



UNSW
THE UNIVERSITY OF NEW SOUTH WALES

B2B BLUEPRINT TO BEYOND

UNSW STRATEGIC INTENT



Cover: Lowy Cancer Research Centre, University of New South Wales.
(lahznimmo + WilsonArchitects)

B2B BLUEPRINT TO BEYOND

UNSW STRATEGIC INTENT

UNSW's aspiration is to be a leading research intensive university in the Asia-Pacific region, focusing on contemporary and social issues through defined strengths in professional and scientific fields – a peer in good standing with the best globally.

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Introduction

Blueprint to Beyond, the UNSW Strategic Intent, forms the enduring and overarching strategy for the University. We revisit it regularly, fine-tuning our strategies in order to achieve our objectives and fulfill our aspiration.

Strategy involves choice. There are many goals that a leading research intensive university with our strengths could seek to achieve. We focus on what we do and can do best. Our strengths are built on our traditions of the highest academic standards, our record of leading the way with industry and community partnerships and our history of engaging internationally.

The UNSW Strategic Intent reflects the fundamental university mission of education, research and community engagement. It underpins our Faculty and Divisional strategic and operational plans, and its guiding principles and objectives inform our policies, processes and procedures. Our challenge is to strive continually towards fulfilling our aspiration – to maintain and improve our position as a leading Group of Eight university in Australia and a peer in good standing with the best globally, with a strong tradition of excellence, innovation and social justice.

A handwritten signature in black ink that reads "Fred Hilmer". The signature is fluid and cursive.

FREDERICK G HILMER
Vice-Chancellor

ASPIRATION

UNSW's aspiration is to be a leading research intensive university in the Asia-Pacific region, focusing on contemporary and social issues through defined strengths in professional and scientific fields – a peer in good standing with the best globally.

There are a number of critical terms in our aspiration:

1. **Leading:** To be in the top 3 in Australia.
2. **Research intensive:** Research is critical both for its own sake, and because it is reflected in our learning and teaching and community engagement.
3. **Asia-Pacific region:** We have a long and successful tradition of engagement with the region, and expect to continue to build on and improve our position.
4. **Contemporary and social issues:** Consistent with our B2B theme we will concentrate on key issues in society.
5. **Defined strengths:** We identify existing strengths through a continuing process of review, and build strength in areas of emerging strategic significance, underpinned by fundamental and enabling knowledge in science and humanities.
6. **Professional and scientific fields:** We cover a broad range of professions underpinned by science and the scientific method as appropriate to the disciplines involved.
7. **Peer in good standing with the best globally:** In our areas of defined strengths, we are a valued participant in ventures and initiatives with the best universities globally.

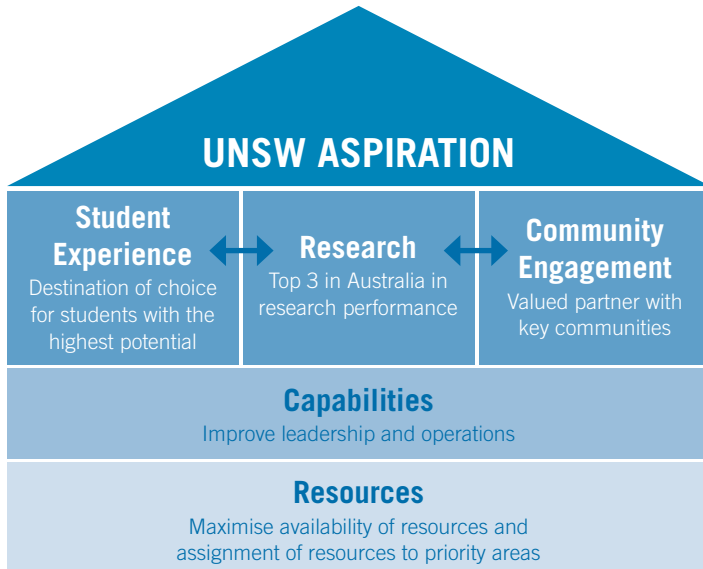
Guiding Principles

In pursuing our aspiration, in terms of the way in which UNSW is led and managed, we value and will embed in what we do:

1. Academic freedom
2. Leadership
3. Innovation, initiative and creativity
4. Recognition of merit and excellence
5. Integrity and high ethical standards
6. Equity, opportunity and diversity
7. Mutual respect, collegiality and teamwork
8. Professionalism, accountability and transparency
9. Safety
10. Sustainability
11. High service standards

Why Blueprint to Beyond – B2B?

- The term B2B denotes communication and the breaking down of barriers. At UNSW we strive to minimise the barriers between faculties and disciplines, and between blue sky research and research of more immediate impact. In an academic setting B2B is used most notably in Medicine as Bench to Bedside – conversion of discoveries in the laboratory into practical applications for patients.
- UNSW's Blueprint to Beyond is a strategy aimed at breaking down barriers to effectiveness and interdisciplinarity. The University will achieve its aspiration where students, faculty and the community work together, and where the University's capabilities and resources support that aim.



Research: Objective and Strategies

BE AMONGST THE TOP 3 OF AUSTRALIAN UNIVERSITIES IN RESEARCH PERFORMANCE CONCENTRATING ON DEFINED STRENGTHS BY:

1. Retaining, attracting and developing leading research staff
2. Building and maintaining “critical mass” in key research areas
3. Attracting the number and quality of research students consistent with our aspiration
4. Encouraging collaboration of our staff with the best in their fields globally
5. Achieving best practice in identifying and obtaining research support
6. Embedding integrity and professional values in our research culture
7. Providing an excellent research environment, with cutting-edge research facilities and equipment
8. Developing and expanding industry and research linkages both in Australia and internationally
9. Publishing and communicating our research achievements and their impact in journals and outlets of the highest standing

Student Experience: Objective and Strategies

DESTINATION OF CHOICE FOR STUDENTS WITH THE HIGHEST POTENTIAL IRRESPECTIVE OF BACKGROUND BY:

1. Ensuring a learning and teaching environment that provides an outstanding student experience, with exposure to research, and a vibrant campus life
2. Providing international opportunities and perspective for students as global citizens
3. Setting a curriculum that engages students and produces professionals in high demand who become leaders in Australia, the Asia-Pacific region and beyond
4. Targeting effective recruitment and retention of high potential students who value our strengths and distinctiveness
5. Encouraging student engagement
6. Providing appropriate infrastructure, support and services to address students' educational, personal and financial needs

Community Engagement: Objective and Strategies

VALUED PARTNER WITH KEY COMMUNITIES, MAKING AN IMPACT ON CONTEMPORARY ISSUES BY:

1. Being a leading source of expertise in our communities and a significant initiator of and contributor to public debate
2. Driving expanding linkages and partnerships with donors, business, industry, the professions, community organisations, government, academic and international bodies
3. Developing and maintaining highly valued reciprocal relationships with alumni and former staff
4. Achieving high standards in safety and environmental sustainability

Capabilities: Objective and Strategies

IMPROVE UNDERLYING LEADERSHIP AND OPERATIONAL CAPABILITIES BY:

1. Providing an environment attractive to staff of high quality
2. Developing leadership characterised by vitality, strategic direction, flexibility and transparency
3. Emphasising UNSW as a performance based meritocracy through:
 - a. Ensuring rigorous, fair processes for hiring and promotions
 - b. Ensuring regular performance reviews of high integrity
 - c. Providing remuneration, rewards and opportunities aligned with performance
 - d. Continuously improving the capability of our staff
4. Streamlining governance and management structures, clarifying accountabilities and interfaces
5. Developing uniform, simplified, responsive and effective operating models and information systems

Resources: Objective and Strategies

MAXIMISE THE AVAILABILITY OF RESOURCES AND THE ASSIGNMENT OF RESOURCES TO PRIORITY AREAS BY:

1. Developing new and maximising existing sources of external income
2. Supporting effective cost management and resource allocation through excellent staff, processes and systems
3. Managing reputational, financial and operational risks effectively



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