Welcome

How quickly things can change.

In early 2019, the University of Adelaide released a bold Strategic Plan, Future Making, to guide our ambition to build a brighter future—for our students, for industry, and for society.

The events of 2020-21 have since highlighted two fundamental challenges: to our institutional culture; and to our financial sustainability.

This update to Future Making for 2022-2023 reflects the ways in which we’re adapting our Plan to face and overcome those challenges.

It will position us to enter our 150th year, in 2024, culturally and financially strong, confident, and well positioned to secure a better future for our entire community.

Professor Peter Høj AC
Vice-Chancellor and President
The University of Adelaide

Acknowledgment of Country

We acknowledge the Kaurna people, the traditional custodians of the Adelaide Plains and the land on which the University of Adelaide’s campuses at North Terrace, Waite and Roseworthy are built.

We acknowledge the deep feelings of attachment and relationship of the Kaurna people to our country and we respect and value their past, present and ongoing connection to the land and cultural beliefs.
Introduction

The University of Adelaide’s opportunity today remains largely as it was when Future Making was first released in 2019: to pursue change built on a foundation of a long and remarkable history of achievement; and to align our spirit of innovation and progressive thinking with the pursuit of contemporary excellence that matches our broader community’s needs and aspirations.

Our response must still be informed by the many changes confronting society, including:

- **Economic transition** – disruption of existing industries/employment by technology and resource limitation creates the need for new industries and jobs.
- **Social transformation** – the changing nature of work places a premium on lifelong education and creates a need for tertiary education that reaches more members of society, preparing graduates for more meaningful careers and citizenship.
- **Globalisation** – knowledge, wisdom and economic prospect are no longer privileged, but globally held; increasing value will be placed on institutions that can bring international opportunity to local communities.
- **Technological disruption** – artificial intelligence, machine learning, and big data will continue to disrupt existing socio-economic constructs.
- **Pursuit of sustainability** – the need for new and sustainable options for society and our economy amid the diminishing availability of natural resources.

Our actions must also now acknowledge and confront two other key factors: the need to strengthen our internal culture; and the financial instability caused by the COVID-19 pandemic.

The great universities of the 21st century will be defined by how they can help their communities leverage such transformational change for the benefit of all.

In this updated edition of Future Making, we set out our Plan to ensure the University of Adelaide does this for South Australia and for the wider global community.
Vision and purpose

Our vision is for the University of Adelaide to be known as a social, cultural, and academic thought leader—an accessible, responsive and responsible corporate citizen designing and building a better future for all.

Our purpose is to be a catalyst for innovation and knowledge creation; an engine of social advancement; and an active participant in the local, national, and global economies.

Updated plan structure

Our Strategic Plan is now underpinned by two Foundational elements:

1. A stronger culture
2. Financial sustainability

On this bedrock, we will continue to build our five aspirational Pillars:

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

Enabling the Foundational elements of a stronger culture and financial sustainability will allow us to deliver on our ambitions through five Pillars of excellence. Together, these will shape the University’s trajectory.
To this end, the University is implementing all 22 recommendations for change made as part of a comprehensive external review undertaken in 2020-21, with the following five prioritised for immediate action:

• Develop leadership capabilities to lead change.
• Introduce recurring ethics and integrity training for all staff.
• Establish an Integrity Unit, to which students and staff can report sexual assault, sexual harassment, and other inappropriate behaviour.
• Review the University’s Human Resources function and capabilities.
• Streamline and update the University’s policy framework for sexual assault, sexual harassment, and misconduct.

To support this work, we’ve established an implementation committee reporting directly to the Vice-Chancellor and University Council.

What will change?
We will:
• build a culture where everyone is safe, respected, and feels welcome and motivated
• enhance leadership capability and integrity across all levels of our organisation
• be an employer, educator, and commercial partner of choice.
Financial sustainability

The Australian higher education sector has been hit hard by three key factors since the original Future Making’s 2019 launch: our nation’s COVID-19-induced border closures; changes to our domestic funding environment; and rising geopolitical tensions.

Consequently, the expected growth in international on-shore student enrolments instead became a sharp decline. This will impact on the University financially for some years to come.

Despite substantial savings measures introduced in 2020 and 2021, the University has been taking further action. We’re implementing a range of financial sustainability measures in the short-to-medium term, across three categories: faculty and services structures; academic productivity; and revenue generation. Collectively, this is known as the Organisational Sustainability Program.

The first two categories will deliver savings; the third is designed to raise new revenue in the medium-to-long term.

Three programs of activity under the Organisational Sustainability program

<table>
<thead>
<tr>
<th>Faculty and Services Structures Stream</th>
<th>Academic Stream</th>
<th>New Revenue Generation Stream</th>
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<tr>
<td>• Amalgamate five Faculties to three</td>
<td>• Establish a taskforce to better understand academic staff productivity and associated revenue</td>
<td>• Identify and pursue sources of revenue, including:</td>
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<td>• Explore further efficiencies in administrative divisions</td>
<td>• Consider rationalising programs and courses</td>
<td>- New postgraduate program offerings</td>
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<td>• Centralise support services for a three-Faculty structure</td>
<td>• Review School structures across Faculties</td>
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<td>- Short courses and micro-credentials</td>
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What will change?

We will:

- move from five faculties to three, with likely fewer schools
- move to a centralised professional service model
- invest in enterprise-wide digital technologies to strengthen student recruitment, retention and engagement, and streamline processes
- understand academic staff work patterns relative to revenue and reputation gain
- discontinue low-demand educational offerings
- explore year-round teaching
- ‘right-size’ Pillar Plan investments
- develop new educational offerings and delivery modes
- increase efforts to attract externally funded research
- create an External Engagement portfolio to enhance our ability to source philanthropic funding, recruit students and form partnerships with external organisations.
Pillar of excellence #1

Connected to the global world of ideas

The University of Adelaide connects South Australia to the world, and the world to South Australia, by building a globally integrated and culturally diverse community, in pursuit of excellence.

Students
We will leverage our strong international reputation to rebuild an international student cohort hailing from a broad range of cultures, distributed across all faculties and research institutes. Increasingly, these students will find their way to us through long-term partnerships with overseas universities. We will also seek to expand Indigenous Australian representation in our community.

International partners
We will seek, establish, and strengthen long-term relationships with international institutions that share our priorities in research, commercialisation, and education. This will bring many tangible outcomes, including:
- enabling our researchers to collaborate and compete at the highest levels
- attracting world-leading experts to Adelaide to share their knowledge, ideas and processes
- expanding our research capabilities through cross-institutional teams and access to global competitive sources of funding and complementary infrastructure
- increased two-way student exchange.

Alumni
We will reinvigorate our alumni’s relationship with the University and create greater opportunities for them to connect with us, through on- and offshore events. This increased interaction will:
- strengthen our knowledge of external trends
- sharpen our global perspective
- give our alumni greater capacity and motivation to advocate for us within their professional communities.

Global outreach
We will also further enhance our researchers’ and educational programs’ international reach and reputation through expanded investment in:
- new pedagogies
- an underpinning uplift in our digital platforms.

What will change?
We will:
- rebuild and maintain a sizeable cohort of overseas students, increasingly representative of the world’s diverse cultures
- provide more University of Adelaide students with international experiences
- build new international partnerships founded on common priorities
- increase engagement with our international alumni network
- become a destination of choice for leading scholars and corporations.
A magnet for talent

The University of Adelaide will be a destination of choice for the world’s best minds, drawn by the twin attractions of world-class institutional quality and world-leading lifestyle.

A talent-based institution
We will actively recruit high achievers from across Australia and internationally, and seek joint appointments with industry and other research providers.

In doing so, we’ll continue to pursue an agenda of equity and access, including gender balance and increased Indigenous recruitment.

Just as importantly, we will support and develop our staff so they maximise their performance and ours; leadership capability will be a particular focus.

Supportive culture
To help our talent thrive, our culture will value:

- academic freedom and institutional autonomy
- articulate, respectful debate
- transparency, consultation, and communication
- evidence-based, collegial decision-making
- the ability to unite around a chosen course of action.

We’ll nurture a willingness to serve, and share our ambitions and successes.

Broader student recruitment
As society adapts to the new economy, and career moves become more frequent, we will attract and educate talented students from a greater number of sources. This will include more:

- South Australian first-in-family, regional and Indigenous school leavers
- interstate school leavers
- international students from non-traditional source countries
- industry professionals looking to upskill
- mature-age students seeking new or conversion qualifications.

Affiliates and alumni
We will expand our cohort of affiliate staff drawn from industry.

This activity will be centred around strategic partnership opportunities, enabling staff to move fluidly across organisational fences to realise new synergies.

We’ll also reach out to our alumni with renewed passion to strengthen their involvement in our community. We’ll seek their support through student mentorship; industry insight; volunteering; community engagement and communication; and philanthropy.

What will change?
We’ll deliver:

- new world-class talent and skills aligned with priorities
- enhanced institution-wide leadership
- a culture based in excellence, respect, and collegiality
- greater staff and student diversity
- a more active alumni and affiliate community
- increased philanthropic support
- greater institutional porosity, with increased two-way exchange of staff with partner institutions.
Research that shapes the future

The University of Adelaide will focus research investment—and enhance industry partnerships—in areas where we have the expertise and scale to make a significant, positive difference to the world.

FAME research
Our ‘foci and magnets for excellence’ (FAME) research areas will revolve around four ‘grand opportunities’:
- Sustainability – of our energy and environment
- Agrifood and wine – ensuring economic value-add and food security
- Health and society – integrating health with Indigenous and societal wellbeing
- Digi+ – breakthrough technologies for new industries and sovereign capability.

We will increase and leverage our scale in these fields to attract additional world-class talent and further increase our impact.

Industry alignment
We will ensure our research is even closer aligned with industry needs by continuing to organise it in areas we identify as industry engagement priorities (IEPs). These include:
- Defence, cyber and space
- Energy, mining and resources
- Health and medical industries
- Creativity and culture
- Agrifood and wine.

Each has an industry advisory board and business development capability to identify real-world needs, projects and teams, and translate research into direct societal benefit.

Research ecosystem
We will prioritise the development of research infrastructure that supports complex intellectual ecosystems, providing space and resources for research, teaching and industry co-location.

Our researchers will work alongside industry peers, higher-degree students, and future research users, creating environments that:
- enable collaboration and internships
- seamlessly integrate discovery and commercialisation
- encourage a new generation of research-driven entrepreneurs.

Institutes
We will continue supporting a suite of world-class, cross-disciplinary research institutes, including the:
What will change?

We will:

- build greater scale and focus in FAME areas to deliver against grand opportunities
- enhance key industry partnerships to play a stronger role in the creation of new industries and sovereign capability
- strengthen our reputation for high-quality partnered research with positive impact.

Increased partnered investment will be sought to boost their global competitiveness.
A 21st century education for a growing community of learners

We will make the University of Adelaide’s education a more accessible, relevant and enriching experience for a more diverse range of students, preparing them for future workforce success and enabling lifelong learning.

Access and opportunity
In addition to traditional entry mechanisms, we’ll investigate new, non-ATAR-based pathways that more closely match students’ abilities with their education futures.

We’ll also introduce a scholarship program targeted at inclusion, access and excellence, supported by philanthropic and employer contributions.

Campus experience
An enriched campus-based experience will remain a priority for those able to access it.

Clubs and societies, social spaces and events all help to develop the individual.

In consultation with our student body, we’ll shape our campus and curriculum to facilitate them.

Where possible, we’ll also enrich students’ face-to-face learning with interstate and offshore campus-based experiences.

Online learning
On-campus learning will be increasingly augmented by blended and online pedagogies, enabled by an uplift in our digital platforms and capabilities; and off-campus learning augmented with intensive campus experiences.

Student support
Regardless of study mode, all our students will receive high-quality academic and pastoral support.

Curriculum
Our curriculum will reflect five key principles: quality; flexibility; relevance; inclusion; and employability.

To maximise graduates’ career options, we’ll co-create it with students and leading public- and private-sector thinkers. Notably, we will:
• place discipline-based content within a context of broader intellectual and societal experiences
• tailor our curriculum and teaching to reflect students’ increasing technological capabilities and expectations
• include work-integrated learning opportunities in all programs
• offer more international experiences
• increasingly align our education and research.

Structure
While maintaining a comprehensive range of disciplines, we’ll improve accessibility, flexibility and relevance by introducing more:
• modular program structures and year-round delivery
• postgraduate programs
• entry and exit points, including customised pathways
• flexible timetables and pedagogy
• industry-informed courses and programs enabling career moves.

What will change?
We will:
• undertake digital uplift to enable flexible year-round and lifelong learning
• retire unprofitable programs and devise new offerings with demonstrable demand
• increase our share of school leavers’ first preferences
• create more study pathways
• teach more students online
• expand intellectual opportunity
• enable more student-focused education delivery
• improve graduate employability
• offer more scholarships
• co-design and co-teach with public and private organisations.
Pillar of excellence #5

The beating heart of Adelaide

The University of Adelaide will actively expand and enrich the life of our State’s capital, bringing together learning, research, culture, entertainment, and sport to create one of the world’s most attractive university cities.

Welcoming campuses
We will make our Adelaide campuses—all three of which stand on Kaurna land—more physically and intellectually available to the public, attracting visitors year-round.

Our North Terrace campus will become a vibrant hub in the city centre, just as Waite and Roseworthy will in their communities.

Community engagement
We will draw the community into our campuses, expand our intellectual and cultural reach, and support our academic purpose through:

- carefully curated events and activities
- ongoing partnerships with key Adelaide cultural institutions and precincts
- signage and wayfinding that speaks to our purpose and accomplishments, and affirms the Kaurna people’s story and custodianship of Country
- social spaces that foster a sense of belonging.
A new chapter

Despite global and local challenges, the Pillars described in this Plan envisage an exciting future for the University of Adelaide and our broader community of stakeholders.

Woven together, they comprise a rich tapestry that aligns global connectivity, research scholarship and human potential with the social, intellectual and economic needs of our community, State and nation.

To definitively chart our path, the activity in each Pillar will be further detailed in its own revised ‘Pillar Plan’. These, in turn, will be underpinned by a select number of Pillar Plan priorities, with accompanying key targets and performance indicators.

Our goals, of course, remain ambitious; each requires much change and effort. But we embrace this challenge as a pivotal new chapter that will distinguish the University of Adelaide as a forward-thinking, globally geared engine of social and economic progress.

This is the university our State deserves.

Building a university city

We will pursue our vision of Adelaide as a world-renowned university city by:

- building on our significant presence in Biomed City and Lot Fourteen, collaborating and partnering closely with our neighbours
- adding to our strong partnerships with government and industry
- curating highly collaborative ecosystems at all Adelaide campuses, embodied in partnerships, colocations, and shared world-class infrastructure.

150th anniversary preparations

As we head towards our 150th anniversary in 2024, a steering committee is developing an extensive cultural collaboration program to celebrate our achievements, impact and future ambitions.

Events will be delivered to coincide with the anniversary, and will involve key cultural and creative partners celebrating the milestone with us.

All activities will integrate with our education and research priorities, and align with a dedicated philanthropic campaign.

What will change?

We will create:

- more welcoming campuses
- engaging community and 150th anniversary events programs
- ecosystems that feature co-investment and shared infrastructure with partners
- visual representations of our historical narrative, and that of the Kaurna people.