

# *Enterprise25*

## Our Strategic Plan 2018 -2025



University of  
South Australia



AUSTRALIA'S  
UNIVERSITY  
OF ENTERPRISE

# OUR STRATEGIC INTENT

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## 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

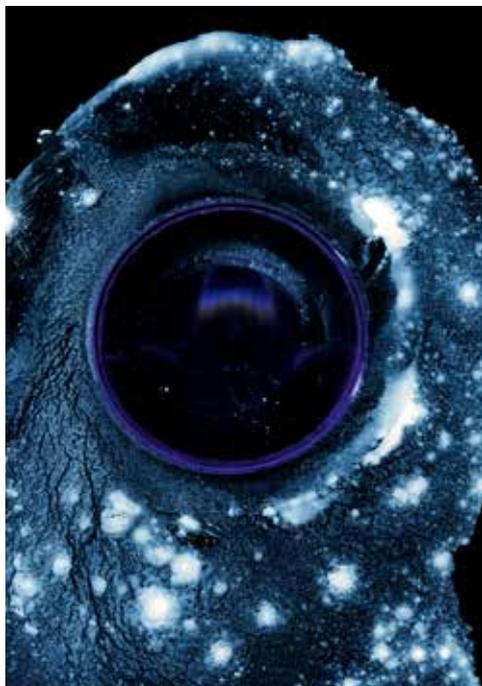
Integrity and accountability

Diversity and social justice

Engagement and collaboration

Agility and innovation

Scholarship and excellence

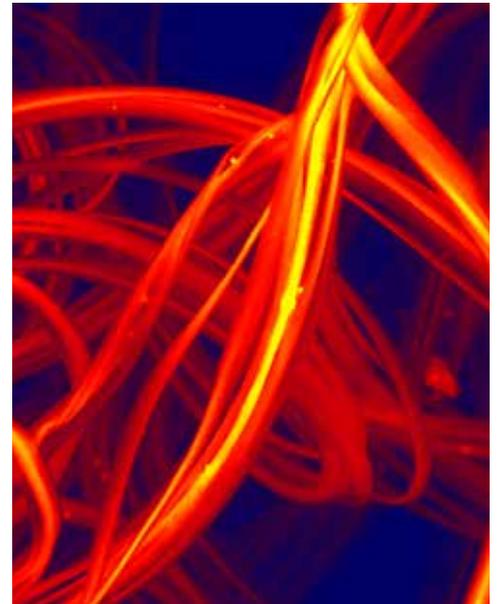
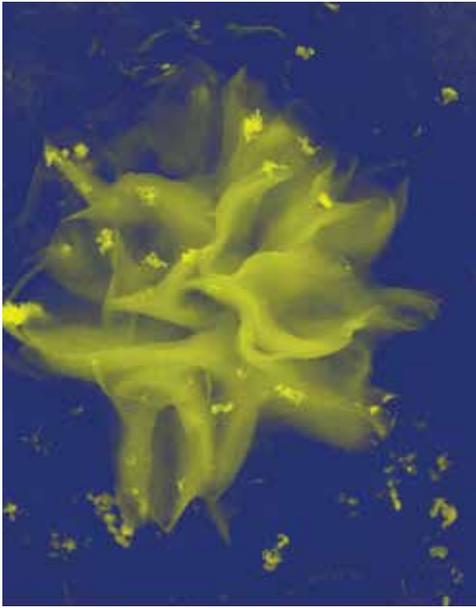


Artist:  
Rikurani

## Acknowledgment of Country

UniSA respects the Kaurna, Boandik and Barngarla peoples' spiritual relationship with their country. We also acknowledge the diversity of Aboriginal peoples, past and present.

Find out more about the University's commitment to reconciliation at [unisa.edu.au/RAP](http://unisa.edu.au/RAP)



# VICE CHANCELLOR'S OVERVIEW

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The University of South Australia is a globally connected and engaged university educating professionals for the new economy and helping to solve the challenges of industry and society.

Our teaching is industry-informed and our research is inventive and adventurous. We create knowledge that is central to global economic and social prosperity. Our graduates are the new professionals, confident and capable global citizens engaged with the world and ready to create and respond to change.

UniSA's success is built on:

- a foundation of teams of excellent and inspiring staff,
- dedication to the highest standards in education and to the frontiers of creativity and curiosity in research
- appreciation of what students want and how we support them in their goals
- partnerships and meaningful end user engagement.

Enterprise 25, our statement of strategic direction continues the evolution of our University which since its inception has demonstrated a commitment to change and innovation. We embrace the challenges that face our sector but remain true to our own mission as an open and accessible university with the determination to chart our own course.

Enterprise25 places People, Programs and Precincts at the heart of the university's operations out to 2025

We operate in an ever-evolving environment and we need to equip our students for future work. The digital world is lifting and changing student expectations – which requires adaptation to stay ahead.

Technological change is transforming industry - innovative research and innovative content in programs are needed now, more than ever before. The challenges for business and society are more interconnected - they require interdisciplinary responses. The international trend is toward supporting research with impact - UniSA needs to maximise its advantage. UniSA's competitors are increasingly international not local. The world should look to UniSA for

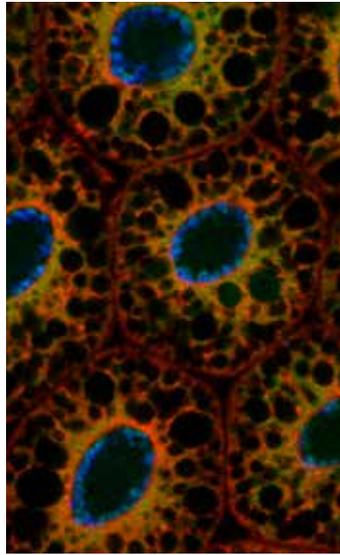
innovation – that innovation is embedded in our new strategy, Enterprise25.

Enterprise25 builds on and continues the momentum and achievements of Crossing the Horizon including:

- Teaching and learning innovation, through the Digital Learning Strategy
- Research and end-user engagement through the Research and Innovation Strategic Plan
- Student engagement through the Student Engagement Framework
- Aboriginal education, research and employment through the Reconciliation Action Plan
- Engagement with our regions, through the Regional Engagement Framework.

The principles of interdisciplinarity and the co-location of cognate disciplines, industry and research inform the next phase of our capital development. The university will consolidate its footprint with fewer campuses towards





*At the University of South Australia we believe that all the days of the University should be great days. We embrace the sense of excitement and possibility that permeates our organisational culture and through a focus on people, programs and precincts we will continue to be an institution of which our community can be justifiably proud.*

the delivery of vibrant communities of scale. Central to the success of Enterprise25 is a refresh and reemphasis on the value and quality of our educational offerings – our academic programs. We are affording them centrality in our consideration, and ensuring they are the best they can be – competitive and attractive nationally and internationally.

Through our industry-informed curriculum and flexibility of delivery we will further expand our international student population; delivering the best in globally relevant education on campus, online and offshore.

Our research themes bring together thought leaders across disciplines to address significant challenges facing society. By taking an industry sector approach, and building partners into large-scale research activities and precincts, we prioritise the translation of knowledge into impact.

Academic programs will draw on expertise from across the institution for their delivery - the best input contributing to the best offerings through curriculum communities

Through Enterprise25 we will continue to shape our future as Australia's University of Enterprise

*Prof. David Lloyd  
Vice Chancellor and President  
University of South Australia*



## Our 2025 Ambitions

1

UniSA will be ranked among the **very highest nationally** for student satisfaction and graduate employment rates.



2

Our top 20 accredited programs will all rank among the **very best in Australia** and feature on the **QS Top 100** subject listings internationally.

3

**15%** of our operational income will come from research activities with **60%** of that activity directly linked to industry partners. We will grow the scale and focus of our research by building capacity in areas that we have demonstrated excellence and shown potential for growth.



4

Programs will draw on expertise from across the institution for their delivery - the **best input contributing to the best offerings** through academic curriculum communities.





5

By 2025 we will be placed within the **Top 8 institutions nationally for research excellence**, and known as the sector's most industry-engaged university.

6

UniSA will be a high performing, culturally **enterprising** organisation; our core attributes embedded in all that we do, 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**.



## Our composition in 2025

By 2025, UniSA will have grown by 20% to 40 000 enrolled students. Within this cohort, 25% of students will engage with the University online - as domestic, international, transnational, postgraduate and undergraduate students.



# PROGRAMS

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Our academic programs are the passage we offer our students to their professional careers. Our programs will be the core of what we do, how we organise ourselves, and judge our performance. Our challenge is to remain a leading educator for the new professions and to prepare our students for their careers as the future leaders, citizens, innovators and adventurers of tomorrow.

Through our curriculum innovation process, we will reshape and review our programs to ensure they are leading-edge, end user endorsed programs that are all ranked among the best in the world. We will draw on the best academic and curriculum expertise, and the best new knowledge from our research, from across the University to ensure high quality education. Building on the core capabilities, all undergraduate programs will integrate interdisciplinary opportunities, delivering skilled and flexible graduates to an ever-changing workforce.

Our professional and industry partners will collaborate with us to develop the highest quality and most relevant curriculum, and with the provision of internships and work integrated learning, so that our students continue to graduate with above average career outcomes.

Central to the delivery of life-long education, our postgraduate

coursework and executive education will be designed around micro-credentialing, flexible and sustained credit accrual, certification of attainment and systematic recognition of prior learning and experience. UniSA College will excel in delivering enabling foundation studies, supporting pathways to university for students from any walk of life.

With an increased emphasis on student retention and success, we will establish a new transition-to-university team, focused on first year success and retention. This group will deploy learning analytics to monitor student progression and utilise proven mentoring and intervention strategies to enable student progression in the critical first year of independent learning in a higher education setting.

The UniSA Foundation will provide scholarship opportunities and financial assistance for at least 1 in 5 of our student body and will successfully raise general scholarship support on an ongoing basis. To round out their connection to society and end users, all of our students will be afforded the opportunity to engage with an expanded UniSA+.

We will review and refine our interdisciplinary mix and the academic structures and support processes that contribute to outstanding program development.



# ▶ PROGRAMS PEOPLE PRECINCTS



# PEOPLE

We commit to being the very best we can be. Great people are core to our success. Through Enterprise25, our staff core attributes will influence every aspect of our employee experience, from attracting great talent through investing in our professional development and enabling high performance.

The University will continue to invest in its people – developing our skills and cultivating our attributes to shape and support an enterprising and solution focussed attitude that characterises our constructive and open culture.

We commit to the provision of a culturally and physically safe environment for our entire community. We will pursue accreditation as an Athena Swan Gold site and as a White Ribbon accredited organisation demonstrating the values we stand for. We will be a University that represents

the community and, faithful to our founding principles, strive to be positioned as Australia's Aboriginal University of Choice and an institution that is open to all those who aspire to advancement through education.

We will simplify our administrative structure and ensure that service delivery is defined by its end-to-end commitment to our students and partners as well as a focus on service excellence. We will redefine program oversight, management structures and capabilities - bolstering academic leadership and professional management to reflect and reinforce our program focus.

UniSA will further enhance its reputation as an institution that is easy to work with, and one that is committed to the wellbeing and growth of all our people, individually and collectively.



# PROGRAMS ▶ PEOPLE PRECINCTS



# PRECINCTS

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Our places underpin our community. Precincts are the embodiment of our next capital development plan. Precincts will see the logical geographic organisation of our program areas in complementary proximity to one another and to embedded end users and industry.

We will encourage partners, businesses and industry groups to locate on our campuses and we will cluster research and like academic communities in physical and virtual precincts that bring together learning, research and enterprise. We will make connections to form solutions and shape our research and knowledge for the benefit of end users.

By 2025 we will have further consolidated our campus footprint and updated our physical learning and research infrastructure. Co-locating cognate activities of excellence, we will work to maximise efficiency and to reduce the number of metropolitan campuses. In so doing we will move to replace tired, ageing or inefficient infrastructure. We will move to an open plan model in all new facilities and all future renovations. We will maximise general teaching spaces and actively repurpose lecture theatres as the evolution of digital education continues apace.

Our development principles include seamlessly accommodating industry in Residence. Each campus will have sustainable development goals and renewable energy targets. In any development we will include explicit consideration of ground floor activation and revenue generation. As part of our continued journey towards being the Aboriginal and Torres Strait Islander University of Choice, we will deliver Unaiapon Spaces across each campus.

As the state's University we will continue to impact in the regions of South Australia and reach internationally through dedicated partnerships.

Through growth of UniSA Online we will broaden our education footprint beyond traditional borders.



# PROGRAMS PEOPLE ▶ PRECINCTS



# PROGRAMS PEOPLE PRECINCTS



## University of South Australia

University of South Australia  
GPO Box 2471, Adelaide  
South Australia 5001  
Australia

Telephone: +61 8 8302 6611  
Facsimile: +61 8 8302 2466

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