

LOOKING AHEAD



THE UNIVERSITY OF NEWCASTLE STRATEGIC PLAN 2020-2025

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.



Associate Professor Elena Prieto-Rodriguez.



Students - Simone and Stefanie.



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.

Students - Tahlia and Kadina.



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

OUR COMMITMENT TO INDIGENOUS HIGHER EDUCATION

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.

IMPLEMENTING OUR STRATEGY

Looking Ahead sets our vision and maps our way forward. This sets out an ambitious program of work that positions our University for the future.

Achieving this plan will require focus across the organisation and collaboration with our communities, partners and civic leaders.

The alignment of our strategic priorities, enabling strategies, business systems, and processes will be fundamental to success.

We will establish a strategy framework to reflect our Engagement Priorities and realise our Life-Ready Graduates outcomes.

We will identify methods to diversify our revenue streams in our strategic plan delivery.

We will respond to higher education dynamics, advances in technology and changing markets by being innovative in our business and delivery models.

We will build on our Advancement Strategy to establish a philanthropic mindset within the University.

We will take a collaborative, problem-solving approach to identifying process blocks and designing solutions that improve staff and student experience.

The phasing of our strategy will be reviewed annually to reflect new developments and the latest prioritisation of our efforts.



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

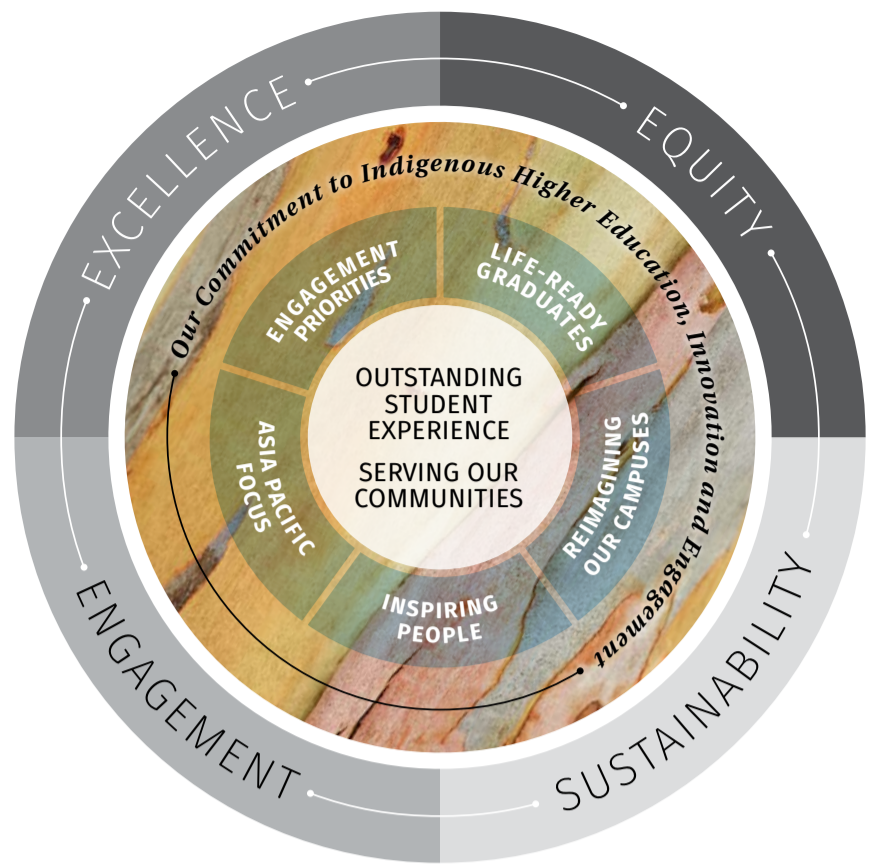
TO EXPLORE THE FULL PLAN VISIT
NEWCASTLE.EDU.AU/STRATEGIC-PLAN

Contact us: strategicplan@newcastle.edu.au

LOOKING AHEAD



THE UNIVERSITY OF NEWCASTLE STRATEGIC PLAN 2020-2025



OUR INITIATIVES



BETTER, HEALTHIER LIVING



NEXT GENERATION RESOURCES



CONNECTED COMMUNITIES



GROWING INDUSTRIES

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 success and strengths of our University, and that reflect the issues and opportunities relevant to the future of our regions and our world. These priorities reflect the mission-driven issues that we have the capacity, expertise and civic responsibility to address.

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.



Students - Jingyi and Jiasheng.

ASIA PACIFIC FOCUS

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.

Through **strategic partnerships** with other universities, civic organisations, industry and philanthropists, we will amplify our ingenuity and success in contributing to solutions to global challenges. **Driven by people**, we will develop cooperative partnerships. Our staff will be globally engaged, our students will have a truly global experience and outlook and our alumni will be advocates for our University globally. We will establish global gateways that will enable us to address the challenges aligned with our Engagement Priorities **for global impact**.

LIFE-READY GRADUATES

We will embrace technology and leading best practices to offer our students an exceptional experience that prepares them for life, as well as the rapidly changing environment they will enter when they graduate. We will prioritise activities that help develop graduates who are **work-ready, healthy and well** and **community-minded**.

Our students will graduate with a clear understanding of their value and skills, knowledge and capabilities to prepare them for life. 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.

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



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.

We will **transform** our digital and physical environments into spaces, places and platforms that inspire and attract and move **to a green campus** providing exemplar leadership in sustainable resource management.

Through a connected experience we will connect the University with our communities to create a vibrant experience accessible to all.



Staff member Leah Armstrong with cultural mentor Aunty Laurel Williams.

INSPIRING PEOPLE

With our dedication to our values, 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. **Excellence in our people** will ensure we are being responsive to emerging challenges and opportunities for competitive advantage. **Our culture** will enhance opportunities for collaboration, inclusion and multidisciplinary education and research. We are committed to developing a culture that strives for continuous improvement **in a safe and healthy workplace**.