



University of
South Australia

CROSSING THE HORIZON

Our Strategic Action Plan 2013 - 2018





The image shows a modern university building with a distinctive facade of vertical wooden slats. In the foreground, a paved walkway with a brick pattern leads through a landscaped area with greenery and concrete planters. Two women in business attire are walking on the path. The sky is a clear, bright blue.

**The University of South Australia will contribute
to society, to industry and to its students as
a creative enterprise.
Our ambition is to differentiate the University of South
Australia as a true University of Enterprise.**



Cover

UniSA in the community

UniSA exchanged its trademark reflex blue for a bright shade of pink for the Global Illumination event which splashed pink on buildings around the world to bring public attention to the vital role of research in increasing our understanding of breast cancer.

THE WAY AHEAD

This plan describes the immediate and longer-term strategic actions that we will take to deliver the broad vision set out in Horizon 2020. The plan addresses our known and projected needs for a five-year timeframe, from 2013 to 2018. It presents a snapshot of our current thinking, our immediate actions, and our thinking in the longer term about delivery of the Horizon 2020 vision.

In developing this plan we recognise that we are living in interesting and demanding global times. We also recognise that opportunity abounds for a nimble and focused institution to respond to local, national and global changes. The plan has been informed by:

- Detailed analysis of our current institutional performance, and the strong feedback we received during our massively open online consultation, **unijam** – the first application of Collaborative Innovation™ technology in a university context, anywhere in the world.
- The external realities, challenges, pressures and uncertainties facing higher education in Australia.

As Australia positions itself in the changing global economy, our obligation is to focus our activities on end-user needs, on the best education we can provide to our students, on the most innovative and real-world connected research and on the high expectations that society has of our sector.

Through this strategic action plan we will be shaping our future, positioning ourselves to be both nationally and internationally competitive through our actions. By 2018, UniSA will be a university which engages fully with the professions and industry globally, whose research is informed, leading-edge and relevant, and whose graduates are the new professionals driving the national and international economy through their skills, capabilities and innovation potential.

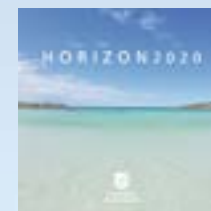


Professor David G. Lloyd
Vice Chancellor and President

Our commitment to the future

During the lifespan of this action plan, we commit to deliver:

- 1. Enhanced educational offerings and an outstanding student experience;**
- 2. Industry and end-user informed research, supporting an industry-relevant curriculum;**
- 3. Increased staffing in the classroom and increased efficiencies beyond;**
- 4. Transformational infrastructure, enriching the fabric of our institution;**
- 5. Engagement with society beyond the classroom and campus;**
- 6. A globally visible and engaged university with international reach, collaborations, enduring relationships and leverage; and**
- 7. A move towards a powerful internal and external service culture, supporting and enabling greater success.**



Horizon 2020, the original vision, is now becoming a reality.

Action Set 1:

ENHANCED EDUCATIONAL OFFERINGS AND AN OUTSTANDING STUDENT EXPERIENCE

UniSA will design and deliver curriculum that is relevant and of high quality, delivering excellent outcomes for graduates in an educational environment that allows our students to make the most of their student experience.



The Jeffrey Smart Learning Centre is part of our focus on delivering an enhanced education and an outstanding student experience.

Core Capabilities

Building on our existing set of graduate qualities, we will continue to transform our curriculum to ensure that all our students acquire measurable, transferable skills for employment and life.

A UniSA graduate will be:

- Globally Capable
- Industry Capable
- Creatively Capable
- Innovation Capable
- Digitally Capable
- Culturally Capable
- Societally Capable

Blended Learning

We will pursue a blended approach to online and face-to-face learning. We will rework our programs and our teaching to make full use of the UniSA personal learning environment and new learning spaces. Combining an optimum blend of online preparation and tutor-mediated learning, UniSA's 'flipped classroom' will meet the requirements of today's student body. Our students will always engage with our teachers 'ready to learn'.

A Flexible Curriculum

We will deliver a curriculum that provides more flexibility and greater consideration of the needs of the learner.

Professional Learning Platform

We will place greater emphasis on masters level professional qualifications. Where appropriate, we will move to a dual-layer learning platform of a preparatory 3-year bachelor degree followed by a 2-year professional masters program.

Expert Advisory Boards

Every academic discipline in our university will be informed by, and responsive to, industry expertise. Our advisory boards will ensure that the curriculum is relevant, will facilitate links with industry and professional bodies, and will directly influence the relevance of our research.

Research-informed Teaching

All of our academic staff, including our professors, will engage in teaching. Our greatest research leaders will inspire our undergraduates through seminars, lectures and master-classes.

Teaching and Research Alliances

We will establish teaching and research alliances with other universities so that our students can learn from the best across a broad range of disciplines, and engage with students from other countries in virtual classrooms.

Better Orientation

We will transform our approach to transition and orientation. We will move to a whole-of-university orientation model for new students, a model which emphasises the UniSA experience while still maintaining the critical disciplinary induction experience.

UniSA Buddy System

We will provide every incoming UniSA student with a staff buddy drawn from academic and professional staff, who can help them to navigate our systems and provide additional pastoral care whenever needed.

Scholarship Review

We will ensure that scholarship funding is delivered efficiently and that our suite of scholarships is optimally aligned with student need and our institutional objectives.

Equivalence of Infrastructure

We will create campus villages with a wider range of social and cultural experiences and community services. Across our campuses we will ensure that all students have access to comparable learning and social facilities.

Service Delivery at the Point of Need

We will review our student administrative support structures to ensure that the appropriate balance of service delivery exists between Campus Central, academic schools and other service points.

Merchandising

We will develop a UniSA merchandising strategy that will include clothing and other merchandise opportunities, meeting student and alumni demand while supporting and promoting the university brand.

Action Set 2:

INDUSTRY AND END-USER INFORMED RESEARCH, SUPPORTING AN INDUSTRY-RELEVANT CURRICULUM

UniSA will engage meaningfully with its peers, industry and the community, undertaking research that is informed, leading edge and relevant. Our focus will be on the quality and relevance of our research outputs, not the inputs.

UniSA Research Themes

We will organise and co-ordinate our research around grand challenges – the UniSA Research Themes. These Themes will span the university, creating cohorts of critical mass with measured credibility and standing in their field.

Anchored in an entrepreneurial environment, the UniSA Research Themes will be identified by our researchers; they will link to our core disciplinary strengths and will be aligned to established and emerging grand research challenges. They will address local and global socio-economic needs.

Key Disciplines

We will continue to strengthen key disciplines in both teaching and research.

Building on Industry-linked Research

We will leverage our domestic and global industry connections to target increased participation and success in national and international research grant programs that emphasise and support research links with industry.

Open Access

We will immediately adopt an open-access research publication policy, making both our research output and our data sets available to potential collaborators through an open institutional repository.

Internships and Placements

We will offer all our students the opportunity for practicums, work-based learning experiences or competitive internships and we will work to enhance our students' global capabilities.

Transforming the PhD

As part of structured PhD education, we will:

- incorporate suitable coursework and transferable skills components;
- establish supervisory panels and practice-based dissertation committees;
- introduce a video defence of the thesis, drawing participation from international researchers.



Researchers at UniSA used ultrathin film technologies to develop plastic side mirrors designed to make cars safer and more environmentally friendly.



Action Set 3:

INCREASED HUMAN CAPITAL IN THE CLASSROOM AND INCREASED EFFICIENCIES BEYOND

UniSA will develop a high performing, sustainable workforce, one that is dedicated to the provision of excellence in all its forms.

Hiring Great Staff

We commit to only hiring great staff into any role in the university. We will recruit people who are:

- student and client focused, culturally aware, effective communicators and collaborators;
- passionate about education and wholly committed to a culture of service excellence and professional excellence;
- aligned with the key focused endeavours and themes in research and teaching that characterise this university.

We will emphasise leadership that has a strong focus on team-based approaches, on mentoring and on collaboration.

One Hundred New Professors

Over the next five years, we will appoint 100 new academic staff at levels D and E across our research themes and key disciplinary strengths. We are wholly committed to teaching and research as an embedded and integrated activity.

Practitioners-in-Residence

We will engage more leaders of the professions as practitioners-in-residence and adjunct staff, providing pathways for knowledge transfer to the next generation of modern professionals.

The Materials and Minerals Research and Learning Hub at UniSA's Mawson Lakes campus sets new benchmarks for collaborative learning, research, innovation, sustainability and excellence.

Action Set 4:

TRANSFORMATIONAL INFRASTRUCTURE ENRICHING THE FABRIC OF OUR INSTITUTION

UniSA will deliver and renew infrastructure that positions the university as an inspiring place to work and study, providing spaces that stimulate and foster creativity and innovation in all facets of our operation - spaces that underpin happiness and health, and support new models of learning.

Health

We will be a prominent contributor in the South Australian Health Precinct. We will deliver a new Centre for Cancer Biology and an Integrated Allied Health Professionals Clinic on a single site on the northern side of North Terrace.

Business

We will create a physically and thematically integrated UniSA Business School on the City West Campus, with significantly redeveloped and activated frontage to North Terrace.

Education

We will revolutionise the education of educators through consolidation of all of our education offerings in a new precinct on the Magill Campus. In cooperation and partnership with the South Australian state and local governments, and the schooling sector, UniSA will transform the provision of education training through accommodation of public schools, specialist schools and providers delivering birth to Year 12 education on site at Magill. The precinct will be a laboratory of learning for our education students and researchers and will cement our relationship with the local community for generations to come.

STEM Infrastructure

We will invest in the refurbishment of undergraduate teaching equipment and laboratories for Science, Technology, Engineering and Mathematics (STEM) education at Mawson Lakes. This investment will support the redevelopment of approaches to undergraduate teaching in engineering and closer links between teaching and research activities at Mawson Lakes. We will provide flexible access to laboratories for off-campus students and for outreach activities, building connections with regional initiatives, particularly in advanced manufacturing.

Public Engagement on Science

As an integral part of the Health Precinct, we will deliver a major science public outreach initiative – the Science|Creativity|Education Studio – SciCEd. Working with key partners (CSIRO, RiAus, Questacon, Science Gallery International) SciCEd Studio will accommodate a public interface for the university – a shop window for our research and innovation activities – with rolling exhibitions showcasing inspiring ideas, both local and global, where science, creativity and education collide. ‘Get psyched at SciCEd’.

A Home for the Hawke

The Hawke Research Institute will be fully accommodated in the Hawke Building on the City West Campus.

Accommodation

We will deliver dedicated branded and managed student accommodation in the CBD incorporating a high level of pastoral student support. We will investigate similar high-quality student accommodation at both Magill and Mawson Lakes. We will deliver solutions for connecting our campus network – further linking the university and the community it serves.

Sports and Culture

We will invest in new sports facilities and clubs and commence planning for a new sports and cultural complex that can be reconfigured to include a university ‘Great Hall’. We will mount a philanthropic campaign for its realisation and develop partnerships with external major sporting, arts and other organisations.

The Centre for Cancer Biology will form part of UniSA's significant health and biomedical footprint in the North Terrace hospital precinct and will be housed in a new facility currently being planned. The building will also house a major science public outreach initiative – the Science|Creativity|Education Studio – SciCED.



Action Set 5:

ENGAGEMENT WITH SOCIETY BEYOND THE CLASSROOM AND CAMPUS

UniSA will build on its strong social mission and commitment to the communities it serves, adding value to the economic and social environment of our society.

The sound of the didgeridoo heralded a special Koorina welcome to country for Professor David Lloyd at the March 2013 graduations. UniSA has a long and proud tradition of supporting Indigenous education and this welcome was a sign that the commitment to Indigenous opportunity remains strong at UniSA.

Social Entrepreneurship Hub

We will create a new inter-disciplinary ‘hub’ for social innovation that will connect staff and students with the community to develop creative solutions for pressing social problems. The Hub will take a multidisciplinary, co-design approach to develop solutions that have measurable social impact. Hub activities will be supported by an expansion of entrepreneurship training and the creation of a new entrepreneurship fund.

Volunteering / Community Collaboration

We will establish university-wide volunteering programs for staff and students that will engage with and benefit the communities we serve.

Disability Action Plan and Universal Design Workshops

We will immediately implement the recommendations of the 2012 Disability Action Plan Review. We will provide a program of workshops and staff development on Universal Design for Learning principles and pedagogies.

Director: Equity Services

UniSA will appoint a Director: Equity Services, cross-cutting staff and student needs.

Education Beyond the City

Building on and evolving our Centre for Regional Engagement model, we will deliver three new regional learning hubs across South Australia – linking our metropolitan-based programs with the regions through technology and flexible delivery arrangements.

Mentoring for Success

We will advance a university-wide strategy for mentoring which encompasses existing and new activities such as:

- UniSA Student Mentoring in secondary schools;
- Australian Indigenous Mentoring Experience (AIME);
- Indigenous Support Services;
- Staff and student buddies (supporting new students);
- Student peer mentoring;
- Industry and practitioner mentoring of students and staff;
- PhD mentoring of undergraduates;
- Peer-to-peer staff mentoring.

Community Clinics

We will establish inter-professional community clinics for students, staff and the community. They will offer programs and support across therapeutic, organisational, personal, behavioural, social, legal, community development and preventative domains, developing innovative ways of working with people and supporting student placements. They will embody real-life examples of the UniSA teaching/practice/research nexus.

Aboriginal and Torres Strait Islander University of Choice

UniSA will take meaningful steps to strengthen its position as the University of Choice for Aboriginal and Torres Strait Islander people in South Australia and beyond.

We will create a complete and safe environment for Aboriginal and Torres Strait Islander students to grow and contribute to their communities and to Australian society more broadly.

Through true partnerships with Aboriginal and Torres Strait Islander communities and organisations, we will develop the pipeline from high school through to postgraduate engagement, identifying and supporting the best and brightest young Aboriginal and Torres Strait Islander people.

We will support these leaders of tomorrow by creating an environment where they can learn, grow and define the future in a place that acknowledges, respects and learns from Aboriginal and Torres Strait Islander wisdom, and celebrates the pursuit of knowledge in all its guises.

Action Set 6:

A GLOBALLY VISIBLE UNIVERSITY WITH GLOBAL REACH AND LEVERAGE

UniSA will have enduring and mutually beneficial relationships with its global alumni and international partners.

A Global Strategy for Philanthropy

We will develop a philanthropic fundraising plan that will significantly increase our philanthropic support base and deliver enough revenue and an endowment of sufficient size to support our aspirations. All of our major philanthropic projects will be tied to major initiatives of this plan. The plan will include corporate philanthropy strategies through industry-linked scholarships combined with internship components.

International Students

International student enrolments will make up 30 per cent of UniSA's total student body, distributed appropriately across undergraduate, postgraduate and higher degree by research programs both offshore and onshore. Our recruitment strategy will focus on a prudently diverse range of target countries, varied recruitment pathways and a compelling suite of degree programs.

Offshore Campus Collaborations

We will increase UniSA's offshore educational footprint across the Asia-Pacific through international campus collaborations with carefully chosen partners. We will increase offshore student enrolments strategically over the next five years and at the same time build the foundations for further expansion.

Innovative Programs

We will develop postgraduate programs which meet the needs of international professionals and industry. This will include professional development and upskilling in areas aligned to our key strengths, and the demands of society and the economy in identified countries.

China Collaborations

We will explore even more productive ways of linking our Chinese partners to our strategic initiatives, including our presence in the SA Health Precinct. Working in collaboration with our Chinese university partners, we will submit an application to the Chinese authorities to secure

South Australia's second Confucius Institute, focused on doing business in China. We will introduce elective and credit-bearing Mandarin language and China-capability content across our degree programs.

Globally Visible and Sustainable Research

We will develop a network of international, industry-connected, joint research centres with partner universities in strategic locations worldwide, building on the model of the China-Australia Centres we have already successfully established, and linked to global research grand challenges.

Globally Capable Students

We will engage with an international network of partner institutions to provide an innovative and varied suite of study abroad and industry placement opportunities for our students in the Asia-Pacific, South Asia, Europe, South America and the United States – underpinned by research partnerships and staff exchanges. We will embed credit-bearing 'global literacy' components in the curriculum of all our undergraduate degree programs, developing these in close consultation with our international and industry partners.

An Active Global Alumni Network

We will connect and reconnect with our global alumni to build a strong global network. In doing so, we will introduce new mechanisms, including an annual alumni awards scheme, recognising and celebrating the success of our graduates, and establish new alumni chapters in Australia and overseas.



University of
South Australia



Action Set 7:

KEY ENABLERS AND SUPPORTS

UniSA's governance and administration will be efficient and effective with a strong commitment to a culture of service excellence.

Cultural Change

Through staff development programs we will support and sustain an end-user aware, service excellence culture – anchored around trust and empowered responsibility. In building this culture we will be clearer about positional responsibility, decision-making and where autonomy sits in our structures. We will consider the consequences of our actions when determining those actions – in communication, in setting expectations, and in managing performance.

Empowered Responsibility

We will review the Vice Chancellor's authorisations and other administrative delegations to ensure that responsibility for an action is based as close to the point of delivery of that action as possible, empowering individual staff to make informed choices and decisions based on their professional expertise and knowledge.

Cutting Red Tape

We commit to cutting red tape – significantly reducing the number of committees and focusing on streamlining the 20 per cent of tasks that take up 80 per cent of our time.

Online Administration

We will move to wholly online administrative systems by 2018. We will ensure that every new online process is less cumbersome for staff or students than the paper-based process it replaces. Furthermore, no administrative intervention will be introduced without a productivity cost/benefit analysis.

Enhanced End-user Services

We will deliver services to students and staff in a way that is sympathetic and responsive to their needs. We will design a point-of-contact model and matrix management structure for the delivery of routine services that eliminates duplication of effort, that concentrates on the customer and that allows service areas to resource routine and complex inquiries more efficiently.



**We will be known as a student focused university
producing problem solving, globally employable graduates:
Australia's University of Enterprise.**



**University of
South Australia**

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