Transition Plan
(Extract)

Feasibility Assessment
Creation of a *University for the Future*

July 2023

THE UNIVERSITY *of* ADELAIDE

University of South Australia

Context

With a shared ambition for the future of South Australia's university sector, the South Australian Government, the Australian Government and the Councils of the University of Adelaide (UoA) and the University of South Australia (UniSA) are working towards creating a new leading contemporary university of global standing.

This *university for the future* – to be called *Adelaide University* – will make transformational investments in teaching and research, will be a stronger magnet for exemplary students and staff and will conduct outstanding research of scale and focus.

In the first half of 2023, extensive work across 14 workstreams assessed all material aspects of combining the universities and this work informed a detailed feasibility assessment study presented to both Councils for their review and consideration.

Feedback received from university staff, students, alumni and partners in response to the release of A Vision Statement for a South Australian *university for the future*[1] in March 2023 helped inform the documentation for Council.

The Transition Plan was one of a suite of jointly developed documents provided to the Councils as part of the feasibility assessment phase and sets out the high-level approach to each of the four stages of transition required between 2023 and 2030 to create *Adelaide University.*

This document, prepared for public release, is an extract of the detailed and comprehensive Transition Plan that was presented to the UoA and UniSA Councils to support their deliberations about the prospect of combining to create *Adelaide University.*

Having resolved to advance a *university for the future* and support the State Government's policy intent and legislative approach that would establish the new university, this Transition Plan extract is being released to provide greater insight into:
   o the intended stages of transition to *Adelaide University's* future state
   o transition governance arrangements
   o aspirations and success criteria from day one of *Adelaide University*
   o features and guiding principles for transition activities.

In its entirety, the Transition Plan describes in significant detail the broad range of considerations necessary to move to *Adelaide University*, including the detailed mapping of key program milestones and underlying activities that would be required to deliver a successful transition. The Transition Plan also seeks to anticipate the potential experiences of staff and students through the transition, represented through journey maps, which summarise the impact of planned transition activities.

From here, the universities will undertake further detailed transition and implementation planning to enable the new university to commence operations in January 2026 should the Parliament of South Australia pass legislation to that effect. This will include high levels of co-creation and engagement with staff, students and alumni communities and other significant stakeholder groups.

Through co-creation, members of the university community will be involved in the ideation, conceptualisation and design of the structures, programs, functions and operations of the new university. A key focus for co-creation activity will be the development of a five-year strategic plan for *Adelaide University* (2026-2030).

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[1] Visit UniSA website or UoA website to view the 'A Vision Statement for a South Australian *university for the future*'.
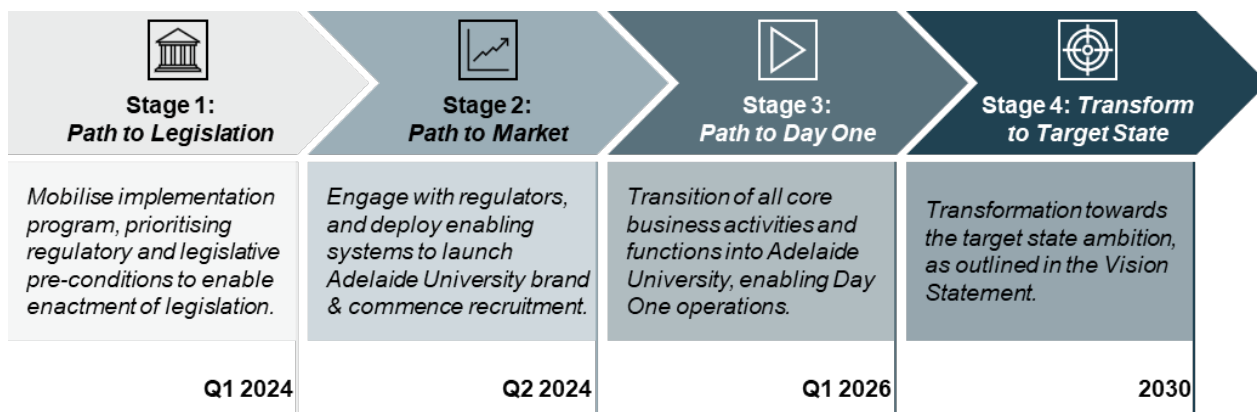
Contents

1 Executive Summary

The Transition Plan provides detail on those key elements associated with the creation of *Adelaide University* and seeks to build confidence;

- **In the ability to realise the ambition outlined in the *Vision Statement*, and**

- **That the transition to *Adelaide University* is achievable and the risks associated with it can be managed and mitigated.**

In broad terms this Transition Plan outlines the outcomes for Day One (2026) and Target State (2030), derived from the guiding principles and objectives determined and agreed for *Adelaide University* (AU), and the stages through which these critical outcomes will be realised (Figure 1).

Figure 1: Stages of transition to the *Adelaide University* Target State

Stage 1: Path to Legislation	Stage 2: Path to Market	Stage 3: Path to Day One	Stage 4: Transform to Target State
Mobilise implementation program, prioritising regulatory and legislative pre-conditions to enable enactment of legislation.	Engage with regulators, and deploy enabling systems to launch Adelaide University brand & commence recruitment.	Transition of all core business activities and functions into Adelaide University, enabling Day One operations.	Transformation towards the target state ambition, as outlined in the Vision Statement.
Q1 2024	Q2 2024	Q1 2026	2030

The purpose of the Transition Plan is to set out an approach to each of the four Stages of transition, which are required between now and 2030.

Effort in the transition years must be undertaken collectively, aimed at setting *Adelaide University* on a path for success from Day One and as such every step must be taken to retain the success and momentum of the existing universities during this time. Any transition to create *Adelaide University* extends, however, well beyond the transfer of core business activities and functions from the existing institutions to a new one.

During the feasibility assessment phase, fourteen jointly led workstreams were deployed in four broad areas; Establishing AU, Academic Operations, People & Culture and Enablers. The workstreams undertook extensive analysis and high level design work, working collaboratively with peers across the two institutions to test the feasibility of the intended approach to transition and to achieve the strategic intent for the new university. Key outcomes for each workstream, by Stage of Transition, are shown in Figure 2.

Figure 2: Summary outcomes to be achieved within each Stage of Transition

Section		Stage 1: Path to Legislation	Stage 2: Path to Market	Stage 3: Path to Day One	Stage 4: Transform to Target State
Establishing AU	4.1.1 Legal & Legislative	Legislation passed for the *Adelaide University* Act.	TEQSA registration obtained. HESA Table A change approved.		
	4.1.2 Governance & Management	Joint Committee established. Integrated Management Office (IMO) established and integration partner engaged. 2026-2030 Strategic Plan developed.	Transition Council established.	Transition Council continues until end of year-1 (assumed 31 Dec 2026).	AU Council is established along with subsequent governance structures.
Academic Operations	4.2.1 Academic Governance	Joint Committee provides interim QA processes.	AU Transition Academic Board established with key policies in place.	Academic Board transitions membership to permanent Academic Board. All professional accreditations in place.	Ongoing policy refinement and improvement.
	4.2.2 Academic Delivery	Curriculum Development group established, CMS operational.	Core AU programs approved.	New curriculum structures and teaching practices are in place for first and any subsequent years as required.	All students taught under AU curriculum, UniSA and UoA curriculum no longer being taught. All programs and courses are redesigned.
	4.2.3 Student Experience	Commence co-design of student service models.	Commence development of student service models and academic and student principles.	Student services operating as one, with AU 'look and feel'.	Continual improvement programs deliver market-leading student services & experience.
	4.2.4 Research & Commercialisation	Design for strategic research thematics.	Establish research operating model.	AU research programs and structures (incl. Graduate School) commence.	Ongoing investment in talent; staff and graduate researchers.
People & Culture	4.3.1 Culture	Co-creation of branding and logo, core staff attributes and behaviours, and *Adelaide University* values	Milestone celebrations occur. Commence co-creation of core cultural artefacts	Activities to enable a cohesive sense of AU identity, and development of core artefacts (e.g., Equity, Diversity & Inclusion Strategy)	All staff and students identify more strongly with AU than UniSA or UoA.
Enablers	4.4.1 Operating Model	Consultation on AU academic structures.	Academic structures agreed. Support service design underway.	New operating model in place that enables vision & ambition of AU.	Ongoing improvement of operating processes and systems.
	4.4.2 Student Recruitment & Brand	Initial brand positioning in market.	AU brand in market as primary brand.	Brand in-market for over 18 months, enabling commencing domestic & international students in 2026.	AU brand widely recognised and respected in national and international market.
	4.4.3 Assets & Infrastructure	Commence AU infrastructure investment plan.	AU infrastructure investment plan developed.	Some relocation of teaching and research activity to enable sense of a 'new' institution.	Development of comprehensive university-wide infrastructure masterplan with relocation.
	4.4.4 Systems	Systems integration roadmap designed.	Systems to support market launch are in place.	All systems "look and feel" as one.	All systems are delivered as one to enable an industry-leading IT environment.
	4.4.5 Alumni & Philanthropy	Engage with alumni and donors on the transition to *Adelaide University*.	Ongoing engagement with alumni and donors.	Ongoing engagement with alumni and donors.	Progress to building an aligned alumni network.

This Transition Plan evidences the feasibility of the proposed undertaking, provides design principles, key stages for transition, and the outcomes that underpin these stages. While it will broadly guide the work in the transition phases, it is not to be interpreted as a workplan. Detailed design and planning are still required to construct a fit-for-purpose workplan and target state blueprint. In supporting this effort, it is clear the program will require significant internal and external expert human resource.

Creating *Adelaide University* affords a unique opportunity to materially reshape the curriculum, research, student and staff experience, and core operations, to an extent which would not otherwise be possible.

Adelaide University will create a wholly new curriculum along with world-class signature research thematics, co-designed with industry and end-users, providing student- and staff-centric experiences, and underpinned by advances in AI and innovative technologies.

The transition envisaged provides an opportunity to redesign critical enabling systems, processes and policies to ensure *Adelaide University* provides a future-oriented digital experience.

Over the longer-term, *Adelaide University* will look to consolidate its infrastructure footprint to drive sector leading student experiences, contemporary learning and teaching, and research outcomes at scale.

Adelaide University's success will depend on the development of a new shared culture that is strong and cohesive.

The transition will be an opportunity to craft such a culture from within the two existing organisations, with an employee value proposition that positions *Adelaide University* as an employer of choice, a magnet for talent locally, nationally, and globally. The workforce strategy will encompass talent, diversity, and innovation, with people highlighted as *Adelaide University's* greatest asset. This focus is critical given the increased national and international competition to attract and retain leading talent in all areas.

Adelaide University's offerings will be underpinned by nation-leading student recruitment and brand functions. *Adelaide University* will have among the Nation's most professional, contemporary, and integrated marketing, recruitment, communications, and engagement functions.

An implementation approach for critical *Adelaide University* activities has been developed, which must be mobilised early to de-risk transition.

To support a successful transition, the universities will create a 'small special purpose *Joint Committee*' that will operate with single accountability leads for each workstream, and be co-chaired by the Vice-Chancellors of the University of South Australia (UniSA) and the University of Adelaide (UoA). Transitional governance arrangements are shown in Figure 3.

The clear intention is that co-creation will be at the heart of designing core elements of the new *Adelaide University*.

Engagement of staff through co-creation will be essential to developing the desired culture and aspiration of the institution, as will be a properly resourced change management endeavour.

The universities will establish an integration vehicle – an Integration Management Office (IMO) – which will report and be accountable to the *Joint Committee*. The IMO will be led by an external implementation partner with a proven record of delivering successful integrations of substantial complexity. The external integration partner will be identified through a select tender process to be completed no later than September 2023.

Figure 3: Transition governance arrangements
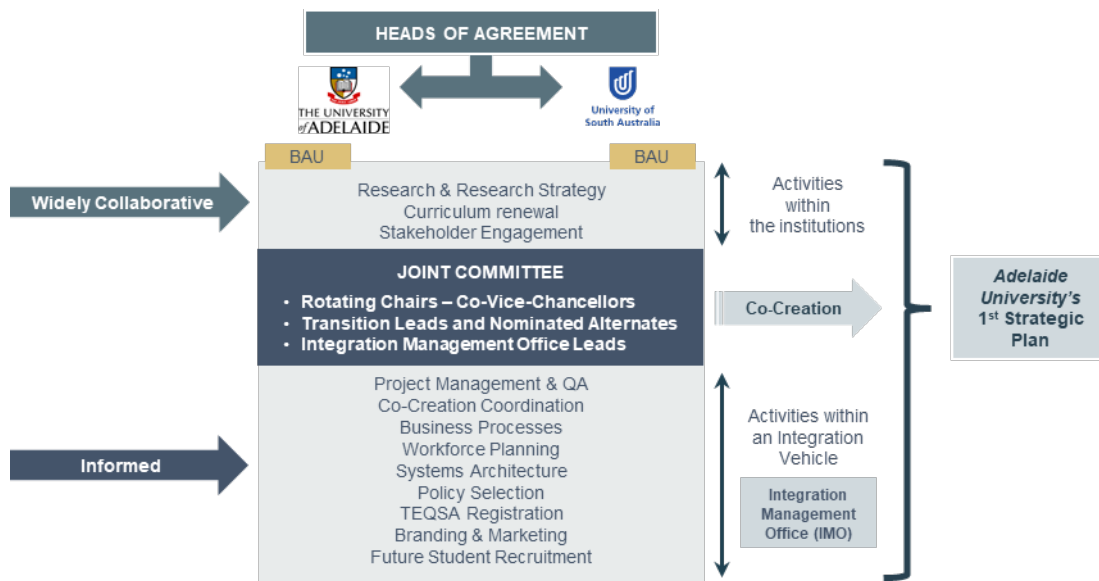
Through an expression of interest process, a substantial number of staff will be seconded into the IMO where they will work with an exclusive focus on the creation of elements of *Adelaide University* providing an opportunity to not only build *Adelaide University* but also to develop and maintain a stronger internal change management capability across the transformation phase to 2030.

The significance of the transition task must not be underestimated. UniSA and UoA collectively have over 44,000 EFTSL[2] enrolled in 5,045 courses (subjects), 6,900 staff FTE, and nearly 400 key technology applications. Realising *Adelaide University* within two and a half years is a substantial undertaking. It will require considerable effort in planning, designing, and implementing.

A transition of this scale constitutes one of the largest higher education amalgamations undertaken anywhere in the world. In parallel with the large opportunities it will create for the future, the transition in the short term carries with it sizeable risks and effort, in core activities – cultural change, curriculum and research transformation, systems integration – and critically, in being able to manage such major changes at the whole of system level.

The feasibility assessment evidenced throughout this Plan, indicates that the volume and complexity of work can be managed, and that risks have been identified and can, with effective planning, be mitigated successfully.

At a minimum, *Adelaide University* can be operational on Day One and provide a staff and student experience at least on a par with that offered by the existing universities.

Operational improvements and enhancements will continue to progress through to target state in 2030, which will see *Adelaide University* on track to surpass the current institutions from which it will be built.

The task ahead is both challenging and exciting. The work done to date lays the foundation for a navigable path to create a strong University for the Future – *Adelaide University,* which potentially holds considerable upside for the state of South Australia.

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[2] Based on 2022 UniSA and UoA actuals.

2 Transition Plan Overview

At the highest level, the Transition Plan outlines the process required to establish *Adelaide University* and is structured as follows:

Figure 4: Transition Plan Overview

	Section		Key Questions Answered
3. Transition Approach Strategy	3.1 Strategic Transition Aspirations		What are the aspirations and purpose the Transition Plan is seeking to achieve?
	3.2 Overarching transition approach		
	3.3 Risks and mitigations		What is the high level implementation timeline?
4. Integration Pathway	**4.1 Establishing Adelaide University**	4.1.1 Legal & Legislative	What is the pathway to ensure *Adelaide University* can be established by Day One?
		4.1.2 Governance & Management	
	4.2 Academic Operations	4.2.1 Academic Governance	How will *Adelaide University's* Teaching & Learning operations be designed and transitioned?
		4.2.2 Academic Delivery	
		4.2.3 Student Experience	How will students transition to *Adelaide University*?
		4.2.4 Research & Commercialisation	What is the research strategy that *Adelaide University* will adopt?
	4.3 Culture & People	4.3.1 Culture	What is the approach to developing a new culture for *Adelaide University*?
	4.4 Enablers	4.4.1 Operating Model	How will functional enablers support the design of *Adelaide University's* academic operations (Teaching & Learning, and Research), and help realise *Adelaide University's* ambition?
		4.4.2 Student recruitment & brand	
		4.4.3 Assets & Infrastructure	
		4.4.4 Systems	
		4.4.5 Alumni & philanthropy	

The 'build out' of the new Adelaide University will involve provision of more granular detail to our leadership and staff teams, taken from the full plan prepared for the university councils.

3 Transition Approach Introduction

3.1 Strategic Transition Aspirations

Several strategic aspirations have guided development of the transition planning. To realise these aspirations in the target state, *Adelaide University* must first achieve Day One, by ensuring the success criteria outlined in Figure 5 are realised.

Figure 5: Strategic Transition Aspirations

	Aspiration	Success criteria for Day One
	Create a comprehensive and contemporary curriculum. Design and deliver a comprehensive and contemporary curriculum that provides an accessible and future-focused teaching and learning experience to domestic and international students, using market-leading AI and Education Technologies.	• New curriculum structures and teaching practices are in place for first and any subsequent years as required. Schedules will be established for the development of all curricula as new. Some unique programs may be prioritised for later development.
	Deliver impactful student services that maximise student success. Provide accessible and flexible study opportunities, providing equity and access to higher education for all students, setting students up for lifelong learning and impact in society.	• Support structures in place for all students transitioning into *Adelaide University*, facilitated by a seamless student journey for all student cohorts.
	Conduct research of the highest global standing. Conduct future-making research of global standing of scale and focus, through 'signature research thematics' and partnerships and collaboration with industry and the community.	• Current talent has been retained. • Contemporary research structures and practices are in place under a single coherent research strategy, which includes a pathway to achieving future state research ambition.
	Shape a new culture. Shape a new culture for *Adelaide University* that enables its strategic intent and draws from the best of both current institutions' cultures.	• There is a new strong culture at *Adelaide University*, with a cohesive identity, derived from the rich histories and heritage of both UoA and UniSA, with which all stakeholders readily identify.
	Establish the *Adelaide University* brand, reputation, and recruitment. Ensure brand is in-market with sufficient lead-time ahead of Day One and establish *Adelaide University* as a leading exemplar for its brand and reputation, driven by contemporary marketing, communications, and engagement functions.	• The *Adelaide University* brand is in-market locally, nationally, and internationally and is well understood. • *Adelaide University* will seek to maintain and improve the 2023 University of Adelaide and University of South Australia rankings.
	***Adelaide University* provides support services underpinned by market-leading, innovative enablers.** Design and deliver innovative enablers, including student-centric systems that underpin a leading digital experience, and leverage infrastructure synergies to drive sector leading learning and teaching experiences.	• Supporting systems, processes, infrastructure, and operational structures are in place and enabling effective operations. • Governance and organisational structures are established and functioning effectively. • Funding streams, budgeting and appropriate planning ensure that *Adelaide University* is set up with an eye to future success and financial sustainability.

3.2 Key transition period risks and mitigation actions

Risk management framework

A Future University Program Risk Management Framework (the *Framework*) has been advanced, which outlines the approach for identifying and managing risks associated with the successful creation and establishment of *Adelaide University*. The Framework applies to transition activities as well as the identification of risks to business-as-usual operations of the respective Universities, which arise because of the transition.

Further, the Framework provides a foundation for communication and engagement with the regulating bodies (including TEQSA and other Government bodies) and key stakeholders. The effective management of risks is critical to ensure that *Adelaide University* is established in line with regulatory requirements, and licence conditions.

4 Integration Pathway

4.1 Establishing *Adelaide University*

4.1.1 Legal and legislative pathway

The legislative approach and the evaluation of regulatory requirements has been developed by working back from January 2026 to ensure that this effective date of operation can be met.

The **legislative pathway** requires:

- SA State legislation for the transition to and the creation of *Adelaide University,* and that the legislation be informed by regulatory considerations regarding *Adelaide University.*
- Commonwealth legislation be amended to facilitate recognition as a Table A provider under the *Higher Education Support Act 2003* (to receive Commonwealth funding and enrol Commonwealth Supported Students).

The **regulatory considerations** related to forming *Adelaide University* include:
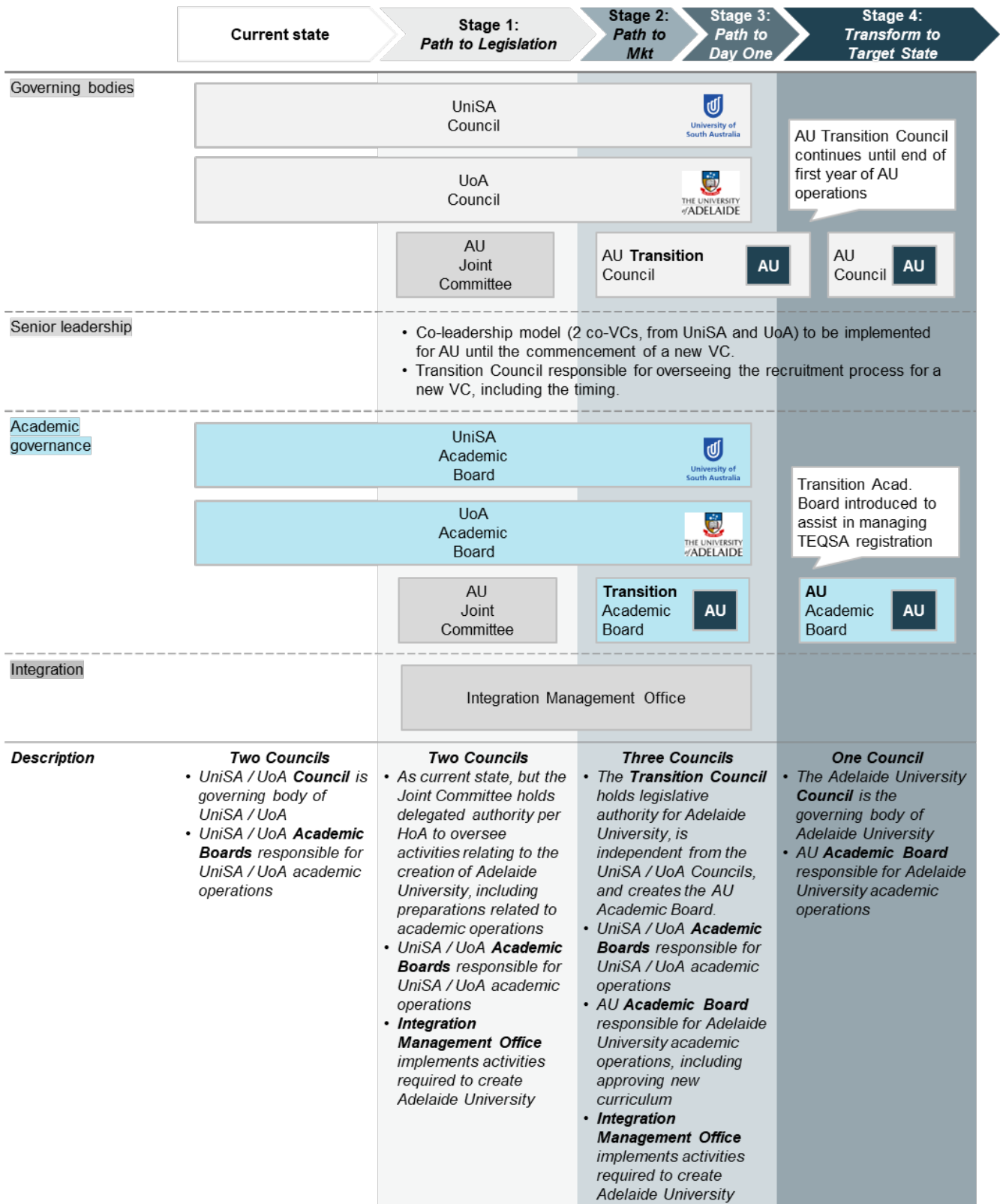
- TEQSA accreditation.
- CRICOS registration.

4.1.2 Governance and management

Features

The transition to *Adelaide University*, will progress with transitional governance arrangements coinciding with several distinct stages, illustrated in Figure 6.

Figure 6: Governance transition arrangements

Guiding principles for governance and management activity

Clear, effective, and responsive governance and management during the transition period will ensure the pre-Day One operations of UniSA and UoA are conducted through an *Adelaide University* lens as appropriate, but without compromising the outcomes for staff and our current student body.

Transitional governance arrangements will be run by a *'special purpose Joint Committee' (The Joint Committee)* co-led by the Vice-Chancellors of the current institutions with an agreed membership drawn equally from each university. *The Joint Committee* may also retain independent expert(s). *The Joint Committee* will:

- Be accountable for planning and preparing the establishment of *Adelaide University* and would draw resources from the universities as required.

- Develop a process and protocols for communication and consultation.

- Engage with the State Government to inform the design and implementation of appropriate legislation.

- Hold interim responsibility for management of academic governance and operations, until the *Adelaide University* Academic Board is established.

Transition Approach

The creation of *Adelaide University* will involve planning and preparation activities as directed by *The Joint Committee* through an integration vehicle– illustrated in Figure 7.

Within this integration vehicle, there will be an Integration Management Office (IMO), with current staff seconded to work exclusively on the development of *Adelaide University* and augmented by non-sector experts (sourced from an integration partner) with a track record of delivering successful integration in combining organisations of substantial complexity.

This combination of expertise will build capability within *Adelaide University* across change management, business process improvement and complex project management, ensuring the university is set up for success into the future.

Pre-legislation governance and management

The Joint Committee will coordinate a range of activities as indicated in Figure 3, that are both focused within the IMO and carried out within the two wider organisations. Co-Chaired by the Vice-Chancellors, the 'Transition Leads' within *The Joint Committee* (outlined in Figure 7) will be answerable to *The Joint Committee* and will be engaged in co-creation activities as part of their responsibilities.

In parallel to expediting integration, a major deliverable will be the co-creation with staff, alumni, students and other key stakeholders of a five-year strategic plan for *Adelaide University* (2026-2030) to be presented to the Transition Council for adoption.

It is proposed that the project team and membership of *The Joint Committee* will be constituted initially, as follows:

Figure 7: Proposed membership of *Joint Committee*

Joint Committee

- Co-leadership / Rotating Chair
- Research Transition Lead
- Curriculum Transition Lead
- Corporate Transition Lead
- Student Experience Transition Lead
- Staff Experience Transition Lead
- Market Engagement Transition Lead
- Legal & Academic Governance Transition Lead
- Finance Transition Lead

Integration Vehicle, including Integration Management Office (IMO)

Adelaide University Joint Venture, with IMO (including Integration Partner and seconded staff)

Streams of work, pertaining to each Transition Lead's domain of responsibility, will be constituted based on the nature of planned activities. Certain domains, such as Research and Curriculum will likely have major emphasis on co-creation with design input from large numbers of staff and students from both institutions.

Other domains such as systems architecture, will be informed by more focussed co-creation activities, and led by nominated technically expert staff with core involvement by externally contracted credentialled subject matter experts. All Transition Leads will share the responsibility to advance the culture of *Adelaide University*.

Post-legislation governance and management

Following the enactment of legislation, the Transition Council will be formed, which will be responsible for the governance of *Adelaide University* throughout the transition period and in the context of the proclaimed legislation. During this period, UoA and UniSA Councils will continue to run their respective university operations in parallel.

4.2 *Adelaide University*: Academic operations

The academic operations of *Adelaide University* (Teaching and Learning, and Research) are critical to its success. *Adelaide University* must ensure the academic governance body is established, all products offered are effective for Day One, all content has been appropriately transformed by 2030, and the research activities are transitioned into a single model by Day One.

4.2.1 Academic governance

Following the passage of legislation to create *Adelaide University*, a critical first step for the Transition Council will be establishing a formal academic governance framework. Before legislation, the *Joint Committee* will hold responsibility for academic operations of *Adelaide University*. The *Joint Committee* will act as a mechanism to endorse new programs, courses, policies and procedures so they can be approved as quickly as possible once the Transition Academic Board is established.

Upon the passage of legislation, the Transition Council will be able to establish a (Transition) Academic Board, potentially drawing on membership from the existing universities.

The *Adelaide University* Transition Academic Board will assume responsibility for academic oversight from June 2024, including program approval, curriculum quality assurance, and approving academic policies.

Ultimately, the Transition Council will be responsible for the design and implementation of the academic governance of *Adelaide University*.

4.2.2 Teaching and learning: Academic delivery

Features

To deliver on *Adelaide University*'s ambition for a distinctive curriculum, the academic delivery will have the following features:

- **Contemporary:** All curriculum at *Adelaide University* will be developed as new, using innovative content design and delivery methods. It will be co-designed with industry and students and maintain its currency through **continuous renewal** cycles.

- **Stackable programs & flexible entry requirements:** Program structures will be consistent. Entry requirements will be developed in line with best pedagogical practice and provide equitable access.

- **Stackable & modular courses**: Courses will be tailored and flexible to meet the needs of a wide range of students.

- **Digitally enabled**: An industry leading selection of **online programs and digital enabled programs** will be offered. These will improve student access and remove physical barriers to participation.

- **Embedded work integrated learning (WIL):** Internships, placements, and other kinds of WIL will form a central component of all programs offered.

- **Delivered under a single academic calendar:** Following detailed analysis a 10-week trimester academic calendar is proposed as a preferred option for *Adelaide University*, subject to further review in the detailed design stages of transition.

Guiding principles for activity

The principles guiding the development of the curriculum are to:

- Develop and deliver the highest quality curriculum in Australia.
- Maintain a continued level of comprehensive contemporary curriculum.
- Seek to have teaching informed by the best relevant research. Teach in fields underpinned by institutional research.
- Ensure the curriculum is future-focussed, responding to the needs of students and requirements of industry and professional accreditation bodies.
- Have a digital underpinning for every course with the option to seamlessly shift between online and on-campus study.
- Embed specific *Adelaide University* graduate qualities through the curriculum.
- Prepare students for their careers of the future ensuring programs respond to Australian skills shortages.
- Acknowledge the university's role and obligation to advance the access, participation and success of First Nations Peoples as both students and members of staff.
- Support equity and access to education for all.
- Commit to supporting students through their university experience.

4.2.3 Teaching and learning: Student experience

Features

Adelaide University intends to offer one of Australia's most contemporary and engaging student experience to its students. A primary tenet of the transition process is co-design; partnering with students to deliver a relevant, integrated, cohesive university experience that values student success.

At *Adelaide University*, it is intended that students will have access to a best-in-class suite of services, including at a minimum the full suite of services currently offered at UoA and UniSA, including program support, student support, and student life services, as outlined in Figure 8.

Figure 8: Student services intended to be offered at *Adelaide University* from 2026
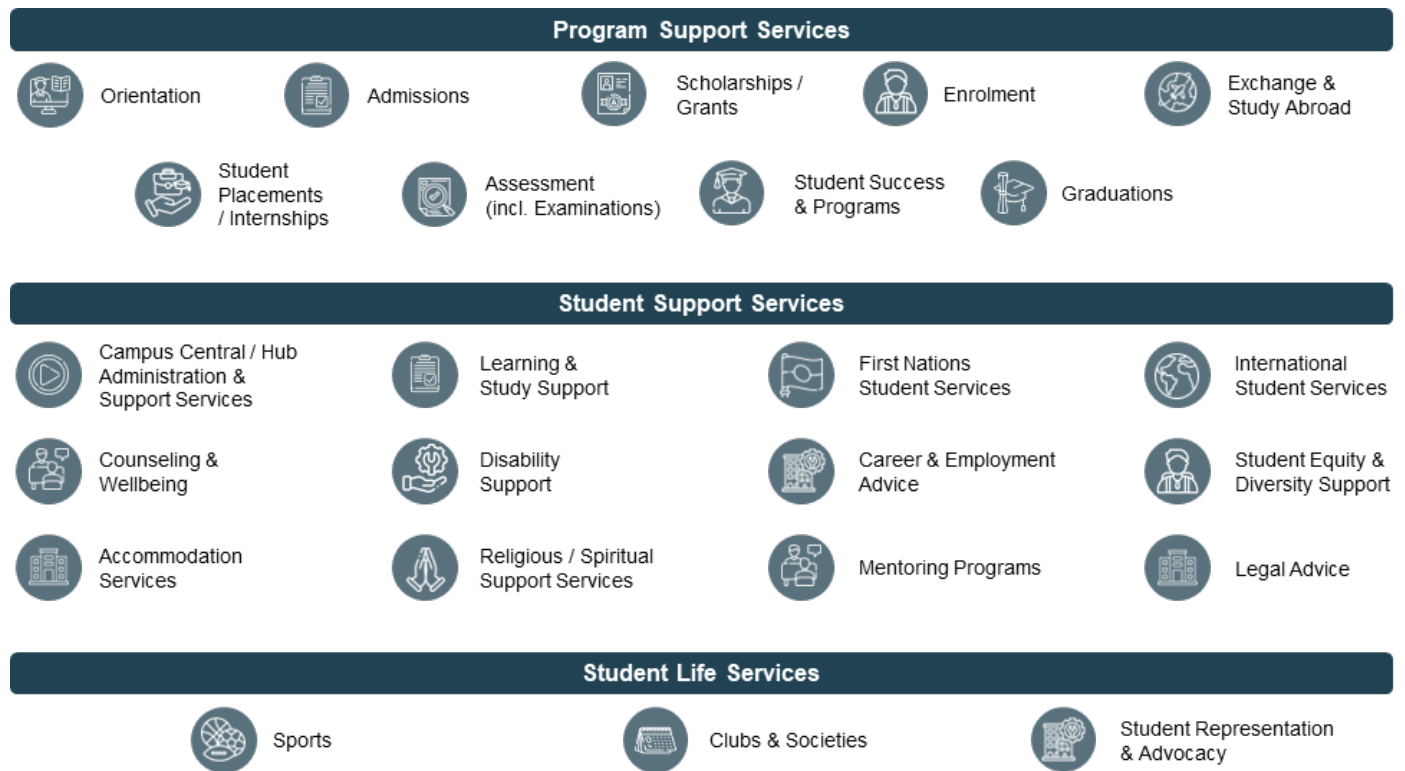
Combining the student support programs and services of both universities will enable *Adelaide University* to build from the best the two universities have to offer and to capitalise on scale and critical mass.

Guiding principles for activity

A 'student experience model' underpinned by data and research will be established with the objective of maximising student success and improving the student experience.

The model will take a proactive, holistic view of student experience, and acknowledge the interconnection of the academic, personal, and social needs of students. The following objectives will shape the approach to student experience:

- Providing accessible, holistic, comprehensive professional and academic support to students.
- Placing students at the fore, to take a student-centric approach to services, systems, and processes.
- Empowering, educating, and supporting students to develop their own personal skills and tools to maximise their wellbeing, resilience, success, and career readiness.

4.2.4 Research and commercialisation

Features

Adelaide University will deliver research and research training with breadth and focused scale that strengthens, secures, and diversifies the South Australian and National economies. The aim is that it will be known for its leadership across disciplines including science and technology, humanities, business, and regulation.

Adelaide University will be a destination of choice for research and academic talent, and it will nurture the next generation of global leaders, securing the future of South Australia as the place to address global challenges and seize opportunities to position the State to lead in critical domains.

Guiding principles for activity

The priority areas required to meet the ambitions described in the *Vision Statement*, along with key principles, are introduced in Figure 9.

Figure 9: Research and commercialisation transition priority areas

Priority area	Key principles
Future focus areas	• *Adelaide University* will establish comprehensive world class 'signature research thematics' that will define SA as a critical test bed for innovation. • Research at *Adelaide University* will be underpinned by a distinct set of enabling academic capabilities.
Research structures	• Fit for purpose structures will support world-class research enabling the scaling of individual research effort through to team-based discipline-led, and larger multi-disciplinary thematic research, involving multiple external and industry partners.
Talent attraction and retention	• High-performing, collegial researchers who are prepared to engage with the ambition for *Adelaide University* will be the focus of talent attraction and retention efforts. • A sustainable research talent pipeline, aligned with signature research thematics, will be developed. • Stable, long-term career opportunities for early- and mid-career researchers through schemes such as internally funded fellowships, will be provided.
Graduate researchers	• Graduate Researcher experience at *Adelaide University* will be uniquely characterised by mentorship and outstanding supervision, external engagement, and entrepreneurship, as well as international and teaching opportunities.
Digital and physical research infrastructure	• Critical research infrastructure will be sustainably managed and operated and, where appropriate, available under agreed and costed open access arrangements.
Partnerships, commercialisation, and IP management	• Flexible approaches to translation and intellectual property management, underpinned by dedicated (commercially focused) investment will be the priority.

4.3 People & Culture

The success of the transition to *Adelaide University* will depend on the development of a new shared, strong and cohesive culture. It is critical to ensure *Adelaide University* is positioned as an employer of choice, able to attract and retain leading talent in all areas.

4.3.1 Culture

Features

Adelaide University will advance integration of the strengths of the existing university cultures to create a distinct and positive new culture.

Key goals for culture over the transition period, include:

- Forming a university with a distinctive, cohesive identity, which leverages the rich histories, heritage, and combined strengths of both UniSA and UoA.
- Fostering a sense of belonging for all staff and students.
- Maintaining staff engagement, commitment, and a focus on aspiration and excellence.
- Promoting collaboration and collegiality between staff within and across institutions.
- Fostering staff agency and active contributions to the creation of *Adelaide University*.
- Establishing shared values and defined expectations of behaviours that guide the operating approach, ensuring staff remain engaged, productive, and high performing through the transition.
- Establishing a compelling employer brand that attracts and retains key staff.
- Creating a university that champions diversity and inclusion for both students and staff.

Guiding principles for activity

Adelaide University will build its desired culture guided by the following principles:

- View planning and design activity through the lens of equity, diversity, access to opportunity, and inclusion for all. These characteristics will be a key differentiator and will contribute to establishing *Adelaide University* as an employer of choice.
- Ensure all design decisions support the building of cultural capital and identity, with staff feeling they have agency and ownership, and are respected for their expertise.
- Adopt co-creation as the standard approach to attaining the desired target state culture of the new institution, as well as for the development of policies, processes, and systems that reinforce desired ways of working.
- Deliberately curate a common *Adelaide University* language to build shared understanding and identity through extensive engagement and dialogue with staff.
- Ensure accountability for culture is vested in leaders and measured for impact.

4.4 *Adelaide University*: Enablers

To support the transition to successful *Adelaide University* academic operations, high-quality and innovative enabling capabilities must be established in integration.

These include an operating model, the launch of integrated marketing and engagement functions to attract students, and the design and delivery of supporting infrastructure and systems.

Operating model

Adelaide University's operating model will prioritise and optimise the allocation of resources towards its core business – teaching, learning, research, and stakeholder engagement.

Throughout the integration and transformation phases of the journey to the creation of *Adelaide University*, organisational structures, policies, and business processes will be redesigned to foster innovation, efficiency and effectiveness, and to reduce unnecessary bureaucracy.

Staff will be empowered to make decisions at the appropriate level and maximise the time devoted to strategic value-adding work.

Student recruitment and brand

Adelaide University will develop and transition to a coordinated and integrated marketing, recruitment, communications, and engagement plan over key stages. Objectives include:

- Launching and creating awareness of *Adelaide University* among key audiences.
- Promoting and articulating the distinctive vision, characteristics, and services of *Adelaide University*.
- Building strong connections with alumni, industry partners, government, and the broader community.
- Contributing to the development of the University's culture and ethos.

Subject to legislative prerequisites being met, *Adelaide University's* brand will be launched by the end of June 2024, initially focusing on supporting international student recruitment activities.

Assets and infrastructure

Investment to support a sector-leading student and staff experience and the creation of a welcoming environment will be prioritised within the context of infrastructure delivery timeframes and logistical constraints. Transition planning will:

- Determine the level of co-location necessary to support the operation of *Adelaide University* at commencement.
- Achieve the necessary rebranding of assets and public facing infrastructure.
- Ensure campus support activities function effectively.
- Identify campus investments to create the *Adelaide University* identity and a cohesive staff and student experience.
- Consider opportunities to accommodate future research growth.

Systems

Through the transition, *Adelaide University* has an opportunity to position itself at the forefront of technological advancements and provide an unparalleled experience for students, researchers, staff, and the wider University community.

Adelaide University will seek to develop integrated, seamless systems that can support high student and staff satisfaction and enable high-performance.

Alumni and philanthropy

Adelaide University will recognise the deep connection and contribution the collective alumni community of more than 400,000 people across 130 countries has made to each institution.

The increase in scale will allow *Adelaide University* to build an even stronger and more diverse alumni network from Day One. The University will celebrate, and nurture the importance of that connection, their advocacy, and support in building the success of *Adelaide University.*

Enquiries

For any questions or further information, please contact or visit:

The University of Adelaide | Email: futureuni@adelaide.edu.au | Website: ua.edu.au/futureuni

University of South Australia | Email: futureuni@unisa.edu.au | Website: unisa.edu.au/futureuni