

HORIZON 2020



University of
South Australia





VICE CHANCELLOR'S INTRODUCTION

Since its formation in 1991, the University of South Australia has pursued high aspirations with enthusiasm and success. This journey is ongoing and it is fuelled by what we want to contribute to our local, national and global communities.

In 2008, we published our *Vision, Mission and Values* statement, encapsulating what we aspire to be and to achieve. It was complemented by an internal position paper, *New Horizons—our aspirations, people and performance*. *New Horizons* was instrumental in raising our sights and gave us further confidence that the University can achieve great things, a confidence that was reinforced by the Australian University Quality Agency's 2009 audit report.

Based on this strong platform, *Horizon 2020* now defines our aspirations for the next decade.

The ambitions outlined in *Horizon 2020* have been shaped by wide consultation, which has gathered thoughts and ideas from many staff, students and alumni. These ambitions have been endorsed by University Council.

Horizon 2020 invites our outstanding students, alumni, staff and partners to take part in the journey and to excel in their chosen endeavours. The beneficiaries will be the communities of which UniSA is a critical part. Of that we will indeed be proud.

A handwritten signature in blue ink, consisting of several overlapping, stylized lines.



VISION

UniSA will be a leading contributor to Australia having the best higher education system in the world, supporting the world's best educated and most innovative, cohesive and sustainable society.

MISSION

UniSA educates professionals and citizens to the highest standards; creates and disseminates knowledge; and engages with our communities to address the major issues of our time.

VALUES

Scholarship

UniSA promotes and sustains open intellectual enquiry characterised by high standards of ethics and integrity. Academic rigour, excellence and relevance underpin our actions in research and its application, in teaching and learning and in engagement with our communities.

Engagement

UniSA's teaching and research connect strongly with the issues of our local, national and international stakeholders—students, alumni, staff, partners, professions, government, industry, academic peers and community groups.



Social justice

UniSA gives effect to reconciliation with Indigenous Australians and builds social cohesion by achieving equitable educational access and outcomes across our diverse student community, through research that aims to improve the quality of life and by acting responsibly as a corporate citizen.

Sustainability

UniSA contributes to environmentally, economically, socially and culturally sustainable development, and we aim to reduce our own environmental impact.

Innovation

UniSA anticipates change and acts quickly to seize opportunities and solve problems.

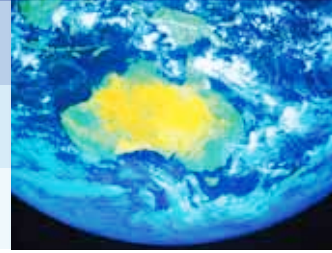
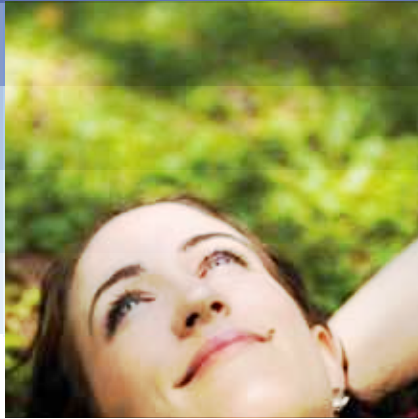
Openness

UniSA is outward looking, welcoming diversity and the wide range of perspectives it brings, international in outlook, collaborative, creative, agile and enterprising.

Educating professionals

Creating and applying knowledge

Engaging our communities



WHAT WILL THE WORLD BE LIKE IN 2020?

The geopolitical landscape will be transformed. A number of rapidly developing nations will become major global players. Globalisation, involving a growing interconnectedness and expanded flows of information, technology, capital, goods, services and people throughout the world, will shape all other major trends. The population will continue to age in established economies, and competition for physical, financial and human resources will intensify. The ability to produce and use knowledge instead of relying solely on commodity-based economic development will be a prime source of competitive advantage. Advances in technology, based on multidisciplinary approaches, will further shape our lifestyles; biotechnology will lead to the development of game-changing innovations and

will transform the health of many, while communication and information technologies will become pervasive and embedded in our environments. The fundamental challenge for both individuals and institutions will be to adapt to accelerating change while sustaining viable and fair communities.

Universities will rise, as they have always done, to meet the challenges and opportunities offered by a new age. They will play a vital role in shaping our shared local, national and global futures through educating citizens for the challenges to come and creating knowledge that can be applied to social and economic development.



EMBRACING THE CHALLENGE

UniSA's antecedent institutions provided education and solutions for industry and the professions in the dynamic economic and social environments of the nineteenth and twentieth centuries. We have maintained their focus on engagement. UniSA is flexible and responsive to change and has a strong social mission. It continues to develop and adapt to new opportunities, focusing on building its teaching and research and the nexus between them.

We provide our students and professional partners with the capacity to create and apply relevant knowledge to build sustainable and socially cohesive communities. In increasing our research effort, we know that effective and purposeful

engagement with external partners is critical in ensuring that research leads to real innovations that add value to the economic, social and environmental health of our society.

We will embrace the challenges ahead: broad access and excellence will reinforce each other, and our focus on distinctive graduate qualities and the creative interaction between teaching and research will provide the best learning outcomes. We will build on our strengths and give effect to our values of scholarship, engagement, social justice, sustainability, innovation and openness.

UniSA has the ambition and the experience to make an even greater difference to the world in 2020.



AMBITIONS AND STRATEGIC DIRECTIONS

In 2020, UniSA will be defined by its:

- » outstanding learning outcomes and the quality and richness of the student experience
- » graduates' readiness for work, their adaptability and their contribution as global citizens
- » commitment to equity and excellence, reinforcing each other in an environment characterised by uncompromising high standards
- » strong nexus between teaching and research
- » world-class research clusters and exciting, research-intensive culture
- » innovative solutions to social, economic, political and technological challenges
- » considerable and creative contribution to the prosperity and well-being of the nation
- » agility and adaptability in building and maintaining productive partnerships with industry, business and the community
- » high-performing staff and prestigious national and international partners
- » enduring and mutually beneficial relationships with its global alumni
- » strong sense of collective purpose.



We will build on our tradition of setting high ambitions and on a culture marked by ingenuity, purposeful action, connectedness with our communities and collaborative endeavour to create a university of global reach and impact.

Our graduates will have international experience and will be widely recognised for their practical, professional and intellectual contribution to government, industry, business and society. Our research will have impact and relevance and we will be deeply engaged with the individuals and organisations that make use of it. UniSA will be known for the quality and responsiveness of its relationships with the many different communities it serves.

Our activities will be shaped and informed by intercultural and global relationships and perspectives. Our partnerships will enhance our reputation and contribute to the achievement of our goals.

UniSA will be a university of the 21st century, maximising the creative interaction between teaching and learning and research.



AN OUTSTANDING STUDENT EXPERIENCE AND EXCEPTIONAL GRADUATES

UniSA's students will develop the knowledge, skills and qualities to contribute positively and creatively to the challenges of the future. Our programs will be innovative and informed by research, and will balance international perspectives with national priorities.

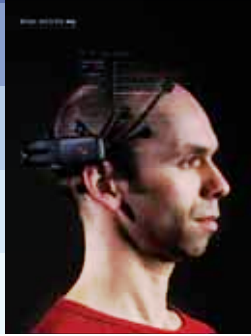
Our graduates will be recognised for their outstanding ability to communicate effectively, solve problems, think critically and embrace lifelong learning.

UniSA will work closely with its students to develop a holistic student experience that builds social networks and connectedness, develops the leaders of the future and contributes to a cohesive, sustainable society. Leading pedagogical practices will be supported by learning spaces and technologies that promote rich and complex interaction and collaboration.



In 2020:

- » the UniSA educational experience will be defined by its real-world application, links to leading international research, learning through external service and practice-based education
- » our students will have an international and intercultural educational experience embracing collaborative enquiry and mutual respect and understanding
- » our teachers, learning spaces, technology-rich approaches and social environment will attract, motivate, challenge and excite students from a wide range of backgrounds
- » UniSA will be in the top quintile nationally for student progression, student satisfaction and teaching and learning outcomes
- » our graduates will represent and influence all sections of society
- » UniSA will be acknowledged by employers as one of the leading universities in Australia for student internship, placement provision and graduate employability
- » UniSA will be by far the largest university in South Australia and the university of choice for local and international students.



WORLD-CLASS INNOVATION

UniSA's multidisciplinary research concentrations will work with key partners to anticipate and solve the complex problems that will face us in the decade to 2020 and beyond. UniSA researchers will grapple with the 'big' issues of a changing world, including:

- » improving health and health care for all
- » protecting the planet's natural resources
- » generating clever solutions to global energy needs
- » creating new designs and technologies for a changing world
- » enhancing the quality and productivity of working life
- » building just, resilient and inclusive democratic societies.

At UniSA there will be freedom to think, to work with bright minds and to engage with the global academy. Research leaders and research-active academic staff will contribute to the work of UniSA's research institutes and centres and to the strong teaching-research nexus that will underpin the quality of the next generation of academic programs.

UniSA will generate research outputs of high quality, referenced to international benchmarks, that lead to innovation, change and demonstrable improvements in the world around it.



By 2020 UniSA will:

- » have an international reputation for generating highly innovative solutions to research questions of global significance
- » deliver ground-breaking research through the work of 20 world-class multidisciplinary research concentrations with members from across the world and which engage with regional, national and international end users to shape the future
- » have more than 1,500 research-active academic staff, drawn from among the best in Australia and overseas, who are deeply engaged in the significant issues of the time
- » have more than 1,500 research students from different backgrounds, cultures and countries working as members of research concentrations at UniSA or with international research partners in research training environments of exceptional quality.



AN INNOVATIVE, EXCITING PLACE TO WORK

Our staff are at the heart of everything we do. New goals and opportunities for achievement will provide a major incentive for them to develop and excel in their chosen discipline or profession. UniSA's workplace culture will be characterised by:

- » agility, creativity, excellence and impact
- » a strong sense of social purpose and collective engagement
- » recognition of, and reward for, endeavour
- » pride in individual and collective effort and achievement.

UniSA will continue to be recognised for a high level of innovation and for effective governance, efficient organisation and good management.



INTELLIGENT USE OF RESOURCES

Our physical and virtual resources will be shaped by our academic goals, the imperative to provide an outstanding and holistic student experience and the composition of our student body and workforce. We will apply technology intelligently to our research, learning environment and administration.

Our financial resources, including capital investment in facilities and information and communications infrastructure, will be harnessed to deliver a rich and rewarding student experience and to provide the best possible environment for the conduct of great research and research training, while maintaining our financial sustainability.

Our administration will be streamlined and efficient and will greatly facilitate our academic work.

We will have a reputation as a leader in sustainable practice and for reducing the environmental impact of our operations.



INVESTING IN THE FUTURE

Over the next decade we will invest at least \$1 billion in additional infrastructure, new initiatives and improved services to achieve our ambitions and support a series of major institutional developments. Among those developments, we will:

- » consolidate our campuses to make better use of our resources and strengthen services to students
- » create a University College with a strong track record in assisting more students to gain access to and succeed in our programs
- » seek to establish an innovative medical school that focuses on addressing the health needs of disadvantaged populations and complements our already strong teaching and research in health-related disciplines
- » build a highly imaginative physical and virtual infrastructure that promotes the social well-being and educational experience of all our students, including a major building at the City West campus which will integrate smart learning spaces, learning resources and student support services
- » develop research infrastructure that underpins major growth in the number of research-productive staff and doctoral graduates.



INDIGENOUS AUSTRALIANS

UniSA's commitment to Indigenous Australians is enshrined in its founding legislation and symbolised by its Statement of Reconciliation and the Reconciliation Stones on each campus. By 2020, this commitment will be given expression across the University's activities in the curriculum of its educational programs, in improved graduate outcomes in a range of professions where Indigenous people are currently under-represented, and in UniSA's staffing profile, where Indigenous employees will be well represented among both academic and professional staff.

MEASURING OUR SUCCESS

UniSA's ultimate success will be measured by the achievements of its graduates and staff and their contributions as innovators, thinkers, employers, employees, citizens of the world and leaders of society.

We will outline strategies and initiatives to realise our ambitions and directions in rolling corporate plans. We will measure our progress with suitable performance indicators and against national and international benchmarks.

Horizon 2020 invites our outstanding students, alumni, staff and partners to take part in this journey and to excel in their chosen endeavours.



The beneficiaries will be the communities of which UniSA is a critical part.



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