

# UNSW Business School

# 2021+

UNSW Business School

## Mission

To make a difference by equipping our graduates and stakeholders to find better ways to create sustainable economic and social value.

We will do this through innovative research and transformative learning in collaboration with our business, government, university and community partners in Australia and globally. We are committed to being leaders in inclusive and responsible business practices.

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## Vision

To improve lives globally, through transformative education, innovative research, and commitment to a just society.

## Six Principles

## PRME

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:

Principle 1



### Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2



### Values

We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3



### Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4



### Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5



### Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6



### Dialogue

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organisational practices should serve as examples of the values and attitudes we convey to our students.

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## Strategic Themes



### Theme 1

#### Transformative Education & Student Engagement

Our students will be equipped with the knowledge and skills to perform and thrive in the contemporary workplace and promote lifelong learning opportunities. We will redesign the learning experience, including the formal curriculum, to develop inclusive learning communities.



### Theme 2

#### Research & Enterprise

We shape how business and society create sustainable social and economic value by developing innovative theories, insights, and frameworks. We bring researchers from different disciplinary backgrounds together with industry, institutions, and communities to partner in solving important societal and business challenges.



### Theme 3

#### Future Oriented People & Operations

Building our culture, people, capabilities and resources to sustainably create opportunities and deliver on themes 1&2, now and into the future. This includes attracting, developing and retaining outstanding staff, growing future focused capabilities, and exploring new revenue and financial models. We will experiment with new ways of working and collaborating, across the University and with alumni, Indigenous communities, and our partners locally and globally.

#### Alignment with PRME and fulfilment of SDGs

We will promote responsible management education, including business ethics, and reflect principles in course and program learning outcomes, as well as assurance of learning processes.

#### Alignment with PRME and fulfilment of SDGs

We adopt responsible research principles to make a difference in our understanding and practice of business, including sustainable business.

#### Alignment with PRME and fulfilment of SDGs

We will be enabled by adopting responsible and inclusive practices, as well as sustainable technologies and environments to be a Business School for a better future.



Principle 1: **Purpose**

Principle 2: **Values**

Principle 3: **Method**



Principle 4: **Research**

Principle 5: **Partnerships**



## PRME

Principle 1: **Purpose**

Principle 2: **Values**

Principle 5: **Partnership**

Principle 6: **Dialogue**



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# UNSW Business School by Numbers

## *Summary:*

- 17,000 students
- 11,000 EFTSL
- \$380m revenue

## *Rankings:*

- Top 10 globally in on-line MBA
- Top 20 globally in Risk and Actuarial, Finance, Audit, Information Systems
- Top 50 Globally in Management, Economics, Accounting
- #1 in Australia in ERA/Research Impact & Engagement

## *Programs:*

- 5 undergraduate programs (Commerce, Economics, InfoSystems, Actuarial Studies, Commerce Int'l)
- 20 undergraduate dual degrees (Computer Science, Law, Arts...)
- 18 postgraduate programs (MCom, MFin, MBA....)
- 4 year PhD program consistent with leading global business schools

# Strategic Intent

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## Positioning

UNSW Business School has a unique opportunity to redefine what a leading business school is and does.

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In the global business school landscape, there is an emergence of a select group of national leaders. This group innovates and develops new models that others follow. As a result of the changing business school landscape and UNSW Business School's achievements, we have an opportunity to position ourselves among this group of global leaders.

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## Focus

The focus on our three strategic priorities will enable transformative learning at scale, high impact research with academic rigor, and a future focused organisation that can react to challenges and opportunities as they arise.

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The infusion of the PRME principles and SDGs into our strategic priorities shows our commitment to social impact and businesses' social license to operate.

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## Implementation

The three strategic priorities and underlying principles have a set of implementation priorities and investment projects that sit underneath them to achieve their aims.

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While the strategic priorities are presented as distinct pillars, they come together as a synergistic whole. The strategic priorities also call for strong collaboration across the University – with other Faculties and the Divisions - to achieve the 2025 vision.

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Investment cases will bring together several priorities into discrete projects that will re-base our ability to deliver and reflect a new level of BAU resourcing. This resourcing is consistent with our need to maintain and improve performance and is enabled by our increasing financial strength.

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# Strategic Theme 1 - Transformative Education & Student Engagement

## Priorities

### Priority 1.1 - Renewing our Academic Portfolio

#### Overview:

- Review the academic program portfolio to ensure our offerings are truly transformative and fully engage students.
- Renew our program portfolio to reflect current and future needs with respect to the academic curriculum, student experiences, and flexible delivery.
- Transform the teaching delivery model to improve the student experience (e.g., more personalised, more active learning, more authentic activities and assessments).
- Work with divisional Marketing, Recruitment, International and Admissions teams, including next steps from Project Mirror.
- Evaluate the effectiveness of our renewal of the portfolio, teaching, curriculum, experience and delivery.

#### Undergraduate program portfolio:

- Continuous improvement of the recently redesigned BCom, especially the Integrated First Year, suite of Majors, Final Year Synthesis, and myBCom Blueprint / Portfolio. Continue to embed collaborative teaching and learning communities. Evaluate for assurance of learning and further development of the program.
- Extend key principles of the BCom redesign to launch revised programs in 2022 for the BEc, BIS, and BActSt.
- Continue to nurture new student cohorts (e.g., diverse source countries, category B and low SES students, and, in alignment with the PVC Indigenous, programs for Indigenous students).

#### Postgraduate program portfolio:

- Renew Full-Time MBA and Executive MBA offerings, ready for launch in 2022. Review MBAX suite in readiness for launch in 2023. This can be updated we have done the reviews Launch of revitalised suite of MBA programs in 2022.
- Program renewal of the MCom to enhance the curriculum, its currency and relevance, and improve the student experience, particularly WIL-related features and the myMCom Blueprint / Portfolio.
- Extend key principles of the MCom redesign to other programs, potentially the MIB, MActSt, MTax, MProfAcc, MFinAn.
- Continue to develop new online academic offerings (e.g., M Fintech, M Applied Finance) and nurture new student cohorts (e.g., part-time & online postgraduate students).
- Collaborate with Engineering to offer joint postgraduate programs (e.g., AGS of Engineering).

#### Lifelong learning:

- Maximise opportunities from the Horizons lifelong learning project.
- Re-think our educational and partnership models to be more agile in response to emerging B2B and B2C opportunities. Consider amending to be more specific about Leadership Academies. Continue to grow presence in the emerging B2B Leadership Academy space.

# Strategic Theme 1 - Transformative Education & Student Engagement

## Priorities

### Priority 1.2 - Enhancing Student Engagement & Employability

#### Overview:

- Listen to, challenge and support students. Operate more of a partnership model with students.
- Embed student experience principles across all programs (e.g., career-focus, learning communities, flexible access to education, active problem-based learning, authentic activities and assessments, constrained choice of offerings).
- Leverage the transformation of teaching delivery to address student engagement and employability in the classroom (e.g., industry-based materials, more authentic activities and assessments).
- Work with divisional WIL and Student Life teams.
- Evaluate participation in, and effectiveness of, activities to enhance student engagement and employability. Adopt an evidence-based approach to inform educational decision-making.

#### Careers and employability:

- Through myBCom and myMCom platforms, embed employability in program structures for the benefit of all students, link to capability assessment and achievement, and ePortfolios.
- Enhance the engagement, experience, career-readiness and employability of our students/graduates using the Career Accelerator as a value-adding portal for all Business students (i.e., BusinessConnect, AGSMConnect, UNSWConnect).
- Expand CDL-WIL at scale – providing base-level support for all programs/students, whilst also creating personalised experiences for specific cohorts (e.g., EDI cohorts, Dean's List students, Coop students, FT MBA students, etc).

#### Learning communities:

- For all students, foster inclusive learning communities to create a stronger sense of belonging for our students, both face-to-face and virtually.
- Address the specific needs of distinct cohorts (e.g., postgraduate internationals and postgraduate online students).
- Through majors/specialisations build stronger learning communities (e.g., drawing on our success with PASS).
- Extend our collaboration with Business Clubs & Societies (e.g., the Community Engagement Committee) and more actively engage our alumni and industry supporters.

#### Virtual and international experiences:

- Leverage our domestic and international networks for virtual events, activities, case competitions, etc, learning from our shift online in 2020-21.
- Re-focus our international experience on GNAM through GNWs, SNOCS and GVT opportunities. Initially with the MBA, also the undergraduate BCom and selective specialist postgraduate programs such as the MIB.

# Strategic Theme 1 - Transformative Education & Student Engagement

## Priorities

### Priority 1.3 - Investing in Digital Capability Development

#### Overview:

- Investment in staff capability development, to present students with an improved digital interface and experience.
- Leverage expertise across the Business School to ensure all students are well equipped to use modern data analytics techniques and are digitally savvy.
- Transform the teaching delivery model to improve the student experience (e.g., using technology for blended classes, learning platforms, hybrid teaching, collaborative working, automation of student services).
- Work with divisional IT and Ed Tech units (e.g., the Digital Assessment Project / Inspera).

#### Digital teaching standards:

- Agree digital standards and expectations for the effective use of educational technologies, learning from teaching and assessing remotely/online in 2020-21 (e.g., learnings from TEACH, Education Showcase).
- Focus on standards for digital assessment, both formative and summative, also program-level assessment, aligned with Course Enhancement and Inspera projects.
- Measure the extent to which digital teaching standards are met and align with the setting of digital standards more generally (see themes 2 and 3).

#### Staff capability development:

- General uplift in staff capabilities (e.g., Cloud computing, Office 365, Excel).
- Digital capability development of those engaged in teaching in relation to educational design, development and delivery (including online, blended and hybrid delivery).
- Focus on the development of digital literacy, dexterity and fluency, including the ability to use multiple platforms (e.g., Teams, Zoom, Moodle, Adobe, apps).
- Measure the extent to which staff capabilities are developed and align with staff capability development more broadly (see themes 2 and 3).

#### Platform development and usage:

- Consolidate high leverage, high volume, high-cost Education platforms into the Education Portfolio and agree process for prioritisation of expenditure, including management of bids from schools/units.
- An area of focus is digital assessment (e.g., our use of the Moodle ecosystem, EdStem, and Inspera – work on the local implementation of the Digital Assessment Project).
- Keep under review our use of Moodle, Teams, Zoom, etc to sustain learning communities, and build out our use of the myBCom Blueprint / Portfolio platform to service other Business School programs.

# Strategic Theme 2 – Research & Enterprise

## Priorities

### Priority 2.1 - Prioritise Quality Publications

- The select group of 50 global leading business schools distinguishes itself by publishing in a small set of elite journals. To remain among that global lead group, we intensify and prioritise publication in outlets of the highest quality. We focus on increasing research income, investing scarce resources in the most impactful outlets and increasing number of highly-cited papers.

### Priority 2.2 - Expand Knowledge Hubs to shape practice

- Having established the first two Knowledge Hubs, we further expand the Knowledge Hubs framework, establishing the Business School's focus on linking research with industry, and creating sustainable economic and social value.

### Priority 2.3 - Growing Industry-partnered and Resourced Research

- Build a culture and research model where research performed by the Business School is valued, sought after, and used by industry and society.
- Increase financial support for the further roll-out of the co-investment model that has shown to strengthen industry relationships.
- Develop a framework for industry-funded PhDs in collaboration with other faculties.
- Establish a UNSW Business Insights & Research Institute to radically scale up industry partnerships and societal impact.
- Align research priorities with the SDGs for impact and a strong research identity around Global Challenges.

# Strategic Theme 3 - Future Oriented People & Operations

## Priorities

### Priority 3.1 - Shape our workforce to meet our future needs

- Continue to build our academic workforce with Heads of School to 25% Education Focused (incl Professors of Practice), 55% balanced Research and Teaching roles (early career academic fellows), 20% Research Focused
    - Map across schools and where needed increase Education Focused staff hiring in 2021+
    - Identify changes needed to EBA to better meet our goals
    - Continued focus on EDI and Indigenous staffing priorities
  - Accelerate Education & Student Engagement goals by recruiting, selecting and developing program leads within Schools to deliver inclusive learning communities linked to professions and career outcomes (see Student Experience and Employability).
  - Continue to develop collaborative one Business School approach to teaching allocation, quality PG education and PRME.
  - Build external engagement and impact into the contribution to UNSW Business School goals and aligned with the academic performance expectations framework and the SDG strategy.
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# Strategic Theme 3 - Future Oriented People & Operations

## Priorities

### Priority 3.2 Develop our people and leaders to be innovative, collaborative and sustainable

- Develop greater digital and agile capabilities to accelerate Transformative Education & Student Engagement, Research & Enterprise, & ways of working.
  - Develop and facilitate leadership capabilities for impact, fundraising and philanthropy (leveraging School advisory boards, PoPs) to support External Engagement goals. Develop a mindset/culture shift and capability uplift for school leadership to support Research & Enterprise goals of industry / government funding (e.g. Cat 2-4 research).
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# Strategic Theme 3 - Future Oriented People & Operations

## Priorities

### Priority 3.3 – Facilitate Equity, Diversity and Inclusion in the way we work, teach and research

- Provide a whole of Business School approach to SDGs aligned with University goals and continue as a PRME signatory.
  - Lead on low SES student pathways and support students throughout their program.
  - Embed inclusive, sustainable and responsible leadership and practices into all academic and professional development (e.g., myCareer, tutor training, early career academic fellows, AWCAP and FALP when offered).
  - Implement our Indigenous action plan.
  - Continue to support inclusive and equitable education for all programs and with our student clubs and societies.
  - Continue to progress gender equity for staff at senior levels and student representation in our programs and clubs and societies.
  - Encourage all academics to support knowledge hubs, research contracts, digital capability, BCom and PG educational excellence, develop our strategy for PRME/SDGs, and responsible leadership in Business School.
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# Strategic Theme 3 - Future Oriented People & Operations

## Priorities

### Priority 3.4 – Adapt our Operating Model post COVID towards sustainable new ways of working

- Develop integrated planning and performance framework to incorporate financial, social, environmental, teaching and research lead and lag indicators.
- Support the actions in Themes 1 and 2 and 3.1-3.3 by deploying professional staff to:
  - support Programs as well as Schools (especially ensuring the BCom rollout is a success, but also other programs)
  - work in a more flexible and collaborative way
  - support external engagement efforts including Knowledge Hubs, through a better functioning website, better events, and effective marketing campaigns
  - ensure the Specialist Administration Services team and shared School support teams are successful in delivering improved service
  - implement (with HR and IT) a major transition in the way we hire, administer and remunerate sessional and casual staff
- Operate as a socially aware and socially responsible Business School in everything we do.