Scientia Manu et Mente
"Knowledge by Hand and Mind"
Introduction to B2B

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 fulfil 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 plans, and its guiding principles and objectives inform our policies, processes and procedures.

Our challenge is to strive to fulfil our aspiration – to continuously improve our position as a leading research intensive university in Australia and a peer in good standing with the best globally, with strong traditions of excellence, innovation and social justice.

B2B is a strategy to enhance effectiveness and interdisciplinarity. We seek to minimise the barriers between faculties and disciplines, and between blue sky research and research of more immediate impact. The name B2B captures the idea of the practical application of research, as in "Bench to Bedside" in medicine, or "Bench to Building" in architecture.

The University will achieve its aspiration where students, staff and the community work together, and where the University’s capabilities and resources support that aim.

Frederick G Hilmer
President and Vice-Chancellor
Strategy in Context

The University of New South Wales was established in 1949 to teach and conduct leading research in scientific, technological, and professional disciplines.

UNSW has strong connections with business, industry, government and the community. These are underpinned by a research culture reflected in high levels of research funding and achievement.

UNSW has been described as one of the heavyweights of Australian higher education, offering an intense, rich tertiary experience. We have a proud tradition of excellence in learning and teaching, having been regularly ranked as the top university in Australia.

UNSW is Australia’s most cosmopolitan university. Our Australian students come from diverse backgrounds, many being first in their family to university. We are also Australia’s first international university, enrolling significant numbers of international students since 1951, with more than 120 countries now represented. UNSW maintains ongoing relationships with over 200 universities worldwide.

UNSW never stands still. In the words of our longest serving Chancellor, the late Gordon Samuels, our transformation since 1949 was achieved “very much under the ordinary time for the course”... UNSW is “the epitome of the hungry fighter seeking success and recognition”.

UNSW is distinctive in that it is the only Australian research intensive university established with this unique focus, modeled on universities such as MIT in the USA and European technical universities.

Foundation disciplines in engineering, science and the built environment were followed by professional disciplines, the humanities and social sciences, business, medicine, law and fine arts. UNSW is extremely focused, with eight faculties in Sydney, and similar discipline offerings at the Australian Defence Force Academy – UNSW@ADFA - in Canberra.

John Niland Scientia Building
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Aspiration

UNSW’s aspiration is to continuously improve our position as a leading research intensive university in the Asia-Pacific region, focusing on contemporary and social issues through defined strengths in professional, scientific and technological fields.

We seek to make a significant contribution to the development of knowledge, to learning and teaching, to our students, and to society.

There are a number of critical terms that describe our aspiration:

1. Leading: To maintain and build upon our position amongst the top research-intensive universities globally.

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 continue to build on our long and successful tradition of engagement with the region, deepening and broadening our international links.

4. Contemporary and social issues: Consistent with our B2B theme we concentrate on key issues in society.

5. Defined strengths: More than 90% of all research activity at UNSW is focused in areas of existing or emerging research strength. 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. We also have a strong tradition of excellence in learning and teaching, regularly being ranked highly by students, graduates, employers and within the University sector.

6. Professional, scientific and technological fields: We cover a broad range of professions underpinned by science and the scientific method as appropriate to the disciplines involved. The most successful programs are interdisciplinary, fully engaging the humanities, social sciences and professional, scientific and technological disciplines in tackling important social issues.
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, teamwork and high service standards
8. Professionalism, accountability and transparency
9. Safety
10. Environmental sustainability
UNSW ASPIRATION

Continuously improve our position as a leading research intensive university in the Asia-Pacific region, focusing on contemporary and social issues through defined strengths in professional, scientific and technological fields.

STUDENT EXPERIENCE
Develop globally focused graduates who are rigorous scholars, leaders and professionals

RESEARCH
Continue to build on our position as a peer of the best globally

COMMUNITY ENGAGEMENT
Be a valued partner with key communities

CAPABILITIES
Improve leadership and operations

RESOURCES
Maximise availability of resources and the assignment of resources to priority areas
Research: Objective and Strategies

Continue to build on our position as a peer of the best globally in research performance, concentrating on defined strengths by:

1. Retaining, attracting and developing leading, internationally recognised research staff and distinguished visitors, to achieve “critical mass” of research activity in key areas.

2. Providing an excellent research environment, with cutting-edge facilities and equipment.

3. Increasing the number of higher degree research students as a proportion of our total student body.

4. Publishing and communicating our research achievements in journals and outlets of the highest standing internationally, enhancing the reputation of UNSW and improving the profile of high-impact UNSW research and researchers.

5. Developing and expanding research linkages with industry in Australia and internationally, and encouraging strategic collaboration of our staff in areas of strength with the best in their fields globally.

6. Achieving best practice in identifying and obtaining research support.

7. Embedding professional values and integrity in our research culture.
Student Experience: Objective and Strategies

Develop globally focused graduates who are rigorous scholars, capable of leadership and professional practice in an international community by:

1. Being a destination of choice for students with the highest potential irrespective of background.

2. Setting progressive, rigorous and internationally relevant curricula.

3. Ensuring a learning and teaching environment that provides students with an outstanding learning experience through excellent teaching and exposure to research.

4. Enhancing capabilities, skills and knowledge of students to pursue professional careers nationally and internationally.

5. Providing a contemporary and engaging campus environment.
Community Engagement: Objective and Strategies

Be a valued partner with key communities, making an impact on contemporary issues by:

1. Being a source of expertise and thought leadership 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, schools, community organisations, government, academic and international bodies.

3. Developing and maintaining highly valued reciprocal relationships with alumni, former staff and visiting staff.
Capabilities: Objective and Strategies

Improve underlying leadership and operational capabilities by:

1. Providing an environment attractive to staff of high quality.
2. Developing a strong leadership culture where supervisors are equipped to resolve staff issues at the local workplace level.
3. Maintaining a performance based meritocracy through:
   a. Continuously improving and investing in the capability of our staff
   b. Providing remuneration, rewards and opportunities aligned with performance
   c. Ensuring rigorous, fair processes for hiring, promotions and succession
   d. Ensuring regular performance reviews of high integrity.
4. Maintaining effective governance and management structures with clear accountabilities and interfaces.
5. Strengthening two-way communication between all staff.
6. Encouraging teamwork and ensuring high service standards.
8. Achieving high standards in environmental sustainability.
Resources: Objective and Strategies

Maximise the availability of resources and the assignment of resources to priority areas by:

1. Making explicit and transparent choices in resource allocation between current and alternative strategic options.

2. Developing new and maximising existing sources of external income.

3. Supporting effective cost management and resource allocation through excellent staff, processes and systems.

4. Developing uniform, simplified, responsive and effective operating models and information systems.

5. Managing reputational, financial and operational risks effectively.

Companion Documents

External to UNSW:
Refer www.unsw.edu.au
- UNSW Areas of Research Strength
- UNSW Annual Reports
- UNSW At A Glance
- Giving to The University of New South Wales

Internal to UNSW:
- UNSW Annual Goals (on MyUNSW)
- UNSW International Strategy
- UNSW Learning and Teaching Enhancement Plan
- Student Experience Enhancement Plan
- Faculty and Divisional Strategic and Operational Plans
The Tyree Energy Technologies Building (TETB), to be completed in February 2012, will accommodate and showcase state-of-the-art and leading edge research in clean energy, including photovoltaics and carbon capture and storage.