Strategy 2020
Building A
Future-Focused
Business School

Never Stand Still
Business School
At UNSW Business School, we pride ourselves on our future focus. The Business School has a proud history, outstanding and committed staff, internationally renowned research, innovative teaching and a global reach that is the envy of many of our peers.

What sets us apart is the balance we have between theory and practice, between knowing and doing. This modus operandi has helped to earn UNSW the reputation of the start-up capital of Australian universities, a campus where students, whatever career path they choose to take, prepare to be the innovators and entrepreneurs of the future.

As the School looks to the future, the relationship we have with our external partners – in industry, in government and in the not for profit sector – will be crucial.

We will deliver on our three strategic priorities – an outstanding, career-focused student learning experience, high impact research and sustainable two-way engagement with Asia.

World class business schools enjoy substantial philanthropic support. We will strive to secure funding to make our student learning experience first class and to allow us to undertake research that has far-reaching impact. We will influence how business is done, and economic policy is formed. And we will shape and support leaders, innovators and lateral thinkers.

Together with our partners, we will build one of the world’s best business schools, here in Sydney, Australia.

I look forward to working with you to make this happen.

Professor Chris Styles
Dean, UNSW Business School
**OUR MISSION**

Our mission is to be a globally engaged, high impact and academically rigorous business school that enhances practice through leading edge research.

**OUR VISION**

To create a future-focused business school that will be recognised as Australia’s leading business school by 2020, and counted among the top 50 in the world by 2025.
Through our teaching, research and engagement, we will build a business school that is renowned for creating and sharing knowledge and expertise that is future relevant.
An outstanding career-focused student learning experience
“In the future, our graduates will need to be adaptable, creative problem solvers and socially responsible managers.”
We recognise our students are smart and ambitious, and their career trajectory is important to them. Whether they aim to rise to the top of leading businesses or organisations, run their own successful enterprise, or continue their research in the world’s leading universities, we aim to provide an outstanding and transformative learning experience by leveraging advances in technology, and by delivering a portfolio of innovative programs and activities.

**KEY INITIATIVES**

**LEARNING THAT IS PERSONALISED, ACTIVE AND CAREER-FOCUSED**

Through flipped classrooms, learning labs and innovation centres, our students will be active participants in a physical and digital campus, that promotes learning by doing, not just by knowing.

New learning experiences will support collaboration to address meaningful business and social problems, and will include more opportunities for workplace learning activities such as mentoring and placements here and overseas.

Our “Career Accelerator” online mentoring program, for example, will be developed so that all students can gain a foothold, and build relationships with UNSW alumni, in organisations across the world.

**LEVERAGING NEW TECHNOLOGY**

The Business School is ahead of most of its competitors in developing online programs, such as the new MBAX, and uses technology to enhance the classroom-based face-to-face learning in “flipped classrooms” (known as The Place).

Learning tools and activities, such as hackathons and Playconomics (the interactive game about economics) have become part of the teaching toolkit.

Drawing on these experiences we will use technology to bring more innovative ways of learning to more of our students, in physical and virtual classrooms.

The rapid pace of technological change means we need to be constantly experimenting, adapting and innovating – and working with companies and organisations that are at the leading edge of digital applications.
UNSW Business School believes in responsible management education. We want our students to graduate knowing the value of responsible management and be ready to practice it throughout their careers.

Ethics, sustainability, social and environmental responsibility will be built into the core of our programs.

To work in a global business environment, our students need more global opportunities, greater collaboration with peers locally and internationally, and a better understanding of a broad range of cultures.

Our strategy aims to expand in these areas - through the use of international case studies and business commentary within the classroom, intercultural working groups and a significant expansion of student travel and exchange scholarships.

By adding value for our alumni, we help them to retain their connection to the School and their peer networks. In turn, the School may enjoy deeper support from our alumni, as mentors and employers, and through adjunct teaching and philanthropy.
High impact research
“We will become known for academically rigorous research that identifies and addresses the grand challenges of our time”
Research is a key driver of the School’s reputation and international standing. By identifying, developing and promoting new and existing areas of high impact research expertise within the School we can address issues of fundamental importance to future economic prosperity and social well-being. UNSW Business School will be recognised for the impact of its research on business practice, policy and regulation nationally and internationally. Our staff will be regarded as leading researchers and intellectuals.

KEY INITIATIVES

IDENTIFYING AND DEVELOPING AREAS OF HIGH IMPACT RESEARCH

We will assess the impact of our research, and understand the depth of our achievements and global connections.

In 2015, we identified four areas of research strength, areas where we are internationally recognised and have a strong track record of industry linkages and positive impact:

1. Population Ageing
2. Auditing and Assurance
3. Organisational Design
4. Women in Leadership

We also identified two emerging areas of strength for the School:

5. Entrepreneurial Innovation in Asia
6. Big Data Modelling for Policy Evaluation

We will focus initially on these six areas: securing funding, establishing industry partnerships and increasing other areas of engagement to enhance our research impact. Over time, we will identify and develop other areas of emerging research strength.
Providing Infrastructure and Funding to Carry Out High Impact Research.

World class facilities and physical infrastructure are essential to producing high quality, productive and sustainable research.

We will review our existing data collection activities, database holdings and data analysis facilities and invest in new facilities such as virtual labs for fieldwork, and innovation consultancy labs.

Promoting and Leveraging High Impact Research

By raising awareness among business, industry and government of our research value and relevance, and the way it differentiates us from competitors, we can ensure our research impact continues to grow.

Through the Business School’s online journal, BusinessThink, and high impact mainstream media, we will promote our research and its application and relevance as broadly as possible – including to the business community, prospective and current students and alumni.

In particular, we want our researchers to be seen as expert and impartial commentators on all matters relating to business and the economy. We will also use public forums and events, such as our Learn@Lunch series and expert panels, to bring our expertise to a broader audience.

At the heart of these efforts is the need to demonstrate research relevance and impact, and to form new research and funding partners to continue this work.

Building Research into the Student Experience

Prospective students often choose universities based on international research reputation and rankings.

Over the next five years, we will integrate our research into more of our teaching and help our students to better understand the links between the skills they are gaining and the research behind that knowledge.

Students will have an opportunity to do “for credit” work placements and to assist with faculty research.
Sustainable two-way engagement with Asia
Globally we want to be perceived as a conduit for the exchange of knowledge and expertise between Asia and the rest of the world.”
SUSTAINABLE TWO-WAY ENGAGEMENT WITH ASIA

Asia is the engine room of global economic growth, and will continue to be well into the future. UNSW Business School will build on its already strong presence and reputation in the region by drawing more effectively on Asia-related knowledge and expertise within the School and among industry partners and alumni. We will also develop new and meaningful collaborations with Asian institutions, industry and stakeholders. ‘Two-way’ engagement means giving (e.g. assisting an Asian partner business school through an international accreditation process) and receiving (e.g. our Asian partners offering our students placement and internship opportunities).

KEY INITIATIVES

IDENTIFYING AND PROMOTING EXISTING ENGAGEMENT ACTIVITIES AND CAPABILITIES

We will promote existing engagement activities more effectively to raise their profile, and ensure more students take up the opportunities available. We will also develop a complete picture of our Asia-related knowledge, skills, relationships and achievements through systematic data capture.

BUILD STRATEGIC ALLIANCES, STRONGER CONNECTIONS AND INNOVATIVE PARTNERSHIPS WITH KEY ASIAN STAKEHOLDERS

We will build partnerships that share knowledge and research insights e.g. partnerships between BusinessThink and Asian business analysis journals.

Other partnerships will include research collaboration, alliances with leading business schools to increase learning exchange, and better student mentoring through our Asian alumni networks.

The Business School will nurture its relationships across Asia and build long-lasting connections that will benefit the entire region.

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BUILD ON OUR PRESENCE IN ASIA

UNSW Business School has strong connections across Asia, with thousands of alumni throughout the region, and a range of programs and courses on offer. We will build on and develop teaching and learning opportunities for our students and alumni e.g. student placements, internships, study tours.

DEVELOP NEW COURSES TO PREPARE CULTURALLY-AWARE BUSINESS LEADERS

We will review our non-award courses to meet the needs of Asia-aware business leaders with global aspirations, using the expertise of the AGSM Executive Education unit.

This may include study tours for Asian executives in Australia, or expanding our ‘Doing Business in Australia’ course to ‘Doing Business in the Asia Pacific Region’, with study locations including China, Hong Kong and Singapore.

DEVELOP AND EXECUTE A CAMPAIGN TO TARGET ONE PRIORITY ASIAN COUNTRY PER YEAR

The School would like to expand its footprint across the Asian region. We will build a stronger presence in priority countries, starting in 2015 with Indonesia, by dedicating time and resources to annual campaigns, working alongside the UNSW International Office.

BUILD CAPACITY TO SUPPORT HIGH IMPACT ASIA RELEVANT RESEARCH

We will invest in areas of research strength to produce Asian-focused research of rigour and impact, further enhancing our profile and strengthening our research partnerships in the region.
Bringing this strategy to life

The work we do now will shape the success of our Business School over the next five years. The successful implementation of our 2020 Strategy will require focused operational plans, the development of capabilities and engagement across the school, and funding support. We need commitment from our community – our leadership, alumni, Business Advisory Council and industry partners.

We look forward to working with our partners on Strategy 2020 – Building a Future-Focused Business School.