

LOOKING AHEAD

**THE UNIVERSITY OF NEWCASTLE
STRATEGIC PLAN 2020-2025**



Student Maddy with staff member, Rhyann Roberts



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A MESSAGE FROM OUR CHANCELLOR AND VICE-CHANCELLOR

Our communities, our regions, our responsibility.

Welcome to *Looking Ahead*, the University of Newcastle Strategic Plan 2020-2025. Our vision is to be a world-leading university for our regions.

When we look ahead, we are motivated by the opportunities we see. We are driven by the challenges we need to solve. And we are stirred by the future we can imagine.

This strategic plan is our framework for creating that very future. A future where Australia's First Peoples are empowered and enjoy true equality. A future where anyone who has the drive and talent to succeed is given the opportunity to study. A future where our research benefits our local communities as well as our fellow global citizens. A future where our environment is safeguarded and at the heart of all of our big decisions.

We will create this future together. **We are a University of our regions and for our regions.** Indeed, in shaping this strategic plan, we have asked our students, our staff and our communities to tell us what is most important to them. And we've listened. With more than 4,500 contributions, at the heart of this plan is the voice of the people with whom we will share our future.

Over the coming five years, our University has much to do.

With an **outstanding student experience** clearly in our sights, we will build on our reputation for high-quality education and research in health and medicine, science and engineering, energy and the environment, business and law, and education and arts.

We will prepare our students for the rapidly changing world by giving them more opportunities for work experience before they graduate. And, we will introduce new measures to make sure each of our

graduates is more healthy, resilient and community-minded when they leave our institution than when they arrived. Helping to develop these **life-ready graduates** will be at the core of our actions.

We will establish four **Engagement Priorities** to guide our research and education efforts. We will draw on the wisdom of our Indigenous communities and use the lessons we've learned through the success of entities like the Newcastle Institute for Energy and Resources (NIER) and the Hunter Medical Research Institute (HMRI) to address global challenges.

Knowing we have an important place in the **Asia Pacific Region**, we will pursue deeper and richer partnerships and engagements in this region, and as a global citizen we will proudly contribute to the United Nations Sustainable Development Goals (SDGs).

In doing all this, we will make sure our regions continue to benefit from having their own university. By **reimagining our campuses**, we will open the doors to let the community in. Together with our **inspiring people**, we will cultivate a thriving innovation and start-up culture and will bring global expertise and knowledge to drive the future of these communities.

There is much to do. We know this won't always be an easy journey, but we know it is the right one.

The spirit of looking to the future – of imagining and then realising possibilities – is embedded in the rich heritage of our University. Indeed, our motto 'I look ahead' has long embodied that forward-looking character and resolve.

We are excited to be *Looking Ahead* with you.

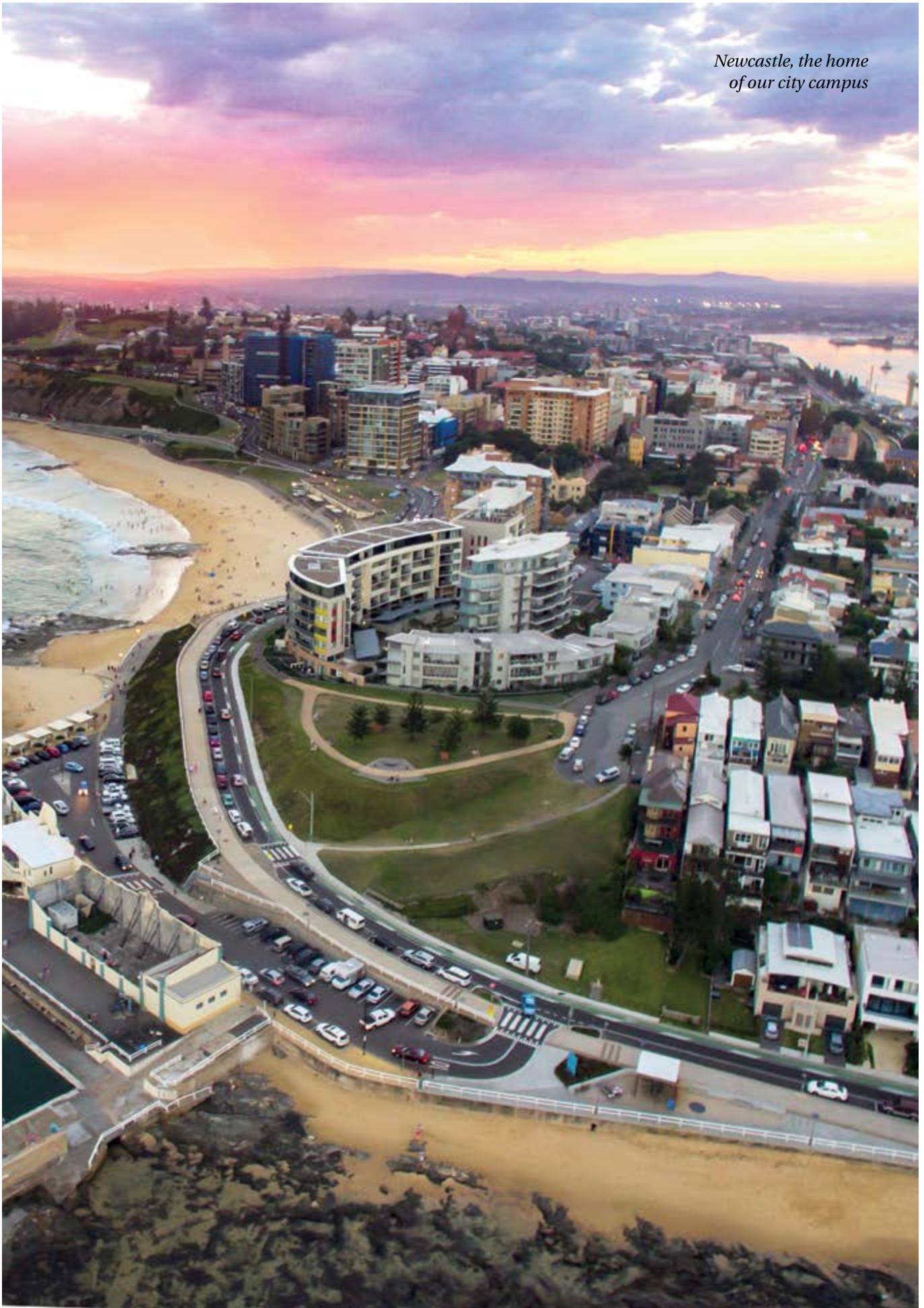


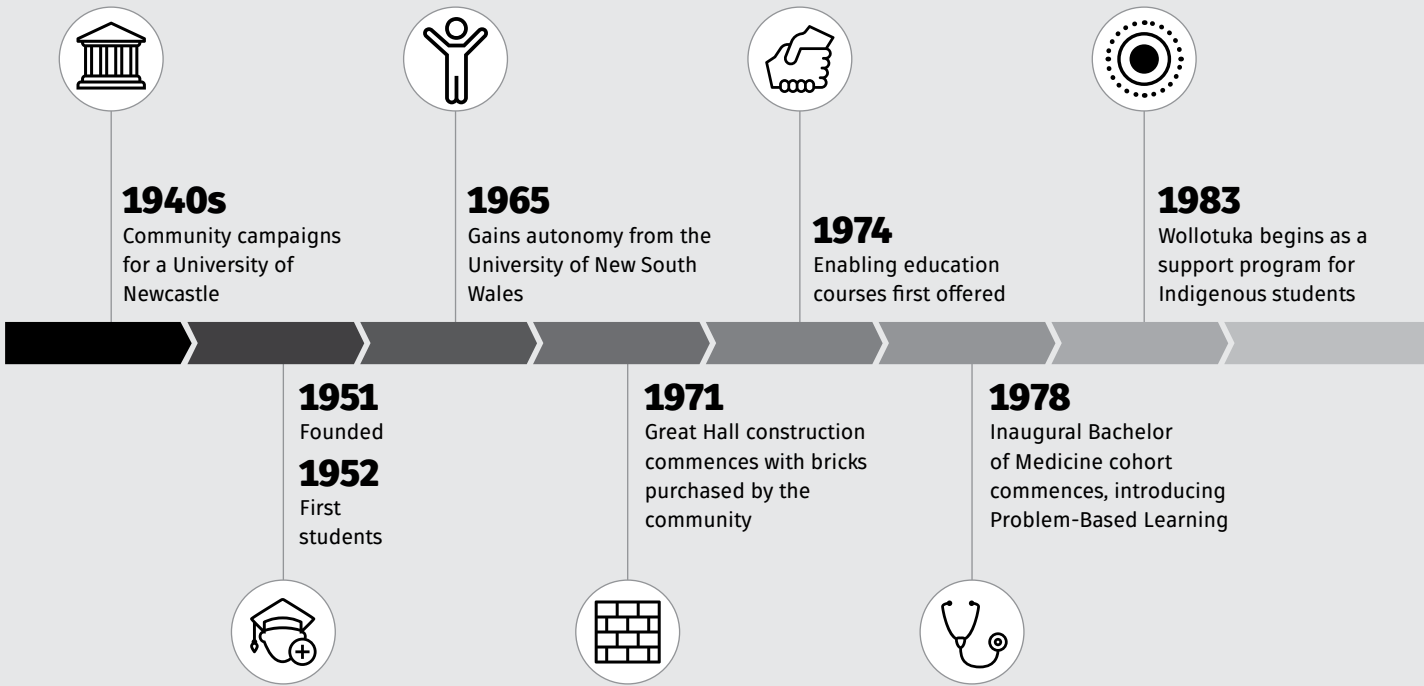
P. Jeans
Mr P.E. (Paul) Jeans
Chancellor



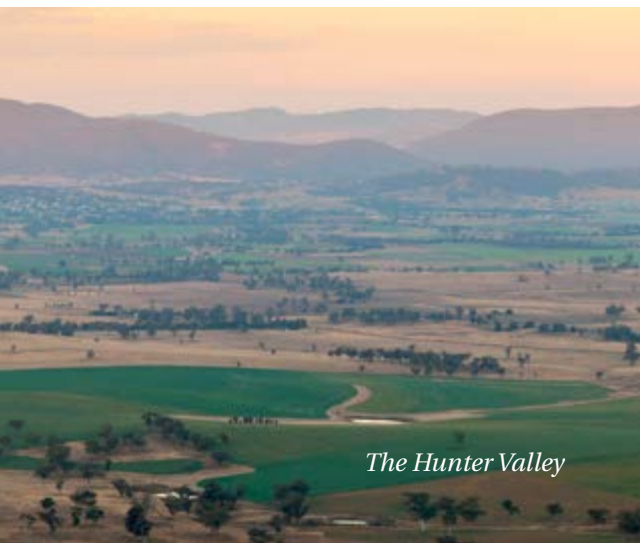
A. Zelinsky
Professor Alex Zelinsky AO
Vice-Chancellor and
President

*Newcastle, the home
of our city campus*





OUR REGIONS



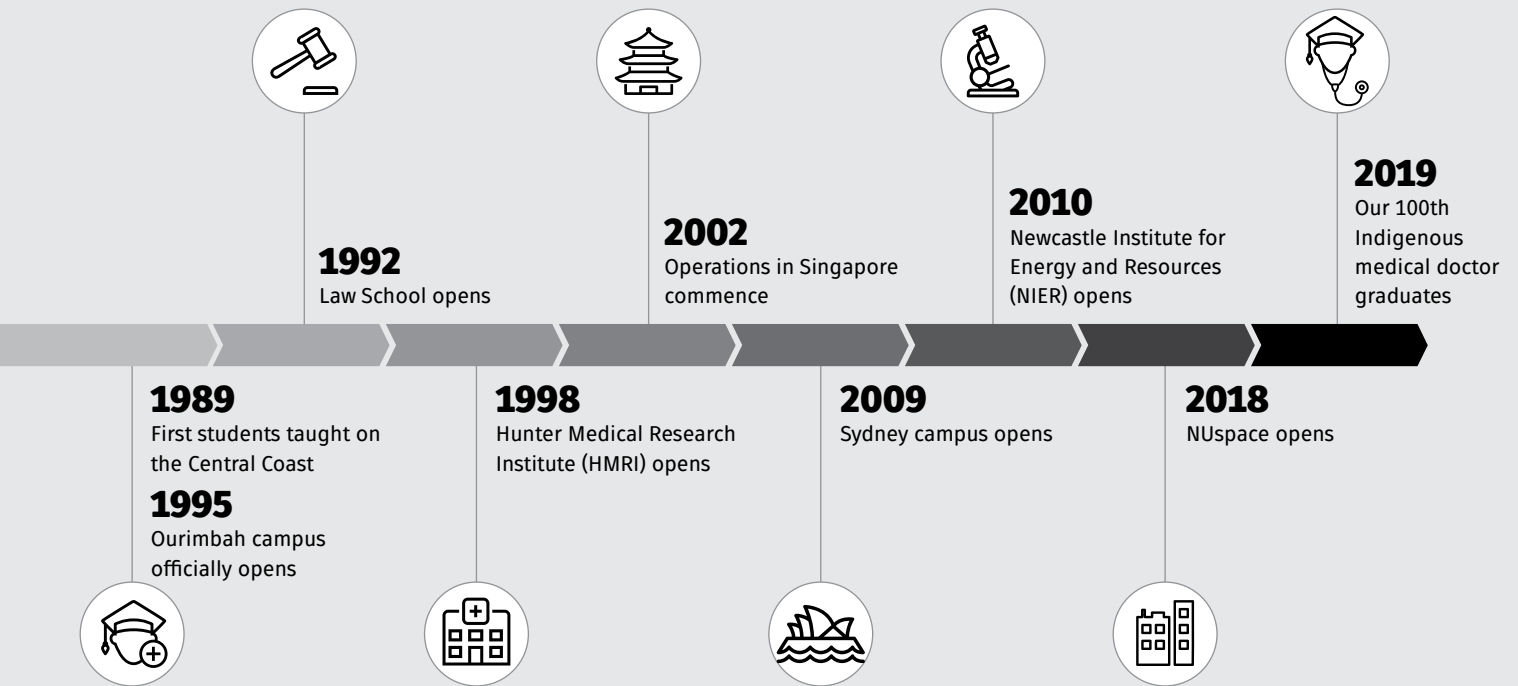
The Hunter Valley

We were established to serve the needs of the Hunter and Central Coast – a responsibility that is legislated in our University Act.

The Newcastle and Hunter Region has reinvented itself many times. With a strong Indigenous community, a rich industrial and resources history, and an emerging arts and digital culture, the region is one of the most representative of Australia and is a true microcosm of Australian society.

The Hunter is Australia’s largest regional economy, generating more wealth on an annual basis than Tasmania, the Northern Territory or the ACT. We are home to a wide range of industries from health, education, advanced manufacturing, to tourism, agriculture, aquaculture and fisheries, mining and resources, power generation, viticulture and defence.

For more than 30 years, we have been serving our community on the Central Coast through our Ourimbah campus. The Central Coast region has experienced a dramatic transformation during this time. It is now the fastest growing region in NSW and recognised as a Significant Urban Area by the Australian Bureau of Statistics.



Affordable housing, commuter corridors to Sydney and Newcastle, and a diverse population have attracted government and industry investment to the Central Coast. Skilled workers are also making their way to the region with sector expertise in healthcare and social assistance, education and training, food manufacturing, tourism, logistics, agriculture and construction. The University will soon open the Central Coast Medical School and Research Institute in Gosford.

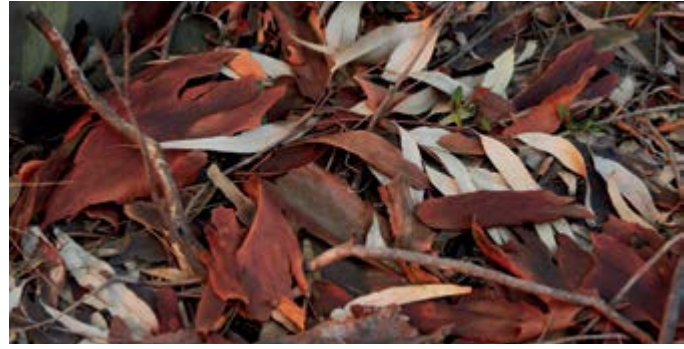
However, there are barriers to prosperity. Income inequality, a lack of housing affordability, unemployment, mental and physical illness and family violence continue to challenge policy makers and community workers in our regions. Participation rates in higher education are below the state average and youth unemployment is too high.

The University has a strong presence across regional NSW – in Orange, Tamworth, Muswellbrook, Port Macquarie, Coffs Harbour, Armidale, Taree and Moree. We're committed to serving NSW through

training our future health and medical workforce, incubating and accelerating regional start-ups and engaging in regionally focused research.

Our communities are not only defined by where we have a physical presence. They are where our students come from, and are where many return home. They are where the industries with which we collaborate are based, and are where the benefits of our innovation are felt by communities.

In an increasingly digital and globalised world, the reach of our communities is ever growing. While we will always, first and foremost, be a university for the Hunter, Central Coast and broader NSW regions, our communities stretch to Sydney, the South Pacific, Singapore, throughout Asia and across the world.



Traditional Custodians

The University of Newcastle acknowledges the traditional custodians of the lands within our footprint areas: Awabakal Nation, Darkinjung Nation, Biripai Nation, Worimi Nation, Wonnarua Nation and Eora Nation. We also pay respect to the wisdom of our Elders past and present.

OUR JOURNEY: WHAT WE HEARD

From the outset, our journey to develop Looking Ahead was grounded in a desire to understand what our staff, students and communities want and need us to be.

As an anchoring institution in regional Australia, we have sought to align our priorities and direction with those of government, business and the community around us, from the local perspective through to a global view.

We reflected on our previous strategic plan – New Futures – identifying our strengths, celebrating our successes and ensuring that we roll forward key aspects of the plan into our new strategy.

We also considered where the pressures, challenges and opportunities may lie over the next decade for our University. In an increasingly connected and digital world, developments outside of higher education are becoming as important as those within, if not more so.

Consultation for *Looking Ahead* took several months, spanning all of our stakeholder groups, and included surveys, town hall forums, focus groups, targeted interviews, a discussion paper, community pop-ups, a presence at University events, and a feedback portal.

We had more than 4,500 unique interactions with our stakeholders. Those we consulted included staff, students, leaders in the business community, civic leaders, the not-for-profit sector, Indigenous organisations and members of the public, as well as members of our 150,000-strong global alumni community whose voices are represented across these stakeholder groups.

OUR COMMUNITIES SPOKE, AND WE LISTENED

Our **students**, both current and prospective, told us that while getting a job was a primary motivation for attending university, they were most concerned with our institution delivering action on climate change and being environmentally sustainable.

Our **staff** emphasised the importance of delivering a first-rate student experience both within courses but also across our physical and digital environments. They believe we should continue to be a strong, research-intensive university. They also want our organisation to be more risk-tolerant and innovative, to have a stronger culture of collaboration and performance, and to retain and grow our strong tradition in Indigenous education and engagement.

Our **local communities** said they are proud to have a university of our global standing in their regions. They want greater visibility of the positive contributions that we make. They want to have more reasons to come to our campuses and engage with our activities and events. Overwhelmingly, our communities expect us to be local, national and global leaders in climate change and environmental sustainability.

Our **civic leaders** consistently spoke of entrenched inequality or disadvantage within our regions. While the specific issues differed, they were united in their view that more work must be done to ensure all people in our communities have the opportunity to lead healthy, fulfilling and dignified lives. They want the University to be a catalyst for job creation and transformation, as well as help break cycles of intergenerational disadvantage.

Our **Indigenous partners** spoke of the long and deep history that their people have with the Hunter and Central Coast regions and, more recently, with the University of Newcastle. There is a strong desire for this deep connection to continue, and for our University to intensify its already considerable efforts in improving outcomes and creating opportunities for the community.

The **business community** praised our graduates, and emphasised the need for them to be work-ready as they enter the workforce. They spoke of well-rounded graduates who have not only the technical skills to excel in a given field, but also the communication, leadership and interpersonal qualities that enable them to succeed in a contemporary economy. The business community understands that partnering in innovation with our University will be important for the future prosperity of our regions.

The **not-for-profit and community sector** spoke of a desire to better engage with the University, to be able to use our spaces and places, and for our graduates to not only be work-ready, but also community-minded with a sense of responsibility for those around them.

All of these perspectives have been invaluable in shaping *Looking Ahead*.

OUR STRATEGIC ISSUES

Looking Ahead seeks to respond to a number of local, national and global strategic issues and opportunities.



*Staff members: Dr Paul Stolk and
Dr Tamara Young*

Our communities want us to provide leadership on issues that impact our regions, such as entrenched inequality, a transitioning economy, balancing land use and climate change.

Our communities increasingly expect the University of Newcastle to take a leadership position on environmental sustainability.

Competition for students, research funding and industry partnerships is increasing both within the sector and beyond from non-traditional competitors.

Economic power continues to shift from West to East, and education and research are increasingly globalised.

Digital and micro-credential disruption of the higher education sector is accelerating.

Addressing global challenges and opportunities such as delivering upon the United Nations Sustainable Development Goals.

Student expectations are pivoting toward personalised experience, flexible study and developing practical skills for a workforce in which they will have multiple careers.

Understanding the Federal and State policy horizon is key to leveraging opportunities.

Our Ourimbah campus



OUR VISION

*To be a world-leading
university for our regions.*

OUR PURPOSE

*To deliver an exceptional student experience, preparing
graduates for life in an increasingly interconnected society.*

*To serve our regions by taking research that matters to the
world and bringing our global expertise home.*

OUR COMMITMENT

*We will be a leading advocate and driving force for
excellence and equity in higher education.*

*We will deliver an outstanding and inspiring student
experience. We will ensure our students develop life and
career skills that will make them competitive in the
workforce, and are strongly supported in their
physical and mental wellbeing.*

*We will bring the world to our regions, and take our
regions to the world through relevant research solutions
to local, national and global problems.*



Students: Jessica and Skip





Students: Simone, Stefanie and Patrick

OUR VALUES

Our values set the standards that we expect, encourage and nurture in our staff and students. They guide our decision making and position us to achieve our purpose.

EXCELLENCE

We pursue the exceptional and strive for innovation in our teaching, research and operating environment.

ENGAGEMENT

We are deeply connected to the challenges and opportunities in our regions and beyond.

EQUITY

We are committed to widening participation, promoting diversity and fairness, overcoming injustice and increasing success for all.

SUSTAINABILITY

We are ethically minded and prioritise responsible management of our environment and financial resources.

SHAPING OUR 2025 GOALS

We will hold ourselves to account on our values, to ensure that we are genuinely living them. Our 2025 goals for each of our strategic initiatives have been determined through the lens of our values.

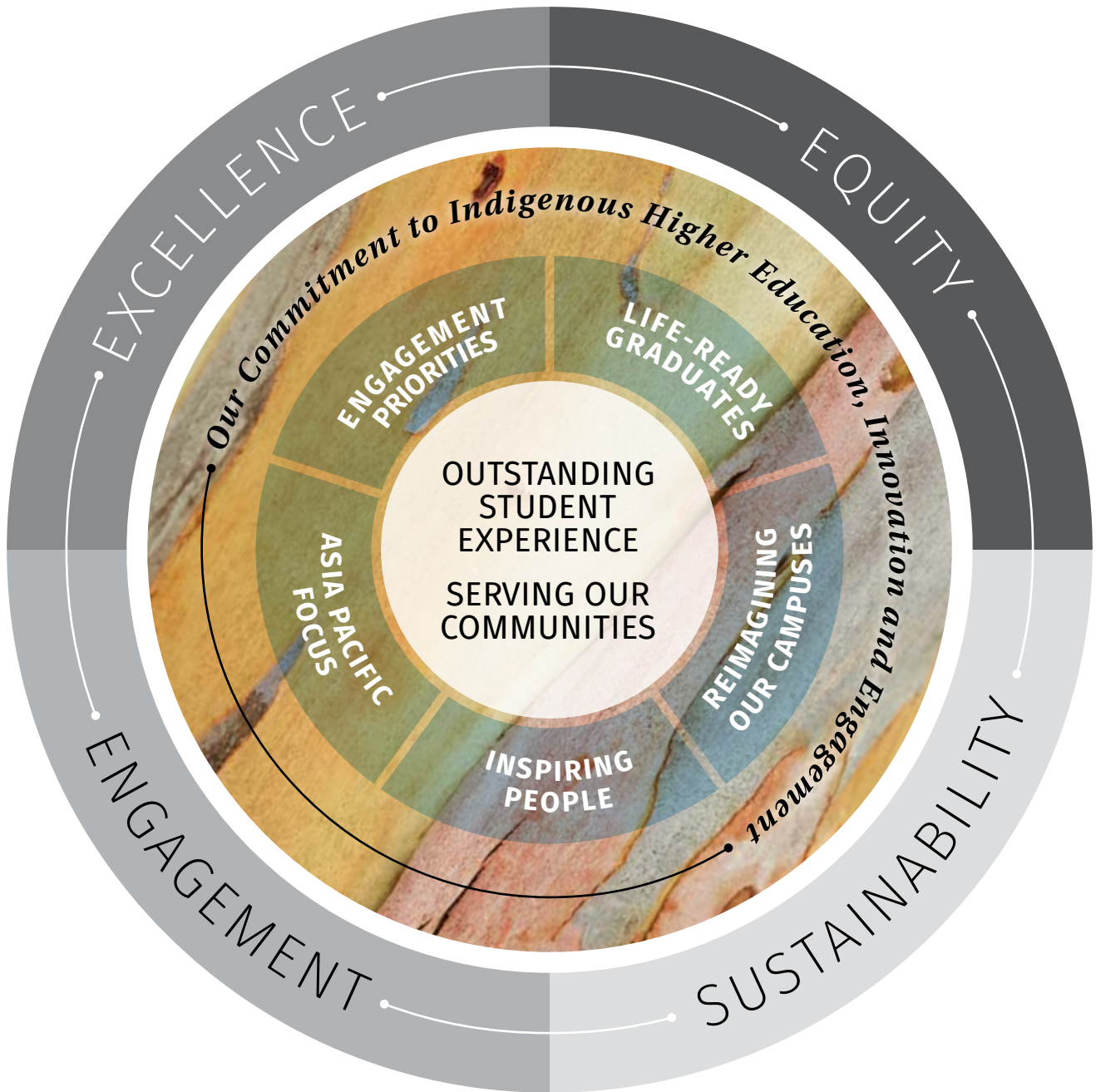


ALIGNED WITH THE
UNITED NATIONS
SUSTAINABLE
DEVELOPMENT GOALS



Students: Courtney and Tiffany

STRATEGIC PRIORITIES



OUR COMMITMENT TO INDIGENOUS HIGHER EDUCATION, INNOVATION AND ENGAGEMENT

We are proud of our record in Indigenous higher education, innovation and engagement, which has been driven by relationships with the Indigenous community and through the work of the Wollotuka Institute.

We are the sector leader in terms of Indigenous student enrolments and the employment of Indigenous staff, and commit to building on this strength and extending our collaboration and partnerships with Indigenous peoples of our regions and beyond.

“Aboriginal and Torres Strait Islander cultures, knowledge and experiences are fundamental to Australia’s social, economic and cultural wellbeing.”

Alice Springs (Mparntwe) Education Declaration

Students: Tahlia and Kadina





Staff members Denise Emmerson and Raymond Kelly with student, Maddy (centre)

We are guided by the Wollotuka Cultural Standards, expressed through our inter-institutional relationships.

Our relationships are based on the principles of reciprocity, accountability and respect. Through these principles, we commit to:

- Pursuing the highest rates of success among Aboriginal and Torres Strait Islander students across all disciplines
- Becoming the leading university for global Indigenous comparative studies, research and educational approaches
- Being the preferred employer and partner university for Aboriginal and Torres Strait Islander people and communities
- Nurturing an environment where Aboriginal and Torres Strait Islander stakeholders are challenged to innovate in culturally affirming, globally aware ways.

Our activities will further be informed by the *Universities Australia Indigenous Strategy*, the *University of Newcastle Indigenous Higher Education Framework* and our *Reconciliation Action Plan*.

Bula Wiyawiyelli – ‘those two [who] are talking.’

MEANINGFUL ENGAGEMENT IN OUR REGIONS

We seek to co-develop initiatives to grow the economic potential of our regions. Drawing from the wisdom of knowledge traditions will give us the best chance to achieve the best results for everyone in our communities. Through the inclusion of Indigenous knowledge, we will champion multidisciplinary research and collaboration to find solutions that benefit our community.

RECONCILIATION

The 60,000 years of Australia’s First Peoples cultures are the foundation to our identity as an Australian university. Reconciliation between Indigenous and non-Indigenous Australians is everyone’s responsibility and benefits all. We will provide an environment that is free from racism and discrimination, and embrace a united approach to equality and inclusiveness.

Our practices will be consistent with the *UN Declaration on the Rights of Indigenous Peoples* and the *State of Reconciliation in Australia Report*. We are especially mindful of the impact we can have in terms of institutional integrity as a leading voice for reconciliation in our regions.

IN FOCUS **CLOSING THE GAP**

To help improve life outcomes for Indigenous peoples we will build new partnerships while strengthening existing partnerships with local Aboriginal organisations.

With our strengths in medicine, health and education, we are well-placed to help improve life expectancy, child mortality, and early childhood outcomes. The University has a leading role to play in achieving better outcomes in education attainment and employment for our Aboriginal communities.



ALIGNED WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

**OUR
2025
GOALS**

EXCELLENCE: We will be world leaders in Indigenous:

- Health research
- Education research
- Global histories research
- Language research

EQUITY: Our Indigenous staff representation will achieve parity for our region and will extend our position as the leading university in Indigenous staff participation across the country. We will employ and develop Indigenous academic staff across all faculties in the University.

ENGAGEMENT: Our Indigenous students and staff will be supported, increasing retention rates across all areas of the University.

SUSTAINABILITY: We will work with Indigenous people and be guided by Indigenous knowledges to look after and promote country and culture. We will embed the use of traditional knowledge into our campus design and planning processes.

ENGAGEMENT PRIORITIES

By leveraging our unique heritage – and our academic and research excellence – we will create the ultimate test bed for innovation.

We will establish four Engagement Priorities that build on the significant track record of success and the strengths of our University, and that reflect the issues and opportunities relevant to the future of our regions and our world. These interconnected priorities will guide our research, education and engagement efforts and will shape our collaboration with industry and community stakeholders.

The four priorities reflect the mission-driven issues we have the capacity, expertise and civic responsibility to address. We will use our capabilities, experience and collaboration to deliver outcomes that matter for our partners.

The priorities address the challenges our partners are committed to, such as tackling climate change, transforming industries, building a culture of regional entrepreneurship that sparks new industries, creating and educating future workforces, finding practical ways to build stronger and more inclusive communities, and improving the health and wellbeing of people here in our regions and around the world.

“Innovation is the product of a collaborative ecosystem and culture.”

*Australia 2030: Prosperity through Innovation,
Innovation and Science Australia*

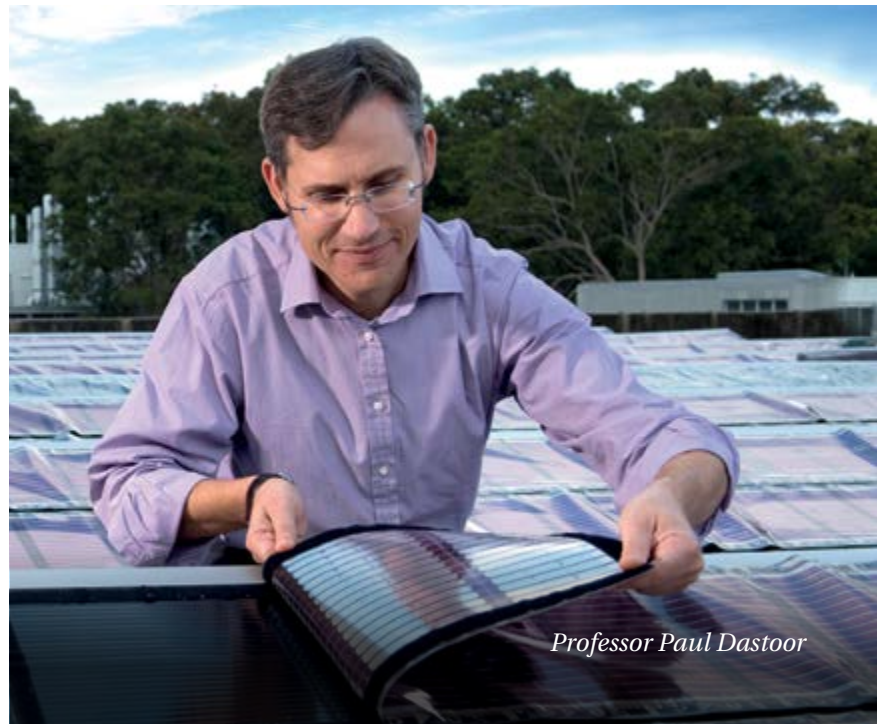




*Dr Emma Beckett
with student, Kiraujit*



Associate Professor Elena Prieto-Rodriguez



Professor Paul Dastoor



Dr Jafar Zanganeh and Mohammed J Ajrash Al-Zuraiji

ENGAGEMENT PRIORITIES



BETTER, HEALTHIER LIVING

We will deliver better health outcomes and contribute to improving the wellbeing of our communities.



NEXT GENERATION RESOURCES

We will bring the world closer to a sustainable future with solutions for the use of natural resources and the development of new energy technologies.



CONNECTED COMMUNITIES

We will create a stronger, more inclusive society by collaborating with communities to build local capacity, social connectedness, and sense of belonging.



GROWING INDUSTRIES

We will harness our regions' innovative spirit and history of transformation to help grow our current industries and drive investment into future opportunities.

KEY INITIATIVES

LIVING LAB MODEL

To advance our four Engagement Priorities, we will implement a Living Lab model to facilitate partner-led problem solving and innovation that stretches beyond the boundaries of our University.

This model will see students, researchers, academics, alumni and industry and community partners coming together to create new knowledge. They will be empowered to experiment with new technologies, craft policy concepts, explore cultural ideas, break new ground in teaching and learning, and embrace a spirit of entrepreneurship to drive commercial innovation.

MULTIDISCIPLINARY NETWORKS

We will establish dedicated networks to drive multidisciplinary collaboration across the four priority areas. These networks will drive our research, innovation and collaboration efforts. They will also identify ways to involve staff and students in the creative problem-solving process and advise on academic needs to ensure we are preparing students for the future of work.

ENGAGEMENT PATHWAYS

We will develop clear pathways that make it easier for businesses, industry and community to connect and collaborate with us. This will result in new partnerships, new research connections, improved entrepreneurship and commercialisation opportunities, and more Work Integrated Learning partners and employers for our students.

INSTITUTIONAL ALIGNMENT

We will prioritise our strategic investments to support the four Engagement Priorities and drive true multidisciplinary collaboration between faculties, divisions, students, researchers, and our various stakeholders.

IN FOCUS

THE HYDROGEN ECONOMY

The University has a strong track record in energy innovation, and our communities have told us they want the University to take a lead in tackling climate change. We are exploring the challenges associated with sustainable hydrogen energy.

Through our Engagement Priorities and a Living Lab, the University will work with industry and community partners to pursue multidisciplinary research, future-focused education and potential commercial solutions that support low-emission hydrogen production, storage, and distribution, energy policy, national and international supply chains and global exports.

This work will help drive the next generation of new jobs and investment in our regions, while also contributing to a clean energy future for our planet.

OUR 2025 GOALS

EXCELLENCE: We will see continued growth in our performance in independent external rankings for teaching and research excellence.

EQUITY: We will continually increase the number of students and staff participating in multidisciplinary collaboration, workplace learning, and professional development.

ENGAGEMENT: We will grow partner-led multidisciplinary collaborations designed to deliver real-world outcomes, impact and scalability that increase research income and Work Integrated Learning opportunities for students.

SUSTAINABILITY: We will adopt innovative teaching, research and engagement models that not only support the future of our regions but also drive positive change nationally and globally.



ALIGNED WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

LIFE-READY GRADUATES

The University will embrace technology and best practices to deliver the best possible student experience. Recognising the rapidly changing environment our students will be entering when they graduate, our education experience will prioritise activities that help develop life-ready graduates who are community-minded, resilient and ready for work.

We will foster a passion for lifelong learning, and offer opportunities for our graduates to re-engage with our courses throughout their lives and careers.

“Being able to see a link between theory and practice instils a thirst for knowledge and skills.”

Alice Springs (Mparntwe) Education Declaration



Student Tim (left) and staff member Sarah Breusch (centre) engaging with the community at a Law on the Beach clinic



Work Integrated Learning experience with student Iain and Central Coast Mariners staff member, David McGinness



WORK-READY

Students graduating today can be expected to have multiple careers. Work-ready students need a range of flexible and transferable skills that will enable them to work collaboratively across professions and transition between careers. Our students will graduate with a clear understanding of their value and skills, knowledge and capabilities to prepare them for life.

HEALTHY AND WELL

Affirming programs that equip students with the skills and knowledge needed to support and prioritise their safety and wellbeing will be essential in producing graduates who are able to connect and support themselves and their communities.

COMMUNITY-MINDED

Our students will have a deep cultural awareness, a commitment to social, ethical and sustainable practices and an eagerness to contribute to the community.

They will be advocates for our University and see us as supporting their lifelong educational journey.

KEY INITIATIVES

WORK INTEGRATED LEARNING FOR ALL

Experiential workplace learning opportunities promote skills development, build self-awareness, foster innovative thinking, assist in career planning and support student transition into the world of work.

All of our undergraduates will have a Work Integrated Learning experience during their studies. Engagement will be with business, government, start-ups, research teams, not-for-profits, multidisciplinary initiatives, and international organisations. The offer will be flexible and personalised to the needs of our stakeholders, including a focus on local opportunities that will see our students contributing to our regions. Such an experience, supported by employability learning, will enable our graduates to make informed career choices. It will also contextualise their academic learning and will help graduates to understand the skill sets that are relevant to employers.

We will look at innovative ways to facilitate greater engagement by developing a flexible academic calendar and new modes of program delivery.

GRADUATE ATTRIBUTES

To prepare our students for this future, we will develop and instil a set of skills and attributes that will guide their development – to mark them as distinct, globally aware, ready for the world of work and committed to lifelong learning. We will develop the capability for students to digitally store, share and manage the credentials, skills and attributes they obtain from the University to support Work Integrated Learning, employability and lifelong learning. Our graduates will be encouraged to be active members of our alumni community.

CELEBRATING EXCELLENCE

We will offer a prestigious scholarship and extra-curricular development recognition program, acknowledged during graduation ceremonies, to those students who have demonstrated exceptional achievement aligned to our University values, future employer skills needs and contributions made to the community. This will offer them a competitive advantage in the workplace.

STUDENT-CENTRED WELLBEING

We will design a student wellbeing framework that exemplifies our student experience and supports wellbeing throughout the student journey, including lifelong learning. We will deliver a comprehensive care infrastructure which provides quality support for students’ social, mental, and physical wellbeing.

We will develop a range of initiatives to guide students to understand themselves and build self-help strategies. Our graduates will have the resilience and determination to effectively engage with the challenges and opportunities presented by modern society.



ALIGNED WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

IN FOCUS

MORE THAN A PLACEMENT

The most employable graduates develop a portfolio of experiences that demonstrate essential workplace skills and build on the knowledge of their degree. These skills are learnt away from the classroom and beyond textbooks, such as participating in a clinical or professional work placement, practicum or internship, as well as field work, community engagement activities and project-based learning. Our Work Integrated Learning programs are forged on strong partnerships with leading local and global organisations. For example, our Newcastle Law School has a strong history of providing students with the opportunity to gain real-world experience by working in free legal advice clinics through the University of Newcastle Legal Centre programs, such as Law on the Beach. Our programs challenge and inspire students to acquire practical, real-world workplace skills, enriching their theoretical learning and enhancing employability.

OUR 2025 GOALS

EXCELLENCE: We will be one of the top universities in Australia for Student Satisfaction and Graduate Employment as measured by the Quality Indicators for Learning and Teaching (QILT) Graduate Outcomes Survey (GOS).

EQUITY: We will have the same retention and success rates for all of our students – whether they be students from Indigenous, low-SES or regional/remote backgrounds, with a disability or not.

ENGAGEMENT: All undergraduate students will have a Work Integrated Learning opportunity within their program.

SUSTAINABILITY: Student wellbeing as measured by the Student Healthy Lifestyle Survey will increase every year.

ASIA PACIFIC FOCUS

With a proud history of global collaboration and success, we will pursue opportunities for partnerships and engagement in the Asia Pacific Region across business and government.

As a globally and socially committed institution, we will invest the capabilities of our students and staff to drive solutions to significant global issues. The initiatives put in place will make a University of Newcastle education available and relevant to the Asia Pacific Region.

“Australia will engage with the Pacific with greater intensity and ambition.”

*Foreign Policy White Paper,
Commonwealth of Australia*



Students: Jingyi and Jiasheng



Alumnus: Ronnie Aiolupotea



STRATEGIC PARTNERSHIPS

Partnering with other universities, civic organisations, industry and philanthropists ensures we are able to amplify our ingenuity and success in contributing to solutions to global challenges. We will work with partners to address these issues through multidisciplinary research and two-way exchange of our staff and students. We will be recognised globally as an institution of excellence for our engagement and impact and sought out as a collaborative partner in the Asia Pacific Region.

DRIVEN BY PEOPLE

People are the foundation of cooperative partnerships – our staff, students and alumni. Our staff will be globally engaged, contributing their knowledge and expertise to our regions. Our students will have a truly global experience and outlook characterised by diversity, mobility and knowledge exchange. Our alumni will be advocates for our University globally, helping to build our reputation and fostering a community of past, current and future learners.

FOR GLOBAL IMPACT

Our physical and virtual presence in the Asia Pacific Region enables us to address challenges aligned to our Engagement Priorities through research collaboration and enriched student and staff experiences. We will establish global gateways between the University and the Asia Pacific Region.

KEY INITIATIVES

ASIA PACIFIC PARTNERSHIPS

We will forge mutually beneficial partnerships in the Asia Pacific Region to support collaborations, international student recruitment, transnational education programs, staff and student exchange, and both outbound and inbound student mobility. These partnerships will enhance the University's research strengths, expand access to international research funding schemes, increase impact and entrepreneurship opportunities, and build reputation.

We will establish joint institutes with partner institutions in the Asia Pacific Region to address complex global issues and to drive the activities of our partnerships.

GLOBALLY ENGAGED EDUCATION

We will embrace a global focus in all learning, ensuring curriculum and programs are internationally relevant, attractive and flexible, and contribute to making our graduates life-ready.

EMPOWERED AND CONNECTED

We will strengthen connections with alumni, recognising the significance of their lifelong relationship with the University. We will take opportunities to use our outstanding alumni and staff to assist with student recruitment, marketing, industry introductions and engagement, government liaison in offshore locations, running lectures, mentoring start-ups, student outbound and inbound mobility and Work Integrated Learning opportunities.

OUR ASIA PACIFIC HUBS: SYDNEY AND SINGAPORE

We will maximise the potential that our activities in the gateway cities of Sydney and Singapore bring in enhancing student experience, connecting students and researchers with business and industry and building our global presence and reputation.



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UNITED NATIONS
SUSTAINABLE
DEVELOPMENT GOALS

IN FOCUS

PARTNERING IN THE SOUTH PACIFIC

As a globally and socially committed institution, we are working with partners across the world to build equitable prosperity, social cohesion and healthy communities. Of critical importance is ensuring that our nearest neighbours, the Pacific Islands, are supported in the face of significant environmental, social and economic challenges. Our partnership with the Secretariat of the Pacific Regional Environment Programme will deliver cooperative and sustainable solutions to complex challenges faced by Pacific Island communities. With a focus on collaboration, we have formed educational partnerships with the Fiji National University and the University of the South Pacific. Through these initiatives and partnerships, we will invest in the capabilities of our students, staff and partners to deliver multidisciplinary research and research training, particularly in the areas of agriculture and fisheries, disaster management and health, in order to drive solutions to significant global issues.

OUR 2025 GOALS

EXCELLENCE: We will establish three partnered institutes that deliver demonstrable improvements in our research engagement, our education programs, our student experience, and promote the stature of the University on a global stage.

EQUITY: We will see continued growth in the number of students participating in inbound and outbound mobility opportunities in the Asia Pacific Region, making us a leader in student mobility, measured as a proportion of our student cohort.

ENGAGEMENT: We will see an increase in uptake of engagement opportunities for alumni that enable them to contribute to our University's outcomes, including mentoring and Work Integrated Learning opportunities, research and engagement partnerships, and philanthropic support.

SUSTAINABILITY: We will diversify our student cohort and experience by growing the number of students from Asia and the Pacific and reach the national average for international student commencements.

REIMAGINING OUR CAMPUSES

By reimagining our campuses, we will create an experience that connects us with society and our communities.

Our campuses will be digitally enabled, environmentally responsible, safe, vibrant, and accessible, adding a new dimension of engagement and collaboration beyond our physical boundaries for students, researchers and the world. Each of our campuses will have an identity that meets the specific needs of its surrounding regions and aligns with our Engagement Priorities.



Our Callaghan campus





TRANSFORM

Our digital and physical environments will be transformed into spaces, places and platforms that inspire and attract. Our campus environments will facilitate strategic partnerships and enable adaptive reuse of our facilities. With industry and community collocating on our campuses we will invigorate strategic partnerships and collaboration.

TO A GREEN CAMPUS

We will provide exemplar leadership in sustainable resource management. We will be a leader in sustainability outcomes and practices in our regions and the higher education sector, delivering a clear action path for positive change that will improve the University's environmental sustainability performance, and result in lasting financial and social benefits.

THROUGH A CONNECTED EXPERIENCE

We will connect the University with our communities to create a vibrant experience accessible to all. The student and staff campus experience will be enriched with personalised and digital experiences.

KEY INITIATIVES

REPOSITION EXISTING ESTATE

To ensure our campuses are purpose-driven, we will target investment in a smart and sustainable way. We will drive a refurbishment program focused on repurposing our existing environments to align with our four Engagement Priorities, and new ways of working, teaching and learning.

NEW PARTNERS, NEW USES

We will rethink the role our campuses play, identify new partners and create new uses for our campuses that are civic-minded and attract new populations. With our new development partners and enterprise collocation, we will have greater connection and interaction with our communities, industry partners and stakeholders, driving Work Integrated Learning opportunities and creating multidisciplinary research opportunities which transition to our partners.

DIGITAL EXCELLENCE

We will offer a personalised and seamless experience across our digital environment through developing an ecosystem of digital platforms that enable us to create a deep and rich learning experience that is open and accessible at any time. These platforms will open up our research capabilities, and enable sophisticated analytics to support strategic decision making.

PLACES TO LIVE, LEARN, WORK AND PLAY

We will leverage our environments to deliver a multi-dimensional service that focuses on wellbeing and creating vibrant, connected communities, supported by digital social connections. We will create a feeling of connectedness to our University by providing reasons for students and the community to continually engage with us, physically and digitally. We will combine smart, personalised and inspiring experiences with a world-class program of events that create vibrant, connected communities. We will pilot and scale a set of physical and digital solutions that enable collaboration and enhance staff experience.

CAMPUS ACCESSIBILITY

Integral to the overall experience is how well we facilitate the movement within and between our campuses. Each campus has its own set of needs that require tailored responses. Across all campuses we can deliver smart solutions to optimise and personalise the travel and transport experience. We will work with government and industry partners to explore opportunities to connect our Callaghan campus with our region in a way that hasn't existed before, through the creation of a regional transport hub.

SUSTAINABLE CAMPUSES

In response to our communities' voice, we will build on our Environmental Sustainability Plan. We will implement environmental initiatives that work towards carbon neutrality, zero waste and leading water recycling strategies. Through our research, education and campus management strategies, we will lead our regions to a more sustainable future.



ALIGNED WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

IN FOCUS

DIGITAL SUSTAINABILITY

As a sustainable university, we have committed to responsible management of our digital resources including an organisation-wide commitment to cloud computing. We will minimise the need to have technology hardware on-site by providing a scalable solution to reduce the environmental impact of ongoing investment in physical technology and its maintenance, while also future-proofing our digital environment.

OUR 2025 GOALS

EXCELLENCE: Student and staff satisfaction with our physical and digital environments will increase, as measured through satisfaction surveys.

EQUITY: Our environments will be accessible to all through anywhere, anytime digital platforms, and an estate that responds to the needs of all in our community.

ENGAGEMENT: Our environments will be used by staff, students, industry, partners and our communities at all times of the day and throughout the year.

SUSTAINABILITY: We will be carbon emissions neutral by 2025.

INSPIRING PEOPLE

With our dedication to excellence and equity, our focus on engagement, and our commitment to sustainability, we will build on the passion, commitment and expertise of our people to focus on collaboration, innovation and agility.

Our staff will be empowered and developed as outstanding thought leaders in a high-performing institution guiding students on their journey to becoming life-ready graduates, local ambassadors, and global citizens.



Staff member Leah Armstrong with cultural mentor, Aunty Laurel Williams



*Staff members: Dr Chethana Illankoon,
Rob Brooks and Rachael Laybutt*



EXCELLENCE IN OUR PEOPLE

In a high-performing institution, our leaders will be inspirational and future-focused. They will drive innovation, engagement and organisational adaptability, supporting staff to be creative, flexible and resourceful. Together we will be responsive to emerging challenges and opportunities for competitive advantage.

OUR CULTURE

Guided by our values, we will enhance opportunities for collaboration, inclusion and multidisciplinary education and research. We will find more and better ways for people to share their talents across our University with leadership and mentoring at all levels, including with students. Our workforce will prioritise understanding student needs in order to enhance the student experience and will be leaders in multidisciplinary research that is end-user inspired.

IN A SAFE AND HEALTHY WORKPLACE

We are committed to developing a culture that strives for continuous improvement in health, safety and wellbeing that embodies strong leadership commitment, high levels of staff and student engagement, and is integrated into – not separate to – business decisions and processes.

KEY INITIATIVES

A HIGH-PERFORMING INSTITUTION

We are an institution dedicated to high performance at all levels of the organisation. Working with our academic and professional staff, we will review and reshape the Academic Performance Expectations Framework (PEF), Performance Expectations for professional staff, and our workload models to reflect our values and strategic priorities. We will reward collaborative behaviour and build a positive engagement and impact mindset.

We will establish a holistic change framework and program targeted at leaders, change champions and staff to build in-house capability supporting change in a timely and adaptable way.

BUILDING LEADERSHIP AND CAPABILITY

Recognising the talent within our institution, we will create opportunities for our staff to be our students, and our students to be our staff. Our staff will be offered access to our University's courses, enabling them not only to benefit from professional development but also gain first-hand insight into the student experience. We will prioritise engagement with high-performing students, bringing them into our organisation as the next generation of academic and professional talent.

OUTSTANDING TALENT

We will ensure our Employee Value and Student Experience propositions are aligned with best practice to attract, retain and nurture exceptional staff and students.

A VALUES-BASED CULTURE

We will build a culture grounded in our values of excellence, equity, engagement and sustainability, bringing a range of perspectives, disciplines and expertise to our community. Fostering leadership practices that maximise equity, diversity and inclusion, cultivating a collaborative mindset and celebrating achievements will be essential to shaping our values-based culture.

HEALTHY AND SAFE WORKPLACE

We will adopt a beyond-zero approach to our safety management to ensure that our University is a place where our staff and students feel safe, valued and empowered.

We will build a shared mentality of care and personal commitment by providing our people with the opportunity to enhance their physical and psychological wellbeing at work.

IN FOCUS **NEW WAYS OF COLLABORATION**

Government and business have recognised that Science, Technology, Engineering, Mathematics and Medicine (STEMM) skills are increasingly vital in helping enterprises to innovate, to create jobs and growth, and importantly, to improve our quality of life. Our vision is to embed new ways of learning, teaching and research that span the STEMM disciplines, supported by cutting-edge infrastructure to enable the collision of ideas. This will allow us to continue to produce research with real-world impact, create future-facing graduates, and forge closer connections with industry. In 2023 we will open our \$207m STEMM facility to facilitate multidisciplinary collaboration.

**OUR
2025
GOALS**

EXCELLENCE: Our reputation will make us the university of choice for prospective staff and students.

EQUITY: We will be among the first Australian universities to achieve Silver Athena SWAN accreditation, reflecting our leadership in diversity and inclusion supporting staff and student success.

ENGAGEMENT: We will be a leading university in the sector for staff engagement.

SUSTAINABILITY: We will be an exemplar in meeting or exceeding international work health and safety standards.



ALIGNED WITH THE
UNITED NATIONS
SUSTAINABLE
DEVELOPMENT GOALS



Staff members: Alisha-Jane Laney, Taona Afful and Brock Johnston

IMPLEMENTING OUR STRATEGY

Achieving our ambitious plan will require focus across the organisation and collaboration with our communities, partners and civic leaders. As a one-university region with a unique industrial base, we are the natural partner for deep industrial, commercial and social opportunities. The alignment of our strategic priorities, enabling strategies, business systems, and processes will be fundamental to success.

Ongoing monitoring and evaluation of our progress and outcomes will be critical to ensuring our activities are directed toward achieving our vision.

We will **establish a strategy framework** to reflect our Engagement Priorities and realise our Life-Ready Graduates outcomes, defining the relationship between core strategic priorities, enabling strategies and key initiatives.

A core objective for our institution is to remain financially sustainable. We will identify methods to **diversify our revenue** streams in our strategic plan delivery, including but not limited to, our philanthropic capacity and the development of key partnerships to cooperatively fund mutually beneficial activities.

We will respond to higher education dynamics, advances in technology and changing markets by being **innovative in our business and delivery models**, reflecting the needs and preferences of our students and our communities.

We will pilot innovative business models for the delivery and verification of knowledge such as micro-credentials. We will explore new ways of delivering what our stakeholders want in a manner that meets their evolving expectations.

We will aim to generate a core operating surplus that allows us to invest in our talent, programs and infrastructure into the future.

A **financial scorecard** will be aligned to our strategy to monitor and evaluate our progress, ensuring key financial measures are in place. We will manage and evaluate the successful delivery of the portfolio in partnership with divisions and faculties and will continually monitor our strategic alignment by prioritising our investments.

We will build on our Advancement Strategy to **establish a philanthropic mindset within the University** and align our advancement programs to our strategic priorities. We will continue to engage with our alumni communities and our generous philanthropic supporters to build our readiness to launch comprehensive alumni and philanthropic campaigns.

We will **improve business processes** to deliver on our strategic plan. We will take a **collaborative, problem-solving approach** to identifying process blocks and designing solutions that improve staff and student experience, as well as service efficiency and effectiveness. This will include consultation and partnership across relevant stakeholder groups, including students.

These include but are not limited to:

- administrative processes associated with Work Integrated Learning, industry mobility, student enquiries, admissions and enrolments, student academic and wellbeing support, student accommodation and research support
- consulting on options for reimagining our campuses
- support for researchers through grant development, project support and commercialisation processes
- staff recruitment and retention processes
- digital solutions to support our activities and engagement.



Our Newcastle city campus

MEASURING SUCCESS

As a public institution entrusted with stewardship of public and stakeholder funds, we will monitor our performance against a number of measures of success to ensure that we are delivering on both the ‘what’ and ‘how’ of our mission.

Each of our strategic priorities throughout this strategy has identified a series of goals that denote what success looks like for the University in 2025. We will develop lead indicators for each of these measures, and report on our progress regularly.

ALIGNMENT WITH NATIONAL AND GLOBAL OBJECTIVES

United Nations Sustainable Development Goals



		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
INDIGENOUS HIGHER EDUCATION, INNOVATION AND ENGAGEMENT		●	○	●	●
ENGAGEMENT PRIORITIES	Better, Healthier Living		●	●	
	Next Generation Resources		○	○	
	Connected Communities	●		○	●
	Growing Industries		○	○	
LIFE-READY GRADUATES		○		●	●
ASIA PACIFIC FOCUS				○	●
REIMAGINING OUR CAMPUSES				●	●
INSPIRING PEOPLE		●		●	●
OUR VALUES	Excellence				●
	Equity	○			○
	Engagement	○			
	Sustainability		○		

The University of Newcastle is committed to aligning our strategic priorities to the United Nations Sustainable Development Goals (SDGs). We are proud to be home to Australia's only United Nations Institute for Training and Research (UNITAR) accredited International Training Centre for Authorities and Leaders (CIFAL) institute and the only University in Australia to fly the United Nations flag. We will benchmark our strategic activity against the 17 SDGs, providing a globally recognised framework to measure our impact. Our strategy is also inspired by the Alice Springs (Mparntwe) Education Declaration, which sets a vision for a world-class education system for all Australians that promotes equity and excellence, and creates successful lifelong learners who are active and informed members of the community. We will support the achievement of the Declaration's Goals and Commitments to Action through our University's activities.

	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
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● Strongly Aligned ○ Aligned

PHASING OF OUR STRATEGY

STRATEGIC PRIORITIES	INITIATIVE
ENGAGEMENT PRIORITIES	Living Lab model
	Multidisciplinary networks
	Engagement pathways
	Institutional alignment
LIFE-READY GRADUATES	Work Integrated Learning for all
	Graduate attributes
	Celebrating excellence
	Student-centred wellbeing
ASIA PACIFIC FOCUS	Asia Pacific partnerships
	Globally engaged education
	Empowered and connected
	Our Asia Pacific hubs: Sydney and Singapore
REIMAGINING OUR CAMPUSES	Reposition existing estate
	New partners, new uses
	Digital excellence
	Places to live, learn, work and play
	Campus accessibility
	Sustainable campuses
INSPIRING PEOPLE	A high-performing institution
	Building leadership and capability
	Outstanding talent
	A values-based culture
	Healthy and safe workplace
OUR INDIGENOUS COMMITMENT	Increased student participation and retention
	Preferred employer
	Leading Indigenous research
	Leading reconciliation across our communities

The phasing of our strategy is reflective of our estimated effort over time. It will be reviewed annually to reflect new developments and the latest prioritisation of our efforts.



█ LOWER INTENSITY OF EFFORT
 █ SCALE UP/ TRANSITION
 █ MAXIMUM EFFORT

Thank you to the staff, students,
alumni and community
members who contributed to
the development of this plan.



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

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