

Strategic Plan 2025

A **WORLD CLASS** university
creating social and economic
impact through science,
technology and innovation.



Vice-Chancellor's message

More than 100 years ago Swinburne opened its doors with a simple premise in mind: to provide education to a section of society otherwise denied further education. More than a century later, we continue to persevere in our commitment to not only provide, but transform education, through strong industry engagement, social inclusion, a desire to innovate and above all, a determination to create positive change.

Vision

A **world class university** creating social and economic impact, through science, technology and innovation.

WHAT IS BINOCULAR



Two different images presented to each eye
Perception transitions between two images
Mixed perception occurs when you can perceive a mixture of both images

Technology is part of our DNA

Swinburne was born as a technical college and technology continues to be a core driver for our organisation. Our heritage places us well to tackle the pace of technological change and challenge old ways of thinking; to create more flexible and innovative ways of learning; adapt to a world where information is more readily available than ever; and continually evaluate our roles and responsibilities as academics and education providers.

Innovation is not simply the latest buzzword

Innovation was a key driver for our founder. More than 100 years later we continue to embrace an innovative and entrepreneurial spirit. Swinburne has excelled in innovation in learning, research, and the way we approach our business and we are known for our willingness and readiness to innovate and collaborate.

We are inclusive

Swinburne is known for who we include rather than who we exclude. We value and embrace the great value that diversity brings and celebrate the way it enriches experiences, fosters understanding, drives innovation and impacts on a social and global scale.

We are a challenger

Our people think and do things differently, unencumbered by expectations of what a university should be. Backed by our willingness to tackle problems that are beyond a typical university, we strive to see our students graduate with an entrepreneurial and enterprising mindset, confident and ready to take on their future.



Strategic framework

FUTURE-READY LEARNERS

Confident and enterprising learners who create social impact
Learners prepared to find and solve complex problems
Adaptive learners equipped for careers of the future
Learners as global citizens

RESEARCH WITH IMPACT

Transforming industries shaping lives and communities
Driving innovation built on excellence in science and technology
Global in action, presence and reputation

INNOVATIVE ENTERPRISE

Agile, resilient and market responsive
Flexible, state of the art spaces and infrastructure
Connected with business, industry and community
Sustainable, inclusive and diverse
Globally capable

Our commitment

Swinburne is a world-class university focused on creating impact. We are committed to transforming the future of education by giving students the knowledge, adaptability and experience they need to make a lasting impact on the workplace of tomorrow.

We create future-ready graduates by taking our students outside of the conventional classroom, introducing them to new and different ways of learning and thinking. It comes from hands-on experience, industry leaders, from the world around us, and from one another.

Our commitment to knowledge is driven by our research and focused on making real-world impact, transforming our global and local communities. As a trusted and respected world-class leader in research excellence, we are determined to make a real difference to the communities we serve.

We do all this by creating a space where ideas are made and the future is imagined, where the brave and the adventurous from local communities and from around the world are supported to push the boundaries of what is into what it can be.

This is our commitment to our students. Those in higher education, those undertaking pathways and vocational education, those who are just starting out or mastering their field.

No matter who they are or how they want to drive their future – we will help them fulfil their goals in a connected world.



Strategic initiatives

To fully realise our vision we will build our capability, investing in our people, processes and systems – these are the enablers that allow us to effectively execute our strategic initiatives and best serve our communities.

FUTURE-READY LEARNERS

- **Transforming learning strategy** spans from refreshing curriculum, to fostering active learning and supporting employability outcomes.
- Our **health innovations** see us expanding our offerings to deliver a new suite of industry-linked courses that support the changing needs of the health industry.
- We will **build on our strengths in STEM** education through new course offerings, learning spaces and evolving our industry engagement and partnerships.
- We are **strengthening business** by developing outstanding products with a unique value proposition, having the best people from industry, and creating state-of-the-art flexible learning spaces.

RESEARCH WITH IMPACT

- Our **Swinburne Innovation Precinct** brings design, manufacturing and digital innovation together to create a hub of interdisciplinary collaboration involving students, staff, mentors, community, and industry.
- Our **research institutes** continue to facilitate collaboration with multidisciplinary and interdisciplinary research teams for economic and social impact.
- We continue to build long-lasting relationships with businesses and industries to develop programs and activities that focus on **research translation** and **commercialisation**.
- **Joint research centres** will increase the strength, scale and reach of Swinburne's research endeavours globally.

INNOVATIVE ENTERPRISE

- **Global capability** sees us expanding our international presence and competitive product portfolio to prepare our students to graduate as truly global citizens.
- **Digital transformation** is about continually creating digital experiences and capabilities that meet the demands of a dynamic digital future.



Swinburne University of Technology
John Street, Hawthorn, Victoria 3122

swinburne.edu.au

CRICOS Provider Code: 00111D

The information contained in this publication was correct at the time of printing, March 2017