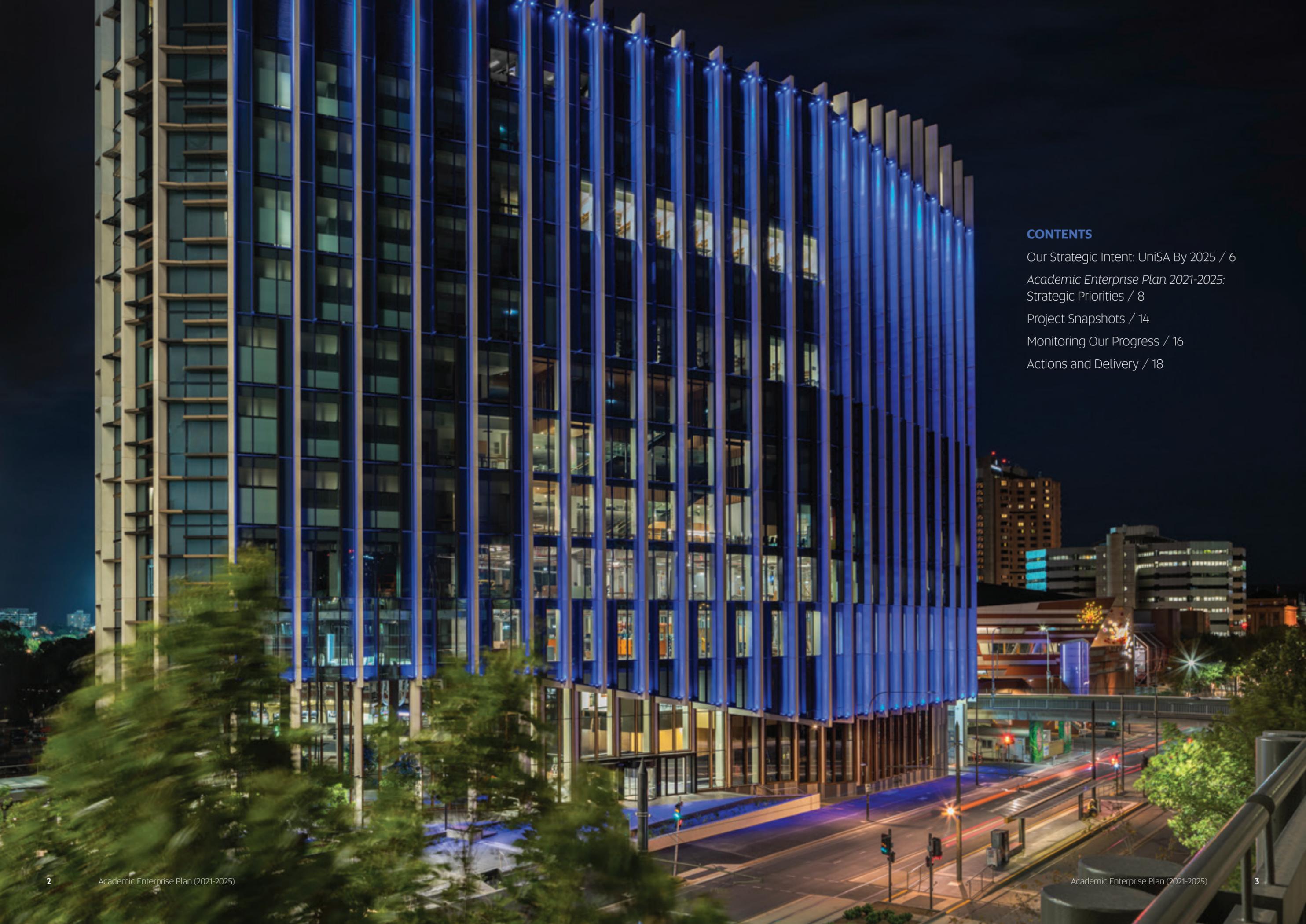




University of
South Australia

Academic Enterprise Plan 2021-2025





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We are delighted to present the *University of South Australia's Academic Enterprise Plan 2021-2025*.

In what is a departure from the traditional approach of having independent plans for teaching and learning and research ambitions, this integrated plan outlines the strategic priorities, key actions and projects that will strengthen our teaching-research nexus and help deliver on the University's Enterprise25 strategic plan. This Plan is also intended to build on the University's successful *Digital Learning Strategy 2015-2020* and complement our commitments set out in key strategies such as the *Student Engagement Framework*, the *Reconciliation Action Plan 2018-2021* and the *Aboriginal Research Strategy 2019-2025*. Australia's economic transformation and global reputation will inevitably depend upon universities ensuring that cutting-edge research is integrated into and shapes higher education curricula. As the university for South Australians, and Australia's University of Enterprise, we have developed a strategic plan that brings together the best of our education and research to shape business and community prosperity in South Australia and beyond.

UniSA has an excellent reputation in teaching and learning and an enviable record in graduate employability. By 2025 we aim for UniSA's flagship academic programs to be ranked amongst the best in the world. We will have a reputation locally, nationally, and globally for educational innovation; through a transformational change in how we teach, in how students engage with UniSA, and in how we guarantee top quality curricula. Our staff will ensure our curriculum is informed by cutting-edge research to prepare our graduates for their careers of the future. Our students will become stronger partners in curriculum innovation, and by listening, learning and leading we will provide enhanced value to their UniSA education.

UniSA has been acknowledged as a national and an international leader in partnered research, and in research impact and engagement. Our partners choose to work with us because we are excellent at what we do – applying great minds to solve problems that not only help our partners, but also support economies and communities. Through this Plan, we will streamline our relationships with industry, businesses, First Nations, and community partners and ensure we are best placed to partner with them to drive economic growth and sustainable development.

When an academic program or discipline area is ranked highly in the world it is reflective of the conjunction of outstanding education and research. This Plan will ensure that UniSA's flagship discipline areas and programs are performing at a world standard in both teaching and research and that our graduates, driven by discovery, innovation, and entrepreneurship, are positioned to excel in ever changing professions.

The successful implementation of this Plan will draw on the expertise of our entire University community; our students, academic and professional staff from across UniSA's metropolitan and regional campuses, and our industry and community partners.

We are committed to delivering the *University of South Australia's Academic Enterprise Plan 2021-2025* which sets out our strategic intent for teaching and research at UniSA into the future.



Professor Marnie Hughes-Warrington,
Deputy Vice Chancellor: Research & Enterprise



Professor Allan Evans,
Provost & Chief Academic Officer

Our Strategic Intent: UniSA By 2025



Enterprise25 2018-2025 is the University's strategic plan, and sets out our vision and ambitions, which have inspired the Academic Enterprise Plan 2021-2025.

Enterprise25 vision

Who we are

We are Australia's University of Enterprise on the global stage, agile and astute, known for relevance, equity and excellence.

What we do

We educate and prepare global learners from all backgrounds, instilling professional skills and knowledge and the capacity and drive for life-long learning.

We undertake research that is inspired by global challenges and opportunities, delivers economic and social benefits and which informs our teaching.

How we do it

We operate through a partnered, end user informed culture of teaching and research with a commitment to outstanding service, continuous improvement and sustainability.

What we value

- I > Integrity and accountability
- D > Diversity and social justice
- E > Engagement and collaboration
- A > Agility and innovation
- S > Scholarship and excellence

Enterprise25 ambitions

1. We will be ranked among the very highest nationally for student satisfaction and graduate employment rates.
2. Our top programs will all rank among the very best in Australia and feature in Top 100 subject listings internationally.
3. Our programs will draw on expertise from across the institution for their delivery – the best input contributing to the best offerings.
4. We will grow the scale and focus of our research by building capacity in areas that we have demonstrated excellence and potential for growth.
5. We will be placed within the top 8 institutions nationally for research excellence, and be known as the sector's most industry-engaged university.
6. UniSA will be a high performing, culturally enterprising organisation; our core attributes will be embedded in all that we do, will be at the forefront of our leadership and reflected in the diversity of our people and how they work together.
7. Our teaching, research and practice will be consolidated on precincts, closely integrated and aligned with industry.
8. By 2025, UniSA will have grown to 40,000 enrolled students, 25 per cent of our students will engage with the University online – as domestic, international, transnational, postgraduate and undergraduate students.



Academic Enterprise Plan 2021-2025: Strategic Priorities

To achieve our ambitions in teaching and learning and in research we will deliver on a series of key actions and projects aligned with the following strategic priorities:



Strategic Priority 1 – Growing and Celebrating Enterprising Staff

UniSA is a high-performing and culturally enterprising organisation, with a diverse academic and professional staff workforce across metropolitan and regional campuses. We are united in our ambition to ensure an outstanding student experience and a rich and rewarding research environment that drives discovery, innovation and entrepreneurship.

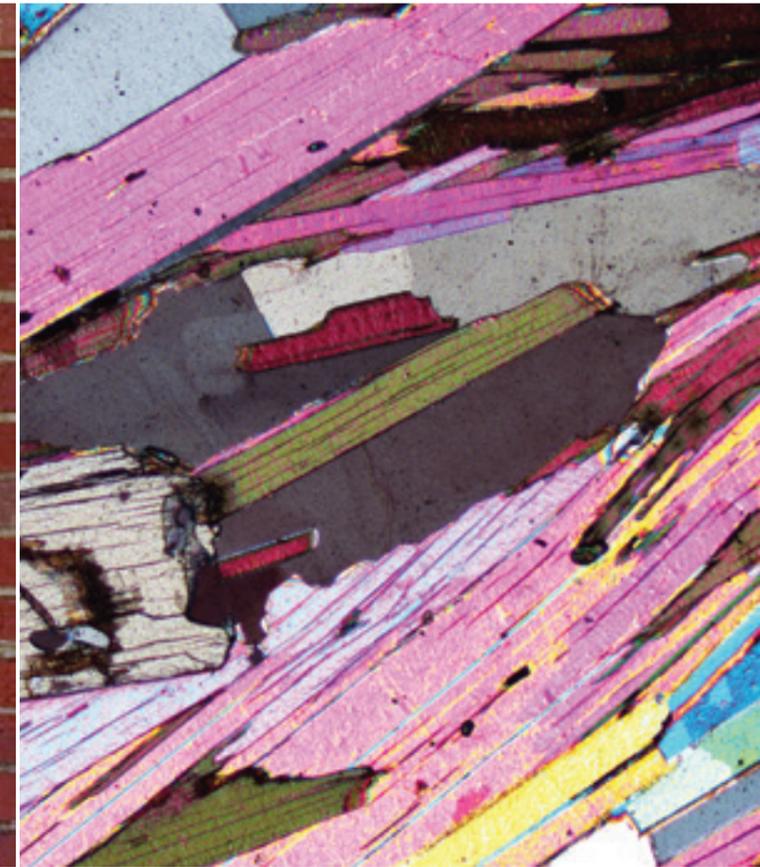
We are committed to continuing to invest in our people, including in the recruitment of high-quality academic staff, and in supporting the growth of our outstanding teachers, researchers and professional workforce.

In line with the commitments made in our *Reconciliation Action Plan 2018-2021*, *Aboriginal and Torres Strait Islander Employment Action Plan 2018-2021*, and *Aboriginal Research Strategy 2019-2025*, we will prioritise the recruitment, development and recognition of Aboriginal¹ academic staff and research degree candidates.

We will maintain a focus on recognising the talents of our academic and professional staff and will provide coordinated and career-long development opportunities.



¹ Consistent with common usage now in many organisations, this publication uses the shorter form reference to 'Aboriginal People' but is intended, always, to be inclusive of both Australian Aboriginal and Torres Strait Islander Peoples.



Strategic Priority 2 – Leading with Our Programs

We will further strengthen our nationally significant role in the agile preparation of coursework and research students for their professional careers in current and emerging industries. Our approaches to curriculum design and learning and teaching will be innovative and support workforce skills and capabilities needed in the state, nationally and globally. We will also ensure that our research strengths align with our flagship programs and reflect our belief that the best ideas take shape in partnership with students, businesses and the community.

We will emphasise contemporary modes of educational delivery that provide flexibility, with high-quality online and face-to-face learning experiences. We will also shift to a simplified timetable that provides greater flexibility for our students and access to block periods for our academic staff to further accelerate research outputs and continue to innovate in the curriculum.



Strategic Priority 3 – Enterprising Engagement

UniSA's distinctive, partnered approach to research and learning and teaching has never been more important. We will extend our national leadership in industry-intensive higher education through the UniSA Enterprise Hub™. The Hub will make it even easier for businesses, community and industry groups across South Australia, Australia and the world to partner with the University in collaborative research and education projects, advancement initiatives, and more, designed to strengthen our economy and society.

We will extend our use of dynamic and flexible approaches to innovation and entrepreneurship to form ideas and projects and to help staff and students, our research centres, and local, national and international businesses to scale, regenerate and chart sustainable futures. We will also ensure that we continue to embed what we learn from businesses and community back into the activities of the Hub, to ensure that the University continues to lead in partnered innovation and education.



Strategic Priority 4 – Shaping a Better World Together

UniSA is a great young university, and a dynamic force for a better world. Over coming years, we will ensure that Australia's University of Enterprise strengthens its South Australian, national and global profile even further. We will place UniSA and South Australia firmly on the world map as the hub of innovation. Through committing to our teaching being industry and research-informed and practice-oriented, our graduates will be prepared to contribute as professionals in meeting local and global challenges.

Institutional cultural competency is a central pillar to the University's Aboriginal Research Strategy, and also the Aboriginal Employment Strategy and we will work to ensure that Aboriginal Peoples who partner with UniSA have confidence in our ability to provide culturally safe learning and research spaces.

We will show that UniSA enterprise is enterprise for good. UniSA will introduce new awards to recognise outstanding achievements for academic and professional staff in socially and environmentally responsible approaches and we will help to write the future of higher education ethics.



Strategic Priority 5 – Accelerating Innovation through Shared Places

Places still matter in a digital age. We will ensure our academics and students are supported by access to high quality infrastructure in physical and virtual precincts that bring together teaching, learning and research and encourage interaction with business, industry and community groups.

Our teaching facilities will shape contemporary and future workplace environments. Innovative new research and education facilities will set new benchmarks for models of inter-professional research and growth, fostering collaboration and strengthening our business, industry and community partnerships.

As Australia's University of Enterprise, we will work with our university, industry, community and government partners to attract investment in nationally significant digital and physical infrastructure that supports leading-edge research and drives innovation and growth in the priority sectors of the South Australian economy.



Project Snapshots

To implement this Plan we will develop and deliver a series of projects, involving academic and professional staff from across the Academic Units and central administrative units. Some high-level examples of projects that will support the delivery of this Plan are provided below.



UniSA Enterprise Hub™

The UniSA Enterprise Hub™ will be a virtual and physical one-stop shopfront enabling business and community groups to partner with the University in research and enterprise initiatives.

It will bring together the Innovation and Collaboration Centre (ICC) and Accenture, UniSA Ventures and UniSA Research and Innovation Services (RIS). These changes include:

- the introduction of a concierge service for research and enterprise activities;
- coordinated and co-located large accounts management team;
- career-long researcher education which is co-located with business and startup activities; and
- the introduction of project-based research degrees.

The one-stop shop for these initiatives will be the refurbished Night Train Building at 9 Light Square on our City West Campus.

The Hub will also support research community success and recognition via the provision of training and networking opportunities, more seamless research administration support, and enhanced supports for funding applications across all categories.

Our goals are to grow partner and researcher satisfaction, as well as to strengthen and diversify research funding outcomes further. We want to be known as the home of researcher education, and for all members of our research community to know that they are welcome to engage.



Flexible Student Journeys

Our academic year structure will be simplified to provide greater flexibility for our students and staff and to support the many ways in which our students wish to engage in their learning. Our UniSA on-campus and UniSA Online teaching terms will be adjusted and aligned to afford maximum flexibility in the delivery of face-to-face and online content.

This will provide greater opportunities for our students to study across on-campus and online modes, enrol in double degrees and electives across disciplines, and to have clear study breaks to travel and undertake work experience opportunities. Our academic staff will also have clearer periods of teaching activity over the academic year, with more opportunities to conduct research, as well as greater access to research facilities outside of teaching periods.



Project-Based Research Degree

The UniSA Enterprise Hub™ will become the home for the project-based research degree. In simple terms, this involves the allocating of research degree scholarships to projects – all with supervisory teams and many with business or community partners – which are then advertised to potential candidates. Candidates are then recruited to those projects as members of that team. Projects can be promoted through student recruitment channels, as well as the University's marketing and web channels. This will provide a basis for teams to seek industry and internationally sponsored places.

One of the primary aims of the project-based allocation method is that we will bring candidates into strong and well-resourced research environments, with excellent supervisory teams and end users to work on projects that are aligned with areas of research strength.

There are multiple benefits to this approach:

- promotion of projects to actively recruit research degree candidates
- inclusion of partners in projects involving research degree candidates
- use of project examples to identify partners/prospects
- University-wide management and monitoring
- increased agency for Academic Units and supervisory teams in aligning research strategically and selecting the best applicants.

Authentic Assessment Project

Through the Authentic Assessment Project we will undertake a programmatic review of our approaches to assessment and how we prepare our students for the future workforce. Our assessment will be relevant to industry, to prepare students for their careers as future leaders and innovators. We will ensure that through our industry advisory groups, in support of our programs, our assessment is validated against future employer requirements. Students will be critical partners in this project.

We will focus on high quality assessment rather than high volume assessment, and there will be far greater utilisation of situational assessment (in laboratories, studios, clinics and simulated workplace settings) rather than traditional assignments and final exams.

We will develop new methodologies for supporting and assessing a student's capacity to work with others (both face-to-face and online). Our academics will engage much more extensively in education research with a focus on assessment. Funding will be made available to support academic staff to conduct scholarly research on methodologies and innovations related to assessment.



Monitoring Our Progress

The delivery of this Plan will require the support of academic and professional staff from across the University.

We are committed to continuously monitoring our progress towards delivering on our strategic priorities, actions and projects, and achieving our ambitions outlined in this Plan through our academic governance groups and formal annual review processes.

Governance and implementation arrangements

The University's *Enterprise Leadership Team* and *Executive Deans* will oversee the implementation of this Plan.

We will establish a new *Academic Enterprise Leadership Committee (AELC)*, drawing on members of our existing Academic Strategy, Standards and Quality Committee, Research Leadership Committee, student representatives, the Pro Vice Chancellor: Aboriginal Leadership and Strategy and other staff to drive and monitor the implementation of the actions and projects in this Plan. The AELC will report periodically to the Enterprise Leadership Team, Executive Deans and Academic Board on progress with delivering this Plan.

Each Academic Unit will develop a three-year plan which will support the delivery of the teaching and learning and research initiatives of this Plan in our academic areas in partnership with central administrative units. The Enterprise Leadership Team will oversee this planning and an annual review cycle.

In addition, various working groups and project groups will be established across the University to take responsibility for delivering the projects and actions outlined in this Plan.

Annual review processes

Scale and Focus

UniSA's established Scale and Focus review approach to its research entities – with institutes, centres and concentrations – will continue, under the leadership of the Deputy Vice Chancellor: Research and Enterprise, with a revised performance framework.

Each institute, centre and concentration will have consistent measures of success that are aligned with the strategic priorities of the University. This will improve our focus on high performance research, which will in turn contribute to improved rankings and funding outcomes. Research entities will be reviewed annually against KPIs and strategic objectives and the funding will reflect performance.

Curriculum Innovation Process

The Curriculum Innovation Process (CIP) – a data informed review of the curriculum in its broadest context, led by the Provost & Chief Academic Officer – will continue to be conducted with each Academic Unit annually. Through the CIP we will comprehensively evaluate the quality, viability and relevance of our programs and courses.

Student feedback on our courses and teachers, as well as important student engagement, retention, and graduate outcome metrics will be discussed, to help enhance the quality of UniSA's student learning experience. Through the CIP, we will also consider the connections between our teaching and research activities, teaching infrastructure, and recognise our high-performing teachers and researchers.

Actions and delivery

Strategic Priority 1 – Growing and Celebrating Enterprise Staff			
#	Action	Target delivery (end of)	Supports E25 ambition(s)
1.1	To strengthen links between our research and our flagship programs we will establish a new Enterprise Fellows scheme, through which we will recruit new academic staff at levels C and D	2021	2, 3, 4, 5, 6
1.2	To better facilitate sharing of best practice, and opportunities for career development, our academic and professional staff will be supported to work in roles across academic units and central administrative units, ensuring the projected benefits of the Academic Organisational Transformation Process are realised	2024	3, 6
1.3	In support of the University's ongoing commitment to Aboriginal engagement, we will recruit, advance and recognise a cohort of Aboriginal academics and Aboriginal research degree candidates	2022	6
1.4	To support our casual staff we will continue to provide teacher development programs and wherever possible offer opportunities for our outstanding casual teachers to transition to teaching academic positions	2025	1, 3, 6
1.5	To better support our staff in planning and developing their academic careers, our academic workload guidelines and models will provide greater clarity around the expectations of academic activities and academic work profiles	2022	2, 3, 6
1.6	To help shape our curriculum and contribute to our research efforts we will strategically grow our cohort of industry-aligned adjunct appointments	2024	1, 2, 6
1.7	As part of our commitment to developing an exceptional research community, we will provide researcher development opportunities for research degree candidates and staff throughout their careers	2022	4, 5, 6
1.8	To develop the future employment pathways for our teaching academic staff we will establish research development programs and provide new training opportunities, including in the scholarship of teaching	2022	4, 5, 6
1.9	To celebrate the pre-eminence of our academics we will recognise a cohort of Distinguished Professors to acknowledge their contribution to education, research and enterprise	2022	4, 5, 6
1.10	To acknowledge our outstanding staff we will establish a University-wide Unstoppable Grants and Awards Scheme	2023	6
Strategic Priority 2 – Leading with Our Programs			
#	Action	Target delivery (end of)	Supports E25 ambition(s)
2.1	To enhance students' learning experiences we will ensure our curriculum design and delivery is accessible focused on the activities that prioritise student and staff engagement	2023	1, 2, 3
2.2	To support the success and progression of our learners, and prepare students for their professional careers, we will move towards more authentic forms of assessment that facilitate attainment of graduate qualities and job-ready skills	2023	1, 2
2.3	To ensure teaching staff can incorporate culturally appropriate learning materials within our programs we will progress our commitment to our Aboriginal Content in Undergraduate Programs (ACUP) initiative as considered in our ACUP review recommendations, including the provision of new training programs and support resources	2022	1, 6
2.4	As part of our plans to grow our online student cohort locally, nationally and globally, and expand our offerings of elective courses University-wide, we will create additional online courses within the Academic Units and UniSA Online	2025	8
2.5	To enhance the student experience and overall student engagement we will develop a new model of student success through a partnership approach between our academic units and central administrative units including the way we collect and respond to student feedback	2024	1, 2
2.6	To provide greater flexibility for our students, ensure academic staff have sufficient time to immerse themselves in research and professional development, and support cross-disciplinary curriculum design, we will harmonise our various on-campus and online timetables	2023	1, 8
2.7	We will seek to minimise the number of textbooks students are required to purchase during their program of study by transitioning some courses from using traditional textbooks to high-quality research-driven resources	2022	1, 2
2.8	To grow our executive education and postgraduate enrolments we will expand our offerings of online Commonwealth-supported short-courses	2023	8
2.9	As part of ensuring a close connection between our research and flagship programs, we will ensure our research institute, centres and concentrations are embedded in our Academic Units and we will provide further opportunities for our research intensive staff to contribute to the curriculum of relevant discipline areas	2022	4, 5, 6, 7

Strategic Priority 3 – Enterprising Engagement			
#	Action	Target delivery (end of)	Supports E25 ambition(s)
3.1	As part of our strategy to establish a clear 'one stop' shopfront for industry, businesses and the community to engage with the University we will create the UniSA Enterprise Hub™	2022	4, 7
3.2	To advance our distinctive approaches to partnered research excellence we will introduce project-based research degrees, which will include the allocating of research degree scholarships to projects with business or community partners across South Australia, Australia and the world	2021	3, 4
3.3	To further advance our national leadership in career-ready education, we will build on our relationships with industry, businesses and government to further extend our work integrated learning opportunities to our coursework and research degree students	2023	1, 2
3.4	To enhance the professional endorsement of our programs, common in areas of formal accreditation, all Academic Units will be supported by advisory groups to advise on elements of the curriculum and course and program assessment strategies	2023	1
3.5	To ensure our industry contacts are well informed of our research strengths and partnership opportunities we will create new, and foster our existing valued relationships, with professional and clinical placement providers	2022	1, 2, 7
Strategic Priority 4 – Shaping a Better World Together			
#	Action	Target delivery (end of)	Supports E25 ambition(s)
4.1	We will invite up to 100 leading researchers per annum to accelerate academic, business and community transformations. This will include up to 15 Australian Aboriginal researchers. We will also invite researchers from DFAT-aid assisted countries in the Indo-Pacific	2023	4, 5, 6
4.2	To tackle large and complex problems, we will extend our Scale and Focus initiative to scale up key international partnerships	2023	4, 5
4.3	To promote engagement with cutting-edge ethical issues, UniSA will become known as the home of South Australia's most advanced and engaging ethics community of practice and will recognise outstanding practice through new Research Ethics and Innovation Awards	2021	5, 6
4.4	To showcase UniSA's academic enterprise to the world we will extend the 'Images of Research' competition to include 'Images of Research and Teaching at UniSA'	2021	3, 6
Strategic Priority 5 – Accelerating Innovation through Shared Places			
#	Action	Target delivery (end of)	Supports E25 ambition(s)
5.1	To prepare our students for their future careers in industry we will increasingly design and operate teaching and research facilities so that they align better with contemporary and future workplace environments	2025	1, 2, 7
5.2	As we create new spaces in the University we will co-locate teaching and research spaces wherever possible and ensure research infrastructure is deployed in close connection with education	2025	3, 5, 7
5.3	Our students will have greater exposure to industry to prepare them for their future careers through dedicated facilities and spaces where researchers work with industry as part of the Enterprise Hub and other research initiatives	2025	1, 3, 7
5.4	To ensure we share our ideas and data with the world, wherever possible, we will advance our open research approaches for data, publications and infrastructure	2025	5, 7
5.5	In support of our aspiration to advance computational thinking and research we will commit to providing our staff and students with access to high-performance computing facilities	2022	6, 7
5.6	To ensure UniSA's virtual learning environment provides an outstanding student experience we will continue to invest in developments and enhancements	2023	1, 2
5.7	To enhance the experiences of students and staff alike we will commit to a significant investment in our digital research and education systems	2025	1, 2, 5



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Australia's University of Enterprise

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Information correct at time of printing (March 2021)

CRICOS provider number 00121B

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Acknowledgement of Country

UnISA respects the Kaurna, Boandik and Bangarla peoples spiritual relationship with their country.

Artist: Ngupulya Pumani

Find out more about the University's commitment to reconciliation at unisa.edu.au/RAP