



Adelaide University *A new for purpose* University – for a better Australia

Our Strategic Ambition and Direction 2024-2034
Transition & Transformation



About this document

Founded in 2024, Adelaide University is being created as the shared vision and enduring legacy of the University of Adelaide and the University of South Australia.

Leveraged from our previously endorsed [white paper, transition plan and approved business case](#), this document describes our overarching journey to build a new university together: **our transition build path** to the opening of our institution in 2026, and **our road to full transformation** by 2034.

Our commitment to Reconciliation

Adelaide University is committed to reconciliation and respectfully acknowledge the Kaurna, Boandik and Barngarla First Nations Peoples and their Elders past and present, who are the First Nations' Traditional Owners of the lands that are now home to our campuses across South Australia. We also acknowledge the other First Nations lands across Australia on and with which we conduct business, their Elders, ancestors, cultures and heritage.

Ours is the first Australian University to have provision for an Indigenous name in its founding legislation and we are working with Elders and Community to advance a fitting descriptor in language for our role and mission.



A message from the Co-Vice-Chancellors

Our State and our Nation face an immense opportunity and corresponding challenge – to be better. Rising to that challenge requires heightened ambition – and consequently new approaches to tertiary education and research – approaches which have been designed to accelerate the path to betterment.

We fervently believe that together, education and research can empower not only those directly involved, but also the communities we serve. These pursuits allow us to think bigger and better, and to go beyond the realm of perceived possibilities to address the multigenerational challenges before us. We are both fortunate to be first in family to attend university and to have had our education take us on global journeys through industry and academia. Those journeys have reinforced our belief that strong societies are underpinned by outstanding education and innovation systems. Accordingly, we have devoted our careers to working in such institutions.

The merger of the University of Adelaide and the University of South Australia will be the largest in Australia's higher education history – and amongst the largest ever globally.

We are purposely designing a bigger, better institution that will help to secure a prosperous and socially cohesive future for our state.

The old maxim that the whole is greater than the sum of its parts still holds relevance today. In building this new institution, we can leverage outstanding collective intelligence and create something truly transformational for the whole of South Australia and beyond.

Through the creation of Adelaide University, we believe we can widen access to education, expand research partnerships and outcomes, and generate and liberate significant resource to invest in a transformational agenda – the delivery of Australia's new for purpose university – a global powerhouse and a world reference point for the delivery of excellence and equity, two concepts which some see as mutually exclusive but that we set out to demonstrate are mutually reinforcing for society. That is exactly what the new Adelaide University is being designed and engineered to deliver – at scale.

The two institutions we currently serve, and which are giving form to this unique vision have, over the course of their proud histories, collectively educated and graduated about 400,000 individuals to date who have gone on to make a difference at every level of society including through innovation powered by

outstanding research. They say it takes a village to raise a child – and our staff have been behind and at the heart of every such success over many years – it is from their dedication and commitment that we draw confidence in our ability to deliver our next course of action together.

Our collective journey to realise this bold ambition begins now – and our destination will endure for generations to come. It is a privilege and great responsibility to be in a position to lead the formation of a new university for the future – Adelaide University.

Professor Peter B. Høj AC FAA FTSE
Vice-Chancellor and President
The University of Adelaide

Professor David G. Lloyd C Chem FRSC FTSE
Vice-Chancellor and President
University of South Australia



Our shared vision

Adelaide University is Australia's new *for purpose* university—a leading contemporary comprehensive university of global standing.

We are dedicated to ensuring the prosperity, well-being and cohesion of society by addressing educational inequality, through our actions and through the success and impact of our students, staff and alumni.

Partnered with the communities we serve, we conduct outstanding future-making research of scale and focus.



Our culture, values and enduring ambition



Our core values

- Trust
- Inclusivity
- Ambition
- Respect
- Discovery



Our organisational characteristics

- Dynamic
- Inquisitive
- Positive
- Global
- Creative



How we will be known

- Agile
- Vibrant
- Responsive
- People Focused
- Excellent

We harbour the ambition for our university to be:

- world leading and world-referenced
- powered by outstanding talent and integrity in everything we do.

Our overarching purpose is to enable individuals and society to become the best they can be—towards a better Australia.

Our shared journey

Adelaide University is the first new major Australian University in a generation. The journey to realise our shared vision is one with many stage posts. Our first undertaking is to pave the way to successful opening in January 2026. Our transition to a fully functioning, operational institution shall see us navigate legislative and regulatory requirements, the development of our curricular and research principles, the creation and launch of our brand identity on the world stage to engage with our future students. As we transfer our staff to the new organisation we will collaboratively define, refine and populate our structures and articulate our high expectations for our students' experience, deliver our industrial framework and our new systems and ways of working, and we will deliver all of these outcomes against a clear, detailed and costed project plan.

From foundation, through the time of our opening in 2026 and beyond, our institution will continue on our transformational journey as a new for purpose University - for a better Australia.

We will be constantly working to realise our decadal ambitions to lead nationally in access and participation, in linkage to industry, in contemporary curriculum, in student experience and in research outcomes and recognition – towards cementing our place as a global top 100 university and as South Australia's anchor institution.

Our operating philosophy and structure

The impact we have in the wider world transcends the internal structures which enable it.

Our institution is built around well-supported clusters of cognate academic disciplines, which are easily understood.

Our *efforts* in research and in education cross and transcend these structures – these are the core products of our institution's endeavour, and they align to sectors and the needs of end users. Our for purpose academic enterprise is enabled by the expertise, skills, innovation and ongoing commitment

of our professional staff and their agile, responsive, solution-focused approach.

Our one team commitment for shared success ensures that our programs of education and research are multi- and inter-disciplinary, evolutionary, contemporary and continually refreshed – and are not constrained by structure or tradition in their scope and scale.



Enabling the transition of our staff to Adelaide University

The Adelaide University Act 2023 provides two mechanisms through which the employment of staff can be transferred from their existing university to Adelaide University. Transfers of employment can be effected by the Governor issuing a proclamation transferring the employment. Before a transfer via this mechanism takes effect, there must be consultation with both the university that has been the employer of the relevant staff member or members and Adelaide University. The other mechanism provided by the legislation is by operation of law upon the repeal of the legislation that establishes the two existing universities.

As the employment of staff transfers under the Adelaide University Act, staff will maintain continuity of their existing employment terms and conditions and employment contracts, including their position and existing enterprise agreements. The existing enterprise agreements will remain in place until a new enterprise agreement is negotiated with, and approved by, staff and their representatives.

How staff transition into positions aligned with the new Adelaide University structure will be the subject of consultation with staff and their representatives, progressed in line with the commitments and obligations in the relevant enterprise agreement.

Our staff have a deep understanding of our institutions and the needs of our students and partners. In line with our commitment to co-creation and widespread involvement, staff will come together to map out and propose their ideas for the future 'to be' functions and activities, to best realise our new institution's ambition, culture, and preferred ways of working. These mapping exercises will be pivotal to defining our future business processes and inform our new systems build and delivery.

As the journey to create the new Adelaide University progresses, our combined staff will engage in the delivery of activities in support of the ongoing operations of our existing institutions and in meeting the requirements for Adelaide University as its services and operations evolve. In practice it will be a different

mix for each staff member and will likely vary until Adelaide University is fully operational and the Acts of the existing institutions are repealed. At every stage of this journey, we will ensure staff have a clear understanding of their role and are enabled to meet the requirements of their role.

Our intent will be to work together to develop an approach to the transition of our staff which creates one Adelaide University team as soon as practicable to align all staff for delivery of the new university, without compromising the activities of our existing institutions in the period 2024-5.



On our journey to 2034, Adelaide University will be recognised among the world's top 100 universities on an ongoing basis, and:

- offering Australia's most accessible, contemporary, and future-focused teaching and learning experience
- globally recognised as Australia's leading future-making research university
- top ranked in Australia for student employment outcomes
- ranked in the top 5 in Australia for student experience
- delivering online education to more students than any other Australian university
- the university of choice for First Nations People across Australia
- a global employer of choice
- one of the nation's top five educators of students in regional and rural areas
- ranked first in Australia for industry income in research
- the destination of choice for the best global researchers, innovators, thinkers, and entrepreneurs in our priority areas
- Australia's most connected university
 - partnered with the communities we serve and an engine for innovation and economic development.

Enabling achievement through education

Our curriculum will be

- purposely built for student success and progression
- comprehensive and contemporary, and designed for life-long knowledge seekers
- modular, stackable, adaptable, digitally enabled, and rich in modality and scope
- developed in partnership and integrated with industry and practitioners
- geared to respond to national skills shortages and supports those industries central to our economic growth
- culturally informed and includes First Nations' knowledges
- internationally informed, connected, and relevant
- reflective of the research of the University by embedding key research topics and methodologies into the curriculum
- giving greater flexibility for students than ever before in how they choose to study, and more opportunities for entry and graduation paths
- demonstrably of the highest global quality
- built to produce career-ready employable graduates, from all walks of life.

On advancing the creation of Adelaide University we have a unique opportunity to review, reset and redefine an entire curriculum for the future. In approaching this task, we are resolved to build and deliver what we are terming *The Adelaide Attainment Model*.



The Adelaide Attainment Model

Bringing together our academic cohorts and drawing on our deep academic expertise to design and deliver Adelaide University's new programs enables us to provide a comprehensive curriculum at scale. This curriculum will enhance the student experience, and is benchmarked with the best, supported by dedicated, ongoing investment in quality assurance and renewal. Known as *The Adelaide Attainment Model*, our innovative curriculum and its accompanying quality framework will be contemporary, future-focussed, and designed with student access, participation, and success as lifelong learners at its core. *The Adelaide Attainment Model* will represent an important mechanism in realising the aspirations articulated in the Adelaide University Vision Statement.

Within the educational journey at Adelaide University, students will experience and benefit from the distinctive elements of *The Adelaide Attainment Model*, including:

- stackable degree structures that enable multiple entry pathways and nested qualifications to support scaffolded learning attainment and transitions
- a digitally rich learning environment, combined with a trimester academic calendar, that will provide flexibility and choice in how students engage with learning activities. On-campus courses integrate in-person and online learning activities enhancing student contact time and providing adaptable access to learning materials and resources.
- embedded work-integrated learning and a tailored suite of common core courses, selected for each discipline, will ensure that every graduate can build relevant transferable skills that are valued by employers. Students will gain future-focused knowledge rooted in the latest research concepts and experience practical learner activities informed by industry insights
- advanced technologies including AI and data analytics to better support our students, offering personalised learning pathways and support programs
- high-potential students will be recognised and have the opportunity to participate in the 'Adelaide Academy.' They will have access to a range of enhanced learning experiences, such as research projects, industry placements, community projects, and specialised advanced-level courses. This approach fosters a dynamic and enriching academic environment.

Broad measures of success

- QILT student & employer satisfaction ratings among the top 5 nationally, with sustained and increased student demand.

Enabling innovation through research

Our research will be

- partnered, responsible and excellent
- goal and outcome oriented
- meaningful, collaborative, relevant and impactful
- multidisciplinary and contemporary
- respectful and involving of, and informed by, First Nations
- dynamically informed by evolving economic and social priorities
- industry and end-user linked and informed
- oriented through a sector focus that aligns to State, national and global priorities
- sustained through a portfolio of diverse income sources, including industry and philanthropy
- linked to student success and experience
- built around a supportive and high-quality training environment for research students
- active across the full value chain from discovery to translation and commercialisation.

We commit to conducting multidisciplinary research of the highest global standing through ‘signature research themes’ – sectorally focused and delivered through partnerships and collaboration with industry and the community – and will define South Australia as a critical test bed for innovation. Our institutional endeavour shall concentrate future making research of scale and focus on the following domains, further underpinned by individual research activity across the breadth of our endeavours.

Creative and Cultural

Defence and National Security

Food, Agriculture and Wine

Personal & Societal Health

Sustainable Green Transition

These sector-focused themes will be realised through directed investment and resource concentration. We will advance signature research institutes & centres – research concentrations within and across our academic organisational structures. Our approach to research training will be nation-leading, with a dedicated Adelaide University Graduate School to support our research students and with the introduction of innovative and inculcated MRes pathways to PhD and a redesign of Honours as part of *The Adelaide Attainment Model* of education.

Broad measures of success

- The growth of repeat co-investment in our research endeavour
- Successful translation of the outcomes of our research in the wider economy and society

How we will enable South Australia to thrive

Adelaide University will be

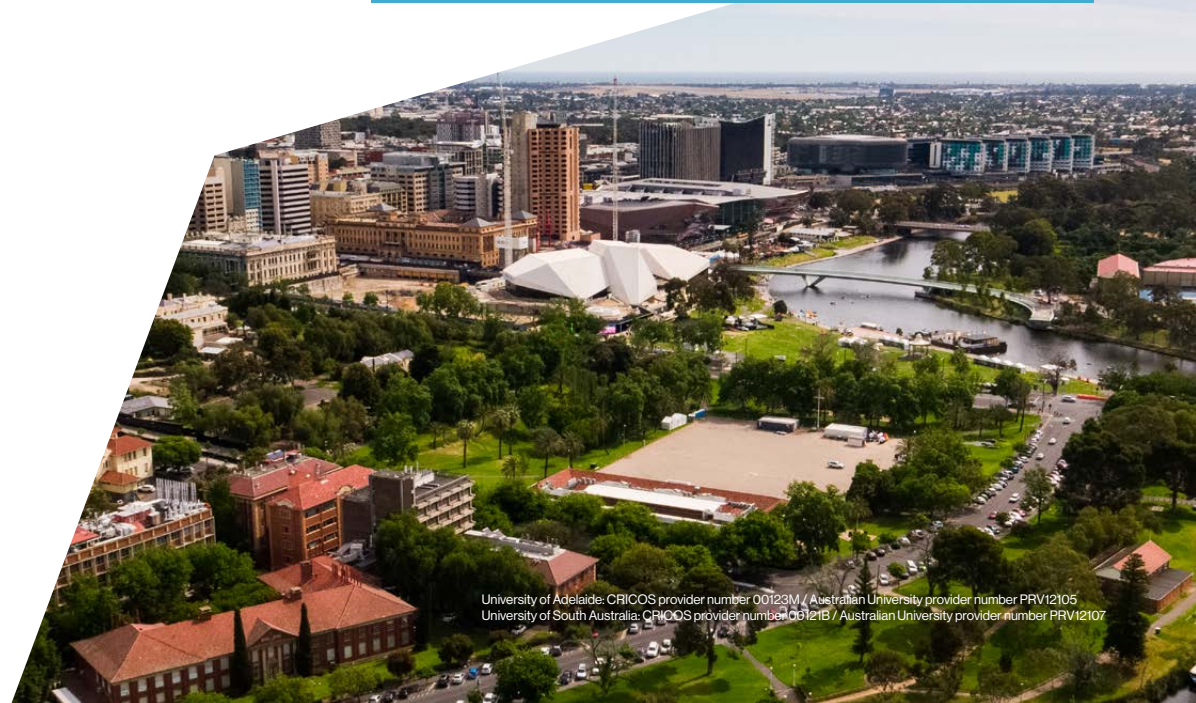
- a pivotal preferred partner institution for growth and prosperity
- a driver and creator of cultural, social and economic vibrancy
- a magnet for attracting and retaining the best and brightest to our community – our people and our students
- an exemplar of excellence in Environment, Social, Governance (ESG) and a champion for change in sustainable development
- a global reference point for our State's strengths, achievements and impact
- an anchor institution, partnering for progress and civic well-being.

We will deploy the resources of our institution in lasting partnership with end users to make a measurable impact on the State of South Australia with our *for purpose* Next Generation Focus—2024-2034 in domains such as:

- Addressing intergenerational disadvantage
- Creative and Cultural industries
- Health and Wellbeing
- Sustainable Futures
- Future Workforce & Sovereign Capability.

Broad measures of success

- Progression of large-scale co-designed programs/ projects between the Government of South Australia, Business, the community and the University
- Delivery of a targeted billion-dollar endowment build





University of
South Australia



THE UNIVERSITY
of ADELAIDE