

# FOR A BETTER TOMORROW

Strategic Plan 2025–2028



## Acknowledgement of Country

UniSC is a place where Aboriginal and Torres Strait Islander people's perspectives, culture and knowledge is acknowledged, valued, and respected. We share deep pride in, and seek to uplift, empower, and give a voice to Aboriginal and Torres Strait Islander people and perspectives.

If you are an Aboriginal and Torres Strait Islander person, we encourage you to join the long tradition of trailblazers at UniSC, impacting our University and our world.

We acknowledge the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water, and community. We pay our respects to Elders past, present and emerging.



## Artwork

*Knowledge is Sacred*  
Lyndon Davis

## Foreword from the Chancellor



**It is my great honour to introduce the University of the Sunshine Coast's Strategic Plan for 2025–2028.**

This document reflects a vision not only of ambition but of responsibility, one that builds on our strong foundations and charts a path to even greater service to our communities and nation.

Throughout my career, I have been guided by the principles of service, leadership, and a commitment to the greater good. I see these same principles embedded within this plan. UniSC is uniquely positioned to make an enduring impact through its dedication to equity, sustainability, and innovation. These principles are not abstract aspirations; they are the foundation upon which we will prepare future leaders, tackle global challenges, and support thriving communities.

This plan represents more than strategic objectives, it is a collective commitment. It reflects the voices of our staff, students, and partners who have helped shape its vision. Together, we will expand our global footprint, lead in sustainability, and ensure that UniSC continues to provide an educational experience that is second to none.

I am particularly inspired by the University's focus on addressing the challenges of our time, from introducing a much needed medical program for the Sunshine Coast to advancing research that improves lives and protects the planet. These endeavours demonstrate the vital role UniSC plays in fostering resilience, adaptability, and aspiration.

As we embark on this journey, I am reminded that success is never achieved in isolation. It will require each of us to embody the values of integrity, community, and sustainability. By working together, we will ensure that UniSC continues to inspire, innovate, and lead with distinction.

**Sir Angus Houston AK, AFC (Ret'd)**  
Chancellor

## Foreword from the Vice-Chancellor and President



### The next ten years will be a pivotal time in the modern history of the University of the Sunshine Coast.

Established in 1996 as a small but aspiring university college, UniSC has grown to be a vibrant and globally recognised institution founded on the idea of servicing its regions and transforming lives through learning and knowledge. Over the last 28 years, we have achieved remarkable success in equity, diversity, inclusion, and impact across a vibrant and expanding geographic and digital landscape. We have risen to our greatest heights yet with 18,931 enrolled students in 2024 year to date and 42,990 awards conferred.

We are proud to be Queensland's leading public university for undergraduate educational experience and ranked second nationally among public universities. We also continue to hold second position in Queensland for postgraduate educational experience.

UniSC has become a global champion for sustainability, recognised by the Times Higher Education Impact Ranking as the best in Queensland for zero hunger and climate action, and among the top four percent of universities around the world for impact. We are committed to driving meaningful progress toward the United Nations' Sustainable Development Goals (SDGs).

Our approach to the development of our new strategy For A Better Tomorrow has been deeply consultative, to underpin our ambition to drive lasting, significant, and positive change. Consultation with the university community, staff and students provided every opportunity to engage and discuss ideas, critical challenges and opportunities that will shape the next ten years of our University. I commenced this process with the release of a discussion paper entitled Toward 2035 in April, followed by a series of benchmarking reports, consultation workshops and surveys, ideation sessions, leadership forums and planning days across every domain of our University.

This new strategic plan includes several unique features. We have revised our vision and purpose to reflect not just where we are heading, but who we are and how we work. This vision articulates our student success by design, world-class research, sustainability leadership and expanding global footprint.

Our renewed purpose is an unambiguous statement of our core objective to transform lives through learning and knowledge, in every place we operate and with every community we serve. This is a purpose that remains true to our founding idea while driving our future aspirations beyond geographic and technological boundaries.

We have redefined and simplified our values to ensure they are known, understood, and lived by everyone involved in our story. These values set the tone for our culture, decisions, and behaviours across the University: integrity, community, and sustainability. Our new plan aims to realise a ten-year vision, achieved through three implementation horizons, each four years in duration. To ensure our plan is realistic and achievable, we have taken a long-term view underpinned by careful planning, pragmatic implementation and a precise but simplified suite of performance measures.

Hallmarks of this approach include five-year strategies for enrolment growth, research development and partner engagement to underpin growth and maturity in these vital areas. We will implement a significant evolution of our learning and teaching model to meet the future needs of learners, adopt a new transnational education strategy, and a university-wide approach to strategic workforce planning.

We will deliver a medical program for the Sunshine Coast by 2030 and a ten-year strategic investment plan to transform our built environment, learning and teaching, research, digital, data and enabling services.

I am extremely excited by the prospects of our new strategy and looking forward to working together across our university community to make a difference.

**Professor Helen Bartlett**  
Vice-Chancellor and President

A sunset over the ocean with a circular vignette effect. The sun is low on the horizon, casting a golden glow over the sky and water. The text "OUR VISION" is overlaid in large, white, bold, sans-serif capital letters.

# OUR VISION

TO CREATE  
A BETTER  
TOMORROW

**Our aspiration over the next ten years is to adopt a challenger mindset and be globally recognised in the following domains:**

### **Student success by design**

A national leader in personalised learning and support, recognising students as partners who are engaged and ready for the future of work.

### **World-class research at scale**

A global leader in applied research addressing key challenges to ensure healthy people and a healthy planet to improve lives, communities and the environment.

### **Sustainability leadership**

Sustainability will continue to be at the core of all that we do, to foster the well being of communities and our environment for the benefit of current and future generations, while we work toward our national target of net zero by 2050.

### **Expanding global footprint**

Globally engaged university serving more than 30,000 students from Australia and around the world through onshore, online, and transnational education.

# **A CHALLENGER MINDSET**

A challenger mindset is one where we embrace agility and adaptability when presented with uncertainty; we seek to go beyond traditional limitations; we are optimistic and entrepreneurial; we pursue goals which are larger than ourselves; we anticipate and prepare for future challenges and opportunities; and we create a better tomorrow for all, where integrity, community and sustainability define who we are and how we work.



To transform lives  
through learning and  
knowledge in every  
place we operate  
and with every  
community we serve.

# OUR PURPOSE

**Our first campus opened its doors in 1996 on a 100–hectare parcel of land at the Sunshine Coast. Opening in 1996, as the first greenfield university to open since 1971, UniSC has had a significant impact in its regions, generating productivity, innovation, educational participation, and incredible social and economic benefit.**

With 18,931 students who represent our diverse and inclusive global university community, UniSC has invested over \$700 million in infrastructure, fostering significant social and economic benefits for the region.

Our newest Queensland campus opened at Moreton Bay in 2020, partnering with the City of Moreton Bay to rapidly expand the local community's access to quality higher education and to expand economic productivity. UniSC is a nationally significant intellectual, social, and economic asset which operates across three adjacent UNESCO biosphere reserves in the State of Queensland. At the end of 2024, UniSC also opened a new campus in Adelaide, South Australia, in partnership with a leading education provider, offering students an expanded choice of study locations and further enhancing the University's national presence.

Our strategic plan articulates UniSC's future vision and direction, and how these ambitions will be realised. As an agency established in the State of Queensland, our strategic plan is delivered in accordance with the Queensland Government *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009*, and *Performance Management Framework*, and as a registered higher education provider under the *Commonwealth Higher Education Support Act 2003* and *Higher Education Standards Framework (Threshold Standards) 2021*. In addition to this, UniSC implements this plan in accordance with the University's Planning and Reporting Framework Governing Policy.

Our purpose and vision express our sincere and long-standing commitment to making a positive difference in the lives of others. Our purpose describes our focus on genuine collaboration with our communities, taking a place-based approach that appreciates the unique character of our own university campuses and their social, cultural, and environmental landscape. Our purpose appreciates every place we operate within and serves all our communities, locally, nationally, and overseas.

**Operating under the *Sunshine Coast University Act 1998*, our core functions aim to:**

- Provide education at university standard
- Provide facilities for, and encourage, study and research
- Encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community
- Provide courses of study or instruction, at levels of achievement the Council considers appropriate, to meet the needs of the community
- Confer higher education awards
- Disseminate knowledge and promote scholarship
- Provide facilities and resources for the wellbeing of the University's staff, students and other persons undertaking courses at the University
- Exploit commercially, for the University's benefit, a facility or resource of the University, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the University, whether alone or with others
- Perform other functions given to the University under its founding act or constitution.

**18,931**

students

**\$700M+**

invested in infrastructure



# VALUES

Our values are intended to represent our collective identity and guide our actions. Our values set the tone for our culture, decisions, and behaviours across the University.

## Integrity

Integrity means we uphold our commitments, lead by example, take responsibility, and make decisions transparently. We believe in doing what we say, demonstrating respectful, fair, and ethical behaviour, and clearly explaining our choices. We walk the talk and can be relied upon.

- › We do what we say we are going to do, taking responsibility for our actions
- › We lead by example, demonstrating respectful, fair and ethical behaviour
- › We are transparent, explaining the rationale behind decision

## Community

Community is at the heart of everything we do. We make a positive difference by working collaboratively, building partnerships, empowering, and supporting others, and fostering an inclusive and equitable environment that embraces difference.

- › We make a positive difference in our communities
- › We empower and support others to achieve their potential
- › We foster an inclusive and equitable environment that embraces difference

## Sustainability

Sustainability drives us to continually enhance our practices, prioritise actions for the benefit of both present and future generations, and promote their safety and wellbeing.

- › We continually seek ways to enhance our practices
- › We prioritise actions that benefit both present and future generations
- › We promote the safety and wellbeing of everyone

# OUR PILLARS AND GOALS

**1.**

**Transformative  
student experience**

**2.**

**People first**

**3.**

**Local and  
global impact**

**4.**

**Sustainable  
and resilient**



# 1. TRANSFORMATIVE STUDENT EXPERIENCE

**Our students are at the heart of all we do as a university. Securing the future of UniSC's educational service delivery through growth and diversification, we focus on equity, expansion of online learning, and innovation in our learning and teaching model. We will achieve these aims through the following objectives:**

- 1.1** Design and implement a significant evolution of the UniSC Learning and Teaching Model to differentiate and modernise our approach to learning and teaching to meet the diverse needs of current and future students.
- 1.2** Expand the size and breadth of our student body through a five-year Enrolment Strategy that will drive diversification and enrolment growth in Australia and around the world.
- 1.3** Increase participation of students from equity backgrounds through a revised Student Success and Equity Plan, with specialised support to ensure every student has the best chance of success, with strong retention, satisfaction, and graduate outcomes.
- 1.4** Implement a comprehensive governance and delivery framework to drive growth through an Online Program Management Framework and a Short Courses and Micro-credentials Program Stream.
- 1.5** Implement a staged approach to establish a Doctor of Medicine program by 2030, leveraging strategic partnerships with a leading tertiary hospital.

Over the next four years, UniSC will seek to transform its learning and teaching model. Our model will truly place students at the centre of a world-class and contemporary blended delivery model which seeks to differentiate from peers based on teaching quality, personalisation, and flexibility. This will be complemented with a comprehensive program of learner engagement, support, curriculum and program renewal, online learning, and skills development.

## Our measures of success

- KPI 1** Teaching quality, overall satisfaction and graduate outcomes
- KPI 2** Achievement of enrolment strategy targets
- KPI 3** Access, participation and success



## 2. PEOPLE FIRST

**We are a people first workplace that cares for the health, safety and wellbeing of our students and staff, where our work has meaning and impact, and our culture and values are embedded in every step of what we do.**

- 2.1 Identify talent requirements, build capability, and mobilise our people toward achieving strategic goals around quality education, research excellence and exceptional leadership through a five-year university-wide Strategic Workforce Plan.
- 2.2 Embed a Health, Safety, and Wellbeing Framework that fosters a culture of safety through risk control, accountability, compliance, and measurable outcomes, supported by training, education, and community engagement.
- 2.3 Set the tone for our culture, decisions, and behaviours across the University through an Embedding our Values Program of communication, awareness, and engagement with our values of integrity, community and sustainability.
- 2.4 Continue to develop, renew, and enrich the adoption of the UniSC Reconciliation Charter by supporting new and innovative approaches to strengthening meaningful partnerships with Aboriginal and/or Torres Strait Islander students, staff, and communities.

### Our measures of success

- KPI 4** Staff engagement and satisfaction
- KPI 5** Equity, diversity, and inclusion metrics on employment representation and belonging
- KPI 6** Engagement with Aboriginal and/or Torres Strait Islander students and communities
- KPI 7** Culture of Health, Safety, and Wellbeing



# 3. LOCAL AND GLOBAL IMPACT

**Our partner engagement and research focus is on sustainability, social and environmental justice, addressing global challenges, expanding strategic partnerships, deepening connections in the Asia-Pacific, and enhancing our global reputation through key strategies.**

- 3.1** Tackle pressing global challenges and change lives to create healthy people and a healthy planet, while strengthening our capability to drive research performance, commercialisation and impact through a five-year Better Tomorrow Research Strategy.
- 3.2** Expansion of strategic partnerships in key growth areas with a focus on enhanced industry-integration through a five-year Partner Engagement Strategy.
- 3.3** Deepen key connections in the Asia-Pacific and expand community development opportunities and student enrolments through the development and implementation of a Transnational Education Strategy.
- 3.4** Strengthen our global reputation and profile in key markets through the University Brand Strategy and University Rankings Improvement Plan.

## Our measures of success

- KPI 8** Research productivity, performance, and impact
- KPI 9** Strengthened brand equity and expanded strategic partnerships
- KPI 10** Achievement in the Times Higher Education overall, Young University and Impact Rankings

# 4. SUSTAINABLE AND RESILIENT

**We provide vibrant and optimised physical, digital and campus operations through the University's domestic and global footprint. In doing so, we will build on the unique character of each place we operate in and each community we serve to embrace our local context, optimising our deployment of resources, and to engage key partners to drive innovative and strategic outcomes.**

- 4.1** Transform our built environment; learning, teaching, research; digital, data; and enabling services through a ten-year Strategic Investment Plan.
- 4.2** Leverage our physical and digital assets through a Campus Optimisation Model to define our future campus footprint while deepening local opportunities and a multi-campus, place-based approach.
- 4.3** Review and redevelop the University Operating Model to underpin financial performance and sustainability, and effective resource planning and management.
- 4.4** Enhance revenue diversification through an Integrated Revenue Diversification Plan to leverage industry and government partnerships, research, training and commercialisation, philanthropy, and alumni advancement and university assets.

## Our measures of success

- KPI 11** Timely and effective delivery of the Strategic Investment Plan
- KPI 12** Toward carbon neutral emissions
- KPI 13** Operating result, financial sustainability, management efficiency

# ENABLERS

**Our people**

**Our physical,  
digital and  
data assets**

**Our operating  
model**

**Our strategic  
partnerships  
and brand**



	<b>Our people</b>	<b>Our physical, digital and data assets</b>	<b>Our operating model</b>	<b>Our strategic partnerships and brand</b>
<b>Why this is important</b>	To ensure we empower our people, focus on solutions, and build the capacity of our workforce to deliver on the future needs of the University and our community in a safe and sustainable way with a focus on health and wellbeing.	To ensure our physical, digital and data assets are leveraged to achieve our strategic goals while ensuring safety, security, and reliability.	To ensure our university operating model is fit for purpose to deploy resources efficiently and effectively, delivering service excellence organisation wide.	To ensure we are locally engaged and globally relevant, to underpin the realisation of our vision and purpose.
<b>Enabling frameworks</b>	<ul style="list-style-type: none"> <li>• Strategic Workforce Plan</li> <li>• Work Health and Safety Management Framework</li> <li>• Embedding our Values Program</li> <li>• Student Success and Equity Plan</li> <li>• Better Tomorrow Research Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Asset Management Plan</li> <li>• Digital Master Plan</li> <li>• Data and Analytics Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• University Operating Model</li> <li>• Integrated Revenue Diversification Plan</li> <li>• Campus Optimisation Model</li> </ul>	<ul style="list-style-type: none"> <li>• Partner Engagement Strategy</li> <li>• Brand Strategy</li> <li>• Transnational Education Strategy</li> </ul>



# OUR PLAN ON A PAGE

## OUR VISION

TO CREATE  
A BETTER  
TOMORROW

## OUR PURPOSE

To transform lives through learning and knowledge in every place we operate and with every community we serve

## OUR VALUES

- > Integrity
- > Community
- > Sustainability

## OUR 2035 STRATEGIC DIRECTIONS

Student success by design, world-class research at scale, sustainability leadership, expanding global footprint

## OUR PILLARS AND GOALS

## OUR MEASURES OF SUCCESS

### Transformative student experience

- KPI 1** Teaching quality, overall satisfaction and graduate outcomes
- KPI 2** Achievement of enrolment strategy targets
- KPI 3** Access, participation and success

### People first

- KPI 4** Staff engagement and satisfaction
- KPI 5** Equity, diversity, and inclusion metrics on employment representation and belonging
- KPI 6** Engagement with Aboriginal and/or Torres Strait Islander students and communities
- KPI 7** Culture of Health, Safety, and Wellbeing

### Local and global impact

- KPI 8** Research productivity, performance, and impact
- KPI 9** Strengthened brand equity and expanded strategic partnerships
- KPI 10** Achievement in the Times Higher Education overall, Young University and Impact Rankings

### Sustainable and resilient

- KPI 11** Timely and effective delivery of the Strategic Investment Plan
- KPI 12** Toward carbon neutral emissions
- KPI 13** Operating result, financial sustainability, management efficiency

## OUR ENABLERS

- > Our people
- > Our physical, digital and data assets
- > Our operating model
- > Our strategic partnerships and brand

# MEASURING OUR IMPACT

**In addition to reporting on the implementation of the UniSC Strategic Plan, a number of additional reports are produced to support transparency and good governance in three key areas to measure: our economic and social impact, student success and equity, and in regard to our carbon management plan and net zero target.**

## **Triennial Economic and Social Impact Report**

This report aims to comprehensively assess our economic and social impact on the communities we serve. This report explores how we inspire our communities to engage with the University, build social licence, brand equity and activation of campus communities. The report provides a detailed analysis across a range of related metrics and is produced every three years.

## **Annual Student Success and Equity Report**

The student success and equity report is produced on an annual basis both as a requirement of government and to assess the University's performance against its goals in relation to student success and equity participation, participation in higher education in campus regions and catchment areas, access and achievement, including employment of UniSC graduates in their local community.

## **Annual Carbon Management Plan Report**

The Carbon Management Plan (CMP) is the University's roadmap to achieve carbon neutrality across Scopes 1, 2 and 3 and 100% renewable energy, as it moves toward its net zero target by 2050. This report provides additional information on the achievement of UniSC's net zero and carbon neutral goals, targets, and key outcomes.

## Recognition of Human Rights

UniSC has considered our commitment to respect, protect and promote human rights when developing the strategies that are included in this plan. UniSC will respect, protect and promote human rights in our decision making and actions.

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## Queensland Government community objectives

The Strategic Plan also reflects Good jobs, better services, great lifestyle, the Queensland Government's objectives for the community.

### Good jobs

- Supporting jobs
- Backing small business
- Making it for Queensland
- Investing in skills

### Better services

- Backing our frontline services
- Keeping Queenslanders safe
- Connecting Queensland
- Educating for the future

### Great lifestyle

- Protecting the environment
- Growing the regions
- Building Queensland
- Honouring and embracing our rich and ancient cultural history



**FOR A BETTER  
TOMORROW**