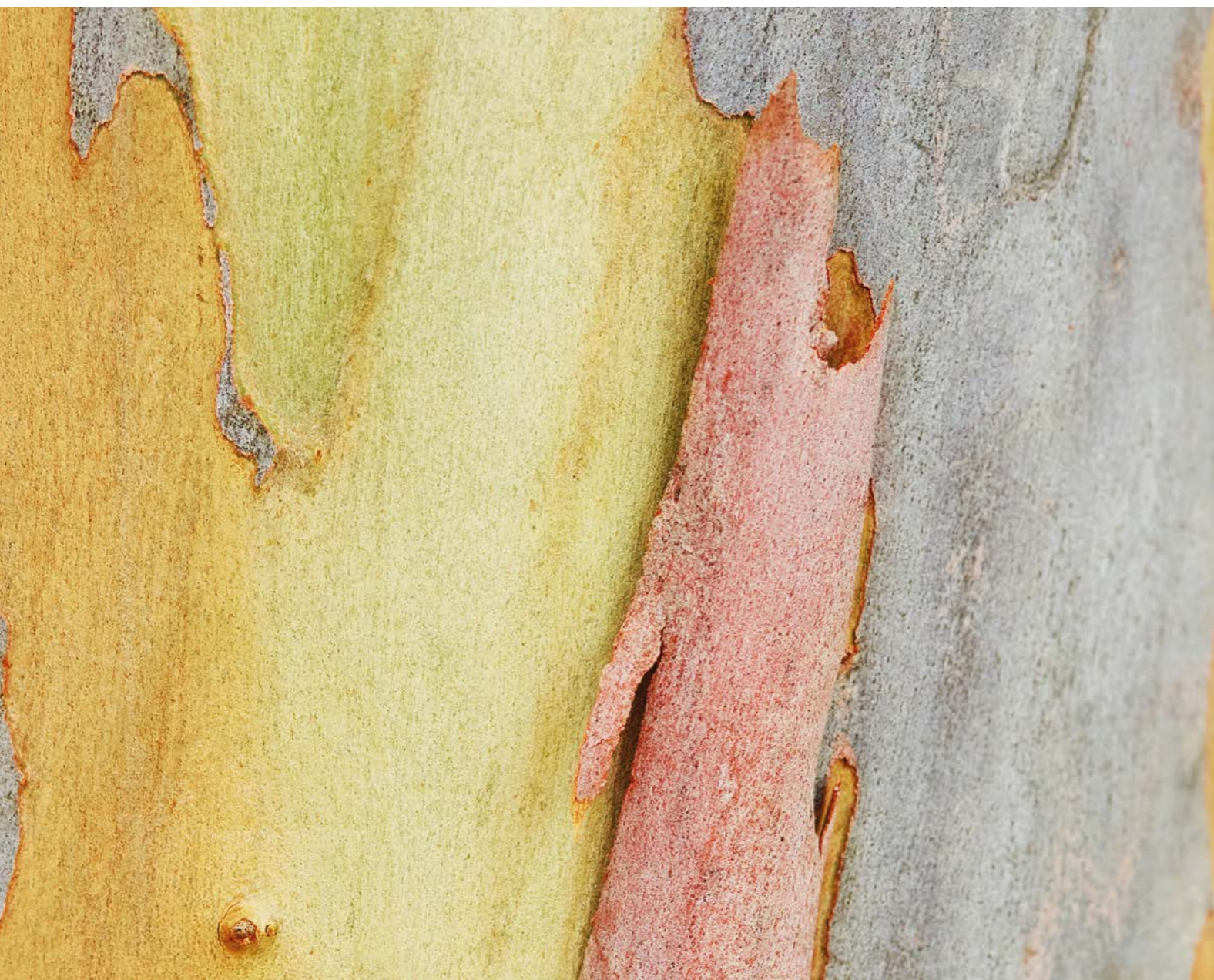
THE UNIVERSITY OF NEWCASTLE
STRATEGIC PLAN 2020-2025

THE UNIVERSITY OF NEWCASTLE AUSTRALIA

2023 IMPLEMENTATION PLAN

The first two years of the University of Newcastle's Looking Ahead Strategic Plan 2020-2025 coincided with the beginning of the COVID-19 global pandemic which saw the University necessarily pivot focus. While the initial years of implementation of the Strategic Plan were full of disruption and uncertainty, the University's commitment to it's core purposes of an outstanding student experience and serving our communities is, and has been, unwavering. Now, as we pass the mid-point of the Strategic Plan's lifespan, and with the largest of disruptions from the pandemic behind us, momentum is building and notable progress is being made toward a number of key initiatives. This Implementation Plan provides a clear statement of strategic priorities for 2023.

While it can not capture the whole of the University's activities or efforts, our staff will be delivering in these areas as well as maintaining (and continuously improving) the quality of our business as usual operations. It is imperative that we optimise the finite resources we have to deliver on the Plan and be willing to identify activities that we will choose not to do in 2023 to enable this. The initiatives included in this Implementation Plan continue to support the interests of our unique region, build connectedness within our student community, and grow opportunities for students and staff to engage with industry. They also reflect our **Looking Ahead commitment** to the United Nations Sustainable Development Goals.

LOOKING AHEAD KPI					ACTUAL		TARGET	
		KPI	UNIT	2021	2022[1]	2023[1]	2025[2]	
OUR INDIGENOUS COMMITMENT	Excellence	1	Research Income Indigenous Chief Investigator[1]	$M	0.7	1.6	1.3	1.3
	Equity	2	Indigenous Staff Participation	%	2.8	3.1	3.4	4
	Engagement	3	Indigenous Student Retention (Variance)	%	-2.3	-4.3	-2.9	0
	Sustainability	4	Staff completion of Cultural Competency Modules	%	42.3	80.1	86.7	100
ENGAGEMENT PRIORITIES	Excellence	5	Average World Rank (External Rankings)	Rank	276	267	261	250
	Equity	6	Projects with Industry/Community Partners	%	44.2	46.1	47.8	51
	Engagement	7	Multidisciplinary Collaboration	%	23.3	26.0	25.7	25
	Sustainability	8	HERDC Income[1]	$M	134	122	129	143
LIFE-READY GRADUATES	Excellence	9	Quality of Overall Experience (SES)	#	72.6	76.1	78.5	83.2
	Equity	10	Disability Retention (Variance to Overall Retention)	%	-4.3	-4.8	-3.2	0
	Engagement	11	WIL participation (Undergraduate)	%	44.7	46.5	64.6	100
	Sustainability	12	K10 Risk Scale	#	25.1	N/A	23.1	21
ASIA PACIFIC FOCUS	Excellence	13	International Co-publications	%	55.5	54.09	58.0	60
	Equity	14	Outbound Student Mobility	#	180	405	787	1550
	Engagement	15	Philanthropic and Sponsorship Income	$M	14.7	36.5	42	75
	Sustainability	16	Proportion of FPI EFTSL	%	9.4	9.5	12.1	17.3
REIMAGINING OUR CAMPUSES	Excellence	17	Satisfaction with Physical and Digital Environments	%	73	74	76	80
	Equity	18	Satisfaction with Campuses and Facilities (Student with a Disability Variance to Overall Satisfaction)	%	-4.3	-5.4	-3.6	0
	Engagement	19	WiFi Utilisation	#	76	109	119	140
	Sustainability	20	Carbon Emissions (Tonnes)	'000	27.6	TBD	24.0	0
INSPIRING PEOPLE	Excellence	21	Share of UAC First Preferences	%	11.3	11.4	11.5	11.5
	Equity	22	Senior Academic Women	%	33.5	34.1	35.2	37.5
	Engagement	23	Your Voice Staff Engagement	%	72.8	N/A	76.4	80
	Sustainability	24	Safe Work Australia Maturity Score	#	2	2	3	3

1 2022 result and 2023 target based on unaudited HERDC data as at 31 December 2022.
2 2025 targets are subject to annual review.

STRATEGIC PROGRAM			KPI	LEADING	INVOLVED	Timeline (Q1: J F M / Q2: A M J / Q3: J A S / Q4: O N D) — Activities
OUR INDIGENOUS COMMITMENT	Leading Indigenous Research		1	VCD	AD, R&I	Define Indigenous Research and Indigenous Researcher
					AD, R&I, Colleges, Schools	Review and adjust internal research practices and processes for Indigenous research
			2	CD, RD	AD, R&I	Build targeted and strategic cultural capability through Research Advantage Program
					R&I, Colleges, Schools	Review and adjust recruitment practices for Indigenous Academics and Indigenous conjoint appointments
						Increase the number of Indigenous Academics and Indigenous conjoint appointments
	Reconciliation for our Region		3	VCD	GEP	Cultural events
					Colleges, Schools, AD	Implementation of Culturally Responsive Graduate Attribute across curriculum
			4	VCD, AD, GEP	All staff	Implementation of anti-discrimination strategies
				VCD, GEP	Colleges, Schools, R&I	Indigenous Cultural and Intellectual Property (ICIP) protocols promotion and engagement activities
ENGAGEMENT PRIORITIES	Multidisciplinary Networks and Living Lab Model		6,7,8	R&I	Colleges	Decarbonisation Hub with UNSW operational and delivering on key milestones
					Colleges, Schools	Hunter Innovation Living Lab (HILL) building; Living Labs - Health Innovation and Circular Economy - operationalise flagship projects
					Colleges, VCD, RD	Development of HealthTech Trailblazer equivalent and facilitation of investment from a significant multinational corporation
	Engagement Pathways		6,7,8	R&I	Colleges	Develop engagement and research roadmaps with all institutes
					Colleges, GEP	Develop strategy for prime research partnerships; Pursue the prime research partnership strategy
			6,8	R&I	CESE, RD	ATRaCE operationalised and delivering on key milestones
					Colleges, Schools, RD	Develop and implement a strategic research and innovation commercialisation plan
	Institutional alignment		8	R&I	Colleges, Schools	Operationalise RSP and indirect costs model
					Colleges, GEP	Strategically diversify and align our HDR scholarship funding programs
LIFE-READY GRADUATES	Graduate Attributes		9	AD	All staff	Mapping attributes to course and programs; Communicating and marketing to key audiences
	Work Integrated Learning for All		11,17	AD	Schools, Colleges, RD, VCD	New programs in place; Quality systems discovery
			11	AD	RD, VCD, Colleges, Schools	Design/implement operating model and support structure
	Celebrating Excellence		9	AD	All staff	Upscale Employee Excellence Awards
					Schools, Colleges, VCD	Career Connect in-curriculum; Career Connect in-curriculum
					All staff	Launch Connected Leaders
			6,9	AD	All staff	Commence roll out of Alumni and Industry Partner mentoring
	Student-Centred Wellbeing		10,12	AD	Schools	Ongoing development and delivery of Healthy Lifestyles Programs
						Respectful Communities/Healthy Relationships
						Mental Health Programs
	Program and Calendar Flexibility		23	AD	All staff	Courseloop enabled curriculum management workflow improvements
				AD	All staff and students	Implement Policy and curriculum improvements; Plan for implementation of reccomendations with larger scale change
			9	AD,RD	Colleges, Schools	New modules to support future students; New modules to support future students
ASIA PACIFIC FOCUS	Asia Pacific Partnerships		13,5,8	GEP	R&ID, AE, Colleges, Schools	International Partnership consolidation plan; Implement relationship champion model; Develop research partnerships
			16	GEP	Global Office	Implement International Student Recruitment Plan
			14	GEP	Colleges, Schools	Implement Learning Abroad Plan
	Empowered and Connected		15	GEP	Colleges, AD, R&I, RD, VCD	Advancement campaign priorities agreed and narrative developed; Develop campaign creative concept; Campaign feasibility study
	Our Asia Pacific Hubs: Sydney		16	GEP	CESE, CHSF, AD, R&I, RD, VCD	Redesign of programs identified for delivery at Sydney campus
REIMAGINING OUR CAMPUSES	Repositioning Our Estate; Places to Live Learn Work and Play; New Partners New Uses	Callaghan Child Care Centre	17,18	RD		Procurement; Construction
		Research Translation Precinct	6	RD	R&I	Construction
		The Gosford Campus	17,18,19	RD		Design; Procurement
		Business Cases for Horizon 1 Package	-	RD		Business Cases to be progressed. Progress determined by relevent approvals.
	Digital Excellence	Research Solutions	17	RD, R&I	Colleges, Schools	Discovery; Procurement; Delivery
		Teaching and Learning Solutions	9,17	RD, AD	Colleges, Schools	Delivery
		Finance Enterprise Systems	17	RD	AD, R&I, VCD	Delivery
	Sustainable Campuses		20	RD		Implement Environmental Sustainability Plan
INSPIRING PEOPLE	High-Performing Institution	Academic Planning and Performance	21	RD	Colleges, Schools	Embed and Refine Academic Planning and Performance; Review APP
		Academic Work Allocation	21	RD, VCD	Colleges, Schools	Embed governance and allocation; Monitor; Review, report and refine
	Building leadership and capability	Leadership Framework	23	RD		Scope; Build; Rollout
	Outstanding talent	Top talent pools and pipelines	-	RD	Colleges, Divisions	Scope and engage; Build and rollout
		Strategic Workforce Planning	21,22	RD	All staff	Engage; Rollout; Review
	A Values-Based Culture	Inspiring People Experience (IPEx) projects	23	RD	All staff	Scope and engage; Rollout; Review
		Athena Swan	22	RD	All staff	Dashboard; Cygnet 3; Cygnet 4; Cygnet 5
	Contemporary systems and practices		17	RD		HR Enterprise systems enhancement program
	Healthy and safe workplace culture		24	RD	All staff	Psychosocial safety framework implementation; Implement Lab Safety Improvement Initiative (LSII)-supported research precinct and infrastructure planning and governance
FOUNDATION ACTIVITIES	Research Capability		5,23	R&I	Colleges, RD	Comprehensive training program established with mandatory courses and competency
	Research Governance, Systems and Processes		17, 8	R&I	Colleges, Schools, RD	Iniatiate specific research IT systems and business process improvement projects