



2020–2025
Strategic Plan



UNIVERSITY
OF WOLLONGONG
AUSTRALIA



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Acknowledgement of Country

We acknowledge that Country for Aboriginal peoples is an interconnected set of ancient and sophisticated relationships.

The University of Wollongong spreads across many interrelated Aboriginal Countries that are bound by this sacred landscape, and intimate relationship with that landscape since creation.

From Sydney to the Southern Highlands, to the South Coast.

From fresh water to bitter water to salt.

From city to urban to rural.

The University of Wollongong acknowledges the Custodianship of the Aboriginal peoples of this place and space that has kept alive the relationships between all living things.

The University acknowledges the devastating impact of colonisation on our campuses' footprint and commit ourselves to truth-telling, healing and education.

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Our world. Our purpose.

Our current times highlight the need for an ever-increasing forward momentum, as our world is shaped by geopolitical, economic, environmental, health and technological mega forces.

While some can find this disruption unsettling, at UOW we embrace it. With change comes opportunity for the University, our students, staff, partners and communities; to learn, to better connect, to innovate, to evolve.

As an anchor institution both at home and internationally, our expansive global footprint means we are well placed to be at the forefront of change, and create a purposeful

future for our communities. We are able to fulfil our vision to inspire a better future through education, research and partnership, addressing issues of importance across all of our communities.

Our 2020 – 2025 Strategic Plan outlines the steps towards achieving our vision, using our trust-based partnership, transdisciplinary and whole-of-institution approach to deliver change that matters, and make the world a better place.

Professor Patricia M. Davidson
Vice-Chancellor and President

Our Vision

Inspiring a better future through education, research and partnership

Our Vision, Values and Pillars will be our strategic compass guiding this Strategic Plan and 2030 and Beyond: A Purposeful Future.

Our Values



OPENNESS

We are driven and determined, yet collegial and ethical in all that we do. We are always looking to serve our communities and share our knowledge and expertise with them for mutual betterment.



EXCELLENCE

We work tirelessly to excel in our research and education, and to address complex, real-world problems in partnership with our communities.



EMPOWERMENT

We celebrate the freedom to have different opinions and different ideas. We encourage the asking of difficult questions and discovery of innovative solutions.



DIVERSITY

We aspire to set the standard for inclusiveness, diversity and equity. We welcome –and benefit from –the diversity of our communities within Australia and internationally. We will continue to champion Aboriginal and Torres Strait Islander Reconciliation.



RECOGNITION

We celebrate the hard work and dedication of our staff and recognise and reward their achievements. We expect all our staff to meet the challenges of our changing world by seizing opportunities that deliver continuous improvement.

Our Pillars

Building on our history, our 2030 Pillars support the University to seize new opportunities and continually prepare for our future.

These Pillars reflect the distinctive nature of the University as a leading international civic university.



GLOBAL OUTLOOK

We will continue to focus on interdisciplinary teaching and research that harnesses the collective ideas, innovations and strengths of our global network.

We will understand our responsibility as global citizens and the enormous scope of positive change that is possible as we address the local and global challenges of today and tomorrow.

We will embrace the changing landscape of learning for life to ensure students and our alumni continue to have access to a personalised supportive learning environment wherever they are in the world.



TRUST BUILT THROUGH PARTNERSHIPS

The strength of our partnerships and willingness to engage with our communities will continue to see us prosper as a trusted global University.

We will collaborate with and learn from academic, policy makers, and industry leaders so that we fearlessly pursue innovations that have a positive and tangible impact for our society.

We will build and enhance valuable relationships with our alumni, recognising the significant role they play as a link to the ever-changing workforce and as UOW ambassadors.



CHANGE THAT MATTERS

Career ready graduates will be assured through the ongoing transformation of our curriculum, ensuring it meets the changing needs of our students and industry partners.

We will create and use new and transformational technologies that enrich the learning and working environments of all our students and campuses.

We will boldly tackle the health, social and environmental challenges of our time by focusing on purposeful initiatives and innovations.

We will work collaboratively to embrace and drive change to maintain an environment that builds on our financial sustainability and agility.

Goal 1.

Empowering

WE WILL:

1.1 Continue to transform our course portfolio to ensure future graduate success. We will deepen and broaden work-integrated learning, digital learning, and entrepreneurship opportunities for our students. We will produce transdisciplinary T-shaped graduates able to succeed in a future of work characterised by portfolio careers. We will continually innovate our portfolio of offerings, and introduce microcredentials, to support lifelong learning.

1.2 Engage students as trusted partners with a shared responsibility for their educational journey. We will empower our diverse student body to co-design their educational experience, enhancing their voice in decision-making bodies and the services and programs offered to support their success.

1.3 Develop our students as global citizens through enhanced opportunities for international student mobility and digitally enabled cross-campus learning collaboration. We will mainstream global outlooks across our portfolio of courses and develop a framework for international work integrated learning.

1.4 Leverage sophisticated learning analytics and artificial intelligence to provide sector-leading personalised support for our students. We will develop a single view of student data, which will be used in an ethical and transparent manner to support success and empower students on their learning journey.

1.5 Promote and reward teaching excellence. We will support ongoing staff development through proactive communities of practice and enhance career progression opportunities for teaching excellent academics.

their

students for future

Renowned for innovative educational experiences that prepare students for the future of work.

Goal 2.

Creating

WE WILL:

2.1 Invest in outstanding researchers drawn from a wide range of demographics, career level and disciplines. We celebrate this diversity as a strength and are values-driven in all of our endeavours.

2.2 Champion high-performing teams to tackle complex problems and global challenges. We will support innovative and impactful outcomes which cross conventional discipline and organisational boundaries.

2.3 Sustain best practice graduate research training. We will ensure new generations are pre-skilled for careers requiring knowledge, ideas generation and evidence-based decision making.

2.4 Continue our focus on research quality, engagement and impact. We will undertake research which generates prosperity for society, the economy and environment and continue to rise in international ranking tables.

2.5 Leverage Industry 4.0 to transform how we deliver, curate, analyse and track our research, innovation, and impact. In a rapidly changing world, we will offer opportunities to staff, students and stakeholders to build their skills and shape their futures.

better

Globally recognised for delivering impactful research that drives positive change.

knowledge for a

world

Goal 3.

Making a

WE WILL:

3.1 Promote safe, respectful and socially inclusive communities where our common commitment to equity, diversity, reconciliation and human dignity is lived by all.

3.2 Enhance our civic and social role by showcasing a wide range of benefits to our communities through the adoption of best practice in knowledge exchange. We will share ideas, research, skills and expertise with our partners and all our communities.

3.3 Partner with organisations and individuals on shared social purposes through philanthropy and investment to create transformative change.

3.4 Partner with community and industry, especially emerging, start-up and global businesses operating in all the regions in which we have campuses to create new jobs, job opportunities for our graduates, and assist industry in improving practice.

3.5 Embrace the circular economy and initiatives which promote environmental sustainability. We will maximise the environmental and fiscal efficiency of our assets, optimise the performance of our systems and transition from product-centric delivery models to service-centric models.

Leveraging our unique regional perspective and transformative capabilities in the interests of society.

difference for our

communities



Transformative Priorities

We will achieve the strategic objectives we have outlined in this Strategic Plan and our 2030 and Beyond: A Purposeful Future by pursuing three interconnected institutional priorities.



DIGITALISATION

Our digitalisation priority will see us pursue projects and redesign processes to enhance our digital capacity and teaching, learning and research practices.

WE WILL REALISE THIS PRIORITY THROUGH INITIATIVES SUCH AS:

- Artificial Intelligence: embracing automation and machine learning as ways to support our students and staff and deliver integrated personalised service.
- Big data: developing our capabilities in data science, data analytics and decision analysis with a focus on translation and impact.
- UOW Online: expanding our online and microcredential course offerings, offering students a flexible and engaging learning experience.



GROWTH

Our growth priority will see us continue to focus on the opportunities to differentiate our offerings and research to ensure our long-term financial sustainability.

WE WILL REALISE THIS PRIORITY THROUGH INITIATIVES SUCH AS:

- Curriculum Portfolio Innovation: reviewing and rebuilding our academic course offering to ensure it is responsive and aligned to future students and future workforce needs.
- Metropolitan Campuses: expanding our existing Sydney campuses thus increasing opportunities for access to high-quality university courses and research.
- Offshore Campuses: leveraging the opportunity of our growing global footprint to enhance our offshore course offerings to deliver a truly connected global student experience.



COLLABORATION

Our collaborations priority will see us increase our strategic engagement with our industry partners, peers and communities to help address wicked problems that have impact for individuals and our world.

WE WILL REALISE THIS PRIORITY THROUGH INITIATIVES SUCH AS:

- Professional Development: expanding our existing UOWx program to offer lifelong access to a range of professional development opportunities to our alumni.
- Health and Wellbeing: leveraging our expertise in medical research, research application, education and focus on high impact science, to address major local and global health challenges.
- Strategic Partnerships: harnessing and growing our relationships with leading global institutions, through avenues such as the NUW Alliance and UGPN, to improve the standing and work of our University.

Strategic Enablers

Our vision for the future is underpinned by four Strategic Enablers.

These enablers are critical to achieving our ambitions.



PEOPLE

Our students, academic and professional services staff drive our success and create our impact. As we move towards a purposeful future, our people recognise the imperatives for change and lead the way for our transformation.

Our workforce management strategies will attract and retain the best talent and continuously develop our people to create the re-imagined workforce of the future.

We will value and recognise innovation, entrepreneurship, resilience, and the initiative to develop meaningful partnerships. We will invest in our people to provide them with the best tools to develop and expand their leadership and skills.

Our people will confidently embrace technology to drive change. As an agile and responsive community, we will blur the distinctions between students and staff and unify our professional and academic structures.

We will enhance channels of communication to ensure that students and staff are informed and engaged, and that support to them is efficient and timely. Our staff will actively seek and participate in industry networks and global mobility opportunities.



CULTURE

Our culture will be characterised by excellence, collaboration, agility, nimbleness, and responsiveness to the market. Supported by flexible systems and processes we focus our efforts on creating positive change.

As we adapt quickly, we will remain grounded in our institutional values, and we will continue to champion inclusion, diversity, and gender equity to create a welcoming environment for everyone.

We will continually strengthen and adapt our governance structures to ensure we thrive while upholding the strongest principles of integrity, accountability and transparency.



INFRASTRUCTURE

Our globally networked learning and research experience will be enabled by state-of-the-art physical and digital infrastructure.

Our physical and virtual presence will create a deep sense of belonging to UOW and demonstrate contemporary practices in safety and accessibility. Our commitment to realising the vision of our campus masterplans will provide smart, environmentally sustainable and purposeful facilities that enhance workplace productivity and the university experience.

We will embrace user-centred design, automation and artificial intelligence, so our people are able to focus on meaningful and rewarding work. We will be at the forefront of advanced technologies, embedding them into our research and learning.



FINANCE

Our focus on best practice resource management and diversifying of revenue streams will support our ongoing financial viability.

We will inform and resource our student recruitment practices on the basis of market insights and evidence to optimise our enrolment and retention outcomes.

We will continue to embed effective planning and reporting practices, ensuring transparency and optimal allocation of resources. Our funding and financial models will evolve to match rapid changes in our research and education.

We will focus our investments and redirect resources from under-performing to promising programs. We will grow and diversify our research revenue by creating global funding partnerships and facilitating commercialisation.

Realising our Strategy

Our integrated Planning and Reporting Framework ensures all aspects of our organisation are aligned to our Strategy.

The Framework activates UOW's strategic direction via a clearly articulated planning and accountability structure that integrates with and is applied to all levels of Planning and Reporting at UOW. A set of cascading performance indicators and annual reporting assures the University's

governing body that the University is making progress towards its strategic ambitions.

The Framework supports UOW's strong governance and quality framework and commitment to the Plan-Act-Review-Improve cycle.

2030 & BEYOND VISION

Inspiring a better future through education, research and partnership





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AUSTRALIA

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