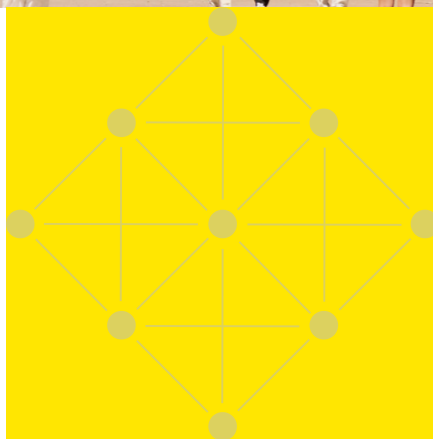# Triennium
One Roadmap

1

UNSW
SYDNEY

Acknowledgement of Country

UNSW respectfully acknowledges the Bidjigal, Biripai, Dharug, Gadigal, Gumbaynggirr, Ngunnawal and Wiradjuri peoples, on whose unceded lands we are privileged to learn, teach and work. We honour the Elders of these Nations, past and present, and recognise the broader Nations with whom we walk together. UNSW acknowledges the enduring connection of Aboriginal and Torres Strait Islander peoples to culture, community and Country.

A message from the Vice-Chancellor and President

Our *UNSW Strategy: Progress for All* sets our direction for the decade ahead. It is ambitious by design, reflecting our shared aspiration to create transformative impact globally through transformative education, innovative research and meaningful engagement with people, communities and partners in Australia and around the world.

In 2025, the strategy's foundation year, we are delivering on many "in flight" programs aligned with the strategy while setting up the conditions to achieve its objectives and sustained success.

Our Strategy will be delivered over three trienniums: Triennium One (2026–2028), Triennium Two (2029–2031), and Triennium Three (2032–2034). The triennium roadmaps enable us to balance long-term vision with the flexibility needed to respond to a rapidly changing world.

They will allow us to focus, prioritise and resource effectively, ensuring that our efforts remain aligned with the strategy and we stay on track. They provide the clarity and transparency to enable all across UNSW to get involved or support the strategy in any area of interest.

They will set a clear pathway for each of our nine Strategic Pillars, setting out what we aim to achieve over a three-year period and the areas of work we will focus on to get us there. These roadmaps are practical guides that create a bridge between our long-term vision and our annual priorities. While they don't capture everything we will do, they represent our minimum ambitions for the three-year period and provide clarity on the initiatives we aim to deliver.

Here, I am pleased to present the Triennium One Roadmap (2026–2028), developed by staff and senior leaders across the University.

The delivery of our first roadmap is an exciting moment for UNSW. Together, through clear focus and collective commitment, we will turn vision into impact—delivering progress for all.
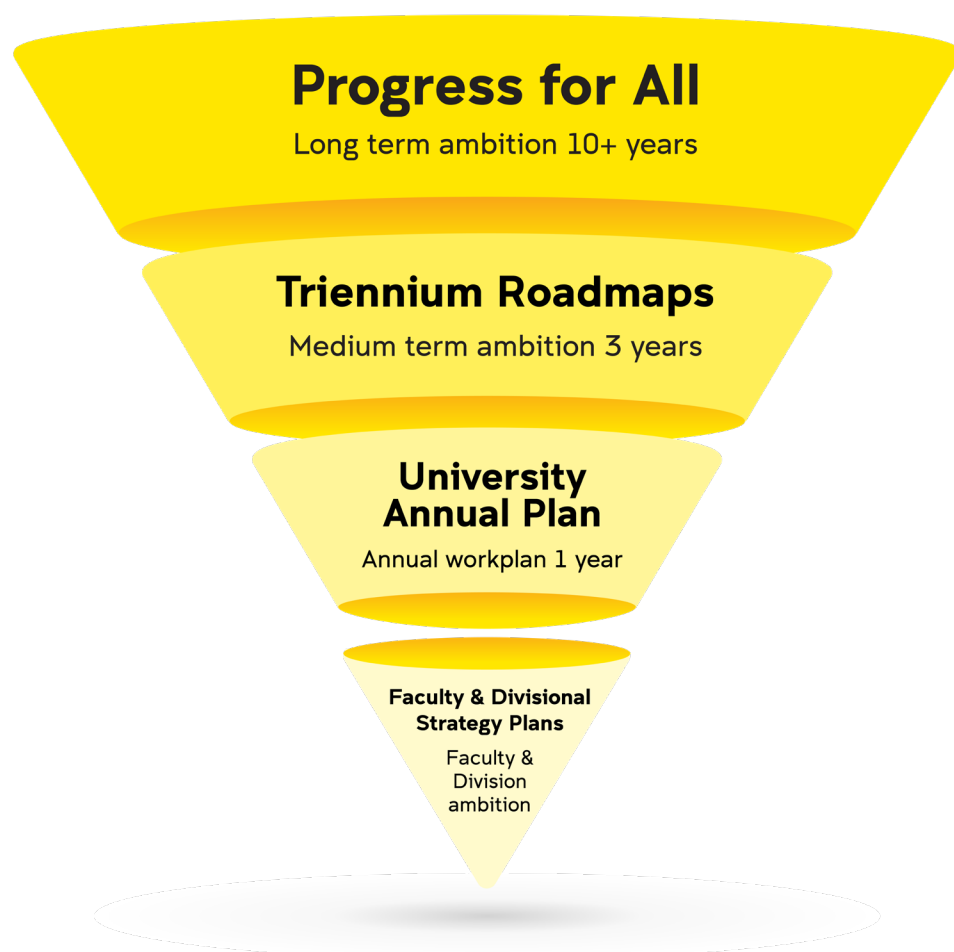

Professor Attila Brungs
Vice-Chancellor & President
UNSW Sydney

From vision
to action

Our Triennium One Roadmap (2026–2028) will act as a bridge between the strategy and our University Annual Plan.

The initiatives identified in the roadmap will be delivered through our Annual Plan, ensuring our day-to-day efforts are coordinated, strategically aligned, and anchored in our long-term vision of progress for all.

This approach enables us to remain accountable, transparent and agile while giving us the ability to seize opportunities and address challenges as they arise.

Progress for All
Long term ambition 10+ years

Triennium Roadmaps
Medium term ambition 3 years

University Annual Plan
Annual workplan 1 year

Faculty & Divisional Strategy Plans

Faculty & Division ambition

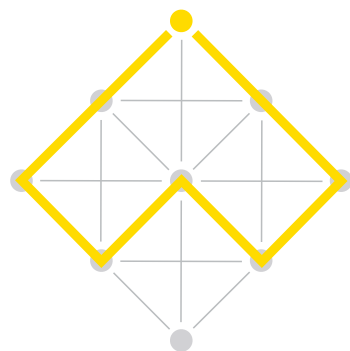## Through accessible education, empower current and future generations

Pillar Leads

Professor Sarah Maddison
Deputy Vice-Chancellor,
Education and
Student Experience

Professor Nick Wailes
Dean, Lifelong Learning

Our Vision:

By the end of 2028, UNSW has implemented the key aspects of its distinctive educational model. Centred on Indigenous knowledges, this model will embed social impact and future ready skills at the core of all of UNSW's educational offerings.

Taking advantage of the opportunity provided by the transition to a new academic calendar, UNSW has adopted a flexible-first, multi-campus approach, underpinned by universal design for learning and supported by contemporary educational technology that delivers transformative educational experiences wherever it operates.

UNSW is a leading learning partner for individuals and organisations to build their skills and capabilities in a rapidly changing world. By 2028, as well as continuing to be a leading destination for learners, UNSW is amplifying its positive impact by expanding its offerings to those already in the workforce as well as across Greater Sydney, in regional NSW, in its new facilities in Canberra and to a growing number of learners in their home countries, particularly in the Indo-Pacific region.

Initiatives

Establish a distinct brand of societal impact focussed education that builds on our existing strength and expertise in this area

In partnership with Indigenous knowledge holders and their communities, implement an established model for embedding relevant Indigenous knowledges across our education

Embed future-focussed and AI relevant skills into all our education offerings, along with scaffolding and signposting for our learners. Ensure these are clearly articulated to graduates, their employers, and the broader community

Implement UNSW's new academic calendar, embedding key elements of its future educational model and support for a multicampus model

Deliver UNSW's transformative educational experiences across multiple campuses and in multiple modes

Embed belonging from day one for all students.

Pillar 2

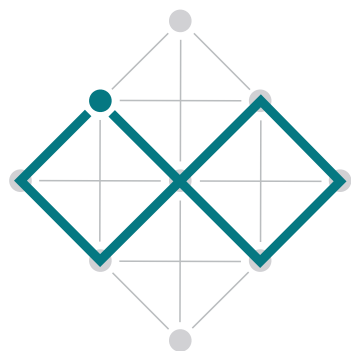## Through research, lead knowledge creation, innovation and translation

Pillar Leads

Professor Bronwyn Fox AO
Deputy Vice-Chancellor,
Research and Enterprise

Professor Julien Epps
Dean, Engineering

Our Vision:

Our priority for the first triennium is to build the foundations and frameworks for an uplifted and integrated research ecosystem. By the end of 2028, UNSW is a partner of choice for collaborators seeking a seamless research experience.

We are known for our recognition and delivery of all forms of research impact, underpinned by a clear and compelling research value proposition. We have continued to grow our world class talent of researchers through bespoke training and support for our Higher Degree Researchers, Early and Mid-Career Researchers, and the broader research community, with inclusive development pathways for Indigenous and underrepresented researchers.

We have successfully launched the UNSW Missions framework, with two exemplar missions. Centres and Institutes are now the doorways into the UNSW research experience. The majority of our research infrastructure – physical, digital and AI augmented – operates under a shared infrastructure model, now our standard approach.

Initiatives

Lay the foundations for an uplifted and seamless research ecosystem

Advance our globally competitive researcher development programs, underpinned by our cross-cutting themes of Indigenous knowledges, integrity, inclusion, and social justice

Strengthen and accelerate a future-ready shared research infrastructure ecosystem

Accelerate research translation, commercial impact, and entrepreneurship.

Pillar 3

Convene across sectors and build networks locally and globally

Pillar Leads

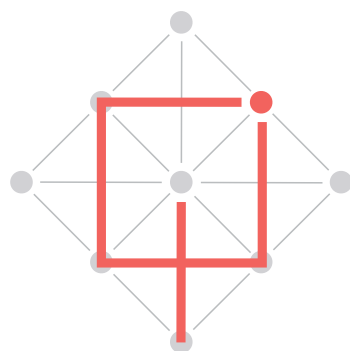**Professor the Hon. Verity Firth AM**
Vice-President Societal Impact, Equity & Engagement

Professor Colin Grant
Deputy Vice-Chancellor, Global

Scientia Professor Megan Davis AC
Pro Vice-Chancellor, Society

Our Vision:

By the end of 2028, UNSW has embedded the Societal Impact Framework across all university functions to elevate and understand our impact, and strengthen our capabilities, structures and ways of working to enable more people to have more impact, more easily.

Through co-designed and evidence-based initiatives, we have strengthened partnerships, adaptive systems, and inclusive engagement to accelerate research translation, drive policy impact and deliver measurable societal outcomes locally and globally.

We have launched two to three major transnational education (TNE) partnerships at significant scale, developed global lifelong learning partnerships with industry and government, embedded global Indigenous cultural exchange, established select partnerships for excellence in research, and established the Public Policy Institute and Global Policy Initiative as Australia's flagship academic policy initiatives.

Initiatives

Develop a coordinated approach to strategic partnerships and networks centred around the impact focus areas, and invest in capabilities to support our partnership aspirations

Develop and embed our Societal Impact Framework to elevate and understand our impact, with this triennium's focus being on developing and implementing a UNSW-wide impact measurement framework

Launch and embed our Public Policy Institute and Global Policy Initiative to support resilient societies, delivering lasting impact in policy translation

Support Indigenous community engagement and the right to self-determination and constitutional recognition

Deepen global research, transnational education and innovation partnerships to drive positive societal impact worldwide.
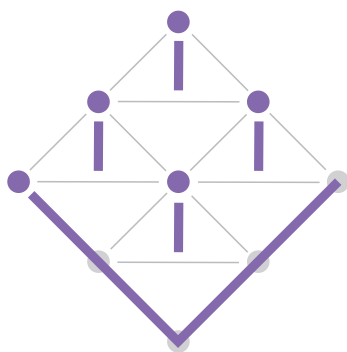
Pillar 4

Create a culture in which all people are united by purpose and can deliver their best work

Pillar Leads

Gemma Martin
Chief People Officer

Professor Claire Annesley
Dean, Arts, Design
& Architecture

Our Vision:

By the end of 2028, UNSW is recognised across the sector (and beyond) for its inclusive culture, empowered workforce, and people-centred systems. Trust, innovation, and shared purpose define how we lead, collaborate, and grow. Our people feel supported to do meaningful work, take risks, and continuously improve.

A shared workforce framework strengthens recruitment, mobility, and career development across the University. Leaders are equipped and accountable, values are visible in daily practice, and simplified systems and clearer priorities have given people time back to focus on what matters most.

Staff engagement and belonging have improved year-on-year, and a culture of experimentation and continuous improvement is now part of how we work.

Initiatives

Speak Up, Lead Strong: We will clear barriers to development, elevate leadership capability, and foster the trust and conditions needed for people to grow, speak up, and thrive

Design for Inclusion: We will embed UNSW's values and EDI principles into everyday behaviours, leadership, systems and environments, ensuring they are lived, visible, and reinforced at all levels

Strategic Workforce by Design: We will develop shared frameworks for workforce planning, capability growth, and career mobility to make UNSW a place where people can see their future and navigate toward it

Simplify to Empower: We will simplify systems and clarify decision-making so that our people are trusted, empowered, and able to focus on the work that matters most. We will foster local innovation, continuous improvement, and purposeful collaboration.

Pillar 5

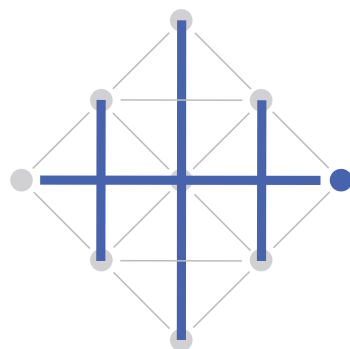# Develop inspiring and cutting-edge environments and simple, effective and trust-based systems

Pillar Leads

Dr Christine Burns
Chief Information Officer

Professor Andrew Lynch
Dean, Law & Justice

Our Vision:

By the end of 2028, the Campus Redevelopment Plan will have advanced the first stage. A series of refurbishment projects will have been completed to ensure each school and faculty has the space required to make the change to the new flex-semester academic calendar.

Our staff and students will feel empowered to use AI, data and digital tools to reduce low value activities in their work, research and learning.

We will have made significant progress in building a strong foundation for trusted, protected, and ethically managed critical data. Privacy, stewardship and risk frameworks will be increasingly embedded across systems and processes. We will actively harness data to drive analytics, personalisation, and commercialisation that align with our strategic priorities, all within a connected digital environment that enables seamless collaboration, insight-driven decision-making, and an elevated experience for both staff and students.

Our digital systems and processes will have removed unnecessary complexities from many of our day-to-day processes and give our people more time to focus on meaningful work and experiences. Uplifts to our physical and digital infrastructure support UNSW's ambitions on size and shape, being multi-campus and the growth of lifelong learning and transnational education. We have made noticeable inroads into the mammoth task of simplifying the complex technology landscape.

Initiatives

Transformation of our campus environments so that our spaces are functional, inclusive and enjoyable for all

Development of a multi-campus operating model with unique precincts across metropolitan, regional and international contexts while unifying governance, systems and standards

Program of investment to modernise core platforms to enable the UNSW Strategy: Progress for All. Simplify and streamline staff and student experience of administrative, learning and teaching systems

Significant AI-enabled change across all our activities driven by our AI-ready workforce

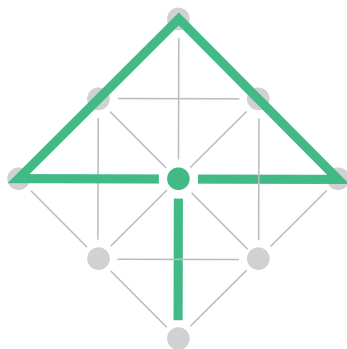Building data foundations to enable UNSW Strategy: Progress for All.

Pillar 6

Accelerate the transition to a sustainable society and planet

Pillar Leads

Scientia Professor Sven Rogge
Dean, Science

Libby Stratford
Chief Finance Officer

Our Vision:

By the end of 2028, UNSW is a strategic force in Australia's sustainability transition, delivering a portfolio of flagship, co-designed initiatives that drive measurable, systems-level impact.

We have a new way of working—mission-driven, partner-led, and problem-focused—embedding co-design, place-based innovation, and scalable models into how we generate impact.

Through deep collaboration with government, industry, and communities, and alignment with national priorities like Future Made in Australia, UNSW has evolved from contributor to strategic partner, integrating sustainability across research, education, innovation and our operations to accelerate real-world progress and shape a sustainable future.

Initiatives

Establish mission-driven, partner-led, co-designed flagships that drive sustainability transition and deliver measurable systems-level impact

Integrate real-world sustainability challenges into learning, innovation and entrepreneurship

Walking the talk: Establish UNSW as a living lab for sustainability.

Advance economic and social prosperity

Our Vision:

By the end of 2028, UNSW is a national leader in socio-economic policy development, providing a dynamic skill uplift program for productivity growth through lifelong learning. There will be evidence of inclusive impact, powered by transdisciplinary knowledge clusters tailored for entrepreneurial, technology and innovation partnerships. A University-wide Widening Participation Strategy and flexible education pathways transform access and opportunity.

Initiatives

Widening participation to align with the UNSW Strategy

Increase presence and impact in Greater Sydney

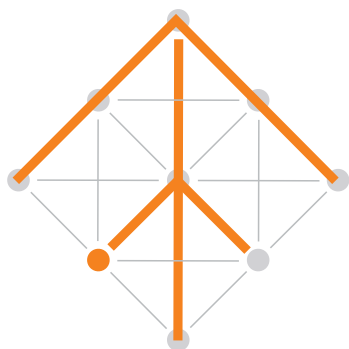Accelerate productivity through lifelong learning

Establish knowledge clusters tailored to a select network of startups, technology and industry partners to nurture a UNSW innovation ecosystem that attracts jobs, talent and investment to the region

Lead and shape social, economic and financial policy innovation for Australia's future

Develop a thriving innovation ecosystem.

Pillar Leads

Professor Frederik Anseel
Dean, Business

Professor Leanne Holt
Deputy Vice-Chancellor Indigenous

Enable healthy lives

Pillar Leads

Professor Cheryl Jones
Dean, Medicine & Health

Professor Merlin Crossley AM
Deputy Vice-Chancellor,
Academic Quality

Our Vision:

By the end of 2028, UNSW has created a transformative vision of precision health that integrates biomedical innovation with interdisciplinary excellence. It leverages UNSW's world-class research strengths, health translation precincts, and expertise across medicine, genomics, proteomics, structural biology, RNA and DNA synthesis and analysis, computer science, AI, bioengineering, and the social sciences to inform innovative, equitable, and data-driven health solutions for individuals and diverse communities.

We will have amplified our translational work in prevention, treatment, policy and practice in strategic areas of importance to our communities including neurodegeneration, and women's health.
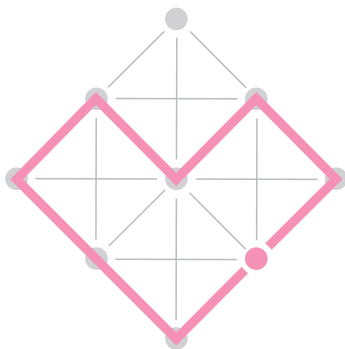
Initiatives

Develop a University-wide Mission (under the UNSW Missions Framework) for precision health focused on digital medicine, including rare diseases (genetic disorders), molecular oncology and infectious diseases

Partner with community and priority populations to enable healthy lives.

Pillar 9

Strengthen societal resilience, security and cohesion

Pillar Leads

Professor Emma Sparks
Rector, UNSW Canberra

Clair Hodge
Chief Assurance and Legal Officer

Our Vision:

By the end of 2028, UNSW is a driving force in shaping resilient, secure and cohesive societies - leading national efforts in ethical AI, pioneering inclusive treaty-making through the Indigenous micro-treaty model, transforming public policy and leading national security R&D and education initiatives.

With a world class precinct in Canberra supporting our strengths in national security and defence, UNSW will redefine how universities contribute to national capability, community empowerment, and global leadership in addressing society's most pressing challenges.

Initiatives

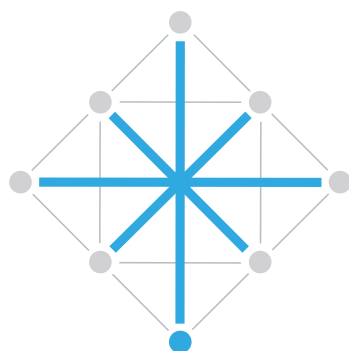Shape ethics, trust and digital literacy for public good

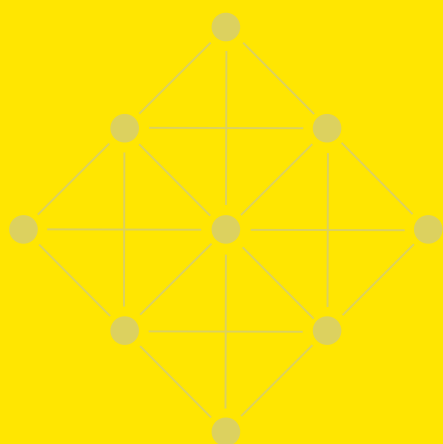Develop an implementation model for the Indigenous micro-treaty

Strengthen capability in the Australian Public Service and regional public services through training in the new Public Policy Institute

Enhance capabilities through the Canberra City Precinct.