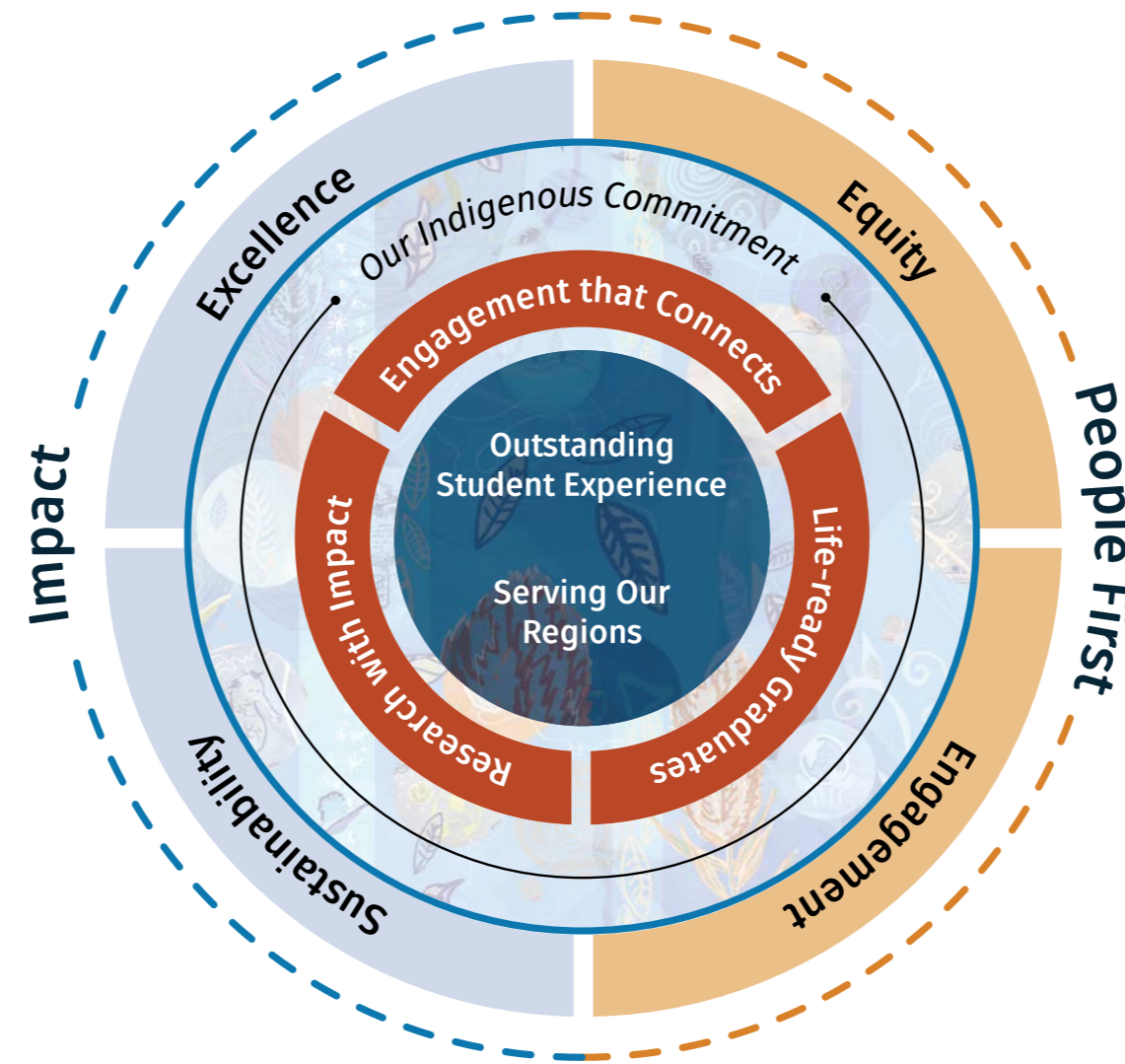


Looking Ahead 2030

Strategic Plan

Our Vision

To be a world-leading university for our regions.



Life-ready Graduates

Measures of Success

Student Satisfaction: We will be in the top 10 of universities in Australia for student satisfaction, as measured through the national Student Experience Survey.[^]

Student Outcomes: We will be in the top 10 of universities in Australia for 6-year Undergraduate completion rates.[^]

Curriculum Sustainability: We will ensure that curriculum offerings are financially sustainable, market-aligned, adaptive to emerging technologies, and responsive to student and industry demand.*

Focus Areas

- An Outstanding Student Experience
- Life-ready
- Sustainable Learning and Teaching

Research with Impact

Measures of Success

Growing Capacity: We will be in the top 10 of universities in Australia for Higher Degree by Research (HDR) student enrolments.[^]

Driving Quality: Our researchers will be supported to conduct work of the highest quality.[^]

Partner Aligned: We will grow our research, as evidenced by being in the top 10 of Australian universities for research income.*

Focus Areas

- Solving What Matters to our Regions
- Delivering Research Impact
- Expanding our Collaborations
- Communicating our Achievements

Engagement that Connects

Measures of Success

Locally Connected: We will improve our standing with our regional community as evidenced by continuous improvement in our Community, Industry, and Alumni sentiment.[^]

Globally Recognised: We will build trust and support in our communities locally and globally, evidenced by being in the top 200 universities in the *QS World University Rankings*.*

Focus Areas

- Building Trust by Engaging
- Impact for a Sustainable Future
- Empowering Communities

A Future-ready University

Measures of Success

Staff Engagement: Our staff will feel empowered, supported, and digitally enabled, evidenced through continual improvement in staff engagement surveys.[^]

Financial Sustainability: We will generate a core operating margin of 5% to enable future investments in people and infrastructure.*

Environmental Sustainability: We will aim to be carbon neutral by 2029.*

Focus Areas




- People First
- Embedding Sustainability
- Global Reach
- Digital Enablement and Artificial Intelligence

[^] **People First Measures:** Measures of Success that recognise that we are an institution that exists to improve lives, and whose greatest asset is its people.
 * **Impact Measures:** Measures of Success that seek to ensure that the University can serve future generations.

Our Flagships

Our Flagships are initiatives that reflect the needs, strengths, and aspirations of our communities. They integrate education, research, and engagement to create meaningful and measurable impact to deliver on our civic mission.

Core Objectives

-  Responsive to community needs
-  Aligned with our purpose and values
-  Integrated across education, research, and engagement

Key Features

-  Strategic distinctiveness
-  Builds on our proven strengths
-  Aligned with priorities of, and co-designed with, community, industry and government.
-  Scalability

Funding and Investment

-  Leveraging internal resources, capacity and capability
-  Designed for sustainability and longevity
-  Positioned for external funding or revenue generation

Our established **Trailblazer for Recycling and Clean Energy (TRaCE)** serves as an example of what a flagship could look like in practice. TRaCE accelerates the commercialisation of clean energy and recycling technologies in a collaborative model that partners with the Commonwealth Government, industry, UNSW Sydney, and positions the Hunter as a global leader.

Our Indigenous Commitment

Our commitment to Aboriginal and Torres Strait Islander students, families, and communities is central to the University's strategic direction. We will:

- Pursue the highest rates of success among Aboriginal and Torres Strait Islander students across all disciplines.
- Ensure that all staff increase their cultural knowledge and understanding through ongoing cultural capability training.
- Ensure that all students genuinely engage with Aboriginal and Torres Strait Islander histories, peoples, and cultures across their program of study through the culturally responsive graduate attribute.
- Grow the number of Aboriginal and Torres Strait Islander researchers and ensure that research involving Aboriginal and Torres Strait Islander people is community-led, ethical, culturally respectful, and beneficial to communities.
- Ensure that there is Aboriginal and Torres Strait Islander involvement across all levels of leadership and governance, and that we work closely with local communities to meet their needs.

We will be guided by the Wollotuka Institute Cultural Standards. They shape how culture guides our practice, decision-making, and ethical engagement, ensuring that Aboriginal ways of being, knowing, and doing remain central.