

2020–2025
Strategic Plan



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

We acknowledge the Traditional Custodians of the lands on which the University of Wollongong is situated. We pay our respects to Aboriginal Elders past and present, who are the knowledge holders and teachers.

We acknowledge their continued spiritual and cultural connection to Country. As we share knowledge, teaching, learning and research within this University we also pay respect to the knowledge embedded forever within the Aboriginal Custodianship of Country.

HERE NOW

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Our world. Our purpose.

Our future is being shaped by global megaforges. These geopolitical, economic, environmental and technological forces have the power to transform our world, presenting us with unprecedented challenges and opportunities.

THE FUTURE OF INDUSTRY

Industries are being reshaped by the shift to a knowledge-based economy. Economic policy worldwide will shift to favour sustainable development in order to meet increasing demands for growth built on human development, environmental protection and natural resource preservation.

Technological innovation will be key to increasing productivity. Australia's prosperity will continue to be closely linked to engaging in global markets.

THE FUTURE OF JOBS

Automation and artificial intelligence will profoundly change existing business models and labour force demands. New models of work—the gig and sharing economies—are expected to create more flexible working arrangements and fundamentally shift our understanding of the workforce.

Skill instability will be the norm and workers will be expected to continuously re-skill and up-skill. Graduates will have to be adaptable and resilient to succeed in a future of work increasingly defined by portfolio careers.

THE FUTURE OF LIVING

Healthcare will continually evolve, becoming more holistic and person-centred. Medical professionals working in interdisciplinary teams will deliver integrated and holistic patient-centred care. Wearable technologies will deliver a revolution in personalised wellbeing and healthcare.

The shift to the circular economy and the emergence of new technologies will help make smarter, more sustainable cities. Our future, however, remains vulnerable to a range of challenges caused by rapid urbanisation, food security and climate change.

THE FUTURE OF EDUCATION

Education will be a lifelong need. An increasingly diverse group of learners will prioritise return on their educational investment and demand flexibility, personalisation and applied knowledge throughout their lives and careers.

Higher education globally will become borderless as internationalisation of tertiary education continues. Non-traditional players may disrupt established practices and traditional universities will increasingly be expected to differentiate, collaborate and innovate on a global scale.

With all this change comes opportunity.

We are committed to being at the forefront of change.

Our network of regional, metropolitan and international campuses will provide the grounding and global outlook required to address issues of importance across all of our communities. Our trust-based partnership approach will continue to support the University develop and pursue initiatives and opportunities which deliver change that matters.

At the University of Wollongong, we will lead, boldly and confidently.



Professor Paul Wellings CBE
Vice-Chancellor and Principal

Our Vision

UOW – 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

INTELLECTUAL 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 AND DEDICATION

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

EMPOWERMENT AND ACADEMIC FREEDOM

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

MUTUAL RESPECT AND 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 AND PERFORMANCE

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



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.

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.



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

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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.

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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 collaboration 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.

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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

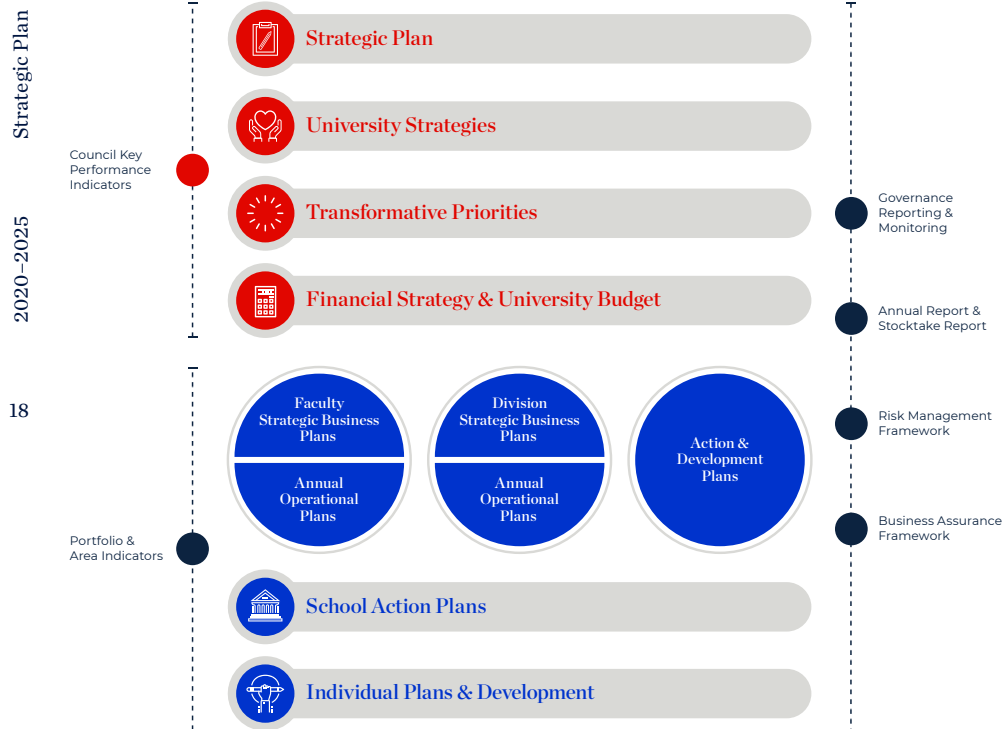
Our focus on best practice resource management and diversifying of revenue streams will support our ongoing financial viability.

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.

Measuring our performance

We will measure our progress against this Strategy through monitoring and reporting against 12 key performance indicators:

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<p>KPI 1 STUDENT ACCESS AND PARTICIPATION</p> <p>Metrics that track student diversity, participation and inclusion.</p>	<p>KPI 2 STUDENT EXPERIENCE</p> <p>Metrics that track our student's experience at the University.</p>	<p>KPI 3 STUDENT SUCCESS AND OUTCOMES</p> <p>Metrics that track student success, attrition and graduate employment.</p>
<p>KPI 4 RESEARCH INTEGRITY</p> <p>Metrics that track our research culture, behaviour and equity, across HDR students, research staff and research teams.</p>	<p>KPI 5 RESEARCH PERFORMANCE</p> <p>Metrics that track our research performance, impact and partnerships.</p>	<p>KPI 6 DIGITALISATION AND DISRUPTION</p> <p>Metrics that track the Industry 4.0 transformation of our operations, teaching, research and partnerships.</p>

<p>KPI 7 SOCIAL INCLUSION</p> <p>Metrics that track our performance against key social inclusion, equity and diversity indicators.</p>	<p>KPI 8 SOCIAL RESPONSIBILITY</p> <p>Metrics that track external engagement and our contribution to our communities.</p>	<p>KPI 9 GLOBAL SUSTAINABILITY</p> <p>Metrics that track our performance as a University against the UN Sustainable Development Goals.</p>
<p>KPI 10 INTERNATIONALISATION AND ENGAGEMENT</p> <p>Metrics that track the progress of our global partnerships and student experiences.</p>	<p>KPI 11 PEOPLE AND CULTURE</p> <p>Metrics that track staff engagement, attraction, retention, remuneration, wellbeing.</p>	<p>KPI 12 FINANCE AND GROWTH</p> <p>Metrics that track our financial sustainability and growth.</p>

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