Together, we can do this
The University of New England respects and acknowledges that its people, programs and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world’s oldest living culture.

In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia.
This is the second Strategic Plan developed by the University and we have made great progress since the implementation of the original plan rolled out in 2011. The new Strategic Plan promises a bold, creative and innovative research culture at UNE, seeking ways to diversify and grow the University’s income base.

Enrolment numbers continue to rise, particularly for students studying via distance. Our quality has been endorsed through the attainment of consistent 5-star ratings. Our latest ‘Excellence in Research for Australia’ (ERA) results have demonstrated significant improvement across the university, with 40 of our disciplines performing at world standard or above.

While Australia’s rate of research-industry collaboration is the lowest amongst OECD countries, UNE’s track-record places right at the heart of the economic viability of Australian universities. As one of Australia’s leading higher education institutions of research commercialisation, UNE is positioned to continue this innovative charge.

We welcome recent calls for innovation and increased industry collaborations. This is at the heart of what makes us great. These kinds of opportunities set us apart from our counterparts as we can also offer our students ‘real-world’ experiences that cannot be found at just any university.

As we look ahead to 2020, UNE will continue its quest to further build on our strengths and become the University of Choice, for students and researchers alike.

Professor Annabelle Duncan
Vice-Chancellor & CEO

I am pleased to present the new strategic plan for UNE 2016–2020: Together, we can do this.
Together, we can do this

We will connect with our students for life. We will build enduring, global partnerships with industry, professions, business and government.

Aspiration

By 2020 we will be the University of choice for students and researchers who desire to transform their lives and help to build resilient communities.
Our role is to develop individual aspirations, potential and capability and to enhance the future of our communities through quality research, fostering innovation and delivering a formative educational experience. Our heart is our single campus embedded in the community of the New England. The magnitude of our research and student participation is global. We will connect with our students for life. We will build enduring, global partnerships with industry, professions, business and government.

**PRELIER EXCELLENT RESEARCH WITH HIGH IMPACT**
We will achieve international distinction in research in our chosen fields, which will positively impact and strengthen our communities.

**DELIVER AN OUTSTANDING STUDENT EXPERIENCE**
As well as high quality education, we will provide a formative experience that enhances our students’ lives and enables them to excel personally and professionally, nationally and internationally.

**DIVERSIFY AND GROW INCOME**
We will have a diverse funding base in order to guarantee excellence in teaching, learning, research and innovation.

**DIGITAL DOMINANCE**
We will be a global leader in the delivery of high quality and innovative teaching and learning, with digital and online education accessible 24/7 throughout the world.

**IMPROVE OPERATIONAL RESILIENCE**
We will ensure our long term resilience by improving flexibility, responsiveness, efficiency and reliability and through adopting best practice in all things we do.

**CREATE A BOLD AND INNOVATIVE CULTURE**
We will foster a constructive and engaged culture where creative ideas and innovation thrive, and where staff flourish.

**VALUES**
- Creative, innovative, willing to change and take calculated risks
- Respectful, approachable and helpful
- Sustainable, robust and dependable
- Ethical, honest, accountable and authentic
Strategy & aspiration

By 2020 we will be the University of Choice for students and researchers who desire to transform their lives and help to build resilient communities.

DELIVER EXCELLENT RESEARCH WITH HIGH IMPACT

- Define Centres of Excellence research strategy and implement Phase One of this strategy
- Establish and implement strategy to build HDR enrolments and completions
- Maintain a culture of research excellence
- Invest strongly in research areas of critical mass where UNE will be a leader
- Develop and implement a strategy for growth in international partnerships
- Recognition as a thought leader in our communities

DELIVER A HIGH QUALITY STUDENT EXPERIENCE

- Review current student experience and implement plan to address opportunities for deeper engagement
- Embed cultural & international awareness in current programs
- Embed student leadership skills into our courses
- Ensure our Colleges deliver pastoral and academic support to residents
DIVERSIFY AND GROW INCOME
- Develop and diversify resources for sustainable growth
- Establish 3 year plan for funding diversification and implement initial actions
- Establish plan to engage Alumni for financial and network support
- Develop and commence implementation of a Fundraising Plan

DIGITAL DOMINANCE
- Deliver Phase One of Online Growth strategy
- Establish and implement marketing strategy
- Understand and plan what will be required to take ‘digital leadership’ in global tertiary market
- Optimise the use of digital learning pedagogy

IMPROVE OPERATIONAL RESILIENCE
- Establish priorities for process improvement and implement Phase One
- Implement Phase One of an Information Technology strategy to improve resilience and support digital dominance
- Implement Phase One of the Strategic Asset Management Plan for physical infrastructure

CREATE A BOLD AND INNOVATIVE CULTURE
- Identify the desired culture to inform the new strategy and devise plan for change
- Strengthen leadership capability across the University consistent with our values and desired outcomes
- Translate the strategic plan into supporting operational plans and individual workplans