UNSW Strategy:

Progress for All

Acknowledgement of Country

UNSW respectfully acknowledges the Bidjigal, Biripai, Dharug, Gadigal, Gumbaynggirr, Ngunnawal and Wiradjuri peoples, on whose unceded lands we are privileged to learn, teach and work. We honour the Elders of these Nations, as well as broader Nations that we walk together with, past and present, and acknowledge their ongoing connection to culture, community and Country.

Between the land and water, 2024, Dennis Golding

The land on which UNSW (Kensington campus) is based holds great significance for the local Aboriginal people, as it is saltwater Country that provides life sustainability, knowledge systems and space for cultural gatherings. Artist and UNSW alumnus Dennis Golding takes inspiration from how the clans have used natural materials such as rock and shells to create cultural tools including hooks and nawis. These motifs are woven through a topographical patterning of the local coastline that frames the landscape and flows into the river systems (referencing all UNSW campuses).

Between the traditional practices, and the contemporary experiences of life on this Country, the artwork recognises how this Country has been cared for, and how culture continues through deep listening, sharing stories and exchanging knowledge.

Dennis Golding is Kamilaroi/Gamilaraay artist from the northwest of NSW and was born and raised on Gadigal land (Redfern, Sydney).

UNSW Strategy: Progress for All

Collective progress is at the heart of UNSW.

Ever since we were established as a public university for the people of New South Wales (NSW) in 1949, we have been guided by our distinctive purpose: to advance public good.

Our first 75 years has occurred during a period of extraordinary global change, and we endeavoured to have a positive impact on society for the benefit of people in Australia and around the world. This extends from our world-class education for more than 387,000 students to our globally leading research in photovoltaics, HIV eradication and human rights, from our unique approach to entrepreneurship and innovation programs to our support for the Uluru Statement from the Heart, walking together towards a better future for Indigenous peoples.

The aspiration for UNSW in our founding act, to widen participation in high-quality education and solve societal challenges through research and skill building, is even more relevant today than in 1949. In 2025, UNSW reaffirms its commitment to expansive and inclusive global positive impact. Through transformative education, innovative research and meaningful engagement with the world around us, we partner with people and communities across the globe to tackle the most pressing issues of our time.

We, the University community, are the custodians of our University's enduring purpose to benefit society, the goal we now express as **Progress for All**.

Progress for All bonds UNSW's functions of learning, teaching, research and engagement with our fundamental responsibility for positive societal impact and our aspiration to ensure that people everywhere can rise to the challenges and enjoy the opportunities of global society – now, and for generations to come.

It is a goal that compels us to engage our expertise, infrastructure, partnerships and standing for the benefit of others. A goal that will hold us accountable for our impact. A goal that ensures the success of the University will be measured by how we enable the success of our students, staff, alumni, University partners and society at large. And it's the goal that is at the heart of this Strategy.

UNSW Strategy: Progress for All commences at a remarkably dynamic time.

Significant technological, sociological, environmental, geopolitical, economic and regulatory complexities are affecting people and communities worldwide. Dynamics like these pose challenges, but they also present compelling opportunities for us to forge solutions and innovations that enable communities to flourish socially, economically and culturally.

In these times, more than ever, UNSW needs to adapt and to continue delivering and supporting high-quality and world-class education. We need to undertake research and collaboration to develop real-world outcomes, in an environment that is increasingly complex, constrained and uncertain. UNSW is distinctive in that it can achieve excellence at scale, be that research, education or entrepreneurship, but even with this and our extensive networks of partnerships, we cannot tackle everything.

The Strategy is the means by which we'll prioritise and make decisions about how best to transform to be the institution our community and society need at this moment in history, while being resilient, creative and impactful.

It is our responsibility to apply our University's talents, resources and renown for the greatest societal benefit.

Progress for All is a rallying call for the UNSW community and a genuine commitment to the world.

What Progress for All means to the UNSW community

From the very beginning we wanted to make sure the Strategy was created by and with the people who will be critical to its success. It is the outcome of extensive engagement and collaboration with our students, staff, alumni, and partners in industry, philanthropy and the community sector, as well as the wider community.

We wanted to ensure, too, that our conception of collective progress – expansive, inclusive, global impact for the benefit of others – broadly held by our University, permeated our consultations and shone through in the Strategy's pillars, objectives, flagship initiatives and our measures of success.

Here is a snapshot of what Progress for All means to the UNSW community.

Education is an extremely powerful tool, and those who come out of UNSW will have the ability to positively affect their communities, their countries and the world. Progress For All represents a commitment to making thoughtful decisions that create a positive and inclusive impact on society.

— PhD student, Science

Progress for All speaks to UNSW's founding mission, embedded in our DNA. In everything we do, we work with industry, government and our communities to make NSW, Australia and the world a better place. The 'all' is really important because we often talk about progress for individuals or society, but we must also think about all life on Earth. This strategy is about looking after the planet as well as ourselves and our society.

— Staff, Arts, Design & Architecture

I think Progress for All is really important, as to truly move forward we must provide equitable opportunities for all. As a Paralympic athlete and university student I've experienced firsthand the benefits of genuinely including people with disabilities in both sport and studies.

— Undergraduate student, Medicine & Health

Progress for All is about all of us working together: that we're hearing one another, being humble about our views, leading with our heads and our hearts, and being conscious of the impact we're having on one another. It means we're equally concerned about whether the person next to us is succeeding. By focusing on lifting others up, invariably that will lift you up, too.

— Alumna, BA (Hons) 1994

To me, UNSW is not just an institution but also a community. As an international student, I came to UNSW expecting to be much of an outsider merely passing by. Instead, I found myself in a fun-filled, passionate and loving community that I will forever cherish. This is what Progress for All means to me: that everyone deserves to be seen, be heard, be connected and be cared for – that everyone deserves to shine.

— Undergraduate student, Engineering

Progress for All is about ensuring everyone has a fair opportunity. Education is incredibly important, and making sure everyone sees its value is essential. If we can leave every place we go to just a little bit better, that's enough.

— Alumna, BCom 1986

Progress for All embodies the idea that every individual's growth contributes to a thriving community. This resonates deeply with my journey. I have experienced firsthand how inclusivity and creativity foster dialogue across diverse perspectives, broadening my horizons and enriching my personal growth. This empowers anyone to contribute uniquely to our community.

— Undergraduate student, Arts, Design & Architecture/ Law & Justice

Progress for All means more people becoming teachers, sharing their knowledge and passion with the younger generation, and contributing to society.

— Alumna, BSc 2011, MTeach (Sec) 2013, Med 2019

Early in the process, we considered many names for the strategy, but everyone kept coming back to the idea that we must progress together. This collective investment and engagement are exciting.

— Staff, Societal Impact, Equity & Engagement

Societal impact: strong foundations for our new Strategy

From our very beginning in 1949, societal impact has been our reason for being at UNSW. Societal impact is what we do, and it is who we are. All our activities, across education, research and engagement with the world around us, have a singular purpose: to advance skills, knowledge, innovation and collaboration in ways that enable individuals and communities across the globe to thrive.

As we commit in this new Strategy to an ongoing focus on impact and collective Progress for All, we are buoyed and motivated by our track record from our first 75 years.

The following examples illustrate just a few of our myriad of innovations and contributions to societal impact. They highlight a UNSW distinctiveness in our approach, our ability to combine true excellence with scale and our deep connections with communities. **UNSW Strategy: Progress for All** is built on these foundations.

With a campus presence from Port Macquarie to Canberra, Wagga Wagga to Parramatta and our main campus in Kensington, we truly are the University of NSW. We have supported more than 387,000 students – domestic and international, undergraduate to lifelong learners – to access our world-leading education to set their path to reach their dreams and aspirations.

Again in the 2024 Australian Financial Review Best Universities Rankings, as for many years, UNSW ranked first for Career Impact. We have a track record in ensuring some of the highest levels of graduate employability and success. We focus on employability for our students in roles and careers that matter to them.

With a focus on excellence and impact, our technology and research have contributed immensely to areas including solar photovoltaics, restoration of endangered species and habitat, transforming waste materials into value-added products and advanced materials, and quantum computing.

We actively support Indigenous constitutional recognition and self-determination. We were the first university to campaign for the Uluru Statement from the Heart, committed to advancing Indigenous rights and voices. With our Indigenous Strategy embedded at the heart of the UNSW Strategy, we have made significant efforts to embed a strengths-based approach to Indigenous empowerment, education and leadership. Through respectful and meaningful partnerships, research and initiatives, we have sought (and continue to strive) to create lasting change, fostering opportunities that celebrate the resilience, knowledges and contributions of Indigenous communities.

We are the most entrepreneurial university in the Asia Pacific and in 2024 were ranked number one in Australia for the largest number of startup and spinout companies founded through technology developed through the University. We ensure more than 10,000 students have an entrepreneurial experience each year.

We play a leading role nationally and globally in responding to and eliminating infectious diseases, advancing medical treatments in neuroscience and cancers like cervical cancer, and training our medical workforce. We also lead in areas of mental health, health justice and disability innovation.

We work closely with our local, regional and international partners – from grassroots communities in places like Matraville in Sydney and Papua New Guinea in the South Pacific to our university alliances and partnerships like the PLuS Alliance with Arizona State University and King's College London – to address issues of social justice, economic prosperity and equality.

Through our partnership with the Australian Defence Force Academy, we have bolstered the security of all Australians though the education of more than 15,000 defence and civilian defence personnel.

We generate evidence-based solutions to protect human rights, dismantle inequality, improve access to justice and make life-changing impact. This is illustrated by the work of the Australian Human Rights Institute, the UNSW Disability Innovation Institute and the Kingsford Legal Centre, to name a few.

UNSW Strategy overview

UNSW Strategy: Progress for All sets out our mission and vision for the University for when we reach our centenary in 2049, and is our roadmap for the next 10 years.

We wanted to be deliberately bold in our aspirations which is why the timeframe for our vision looks to 2049. We also recognise that, in ten years, our world will have continued to evolve and change. This is why the roadmap - our nine Strategic Pillars and supporting objectives - has been set to guide our priorities for ten years. For implementation, we will develop more specific and concrete three year strategies to monitor and track our progress within that timeframe.

Our Strategic Principles

UNSW Strategy: Progress for All is based on four design principles. These guided us as we put together the Strategy during 2024. The principles will be a touchstone for the life of the Strategy, and will help ensure we are the best UNSW we can be – not for our own sake, but for individuals and communities in Australia and around the world. The principles are:

- **Ambition for all:** Use UNSW's position as a premier global university to confidently and continuously meet our responsibilities to apply our strengths, talents, networks and influence and realise our potential as we strive for Progress for All.

- **Distinctiveness:** Leverage our unmistakable character that defines and distinguishes UNSW's people, our motivation, our approach and our impact.

- **Societal impact amplified:** Make bold choices that enable us to amplify the positive societal impact of UNSW's research, education, engagement and partnerships on a global scale.

- **Setting our next foundations**: Make solid foundational operating decisions that embed the appropriate systems, processes, approaches and agility for the dynamic, disruptive technological and global environment and to equip UNSW for generations to come.

The Strategy is informed by our new Societal Impact Framework (detailed on page 18) and is built on **nine Strategic Pillars,** comprising **five Impact Pathways** and **four Impact Focus Areas**. The pillars are interwoven and interdependent.

Together, these pillars will focus our work for the next decade as we drive collective progress. A visual representation of the Strategy is shown on the next page.

Every person in the UNSW community – students, staff, alumni and partners – and every University activity – education, research and engagement – will be crucial in achieving *every* pillar's objectives. No single pillar stands alone; no single function will be solely responsible for its impact and success.

UNSW Strategy: Progress for All

Our mission is to advance Progress for All globally, through transformative education, innovative research and meaningful engagement with people, communities and partners in Australia and around the world.

Through our nine interwoven Strategic Pillars we enable positive societal impact and collective progress for individuals to prosper and for all to thrive.
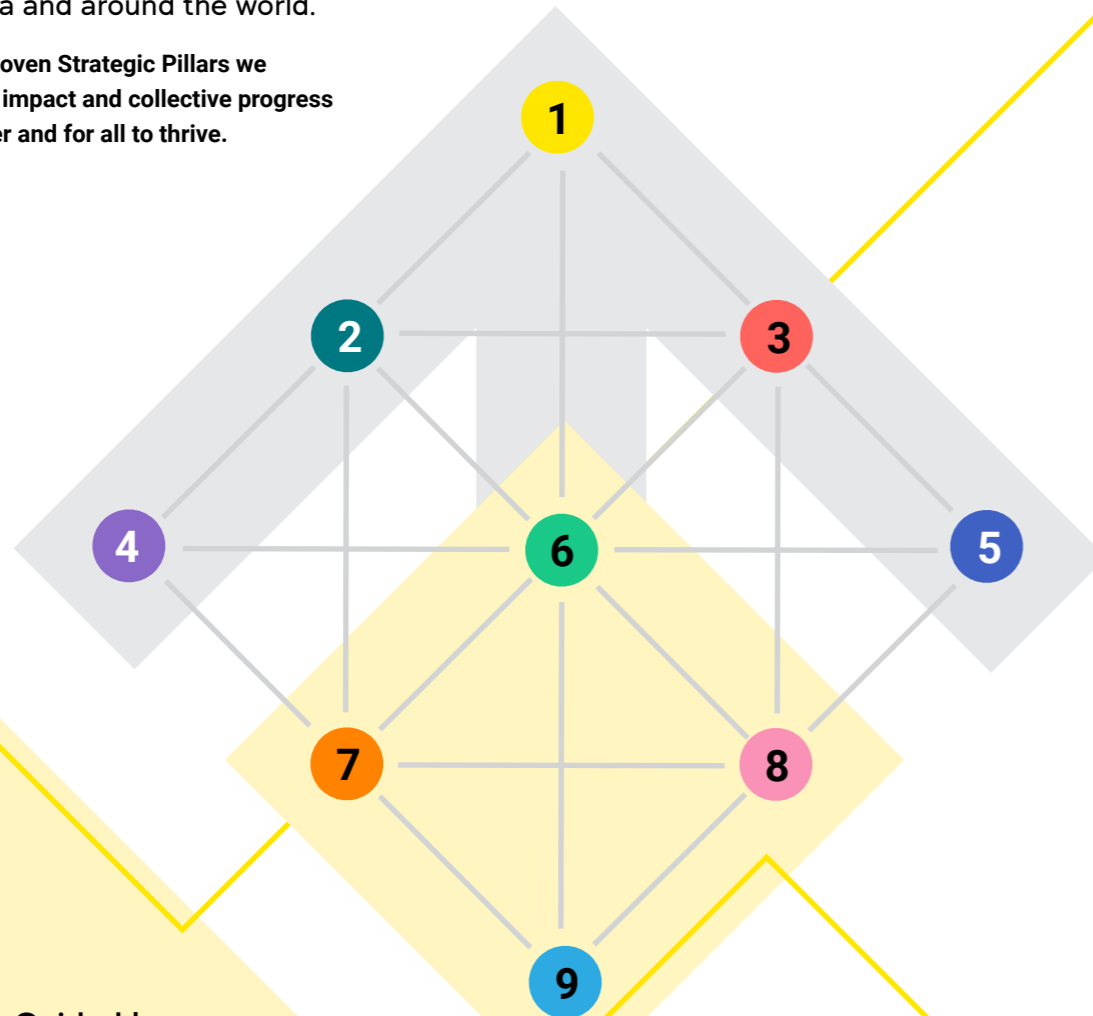
Guided by our:

Values in Action

- Demonstrates Excellence
- Drives Innovation
- Builds Collaboration
- Embraces Diversity
- Displays Respect

Motto

Scientia Corde Manu et Mente –
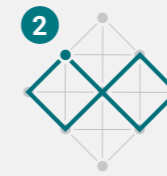Knowledge by Hearts, Hands and Minds

Societal Impact cross-cutting themes

- Indigenous knowledges
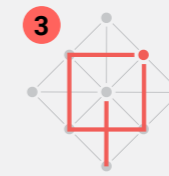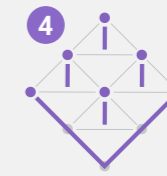- Integrity
- Inclusion
- Social justice

Impact Pathways

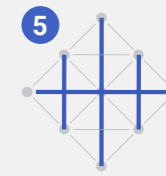**1** Through accessible education, empower current and future generations.

2 Through research, lead knowledge creation, innovation and translation.

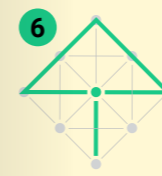**3** Convene across sectors and build networks locally and globally.

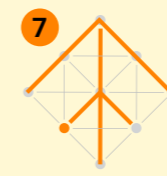**4** Create a culture in which all people are united by purpose and can deliver their best work.

5 Develop inspiring and cutting-edge environments and simple, effective and trust-based systems.
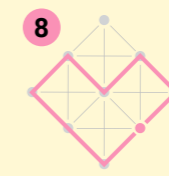
Impact Focus Areas

6 Accelerate the transition to a sustainable society and planet.

7 Advance economic and social prosperity.

8 Enable healthy lives.

9 Strengthen societal resilience, security and cohesion.

Mission, Values in Action and Vision

Our mission, values and vision set our aspirations for UNSW. Together, they illustrate our ongoing pursuit of collective progress. **UNSW Strategy: Progress for All** sets our course to realise these ambitions.

Our mission

Our UNSW mission is clear: to advance Progress for All globally, through transformative education, innovative research and meaningful engagement with people, communities and partners in Australia and around the world.

Our UNSW Values in Action

Our five UNSW Values in Action are the behaviours that we seek to embed in UNSW's culture. Integrity is the cornerstone of these values, supporting our students and staff to live them fully. They are:

Demonstrates excellence:

Delivers high performance and demonstrates service excellence.

Drives innovation:

Thinks creatively and develops new ways of thinking. Initiates and embraces change.

Builds collaboration:

Works effectively within and across teams. Builds relationships with internal and external stakeholders to deliver on outcomes.

Embraces diversity:

Values individual differences and the contributions of all people. Promotes inclusion.

Displays respect:

Treats others with dignity and empathy. Communicates with integrity and openness.

Our vision

We envision that when UNSW reaches our centenary our focus on Progress for All shines through in every aspect of our operations and interactions.

We apply our strengths in education, research and engagement to be at the forefront of solving society's most pressing global challenges and improving life on Earth.

In 2049, UNSW leverages our position as Australia's premier university and among the best universities in the world to amplify our expertise, our partnerships and our positive global impact. We measure our success by the collective success of the people and communities with whom we engage.

The characteristics of our vision

This vision is brought to life through these characteristics:

- We are curious and optimistic, guided constantly by our motto *Scientia Corde Manu et Mente* — 'Knowledge by Hearts, Hands and Minds' — to innovate, pursue excellence, embrace a diversity of perspectives, collaborate genuinely and hold ourselves accountable as we strive for impact.

- Our **education** is accessible, personalised, flexible and transformative, fostering intellectual inquiry and creativity. We support people throughout their lives to achieve their evolving aspirations. Our graduates are renowned for their disciplinary knowledge, readily applicable skills, creativity, critical thinking and integrity. They are sought by industry and employers around the globe.

- Founded on absolute excellence, we are a world-leading **research** university, for the development of new knowledge, innovation, entrepreneurship and commercialisation of discoveries that solve the most pressing challenges of our time. Our experts are among the most trusted in the world, providing independent, evidence-based advice for leaders and policymakers.

- We **engage** authentically and ethically with people, communities and partners. We collaborate across locations, disciplines, industries and sectors to form strong partnerships that have powerful, durable results.

- Our **UNSW community** values everyone who learns, researches and works with us. We continually invest in our people, and in the robust systems, processes and infrastructure that enable every person to perform at their best and realise their potential. We welcome and value all who share our ethos.

UNSW Societal Impact Framework

UNSW Strategy: Progress for All was developed alongside UNSW's inaugural *Societal Impact Framework* (SIF). The SIF reaffirms our founding, anchoring purpose and our commitment to improve life on Earth for current and future generations.

The SIF's four **Impact Focus Areas** are also four of the nine Strategic Pillars in this Strategy. These Impact Focus Areas connect some of the most pressing socioeconomic, environmental and health challenges of our time with areas where UNSW is uniquely placed to have a significant impact, locally and around the world.

The Impact Focus Areas are:

- Accelerate the transition to a sustainable society and planet.
- Advance economic and social prosperity.
- Enable healthy lives.
- Strengthen societal resilience, security and cohesion.

Each of the Impact Focus Areas includes Societal Impact Goals. These goals are informed by targets from national and international initiatives such as the UN Sustainable Development Goals (SDGs).

Our work in each of the four Impact Focus Areas will be guided by the themes of Indigenous knowledges, integrity, inclusion and social justice. These themes demonstrate the values that are critical to how we achieve positive societal impact.

UNSW Societal Impact Framework

Accelerate the transition to a sustainable society and planet

Advance economic and social prosperity

Enable healthy lives

Strengthen societal resilience, security and cohesion

Indigenous knowledges

Inclusion

Social justice

Integrity
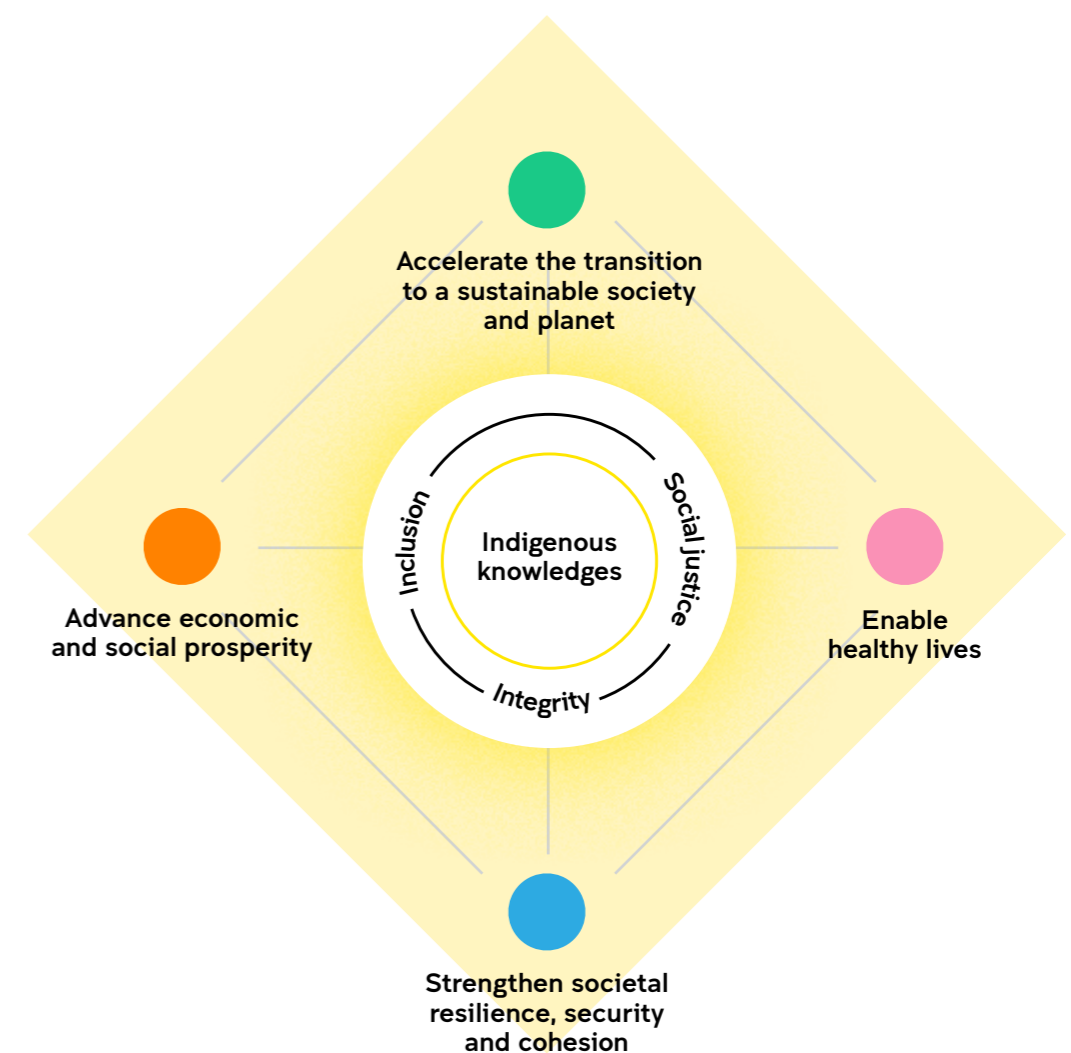
Incorporating Indigenous knowledges

Our commitment to incorporating Indigenous knowledges is one of the central cross-cutting themes of the SIF. Indigenous knowledges have been fundamental to life in Australia for countless generations. This commitment to incorporating Indigenous ways of knowing, being and doing into our work demonstrates our aspiration to achieve greater impact informed by knowledge and history.

UNSW Strategy: Progress for All also commits to positioning Indigenous perspectives, values and methodologies as foundational elements in our vision, decision-making and strategic direction. Indigenous knowledges is not an add-on or isolated initiative, but rather a central component, reflecting a commitment to mutual respect, knowledge exchange and sustainability. We will look to ways of learning from Indigenous ways of knowing to drive environmental, social and economic solutions.

A Micro-Treaty, negotiated with the Aboriginal and Torres Strait Islander communities where UNSW is located, will provide a framework that affirms agency for Indigenous peoples in higher education. We see it as a future where Aboriginal and Torres Strait Islander communities and peoples will not just survive but thrive.

We are committed to continuous learning and improvement, adjusting our goals and methods based on feedback from Indigenous stakeholders and real-world impacts. Together, we look to create a future where Indigenous knowledges and perspectives are honoured and integral to our collective advancement.

Our Strategic Pillars

UNSW Strategy: Progress for All has nine Strategic Pillars.

Each pillar contains a set of aspirations, objectives and flagship initiatives. These will define our priorities, help us course-check, and ensure we measure and hold ourselves accountable for our impact over the next 10 years. Every person in the UNSW community and every function throughout the University has a role in the Strategic Pillars' implementation and impact.

The nine Strategic Pillars comprise of five **Impact Pathways** and four **Impact Focus Areas**.

Responding to our dynamic times, the **Impact Pathways** set our ambitions and priorities for the primary functional areas of the University – transformative education, innovative research, and genuine engagement with people, communities and partners; and the operational areas that enable our work – purposeful, values-based culture, and inspiring, effective environments and systems.
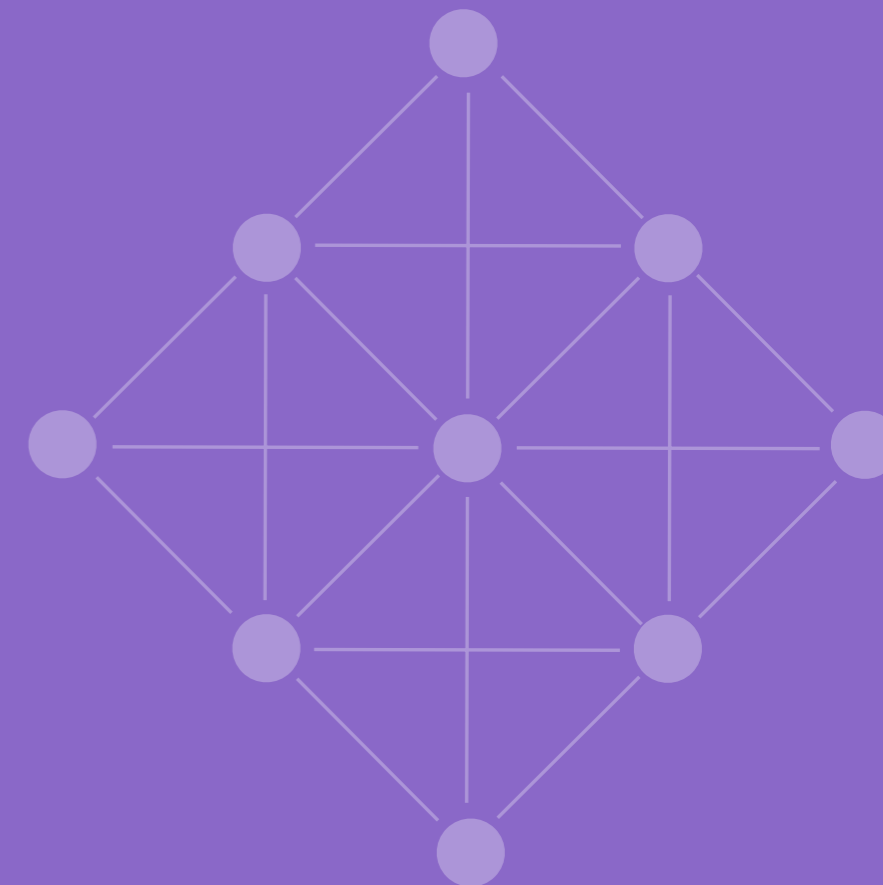
The **Impact Pathways:**
1. Through accessible education, empower current and future generations.
2. Through research, lead knowledge creation, innovation and translation.
3. Convene across sectors and build networks locally and globally.
4. Create a culture in which all people are united by purpose and can deliver their best work.
5. Develop inspiring and cutting-edge environments and simple, effective and trust-based systems.

The **Impact Pathways** are the ways we will contribute to achieving positive societal impact in the four **Impact Focus Areas**.

The **Impact Focus Areas** are drawn from the inaugural SIF, which we developed concurrently with this Strategy. These areas connect us to the most pressing challenges of our time and the areas where UNSW can have distinctive and significant impact. Our concerted efforts in these areas will strengthen our actions and leadership as stewards of positive societal change, locally and on a global scale.
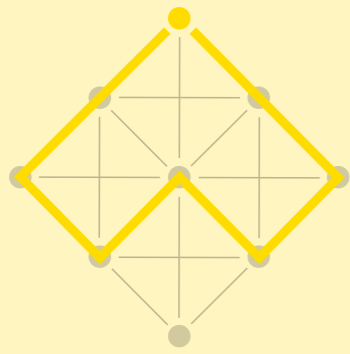
The **Impact Focus Areas:**
6. Accelerate the transition to a sustainable society and planet.
7. Advance economic and social prosperity.
8. Enable healthy lives.
9. Strengthen societal resilience, security and cohesion.

Each Strategic Pillar, along with its aspiration, objectives and flagship initiatives, is described in the following pages.

Impact Pathways

Pillar 1:
Through accessible education, empower current and future generations

Educational attainment is a key driver of socioeconomic mobility and equity, with proven individual and societal benefits in spheres including health, financial footing, civic engagement, environmental conservation and workforce quality[1]. We are at an interesting point in history with both the need and ability to engage in education throughout our lives. It is critical, therefore, for UNSW to support and provide opportunities for a far broader range of learners than ever before.

We want to empower all our student cohorts – domestic and international undergraduate students through to our lifelong learners – to fulfil their learning aspirations and realise their potential.

UNSW's world-class educational offerings are continuously enriched by our research innovations and knowledge creation. Our spectrum of educational offerings will be enhanced through co-design to address the evolving learning and skill needs of learners to take opportunities provided by new technologies like AI.

A UNSW education will be distinctive through the incorporation of societal impact. It will be accessible and inclusive, with a diverse community of learners who are supported to succeed in their studies, lives and careers. UNSW students, learners and graduates will be known for their integrity, ethics and values. They will be critical thinkers, highly innovative, creative, collaborative, employable, pragmatic and accountable for the impact they create.

We will foster interdisciplinary education that enables personalised learning, provides an outstanding student experience and commits to success for all our learners.

We aspire to:

> support every graduate to achieve their dreams and evolving life aspirations

> enable every graduate the opportunity to engage with, and make their own contribution to, positive societal impact

> build on, and further improve, our national leadership in outstanding graduate and career outcomes in Australia and internationally

> continually improve in student satisfaction in education experience and belonging

> offer nationally and internationally renowned pedagogies in all our fields with the highest quality curricula, teaching, modes and infrastructure for learning.

Objectives

1. Deliver education that has societal impact at its heart, draws on and centres Indigenous knowledges and drives interdisciplinary learning and action, by:

> scaling and incorporating interdisciplinary 'Societal Impact Challenge Projects' in all undergraduate and postgraduate programs

> providing students with opportunities to work collaboratively with UNSW's world-leading research teams and our local and global community and industry partners

> honouring Indigenous perspectives and practices, to educate culturally responsive, socially responsible citizens and leaders.

2. Provide students with future-focused skills and knowledge to achieve their aspirations for their lives, careers and impact, by:

> producing the most employable graduates and successful entrepreneurs who are critical thinkers, ethical decision-makers, problem-solvers and leaders

> teaching the requisite skills, knowledge and attributes for future success in an ever-changing and dynamic environment drawing on new technologies / AI and innovative pedagogical approaches

> engaging our global alumni and industry networks for the benefit of our learners.

3. Empower students and communities to learn in ways that suit them, by:

> offering accessible, high-quality and multi-modal learning experiences

> being flexible by default to ensure our students have options for how and when they access our dedicated on-campus, online and blended education offerings

> placing the learner at the centre of our immersive, experiential, tech-enabled educational design

> continuing to remove the barriers people with disability face when accessing and succeeding in tertiary education and to be a leader in equitable and accessible education

> sharing relevant research, thought leadership and skills beyond UNSW through community education and engagement programs.

4. Build a diverse and connected community and foster an outstanding memorable student experience, by:

> advancing a strong sense of connection through curricular, co-curricular and extracurricular offerings so our learners know they belong at UNSW

> having campuses (physical and online) that are convenient for our students to access and easy to navigate

> creating 'moments that matter', engaging with students prior to arrival and as they transition to university life

> enhancing student engagement options so diverse learners can connect with their preferred experiences throughout their time at UNSW.

Flagship initiatives

Embedding interdisciplinary Societal Impact Challenge Projects

We will incorporate interdisciplinary Societal Impact Challenge Projects into every UNSW degree program so they are part of our core education model. The projects will enable students to work across disciplines and with external partners. They will align with our Impact Focus Areas. Indigenous knowledges and perspectives will be central to these projects.

Future skills, now

UNSW empowers learners to be 'career ready', not just 'job ready'. Through a series of initiatives including Jobs on Campus and Graduate Futures within our Graduate Accelerator program, we will ensure our learners can gain real-world, practical experiences that equip them with the skills, knowledge and connections to thrive in an increasingly dynamic workforce.

Global impact through education and advanced skills

Building on our reputation as a world-leading university, we will expand our transnational educational offerings in key regions globally. We will partner with local institutions, governments and industry around the world to deliver award programs and lifelong learning courses that have direct local relevance and benefit.

Belonging – from day one, for a lifetime

As part of an outstanding student experience, we will provide sector-leading onboarding, featuring our Arc student volunteer 'Yellow Shirts', to create the distinctive sense of belonging that sets each student up for success and builds bonds with UNSW. We will continue to support our graduates through their careers, facilitating alumni connections and networks, and providing access to thought leadership and skills development.
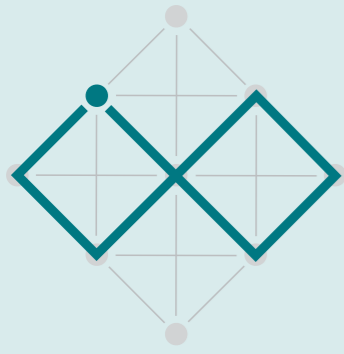
Pillar 2:
Through research, lead knowledge creation, innovation and translation

UNSW will continue to change the world through our research excellence and an entrepreneurial spirit that drives a culture of discovery and innovation, translation into tangible products and services, and positive impact. From our research into renewable energy solutions to computer science and quantum, to city and economy shaping research, we have a deep commitment to leading research excellence.

Our research discoveries and creation of new knowledge will enrich our educational offerings by enhancing learners' understanding of emerging societal issues and how to apply innovative, real-world solutions.

We will engage with government, industry and community with intellectual curiosity and generosity to better anticipate and respond to societal, industrial and environmental needs.

We will strengthen UNSW's standing as a leading research university by expanding and deepening our research partnerships. We will enhance our systems

to create a potent research environment that nurtures innovative, collaborative leaders and knowledge creators who deliver impact in the areas where it is needed most. We will further harness the distinctive UNSW superpower of our shared research infrastructure and ecosystem to optimise meaningful partnerships and outcomes.

We aspire to:

> be global leaders in research through impact, excellence and partnerships

> be a world-leading entrepreneurial university

> be in the top 10 universities globally for the highest number of successful university spinout companies

> increase higher degree research (HDR) enrolment, completions, retention and satisfaction, including for underrepresented groups

> continue to diversify our income for research and research infrastructure through industry partnerships, philanthropic donations and other funding sources.

Objectives

1. **Create a collaborative, interdisciplinary environment that optimises our research excellence and potential, by:**

> focusing on the most pressing challenges, where our research can have the greatest positive societal impact

> balancing this societal impact research alongside excellent fundamental, deep discipline research that is futuristic and speculative in nature

> diversifying our research partnerships and funding – building our partner funding alongside traditional sources

> leveraging our global reputation for research excellence to create a virtuous cycle of researcher recruitment practices, mentoring and career development programs, including global experiences.

2. **Underscore and accelerate our shared critical research infrastructure – physical, digital and AI augmented – and support ecosystem, by:**

> continuing to harness the distinctive UNSW superpower of our shared research infrastructure ecosystem, including pilot facilities (such as the Solar Industrial Research Facility) and shared facilities (like Mark Wainwright Analytical Centre, Australian National Fabrication Facility and Research Technology Services)

> enhancing access to this research ecosystem throughout UNSW as well as with research, industry and government partners

> driving engagement and research translation with external partners and enhancing support from technical experts

> scaling our investment in digital and physical research infrastructure, including leveraging AI and emerging technologies.

3. **Amplify UNSW's entrepreneurial culture and reputation to accelerate successful research translation and commercialisation, by:**

> significantly scaling our research translation outputs, including deepening existing collaborative partnerships

> increasing the number of UNSW-supported spinout companies, and expanding UNSW Founders and the Entrepreneurial Campus programs

> providing the resources and expertise to translate great ideas and innovative solutions into commercial opportunities and policy change.

Flagship initiatives

Delivering 'UNSW Missions'

We will embark on a distinct set of 'UNSW Missions', interdisciplinary programs of work focusing on achieving large-scale impact within our SIF Areas. They will leverage our global standing in research excellence, our cutting-edge infrastructure and our reputation for collaboration to attract partners – supporters, industry, government and peak bodies – who share our vision.

### Building early and mid-career research opportunities and capacity

To create the research capability and capacity that will enable UNSW to advance Progress for All, we will offer career development opportunities for emerging generations of early to mid-career researchers to work with the best researchers in the world. This will build on our successful Scientia Fellows and PhD programs.

Centring Indigenous knowledges in research

We aspire to authentically embed Indigenous knowledges in our research practices. This will include engaging with Indigenous expert knowledge on its own terms, supporting Indigenous-led research and providing the necessary resources to strengthen Indigenous knowledge institutions. By integrating these practices, we aim to create a research environment that respects and elevates Indigenous knowledges, contributing to more impactful research outcomes.

Scaling entrepreneurship and commercialisation

We will continue to lead as the most entrepreneurial university in Australia and will become a global leader. This will be through fostering the highest number of sustainable startup and spinout companies created using technology developed at our University, and our commitment to new ventures through the Knowledge Exchange, New Ventures team and UNSW Founders.
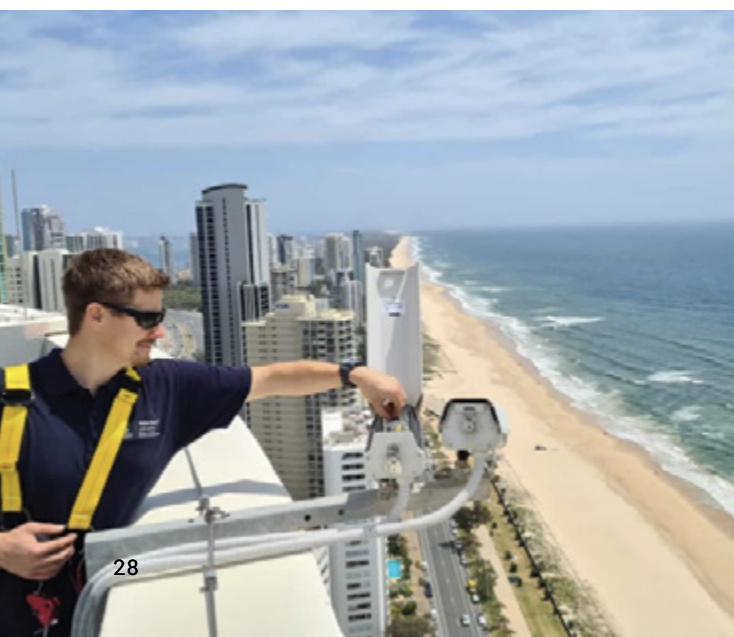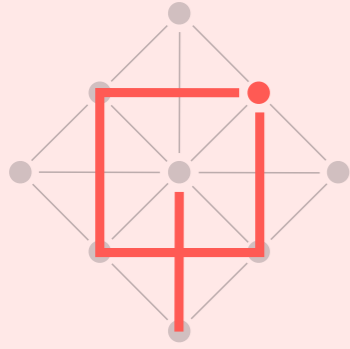
Pillar 3:
Convene across sectors and build networks locally and globally

Building collaboration is a UNSW value. It manifests in our unwavering commitment to partnerships with those who share our mission for positive societal impact. This is demonstrated by our longstanding partnerships such as with the Australian Council of Social Service (ACOSS), the PLuS Alliance with Arizona State University and King's College London, and the Trailblazer for Recycling and Clean Energy (TRaCE) with the University of Newcastle and industry organisations.

In a world of eroding trust in politicians, media and industry leaders, the role of the University is unique in our ability to convene critical societal conversation and our long-term focus guards against the self-interested short term-ism endemic in today's world. Our place as one of the world's leading universities combined with our ethos of Progress for All offers countless opportunities to bring people together, to develop partnerships and to convene networks in Australia and around the world.

The strength and authenticity of our relationships, across disciplines and functions within the University, and across sectors and borders, provide immeasurable opportunities for knowledge exchange; research discovery, translation and commercialisation; curriculum development and pedagogical innovation; and career development and progression.

Our long-term perspectives, robust, interdisciplinary research and sound, evidence-based insights enable leaders and policymakers to implement viable and sustainable solutions for the most pressing global challenges. Through genuine engagement with organisations, individuals, donors and alumni, we will engender trust, confidence and partnerships that enable us to scale and maximise our real-world impact.

We aspire to:

> expand and deepen our partnerships and networks for societal impact

> provide a trusted space for critical societal conversations supported by a high-integrity evidence base and long-term perspectives

> benchmark and continuously improve our community engagement

> increase and diversify our commercial, philanthropic, partnership and other non-grant revenue.

Objectives

1. **Leverage networks to cultivate opportunities for societal impact, by:**

> building partnerships based on common goals and complementary capabilities

> enhancing relationships with industry, the not-for-profit sector, governments and other higher education institutions; our donors and philanthropic partners; and the broader community

> expanding our engaged UNSW global alumni network

> sharing and leveraging the extensive networks locally and globally with the UNSW community more effectively.

2. **Partner with local, regional and global communities to help solve pressing challenges, by:**

> embedding our partnership approach in all that we do, ensuring it is authentic, intentional and ethically informed and that our partners are always co-designers of initiatives.

3. **Drive societal impact at scale through policy influence, by:**

> leveraging our existing policy influence to drive impact in new sectors and systems where our research discovery and translation strengths can contribute to effective policy solutions

> being the trusted experts for policy issues relevant to our areas of expertise.

4. **Build our collaboration and innovation ecosystem, by:**

> ensuring our students and staff have the information, resources, access and expertise to develop, support, sustain and realise the potential of impactful, long-term partnerships

> mobilising internal resources and building partnership capability among all staff

> embedding interdisciplinarity into the UNSW culture, breaking down silos and encouraging creative, novel approaches to tackling problems.

Flagship initiatives

Partnering for impact with our new Societal Impact Framework

We will harness our SIF to guide and measure our contributions to pressing local and global challenges. We will focus on engaging with partners who share our commitment to positive societal impact and genuine collaboration, working together to deliver the UNSW Missions.

**Supporting genuine community-led change in areas of global importance**

By developing a whole-of-University approach to community-led initiatives, we will leverage our extensive existing networks and offer our expertise in salient areas including constitutional law, public health, Indigenous knowledges and sustainability to partner with local communities in the Asia-Pacific region in building security and resilience. We will nurture existing partnerships and foster new ones, prioritising local ownership, leadership and benefit through genuine co-design and a learning mindset.

Launching the Public Policy Institute

We will launch the UNSW Public Policy Institute which will work alongside the Global Policy Hub. Through this work we will establish a globally recognised public policy institute that redefines public policy education and practice, grounded in data and impact, and driven by the principle that public policy is a science, not an ideology. The Hub will extend the impact of UNSW's policy expertise nationally, and globally.

Developing a thriving innovation ecosystem

We will strengthen UNSW's reputation as a leader in entrepreneurship and innovation by establishing the UNSW Innovation Hub and investing significantly in our people. The hub will coordinate innovation across the University and ensure our technical and physical infrastructure are fit for purpose. We will optimise conditions for innovation and collaboration through training, guidance, opportunities and space.
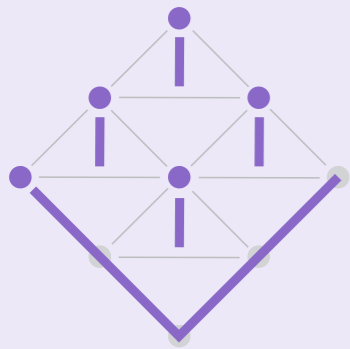
Pillar 4:
Create a culture in which all people are united by purpose and can deliver their best work

Our people are the heart of everything we do at UNSW. Every person has a role in our mission for positive societal impact and we value every person's unique contribution to our shared vision.

The UNSW Values in Action guide how we interact, lead and collaborate. These are complemented by our Leadership Signatures and an emphasis on recognising excellence. A culture of integrity, trust and innovation is our foundation, ensuring how we achieve results is as important as the results themselves.

We will shape an environment where behaviours reflect our values and enable everyone to do their best work. We will celebrate our people and recognise the strength and success that come from our diversity. Through active recognition, empowerment and fostering inclusion, we will strengthen our community.

Our commitment to a positive, vibrant and supportive culture extends to improving systems and processes. We will simplify and embrace new ways of working. We will ensure safety – both physical and psychosocial – to create an environment where trust and empowerment enable all staff to flourish.

We aspire to:

> be Australia's top, most sought-after university employer

> reflect and celebrate the diversity of Australia in our staff, fostering an inclusive workforce that values and supports people of all backgrounds, identities and abilities, recognising this as a critical strength for UNSW, with increased employment and retention of staff across all diversity groups

> improve staff engagement in meaningful ways, particularly in terms of creating an environment and systems of trust and empowerment, demonstrating and living our values, enabling staff to focus on the work which matters most.

Objectives

1. **Enable our people to realise their full potential in a safe environment and recognise excellence, by:**

> rewarding contributions to our success

> providing high-quality, relevant learning and development opportunities

> actively supporting staff mental and physical wellbeing and safety

> fostering collaboration across all areas of the University.

2. **Develop a culture that exemplifies the UNSW Values in Action, by:**

> continuing to embed the UNSW Values in Action in everything we do, recognising how we do things is as important as what we do

> ensuring a dynamic environment that brings our Employee Value Proposition to life

> enhancing equity by recognising, leveraging and investing in our diverse strengths

> supporting a workplace that fosters inclusion and belonging for all people.

3. **Build the future of UNSW by having the right people doing the right work at the right time, by:**

> investing in strategic workforce planning to alleviate pressures around recruitment and workload management, while also considering and designing for future workforce needs

> creating strategies to attract great people, to retain them, and to continue to build and broaden the capability of our people.

4. **Facilitate an environment of trust and empowerment by simplifying our ways of working and by giving time back to focus on what matters, by:**

> simplifying processes and reducing unnecessary complexity, streamlining the way we work, normalising prioritisation and creating time for work that matters

> using AI and emerging technologies to enhance our systems and processes, simplifying how we work and engage with our community.

Flagship initiatives

**Developing our people for an assured future**

Recognising people are UNSW's greatest asset, we will deliver a comprehensive UNSW Workforce Strategy to ascertain and grow our future talent needs and support our people to do their best work by investing in training and development. The Strategy will incorporate our new Leadership Signatures, focusing on developing people as leaders across the University and catalysing our Values in Action.

**Supporting Indigenous staff to thrive**

UNSW is committed to creating an environment where our Aboriginal and Torres Strait Islander staff can thrive. We will continue to invest in our Indigenous workforce, building a community of excellence that celebrates their diversity, knowledge and culture, and realises UNSW's powerful vision for the future.

Cultivating a safe, engaged and inclusive culture

To nurture an engaged workforce and strong culture, we will create a workplace where people feel empowered to speak up, collaborate and innovate; where psychosocial and physical safety are prioritised; where diverse ideas are welcomed; where people are supported to challenge the status quo; where we remove barriers to access and participation; and where they are recognised and rewarded for their contributions.
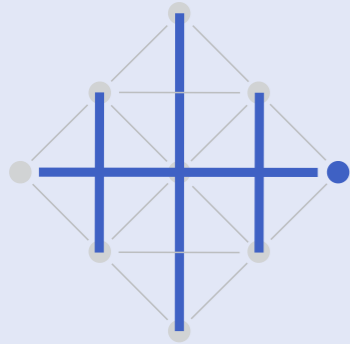
Pillar 5:
Develop inspiring and cutting-edge environments and simple, effective and trust-based systems
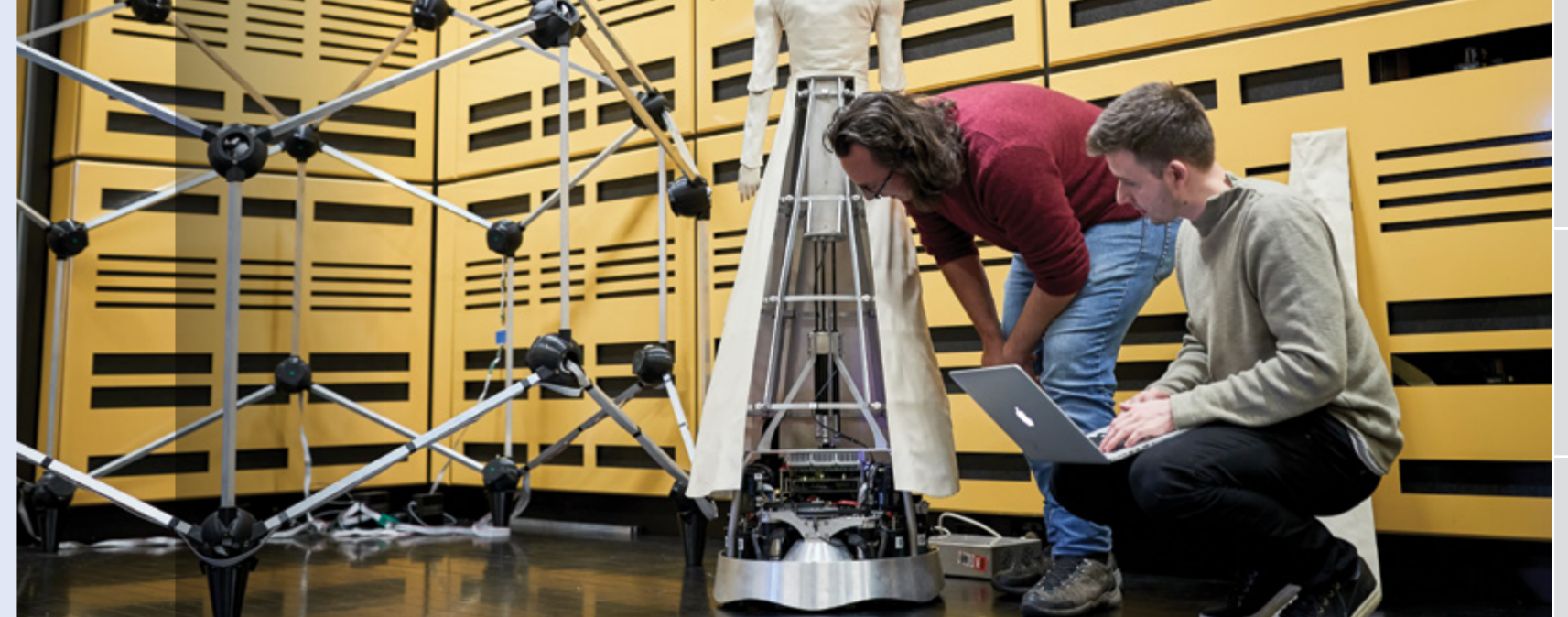
UNSW is our people, and we recognise the importance of place, systems and operations in enabling our people to perform at their best. We seek to create a vibrant and inspiring University ecosystem.

In this next strategy, UNSW will move to a multicampus and distributed University, better connected with and enmeshed in the communities we serve. Through our digital platforms and approaches we will support our learners and partners right around the world. We will develop infrastructure and systems that are based on principles of integrity, cohesion and trust, and campuses based on principles of flexibility, connectivity and engagement. Our University ecosystem will facilitate connections, enable excellence and make UNSW an even better place to learn and to work.

We seek to create a UNSW that is efficient and adaptive. Our University will be supported by effective systems, processes, operations and an appropriate appetite for innovation and risk that make it simple for students, staff and partners to achieve their aims. We will have a business model that aligns and supports these systems, processes and operations.

Our need for operational productivity and efficiency will be balanced with our intention to shape a UNSW that inspires creativity, celebrates diversity and empowers the UNSW community to reach its full potential.

The rapid technological changes, including AI, provide both an opportunity and a challenge for the University. We will actively embrace emerging technologies, drawing on our leading expertise in AI and computer sciences, to design systems and processes that meet our operational needs now and for the future, revolutionising the ways we learn, teach, research and work.

We aspire to:

> have the highest level of student and staff satisfaction with physical environments and systems

> be known for the way AI, technology and data are enhancing and simplifying the way we work, teach, research and engage

> have a financially stable operating model to achieve our strategic objectives.

Objectives

1. Create vibrant, open, connected and accessible University environments that inspire our community, by:

> developing and executing ambitious plans for our built and natural environments

> creating spaces that are uniquely and recognisably UNSW, irrespective of their location

> celebrating and reflecting our proud Indigenous history and continuing culture

> adhering to principles of accessibility and inclusion.

2. Invest in future-ready, integrated physical and digital infrastructure, by:

> prioritising long-term investments in integrated systems, technology support for individual effectiveness, smart buildings and digital platforms

> delivering resilient, human-centred solutions and systems that enhance productivity and support the way we work

> investing in cybersecurity and privacy technology and practices, while reducing system complexity.

3. Harness AI, data and emerging technology to free up time, enhance collaboration and enrich learning and teaching, by:

> working with our partners to build adaptive AI-enabled offerings and integrate technology into our daily practices

> improving the flexibility and rigour of our evaluation, innovation and integration of emerging technology across all our research, teaching and engagement activities

> incorporating ethics and privacy-informed approaches.

4. Adapt and redesign core processes and operations to meet future needs, by:

> streamlining systems and processes, clarifying roles and responsibilities, and ensuring our operating model supports delivery

> prioritising simplicity, agility and seamless collaboration, and establishing processes that reduce complexity, minimise handoffs and amplify productivity

> creating a trust-based and risk-based approach to UNSW processes, which will in turn build trust in the University.

Flagship initiatives

Delivering the technology to drive University transformations

UNSW will use our expertise in emerging technologies including AI, computer science, quantum physics, and responsible innovation and ethics. We will create industry-leading digital spaces and implement an educational technology roadmap that embeds cutting-edge technology and AI-enabled learning across all education delivery modes, allowing personalisation to suit students' needs and preferences.

**Building a world-class Campus Master Plan**

Our Campus Master Plan will establish spaces that meet the needs of our students, staff and partners, and will reflect our position as a world-leading university. This includes making sure our University spaces are fit for purpose for people with disabilities and impairments. As we move to a distributed and digital University, enmeshed in the communities we serve, our spaces will enable new modes of hybrid and digital learning, flexible workplaces and state-of-the-art research facilities. UNSW will continue to lead the way in campus sustainability.

Streamlining operations for future needs

We will enhance trust and transparency in our systems by prioritising user experience, simplification, adaptability and productivity to provide systems that are fit for the future. We need to ensure we develop a new sustainable, including financial, operating model for the University. We will streamline and consolidate systems that are no longer working, focusing first on advancing learning technology and core operational systems, progressing the work of our new Educational Technology Roadmap and Cyber Security Roadmap.

Impact
Focus
Areas
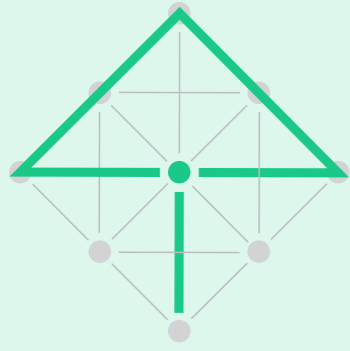
Pillar 6:
Accelerate the transition to a sustainable society and planet

Climate change is arguably the most urgent issue of our time, with enormous ramifications for future generations.

UNSW will continue our trajectory as a leader in responses to climate change and impact mitigation from increasing natural disasters. We will enhance our expertise in climate science, environmental sustainability, disaster response and resilience, and many other related disciplines across all our faculties to influence policy and create innovative solutions with real-world impact.

We will collaborate across all disciplines, faculties, sectors and borders to optimise the impact of our teaching, research and thought leadership to help create a liveable world for generations to come. We will lead by example in working to be a climate-resilient, nature-positive and net zero emissions University.

We will be leader in our contribution to the Societal Impact Goals:

- Achieve net zero emissions by 2050.[2]

- Restore 30% of ecosystems in areas of particular importance for biodiversity to improve planetary health.

- Reduce waste generation by 30% through prevention, recycling and reuse.

Objectives

1. **Scale our contributions to addressing climate change and sustainability challenges, by:**

- > designing and developing new climate transition technologies and solutions

- > taking a mission-oriented approach to climate transition and creating an inclusive process and space for collaboration that will drive our societal impact and thought leadership

- > engaging strategically with our diverse stakeholders, especially for increasing climate resilience and adaptability.

2. **Harness UNSW's expertise in climate risk, solar, water, energy transition sustainable business operating approaches and ecosystem restoration to shape industry and governmental policy for impact, by:**

- > connecting, expanding and leveraging our local, regional and international networks, partnerships and alliances

- > working collaboratively with industry and governments to understand problems, pressure points and define projects

- > developing innovative business models with our partners.

3. **Establish frameworks for transdisciplinary research and education, by:**

- > bringing diverse teams together in creative 'sandbox' environments to foster innovation and creative problem-solving

- > supporting more effective translation of novel ideas to address complex sustainability challenges.

4. **Be an exemplar climate-resilient, nature-positive, net zero emissions university that empowers our community, by:**

- > adopting a 'Country-centred' approach that reflects Aboriginal and Torres Strait Islander design principles, restores nature, improves resource efficiency and builds climate resilience

- > supporting and incentivising our people to contribute to this goal by learning and adopting sustainable behaviours

- > ensuring our students across the University are equipped with the knowledge they need to support a sustainable world regardless of where their careers take them.

Flagship initiatives

On a Mission to drive climate transition at scale

Through our UNSW Mission: Climate Transition, we will collaborate with industry partners to scale our impact in fields including environmental and climate science, renewable energy, decarbonisation, hydrology, mineral resources, urbanisation and behavioural science. This mission will capture the diversity of UNSW's existing climate transition work and drive innovation that leads to vital real-world impact such as accelerating emissions reduction and improving access to clean water.

Leading by example: UNSW Climate Transition Plan

To realise our ambition to be one of Australia's most sustainable universities, our campuses will be 'living labs' where we apply our expertise in sustainable practice. We will implement a UNSW Climate Transition Plan featuring a Net Zero Emissions Roadmap, a Nature Positive Roadmap and a Climate Resilience Plan. We will work closely with Indigenous knowledge holders and campus neighbours, including exploring a Kensington Net Zero Precinct Strategy.
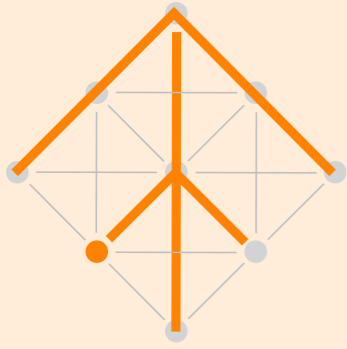
Pillar 7:
Advance economic and social prosperity

In 2025, Australia faces multifaceted challenges including critical skills shortages, productivity challenges, income and intergenerational inequality, health and education inequities, the cost of living and housing affordability. Recent years have accelerated the increasing wealth gap across the globe.

UNSW's ultimate objective of Progress for All is born of our founding purpose to advance the economic and social prosperity of NSW and Australia. We carry that objective into this Strategy and recognise that one of the most direct ways that a university can advance prosperity is through the teaching and learning activities we provide alongside our research and innovation. We are unconditionally committed to increasing higher education access and success for groups that are traditionally underrepresented at university.

We will continue to develop relationships with industry, the not-for-profit sector, governments and the broader community that deepen our understanding and enable evidence-based, robust and viable solutions to the current economic and social challenges our society faces. We reaffirm our role as a university for the whole of NSW, just as we embrace the unique challenges and opportunities of being a world-leading university in a global operating environment.

We will be leader in our contribution to the Societal Impact Goals:

- Reignite productivity growth in line with the national agenda.
- Reduce by at least half the proportion of all peoples living in poverty.
- Increase to 62% the Aboriginal and Torres Strait Islander peoples aged 25–64 who are employed.
- Increase low-socioeconomic participation in tertiary education to 20.2% and reach parity by 2050.

Objectives

1. Be an open, connected and accessible university that takes responsibility for improving lives in Greater Sydney, NSW and ACT, by:

> connecting closely with local communities, enabling access to education and research, and working together on issues that impact them directly

> enhancing our social licence through genuine, outcomes-focused collaboration that values local knowledge, skills and perspectives

> increasing access to our campus spaces and facilities, to ensure industry and the community can seamlessly connect and engage with all UNSW activities.

2. Offer lifelong education for our learners that enhances lives, promotes career success and empowers every individual for societal impact, by:

> providing accessible education and support structures to advance social mobility and long-term success

> increasing our lifelong learning offerings for our alumni and partner organisations

> broadening opportunities for people from diverse backgrounds to learn at UNSW through inclusive, co-designed offerings.

3. Transform UNSW into an innovation hub for industry, startups and talent that will drive productivity and economic prosperity, by:

> attracting talent, industry and innovation to Australia and the region

> scaling up our innovation and entrepreneurship efforts to establish UNSW as the go-to regional hub for tech innovation, translation and sustainability solutions.

4. Shape equitable economic, financial and social policy, by:

> leveraging our depth of significant expertise and rigorous insight to be the leader in national conversations on economic and social policy

> influencing economic policies to enable our students, staff and broader community to navigate challenges of the day such as the cost of living and housing affordability.

Flagship initiatives

Scaling lifelong learning

UNSW will significantly increase our lifelong learning offerings to help people meet the demands of dynamic industries, emerging technologies and multiple careers. We will support all learners, including our alumni and employees, by providing the industry-leading skills and knowledge that distinguish UNSW learners in the job market. Our lifelong learners will be an integral part of the UNSW community.

Widening participation programs

To enable more students to access, succeed in and experience the social and economic benefits of higher education, we will expand our widening participation programs for cohorts that are traditionally underrepresented at university. We will provide the supports and structures to ensure our diversity of students are empowered to thrive academically, professionally and personally.

Increasing presence and impact in Greater Sydney

We will further our role as the university for the whole of NSW by expanding our impact in Greater Sydney, building on our existing deep education and community-focused engagements in the region. We will align programs to evolving needs, collaborating with local partners to bring services and solutions closer to where people live and work. We will create new opportunities for students to study at UNSW, with campuses and facilities that provide amenity for our partners as well as the broader community.

Leading economic and financial policy innovation for Australia's future

UNSW will amplify our expertise in financial and economic policy to become the preeminent source of robust, rigorous, evidence-based and innovative advice to governments and decision-makers. We will engage with trusted partners to develop, test and introduce new economic ideas to improve and assure Australia's economic health, wealth and prosperity for generations to come.
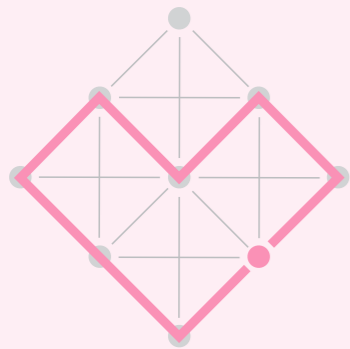
Pillar 8:
Enable healthy lives

Healthspans – the concept of how long we live healthy lives – vary significantly across Australia and globally. This is primarily due to socioeconomic disparities, location and inequitable access to essential resources like education, nutritious food and healthcare, including the latest advancements in medicine.

Drawing on our history in research, such as our work to eliminate cervical cancer, and education, such as training a significant proportion of NSW's doctors, over the next decade UNSW will make significant contributions to enabling healthy lives for people in communities in Australia and around the world.

Our aspiration will be to deliver substantial improvements in human healthspans and longevity. UNSW will continue to employ the breadth of our deep discipline-specific knowledge and interdisciplinary education, research and engagement. This will encompass every faculty of the University from biomedical engineering to the built environment, law and justice, and more.

Through collaboration with expert partners, we will help to develop a workforce that delivers better health and wellbeing outcomes for our communities, locally and globally.

We will be a leader in our contribution to the Societal Impact Goals:

• Increase healthy lifespans of all Australians by two years, and those in underrepresented and minority populations in Australia and the region by three years.

• Reduce by one-third premature mortality from non-communicable diseases.

• Achieve health equity for priority populations.

Objectives

1. Progress world-class discovery and translation in precision medicine and health technology, by:

> working at the forefront of scientific, clinical, societal, computational and technical research in molecular medicine, advanced therapeutics, health technology and other areas of research

> applying our discoveries, with our partners and collaborators, to improve human wellbeing.

2. Foster education across all disciplines for better health and a future-focused workforce, by:

> enhancing professional and community knowledge through targeted programs delivered in collaboration with our research and industry partners in important areas such as genomic medicine

> promoting the development of the precision medicine workforce through distinct health and non-health professional offerings

> leading in Australia for the number of entrepreneurial clinician and non-clinician scientists we graduate who have advanced capabilities in translation and commercialisation.

3. Work with local and global communities to advance better health and wellbeing, by:

> bringing together UNSW's multidisciplinary capabilities to achieve breakthroughs in prevention, care and treatment for chronic diseases such as dementia

> supporting Indigenous community-led programs

> promoting strategies that enable access to wellbeing and healthcare advances for women, culturally and linguistically diverse peoples, people with disabilities or disabling conditions, and people from low-socioeconomic backgrounds.

4. Design, test and deliver integrated health solutions and systems at our health precincts, by:

> continuing to be world leaders in healthcare innovation

> integrating discoveries into clinical care and accelerating improvements in health services with our partners.

Flagship initiatives

The future of health: the UNSW Health Translation Hub and health precincts

UNSW will lead Australia and the world in building new multidisciplinary, collaborative approaches to healthcare that improve wellbeing outcomes. This is through a $1 billion commitment over the next five years spanning Greater Sydney and regional locations, including in Murrumbidgee, Port Macquarie and Albury-Wodonga. The UNSW Health Translation Hub, a multi-faculty collaboration with medical research institutes and government partners, will bring the benefits of research expertise directly to professional training and patient care.

A UNSW Mission: Precision Medicine

UNSW will embark on a multidisciplinary, multisector 'Precision Medicine Mission', bringing together our distinctive capabilities in computational AI, science, engineering, clinical genomics, health systems and technical genomic facilities. This Mission will focus on having a transformational impact in molecular oncology, rare and chronic diseases, and infectious diseases, with lifechanging health benefits for generations to come.

Working together for community-led Indigenous health

Over the next 10 years we will continue to work across Sydney, greater NSW and the ACT to tackle challenges and improve equity through community-led, culturally safe and impactful research. From the success of initiatives like Yuwaya Ngarra-li and GeneEQUAL, we know how critical it is to work in partnership with communities on priorities that matter the most to them.
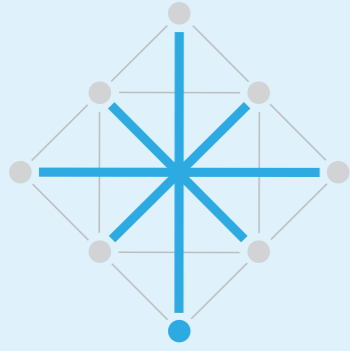
Pillar 9:
Strengthen societal resilience, security and cohesion

Social cohesion, the connectedness of people to each other and their trust in the institutions that give society structure, is an important element of societal stability and security. As challenges to social cohesion increase, bridging divides to foster inclusive communities becomes an increasingly urgent and critical issue.

In the next decade, UNSW will continue efforts to strengthen societal resilience, security and cohesion. This will build on our significant education and research into human rights, justice, resilience, cohesion and inequality across Australia and the Asia Pacific region.

We will focus on enabling access, ensuring equity and building trust in the digital age, through active participation in policy development, our deep research expertise, and genuine engagement with the people, communities and partners throughout our region.

We will be a leader in our contribution to the Societal Impact Goals:

- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

- Ensure Australia's sovereign capability by advancing expertise, new technologies and sharing knowledge.

- Ensure availability and sustainable management of water and sanitation for all, and ensure sustainable food production and resilient agricultural practices.

Objectives

1. **Foster trust in the digital age and advocate for policies that protect individuals and communities, by:**

> building societal resilience through our education and engagement

> addressing ethical challenges posed by emerging technologies and ensuring innovation serves the public good through interdisciplinary collaboration between STEM (Science, Technology, Engineering, Mathematics) and the humanities

> promoting equity in access to technology to reduce societal divisiveness and build inclusive frameworks that benefit all

> empowering students and the wider community to navigate the complexities of the digital era.

2. **Mobilise multidisciplinary policy expertise to shape a fairer and more cohesive future, by:**

> working to ensure that the voices of marginalised and underrepresented communities are heard and integrated into policy discussions and decision-making processes

> supporting the development of more just societal structures, advocating for equity and strengths-based approaches to inclusion in policy design and implementation.

3. **Facilitate the protection and enhancement of security and cohesion including access to critical resources, by:**

> representing the diverse needs of local communities and a multidisciplinary approach to ensure security – individual, community and national – and social cohesion are strengthened at all levels

> contributing to solutions that promote sustainable access to essential resources like clean water, energy, housing and education, with efforts aligned to the UN SDGs.

4. **Deploy our strengths for capacity building to breakdown societal barriers, by:**

> leveraging UNSW's multi-faculty expertise in social justice to equip individuals and communities with the knowledge and tools needed to bridge cultural divides

> contributing directly to sovereign capability through our enduring partnership with Defence.

Flagship initiatives

Developing the Indigenous Micro-Treaty

UNSW will create a Micro-Treaty with Indigenous communities, ensuring a strength-based and Indigenous-led approach. The Micro-Treaty will empower Aboriginal and Torres Strait Islander students, staff and communities by upholding self-determination, fostering autonomy, and dismantling systemic barriers. Through genuine partnerships, cultural respect and inclusivity, the Micro-Treaty will amplify Indigenous voices in shaping their relationship with the University now and into the future.

Leading knowledge translation for supply chain security

UNSW will create a knowledge translation hub focused on supply chain security, covering critical areas such as food, water, climate, disaster response, housing, poverty, education, ethics, policy, regulation and business incentives. By aligning with the UN SDGs, this initiative will enhance our capacity to promote sustainable access to essential resources and foster inclusive development, supporting human security globally.

Enhancing capacity through the Canberra City Precinct

The Canberra City Precinct builds on UNSW's longstanding security and defence heritage and operations in the ACT, projecting whole-of-UNSW capability into the nation's capital. The Precinct will leverage proximity to government, business and innovation organisations in Canberra, and serve as a catalyst for multi-sector collaboration to address national technological and educational priorities and champion lifelong learning and accessibility pathways.

Implementation and measures of success

Putting the Strategy into action

UNSW will implement this Strategy at an unprecedented time of change in the local and global environments. This makes implementation planning and delivery critical to its success.

The 10-year Strategy will begin in 2025, our foundational and transformational year where we set up the optimal conditions for achieving the Strategy's ambitious objectives. Our Strategy Playbook, an implementation framework, will guide the Strategy's delivery over three trienniums.

Foundational year	2025
Triennium 1	2026 - 2028
Triennium 2	2029 - 2031
Triennium 3	2032 - 2034

The Playbook will incorporate our existing financial and operational planning processes, including annual and triennial reviews. These reviews will enable us to adjust or refocus our objectives and initiatives, to ensure sustainable outcomes that allow us to achieve UNSW's long-term vision while enabling agility and adaptability. Strategy targets and key performance indicators will be developed as part of the operational planning process.

The Playbook establishes the Strategy as the overarching guide for all University activities, rather than being only for specific large projects or initiatives.

Key principles for the Playbook include:

- clear governance, accountability and success measures linked to our mission and vision
- a coordinated and clear approach to deliver initiatives through resources, capacity and investment
- principles, and monitoring progress against the goals
- ongoing internal and external stakeholder engagement and buy-in
- agility embedded in the Strategy's execution so we can account for and adapt to future disruptors.

Evaluating and measuring success

We will evaluate and measure our success for **UNSW Strategy: Progress for All** by progress against:

1. the objectives and activities in our five Impact Pathways
2. the societal impact of our work in our four Impact Focus Areas
3. the societal change in the areas described in our Societal Impact Goals over time.

For our Impact Pathways, we will measure and evaluate our core activities and develop a specific set of targets and key performance indicators for each of the objectives.

For our Impact Focus Areas, we will evaluate our impact on society through indicators such as:

- quality of life: individuals and communities impacted by our activities
- sustainability and sustainable development: improvements to our environment or society
- policy and influence: knowledge transfer and exchange, advocacy and engagement
- scholarly outputs: traditional method of measuring impact from an academic standpoint
- commercialisation: products, services and methodologies adopted by industry.

Ultimately, our success will come in realising others' success and the collective success we strive for in Progress for All. It will be how others see and experience our progress as much as how we track it ourselves.

A final note from our Chancellor and Vice-Chancellor

It is a rare privilege to be setting the course for a leading global University.

It is a privilege that the UNSW community has embraced wholeheartedly together as we have created **UNSW Strategy: Progress for All.**

When we first convened to begin shaping this strategy to guide UNSW from our 75th year towards our centenary, certain factors were immediately apparent.

First, that our community of students, staff, alumni, supporters and partners is united in UNSW's enduring purpose of positive societal impact and our defining values, integrity chief among them.

Second, that we are living in extraordinary times, with incredible opportunities but also complexities from the pressing to the existential affecting the wellbeing of both people and planet.

Third, that UNSW has proven expertise in fields that are critical for our shared future.

And that through world-class education, research and engagement with the world around us, we can have a significant impact. From these beginnings, our path was clear.

This 10-year Strategy is the result of genuine and deep engagement with the UNSW community and University partners, to pinpoint the nexus between our strengths, our challenges, and the most important issues facing us locally, nationally and globally. To create a distinctly UNSW strategy driven by our aspiration for "collective progress", our ambition is for all people to be able to meet the challenges and enjoy the opportunities of these dynamic times, now and for generations to come.

To succeed, we will harness the talents of our people to forge sustainable solutions and real-world innovations that enable people in communities throughout the world to thrive. We will nurture a safe and respectful environment. We will also transform our own ways of operating and working, to adapt to the increasing opportunities, complexities and challenges on the horizon.

This Strategy is the product of many thousands of insights and perspectives generously shared by students, staff, alumni, philanthropists and University partners across industry, government and the broader community. For this, we are very grateful.

Together, with enthusiasm and dedication, we have created a Strategy that reflects UNSW's aspiration – **and our responsibility** – for positive societal impact. The five Impact Pathways, and the four Impact Focus Areas drawn from our Societal Impact Framework combine as nine Strategic Pillars that identify how and in which spheres we will focus our efforts to the greatest effect over the next decade and beyond.

The positive impacts we have for others and the successes of the people with and for whom we work will be measures of our Strategy's success. We will hold ourselves accountable. This is the essence of *Progress for All.*

Every person in the UNSW community will play a vital, valuable role in maintaining our course and achieving our strategic objectives. As we embark on this Strategy and look to our centennial horizon in 2049, each person at UNSW has the privilege to be a contemporary steward of our enduring mission for positive societal impact.

Furthermore, each of us is called to be an exemplar of our motto, *Scientia Corde Manu et Mente.*

This, Knowledge by Hearts, Hands and Minds, challenges us to innovate, to pursue excellence, to be generous in thought and deed, to embrace a diversity of perspectives, to collaborate genuinely and to hold ourselves accountable as we strive for collective progress.

In **UNSW Strategy: Progress for All,** we rise to the challenge.

David Gonski AC
Chancellor
UNSW Sydney

Professor Attila Brungs
Vice-Chancellor and President
UNSW Sydney

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