



THE UNIVERSITY  
of ADELAIDE

Strategic Plan update 2024-2025

# Future Making

Preparing for a new era of history making



GROUP  
OF EIGHT  
AUSTRALIA

make  
history.

## Acknowledgment of Country

We acknowledge the Kurna 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 Kurna people to our country and we respect and value their past, present and ongoing connection to the land and cultural beliefs.



# Welcome

How quickly things can change.

The University of Adelaide has achieved much since we released our bold Strategic Plan, Future Making, in 2019 and its update in 2022 - not least of which is the historic step to create a University for the Future with the University of South Australia. That our University has progressed despite a turbulent external environment and significant leadership change is testament to the efforts of our students, staff, and community.

This update to Future Making for 2024-2025 will see us continue to progress our ambition to build a brighter future for students, staff, and society, as well as reinforcing a stronger University culture and maintaining financial prudence in our transition to *Adelaide University*.

As the University of Adelaide enters our 150th year in 2024, we will be celebrating an outstanding institution that has contributed positively to many lives over many generations. As we transition to *Adelaide University*, we can amplify our contributions and reach an even greater number of lives in search of shared prosperity, social cohesion and sustainability.

A handwritten signature in black ink, appearing to read 'Peter Høj', written in a cursive style.

**Professor Peter Høj AC**

Vice-Chancellor and President  
The University of Adelaide

"Journey" Artwork by Kurna,  
Ngarrindjeri, Narungga,  
Wirangu artist Gabriel Stengle.

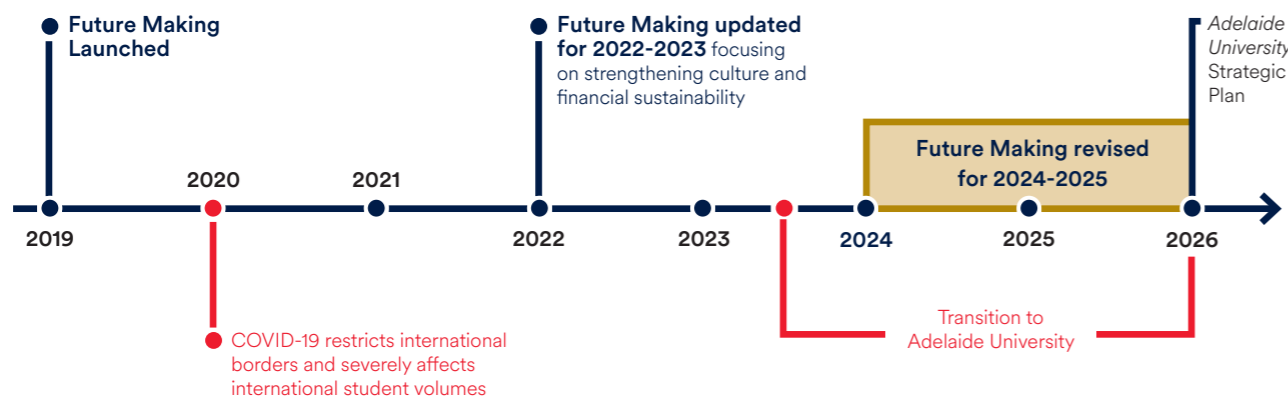


# Introduction

The University of Adelaide has an exciting new pathway to achieving our vision and objectives, a pathway that will support us making history on a larger scale and continuing to contribute significantly to South Australia and beyond. The foundations of a strong University remain similar to when Future Making was released in 2019 and updated in 2022, and our institution has responded to the challenges of the past five years with resilience. The next step in our journey is the convergence of two universities, the University of Adelaide, and the University of South Australia, each with our own remarkable history of achievement, to create *Adelaide University*.

While this is the Strategic Plan for the University, it has been created in the context of the transition to *Adelaide University*. The foundations of the Future Making strategy largely support the transition program. As such, this revision for 2024-2025 does not outline a fundamentally new direction but aligns our institution around ensuring a successful transition and establishing *Adelaide University* with momentum for long-term success whilst ensuring that delivery of our key outcomes in education and research are not compromised in the lead in to 2026.

## Strategic Journey of the University of Adelaide



During the transition to *Adelaide University*, we will continue to navigate a range of changes, including:

- **Political and economic considerations** – Greater funding complexities have resulted from changes in governments’ approach to funding, including more targeted funding schemes for specific outcomes, industry-focused research, and regional development.
- **Education landscape changes** – Introduction of the University Accord, increasing expectations for improved student and staff experiences, evolving demand patterns in international markets, and increased competition from international and non-traditional higher education providers will necessitate different approaches to student recruitment and engagement.
- **Research landscape changes** – Introduction of the University Accord, the building of sovereign capability, expectation of improved researcher and Higher Degree by Research (HDR) experience, tightening regulatory regimes including for international co-operation.
- **Employment landscape movements** – Evolving post-pandemic employment market encourages flexible employment conditions for our staff, to ensure we can attract and retain the right people for the right roles.
- **Technological disruption** – Artificial intelligence, machine learning, and cybersecurity will continue to create opportunities and challenges for universities and academic integrity.
- **Pursuit of sustainability** – Growing demand and public expectation for developing sustainable options for universities and society amid the diminishing availability of natural resources.
- **Legal risks** – Increasing regulatory complexity will create challenges for international collaborations and increases the need to ensure regulatory compliance.

The previous edition of Future Making responded to two other factors: the need to embed a supportive and welcoming internal culture, as well as ensuring financial stability through the COVID-19 pandemic. Today, these factors have evolved with the need to place ourselves in the best financial and work culture position to support our transition to *Adelaide University*. In this updated edition of Future Making, we refocus our Plan to ensure that the University of Adelaide continues to empower the community whilst building momentum towards our transition to *Adelaide University* by ensuring we are in a position of strength in 2026.



# Creating Adelaide University

Creating *Adelaide University* is an opportunity to advance our ambitions for tertiary education and innovation further and faster than what can be achieved on our own today.

It is a strategic response to a range of factors, including the Australian higher education funding environment which makes it challenging to remain a comprehensive, excellent, and small institution; and an increasingly competitive international market where a stronger global brand enables institutions to extend their impact.

*Adelaide University* will have the capacity to make transformative investments to deliver a nation-leading curriculum and student experience, greater access to education, and world-class research excellence in South Australia. The University of Adelaide has long made these contributions and will now join with the University of South Australia to create even greater impact together as *Adelaide University*.

The journey to create a new university is complex. *Adelaide University* will rely on the strength of its founding institutions to provide a solid foundation, while also requiring substantial investment of time, effort, and resources for its creation, especially during the transition years of 2024 and 2025.

During these transition years, we must direct our energy to continuing to strengthen our institution for our students, staff, and community, while simultaneously supporting the transition to *Adelaide University*.

This is an effort which requires contribution and focus from across the institution and almost certainly an uplift in total staff complement during the transition period.

## Our priorities to support the transition to *Adelaide University*

### Teaching & Learning

- Continue to build capability to enhance student experience and promote student access and equity, which will support a smooth student transition and advance *Adelaide University's* ambition.
- Redirect and realign resources allocated for substantial curriculum and program development activity to the transition program, to create the contemporary curriculum of *Adelaide University*.
- Prepare for a future with greater digital disruption of educational services from traditional and non-traditional providers.

### Research

- Foster research excellence and performance to provide *Adelaide University* with a solid foundation of research activity while building a culture of research in schools to support our staff and students who aspire to make history.
- Prosecute big and bold ideas and grant applications preferably aligned with South Australian priorities and in partnership with the University of South Australia where appropriate.

### External Engagement

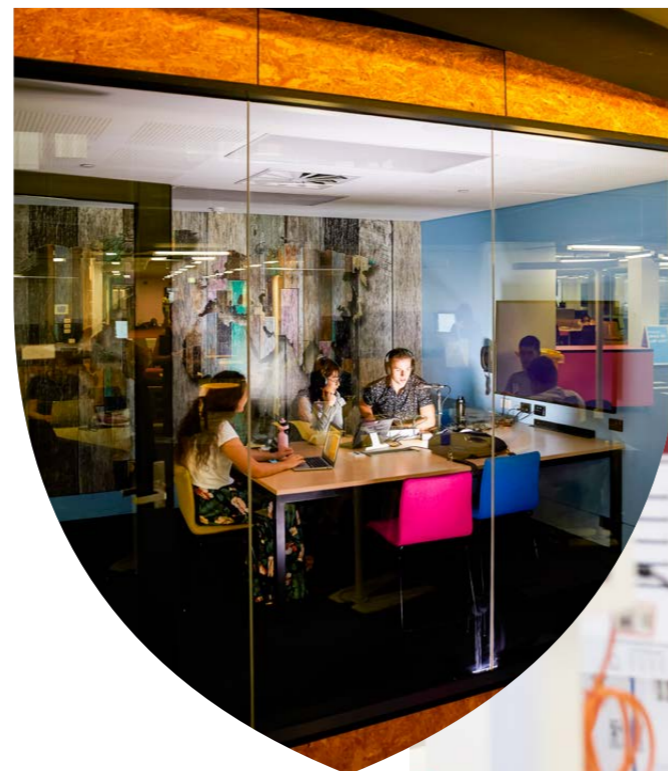
- Drive recruitment of both international and domestic students to provide a pipeline for a growing cohort of learners.
- Continue to build partnerships across sectors and geographies to enhance our reputation and relationships to strengthen *Adelaide University*.

### People

- Build change and wellbeing capabilities across the University to support staff through the transition period.
- Align our activity to recruit, retain, and engage staff with *Adelaide University's* ambition.
- Adopt new behaviours and ways of working to support the cultural aspirations for *Adelaide University*.

### Operations

- Minimise disruptions to core operations to ensure business continuity so the University of Adelaide remains a strong institution.
- Simplify business-as-usual activity to be able to redirect staff to best support the transition program.



## 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.



# A stronger culture

We will continue to strengthen our culture where our values are at the heart of everything we do.

Ours is a culture where we lift each other up, value diverse experiences and perspectives, and celebrate the energy, drive and enthusiasm of a community motivated to succeed.

### Reinforce cultural change

On the back of our Transforming Culture work in previous years, the University will continue to build a stronger culture by enhancing our leadership capabilities and integrity across all levels of our organisation to promote a safe, respected, and motivated environment by:

- ensuring cultural change is a leadership accountability which is measured for impact
- fostering a sense of belonging for all staff and students
- encouraging under represented staff or students to have a voice.

### First Nations Strategy

We will implement the First Nations Strategy to improve First Nations staff and student attraction, retention, support, and success.

### What will change?

We will:

- foster a culture where everyone feels safe, respected and has a strong sense of belonging
- recognise those who operate transparently to support an environment of trust, ultimately fostering psychological safety
- build organisational capabilities to improve Equity, Diversity & Inclusion outcomes
- support leadership capability and integrity across all levels of our organisation
- foster resilience and wellbeing of our staff and students
- strive to be an employer, educator, and commercial partner of choice.



# Our values

### Integrity

We hold ourselves and each other accountable to be honest and fair.

### Respect

We embrace diversity and uphold the dignity of each individual.

### Collegiality

We explore ideas collaboratively, and are united in our commitment to the University community.

### Excellence

We deliver our best and celebrate outstanding performance.

### Discovery

We are committed to learning and we boldly approach the future with curiosity and energy.

# Financial sustainability

We will be a sustainable and efficient institution to deliver our goals and support a successful transition to *Adelaide University*.

The Australian higher education sector has been through material change during the pandemic and post-pandemic period. This includes the volatility in the domestic and international student markets, government budget constraints in our domestic funding environment, a strong employment market, significant cost-inflation and rising geopolitical tensions.

The success of *Adelaide University* requires our financial prudence to ensure that the University can successfully operate over the next two years as well as support the transition process. Doing both sets of activities will require deliberate use of our resources and ability to place ourselves in a position of financial strength for 2026.

### Ongoing improvements in sustainability

In the last iteration of our Strategic Plan, the University implemented a range of financial sustainability measures across three activity streams: faculty and services structures; academic productivity; and revenue generation. For the next two years, our focus will be to:

- embed the remaining activities and relevant improvement measures in standard operations to capture efficiency outcomes, including further

rationalisation of courses and programs, and supporting activities which provide new revenue streams aligned to the *Adelaide University Strategy*

- continue making improvements to the effectiveness of our resource allocations over the next two years to boost efficiency with some opportunity for uplift where it appears both necessary and affordable.

### Simplifying operations

Building on recent efficiency efforts, we will continue to simplify our current operations to reduce unnecessary bureaucracy and to create capacity for managing change, including:

- seeking to be more efficient through simplifying internal processes
- introducing a University-wide decision framework to support assessment of current and planned activities or opportunities.

### What will change?

We will:

- embed recent efficiency improvements in our standard operations
- simplify institution-wide operations and activity to improve efficiency, reduce bureaucracy, and manage priorities for change using a consistent decision-framework
- make strategic and operational decisions which align to the transition to *Adelaide University*.



# University Activity Assessment - Decision Framework

Stop / Don't Start	Pause / De-scope	Start / Pivot
<p><b>Initiatives and activities that:</b></p> <ul style="list-style-type: none"> <li>• Add limited value/utility to the University in 2024 and/or 2025</li> <li>• Free up capacity and resources across the Portfolio (and University) to re-deploy to the integration and transformation effort (i.e. ring fence freed up capacity)</li> <li>• Take the pressure off the Portfolio so that other staff members can focus on the integration and transformation effort</li> <li>• Release subject matter experts to the transformation activities that would be critical to delivering BAU projects</li> </ul> <p><b>Consider:</b></p> <ul style="list-style-type: none"> <li>• How to best communicate the bigger picture of WHY we must stop an activity</li> <li>• How much effort will be required to stop an activity</li> <li>• What costs will remain after stopping?</li> <li>• Be brave, err on the side of stopping not starting</li> </ul>	<p><b>Initiatives and activities that:</b></p> <ul style="list-style-type: none"> <li>• Can be narrowed in scope and complexity to achieve maximum benefit for minimum effort</li> <li>• Buy time when there is uncertainty about the <i>Adelaide University</i> solution</li> </ul> <p><b>Other possible actions:</b></p> <ul style="list-style-type: none"> <li>• Delegate decision-making to the Chair or a sub-group on a committee</li> <li>• Reduce the frequency of meetings</li> <li>• Lighter touch or skipping scheduled policy reviews</li> <li>• Reduce scope of meetings</li> <li>• Maintain transparency with stakeholders</li> <li>• Extend supplier contracts to avoid renegotiation</li> </ul>	<p><b>Initiatives and activities that:</b></p> <ul style="list-style-type: none"> <li>• Make a significant impact on the University of Adelaide's performance over the next two years</li> <li>• Are aligned with the strategy and priorities of the University of Adelaide or <i>Adelaide University</i></li> <li>• Will be adopted in full by <i>Adelaide University</i> with no 'two step transitions'</li> <li>• Will facilitate a much smoother transition to <i>Adelaide University</i></li> <li>• Can be (ideally) delivered in 2024, within existing budgets</li> <li>• Do not require staff that will be heavily invested in the integration and transformation effort</li> <li>• Have a clear end date and outcome</li> <li>• Reduce duplication of effort between UoA and UniSA (where possible, avoid staff at both universities doing the same work)</li> </ul> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Consult, as appropriate, with the Domain Leaders or proxies before starting activities</li> </ul>

**Consider the impacts on:** research and teaching performance, course and program quality, student experience, business continuity, cyber security risks, legal and regulatory compliance, delivery of business-as-usual efficiency, internal controls, reputational and enterprise risks, and staff morale/culture

*Scope excludes tied-funded projects*



## 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 grow our international student cohort, from a broad range of cultures across all faculties and research institutes.

Increasingly, these students will find their way to us through long-term partnerships with overseas universities.

### Partnerships with a purpose

We will seek, establish, and strengthen long-term relationships across sectors and geographies with partners that can advance 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
- exploring opportunities for enhancing the international reach of our researchers, educational programs, and engagement initiatives
- strengthening collaboration opportunities through cultivation of our strategic global partnership network and engagement with global consortia

- expanding our research capabilities through cross-institutional teams and access to global competitive sources of funding and complementary infrastructure
- maintaining avenues for two-way student exchange.

### Alumni and affiliates

We will reinvigorate our relationship with alumni 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.

### Reputation enhancement

We will continue to invest in reputation building activities to enhance the University's reputation, which are reflected through international rankings.

### What will change?

We will:

- grow and maintain a sizeable cohort of overseas students, increasingly representative of the world's diverse cultures



- provide University of Adelaide students with international experiences
- build new and strengthen existing international partnerships founded on common priorities
- continue to engage with our international alumni and affiliates network
- become a destination of choice for leading scholars, partnerships, and corporations
- enhance our reputation, reflected in improved international rankings.

## Pillar of excellence #2

# 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 abroad and seek joint appointments with industry and other research providers. Strengthening our strategic approach to talent attraction will ensure that the University of Adelaide remains a strong institution.

We will provide an enhanced onboarding experience for the estimated 1500 new hires who will join the University in the next two years.

Just as importantly, we will support, recognise and develop our current staff so they continue to grow and succeed.

### 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 will nurture a willingness to serve and share our ambitions and successes.

### Staff engagement

As the University is undergoing significant change we recognise that staff may be unsettled and nervous about their future. Along with our focus on strengthening culture, we will make a substantial effort to assist individuals on their journey through the transition and ensure staff feel equipped and engaged in their roles by:

- improving staff engagement and commitment by promoting collaboration and fostering meaningful avenues to contribute to the creation of *Adelaide University*
- providing staff with opportunities to develop new skills
- enabling leaders to engage and motivate their staff through targeted uplift of change leadership capability
- enhancing wellbeing and change skills
- recognising staff who display behaviours that strengthen our approach for transition (by providing feedback, raising ideas, challenging perspectives or assumptions, sharing learnings)
- encouraging experimentation, flexibility and creativity to innovate and adapt for today and tomorrow.

### Broader student recruitment

As society adapts to the new economy, career moves become more frequent, and digital approaches to learning continue to evolve, we will attract and educate a diverse group of talented students. This will include more:

- South Australian first-in-family, regional and First Nations 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.

### What will change?

We will:

- recruit and retain an expanded group of new world-class talent having skills aligned with our priorities
- enhance institution-wide leadership
- improve staff and student diversity
- improve staff engagement and retention
- increase First Nations participation.



# Research that shapes the future

The University of Adelaide will focus on strengthening research excellence and leveraging our expertise, scale and industry partnerships to make a significant, positive difference to the world.

## FAME research

Our 'foci and magnets for excellence' (FAME) research areas are cross-disciplinary and revolve around four 'grand opportunities':

- Sustainability – of our energy and environment
- Agrifood and wine – ensuring economic value-add and food security
- Healthy societies – integrating health with First Nations and societal wellbeing

- Digi+ – breakthrough technologies for new industries and sovereign capability.

These will likely be closely aligned to *Adelaide University's* research themes, which include creativity and culture. A Strategy for "Creativity and Culture" is being developed within the context of *Adelaide University* and will be operationalised by The University of Adelaide during the transition period. We will increase and leverage our scale in these fields to attract additional world-class talent and further increase our impact.

## Research excellence

We will continue to strengthen our research culture and core research processes, including:

- performance in key nationally competitive funding schemes
- quality and volume of publications and citations
- research integrity
- attracting and stewarding talent.

We will seek to provide stability and certainty for our research workforce to support their success through the transition period.

## Industry alignment

We will focus our investments on research that is aligned to our economic and social priorities and will continue to develop our engagement, business development and commercialisation capabilities in concert with the transition program.

## Research ecosystem

We will maintain our research infrastructure and research support to sustain our current level of activity and ensure continued compliance with government requirements.

Our researchers will continue to work alongside industry peers, higher-degree students, and future research users, creating environments that:

- advance our research priorities in sustainability, agrifood and wine, healthy societies, and Digi+
- attract high-quality higher-degree students working in priority areas
- enable collaboration and post-graduate student internships
- strive to integrate discovery to translation and commercial outcomes
- encourage a new generation of research-driven entrepreneurs.

## Institutes

We will continue supporting a suite of world-class, cross-disciplinary research institutes throughout the transition period of 2024-2025, including the:

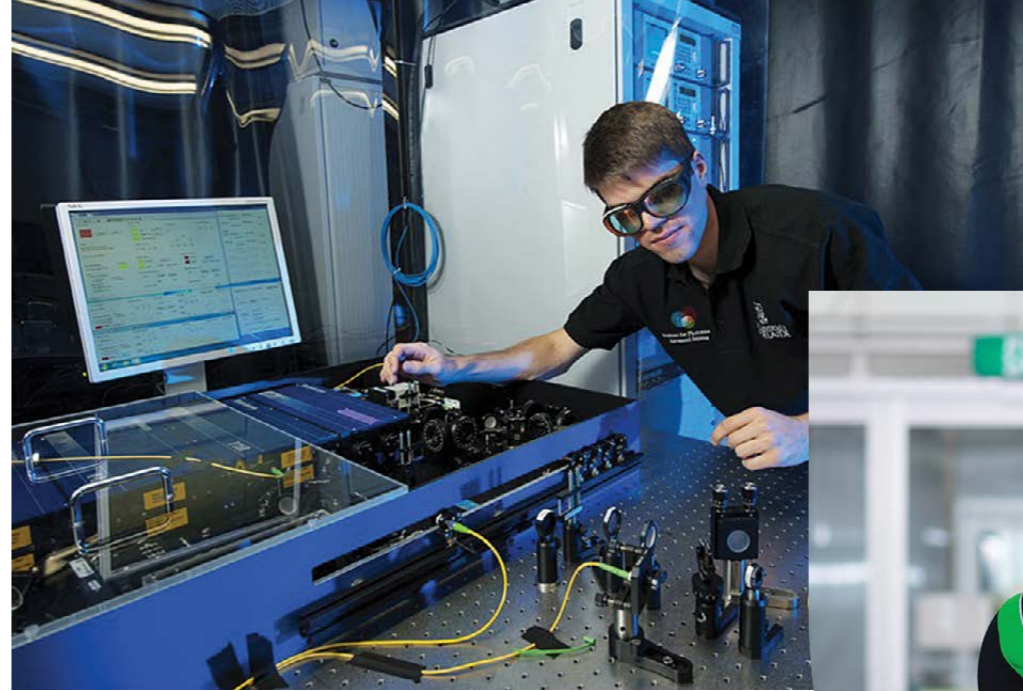
- Environment Institute
- Australian Institute for Machine Learning
- Institute for Sustainability, Energy and Resources
- Robinson Research Institute
- Waite Research Institute
- Institute for Photonics and Advanced Sensing
- South Australian Immunogenomics Cancer Institute.

Increased partnered investment aligned to our research priorities will be sought to boost the global competitiveness of these institutes.

## What will change?

We will:

- continue to build scale and focus of current research institutes and in FAME priority areas (sustainability, agrifood and wine, healthy societies, and Digi+)
- improve our performance in the National Health and Medical Research Council (NHMRC) funding schemes
- further align research to economic and social priorities to play a stronger role in the creation of new technologies, businesses, and sovereign capability
- improve core research outcomes, reflected in improved international rankings
- continue to enhance support for our current research institutes and the FAME priorities through the attraction of talented early and mid-career researchers.





# A 21st century education for a growing community of learners

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

## Access and opportunity

As we build towards our ambition to increase education access and opportunity in South Australia, we will continue to deliver programs and initiatives, in meaningful partnership with public and private organisations to foster a diverse student cohort.

## Student experience and support

We will continue to enhance our student experience to improve student satisfaction over the next two years, including:

- continuing to provide high quality academic and wellbeing support to ensure student retention, wellbeing and success
- creating and enriching the campus-based experience to enhance students' sense of belonging and connection
- promoting access to clubs and societies, social and study spaces, and events to foster engagement.

## Teaching and learning experience

We will continue to build staff capability to design and deliver a contemporary curriculum and provide excellent learning experiences across campus, online and blended delivery modes to enhance our ability to meet student expectations.

## Curriculum and program structure

Our curriculum reflects five key principles: quality; flexibility; relevance; inclusion; and employability. While we continue to scale up our capacity to develop a contemporary, flexible, and digitally enabled curriculum, we will direct these activities toward the transition program for *Adelaide University*.

In the next two years we will ensure our curriculum remains relevant by monitoring emerging opportunities, technological and policy changes, and evolving accreditation requirements, making adjustments where necessary.

Similarly, while maintaining a comprehensive range of disciplines, we will improve our program structure by continuing to streamline program offerings.

## What will change?

We will:

- deliver programs and initiatives which support and further strengthen access and opportunity
- deliver programs and initiatives which support progress and completion with a particular focus on first nations completions
- deliver an enhanced student experience and satisfaction
- improve graduate employability
- increasingly co-design, co-teach, and deliver bespoke training with public and private organisations
- monitor and embed emerging technological opportunities to enhance our curriculum, and learner experience.



**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 ensure our Adelaide campuses—all three of which stand on Kurna land—remain physically and intellectually available to the public, attracting visitors year-round.

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

We will also ensure our current student and alumni bodies continue to have access to welcoming spaces.

### Community engagement

We will continue to draw the community into our campuses, maintain our intellectual and cultural reach, and support our academic purpose through:

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

We will capitalise on the University of Adelaide’s influential standing in the cultural life of the city of Adelaide and our regional hubs by developing a plan to ensure that *Adelaide University* will continue and expand that role.

### Building a university city

We will take opportunities to advance 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 public and private organisations
- curating highly collaborative ecosystems at all Adelaide campuses, embodied in partnerships, colocations, and shared world-class infrastructure.

### 150th anniversary celebration

For our 150th anniversary in 2024, we will deliver an extensive cultural collaboration program to celebrate our achievements and impact, and to enable the community to share our excitement about the University’s achievements to date and our transition to *Adelaide University*.

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

The 150th anniversary provides a unique opportunity to leverage our celebrations to increase philanthropic, community, and corporate support. Over the course

of a three-year period (ending in 2025), our celebratory activities will integrate with our education and research priorities to deliver additional revenue through sponsorship, community giving and philanthropy to the University.

### Sustainability

We will execute the ‘*Here for Good Sustainability Strategy*’ as we progress towards our objective of reaching net-zero emissions from directly controlled operations by 2025, and embed sustainability within our research, education, culture, engagement, and financial activities.

### What will change?

We will:

- become a more sustainable, and sustainability-focused institution
- create more welcoming campuses
- engage our community through the 150th anniversary celebration
- increase our Advancement capability and philanthropic revenue including through the 150th anniversary celebration
- create ecosystems that feature co-investment and shared infrastructure with partners.

# A new chapter

Despite a changing global and local context, this Plan envisages a path towards the creation of *Adelaide University* – a university for the future built on the mutually reinforcing strengths of the University of Adelaide and the University of South Australia, and an engaged community of stakeholders.

Collectively, the pillars in this Plan recognise the inextricable connection that aligns global connectivity, research scholarship and human potential with the social, intellectual and economic needs of our community, state and nation.

Our goals remain ambitious, reflecting our focus to build and entrench the strength of our institution. Strategic initiatives for each pillar will be developed to direct our effort and will work in tandem with the concurrent transition program to create *Adelaide University*.

We embrace this challenge as we write a new chapter where the University of Adelaide will strengthen our role as a forward-thinking, globally-gearred engine of social and economic progress, both in our immediate future and as *Adelaide University*.

# Appendix

## Strategic Initiatives by elements and pillars

The table below outlines key priorities for each pillar. Strategic priorities identified for 2024 are highlighted in blue.

Element / Pillar	Priority / Initiative	Description
<b>A strong culture</b>	A stronger cultural foundation	Continue to build on progress made through enhancing University culture, enabling the outcomes and activities to create a stronger culture to be embedded across the University, allowing us to deliver our ambitions through the five pillars.
	First Nations Strategy	A strategy that seeks to transform the First Nations experience for all students and staff.
	Encouraging diversity	Implement a range of diversity action plans that create a diversity of experiences and perspectives, and lead to a culture of inclusion.
<b>Financial sustainability</b>	A stronger financial foundation	Embed outcomes of recent efficiency changes in University operations, allowing us to deliver our ambitions through the five pillars.
	Operation simplification and merger alignment	Review of all current and planned activities, including business-as-usual processes, using a University-wide decision framework to identify opportunities to stop/not start, descope/align to the transition program, or continue/start activities. This will empower the institution to find opportunities to simplify operations and redirect resources to support the transition program.
<b>Connected to the global world of ideas</b>	Strategic global network	A strategy that aims to position the University as the partner of choice for global institutions, agencies, and industry, for new revenue generation, reputation enhancement and education, research and engagement activities.
	Student recruitment for growth and diversity	Enhance of international student recruitment operations with a focus on expanding current and developing new partnerships for recruitment of students in cohorts. This will result in the University maintaining, and growing, our market share, and increased diversity in international student countries of origin.
	Supporting staff and students to thrive amongst diversity	Continue academic, language, induction, intercultural engagement, and career support for international students (particularly those recruited as cohorts through partnerships) to contribute to a more successful and thriving international student cohort.
	Enhancing reputation in global ranking schemes	Investment in a marketing, communication and engagement strategy that seeks to enhance our global reputation and improve our reputation score in key world ranking schemes.
	Globally geared campus and University community	Maintain an agenda of events, programs and professional development programs that welcome global collaborators to our campuses, showcase cultural diversity and raise the intercultural experience and skills of both staff and students, delivering a more open and interculturally engaged staff and student body.
<b>Magnet for talent</b>	Equipping our leaders to lead well	Continue to offer a range of leadership and management development programs that will enable values-driven leadership across the width and depth of the University.
	Workplace wellbeing	Enhance our Workplace Wellbeing Strategy so staff can be their best in a sustained way.
	Stimulating collegiality and a sense of community	Maintain an integrated program of internal communications, ensuring staff are informed, heard, connected, and valued.
	Top Talent Program	Attract a cohort of new high-performing, world-leading researchers across a range of areas.
	Retaining outstanding contributors	Invest in our talent pipeline to grow and retain future leadership talent from within.
	Celebrating excellence	Maintain a program of activities that overtly celebrates contributions by staff to that which we value.
	Staff experience	Provide effective collaboration tools that are accessible for all in the community to enhance connected and flexible ways of working.

Element / Pillar	Priority / Initiative	Description
<b>Research that shapes the future</b>	Flagship research projects	Continue support for the South Australian Immunogenomics Cancer Institute (SAGenCI) and Defence Trailblazer research projects, and pursue opportunities which emerge from the AUKUS trilateral security partnership.
	HDR pathways	Implement activities outlined in the Higher Degree by Research (HDR) strategy around the pillars of Research and Innovation Future Makers, Experience Excellence, and Future-making Community, to inspire, develop, and enable the researchers and innovators of the future.
	Future Making Fellowship Scheme	Continue to attract and steward talented early and mid-career researchers through the University of Adelaide's Future Making Fellowships Scheme.
	Research co-investment	Maintain the University's capacity to meet the co-investment, including contributions to access national infrastructure.
	FAME Strategies	The University focuses its research at scale through the four FAME (Foci and Magnets for Excellence) Strategies: Agrifood and wine, DIGI+, Healthy societies and Sustainability
	Strategic partnerships	Maintain and steward strategic partnerships including through business development. Target international activity where access to significant research funding for the University of Adelaide can be obtained.
	Nationally Collaborative Research Infrastructure Strategy (NCRIS)	Update and modernise research infrastructure through appropriate leverage of the Commonwealth Stage 2 investments in 2024/25, to enable <i>Adelaide University</i> success.
<b>21st Century education for a growing community of learners</b>	Strong education foundation	Create momentum for the transition to <i>Adelaide University</i> by embedding recent enhancements to the University's education offering including: Internships & Employability program; PACE program; micro credential courses; Education Transition team; Academic Integrity program; and transition to inhouse online delivery.
	Education in a digital world	A learning ambition and roadmap to enhance and transform learning and teaching.
	Improved access and entry	Support scholarships and entry pathways for equity groups, new cohorts of learners and First Nations students.
	Transition to in-house online program delivery	Establishing in-house capabilities to meet opportunities in the evolving digital higher education landscape.
	High-quality academic and pastoral support	Enable student success in the context of growth, diversity, and inclusion, including through support for international students; student success initiatives; and a focus on student mental health and wellbeing.
<b>Beating heart of Adelaide</b>	Sustainability Strategy	We commit to climate action including achieving net zero emissions from directly controlled operations by 2025 and a target of carbon neutrality by 2030.
	Program of cultural and campus events	Continue our program of cultural and campus events across all three campuses to engage our communities in the social and intellectual fabric of our University.
	150th anniversary celebrations	Deliver a series of events and activities to be curated to celebrate the past 150 years and the future ambitions of the University.
	Drive increased philanthropy	Capitalise on the positive momentum generated during 2023 to build a top-tier advancement function, and leverage the 150th celebrations in 2024 to execute record breaking fundraising strategies.
	Precincts and ecosystems	Respond to opportunities to co-locate with our government and defence partners on Lot Fourteen to enhance the University's credentials in information capability within world-class research spaces.
	Campus co-location	Maintain a centrally coordinated approach to attracting targeted industry partners to bring an increased number of collaborating industry partners on campus, to share infrastructure, social spaces and collaborative opportunities.



THE UNIVERSITY OF  
WATERLOO  
make  
history.

1945  
Howard  
Florey  
Nobel Laureate in  
Physiology or Medicine



## Further enquiries

The University of Adelaide SA 5005 Australia

**enquiries** [future.ask.adelaide.edu.au](mailto:future.ask.adelaide.edu.au)

**phone** +61 8 8313 7335

**free-call** 1800 061 459

**web** [adelaide.edu.au](http://adelaide.edu.au)

**facebook** [facebook.com/uniofadelaid](https://facebook.com/uniofadelaid)

**X (twitter)** [twitter.com/uniofadelaid](https://twitter.com/uniofadelaid)

**tiktok** [tiktok.com/@uniofadelaid](https://tiktok.com/@uniofadelaid)

**instagram** [instagram.com/uniofadelaid](https://instagram.com/uniofadelaid)

**wechat** [UniversityOfAdelaide](https://UniversityOfAdelaide)

**weibo** [weibo.com/uniadelaide](https://weibo.com/uniadelaide)

**Disclaimer** The information in this publication is current as at the date of printing and is subject to change. You can find updated information on our website at [adelaide.edu.au](http://adelaide.edu.au). The University of Adelaide assumes no responsibility for the accuracy of information provided by third parties.

Australian University Provider Number PRV12105  
CRICOS Provider Number 00123M

© The University of Adelaide  
March 2024. Job no. 7255-01

### **Kurna acknowledgement**

We acknowledge and pay our respects to the Kurna people, the original 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 Kurna people to country and we respect and value their past, present and ongoing connection to the land and cultural beliefs. The University continues to develop respectful and reciprocal relationships with all Indigenous peoples in Australia, and with other Indigenous peoples throughout the world.