



2030 STRATEGY

Purpose into action

Image: Students learning on a simulation of the Swan River

ACKNOWLEDGEMENT OF COUNTRY

The University of Western Australia acknowledges all of the Traditional Owners of lands across Australia, including the Whadjuk Noongar people at the Crawley campus and the Menang Noongar people at the Albany campus. The University recognises and celebrates that Traditional Owners remain the spiritual and cultural custodians of their lands, and continue to practise their values, languages, beliefs and knowledge.

The Maali and Rose Window of Winthrop Hall entwine as a symbol of connection between UWA and Indigenous communities.

We acknowledge and thank Dr Richard Walley OAM for sharing this story and accompanying artistic illustrations.





CHANCELLOR AND VICE-CHANCELLOR'S INTRODUCTION

Purpose guides the actions we take to make a difference for Western Australia and the world

Our 2030 Strategy respects the history and founding tenets of this University. We know our ambition as outlined in this strategy must be guided by intent, shaped by our environment and experiences, and sustained through relationships. We must always remember we are obliged to lead with integrity, act with kindness, and contribute meaningfully to the communities we serve, here in Western Australia, across the nation, and around the world.

Our 2030 Strategy is inspired by the culture and custodianship of the Noongar Peoples and their deep connection to Country and grounded in the enduring foundations of Purpose, People and Place, generously articulated by Dr Richard Walley. It reflects our commitment to honouring the land, empowering our communities, and creating a lasting, positive impact. It is a signifier of our commitment to Closing the Gap.

Our purpose is to Empower Education and deliver Influential Research. Through a focused set of priorities, we will bring our purpose to life. Our actions reflect a deep belief in the power of learning to enrich lives, in the value of connection and belonging and in the role of knowledge to address the complex challenges of our time.

Our purpose is also to make a difference and lead real change, advancing through disruption while championing inclusive, sustainable solutions that help shape a fair and just society. Central to this, are our commitments to gender equity, respect and diversity, as we appreciate the best ideas emerge when we Seek Wisdom from different perspectives.

We are committed to turning purpose into action and contributing to a more inclusive future for our students, staff, communities and future generations.

Only together, with our students, staff, alumni and communities, will we achieve our purpose.

Diane Smith-Gander AO
Chancellor
The University of Western Australia

Professor Amit Chakma
Vice-Chancellor
The University of Western Australia



MISSION

To provide world-class education, research and community engagement for the advancement of the prosperity and welfare of our communities.

VISION

Creating the next generation of global leaders through experience-rich education and world-leading, impactful research.

MOTTO

Seek Wisdom

VALUES

Excellence

We consistently pursue the highest levels of achievement, creating the best outcomes possible.

Integrity

We are honest and ethical and show respect for, and appreciate, each other, our partners and our communities – valuing our differences.

Innovation

We are constantly, and creatively, improving and adapting.

Collaboration

We share collective intelligence to achieve more.

Equity

We are committed to providing everyone at UWA equality of opportunity, experience and outcome.

PURPOSE, PEOPLE AND PLACE

UWA's 2030 Strategy is inspired by the culture and custodianship of the Noongar Peoples.

'One with Country' offers a topographical perspective that weaves together the principles of Purpose, People, and Place, anchored by Boodja at its heart. The interconnected symbols can be likened to a set of lungs that expand and contract. The threads and lines in the artwork represent the flow of ideas and people: students, staff, alumni and community coming into the place of the University and then leaving to achieve their purpose in the world. Three overarching principles have been derived from the artwork to guide our strategy:

Committed to impact through meaningful action

We unite around a clear and meaningful purpose: to empower education, provide enriching experiences and deliver influential research that transforms lives and strengthens communities locally, nationally, and globally.

Fostering belonging, kindness, diversity, and collective strength

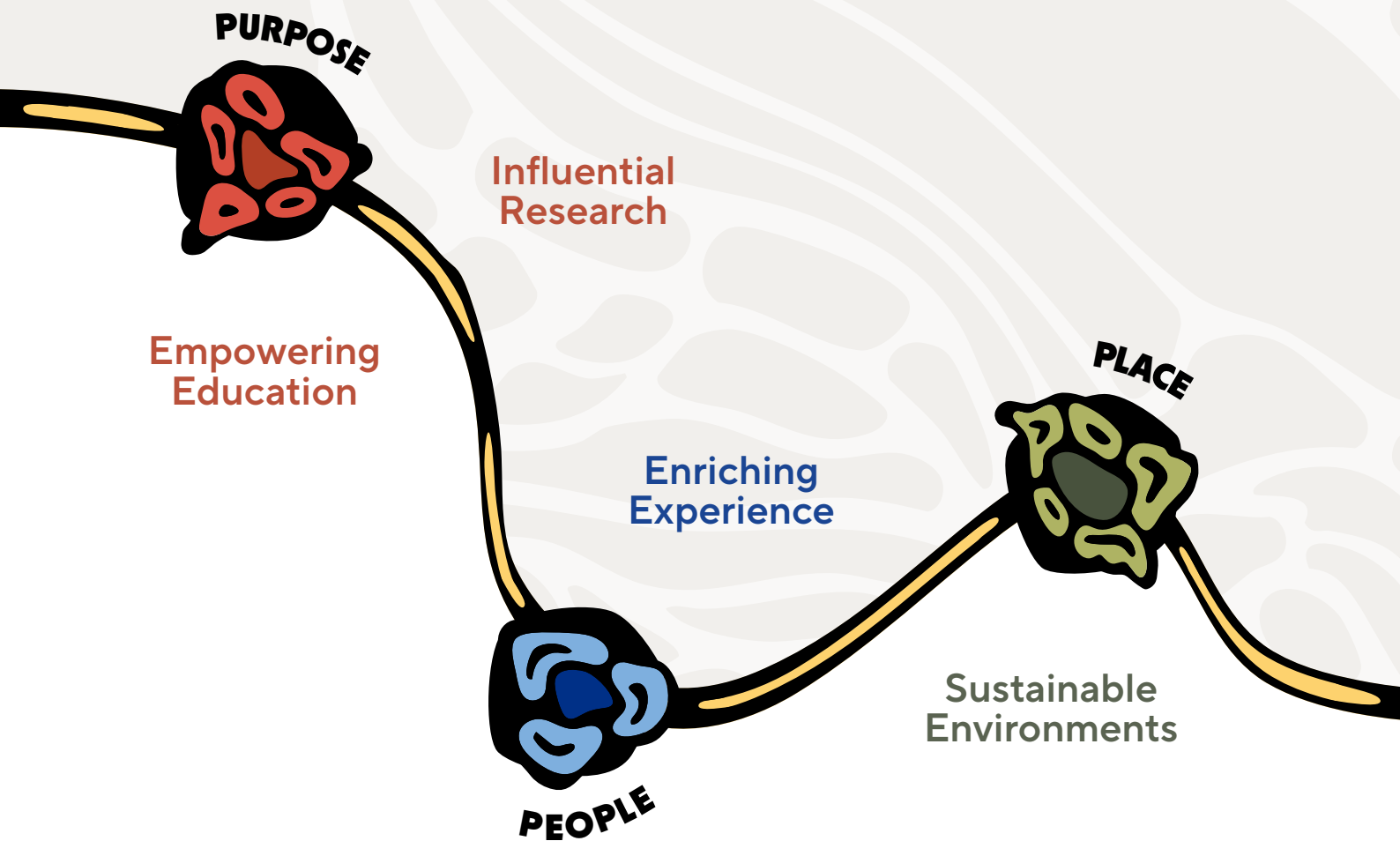
We create a community where everyone can learn, lead and flourish, grounded in inclusion, kindness, collaboration, and mutual respect.

Stewardship grounded in Indigenous knowledge, heritage, and community

We respect Indigenous knowledge systems, rights and enduring connection to countries and collectively act as responsible stewards to ensure a sustainable physical, digital and cultural environment for all.

▼ *One with Country. Artist: Dr Richard Walley OAM*





PURPOSE

At the heart of our mission is a clear and shared purpose to advance the prosperity and welfare of our communities.

We are committed to ensuring that our work addresses real-world challenges, and fosters knowledge generation, innovation and impactful solutions for our communities. Realising our purpose means developing and empowering our staff, students and alumni, and being deeply connected to the communities we serve. As a public institution, our purpose goes beyond academic achievement and lies in our community's ability to respond to societal needs, demonstrating the tangible benefits of what we do. As we grow, we will continue to stay focused on the translation of our purpose into action.

PEOPLE

We inspire our people by connecting them to shared purpose and by fostering a culture of excellence where curiosity, collaboration and innovation are celebrated. Through lifelong learning and meaningful recognition, we will inspire a culture of growth, providing an opportunity for our community to have a chance to make a meaningful impact. Inspiring our people means creating a community that values diversity, fosters trust and empowers individuals to thrive: students, staff, alumni, industry partners, government and community. We are committed to cultivating an inclusive environment where people feel they belong and are encouraged to grow, take ownership, and contribute their unique strengths to realise their purpose.

PLACE

Our place is where knowledge, culture and community come together. We honour the deep cultural significance of the land on which we learn, teach, research and engage with community. Guided by Indigenous knowledges, we will share the stories of our place so that our students, staff, alumni and visitors experience the cultural and historical roots of our campuses. Our deep commitment to place also means caring for it physically, culturally and environmentally. We will be responsible custodians of our environments, guided by principles of sustainability and heritage, with welcoming and inclusive spaces that foster connection, wellbeing and belonging.



PURPOSE EMPOWERING EDUCATION

Grow student diversity, enrolments, and success

Our vision

Our education will empower students to be active lifelong learners and enable them to achieve their life and career aspirations.

We will strive to “Seek Wisdom” through lifelong learning in formal and informal settings and advance our communities by applying our knowledge and wisdom.

We will be globally acclaimed for our stimulating curriculum, which focuses on experience-rich learning opportunities, leveraging technology and impactful cutting-edge research.

We will leverage our world-class research capabilities, providing students with access to innovative research, leading academics and industry experts, and ensuring students are experiencing education at the forefront of their fields.

Objectives

Objective 1: Expand access and reach to grow and diversify our student cohort

Objective 2: Deliver graduates who are future-ready through experiential learning and adaptable skill development

Success looks like:

- A larger, more diverse student cohort and more engaged alumni
- Increased representations and improved graduate outcomes of Indigenous students
- Expanded access through digital and flexible delivery
- New pathways into UWA that address diverse academic needs
- High graduate employment rates and positive employer feedback
- Greater engagement between students and alumni

Initiatives

Innovate the UWA curriculum and delivery to create a unique and globally relevant experience

- Expand the inclusion of Indigenous knowledges and perspectives, research connection and global opportunities into the UWA curriculum
- Launch Integrated Professional degrees and expand the connection of students with alumni and industry, and improve employability outcomes
- Adapt the course offerings in reference to changing workforce needs
- Expand the delivery of high-quality digital learning to enhance the learning journey

Expand access for domestic students to support greater participation

- Launch new pathways addressing the diverse needs of learners and increase participation, connected to a supported UWA success journey
- Use technology, partnerships and study hubs to connect regional and remote learners to a UWA education
- Leverage the Albany campus to expand the UWA presence in the Great Southern and Wheatbelt and explore opportunities in other parts of WA
- Grow philanthropic funding to support diverse student journeys

Grow and diversify global reach

- Establish and grow UWA India
- Strengthen ties with strategically aligned partners in key markets
- Explore transnational education (TNE) in high-potential markets to expand visibility offshore





PURPOSE INFLUENTIAL RESEARCH

Advance research influence and impact locally, nationally, and globally

Our vision

As one of the world's leading research-intensive universities, we will be known for our groundbreaking and transformative research.

We will assemble and develop teams of scholars, research students and practitioners to advance and integrate knowledge from diverse disciplines and experiences in all our academic endeavours to enhance the impact of our research.

We will advance our understanding of real-world challenges critical to the planet and its people and translate research to benefit the people of Western Australia, Australia, and beyond.

We will recognise, and respect, Indigenous knowledges, places and people in our research.

Objectives

Objective 3: Strengthen global research influence and impact in areas of strategic priority

Objective 4: Diversify and grow research income

Success looks like:

- Strengthened research quality and global influence
- Strong engagement with industry, government and philanthropic partners
- Increased diversification of funding sources, resilience and capacity for innovation
- Stronger community of Indigenous researchers
- A stronger research workforce and a larger Higher Degree by Research (HDR) cohort

Initiatives

Elevate research impact and support critical mass

- Foster critical mass and scale through supporting the success and visibility of research aligned to our themes and where we have global standing and impact
- Identify and develop our researchers, with particular focus on Indigenous researchers, and attract prominent research talent, including Endowed Chairs and high quality HDR students
- Leverage Strategic Research Institutes to draw focus and collaboration in areas of strategic importance
- Implement digital infrastructure that supports research that leverages the power of data, AI and collaborative platforms

Strengthen partnerships in areas of strategic priority

- Grow research partnerships with industry, government, not-for-profits, Indigenous communities and philanthropic organisations to grow research income, translate research outcomes and deliver PhD internships
- Engage funding and collaboration opportunities including Horizon Europe, the EU's key funding program, to advance international research networks and programs, within an international research framework

Develop integrated research infrastructure that supports a sustainable and state-leading research environment

- Increase the use of, and engagement with, UWA research facilities to support State research capability
- Advance major investments such as the QEII Health Precinct and other opportunities with State Government, industry and our community





PEOPLE ENRICHING EXPERIENCE

Welcoming and seamless support for students, staff, alumni, and partners

Our vision

We will be student-focused, offering an enriching and empowering experience that seamlessly integrates learning in the classroom, both physical and digital, on and off campus, and with alumni and our communities.

We will be a remarkable place to work, study and collaborate, attracting, supporting and retaining world-class talent from diverse backgrounds.

Our students and staff are passionate about education, research, and community engagement and embody our values. They will drive change, provide leadership and create opportunities for our communities. Our people and institution will be renowned for excellence and innovation.

Objectives

Objective 5: Deliver a positive and seamless experience that responds to the diverse needs of our students, alumni, staff and partners

Objective 6: Enhance a shared sense of purpose and belonging

Success looks like:

- Increased student satisfaction, positive experience across learning, support, and engagement
- Gender pay equity and inclusive employment practices
- Increased Indigenous workforce representation and cultural inclusion
- Strong engagement and retention of staff and students
- Greater alumni engagement

Initiatives

Connect and improve the experience for students through to alumni

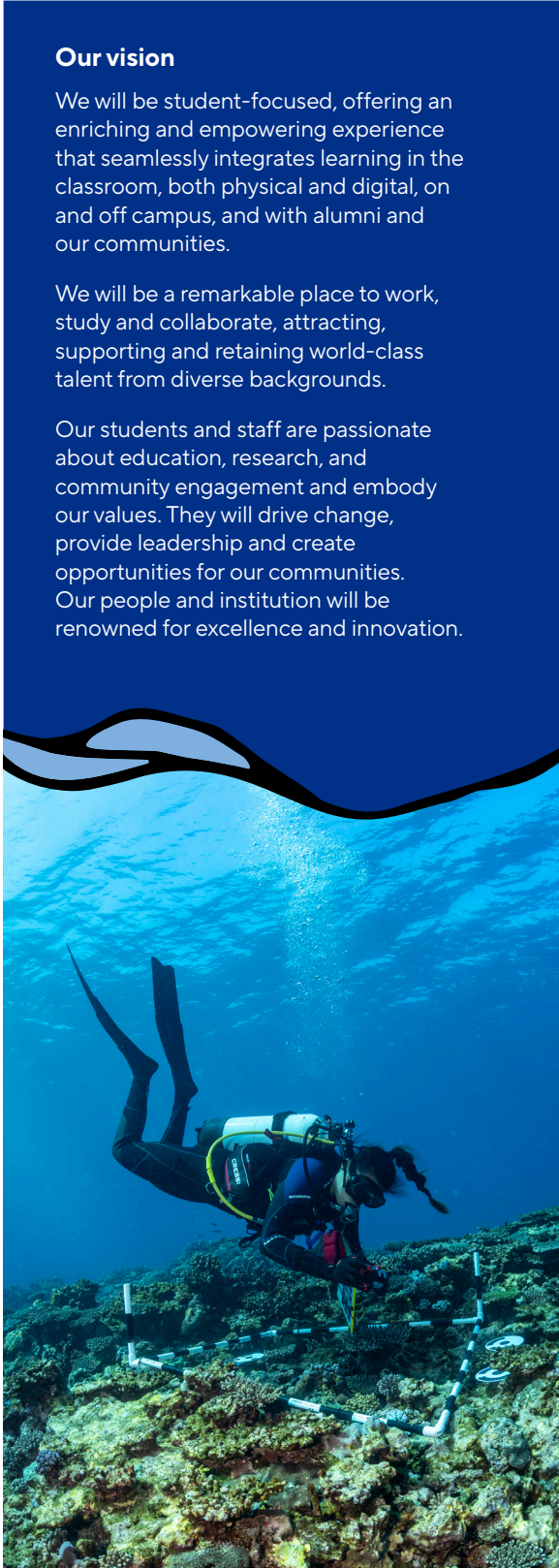
- Enhance the 'moments that matter' through service, information and digital opportunities
- Ensure the elements of the UWA experience are consistent across campus, digital, regional/remote and offshore activity
- Connect students, alumni and industry through meaningful employability and employment opportunities
- Deliver the UWA Leadership Academy to support upskilling, professional development and alumni engagement
- Strengthen the role UWA Sport, accommodation providers and other services play in creating a community of students

Enhance staff connection and create more opportunities to engage

- Expand cultural awareness and proactively attract and retain more Indigenous staff
- Enhance the experience of our staff journey through innovation and building a sense of belonging
- Grow staff participation in UWA events

Simplify engaging with UWA for alumni, industry, partners and community

- Define and deploy an engagement model that creates a virtual "UWA Front Door" that considers different stakeholder needs
- Embed the Asia Centre at UWA as a connection with our alumni, community and industry





PLACE SUSTAINABLE ENVIRONMENTS

Sustainable places for learning and belonging that inspire communities

Our vision

We will demonstrate environmental and social responsibility, embedding our principles across our operations and infrastructure, while honouring Indigenous knowledges and our role as a steward of the places where our campuses are located.

We will grow and strengthen our intellectual and fiscal capacity to support our objectives. We will utilise our resources effectively and make strategic choices in allocating resources.

Objectives

Objective 7: Activate and sustain vibrant physical, social, and digital places that facilitate our purpose

Objective 8: Demonstrate responsible stewardship

Success looks like:

- Improved environmental performance (emissions, water usage, waste)
- Financial capacity to invest in sustainable infrastructure and digital innovation
- Improved community engagement

Initiatives

Establish future-fit spaces enabling activated communities and belonging

- Refresh and prioritise our Campus Master Plan, with an integrated academic and living plan, aligned to the principles of sustainability and Indigenous heritage
- Deliver an active accommodation offering and community
- Build our research infrastructure capabilities to support research priorities

Enhance and modernise digital spaces and connection

- Establish a contemporary teaching, learning and research environment that fosters success, community impact and engagement

Deploy principles of sustainability to secure our legacy

- Expand application of environmental and social governance and achieve an accredited STARS rating
- Lower the environmental impacts of operating our laboratories
- Monitor the impact our activity is having on our biodiversity, and explore our exposure to climate risk

Sustainable financial management

- Implement sound financial management to support strategic and operational priorities and preserve our financial capacity to invest in our future
- Build financial resilience through diversified funding, including growth in our endowment, to protect our purpose against changes in policy or market trends



2030 STRATEGY: SUMMARY

PILLARS	VISION	OBJECTIVES	WHAT SUCCESS LOOKS LIKE
PURPOSE Empowering Education	Grow student diversity, enrolments, and success <ul style="list-style-type: none"> Our education will empower students to be active lifelong learners and enable them to achieve their life and career aspirations. We will strive to “Seek Wisdom” through lifelong learning in formal and informal settings and advance our communities by applying our knowledge and wisdom. We will be globally acclaimed for our stimulating curriculum, which focuses on experience-rich learning opportunities, leveraging technology and impactful, cutting-edge research. We will leverage our world-class research capabilities, providing students with access to innovative research, leading academics and industry experts, and ensuring students are experiencing education at the forefront of their fields. 	Objective 1: Expand access and reach to grow and diversify our student cohort Objective 2: Deliver graduates who are future-ready through experiential learning and adaptable skill development	<ul style="list-style-type: none"> ✓ A larger, more diverse student cohort and more engaged alumni ✓ Increased representations and improved graduate outcomes of Indigenous students ✓ Expanded access through digital and flexible delivery ✓ New pathways into UWA that address diverse academic needs ✓ High graduate employment rates and positive employer feedback ✓ Greater engagement between students and alumni
PURPOSE Influential Research	Advance research influence and impact locally, nationally, and globally <ul style="list-style-type: none"> As one of the world’s leading research-intensive universities, we will be known for our groundbreaking and transformative research. We will assemble and develop teams of scholars, research students and practitioners to advance and integrate knowledge from diverse disciplines and experiences in all our academic endeavours to enhance the impact of our research. We will advance our understanding of real-world challenges critical to the planet and its people and translate research to benefit the people of Western Australia, Australia, and beyond. We will recognise, and respect, Indigenous knowledges, places and people in our research. 	Objective 3: Strengthen global research influence and impact in areas of strategic priority Objective 4: Diversify and grow research income	<ul style="list-style-type: none"> ✓ Strengthened research quality and global influence ✓ Strong engagement with industry, government and philanthropic partners ✓ Increased diversification of funding sources, resilience and capacity for innovation ✓ Stronger community of Indigenous researchers ✓ A stronger research workforce and a larger Higher Degree by Research (HDR) cohort
PEOPLE Enriching Experience	Welcoming and seamless support for students, staff, alumni and partners <ul style="list-style-type: none"> We will be student-focused, offering an enriching and empowering experience that seamlessly integrates learning in the classroom, both physical and digital, on and off campus, and with alumni and our communities. We will be a remarkable place to work, study and collaborate, attracting, supporting and retaining world-class talent from diverse backgrounds. Our students and staff are passionate about education, research, and community engagement and embody our values. They will drive change, provide leadership and create opportunities for our communities. Our people and institution will be renowned for excellence and innovation. 	Objective 5: Deliver a positive and seamless experience that responds to the diverse needs of our students, alumni, staff and partners Objective 6: Enhance a shared sense of purpose and belonging	<ul style="list-style-type: none"> ✓ Increased student satisfaction, positive experience across learning, support, and engagement ✓ Gender pay equity and inclusive employment practices ✓ Increased Indigenous workforce representation and cultural inclusion ✓ Strong engagement and retention of staff and students ✓ Greater alumni engagement
PLACE Sustainable Environments	Sustainable places for learning and belonging that inspire communities <ul style="list-style-type: none"> We will demonstrate environmental and social responsibility, embedding our principles across our operations and infrastructure, while honouring Indigenous knowledges and our role as a steward of the places where our campuses are located. We will grow and strengthen our intellectual and fiscal capacity to support our objectives. We will utilise our resources effectively and make strategic choices in allocating resources. 	Objective 7: Activate and sustain vibrant physical, social, and digital places that facilitate our purpose Objective 8: Demonstrate responsible stewardship	<ul style="list-style-type: none"> ✓ Improved environmental performance (emissions, water usage, waste) ✓ Financial capacity to invest in sustainable infrastructure and digital innovation ✓ Improved community engagement

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