



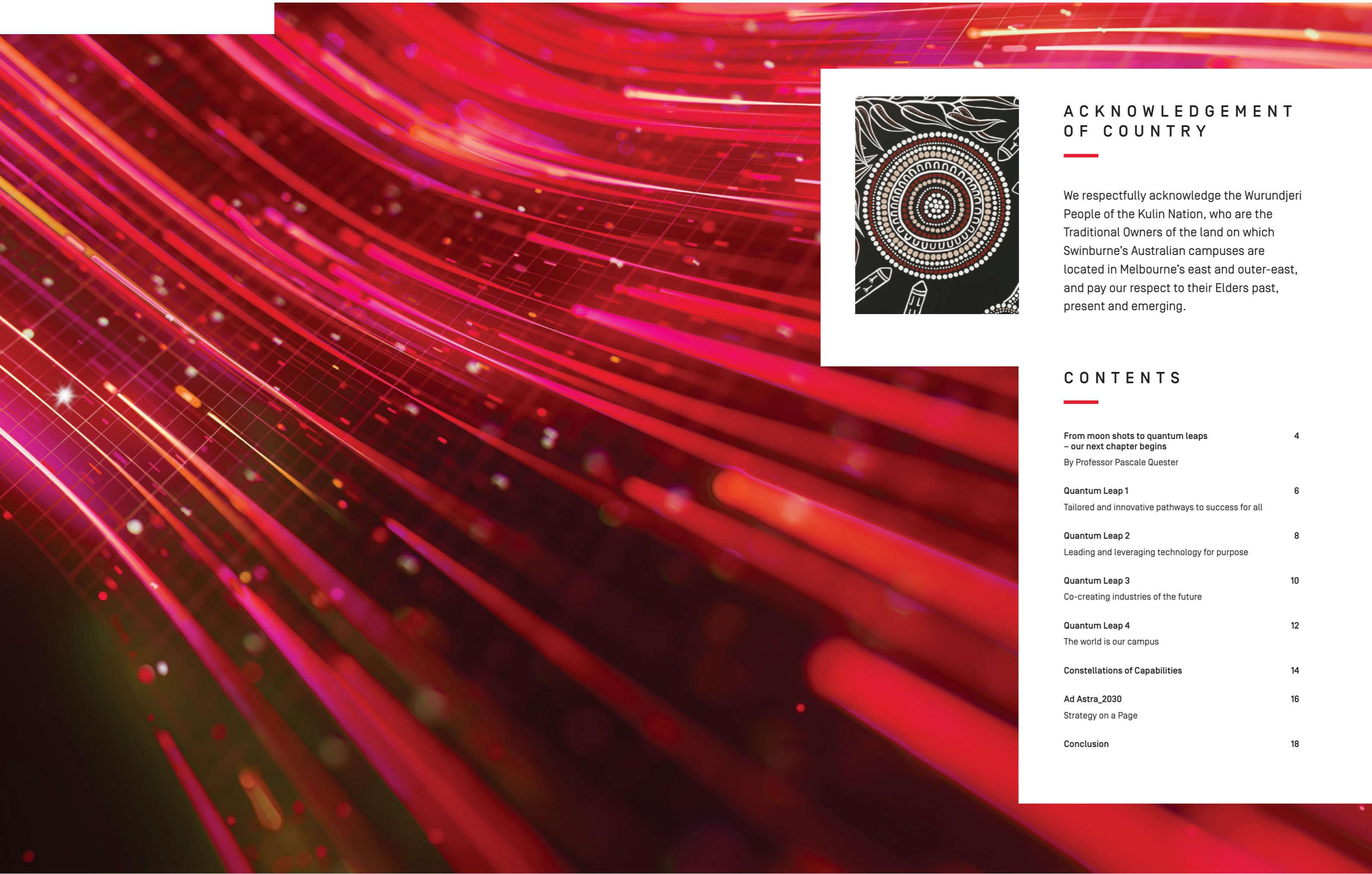
AD ASTRA _2030

To the stars

Swinburne University
of Technology

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SWINBURNE
UNIVERSITY OF
TECHNOLOGY



ACKNOWLEDGEMENT OF COUNTRY

We respectfully acknowledge the Wurundjeri People of the Kulin Nation, who are the Traditional Owners of the land on which Swinburne's Australian campuses are located in Melbourne's east and outer-east, and pay our respect to their Elders past, present and emerging.

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From moon shots to quantum leaps – our next chapter begins

Swinburne University of Technology has a unique DNA: technology enriched and industry connected from its very beginning. The success of our previous strategy, Horizon 2025, has established a strong foundation and built momentum to deliver an even more ambitious agenda to bring people and technology together to build a better world.



“AS THE PROTOTYPE OF A NEW AND DIFFERENT UNIVERSITY, SWINBURNE EMBRACES THE CHANCE TO LEAD WITH CONVICTION.”

Looking ahead to the next five years and beyond, I see incredible opportunity driven by unprecedented advances in technology. I also see waves of volatility and uncertainty becoming regular occurrences in an ever-changing world. Against this backdrop, we have thought deeply about the role Swinburne can play in helping society navigate these unprecedented times, by empowering people to create a more equitable future with opportunities for all.

As the prototype of a new and different university, Swinburne embraces the chance to lead with conviction.

The future needs people who are innovative and entrepreneurial, able to constantly reinvent themselves and re-engineer their environment. It needs individuals and societies informed and empowered to cut through the noise, think critically, imagine creatively and act with purpose. It needs partnerships and networks collaborating towards a shared vision of equity and opportunity for all.

As we continue to push ourselves, we are stepping up to meet these challenges with an even greater determination and focus.

I am proud to present Swinburne's new strategy – *Ad Astra_2030*.

Ad Astra, meaning “to the stars”, encapsulates Swinburne's drive to go beyond. Building on the successes of Horizon 2025 and its four bold moon shots, *Ad Astra_2030* sets our sights even further – pushing new boundaries to create more impact.

Ours is a truly unique strategy, shaped by the people driving it. We engaged with staff, students, alumni, partners and industry in an ambitious and inclusive co-creation process spanning 10 months, supported by AI, to shape our collective future. Built on our vision of **people and technology working together to build a better world**, this strategy doubles down on our commitment to help people, whatever their background, to thrive in a tech-rich future.

At a time when national priorities are focused on solving complex problems, strengthening sovereign capabilities and boosting productivity, our strategy is a bold and ambitious endeavour that draws on the best of Swinburne, across all that we offer, to serve the collective good and contribute to the prosperity of the nation and its citizens.

Ad Astra_2030 defines a visionary strategy for Swinburne across four connected and interdependent Quantum Leaps – our tangible commitments to pioneering new frontiers and transforming the global education environment:

QUANTUM LEAP 1:

Tailored and innovative pathways to success for all

QUANTUM LEAP 2:

Leading and leveraging technology for purpose

QUANTUM LEAP 3:

Co-creating industries of the future

QUANTUM LEAP 4:

The world is our campus

I invite you to journey with us as we slingshot beyond the moon and travel towards the stars.

A stylized, handwritten signature in black ink, representing Professor Pascale Quester.

Professor Pascale Quester

Vice-Chancellor and President
Swinburne University of Technology

Tailored and innovative pathways to success for all

Swinburne is a place of opportunity. It is a place where we say yes. As a multisector university offering vocational education and higher education, as well as short courses and research and innovation capabilities, we can craft individual and often unconventional pathways to success for those who engage with us, at any time in an individual's or organisation's journey.

Whatever your aims and ambitions, Swinburne offers genuine opportunities for all. We aspire to be a lifelong partner in education by uplifting capability, embedding equity and evolving with your learner and partner needs.

Whether our learners want to enter emerging sectors, start their own business, pivot their career, discover the next big breakthrough or create entirely new industries, Swinburne has an offering to help them succeed.

We support our industry, research, and government partners through tailored solutions and offer all our staff opportunities to broaden their skills, creating a path to success.



Education for everyone

We will champion **broader recognition of skills and prior learning** that recognises microskills and competencies that have been built through real-world work experience. Working with industry partners and leveraging AI, we will recognise and accredit the existing capabilities of learners, so they only undertake the learning they need to succeed.

Our **tailored pathways and offerings** will empower both individuals and organisations to realise their ambitions and achieve their dreams. We will chart learning journeys that align with current and emerging market needs. We will be deliberate in meeting our learners where they are and in empowering them to take the lead in reaching the goals that matter most to them.

Our people, partners and learners will be our ambassadors and champions, representing diverse backgrounds to create a vibrant and inclusive community. Our learners come from and study in regional, rural and urban areas throughout Australia and the world. They will be school students, school leavers, working parents, Indigenous students, first-in-family, career professionals, small businesses or large enterprises – we aspire to be **the most diverse and inclusive university in Australia**, where every learner is provided a pathway to success.

“WE ASPIRE TO BE THE MOST DIVERSE AND INCLUSIVE UNIVERSITY IN AUSTRALIA, WHERE EVERY LEARNER IS PROVIDED A PATHWAY TO SUCCESS.”

New credentials

Swinburne will develop and offer **new future-ready credentials** – a full-stack education that offers what learners need throughout their career journey and in ways that fit around their life. Drawing on our multisector experience, these credentials will incorporate the knowledge, skills and capabilities learners need to navigate uncertainty with resilience and confidence. Aligned with emerging opportunities, industry needs and national priorities, these credentials will be part of a modular, stackable curriculum, that incorporates new ways of learning and assessment as well as new qualifications and skills with **everyone leaving with a successful outcome**.

All Swinburne learners will build a highly transportable **digital passport** to showcase their skills and capabilities. Complementing their transcript, digital portfolios will reflect the holistic transformation our learners undergo as they progress through, and benefit from, the Swinburne Difference.

Personalised success

To achieve their personalised learning outcomes, **Swinburne learners** will receive ongoing, personalised guidance and support, driven by data. Learners will have access to 24/7 support including personalised data insights and digital solutions to create an equitable and safe environment for those with diverse needs.

Drawing on our full suite of education, research and innovation offerings, we will also design agile and adaptive solutions for **industry partners**. From helping them to understand the implications of the newest technology breakthroughs, to trialling and scaling innovative and impactful applications that could benefit their business, we will enhance our existing reputation as a responsive and agile solution provider and partner.

Our people will also have access to tailored pathways. Our staff will have the opportunity to enrich their knowledge and competencies through professional development courses offered by Swinburne. We will become the employer of choice for those who want to work at the cutting edge of technology and innovation. Our unique innovation time for academics and flexible academic career paths will allow our people to shine in different and valuable ways. Our academic promotion process will recognise and reward excellence in all its forms, be it education, research, innovation, commercialisation or industry engagement.



Leading and leveraging technology for purpose

As a university born out of a technical college, with a legacy of innovation and industry engagement, *Ad Astra_2030* strengthens our commitment to incorporating leading technology in how we educate, research, innovate, engage and operate. We will become the prototype of a fully tech-infused university that is ahead of the curve.



Swinburne's Polymer Processing and Testing Lab – cutting-edge materials research for an innovative planet



Swinburne's ProtoLAB – state-of-the-art prototyping facility for next gen_design

Re-engineering everything we do through emerging technology

Our learners will be immersed in **tech-infused curricula**. They will acquire critical skills around effective and ethical use of technology like AI - and build lifelong competencies on how to navigate the rapidly changing landscape of new and emerging technologies. Graduates will leave with confidence, equipped to stay ahead in their field. As their lifelong learning partner, we will offer them ongoing opportunities to refresh their understanding of, and fluency with, emerging technologies and their practical applications.

We will test and design **how technology can transform learning now and into the future**. Our learners will continue to be fully immersed in technology through their experiences, and they will be co-creators in tech-rich educational futures.

We will continue to incorporate **leading technology to disrupt how we work**, being bold in how we prototype, test, adopt and scale technology. This means reinventing our ways of working, taking an enterprise-wide and human-centric approach, and putting the experience of our learners, people and partners at the heart of the transformation. Our staff will have opportunities to collaborate across the university, embracing a culture of co-creation, innovation, service and continuous learning, rooted in our vision of bringing people and technology working together to build a better world.

Leading the development and deployment of new technology

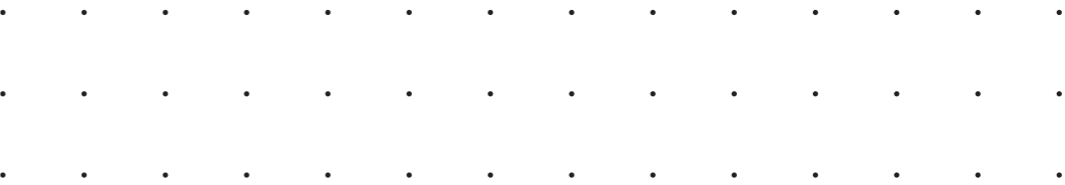
Our staff and learners will have opportunities to engage in **experimentation and rapid prototyping**. They will be given early opportunities to preview, trial and understand new technology in a flexible environment, building a culture of continuous improvement, creative expression and innovation.

We will nurture interdisciplinary partnerships, across Swinburne and with industry, to **create and deploy value-adding new technologies**, anchored in research excellence. Working closely with industry, professional organisations and the public sector, we will strengthen our commitment to a focused research and innovation ecosystem across our six flagship areas: space and aerospace, innovative planet, medtech and health innovation, innovative society, digital capability and manufacturing futures. By focusing on urgent challenges facing our communities and being an industry partner of choice, we will cultivate, grow and maintain our social licence by becoming the test lab for industry solutions.

Supporting social acceptance of technology

Importantly, we will also play a leading role in championing the responsible uptake of technology and in closing the digital divide. We will become a trusted voice for the public on technology and its implications on individuals, businesses and society and support people to make informed decisions about the role of technology in their lives. We are dedicated to digital inclusion and equity and committed to ensuring Indigenous education opportunities translate into success in a digital, tech-rich future.

“WE WILL BECOME THE PROTOTYPE OF A FULLY TECH-INFUSED UNIVERSITY THAT IS AHEAD OF THE CURVE.”



Co-creating industries of the future

As an industry-responsive university, Swinburne has a bold ambition for the seamless integration of research and commercialisation. From small businesses to entire ecosystems, we will showcase how research outcomes can be leveraged for real-

Learner-powered industry innovation

We will go beyond work integrated learning to initiate the next evolution of learner-powered industry innovation.

Every Swinburne learner's journey will include **an interdisciplinary project, co-created and supported by industry**. Learners will take on a real-world challenge, engage with diverse teams and pitch their industry solutions to complete a Swinburne qualification.

“WE WILL GO BEYOND WORK INTEGRATED LEARNING TO INITIATE THE NEXT EVOLUTION OF LEARNER-POWERED INDUSTRY INNOVATION.”

Revolutionising applied research and commercialisation

We will **reinvent how research can be directed to solve problems**. Dedicated interdisciplinary teams will work together to accelerate the commercialisation of novel and applied research. We will adopt an entrepreneurial spirit in rapid testing, iterating and scaling up successful ventures using new business models.

world impact in faster and smarter ways, and how innovations can be rapidly road-tested for viability. We will not just respond to change, but provoke it, and lead the charge in shaping a better future.

We will expand our focus beyond commercialisation and individual businesses, to the cocreation and **development of industry ecosystems** around critical areas such as space and aerospace, climate change and energy transition, advanced manufacturing, applied AI, automation and robotics, medical technology, brain science and mental health, and healthy ageing. To do this, we will create new alliances between businesses, government and learners.

We will be at the forefront of shaping the human capital necessary to build emerging industries. As a lifelong learning partner, we will **support people at all stages of their career to upskill and reskill**. Whether it is a skill top-up or a complete career transition, our multisector offering will equip our learners and staff with the knowledge, skills and capabilities to make the most of emerging opportunities.

We will also adopt **a global partnership approach** to co-fund large research and innovation projects. Working with partners and governments across the world, we will pioneer resilient collaboration models that support global and local solutions.

These endeavours will be underpinned by a robust **capability to predict and anticipate future trends**. We will develop this capability based on data, analysis and forecasting across multiple fields. Combined with an agile mindset, we will embrace the ambiguity of anticipating the future of people and technology and adjust our approaches and offers to make sure we are able to ride the waves of emerging technologies.

Cultivating the next generation of small businesses and ventures in emerging areas

We will champion the talent, technology and business models to **create sustainable business ventures at scale**. Our learners will qualify at all levels with an entrepreneurial mindset and practical experience in testing, establishing, managing and scaling small businesses. Staff with innovative ideas will continue to be supported to launch ventures that create impact. We will open our innovation ecosystem to emerging ventures locally and globally and expand our commercial innovation engine to empower the creation of all types of businesses.

We will use our commercial nous and research expertise to build **a commercialisation pipeline** in key areas. Our education offerings will support small business owners to upskill as required. Swinburne will become a beacon for small businesses, with education, innovation and research working together to spin in, accelerate or spin out sustainable and exciting ventures.



Swinburne's Smart Structures Laboratory - world-leading facility for engineering safety and innovation



Professor Matthew Bailes - awarded the prestigious Prime Minister's Prize for Science 2024

The world is our campus

Swinburne University of Technology seeks to have a meaningful presence and earned recognition in every region of the world, built on a shared purpose and motivated by local needs and impact. Collaborating across borders is necessary to address the urgent global challenges of

our time which require bold and united action. By connecting communities, industries and institutions across the globe, we are shaping a future where knowledge, discovery, innovation and impact can transcend national boundaries.



Student Hub - Swinburne Sarawak campus, Malaysia

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OzSTAR supercomputer - a national facility for astronomy with international reach



The Deeper, Wider, Faster program is the largest astronomical collaboration in the world, with over 70 telescopes across all seven continents and in space

Connected and recognised in every region in the world

All of our learners will engage in tailored and flexible offerings that enable them to learn from and with others globally. Our learning platforms and services will allow a consistent experience, regardless of where in the world our learners are.

Strategic partnerships with industry, researchers and governments around the world will foster **international collaboration and cultural exchange** that benefits everyone.

We will activate our proud network of over 254,000 alumni across 165 countries with greater assertiveness and purpose, building multifaceted relationships.

In doing so, we will become pioneers of “glocalisation”, by adopting a **segmented approach to global markets** through a defined business model that enables us to determine what we do and where we do it. We will implement this approach, driven by our desire to deliver impact and greater value, tailored to each specific region, learner cohort and industry partner.

Contributing world leading excellence to solve wicked problems, today

The challenges facing the world are becoming increasingly complex. While wicked problems like climate change are prevalent at a global level, the impact on individual countries plays out in uniquely local ways. We will broker coalitions of networks and international partners to bring **global innovation and expertise** that complement and add value to local efforts. Our education offerings will enable upskilling to be offered to the local workforce in a targeted and meaningful way.

“WE WILL BROKER COALITIONS OF NETWORKS AND INTERNATIONAL PARTNERS TO BRING GLOBAL INNOVATION AND EXPERTISE THAT COMPLEMENT AND ADD VALUE TO LOCAL EFFORTS.”

Launching Australian innovation to the world and bringing global innovation to Australia

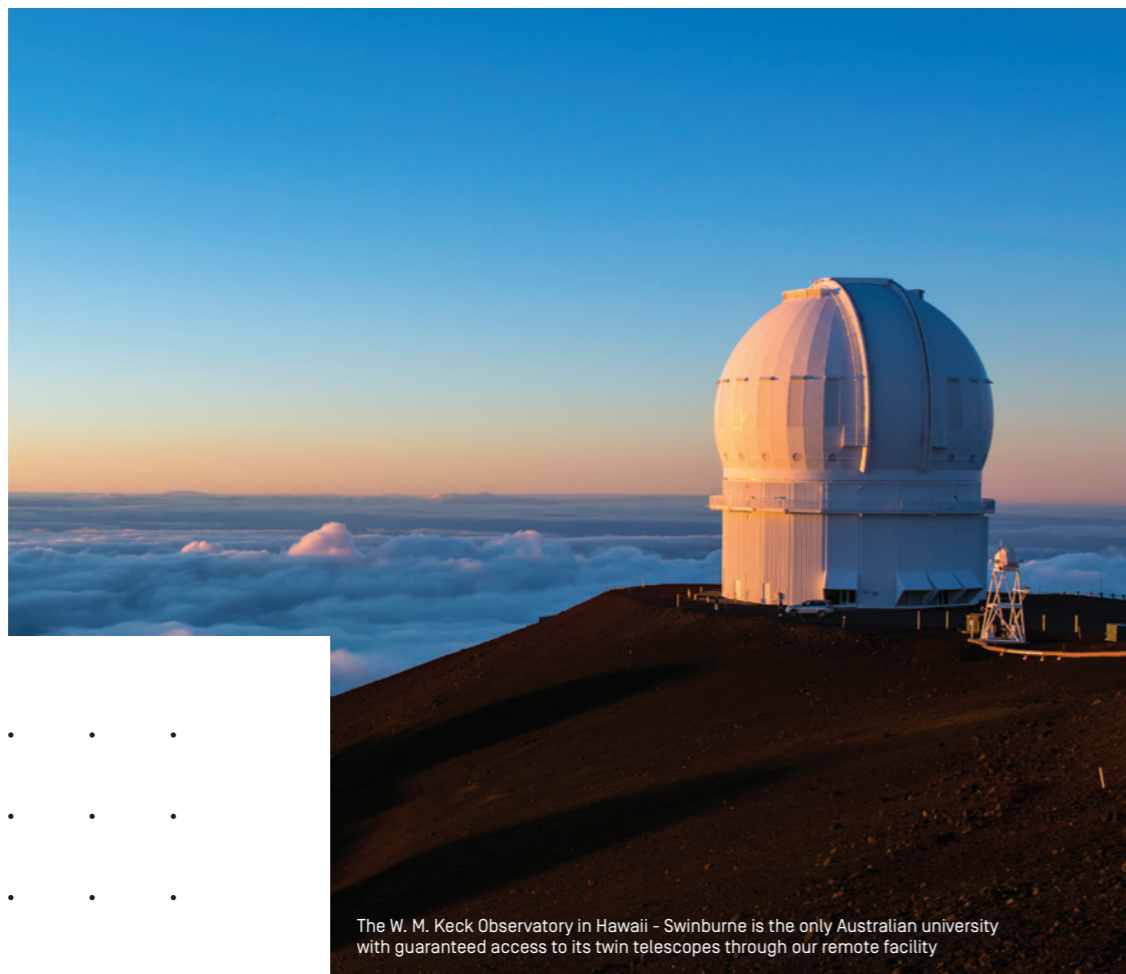
Our aim is to become a launchpad to share Australian innovation with the world as well as a landing pad to enable the adoption of global innovation in Australia. By connecting learners, staff, research, technology and innovation across locations worldwide, Swinburne aims to become **a hub for a collaborative ecosystem of global innovation**.

Our impactful innovation will meet and set global benchmarks. We will establish **an international pipeline for entrepreneurship qualifications** and exchange programs with established innovation hubs that can strengthen Australian industries and enhance the quality of life for all Australians.

This two-way approach to innovation will foster the exchange of knowledge, enhance Australia's economic prospects, improve productivity and support sustainable progress around the world.

Constellations of Capabilities

Delivering on the promise of *Ad Astra_2030* requires us to transform how we equip our learners and staff to thrive and lead. Our Constellations of Capabilities, a set of connected and interdependent critical qualities, will differentiate our graduates and staff, and reflect the character of our university.



The W. M. Keck Observatory in Hawaii - Swinburne is the only Australian university with guaranteed access to its twin telescopes through our remote facility

OUR CAPABILITIES:

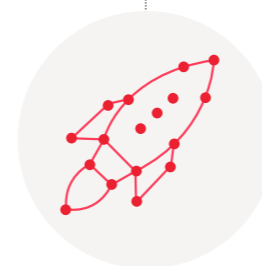
Entrepreneurial Value Creators

Swinburne staff and graduates are entrepreneurial value creators who generate meaningful impact through creative problem-solving, analytical thinking and the courage to act in the face of uncertainty. They identify opportunities, tackle complex challenges and turn ideas into practical solutions, driving innovation or leading social and cultural impact. They collaborate across disciplines and networks, draw on deep disciplinary knowledge and communicate with influence.



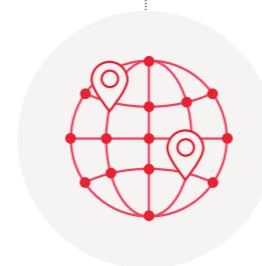
Tech-fluent Pioneers

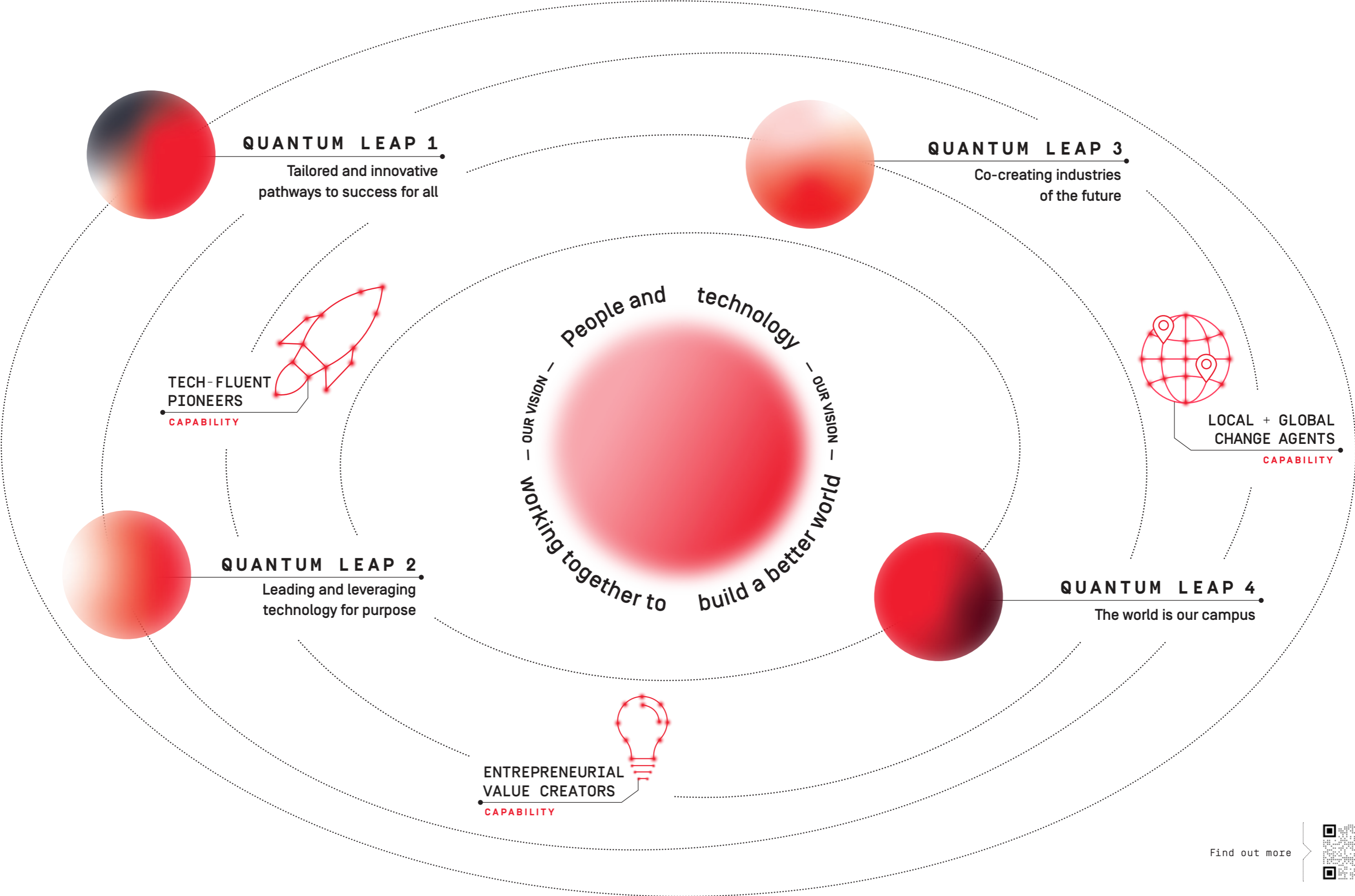
Swinburne staff and graduates are confident digital and tech-fluent pioneers, adept in using and adapting emerging technologies. They critically assess information, navigate digital platforms and systems, and manage misinformation and cybersecurity with ease. Equipped with the critical skills for both ethical and effective technology use, they are digital storytellers, applying their technical skills to design, improve and implement meaningful solutions.



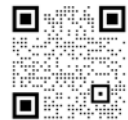
Local + Global Change Agents

Swinburne staff and graduates are local and global change agents who act with integrity, cultural awareness and social responsibility. They understand and value Indigenous knowledges, embrace diversity, and demonstrate cultural intelligence and a human-centred approach. With strong intercultural communication skills and a commitment to equity, sustainability and justice, they lead positive change locally and internationally.





Find out more



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The journey ahead is filled with possibility. In the next five years, Swinburne will continue bringing people and technology together for a better world. We are poised to affirm our purpose as an institution where progress is tangible, equitable and the opportunities to thrive in a tech-rich world can be unlocked by anyone.

Drawing on the momentum of the last five years, we are ready to propel further ahead. *Ad Astra_2030* is a commitment to lead with intention, adapt with resilience and deliver with conviction. We invite you to join us on our journey to the stars.

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Find out more

