Strategic Plan

FUTURE MAKING

A 21ST CENTURY UNIVERSITY FOR ADELAIDE

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The University of Adelaide was founded in 1874 “to prepare for South Australia, young leaders shaped by education rather than birth or wealth in a settlement free of old-world social and religious inequalities”. We were the third university in Australia and one of only four founded before Federation. We approach our 150th year proud of our history, yet mindful that our mission must now be fashioned by response to emerging 21st century social, economic and technological challenges.
The University of Adelaide has five Nobel Prize winners – nearly a third of all Nobel Prize winners in Australia.

We were the first university in Australia and among the first in the world to admit women, and our alumni include many pioneering women.
INTRODUCTION

Our University has much to celebrate, with a past rich in achievement. We have fostered the careers of leaders who have shaped societal and cultural advances, including five Nobel Prize winners.

Through world-leading research, the University has been instrumental in the creation of new knowledge and new uses for knowledge, advancing industry and creating opportunity. Our education programs, evolved in response to community need for more than a century, have improved the lives of over 140,000 learners. We have a proud record of inclusion; we were the first university in Australia and among the first in the world to admit women to all degree programs, and our alumni include many pioneering females, among them Australia’s first female Prime Minister and two Indigenous Rhodes Scholars. Our outstanding global recognition and rankings have enabled the South Australian community to connect with the wider world, as we have welcomed to our campus scholars, students and corporations from across the globe. For over 140 years the University of Adelaide has been central to the creation and dissemination of knowledge locally, nationally and internationally; and to the development of socio-economic prosperity for South Australia and Australia.

Today, we’re proud of our past, yet resolve in our purpose as a future maker. Our challenge is to pursue change even as we embrace history; to align values and traditions which have stood the test of time with the pursuit of contemporary excellence that matches the broader community’s needs and aspirations. Our response must be informed by the manifold changes confronting today’s society, including:

- **The need for economic transition**
  The disruption of existing industries/employment by technology and resource limitation creates the need for new industries and jobs

- **The imperative of social transformation**
  The changing nature of work places a premium on education, and creates a need for a form of tertiary education that reaches more members of society, and that prepares graduates for more meaningful careers and participation

- **The impact of globalisation**
  Knowledge, wisdom and economic prospect are no longer privileged, but globally held, so that increasing value will be placed on institutions that can bring international opportunity to local communities

- **The pervasive nature of technological disruption**
  Artificial intelligence, machine learning, and big data will continue to disrupt existing socio-economic constructs

- **The pursuit of sustainability**
  The diminishing availability of natural resources places constraints on traditional social and economic models, calling for new and sustainable options.

The great universities of the 21st century will be defined by how they can help their communities to leverage this transformational change for general benefit. With this new plan, **Future Making**, we acknowledge that the University of Adelaide is uniquely positioned to embrace this role within South Australia, and commit to a future that sees knowledge and scholarship embedded at the heart of our future, and that of our State. **Future Making** explains how the University will transform from being a valued and considered commentator on society to becoming an active participant in society, vested with delivering social and economic benefits to South Australia and beyond. We commit to listening to, and hearing, the voice of community and industry and to working with community to identify and support the education and research endeavours of greatest value and impact.
Future Making affirms the University’s commitment to the production of new knowledge and outstanding graduates, recognising that these activities remain core to our mission and will be of critical importance in a world increasingly shaped by knowledge and its applications. Our future research and teaching will be informed by, and responsive to, industry needs, community aspirations and societal demands. A University of Adelaide education will be matched to the needs of students, rich in curriculum and experience, designed to equip graduates with the skills, knowledge and wisdom they require for success in a future we expect to be very different from the present.

Future Making recognises that the University exists in a world of global competition and limited resources. To thrive in such an environment, we must balance a general pursuit of excellence with investment in those areas in which our activities can have greatest impact. We accept the need for focus – leveraging special opportunities matched to history, geography, demography or economic opportunity – and acknowledge the courage necessary to identify those activities that will no longer be prioritised. Openness and a willingness to share will expand our resources to enable maximum benefits.

Future Making describes the leadership role the University must play in a complex, modern ecosystem. Internationally regarded, globally connected universities that align creativity and discovery with education and community needs are key to socio-economic prosperity. Building on our outstanding pedigree and performance, we are uniquely positioned to serve this role for South Australia.

Future Making evolved across months of consultation between stakeholders within and outside the University; staff, students, school principals, alumni and leaders of industry and government were engaged face-to-face and online. The outcome, Future Making, is a collective affirmation of purpose, an optimistic and ambitious statement of our place in a future we intend to shape, and a declaration of our commitment to the community, city and State we continue to serve.

**WE COMMIT TO LISTENING TO, AND HEARING, THE VOICE OF COMMUNITY AND INDUSTRY, AND TO WORKING WITH COMMUNITY TO IDENTIFY AND SUPPORT THE EDUCATION AND RESEARCH ENDEAVOURS OF GREATEST VALUE AND IMPACT.**
Our University will be known as a social, cultural and academic thought leader, accessible to the community and responsive to societal needs. We will draw on our heritage as we aspire to design and build a better future for all.

To achieve this vision in a time of technological disruption, societal change and unrestricted access to information, the University will invest in three key endeavours that will support our community through the next wave of socio-economic development:

1. Fostering and delivering greater human capital – by expanding the cohort who can benefit from the knowledge and wisdom available within the University

2. Facilitating innovation and extracting greater social and economic dividends from our research – in support of existing and future industries, and social advancement

3. Developing an international presence and connections – by acting as a conduit for knowledge, people and corporations, connecting our State to a globalised world.

These initiatives will help enable the necessary transition of the South Australian economy. They will transform lives, open opportunities, and build a better future for students, staff, alumni, businesses and the community.

The University of Adelaide will realise its purpose as a catalyst of knowledge creation and innovation, as an engine of social advancement, and as an active participant in the local, national and global economy.

VISION AND MISSION
FIVE PILLARS TO EXCELLENCE

Five pillars define our Strategic Plan and will shape the trajectory of the University of Adelaide. These connect our research and teaching capabilities, manifest in our Faculties and Research Institutes, with the key challenges faced by our evolving world.

1. CONNECTED TO THE GLOBAL WORLD OF IDEAS
2. A MAGNET FOR TALENT
3. RESEARCH THAT SHAPES THE FUTURE
4. A 21ST CENTURY EDUCATION FOR A GROWING COMMUNITY OF LEARNERS
5. THE BEATING HEART OF ADELAIDE
1. CONNECTED TO THE GLOBAL WORLD OF IDEAS

In a globalised economy, access to the world of ideas – a source of knowledge and human capital – is critical for local socio-economic benefit. The University of Adelaide, as a truly global institution, has the unique potential within South Australia to leverage culturally diverse staff, students and alumni, and an outstanding international reputation, to connect South Australia to the world and the world to South Australia.

Globally geared

Our long history of international engagement, including participation as one of only eight Australian universities in the Colombo Plan in the 1950s, has yielded an extensive network of more than 140,000 alumni distributed across more than 130 countries, with a particular focus in Asia. Many are in positions of influence. International students, attracted to a University of Adelaide education, comprise 30% of our student population. Our research students, from masters to PhDs, are a predominantly international cohort, many supported by their home governments. Our staffing profile is among the most diverse in the Australian sector, with half of our academic staff born overseas or holding dual citizenships. Our reputation and rankings make us an attractive partner for many of the world’s most prestigious higher education institutions, research centres, global firms and government agencies.

The University of Adelaide will continue to build a globally integrated and culturally diverse community, attractive to staff and students alike, connected to the world by people and partnership.

A culturally diverse student body

A truly international university welcomes a student body representative of global diversity; international students enrich the social environment of the University, the city and the State. Awareness of, and respect for, diverse cultures, ethnicities, and geographies are foundations of civil society; a diverse student body contributes to the development of our students as global citizens with aspirations to experience, participate in, and influence, the global community. Relationships formed at university persist for a lifetime, and become a foundation for international participation.

We aspire to an international cohort that is increased in size, hails from a broad range of cultures, and is distributed more evenly into our programs across all Faculties and Research Institutes. Students will be attracted by our international reputation, seeking access to the specialised knowledge we offer and to the opportunities our University opens for them. Increasingly, these students will find their way to the University of Adelaide through long-term partnerships established with overseas universities that share our priorities and expertise.

Our Indigenous student cohort will also expand and their culture will enrich the experience and understanding of international visitors and students. Our Indigenous staff will be encouraged to represent their culture, language and research on the world stage.

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**International partnerships**
Partnerships with like-minded institutions internationally provide a means to overcome limitations associated with our physical location and resource constraints, enabling our researchers to collaborate and compete at the highest levels.

At an institutional level we will prioritise long-term relationships with universities and research providers who share our research and industry engagement interests. Connection to global knowledge through partnerships will bring tangible outcomes, including welcoming world-leading experts to Adelaide to share their knowledge with peers, the expansion of our research capabilities through cross-institutional teams, access to global competitive sources of funding, the acquisition of resources from international consortia, the sharing of complementary infrastructure, and a flow of new people, new ideas and new processes to enrich our State.

Many opportunities exist to partner with international corporations through research and the delivery of professionally aligned educational offerings. Partners will be attracted by our research excellence and by access to skilled graduates – the workforce of the future – in a globally competitive market for talent.

**Alumni engagement**
Our alumni, distributed across more than 130 countries, retain regard and affection for their alma mater. Closer engagement with these graduates, past and present, will bring authenticity to our international orientation, strengthen our knowledge of external trends and bring a sharper global perspective to our community. Alumni can be our most effective advocates and act as agents of influence within their communities. As role models and as mentors they have much to offer by way of advice, experience and wisdom during their study and beyond.

We will refresh the relationship of alumni with the University of Adelaide and create opportunities for them to participate in the life of their alma mater. Events both offshore and within the University, especially around our 150th celebrations in 2024, will bring focus to these endeavours.

**Global outreach**
The University of Adelaide offers world-leading expertise and programs. Expanded investment in new pedagogies, such as online education and MOOCs, will provide the necessary platforms to enhance the international reach of these programs, taking specialist Adelaide capabilities to the world and further enhancing our international reputation.

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**WHAT WILL CHANGE?**

- An expanded cohort of students from overseas, more representative of the world’s cultures
- More University of Adelaide students choosing to study abroad during their degrees
- New international partnerships founded on research and teaching priorities
- Increased engagement with our international alumni network
- A destination of choice for leading scholars and corporations.
2. A MAGNET FOR TALENT

Universities are defined by their people; staff, students, alumni, affiliates and supporters alike. Our destiny will be shaped by those who choose to work or study with us, for whom we aspire to be a global destination of choice. Excellence requires nothing other than the best minds, working together alongside each other, infused by a culture that ensures they remain productive, focused, motivated and energised.

WE MUST RELENTLESSLY DRAW OUTSTANDING INDIVIDUALS FROM ACROSS AUSTRALIA AND AROUND THE WORLD, BY LEVERAGING THE TWIN ATTRACTIONS OF A PROMINENT WORLD RANKING AND A HIGHLY DESIRABLE LIFESTYLE IN ONE OF THE WORLD’S MOST LIVEABLE CITIES.

A culture that supports the academic mission

We recognise that creative and enterprising people will thrive in a culture that encourages ambition, facilitates participation, and celebrates success. We aspire to a culture founded in excellence, respect, intellectual curiosity and collegial decision-making. Our culture will value:

• Academic freedom and institutional autonomy
• Articulate and respectful debate
• Transparency, consultation and communication
• Informed and evidence-based decision-making
• The ability to unite as one around a chosen course of action.

Ours will be a culture where people want to perform at their best not only because it is expected of them, but because it is what they want to do; a culture that is defined by a willingness to serve and a sense of mutual obligation. Success will be a shared endeavour, directed by clear performance standards that respect the diversity of missions across our institution and are compatible with a world-class university.

Animated by a shared ambition to help overcome society’s grand challenges, our staff will be motivated to contribute to the University’s overall success as much as their own.

A talent-based institution

A great university must unashamedly seek, nurture and sustain talent. We must relentlessly draw outstanding individuals from across Australia and around the world, leveraging the twin attractions of a prominent world ranking – derived from cutting-edge research, quality teaching, and a global outlook – and a highly desirable lifestyle in one of the world’s most liveable cities. Active recruitment of the best minds, and joint appointments with industry and other research providers, regardless of source, is a starting point for success, and a way to enrich our community and achieve our ambitions. Within the envelope of excellence, we will continue to pursue an agenda of equity and access, including gender balance within the academy and increased recruitment of Indigenous staff.

Our commitment to capturing talent starts, but cannot end, with recruitment. Rather, the University must ensure it nurtures and sustains staff so they maximise their performance and that of their institution.

Particular attention will be directed towards the development of leadership across the academy and professional staff, recognising that engagement with strategy and development of capability is key to our ambition.

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The University of Adelaide
A more diverse student body

The development of talent through our teaching and research programs will become even more important as society adapts to the demands of the information economy. Those entering the workplace will experience multiple career changes and face technological disruption across their working lives. Our University must play an expanded role in preparing students for this future, welcoming back past students who need to reskill or upskill, and engaging a wider student cohort from industry as they seek to develop their capabilities in a fast-changing world of work.

As we identify and nurture talent from a greater number of sources, we expect to serve a more diverse student body drawn from a range of backgrounds that will include:

• South Australian school leavers – including first-in-family, regional and Indigenous students
• Interstate school leavers – attracted by our unique offering of programs and degrees, especially in key domains of prominent expertise, industry engagement and research leadership
• International students – at undergraduate and postgraduate levels, from non-traditional source countries, attracted by the prospect of studying with the best in their fields of interest
• Cohorts of students from industry – seeking to find knowledge and develop skills in a rapidly changing environment
• Mature-aged students – including professionals seeking conversion qualifications
• Online students, especially in the postgraduate space, many of them from interstate or overseas.

These students will be attracted from all corners of the globe by the profile of our staff, quality teaching, research and infrastructure; relevant programs and courses; prestige brand; and cost-competitive capital city location. Our learners, in turn, will become highly sought-after assets for society, business and government, wherever they choose to live. The human capital they offer is an essential building block for the economic and social wellbeing of the world, and the community in which we live.

An expanded community of talent

The University of Adelaide community extends beyond those directly employed or studying with us. Our mission is enriched by those who identify with our ambitions and give us their time and wisdom.

We will expand the cohort of affiliate staff drawn from the professions and industry, nationally and internationally. They will be welcomed into our community and valued for their contribution.

One of our greatest societal impacts is arguably the contribution of our alumni, concentrated in South Australia but increasingly found across Australia and the globe. We must strengthen their allegiance to our community and welcome them into the life of the University. In turn, they will support our future endeavours, through student mentorship, insights into social and industrial trends, volunteering, community engagement and communication, and donations to drive the implementation of our strategy.

WHAT WILL CHANGE?

• A significant injection of new, world-class academic talent aligned with priorities
• Leadership across the institution that unites our community around our ambition and strategy
• A culture of excellence and a commitment to collegial and decisive debate
• A more diverse staff and student cohort, in terms of demography, culture and background
• Development of an active and engaged alumni and affiliate community
• Increased philanthropic support of the University Endowment Fundraising Strategy.
A strong commitment to research excellence has defined the University of Adelaide’s history. We are South Australia’s sole member of the Group of Eight, Australia’s research-intensive universities. Our research mission will be increasingly important in a world defined by accelerated knowledge creation and transition to an information-based economy.

Economic advance will require a stronger nexus between our research programs and the needs of the local economy, a greater ability to leverage creativity and knowledge for the benefit of existing industries, and the creation of new economic opportunities. Closer integration of research and education programs will be the foundation of a new generation of entrepreneurs who can translate new knowledge into societal benefit.
International standing

Our institutional reputation, the passport to global participation, is predominantly founded on our research excellence. This underpins our ability to partner with international universities, research users such as corporations, and to attract scholars of high standing. We will continue to support and grow high-quality research across the institution, and we reaffirm a commitment to our share of the ever-growing store of human knowledge. The University of Adelaide aspires to be part of a global exchange of knowledge, learning, business engagement and investment opportunities, beneficial to our community.

Support for industry development

To maintain competitiveness in an international marketplace, South Australian businesses and industries need to be powered by world-class research. Closer alignment between industry need and our research programs will be enabled by establishing a repertoire of Industry Engagement Priorities, oriented to support the major players in the South Australian and wider economies (Figure 1). Co-chaired advisory boards will provide a mechanism to identify industry needs and, through the support of a business development capability, to translate priorities into projects, teams and outcomes. Initially the Industry Engagement Priorities will comprise:

- Defence, Cyber and Space
- Energy, Mining and Resources
- Health and Biotech
- Creative and Cultural
- Agrifood and Wine.

Targeted research in these priority areas will lead to the translation of research outcomes into solutions of direct social, economic and technological impact. Our research will focus on real-world problems, identified in partnership with industry and addressed by multidisciplinary research teams drawn from Faculties, Institutes and external partners. An international strategy founded on partnerships with universities and corporations that share these priorities will ensure that world-leading scholarship informs our endeavours. Solutions derived from research will be applied locally, but also nationally and internationally.

Scale and focus

We will continue to support a suite of world-leading Research Institutes (see Figure 1) that operate at the international forefront, flexible with time and opportunity. They currently include:

- The Environment Institute
- The Australian Institute for Machine Learning
- The Institute for Mineral and Energy Resources
- The Robinson Research Institute
- The Waite Research Institute
- The Institute for Photonics and Advanced Sensing.

These Institutes provide a mechanism to focus resource allocation on areas of specific opportunity; increased investment will build the scale to compete globally. The Institutes will be brought into closer alignment with Faculties and challenged to develop those cross-disciplinary programs and teams that transcend Faculty boundaries.
Colleges of Expertise that embed vectors of change across our research programs

Knowledge, and the application of knowledge, will be impacted by technological change and social context. We recognise key capabilities that must permeate our research and educational activities:

- **Technology**: the transformational impact of artificial intelligence and big data
- **Society**: the need for innovation to be supported by policy development, economics, legislation, entrepreneurship and social engagement
- **Sustainability**: the requirement for solutions to match a resource-constrained world.

We recognise that all our research programs and the curricula of our education programs will be enhanced or disrupted by these vectors of change. In response, we will harness the distinctive intellectual breadth of the University to make available to our researchers those formative or disruptive capacities that can future-proof programs and facilitate translational success.

Three virtual Colleges of Expertise (Figure 1) – in Technology, in Society and in Sustainability – will be formed within the University. Accessed by researchers and academic staff as they need, the colleges will broker these key capabilities and match them with wider research and educational ambition.

**A research ecosystem that encourages entrepreneurship**

The high cost of research infrastructure, an important determinant of academic attraction, demands a strategic approach within the University and in partnership with others. Infrastructure will be prioritised to support the development of complex intellectual ecosystems, which will provide space and resources for research and teaching. University researchers will populate these spaces alongside other researchers, corporations and research providers, research trainees and higher-degree students, and future research users. These will be thematic in nature: Technology at Lot Fourteen in central Adelaide, Medical and Health at Adelaide Biomed City, and Agriculture at Waite and Roseworthy.

There is intrinsic educational value in physical spaces where businesses and industry co-locate and thrive in close proximity to research facilities, where students and staff cooperate in solving problems of direct economic and social significance. A mixed environment which sees staff, students and entrepreneurs sharing social spaces and ideas, where internships form part of learning, and where commercialisation is integrated seamlessly with discovery, will help to underpin the industries of the future. It will weave together the fabric of social and technological innovation, contributing to a more flexible and adaptable workforce.

**WHAT WILL CHANGE?**

- Enhanced global university rankings across the major international schemes
- A major boost in our external research income
- Increased research investment, driving scale and focus
- Enhanced partnerships with key industry sectors and a stronger role in the creation of new industries
- A pervasive culture of world-class research, innovation and leadership.
The University of Adelaide Academy (dark blue) is organised into Faculties and Institutes that deliver research and education.

Faculties: Arts; Engineering, Computer and Mathematical Sciences (ECMS); Health and Medical Sciences (HMS); Professions (Profs); Sciences.

Institutes: Australian Institute of Machine Learning (AIML); Environment Institute (EI); Institute for Mineral and Energy Resources (IMER); Institute for Photonics and Advanced Sensing (IPAS); Robinson Research Institute (RRI); Waite Research Institute (WRI).

The academic mission of the University will be aligned with Industry Engagement Priorities and Grand Challenges, informed by disruptive and formative vectors of change housed within Colleges of Expertise.
4. A 21ST CENTURY EDUCATION FOR A GROWING COMMUNITY OF LEARNERS

Our education mission will be increasingly important in a world defined by technological disruption and transition to an information-based economy. In the interests of improving lives and delivering better community outcomes, universities are challenged to increase access to an ever-growing store of human knowledge.

We will reconsider our curriculum and pedagogy to make a University of Adelaide education more accessible and relevant to a broader and more diverse range of students. There will be special opportunities for research-intensive universities, like the University of Adelaide, to align education with the creativity and power of research, providing an education tailored to the enquiring mind and a workforce defined and valued for its intellectual flexibility and rigour.

Access and opportunity

The benefits of higher education are broadly distributed. Society realises improved productivity and economic performance, while individuals enjoy higher salaries and work satisfaction, stronger performance on a range of social indicators, and enhanced health and longevity. Economic trends suggest that these dividends are only likely to increase as the transition to the information age places a greater premium on education and knowledge, and as technological disruption reduces semi-skilled employment and demands continuous upskilling of the workforce. Access to a University of Adelaide experience will therefore be expanded to satisfy the growing need for higher education in tomorrow’s society, and underpinned by a scholarship program targeted at inclusion, access and excellence.

We will continue to grow the cohort of school leavers applying to the University through SACE, and investigate new mechanisms that assess entrance beyond traditional ATAR-based entry, as we seek to establish a closer match between the aspirations and abilities of students and their education futures. An intense campus-based experience and face-to-face tuition will continue to be a priority for those students able to participate in this way. Indeed, we reassert the value of campus-based learning, bringing education into juxtaposition with a rich social experience shared with other students and staff. Clubs and societies, social spaces and events each have a part to play in developing the individual; our campus and curriculum must be configured to facilitate such interaction.

Adelaide-based education will be enriched with interstate and offshore campus-based experiences, and augmented by pedagogies such as online delivery and blended learning. A University of Adelaide education will accordingly become available to a broader range of students, including those unable to participate in full-time or Adelaide-based study. This will be of particular importance when expanding the international reach of programs where the University’s expertise leads the world. Regardless of their mode of study, our students must have easy access to high-quality academic and pastoral support. Partnership with the student body itself will help us to identify how this can be made real.
A curriculum matched to the future needs of learners

The curriculum of a great 21st century university should underpin its critical role as a social enabler and determinant of human capital. Our curriculum will be developed around five key principles:

• Quality
• Flexibility
• Relevance
• Inclusion
• Employability.

The discipline- and profession-based content required for preparation of the future research workforce and professional accreditation will be maintained within the curriculum. But placed within a context that makes available the broader intellectual and societal experiences that prepare students for employment and the life of the 21st century.

The curriculum will be designed to ensure our graduates are able to seek a broader range of career paths and to position them to advantage in the workforce of the future. To equip our learners to adapt and succeed in fast-changing environments, this will include access to modules that expand intellectual breadth, including different traditions of thought, and interdisciplinary studies. Programs that articulate the technological, analytical and humanistic capabilities critical to the future of all graduates will be made available through the Colleges of Expertise, in Technology, in Society and in Sustainability, which will inform program development and delivery as part of our intellectual ecosystem (Figure 1).

Units focused on improved employability will offer the opportunity to experience work-integrated learning, with internships available in all programs. Likewise, to prepare our learners for a future that is fundamentally global, we will offer a range of opportunities for experiences abroad, from study tours to embedded semesters, or transcontinental degrees.

Comprehensive and customised offering

A comprehensive range of disciplines will be maintained, but accessibility, flexibility and relevance will be improved by a curriculum that is increasingly modular in structure. Students will be able to assemble degrees that integrate specialist content and broader capabilities in the interests of their own aspirations. Multiple entry and exit points will expand those cohorts who can benefit from a University of Adelaide education. Customised pathways will allow learners to demonstrate their suitability and preparedness for entry into more advanced or professional programs, matching educational progression to performance rather than ATAR or prescriptive entry requirements. Modularisation of undergraduate units and a richer array of postgraduate programs, including more professionally aligned honours degrees, will respond to the growing needs of those within the workforce, or seeking employment, who require understanding of new advances in their field – technological or otherwise. A flexible timetable and pedagogy will make it possible for students to balance study, work and social activities.

Recognising the importance of education and workforce to those industries that dominate the local economy, we will offer a range of courses and programs targeted at each of our Industry Engagement Priorities, from the bachelor degree, through stackable postgraduate modules that will enable learners to transition into these industries from other sectors, to micro-credentials that can be taken as component parts of continuous professional development (CPD), with or without the intent to complete a formal qualification.

Reflecting this broader concept of our educational philosophy, our curriculum will be co-created with relevant stakeholders, including students and leading thinkers in the public and private sectors.

WHAT WILL CHANGE?

• Substantial growth in our overall student population
• Significant expansion of the proportion of our students in postgraduate programs and short courses
• An increased cohort that studies at the University of Adelaide online
• A revitalised curriculum that expands intellectual opportunity and is matched to the future needs of students
• Student-focused delivery, including flexible pathways, timetables and teaching modes
• Improved employability outcomes for University of Adelaide graduates
• An expanded scholarship program targeted at access, inclusion and excellence.
THE CULTURAL AND INTELLECTUAL COMPLEXITY OF CENTRAL ADELAIDE CAN BE TRANSFORMATIVE FOR THE CITY, REFASHIONED TO CREATE ONE OF THE WORLD’S MOST ATTRACTIVE UNIVERSITY CITIES.
5. THE BEATING HEART OF ADELAIDE

The majority of the University of Adelaide student and staff body is located in the centre of Adelaide, a beautiful and affordable city regularly ranked in the top 10 internationally for liveability. All three of our campuses stand on Kaurna land. Our location, and the ecosystem that has grown around us over more than a century, provides us with a unique opportunity to engage with the life of the city, and to bring together learning, research, culture, entertainment and sport in the heart of the city of Adelaide. Our physical presence can be a metaphor for the prominent and embedded role we seek to play in our State.

Welcoming and engaging campuses

The historic core of the University of Adelaide is a beautiful and compact campus located centrally within the Adelaide CBD and adjacent to the River Torrens – Karrawirra Parri to its Kaurna custodians, the Kaurna people. Recent times have seen an expansion to the Adelaide Biomed City precinct adjacent to the Royal Adelaide Hospital, in addition to our existing campuses at Waite and Roseworthy.

Our campuses must reflect and make possible our aspiration for closer engagement with, and relevance to, our community. We will make our campuses physically and intellectually available to the public, welcoming those with an interest in our activities, outside the traditional 9-to-5 working day and the standard teaching year. We will open our campus perimeters, encouraging a flow of people through our grounds onto campuses reconfigured to offer new social spaces, a variety of experiences, better recreational facilities, state-of-the-art sports facilities, and public art.

The University’s North Terrace campus will become a vibrant hub within the city centre, a destination for everyone, including school children, cultural connoisseurs, tourists, business leaders, athletes, future students and more, as well as our staff, their families and existing student cohort. Equally, Waite and Roseworthy will be places that draw together their communities through events and social gatherings that foster a sense of belonging.
A publicly spirited and engaged community

The University is the natural intellectual centre for the city, a place within Adelaide where the future is created and debated. Our intellectual and cultural reach must expand to include greater numbers of our broader community through public lectures, panel discussions and conversations with leading thinkers drawn from our own staff and visiting scholars, and regular displays of art and collections, concerts and plays, and student projects. Partnerships with the Children’s University, Adelaide Festival, Adelaide Fringe and others will bring ongoing opportunity for deeper integration of the University of Adelaide into the South Australian community, raising awareness and aspiration.

Those visiting our campus will be made aware of our history, accomplishments and mission through signage and wayfinding that speaks to those things of which we are proud. We can also do more to acknowledge that we stand on Kaurna land, affirming through infrastructure the story and custodianship of country by the Kaurna people.

We aspire to greater spatial coherence throughout our campuses, fostering a sense of place and of belonging, with social spaces that will be used by staff, students and the public alike. In this way, we can increase the number and diversity of people enriched by, and benefiting from, the life of the University.

Colocation and precincts

Modern education is not exclusive, but draws on the environment and community in which it is based. Our city campuses are embedded in a rich social environment that includes the major cultural and sporting assets of the city, in close proximity to the social, business and political centres of the city, and emerging technology precincts – Biomed City (health) and Lot Fourteen (innovation). The University is linked to the world through 10 gigabit broadband, and across Adelaide and the CBD by public transport to our doorstep.

The cultural and intellectual complexity of central Adelaide can be transformative for the city, refashioning it to create one of the world’s most attractive university cities. We will seek to develop the partnerships, and contribute to the governance and co-investment, that can make long-term planning towards this ambition possible.

South Australia lacks the research-led corporations that can enrich the teaching and research programs of the University and generate substantial economic benefits for the State. We will identify and attract to our campuses those corporate partners with cognate interests who recognise the quality of our graduates and research programs. Complex intellectual ecosystems embodied in partnerships and world-class infrastructure will be curated at Waite, Roseworthy and in the CBD, privileged environments for the creation, dissemination and application of knowledge.

WHAT WILL CHANGE?

• Reinvigorated, welcoming campuses that engage staff, students, affiliates, alumni and the broader community
• Development of a year-round community events program to engage our communities in the social and intellectual fabric of the campus
• New, world-class infrastructure to accommodate expanded student cohorts and research programs
• An ecosystem that includes co-investment and shared infrastructure with corporate and research partners co-located on our campuses and associated precincts
• A representation of the historical narrative of the University of Adelaide and the Kaurna people on our physical campuses.
The Five Key Pillars described in this plan envisage a challenging future for the University of Adelaide. Each in its own right will demand effort and change from all. Woven together, the pillars comprise a rich tapestry that aligns global connectivity, research scholarship and human potential with the social, intellectual and economic needs of young people, South Australia and Australia (Figure 2).

Together, the pillars chart an ambitious course for the University. The careful integration of these contemporary missions into the fabric of a university uniquely shaped by a tradition of public spiritedness will shape the University of Adelaide as the 21st century institution that our State fully deserves.

To map that course for the years to come, each of the five pillars will be further detailed in Five Pillar Plans, spanning the next three years. Two such iterations will take us to our 150th anniversary in 2024. Each of these Pillar Plans will be further developed in annual operational plans that specify targets and key performance indicators that can help us to assess our progress.

Figure 2 - A 21st century university for Adelaide

Our five pillars are informed by local and global need and aspiration, infused with knowledge of the trends that define the modern world, and manifest through greater industry alignment and impact. We seek to tackle grand challenges and commit to participating in society, rather than commenting on it. This integrated philosophy drives us towards our purpose as the 21st century university for Adelaide.