



THE UNIVERSITY OF
**WESTERN
AUSTRALIA**

UWA 2030



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-silent 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. Long-standing 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 message

Since its founding in 1911, The University of Western Australia (UWA) has made many remarkable and life-changing contributions across the spectrum of world-class research, learning and teaching in its role as a civic institution with a global focus. Our motto 'Seek Wisdom' is as relevant today and into the future as it was when it was stated in 1928.

Universities are complex, influential social systems – not simply an environment within which people work, collaborate and socialise. As an anchor institution, we are active leaders in the ongoing social transformation of our communities and their futures.

Over the course of its history, UWA has delivered inspirational research and provided research-led imaginative education to some of the world's best and brightest minds. Our enduring mission has been to provide our students with the skills and knowledge needed to take a leading role in shaping the future. A future that continues to expand and accelerate exponentially, bringing with it plentiful opportunities

and challenges for our students, researchers and our communities to appreciate and understand. We will lead in applying wisdom to solve these challenges with optimism and ambition, tempered with critical thinking and judgment, ethical reasoning and exemplary interpersonal skills.

The next 10 years provide an opportunity to build from our strong foundations, transforming in response to the changing external environment to ensure we stay at the leading edge of knowledge creation and its translation for societal benefit. The UWA 2030 Vision and Strategy 2025 chart an ambitious agenda for the future; one that tests the image of the traditional public research-intensive university.

UWA is one of the world's great universities. Situated as it is at the fulcrum of the Indian Ocean Rim, we play a key role in shaping the social and economic transformation of the region and will advance this mission further.

We are proud to be developing the next generation of globally relevant and responsible leaders, promoting trustworthy research that improves lives, and equipping our students through an experience-oriented and values-led curriculum to enable them to lead a positive impact on society.

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

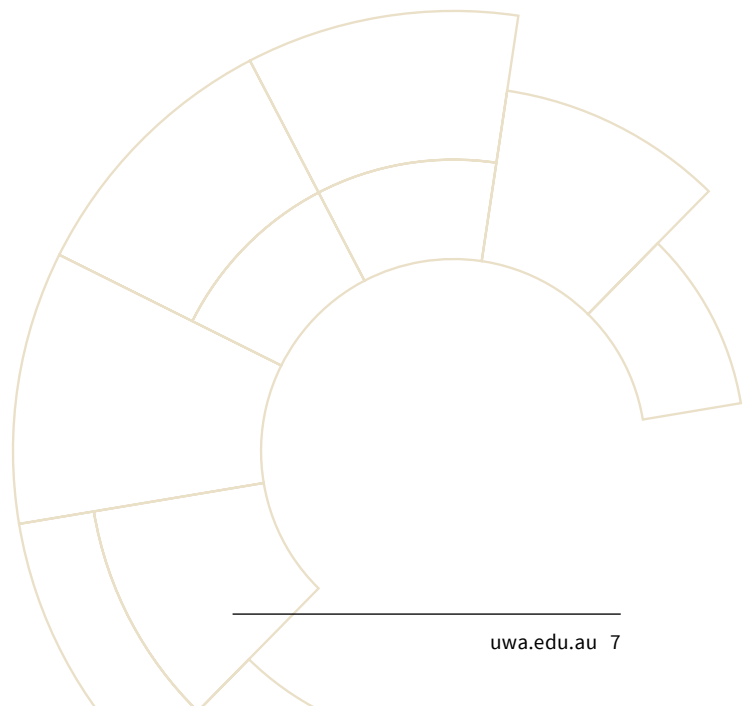
We are constantly, and creatively, improving and adapting.

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.

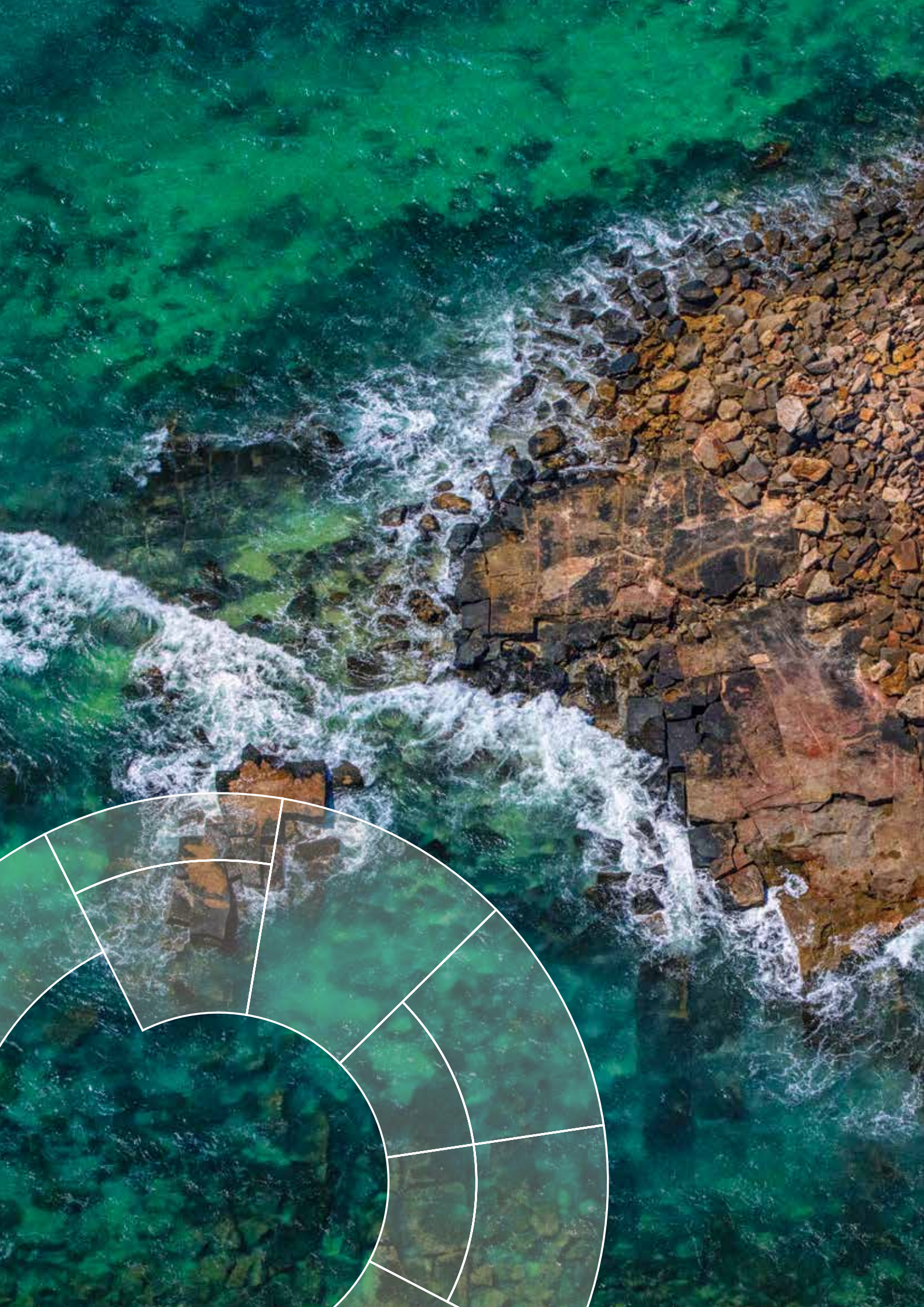
Open

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. We will continue to identify 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.

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.

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.

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.

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.

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.

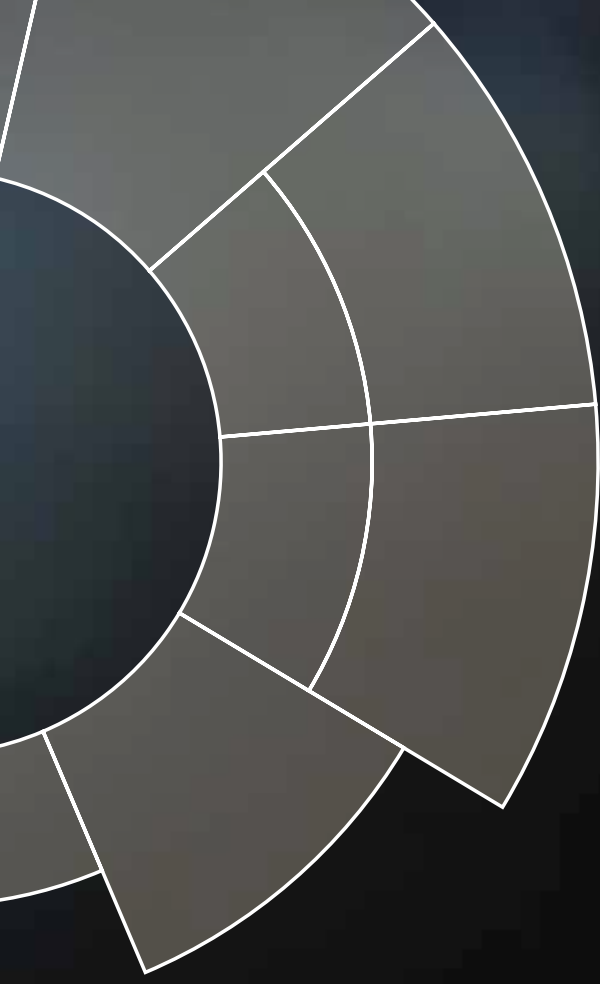
Exciting opportunities for students to engage from a young age will inspire their intellectual journey, with a suite of courses and experiences enticing students back throughout life. Exciting professional development, short courses and executive education opportunities will create an ongoing partnership,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







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

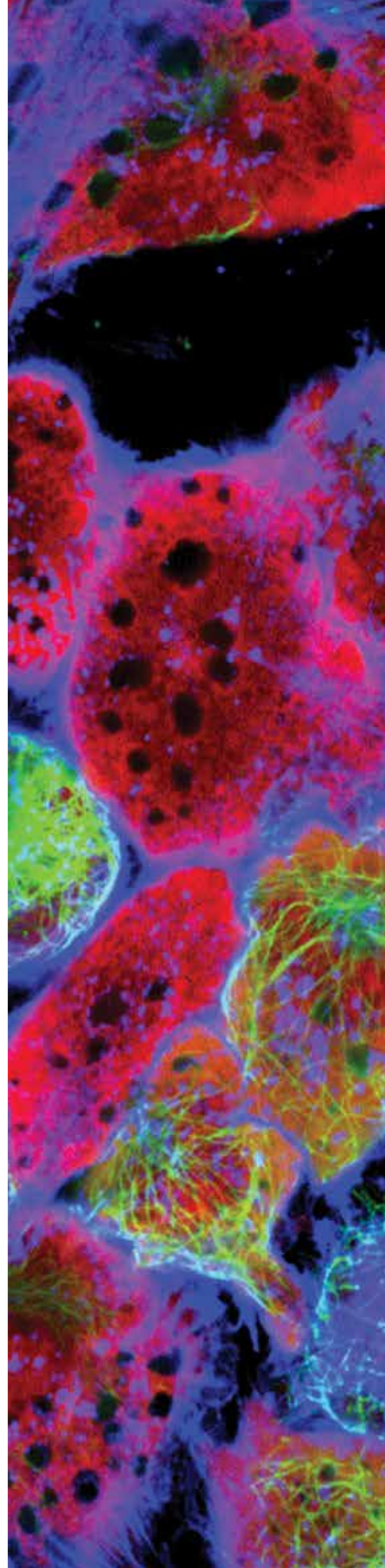
We will heavily invest in research infrastructure of global significance – both as a contributor and a custodian. We will have world-leading research capacity in areas as diverse as radioastronomy and supercomputing, cultural curation, clinical medicine, ecology and biodiversity, and resources engineering.

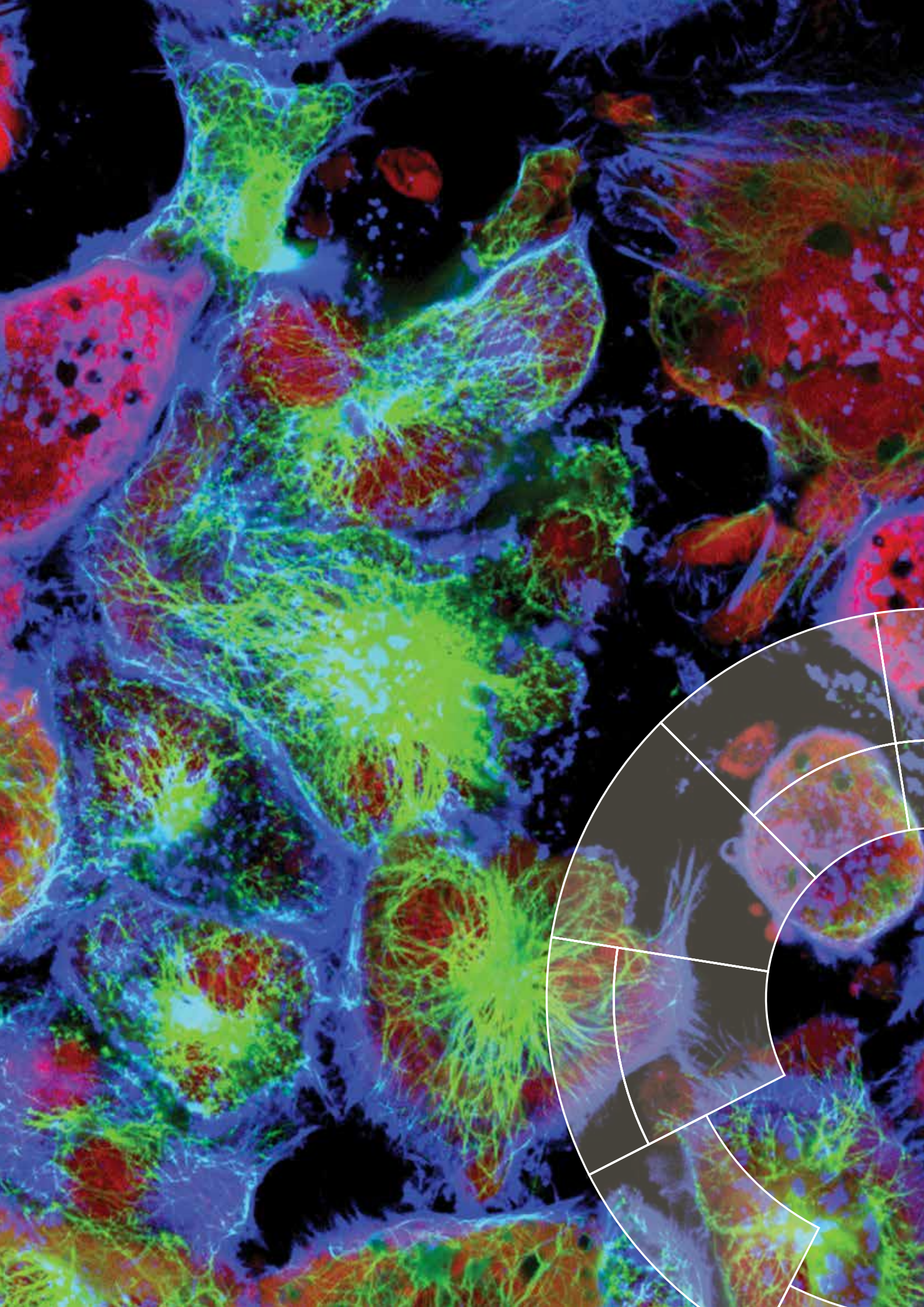
We will invest in areas that align with our research focus and build capacity in the places where it can have the greatest effect. We will leverage these investments by maintaining and expanding local, national and international partnerships – including

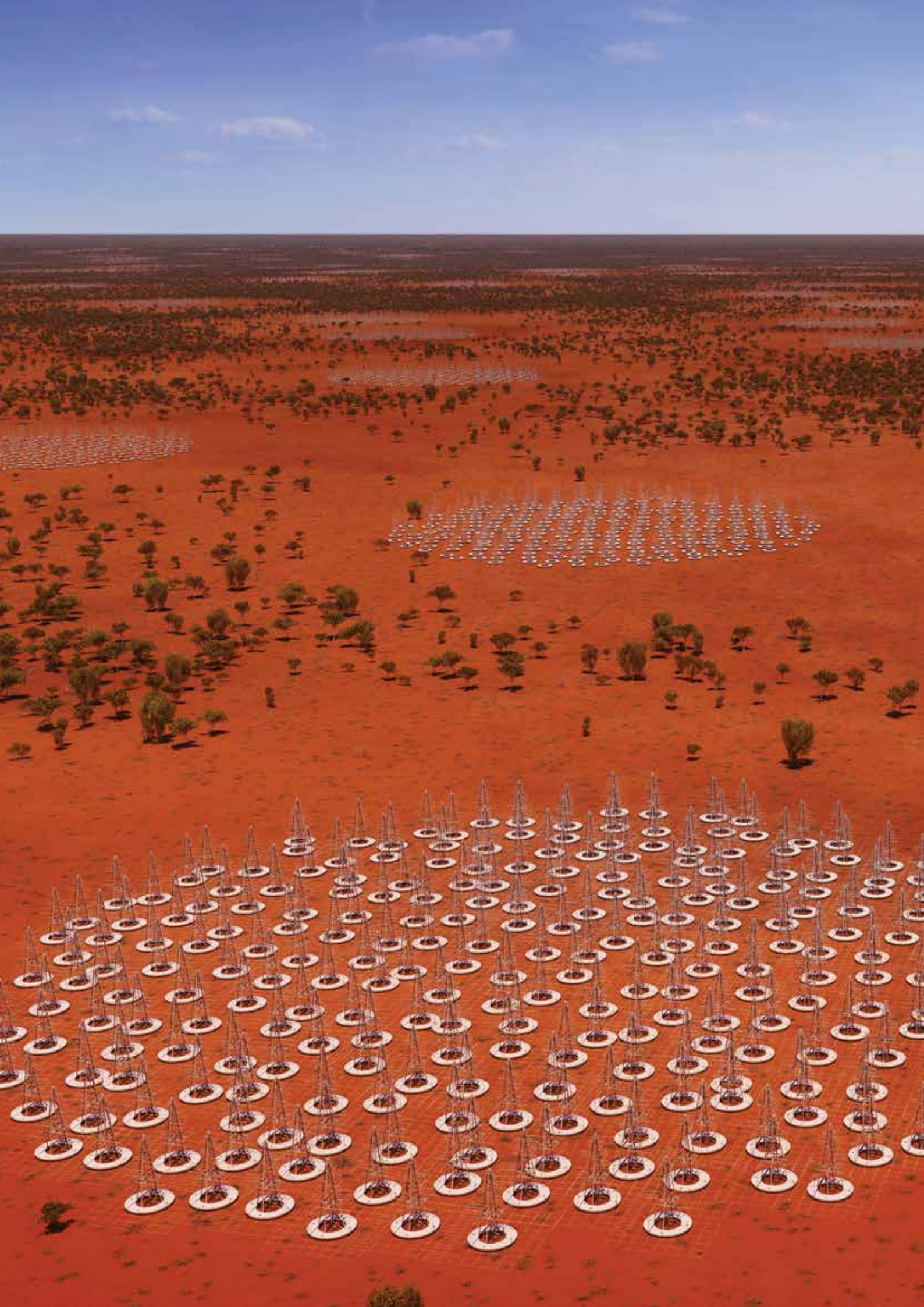
those with industry, government and other universities – to accelerate positive outcomes for business, industry and society.

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 of facilities and partners.
- Greater numbers of staff recognised for their contributions.







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.







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.

Artwork right
Dr Richard Walley OAM: The Six Seasons and the fourteen Nyoongar nations.





AMANGU

BALARDONG

NADJI NADJI

BIRAK

NOV

DEC

JAN

SUMMER

FEB

MAR

AUTUMN

APRIL

MAY

JUN

DJERAN

KORENG

WILMAN

MINANG

KANEANG

MAKURU

JUL

WINTER

SEP

OCT

NOV

KAMBARANG

YUAT

Image
Zadok Ben-David: Human Nature
The Other Side of Midnight



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 LGBTIQ+ 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.







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The University of Western Australia
Perth WA 6009 Australia
uwa.edu.au



MADE FROM 100%
RECYCLED CONTENT

ecoStar is 100% Recycled from 100% Post Consumer Waste,
manufactured carbon neutral, and FSC® Certified Recycled