THE UNIVERSITY OF
WESTERN
AUSTRALIA

SEEK WISDOM

Strategic Plan
2020-25

Acknowledgement

The University of Western Australia acknowledges that its campus is situated on Noongar land, and that Noongar people remain the spiritual and cultural custodians of their land, and continue to practise their values, languages, beliefs and knowledge.

It is our place that defines our uniqueness.

Western Australia is large and diverse. We exist in a state of rich biodiversity, immense coastlines with two ocean borders, multiple climate bands, abundant natural resources, both remote and urban communities, and radio-quiet skies. This provides a unique living laboratory for research and education to flourish.

Perth is Australia's only west–facing capital city, providing a gateway to the nations of the Indian Ocean Rim. UWA is Western Australia's pre-eminent university and one of only a handful of global top 100 universities in the country, with strong ties with partners and communities.

Our campus is situated next to the beautiful Kings Park and Swan River – both immensely important places to the Whadjuk Noongar tradition. Longstanding Indigenous knowledge and culture provide a rich and unique lens through which we can view and understand our environment.

We are privileged to draw on the wisdom of our place in the world.

Vice-Chancellor's Introduction

This document outlines the implementation activities for the first five years of the University's vision outlined in UWA 2030 – a program of uplift and transformation. It builds on the University's world-recognised performance in many areas with a vision of:

Creating the next generation of global leaders through experience-rich education and world-leading, trustworthy research.

Current positive performance is paralleled by a strong need to contemporise and digitise our offerings, lift enrolments, improve the experience of students, staff and other stakeholders and enliven the spaces in which we learn, work, discover and live.

This Strategic Plan comprises three positioning strategies: Education, Research and Innovation, and Global Partnerships and Engagement. achievement of these is supported by plans for Sustainable Environments, People and Culture, and Effective and Sustainable Operations.

It is complemented by:
- A targeted financial strategy and student load plan
- Workforce planning
- A campus master plan
- An IT strategy and road map
- A Strategic Risk Register

The UWA 2030 Vision and Strategic Plan 2020–2025 chart an ambitious agenda for the future; one that tests the image of the traditional public research-intensive university.

I look forward to building our future together and delivering our vision for UWA 2030.

Professor Dawn Freshwater
Vice-Chancellor

Mission

To provide world-class education, research and community engagement for the advancement of the prosperity and welfare of our communities.

Vision

Creating the next generation of global leaders through experience-rich education and world-leading, trustworthy research.

Motto

Seek Wisdom

Our promise

As a university we will:

- prepare our students to be globally relevant and responsible leaders
- enable and promote trustworthy and influential research
- build just and equitable societies
- work closely with our communities to improve our environment
- recognise and value Indigenous peoples' rights, knowledge, culture and values

Values

Excellence

We consistently pursue the highest levels of achievement, creating the best outcomes possible.

Integrity

We are honest and ethical and show respect for, and appreciate, each other, our partners and our communities — valuing our differences.
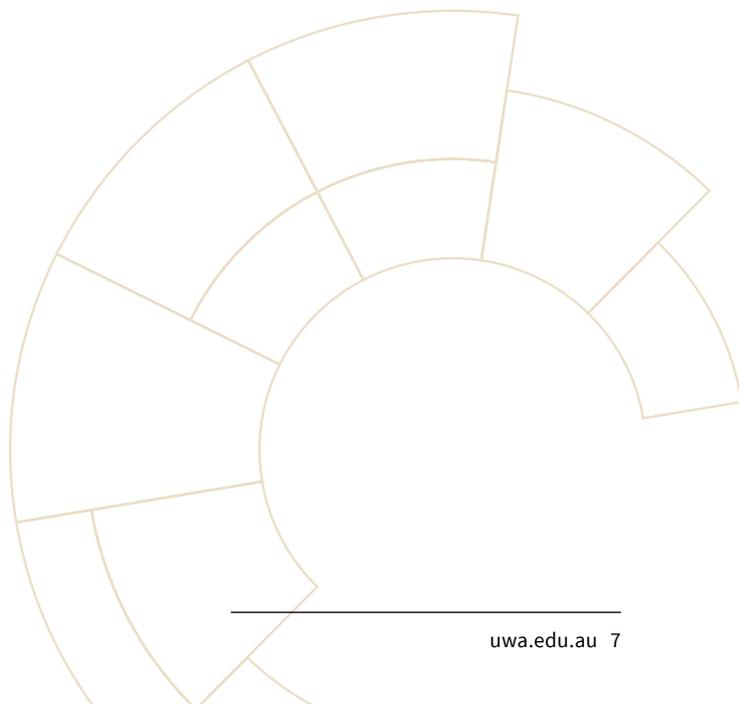
Innovation

We are constantly, and creatively, improving and adapting.

Collaboration

We share our collective intelligence to achieve more.

Equity

We are committed to providing everyone at UWA equality of opportunity, experience and outcome.

Defining characteristics

Relevant

Be relevant to the communities and regions we serve

Our revolutionary teaching and research methods will bridge the gap between academic theory and real-world experience. Our cutting-edge research will tackle the most challenging problems facing society, particularly in our state and the Indian Ocean Rim, and we will empower our graduates with the skills they will need to solve problems, drive change and thrive as leaders in industry, government, academia and society.

Influential

Be the catalyst of social and technical change

We will create a more productive and innovative society by bringing together the most creative and exciting talent to solve the world's most complex and seemingly impossible problems. Our globally collaborative approach to education will create the leaders of the future, and our research will give rise to advances in healthcare, economic development, environmental improvement and social justice – not just in Australia and our region but around the world.

Just and equitable

### Bring a fresh humanity to education

We will tirelessly promote the expression of human values – of dignity and freedom, of respect for place and space – even as digital technology leads us towards an artificial and automated future. We recognise that digital technology, and those who create it, can be an incredible force for good in the world, so we will ensure our research and our future leaders will embrace that potential both responsibly and with humanity.

We will embrace Indigenous knowledge and culture to drive culturally capable leadership.

Open

Actively engage and lead beyond borders

We will seize opportunities to work across boundaries – including traditional organisational, disciplinary, and collaborative structures, and geographical borders – to become a driving force for positive change in the Indian Ocean Rim and around the world. We will be known for our excellence in collaboration across existing and emerging fields, becoming an integral partner to industries globally – and, in doing so, open up new and exciting opportunities for research and education.
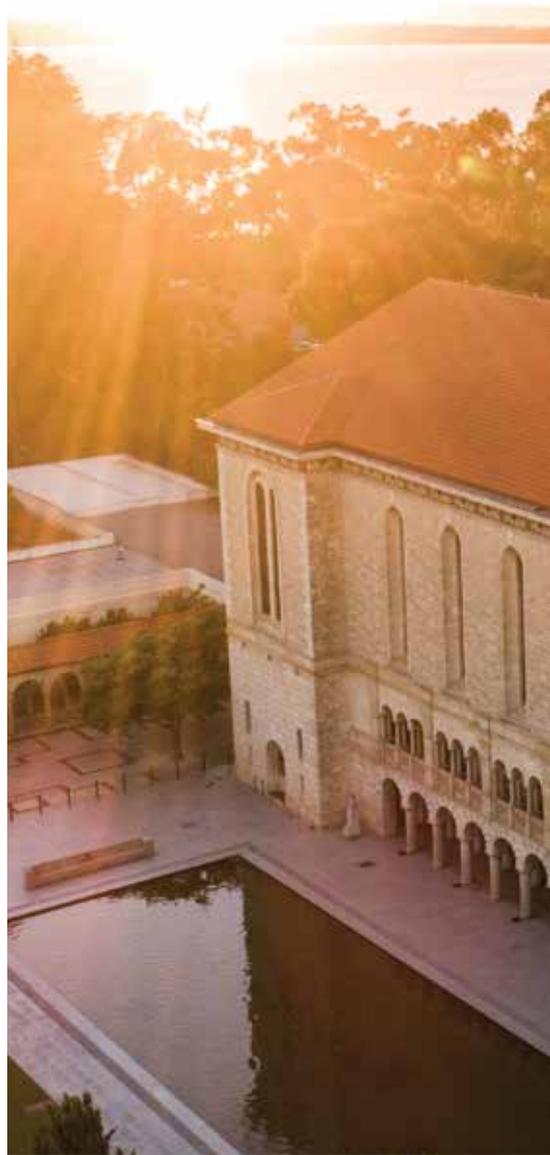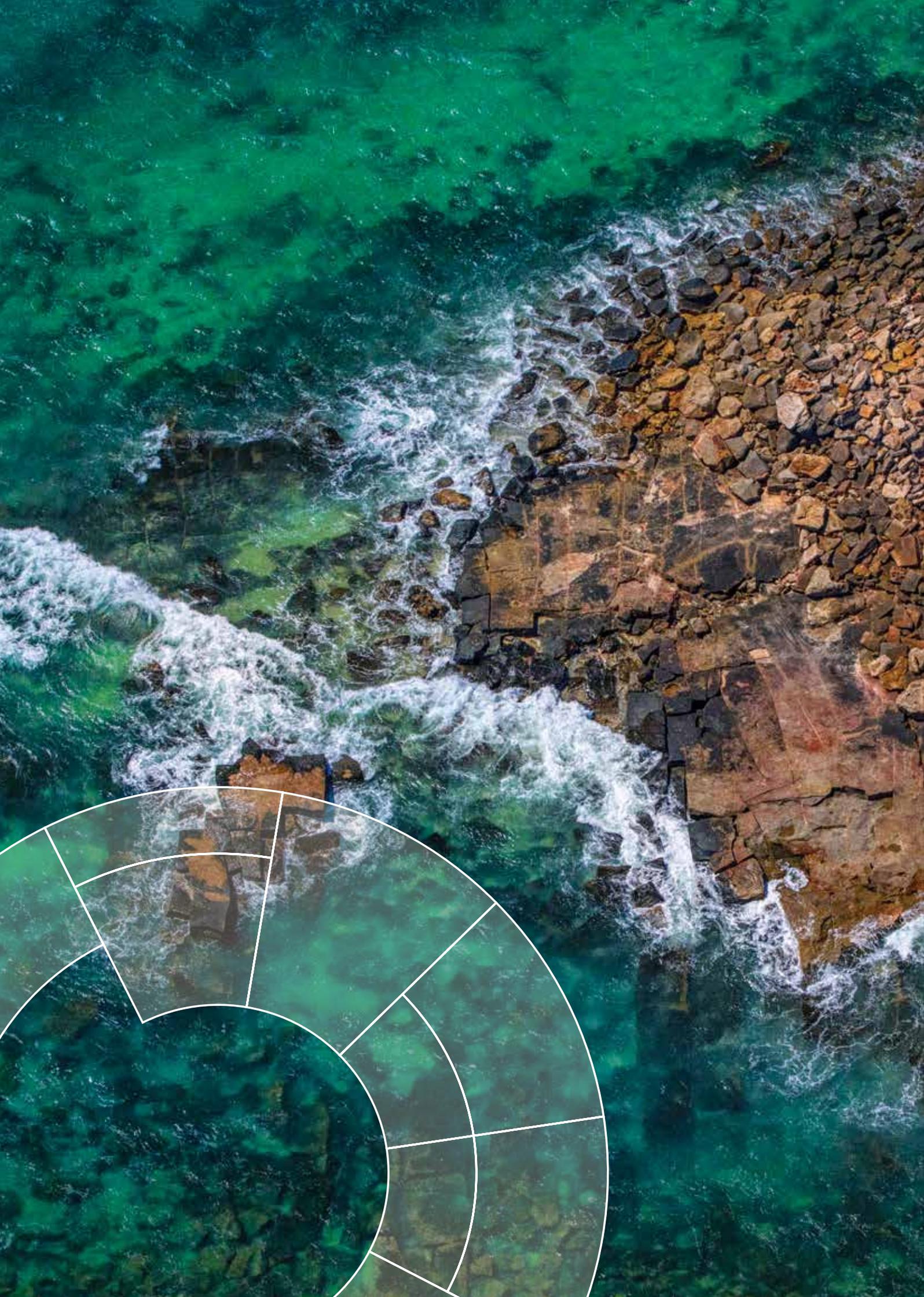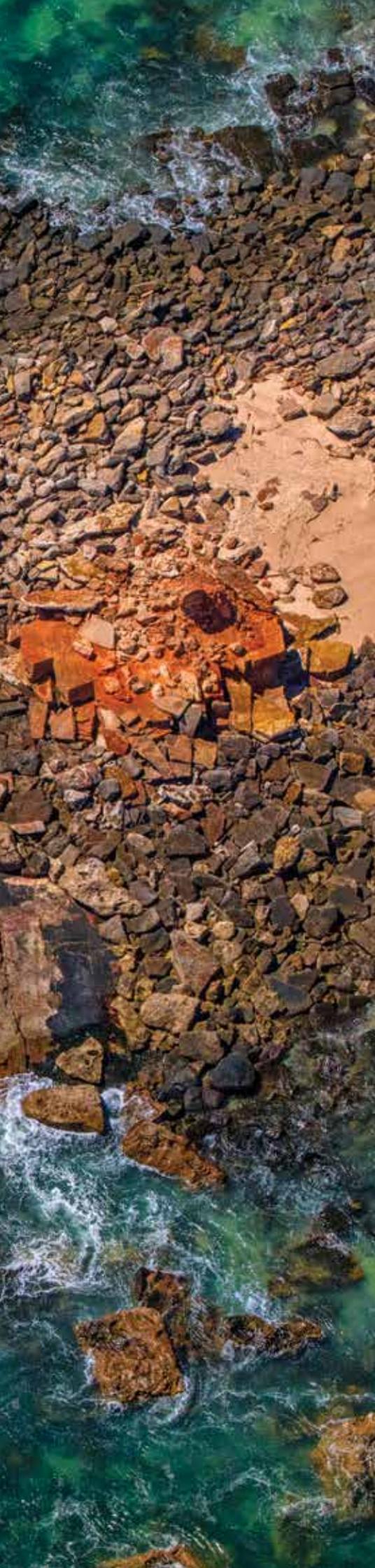
UWA Grand Challenges

The world's very best minds should be focused on the key issues facing humanity. UWA will use our world-class teaching and research capabilities to address these challenges – giving our students and staff exciting opportunities to play a role in leadership and research that is crucial to the future of our planet and its people.

Our pioneering Grand Challenges approach will unite our staff, students and communities, provide a focus for our teaching and research ambitions, and embody our mission to advance 'the prosperity and welfare of our communities'.

We commit to applying a thousand minds to these Grand Challenges, commencing with world-changing contributions to:

- Sustainable oceans and coasts, and
- Resilient, just and equitable societies.

We will continue to identify additional Grand Challenges and ambitious projects across science and the humanities that will have a huge impact on the people of Western Australia

and the Indian Ocean Rim and whose outcomes will benefit the whole world. Each solution to the Grand Challenges will draw upon our existing world-class research in:

- Our Oceans and the Marine Environment
- Life Sciences and Building Healthy Communities
- Environmental Science, Sustainability and Engineering
- Peace, Justice and Culture
- Clean Energy
- Radioastronomy, Astrophysics and the Universe
- Agriculture and Food Security

Measures of success

Through our Grand Challenges we will contribute to real-world change through producing:

- discussion papers
- policy consultations and submissions
- government reports
- international workshops
- student-led change projects
- national action plans

Education

A UWA education will empower students to create the best possible future for themselves and, through their leadership, others. We will be globally acclaimed for our stimulating curriculum built on social responsibility, experience-rich learning and cutting-edge research.

Priorities

- Ceaselessly drive innovation in our curriculum to create unique and globally relevant educational experiences.
- Exploit the potential of disruptive digital technology to positively transform the student experience.
- Broaden the variety of courses we offer and the diversity of students we attract.

Strategies

1. Leverage our innovative, research-based and experience-rich curriculum to become the university of first choice

We will be the first-choice university for students from the Indian Ocean Rim and the world who want an unparalleled depth and breadth of education and rewarding, experience-rich learning opportunities.

Tailored degrees, centred on a major area of interest or expertise and complemented by a curated suite of broadening units that provide cross-disciplinary skills and research capabilities, will offer a unique education experience. Broadening units will offer cognate study, advanced interdisciplinary study and experience-based learning, framed by the Grand Challenges.

We will create accomplished and global leaders by offering international and real-world experiences to every student, including work-based learning opportunities, internships and service learning. Our extensive global partnerships will create huge potential for students to have meaningful overseas experiences.

We will lead the region in a curriculum connected to Indigenous languages, culture and knowledge and to our place in the local and global community, ensuring graduates can lead culturally respectful careers.

New opportunities in teaching methods and technology will open up opportunities for students outside Perth to have a UWA education experience. Our unique campus and digital environments will offer world-leading on-campus and online learning, adaptable to educational needs and lifestyle. Regional WA will serve educational offerings as a living testbed for ideas and experiences.

2. Celebrate teaching excellence

Excellent teaching is at the heart of an outstanding student experience. UWA's internationally recognised staff will provide engaging and industry-relevant learning experiences for students.

Exceptional teaching will be recognised nationally and in the region, and celebrated through annual showcases and teaching awards. We will commit to teaching excellence through a refreshed performance framework, recognised by a fellowship scheme and supported by peer evaluation, and will engage with the latest technology.

Our research leaders will actively share their cutting-edge findings with students, helping create the new generation of research-capable leaders.

3. Deliver an excellent student experience to a diverse and inclusive student community

From their first point of contact with the University through to graduation and beyond, students will have an excellent experience. Our courses will be accessible to students of all cultures and professional backgrounds, at any stage of life. Students will develop a lifelong affection for UWA.

We will be recognised for the excellence spanning the seven pillars of UWA student life: learning opportunities, career development and employability, digital capability and engagement, wellbeing and success, a vibrant and connected community, Indigenous knowledge, and an inclusive and diversified student community.

The diversity of our student body will be celebrated and recognised regionally for the expansive perspectives and exposure our students enjoy. We will actively invite students with great potential from diverse and disadvantaged backgrounds, supporting them with scholarships and specialist assistance or customised programs to enable success. Every student will have access to outstanding pastoral care services.

We will strategically invest in regional WA, enriching learning experiences across the state. These localised hubs of learning will inspire the next generations by connecting the cultural, biodiversity, industry and community partnership opportunities in the regions.

We will embrace every opportunity presented by digital technology, such as virtualisation and artificial intelligence, to transform and streamline the student experience.
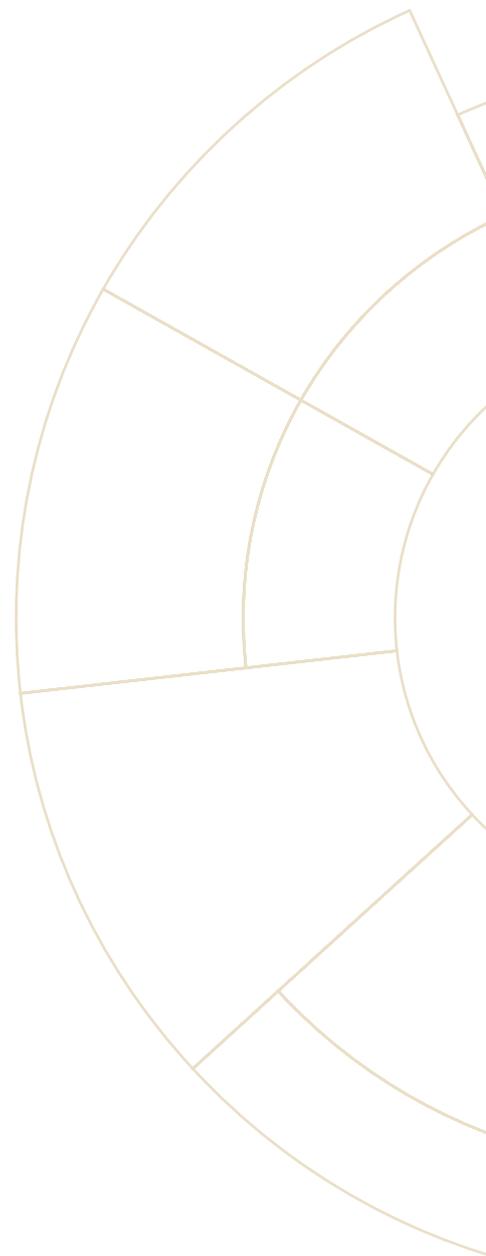
4. Become a partner in lifelong learning

UWA will be a place students return to over a lifetime, helping them develop new skills, face new challenges and seek new opportunities.

Exciting opportunities for students to engage from a young age will inspire their intellectual journey, with a suite of courses and experiences enticing students back throughout life. Exciting professional development, short courses and executive education opportunities will create an ongoing partnership, allowing our students and alumni to continually extend and recreate their careers.

Measures of success

- Increased enrolment, conversion and completion numbers, more students returning later in life for further education.
- Increased access, participation and success of Indigenous, regional, international and under-represented students.
- Consistent high satisfaction with teaching and student experiences across internal and some external measures.
- Improved ranking performance, including improvements to graduate starting salaries and graduate employment rates.
- Improved performance in relevant awards, participation in teaching excellence initiatives, and faculty and institutional award schemes.
- Greater student engagement in selection, design and governance processes.

Education

ACTIONS	IMPACT
LEVERAGE OUR INNOVATIVE, RESEARCH-BASED AND EXPERIENCE-RICH CURRICULUM TO BECOME THE UNIVERSITY OF FIRST CHOICE	

Revitalise the curriculum model:
   a. Design and implement 'L-shaped' curriculum model based on minimum requirements of subject-based units in majors allowing broader skills to be attached around core discipline knowledge across all courses
   b. Revitalise Postgraduate Coursework offerings
	Tailored degrees, centred on a major area of interest or expertise and complemented by a curated suite of broadening units that provide cross-disciplinary skills and research capabilities, will offer a unique education experience.

Contemporise pedagogies	Broadening units will offer cognate study, advanced interdisciplinary study and experience-based learning, framed by the Grand Challenges.
Engage students in Grand Challenges	
Review, align and improve governance	We will create rounded and global leaders by offering international and real-world experiences to every student, including work-based learning opportunities, internships and service learning.
	Our extensive global partnerships will create huge potential for students to have meaningful overseas experiences.
Undertake strategic, targeted marketing and recruitment	We will be the first-choice university for students from the Indian Ocean Rim and the world who want an unparalleled depth and breadth of education and rewarding, experience-rich learning opportunities.
CELEBRATE TEACHING EXCELLENCE	

Define, align and recognise teaching excellence:
   a. Adopt Teaching Performance Framework
   b. Embed celebration strategies
   c. Revitalise teaching surveys
	Exceptional teaching will be recognised nationally and in the region, and celebrated through annual showcases and teaching awards.

Establish and embed Advance HE fellowship scheme	
DELIVER AN EXCELLENT STUDENT EXPERIENCE TO A DIVERSE AND INCLUSIVE STUDENT COMMUNITY	
Implement Student Experience Strategy	The diversity of our student body will be celebrated and recognised regionally for the expansive perspectives and exposure our students enjoy.

Expand online delivery (to expand offerings available and reach to regional students):
   a. Expand online offering of units and majors
   b. Develop, approve and launch online Bachelor of Arts and Science
	We will actively invite students with great potential from diverse and disadvantaged backgrounds, supporting them with scholarships and specialist support to enable success.

Launch a talent agency to support career employability	Every student will have access to outstanding pastoral care services.
Strengthen student partnership by engaging students in selection and governance	
Guarantee authentic experiential learning opportunities to all students	
Formalise regional strategy	
BECOME A PARTNER IN LIFELONG LEARNING	
Establish Year 12 advanced standing online units	UWA will be a place students return to over a lifetime, helping them develop new skills, face new challenges and seek new opportunities.
Introduce micro badging for UWA students	
Establish UWA Professional	
Establish Children's University	

Research and innovation

As one of the world's elite, research-intensive universities, we will be known for our trusted, reproducible, transformative, open research and accessible data. We will be recognised for leading teams in resolving real-world challenges that are critical to the planet and its people.

Priorities

- Focus our research on resolving the world's Grand Challenges to improve lives and our environment.
- Engage in research that is digitally driven and data-intensive.
- Be the world leader in open, accessible and trusted research.

Strategies

1. Be a trusted source of open and accessible research

UWA will be recognised and trusted globally for our open and reproducible research. As far as is possible, our research and its data will be discoverable and easily accessible, ensuring it can have a timely and positive influence on other researchers, industry, government and the broader community. Our influence will be evident in the richness of our partnerships and our standing as leaders – and as university research partners of choice – in the Indian Ocean Rim.

2. Drive research excellence through world-leading collaboration

We will be renowned as the pre-eminent and trusted partner in Australia and the region for research that focuses on the challenges facing countries on the Indian Ocean Rim and the world. These partnerships will be across industry, community, philanthropy and government, and be both national and international.

We will leverage the expertise of our staff and our research investments to create new partnership opportunities for a wide range of major research projects and to drive greater engagement in large-scale research programs – especially those linked to our Grand Challenges.

Our researchers will be comfortable working in multinational interdisciplinary teams, where we are often the lead organisation. Our research training will consistently produce highly skilled and highly employable graduates with sought-after skill sets and capabilities. Our postgraduate research students will have opportunities to pursue their research training across these partner institutions.

We will be acclaimed for the exceptional quality of our research and consulting abilities, our talent, and the opportunities we can provide for professional advancement.

3. Invest strategically in data-intensive discovery

Our research will be data-led and will use the most cutting-edge methods, such as artificial intelligence and machine learning. Our staff will have a deep understanding of these new technologies and, as leaders in their fields, will have their finger on the pulse of the latest research and technological developments relevant to their work.

We will build globally important research databases in our areas of research focus by capitalising on our existing collections. These will include, for example, our longitudinal health, crop and soil, and radioastronomy databases, and the digitisation of our unique cultural collections.

4. Champion Indigenous knowledge and research

UWA's Indigenous Research Strategy will empower and lead research growth and capacity within Indigenous communities. We will achieve this by building more respectful and robust connections and relationships through engagement and culturally determined research.
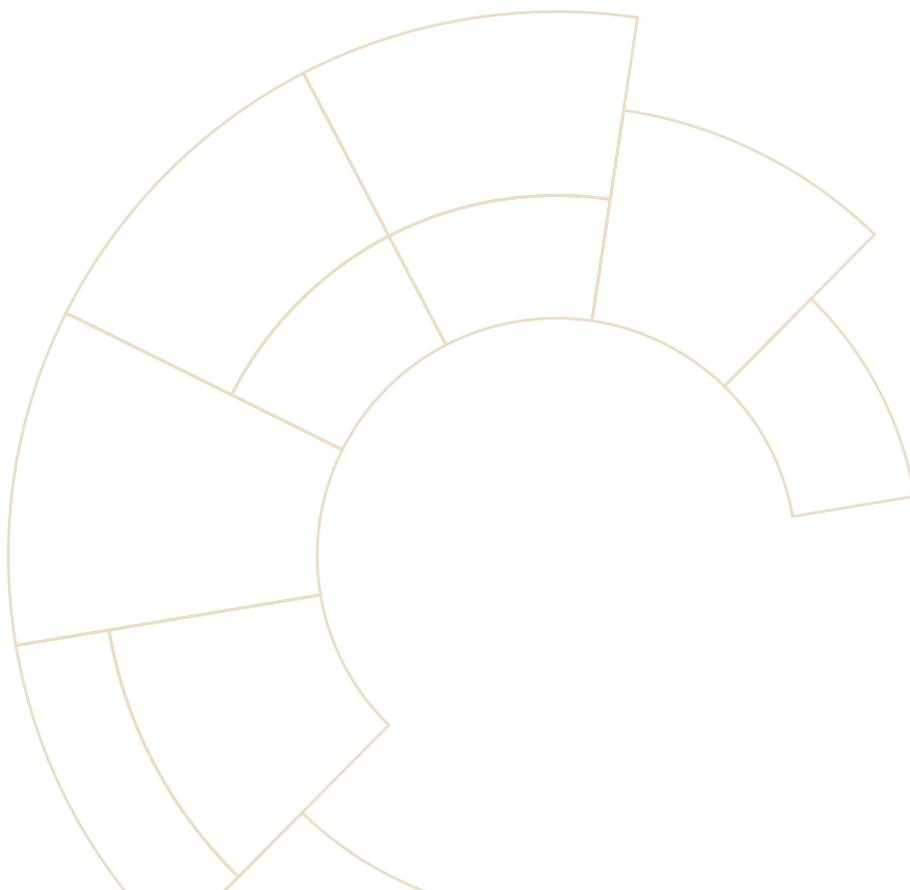
5. Be the vanguard of innovative, well-resourced research infrastructure

We will heavily invest in research infrastructure of global significance – both as a contributor and a custodian. We will have world-leading research capacity in areas as diverse as radioastronomy and supercomputing, cultural curation, clinical medicine, ecology and biodiversity, and resources engineering.

We will invest in areas that align with our research focus and build capacity in the places where it can have the greatest effect. We will leverage these investments by maintaining and expanding local, national and international partnerships – including those with industry, government and other universities – to accelerate positive outcomes for business, industry and society.

Measures of success

- Increased and diversified research income, across grants, government, industry, international and philanthropy, and for research infrastructure.
- Increased HDR enrolment, completions, retention and satisfaction, including for Indigenous, regional, international and under-represented student groups.
- Improvements in research rankings across key systems, including subject ranks.
- Increasing the quality and impact of our publications.
- Increased external investment in facilities, growing numbers of digital collections, expanded users and partners of facilities.
- Greater numbers of staff recognised for their contributions.

Research and innovation

ACTIONS	IMPACT
BE A TRUSTED SOURCE OF OPEN AND ACCESSIBLE RESEARCH	
Develop an open research environment based on F.A.I.R. (Findable Accessible Interoperable Reusable) principles, with research as open as possible, with accompanying data and algorithms	Increased visibility and discoverability of UWA research by collaborators, industry and the community for greater engagement and impact. Increase potential for reproducibility, quality, integrity and trust of research.
Be active nationally and internationally as a proponent and leader of high-quality, open, reliable research undertaken with integrity	Enhanced UWA reputation for high-quality and trusted research. Create a more sustainable and impactful research environment.
Invest in an integrated research infrastructure environment that enables F.A.I.R. and which is embedded into researcher workflows incorporating national and international initiatives	Enable UWA research to be communicated and shared as broadly as possible and ensure infrastructure is used and fit for purpose.
Embed F.A.I.R. principles and open scholarship into HDR training	Highly employable research graduates that design and implement reproducible and high-quality research.
DRIVE RESEARCH EXCELLENCE THROUGH WORLD-LEADING COLLABORATION	
Identify and form strategic partnerships with institutions on the Indian Ocean Rim and globally	Diversity of research funding and collaboration, increased opportunity to participate in transnational funded research, increased staff and infrastructure capacity in areas of strategic strength, increased collaborations with universities in our region.
Promote collaborations on the Indian Ocean Rim with scholarships, funding, and other incentives	Be the regional knowledge partner of choice, increased global profile of university.
Promote UWA as a provider of higher degree and early career researcher training on the Indian Ocean rim, and within our existing networks	Increased numbers of research students from diverse areas and universities.
Establish strategic research priority areas and develop associated operational plans	Increased profile and clarity of UWA areas of research strength; increased volume of cross-disciplinary research with focus on impact; increased engagement with industry, government and other external partners. Diversified and extended research income base.
Target use of internal research support programs towards strategic research priority areas	
Develop aligned strategy for academic engagement to maximise impact and outcomes from high quality research activity	Diversified and greater income through enhanced volume of third-stream income activities; greater range of partners and types of outcomes; improved brand profile for University.
Increase proportion of PhD students with an industry experience and/or partnership as part of their degree	Improved employment options for HDR graduates; increased attractiveness of UWA as a place of study; increased HDR numbers; improved industry partnerships; increased income; diversified income.
Intensify and expand the role of research institutes and centres in UWA's global cooperation and research footprint with selective additions in emerging areas of research focus	Increased collaboration and opportunity for cross-disciplinary research.

Research and innovation *continued...*

ACTIONS	IMPACT
INVEST STRATEGICALLY IN DATA-INTENSIVE DISCOVERY	
Develop relevant data science (e.g., AI, supercomputing, machine learning and data management) training for all HDR students and research staff	Highly employable research graduates with increased data training, trained staff and leaders.
Develop and implement research data strategy enabling integrated open and closed research data infrastructure and increased data capabilities (internal robust pipeline to Pawsey, Tier 2 computing, digitisation/modelling/visualisation)	Strategic and sustainable infrastructure and services to enable high-quality and trusted research.
Digitise and make discoverable cultural and other major research collections	Digitisation of cultural collections enabling new research and enhanced community engagement, databases of global reference built and used, digital capacity of the University increased.
Develop databases of global reference where UWA can take a lead (e.g. oceans, agriculture, population health)	
CHAMPION INDIGENOUS KNOWLEDGE AND RESEARCH	
Build Indigenous researcher capacity by supporting Indigenous academic staff to build their research profile and networks, increasing the number of Indigenous academic staff at UWA and building the indigenous HDR student pipeline	Increased number and level of research active Indigenous academic staff achieving quality research outcomes.
Build Indigenous community research capacity, which includes the recognition of Indigenous knowledge and knowledge-holders, enabling culturally determined research and establishing accredited research training that builds community research	Greater capacity within Indigenous communities to direct their own research agendas and engage equally with research institutions including universities. Mutually beneficial research outcomes achieved that enable productive research partnerships: Indigenous knowledge, research protocols and decision-making are recognised and embedded, and UWA staff and students are culturally competent to engage with Indigenous people and issues.
Achieve Research Excellence by embedding Indigenous research protocols and guidelines, providing cultural training for researchers, supervisors and students, embedding Indigenous engagement in research decision-making and establishing Indigenous knowledge as a strategic research area	
BE THE VANGUARD OF INNOVATIVE, WELL-RESOURCED RESEARCH INFRASTRUCTURE	
Assess existing State and national infrastructure for availability, accessibility, cost/revenue, benefit and appropriateness against forecast need and strategic UWA priorities	Increased portion of NCRIS, LIEF and other funding, increased external use of research facilities, increased agreements for collaboration in infrastructure use, increased funding of infrastructure internally, efficiency of management and funding.
Target research infrastructure investment to align with our areas of strength and emerging strengths/opportunities	
Develop robust governance of existing research infrastructure via the Committee for Research Facilities and using a platform model	

Global partnerships and engagement

As an authoritative global leader in education, and cross-disciplinary and translatable research, we will forge and nurture strong, deep partnerships that reinforce our position as the fulcrum of the Indian Ocean Rim.

Priorities

- Be the pre-eminent academic leader in the Indian Ocean Rim.
- Build deeper and broader partnerships with industry, governments and not-for-profits to inform and translate our research.
- Engage openly and ensure our research benefits the widest possible range of communities.

Strategies

1. Expand our positive influence in the region and be globally relevant

We will play a pivotal role in solving the Grand Challenges facing the planet, becoming the pre-eminent university partner for organisations tackling the world's most exciting and complex research.

Our openness, accessibility and values will help us nurture deep and trusting relationships with national and international organisations and forge new alliances as opportunities arise. In particular, we will expand and strengthen our partnerships in the Indian Ocean Rim, becoming a pivotal knowledge hub for the region. These relationships will guide our research priorities and help foster tangible, real-world benefits.

We will leverage our existing involvement with the Australia India Institute, the Perth USAsia Centre, our global university networks and bilateral partnerships to extend our regional and global relevance. The UWA Public Policy Institute will help UWA become the region's leader in policy research and advice.

2. Invest in a meaningfully connected alumni

Our alumni will remain enthusiastically connected to the University, to each other and to our students, throughout their lives. We will encourage and support an active worldwide alumni network to guide and test our research ideas. By inviting our alumni to participate in the University's research and teaching, we will give our students unparalleled access to an incredible network of global expertise and leadership.

Our alumni will hold a deep affection for UWA that stems from a shared educational experience and shared values, and they will return throughout their careers to collaborate and learn.

We will bring our network together to celebrate and learn from each other's achievements.

3. Be the pre-eminent partner for industry, government and the community

We will be open to exciting new ways of engaging with industry, government and the community – working collaboratively, inviting our partners onto campus, and working at their facilities too. Our openness, research excellence, infrastructure and external perspectives will make us the first-choice partner for collaboration.

Our partnerships with industry – globally, in regional WA and in the Indian Ocean Rim – will help turn our research into real-world benefits faster and more effectively. We will pursue and engage in more revolutionary partnerships, leveraging the success of existing examples supporting the state's burgeoning life sciences sector. We will partner on research training, including expanding our program of industry PhDs.

The Perth Festival will attract and engage new participants, expanding the ways people interact with art. Our unique cultural collections will be available to experience and study, anywhere in the world.

4. Expand and enhance our external engagement

We will find new ways to meaningfully and effectively communicate, to ensure we attract and welcome staff and students who are as diverse and complex as the communities we serve.

We will recognise and engage genuinely with the traditional custodians of this land, Indigenous people, to build authentic and lasting connections.

We will engage with communities and organisations and develop an extended range of courses and programs that are relevant to and reflect their needs.

Measures of success

- Greater numbers of active industry partnerships.
- Increased commercial, partnership and other non-grant income.
- Expansion of the database of contactable alumni and improvements in their emotional investment measures.
- Broadened and diversified membership of international panels, advisory bodies and working groups.
- Increased numbers of cultural collections digitised.
- Greater attendance and satisfaction with cultural activities.

Global partnerships and engagement

ACTIONS	IMPACT
EXPAND OUR POSITIVE INFLUENCE IN THE REGION AND BE GLOBALLY RELEVANT	
Develop an International Strategy aligned to UWA 2030 to map the priorities and activities determined by the differential research and education opportunities of each country	Improved international reputation and optimised international partnerships, networks and engagement.
Build strong relationships with government, industry and academic institutes in the Indian Ocean Rim, leveraging the PPI, USAsia Centre and Australia India Institute	Influence and visibility of UWA within the region; improved impact and engagement from our research.
Host a series of events that calls together relevant stakeholders around the grand challenges in the region	
Develop a communications and media strategy to support and enable activities in the region	
Digitisation of audiovisual materials in the Berndt Collection and UWA art collections	Increased access for improved student experience and research impact. Digitised film and sound materials for research and conservation purposes will increase research access by 30 per cent, attracting and engaging researchers – in particular those from the Indian Ocean Rim.
INVEST IN A MEANINGFULLY CONNECTED ALUMNI	
Implement a plan of alumni engagement opportunities to build prospective and existing student/alumni connections	Reflects the strategic shift to a focus on younger alumni relations with particular emphasis on facilitating successful graduate career outcomes and enhancing student experience.
Activate alumni engagement activities for recent graduates, current students and enduring alumni to support graduate careers to improve lifelong employability of UWA students and alumni	Improving the lifelong employability of UWA students and alumni. Reflects the strategic shift to a focus on younger alumni relations with particular emphasis on facilitating successful graduate career outcomes and enhancing student experience.
Engage Convocation in addressing graduate engagement issues, particularly around changing demographics and employability	Positive engagement with the older alumni cohort and Convocation.
BE THE PRE-EMINENT PARTNER FOR INDUSTRY, GOVERNMENT AND THE COMMUNITY	
Grow academic engagement to maximise impact and value from education and research	Increased number, breadth and depth of partnerships; income and impactful outcomes; visibility as an innovative university.
Establish a UWA consultancy business; streamline and facilitate commercial opportunities for engagement of academic staff with external beneficiaries of knowledge and expertise; establish operational behaviours and reward mechanisms to incentivise this engagement and grow impact	Increased impact of our academic research and education; increased number and quality of contacts with beneficiaries of our work; increased income.
Develop a refreshed philanthropy strategy and suite of engagements, aligned with UWA 2030	Increased resource available for our mission; alignment with strategic goals improved.
Deepen and broaden government engagement in Canberra and throughout the Indian Ocean Rim region, pivoting with the expansion of the Public Policy Institute	Improved reputation and government engagement; increased engagement across Indian Ocean Rim.

Global partnerships and engagement *continued...*

ACTIONS	IMPACT
Develop and implement a strategy for Community Partnerships to maintain connections that inform and translate research, create opportunities for the community to participate in our activities and position UWA as a trusted knowledge hub	Increased impact in not-for-profit sector; higher profile of UWA research and education. Maintain Corporate Social Responsibility (CSR) profile within the not-for-profit sector.
Establish a cross-functional Stakeholder Management task-force to focus on interconnected initiatives	Improved stakeholder management across UWA to build and strengthen industry, government and community relationships.
EXPAND AND ENHANCE OUR EXTERNAL ENGAGEMENT	
Develop an Arts and Culture Strategy aligned with UWA 2030 through broad community consultation	Integrate the arts and cultural engagement activities into the wider narrative of UWA 2030 and ensure UWA optimises its significant investment in the Arts and Culture footprint.
Develop and implement an access and inclusion strategy across UWA facilitating engagement of all communities – including those with disabilities or who are culturally and linguistically diverse	Broaden the student experience through external engagement.
Deploy an enhanced engagement program with Aboriginal and Torres Strait Islander peoples broadening knowledge and student engagement; broadening community education; and strengthening connection with other collections of Aboriginal arts and culture and among the community of Aboriginal artists and curators across WA	

Sustainable environments

We will be recognised as a vibrant, sustainable and connected hub that blends our heritage with our future and welcomes our partners, the community and the wider world.

Priorities

- Establish modern and fully integrated physical and digital environments that foster world-leading education and research and reflect Indigenous place and our shared history.
- Embed sustainability and fair-trade principles into the developmental and operational activities of the campus.
- Create new opportunities for collaboration, co-location and connectivity.

Strategies

1. Invest in our physical and digital environment

We will develop a financial strategy to guide vital investments in both our physical facilities and our information and communication technologies (ICT).

Our priorities will be guided by our education, research, reach and engagement goals, and will respond to two sequential objectives:

i. Optimising our facilities: Building on the detailed research into our ICT and campus capabilities already undertaken, we will improve our existing physical and digital assets.

ii. Transformation: We will invest in the contemporary practices and facilities that will have the most positive effect on staff and student experience. These investments will help position UWA as a vibrant education, research, community and cultural hub.

2. Preserve and enhance our distinct and vibrant campus identity

We are privileged to have a beautiful campus on the lands of the Whadjuk Noongar people. We will respect and celebrate our heritage while creating future environments and experiences that reflect the innovative nature of our education and research, and the cultural richness of our diverse communities.

We will consult with a broad range of stakeholders and agree on the characteristics and experiences that define the identity of a new UWA environment – both physical and digital. To ensure a consistent and excellent experience, this identity will continuously evolve to meet the expectations of our communities and seize the potential of emerging technology.

3. Create a more clean, green and sustainable campus

The green open spaces that are such an essential part of our campus' character inspire us and provide us with the opportunity to embed sustainability principles in all our future developments. We will seek out, use and share environmental best practice wherever we can – for new buildings, refurbishment and our operational activities.

We will use less, and we will use it smarter. Our campuses will be compact, efficient and highly utilised. We will name clear targets for lowering energy and water use, and will invest in renewables and carbon offsets. Our policies, strategies and procedures, including procurement practices, will include sustainability principles and standards. We will encourage the use of sustainable transportation options.

4. Create opportunities for collaboration and partnerships

We will create opportunities for greater collaboration and new and exciting partnerships by developing shared spaces and places across faculties, disciplines, industries and communities.

We will engage our partners in the campus masterplan and in all campus developments to ensure we see and meet every opportunity to work together, be it in the short or long term, including co-tenancies.
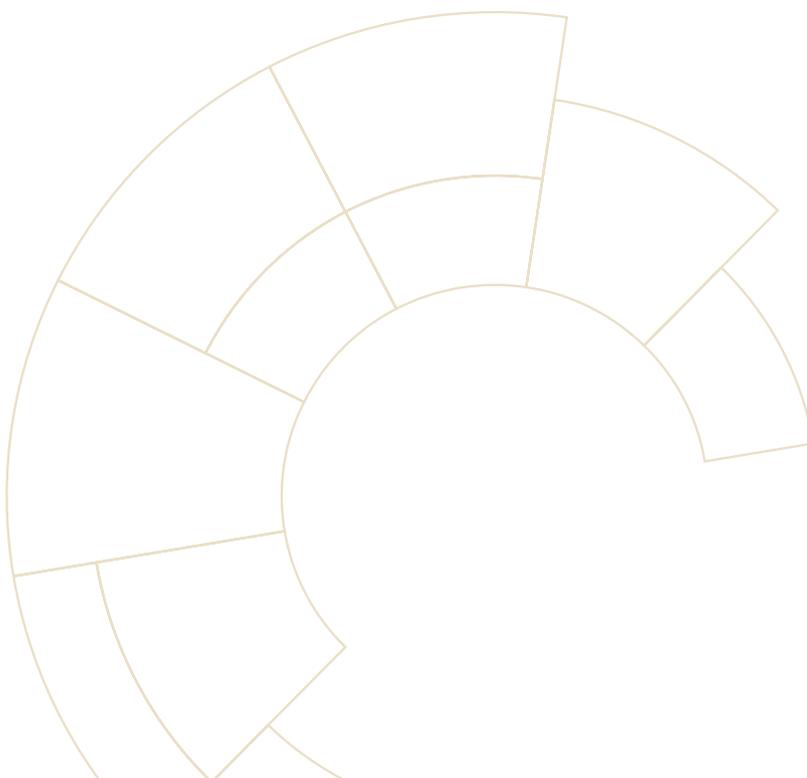
5. Develop a connected campus

Our campuses and our local partner institutions will be connected both physically and digitally, through technological infrastructure.

As economic and environmental pressures increase the focus on public transport, autonomous vehicles, cycling and pedestrians, we will support sustainable transportation options on and between our campuses and radically improve the transportation links in our networks.

We will invest in cutting-edge digital technology to create a fully integrated and innovative 'digital campus', linking staff and students in remote and regional Australia and across the world.

Measures of success

- Global recognition for leadership in public place sustainability.
- An energy-neutral UWA campus.
- Increased intensity and vibrancy; increased cultural/artistic/ community presence and use.
- Extended opening hours and rate of use for both University and community purposes.
- Increased percentage of campus used by non-university partners.

Sustainable environments

ACTIONS	IMPACT
INVEST IN OUR PHYSICAL AND DIGITAL ENVIRONMENT – A PHASED AND FUNDED PROGRAM OF UPLIFT, TRANSFORMATION AND ACTIVATION	
Create contemporary teaching facilities	Improved student satisfaction and student outcomes.
Implement Life Cycle Renewal framework	Improved space utilisation and intensification.
Additional 'On campus' Student Accommodation with commercial and retail opportunities	Safe and compliant teaching, learning and research environment.
Delivery of collaborative/interdisciplinary research infrastructure / facilities	Indirect impact on extension of operational hours.
Program of services infrastructure renewal	Retire maintenance backlog.
Program of Minor Works	Greater interdisciplinary interaction, increased numbers.
Renewal of libraries and laboratories	Retention and attraction of world class/leading researchers.
Campus consolidation and densification (including selected divestments for reinvestment)	Campus infrastructure resilience and improved redundancy.
Transformational development projects: • Health Care Clinic • City presence • Public place 'facilities' (e.g. performance / gallery spaces)	Improved environment and facilities for students, staff and visitors. Improved space utilisation, building efficiency, release of assets/ land elsewhere for divestment / development. Flexibility - business and employer facing facility.
Student Experience Digital Program: Establish a rich, interactive and managed online student experience matched with our campus environment	
Trusted Digital Campus Program: Establish a contemporary culture, practice and technical IT security capability	
Next Generation Core digital refresh Program: Build integrated corporate management, analytical and automation capabilities	
PRESERVE AND ENHANCE OUR DISTINCT AND VIBRANT CAMPUS IDENTITY	
Establish student precincts – the Campus Hearts – central teaching and learning facilities (Student Hub – Crawley, QEII)	High quality student experience influencing student attraction and retention.
Develop and deploy cultural precinct strategy	Address inadequacies of collection management.
Explore Hackett Drive traffic management to develop new foreshore connections to campus	Improved community engagement. High quality visitor facilities.
Preserve Campus Program - Uplift and maintain basic IT provision, functionality, accessibility and access	Enhanced campus environment, safer and clearer pedestrian routes.
Digital Efficiency Program - Drive cost effective acquisition, utilisation and management of ICT devices and systems	
Develop and deploy sustainability and fair-trade practices for the development, operations and management of all of our facilities	

Sustainable environments *continued...*

ACTIONS	IMPACT
CREATE A MORE CLEAN, GREEN AND SUSTAINABLE CAMPUS	
Transition to renewables (including solar farm and other technologies)	Significant reduction in energy cost and carbon emissions.
Implement energy demand reducing solutions for existing buildings	Improved user experience in buildings. High quality campus environment.
Renew and activate key spaces in between buildings	Enhance safety, reduced utility costs and maintenance requirements.
Environmental sensing and monitoring - Enhanced building and grounds monitoring	
CREATE OPPORTUNITIES FOR COLLABORATION AND PARTNERSHIPS	
Develop 'on campus' innovation and research precincts in collaboration with academic, industry and government partners	Business / industry brought to campus to interact with education and research.
Super Science Infrastructure Program - Maintain and uplift supercomputing provision and utilisation to support data intensive teaching and research: • OmniStar (research software) extension • Pawsey supercomputing migration • High Performance Computing Refresh • Secure File Transfer (Research)	
Innovation through Digital - Establish a research and teaching ICT centre-of-excellence to lead sectoral innovations in application and exploitation: • Augmented / Virtual Reality • Artificial Intelligence (AI) • Block chain	
DEVELOP A CONNECTED CAMPUS	
Activating the Crawley – QEII spine (including Hampden Road and Nedlands)	Business / industry brought to campus to interact with education and research.
Enable sustainable transport solutions (end-of-trip facilities, autonomous / electric vehicles, public transport, reduced private car reliance)	Environmental / health benefits, car parking demand reduction.
Network Layer Project - Uplift network and sensing capability for seamless migration of data, identities and experiences across owned and connected physical and digital environments	
Higher layer network services program	

People and culture

UWA will be a remarkable place to work, attracting and retaining world-class staff from diverse backgrounds who want to build careers, drive change, provide leadership and create opportunities at an institution renowned for its excellence.

Priorities

- Build a workforce with the capabilities to deliver the objectives of UWA 2030 and develop leadership to motivate and engage colleagues to succeed.
- Foster a high-performance culture that is values-led, collaborative and open, and that embraces diversity.
- Encourage innovation and development through high-quality training, recognition and reward.

Strategies

1. Define, create and support the careers of the future that will attract world-class people

We will be renowned for offering our staff exceptional career pathways and opportunities to develop. We will provide a full-career life cycle for staff, so they can grow and adapt with the changing needs of the University, students and the world around us.

Our excellence in career pathway development will excite and attract the very best talent from across the region and the world, ensuring a strong pipeline of talented candidates keen to join a globally influential, values-led institution driving positive, real-world change.

We will actively seek out and recruit, retain, support and develop our staff to become globally focused, partnership-oriented, multidisciplinary educators, researchers and professionals.

Our sector-leading recruitment practices will attract staff from all over the world who will understand the dynamic opportunities working at UWA presents to them and others – ensuring a high-quality reserve of talent is in place to deliver our strategic plan.

2. Develop an inclusive and diverse workforce that lives its values

We will embrace every opportunity to recruit the most skilled, influential and agile staff of diverse backgrounds from across the region, the world and the communities we serve. We understand that our diversity is a strength that will propel us forward and help us achieve our goals and meet the challenges of the future.

We will attract people from a wide range of cultural backgrounds with diverse intelligence and knowledge, and those with strong ties to the Indian Ocean Rim. Their insights and leadership will drive the success of our research in these key areas and they will feel fully supported and valued.

All staff will have completed cultural competency training and be fully aware of the cultural history associated with our workplaces. We will employ and develop staff from groups currently under-represented in the University.

We will be positive, accountable, open, collaborative, respectful and flexible. We will live by these ideals at both a staff and an organisational level. In doing so, we will improve not just University life but the lives of those we engage with – our communities, partners and those who look to us for leadership.

3. Drive and reward a high-performing workforce capable of delivering real change

We will create a high-performance culture and energetically grow UWA's leadership capacity by identifying and developing the most exciting future leaders. We will look beyond traditional backgrounds to find people capable of inspiring and delivering the complex changes occurring within the University.

We will promote and support excellence, encouraging staff to embrace professional development and leadership opportunities that will improve our performance and reputation as a world-leading institution.

All academic staff will be capable of working in and leading large, complex and multidisciplinary teams.

We will pursue excellence, embrace innovation (including the incredible potential of digital technology) and ensure we are just and equitable in everything we do. In demonstrating these values at every opportunity, we will become global partners of first-choice for industry, community and governments.

We will recognise and reward excellence in our professional and academic staff – not just in the work they do but for the way they live by our values. We will enthusiastically recognise the many ways people contribute to the University and to advancing our goals. Our reward processes will be fair and transparent, with the flexibility required to include every member of staff.

4. Build engagement and motivation of and for all staff

We will create a working environment in which staff are inspired to give their best every day and are motivated to be part of UWA's success.

Staff engagement with the University will be supported by the development and communication of a strong narrative about the University that is compelling and authentic. Staff will be able to relate to that narrative and will be able to use it to describe UWA as a remarkable place to work.
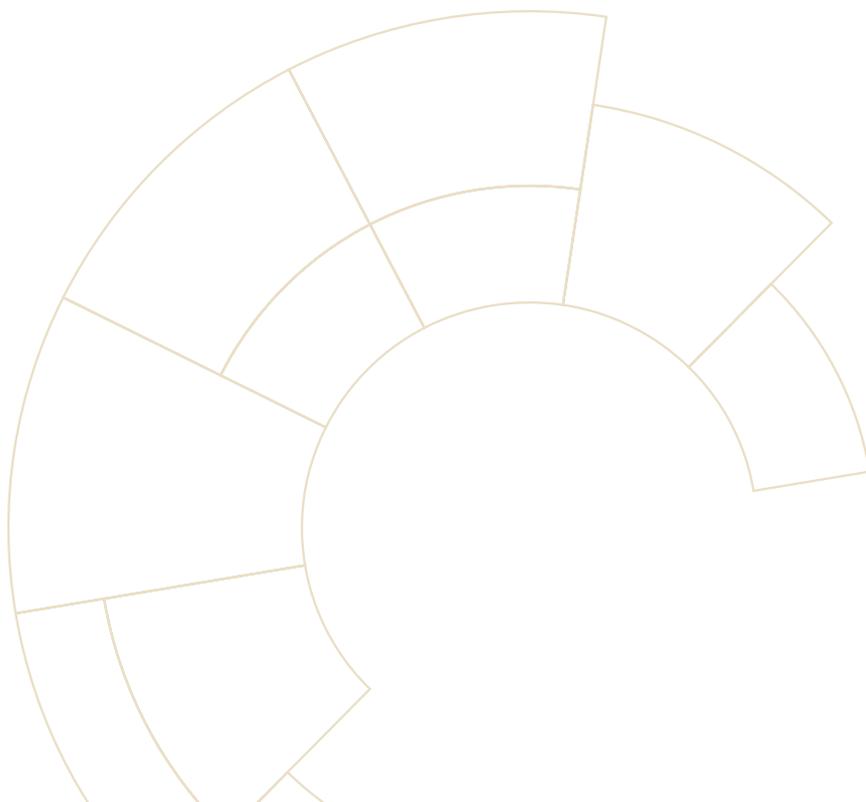
We will support leaders and managers to encourage transformational engagement with staff to improve the working environment and the student experience.

Staff will have the opportunity to have their say through mechanisms including staff surveys and will be involved in and contribute their own experience, expertise and ideas to make the workplace even better.

We will support and grow the appetite for shared learning across the city and state and opportunities for staff and students to work together in contributing more broadly to the communities we serve.

Measures of success

- Greater diversity of our staff, particularly staff who identify as Indigenous, being from a different cultural background, having a disability, being LGBTIQA+ or female.
- Increased international demand for vacancies, number of employee referrals.
- Broadened academic roles supported and rewarded.
- Expanded opportunities for shared appointments, volunteering, diversity of locations.
- Improved staff satisfaction scores from staff surveys.
- Smaller proportion of voluntary separations.
- Greater number of multidisciplinary clusters actively creating positive impact.

People and Culture

ACTIONS	IMPACT
DEFINE, CREATE AND SUPPORT THE CAREERS OF THE FUTURE THAT WILL ATTRACT WORLD-CLASS PEOPLE	
Improve workforce planning so that it better facilitates the development and maintenance of the workforce profile that we will need to deliver the objectives of UWA 2030.	Proactive capability needs-based planning; streamlining of hiring process.
Create an agile and flexible talent acquisition framework that will support the development of the workforce required to deliver the objectives of UWA 2030.	More engaged and productive new starters; more referral of the University as a remarkable place to work. Alignment of staff with UWA values; greater engagement of staff with the University's vision and strategy; high performance culture.
DEVELOP AN INCLUSIVE AND DIVERSE WORKFORCE THAT LIVES ITS VALUES	
Ensure the cultural competence of all staff	A respectful and more culturally aware workforce who are better able to collaborate and work with diversity.
Include agreed key performance indicators (KPIs) for inclusion and diversity in workforce plans	Improved support for the achievement of goals for inclusion and diversity and thus foster a more diverse and inclusive workforce.
Ensure that staff alignment with the University's values is promoted and rewarded in all HR policy and practices	Staff are supported in their understanding and application of the University's values and expected behaviours and are more likely to adopt them.
DRIVE AND REWARD A HIGH-PERFORMING WORKFORCE CAPABLE OF DRIVING REAL CHANGE	
Review reward and recognition practices (including academic promotions) so they support the University's strategic and cultural intent	Create employment opportunities that can better support strategic intent. Greater variety of staff experience to support diversification of education and research. Create a more diverse workforce.
Align leadership development capabilities to strategic and cultural intent	Increased understanding or/and commitment to required leadership capabilities across the University at all levels.
Professional development	Better alignment of staff effort to the strategic and cultural needs of the University.
BUILD ENGAGEMENT AND MOTIVATION OF AND FOR ALL STAFF	
We will create a working environment in which staff are inspired to give their best every day and are motivated to be part of the University's success.	Improved understanding and awareness among all staff of the University as a remarkable place to work.

Effective and sustainable operations

Offerings (academic and administrative) will be quality, timely and user focused and will be designed to enable our education, research and engagement aspirations.

Priorities

i.   Service design for impact and efficiency
ii. Digital and automation first
iii. Focusing effort and skills to high need and high value activity – academic and administrative

Effective and sustainable operations

ACTIONS	IMPACT
CREATE A CONTEMPORARY SERVICE PROVISION MODEL	
Design tiered / triaged service delivery model and migrate core administrative services	Process efficiency and simplification. Reduced costs. Transactional automation. Focus staff on value adding.
Review academic support services, for example: • Timetabling and Class Allocation • Assessment and Exam Administration • Unit Administration (teaching materials, placements, record keeping)	
Refocus academic skills and effort across research and education offerings	Academic effort and impact aligned to education, research and engagement priorities. Sustainable delivery of academic outcomes. Informed cross-subsidies and / or 'un-bundling' of education and research activity and funding as required.
In the context of education and research plans, establish data, analytics and visualisation overlay to monitor and improve institutional performance (academic and administrative) focused on detailed quality, viability and relevance 'portfolio analysis'	Informed and optimised operations. Focus on high-demand, high-quality and high-impact academic activity. Active management of low demand, impact and / or margin activity. Informed cross subsidies and / or 'un-bundling' of education and research activity and funding as required.

Strategic Plan 2020–2025 summary

	EDUCATION	RESEARCH AND INNOVATION	GLOBAL PARTNERSHIPS AND ENGAGEMENT	SUSTAINABLE ENVIRONMENTS	PEOPLE AND CULTURE	EFFECTIVE & SUSTAINABLE OPERATIONS
VISION	A UWA education will empower students to create the best possible future for themselves and, through their leadership, others. We will be globally acclaimed for our stimulating curriculum built on social responsibility, experience-rich learning and cutting-edge research.	As one of the world's elite, research-intensive universities, we will be known for our trusted, reproducible, transformative, open research and accessible data. We will be recognised for leading teams in resolving real-world challenges that are critical to the planet and its people.	As an authoritative global leader in education, and cross-disciplinary and translatable research, we will forge and nurture strong, deep partnerships that reinforce our position as the fulcrum of the Indian Ocean Rim.	We will be recognised as a vibrant, sustainable and connected hub that blends our heritage with our future and welcomes our partners, the community and the wider world.	UWA will be a remarkable place to work, attracting and retaining world-class staff from diverse backgrounds who want to build careers, drive change, provide leadership and create opportunities at an institution renowned for its excellence.	Offerings (academic and administrative) will be quality, timely and user focused and will be designed to enable our education, research and engagement aspirations.
PRIORITIES	1. Ceaselessly drive innovation in our curriculum to create unique and globally relevant educational experiences. 2. Exploit the potential of disruptive digital technology to positively transform the student experience. 3. Broaden the variety of courses we offer and the diversity of students we attract.	1. Focus our research on resolving the world's Grand Challenges to improve lives and our environment. 2. Engage in research that is digitally driven and data-intensive. 3. Be the world leader in open, accessible and trusted research.	1. Be the pre-eminent academic leader in the Indian Ocean Rim. 2. Build deeper and broader partnerships with industry, governments and not-for-profits to inform and translate our research. 3. Engage openly and ensure our research benefits the widest possible range of communities.	1. Establish modern and fully integrated physical and digital environments that foster world-leading education and research and reflect Indigenous place and our shared history. 2. Embed sustainability and fair-trade principles into the developmental and operational activities of the campus. 3. Create new opportunities for collaboration, co-location and connectivity.	1. Build a workforce with the capabilities to deliver the objectives of UWA 2030 and develop leadership to motivate and engage colleagues to succeed. 2. Foster a high performance culture that is values-led, collaborative and open, and that embraces diversity. 3. Encourage innovation and development through high-quality training, recognition and reward.	1. Service design for impact and efficiency. 2. Digital and automation first. 3. Focusing effort and skills to high need and high value activity – academic and administrative.
STRATEGIES	A. Leverage our innovative, research-based and experience-rich curriculum to become the university of first choice. B. Celebrate teaching excellence. C. Deliver an excellent student experience to a diverse and inclusive student community. D. Become a partner in lifelong learning.	A. Be a trusted source of open and accessible research. B. Drive research excellence through world-leading collaboration. C. Invest strategically in data-intensive discovery. D. Champion Indigenous knowledge and research. E. Be the vanguard of innovative, well-resourced research infrastructure.	A. Expand our positive influence in the region and be globally relevant. B. Invest in a meaningfully connected alumni. C. Be the pre-eminent partner for industry, government and the community. D. Expand and enhance our external engagement.	A. Invest in our physical and digital environment. B. Preserve and enhance our distinct and vibrant campus identity. C. Create a more clean, green and sustainable campus. D. Create opportunities for collaboration and partnerships. E. Develop a connected campus.	A. Define, create and support the careers of the future that will attract world-class people. B. Develop an inclusive and diverse workforce that lives it values. C. Drive and reward a high-performing workforce capable of driving real change. D. Build engagement and motivation of and for all staff.	A. Create a contemporary service provision model.