

Medicine & Health Faculty Strategy 2035

Better, equitable
health for all



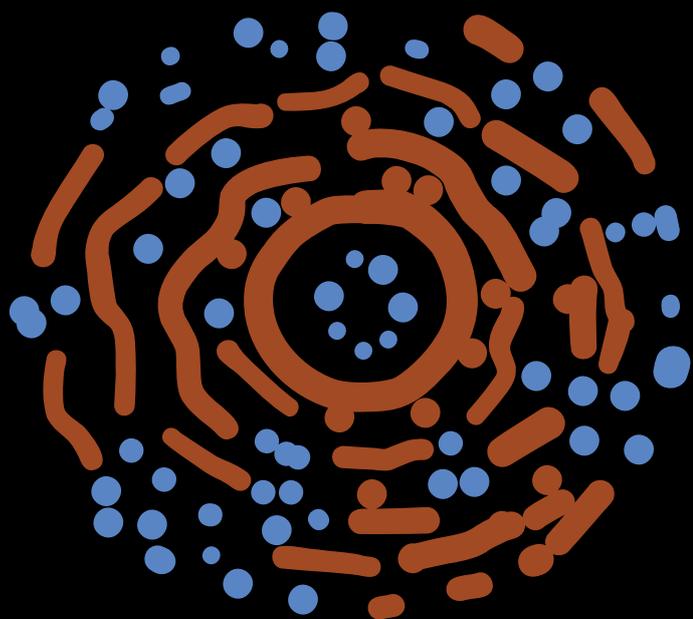
UNSW
SYDNEY



Acknowledgement of Country

UNSW Sydney is located on the unceded territory of the Bidjigal (Kensington campus), Gadigal (City and Paddington Campuses), Wiradjuri (Albury, Wagga Wagga & Griffith), Birpai (Port Macquarie), Gumbaynggirr (Coffs Harbour) and Ngunnawal peoples (UNSW Canberra) who are the Traditional Owners of the lands, seas and waters where each campus of UNSW is situated. We honour the Elders of these Nations, as well as broader Nations that we walk together with, past and present, and acknowledge their ongoing connection to culture, community and Country.





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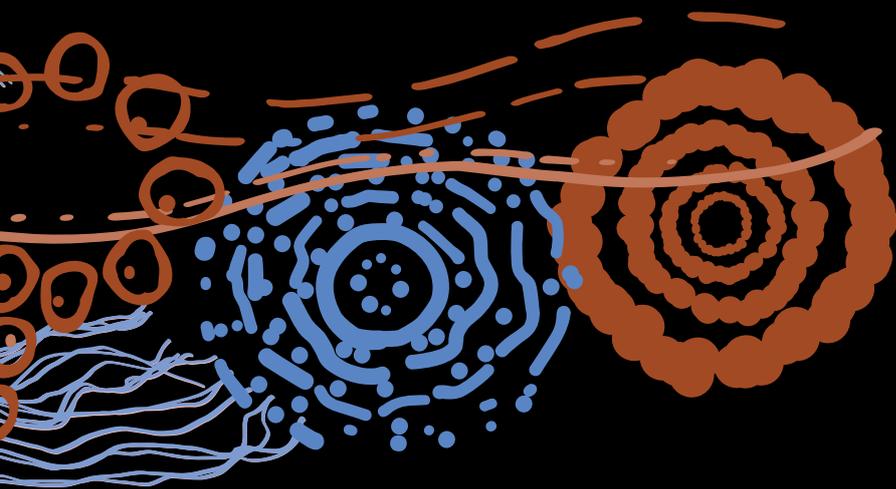
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Message from the Vice-Chancellor

It is my great pleasure to introduce the UNSW Medicine & Health Strategy. This strategy reflects the Faculty's commitment to improving lives by building a future of equitable health for all through transformative education, innovative research and trusted partnerships.

The UNSW Medicine & Health community is united by a shared determination to address the most pressing health challenges of our time, from persistent inequities in health outcomes to the disruptions and opportunities created by new technologies. This strategy articulates a bold, people-centred vision that places societal benefit at its core and positions the Faculty to lead with impact locally, nationally and globally.

UNSW Medicine & Health is setting a clear and confident course for the future, one grounded in equity, collaboration and innovation, and aligned with the University's ambition to advance progress for all. Central to this course is a commitment to ensuring that progress in health delivers real and lasting benefit for everyone, not only those with the greatest advantage.

This strategy places Aboriginal and Torres Strait Islander peoples at the heart of our mission, reflecting UNSW's unwavering commitment to truth, respect and self-determination. It embraces new ways of learning, advances discovery at the frontiers of science and technology, and strengthens our world-class precincts as places where education and prevention, healthcare and research come together for societal benefit.

The strategy is built around four interconnected pillars that will shape the Faculty's direction in the coming years: fostering an inclusive, future-ready and climate-aware workplace with Aboriginal and Torres Strait Islander peoples knowledges embedded from governance through to practice; modernising health education to be fair, flexible, connected to community needs and responsive to the evolving healthcare landscape; driving world-class, digitally-enabled and highly collaborative research that leads to tangible improvements in health outcomes; and listening, collaborating and forming deep partnerships to advance health equity at local, national and global levels.

Importantly, the strategy was shaped over 12 months of consultation with the people who will bring it to life – our students, staff, and partners. Like the UNSW Strategy: Progress for All, at its heart it recognises that people are central to creating meaningful change. Our collective vision is clear: through education, research and collaboration, we can drive transformative change that benefits society at every level.

I look forward to seeing UNSW Medicine & Health lead with purpose and compassion, and to the meaningful, lasting impact this strategy will help deliver for communities in Australia and around the world.

Professor Attila Brungs
Vice-Chancellor and President





Message from the Dean

The Faculty of Medicine & Health is committed to thinking bigger and bolder to tackle the world's toughest health challenges.

We're on a mission to progress the health and well-being of all people. Because a healthier world is one more empowered to make thoughtful choices for ourselves, future generations and the environments we share.

We're living and working in a period of extraordinary change. So, as we navigate a future shaped by transformative technologies like AI and an urgent need for sustainability, we must think big and be bold. For all people.

As the Faculty of Medicine & Health, people look to us to help change the future. And as challenges grow, so does our responsibility to innovate, to be a trusted source of new knowledge, to refute misinformation and to prepare future-ready graduates.

Our Better, Equitable Health for All strategy sets us up to become just that. It's a shared vision that's been informed by many of you through deep listening and collaboration. It's designed to help us work together more seamlessly within our wonderful Faculty, across the university in our state-of-the-art health precincts and with our Greater Sydney, rural and global partners. The strategy will help foster deep and genuine partnerships with Aboriginal and Torres Strait Islander peoples so that together we can embed Aboriginal and Torres Strait Islander peoples ways of knowing, being and doing into everything we do.

Our strategy is also a call to be courageous. To iterate boldly and learn quickly. To come to work every day with curiosity, enthusiasm and purpose. To deeply understand the limitations and opportunities of technology at our fingertips. To aim not just for progress, but for transformation.

Now's the time to do what we came here to do: make a real and lasting positive difference in the world.

Professor Cheryl Jones
Dean, UNSW Medicine & Health







About UNSW Medicine & Health

From the bush to the big smoke: saving lives in hospitals, enthralling classrooms of eager students, and experimenting at the boundaries of knowledge. Our commitment spans east to west of Sydney with additional focus on developing the capabilities in our regional centres like Murrumbidgee, Port Macquarie and Albury-Wodonga.





● Our presence in NSW

1. Grafton Clinical Campus
2. Coffs Harbour Clinical Campus
3. Kempsey Clinical Campus
4. Port Macquarie Clinical Campus
5. Port Macquarie Health & Education Precinct
6. Sydney
7. Wagga Wagga Clinical Campus
8. Murrumbidgee Health & Knowledge Precinct
9. Albury-Wodonga Clinical Campus
10. Griffith Clinical Campus

● Sydney

1. UNSW Kensington Campus
2. Randwick Health & Innovation Precinct
3. Kogarah Health & Education Precinct
4. Bankstown Health & Education Precinct
5. St Vincent's Health Precinct
6. Liverpool Innovation Precinct
7. Campbelltown Health & Education Precinct

People



6,500 students
from 84 countries



1,800 staff
3,500 affiliates and
teaching clinicians



Over
30,000
alumni

Funding 2025



\$375m
research funding 2025



\$100m
philanthropic donations
in 2025

Other



5
Schools



10
Research centres



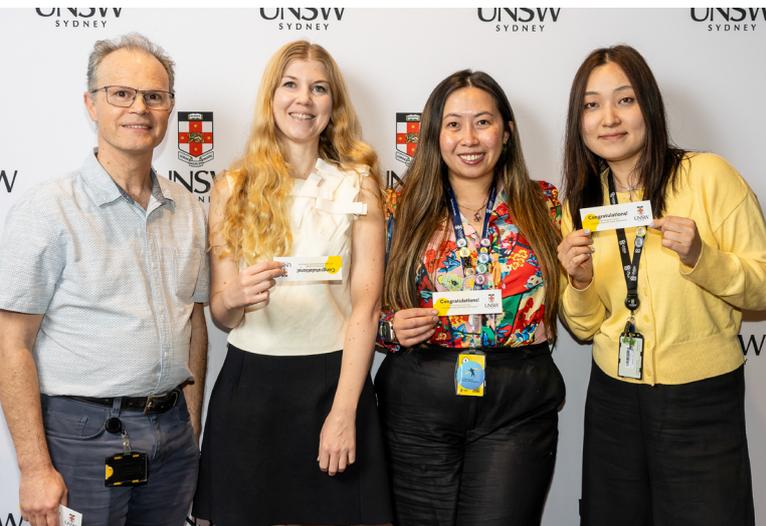
7
Affiliated MRIs



BMed/MD most in-demand
undergraduate program for
school-leavers in NSW
7 years running



New iconic facilities in
Randwick Health & Innovation
Precinct and Murrumbidgee
Health & Knowledge Precinct





Purpose

Our purpose is to create a legacy of better, equitable health for all people through transformative education, innovative research, a refocus on prevention and building trusted engagement with people, communities, and other partners in Australia and around the world. At the Faculty of Medicine & Health, we believe the future of health is personal.

Vision

Over the next decade, we want to help create and live in a world where all people are healthier and access to care is more equitable.

Together, we'll make this happen through world-class research, innovative education and shared decision making with communities and partners. As we strive to make a lasting difference in the world, we'll measure our success by the success of every community we work for and with.



Strategy Domains

People and Culture

An even better place to work

Education

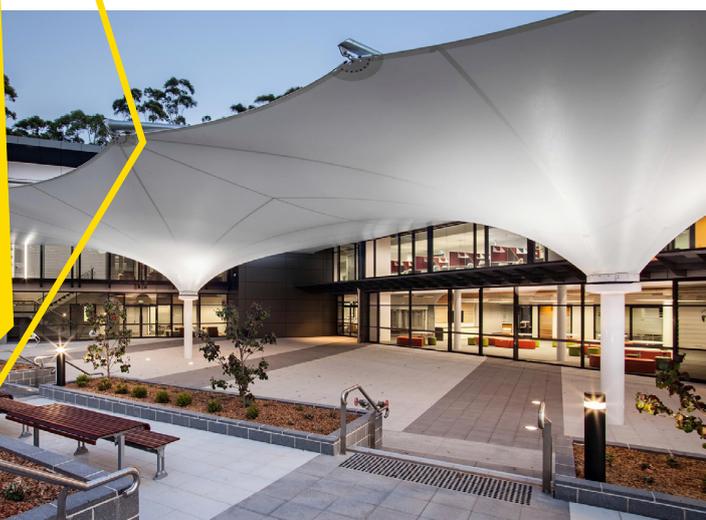
Accessible, future-focussed education

Research

Groundbreaking research to enable healthy lives worldwide

Engagement

Wide and deep partnerships





Point-of-care testing for hepatitis C in Cairns as part of the Kirby Institute's ETHOS ENGAGE Study

People and Culture

We want to make our Faculty an **even better place to work**. Our objectives and initiatives will strengthen how we connect with each other, the community, and our environment.



Objectives

PC1. Centre Aboriginal and Torres Strait Islander peoples allyship and cultural capability

- > Ensure Aboriginal and Torres Strait Islander peoples knowledges, leadership and perspectives are centred in the Faculty and its decision-making, and advance representation across all levels and areas of the Faculty.

PC2. Create a connected and vibrant culture to help our people realise their true potential and do their best work, by:

- > Embedding equity, diversity and inclusion values across education, research and our workplaces
- > Empowering our people to be bold, collaborative, innovative and kind
- > Actively engaging in anti-racism.

PC3. Make sustainability a core value of our Faculty culture to reduce our carbon impact, by:

- > Setting goals that help us respond and adapt to the changing climate.

PC4. Build a future-ready workforce, by:

- > Supporting our people to adapt to rapidly changing technology and AI.



Flagship Initiatives

PC1. Initiatives

- > Update our Faculty governance structures to ensure Aboriginal and Torres Strait Islander peoples representation and inclusion in decision-making across all levels and areas
- > Strengthen our Aboriginal and Torres Strait Islander peoples leadership pathways to realise our ambition of employment parity
- > Demonstrate commitment to individual and collective cultural capability by ensuring staff complete required training at School, Centre and Faculty level.

PC2. Initiatives

- > Create a leadership role that champions social impact and equity, diversity and inclusion (EDI)
- > Define EDI Faculty targets, and measure our progress every year
- > Support initiatives that celebrate diversity and connect our schools, centres, institutes and precincts
- > Celebrate our staff, grow their opportunities, and support agile and collaborative ways of working
- > Further invest in staff development that builds psychosocial safety, anti-racism action and leadership.

PC3. Initiatives

- > Bring together a Faculty advisory group to drive our climate action and keep sustainability at the heart of everything we do
- > Reduce the carbon footprint of our everyday actions – travel smarter, cater greener, cut single-use plastics and other initiatives – and incentivise their uptake.

PC4. Initiatives

- > Developing skills, technology, innovation and leadership opportunities for education, research and professional staff.

Education

Accessible, future-focussed education is a key enabler to a healthier future for all. Our education objectives and initiatives are a testament to that belief and will enable us to deliver on it.



Objectives

ED1. Partner with Aboriginal and Torres Strait Islander peoples communities to co-design and appropriately resource strengths-based, self-determined curricula that foster reciprocity and cultural capability of educators and students to improve health outcomes for Aboriginal and Torres Strait Islander peoples individuals and communities.

ED2. Expand equitable access to transformative education in health to amplify our impact through new models, pathways and partnerships, by:

- > Increase representation of underrepresented groups in education through our globally connected Faculty.

ED3. Lead in interprofessional education to shape the future of healthcare and health systems by:

- > Developing responsive, integrated and trans-disciplinary learning experiences that equip graduates with skills to deliver collaborative, team-based person-centred care.

ED4. Create a positive experience for students to nurture belonging and academic success, by:

- > Delivering innovative educational approaches and opportunities
- > Personalising learning and support.

ED5. Position the Faculty as a leader in lifelong learning and transnational education in health to meet the learning needs of wider audiences, including future health professionals and alumni, by:

- > Providing diverse and accessible educational offerings.

ED6. Attract, develop and retain the next generation of educators to build a strong and sustainable education workforce, by:

- > Supporting the professional growth of our educators
- > Nurturing teaching skills in our students.



Flagship Initiatives

ED1. Initiatives

- > Engage Aboriginal and Torres Strait Islander peoples communities, partners and educators in the co-design and co-delivery of Indigenous Australians health curricula
- > Provide opportunities for Work Integrated Learning (WIL) and/or in practical experiences for coursework students in Indigenous Australians healthcare settings (including rural and remote placements).

ED2. Initiatives

- > Review admission processes for our flagship education programs
- > Co-design entry pathways and support for students from underrepresented backgrounds to access and succeed in our programs
- > Implement priority streaming pathways in key workforce areas aligned with government and community priorities (e.g. General Practice and Rural Generalism)
- > Implement a distinctive postgraduate offering in Nursing at UNSW, including engaging our Rural Clinical Campuses.

ED3. Initiatives

- > Use flexible learning models (e.g. Indigenous Australians polyclinics and student-led clinics) to help students collaborate more effectively in healthcare teams and systems

- > Develop trans-disciplinary learning experiences at all clinical campuses to enhance team-based, person-centred care
- > Run precinct-based projects, with industry and community, that tackle real-world health problems.

ED4. Initiatives

- > Co-design initiatives which promote students' belonging and wellbeing to optimise their educational experience
- > Facilitate personalisation of students' learning by strategic partnerships with industry and integration of GenAI in education.

ED5. Initiatives

- > Support the creation of lifelong learning and transnational education offerings that leverage Faculty and University strengths
- > Make our future-focussed education offerings accessible to people across all our campuses and precincts including Greater Sydney, rural NSW, UNSW Canberra and UNSW Bengaluru.

ED6. Initiatives

- > Develop and offer clinician educator fellowship programs for senior students and early career health professionals
- > Implement and grow professional development and leadership opportunities for teaching staff, including peer support of educators.

Research

By empowering our whole research community to innovate and create, we can achieve **groundbreaking** results and, in turn, attract the best new talent to enrich our Faculty and wider workforce. Our research objectives and initiatives will help us get there.



Objectives

RE1. Elevate Aboriginal and Torres Strait Islander peoples leadership and knowledges in research, by:

- > Ensuring our research exemplifies self-determination, sovereignty, capacity-building, and long-term community impact.

RE2. Work at the forefront of scientific, clinical and societal research to accelerate health innovation and translation by:

- > Actioning UNSW's research missions to spearhead world-class discoveries and translation breakthroughs
- > Streamlining and strengthening our Faculty Centres and themes
- > Harnessing advancements in AI, digital health and emerging technologies.

RE3. Empower our research community to enable healthy lives worldwide, by:

- > Integrating trans-disciplinary, university-wide, industry and global partnerships
- > Leveraging our precincts to drive research priorities
- > Embedding our research into the health system
- > Deeply engaging our diverse communities.

RE4. Attract, develop and retain the next generation of research leaders to build a workforce ready to tackle the toughest health challenges, by:

- > Supporting the growth of early and mid-career researchers.



Flagship Initiatives

RE1. Initiatives

- > Develop and mobilise the Faculty's Aboriginal and Torres Strait Islander peoples research strategy to inform and co-design research to meet the Indigenous Research Excellence Criteria
- > Elevate Aboriginal and Torres Strait Islander peoples researchers to lead programs of research.

RE2. Initiatives

- > Advance precision medicine and vaccine development to transform cancer care, diagnosis and treatment of infectious, neurological and rare diseases
- > Leverage advancements in data, AI and digital technologies to future-proof our health systems
- > Build on existing clinical trial capabilities to improve care of non-communicable diseases
- > Create a new cross-Faculty research centre or theme to prevent disease and increase healthy lifespans.

RE3. Initiatives

- > Establish and advance scalable, interdisciplinary research partnerships with industry, research institutes and precincts
- > Foster deep engagement with our diverse communities through consultation, co-development and co-design of our research programs
- > Foster an entrepreneurial culture through expansion of the scale and distribution of our research and development programs (e.g. Big Ideas) with Founders and PVCRI.

RE4. Initiatives

- > Launch a structured research career accelerator with clear pathways, industry collaboration, and professional development for early and mid-career researchers
- > Create and implement a Research Excellence Framework
- > Give Higher Degree Researchers (HDR) students industry experience opportunities to boost their careers and professional networks.

Engagement

When we engage **widely and deeply** with our local and global communities, our partners and the wider University, we spark each other's imaginations and drive real, positive change. Our engagement objectives and initiatives define how we can do this consistently and with passionate intent.



Objectives

EN1. Develop generational partnerships with Aboriginal and Torres Strait Islander peoples communities across our geographical footprint.

EN2. Activate our rural and metropolitan health precincts to drive positive change in accessible education, research and healthcare, by:

- > Bringing together UNSW's multidisciplinary capabilities
- > Reinforcing local strengths
- > Investing in deep, place-based engagement.

EN3. Be the globally trusted voice and change agent in health, education and policy to drive health equity, by:

- > Responding to community needs and affecting societal impact at scale
- > Strengthening our external engagement to influence government policy.

EN4. Co-create new knowledge with our partners to accelerate innovation, by:

- > Fostering active, equitable collaboration with local and global communities, consumers and key stakeholders
- > Move from 'knowledge sharing' to 'co-creating' with partners by fostering active, equitable collaboration with communities, consumers and stakeholders.

EN5. Build a thriving alumni and partner network to drive meaningful collaboration and impact, create real-world learning, career pathways and innovation opportunities for students, by:

- > Investing in our engagement and communication with industry, government, affiliates and community.



Flagship Initiatives

EN1. Initiatives

- > Create culturally safe spaces across our campus
- > Build trusted relationships through the Blakcademy
- > Expand Aboriginal and Torres Strait Islander peoples workforce to enhance healthcare access and workforce sustainability.

EN2. Initiatives

- > Partner with Engineering, Science and other Faculties to spark breakthrough innovation.

EN3. Initiatives

- > Develop and roll out a clear government and industry engagement and communication plan that amplifies our educational and research impact.

EN4. Initiatives

- > Explore new ways to connect with local communities (e.g. health vans, polyclinics and student-led clinics embedded in precincts)
- > Embed place-based community and consumer engagement into the Faculty's activities, so students get real-world experience with diverse communities.

EN5. Initiatives

- > Grow our professional development programs so people feel confident engaging with communities in a genuine, ethical way
- > Build skills to strengthen our engagement and impact with policymakers
- > Prioritise, resource and celebrate our global engagement and measure our success.

Implementation

We appreciate you taking the time to dive into our strategy: Better, equitable health for all. As the Faculty of Medicine & Health, we're in a privileged position to make a positive impact on the health of the people around us and afar. It's our collective responsibility to make it happen.

Now that we've set our purpose, vision, objectives and initiatives in virtual stone, we'll formulate an actionable, operational plan to make it all happen. We want you to come with us on this journey, so remember we're all ears for feedback and thoughts.

From 2026, let's progress the health of all people, together.

Thank you.



