



THE UNIVERSITY OF  
**SYDNEY**  
—  
Business School



# The University of Sydney Business School Strategy 2023-27

Innovative. Responsible. Sustainable.



### Acknowledgement of Country

The University of Sydney's campuses and facilities sit on the ancestral lands of many of Australia's First Peoples, who have for thousands of generations exchanged knowledge for the benefit of all. These include the Gadigal, Gamaraygal, Dharug, Wangal, Tharawal, Deerabbin, Darkinyung, Guringgai, Gamilaraay, Barkindji, Bundjalung, Wiradjuri, Wiljali, Ngunawal, Gureng Gureng and Gagudju Peoples.

Respectfully acknowledging the ancient learning cultures and traditions of Aboriginal and Torres Strait Islander peoples, the University of Sydney declares its commitment to the continuation of this sharing through the agency of our work. There is no part of Australia where we work that has not been loved, nourished and cared for since the beginning of time.



*Spine 3 (radiance)* 2018, artwork by Dale Harding,  
located at Carslaw Building on Camperdown Campus



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Our story  
Innovative. Responsible. Sustainable.

On behalf of the University of Sydney Business School, I am proud to present the *Business School Strategy 2023-27*. In developing our strategy, we are motivated by the University’s *Sydney in 2032 Strategy; One Sydney, Many People* and Sustainability strategies.

We are integral to this esteemed institution, and we seek to contribute to and shape our collective future. We aim to create great strategic choices and excellent outcomes for our stakeholders. Looking to the horizon, we accept accountability to current and future generations and for the planet.

As a business school we have a profound responsibility to lead in a time of incredible disruption and uncertainty – even the disruptors are being disrupted. Technologies are radically changing work and industries, as well as the institutions we take for granted. Regulators face a herculean challenge to keep pace. The trajectories of change mean there are great opportunities but also risks of further entrenching inequalities. There is a critical need for the promotion of health and wellbeing, for adapting to a changing climate, for better leadership, governance and transparency.

It is against this backdrop that we have dived into our strategy making. It has been an amazing collective effort drawing on the expertise and experiences of our stakeholders – our academic and professional staff, students, alumni, industry, government, civil society and global partners. We engaged in an appreciative inquiry process, assessing our strengths, opportunities, aspirations and desired future outcomes. I am grateful to everyone for their contributions – this is truly *our* strategy. At the Business School we place innovation, responsible management, sustainability and inclusive prosperity at the core of what we do.

We are at an inflection point of polycrisis for business, society and our planet that demands us to be radical innovators, courageous collaborators, and responsible leaders. We have much to do, and we embrace the challenge fully and with clear purpose. As we implement this strategy, the Business School will become even greater: more diverse, learning from and partnering with Australia’s First Peoples for a better social and economic

future, and continuing to develop and support the next generation of responsible leaders. Our expertise is focused on tackling the greatest business challenges of our time. We are truly excited about the Business School’s remarkable future and our collective striving for transformative scholarly and societal impact.



Professor Leisa Sargent  
Dean, the University of Sydney  
Business School

How we developed our strategy

With a whole-of-School approach, our inclusive strategy development process was an important opportunity for us to consider, collectively, why our work matters, who our key stakeholders and partners are and what impact we want to have for mutual benefit.

This strategy is in the service of our students and staff, our graduate employers, our alumni, business, social enterprise, government, our burgeoning entrepreneurship ecosystem, our scholarly community, and society more broadly.

We began by facilitating several strategy workshops involving 195 academic and professional staff members from across the school. The workshops were designed by our Strategy Co-Design Team, an enthusiastic group of academic and professional Business School staff who brought diverse views and experiences to the process. We took an appreciative inquiry approach. Two additional workshops were held with colleagues from the Office of the Deputy Vice-Chancellor – Indigenous Strategy and Services and the Sustainability Office, also using appreciative inquiry.

Recurring themes from across these workshops included clear commitments to: positive societal impact; equity, diversity and inclusion; sustainability; lifelong learning; future-proofed workplace readiness skills for graduates; and a multidisciplinary approach in both teaching and research. It is exciting how closely these themes align with the University’s strategy.

From the workshops and feedback, colleagues also identified multiple opportunities to improve our operations, work processes and systems. Our commitment to addressing these issues and aligning with the University’s *Sydney in 2032* Strategy aspiration to be “a better place to work, and a place that works better” will be key to our success.

The Business School’s Strategy Co-Design Team considered themes from the workshops to provide feedback and make recommendations to a Business School Leadership Summit. The Summit was an opportunity for the Business School Leadership Team, comprising the Dean’s Executive Committee, heads of discipline and senior professional staff, to explore in more depth priorities and emergent themes from the workshops relating to our purpose, education, research, and achieving “a better place to work, and a place that works better”.

Following the summit, we created a draft ‘strategy on a page’ synthesising ideas, feedback and outputs from these strategy development activities. We also engaged with members of the University of Sydney leadership team, whose valuable feedback helped us to further align with the University’s *Sydney in 2032* Strategy; *One Sydney, Many People*; and Sustainability Strategy. We then sought additional feedback from all staff and held focus groups with our students, alumni and industry partners, to bring greater inspiration and clarity to our strategy.

These sessions for soliciting and actively listening to the views of our key stakeholders allowed us to better understand their expectations – and aspirations – for the school. They were critical to ensuring that we are bold and courageous in our strategy. We are proud to present this *Business School Strategy 2023-27*.

Our Strategy 2023-27

THE UNIVERSITY OF SYDNEY VISION

Building on the First Nations knowledge of these lands, we are Australia's first university, Sydney's university and a great global university.

THE UNIVERSITY OF SYDNEY BUSINESS SCHOOL PURPOSE

Through our global community we develop responsible leaders by creating and mobilising impactful management knowledge to build prosperous, sustainable organisations for a healthy, inclusive society.

THE UNIVERSITY OF SYDNEY 2032 STRATEGY ASPIRATIONS

Our student-focused education is transformational



Our research is excellent, tackles the greatest challenges and contributes to the common good



Our community thrives through diversity

A better place to work, and a place that works better



THE UNIVERSITY OF SYDNEY BUSINESS SCHOOL STRATEGIC PRIORITIES

We design and deliver holistic, transformational educational experiences of excellent quality to develop responsible leaders and support their lifelong learning.

We engage with industry, government, civil society and academia to produce excellent research with clear, significant local and global impact.

We are a diverse, courageous and thriving community whose management practices are excellent and sustainable.

CATALYSING PRINCIPLES

Nurture the power of our unique place.



Fulfil our social contract with First Nations peoples of Australia by learning from and partnering with them for a better social and economic future.



Foster an entrepreneurial mindset and drive innovation.



Build enduring partnerships with industry, government, our alumni, civil society and academia by delivering positive impact.





# Our purpose

Through our global community we develop responsible leaders by creating and mobilising impactful management knowledge to build prosperous, sustainable organisations for a healthy, inclusive society.

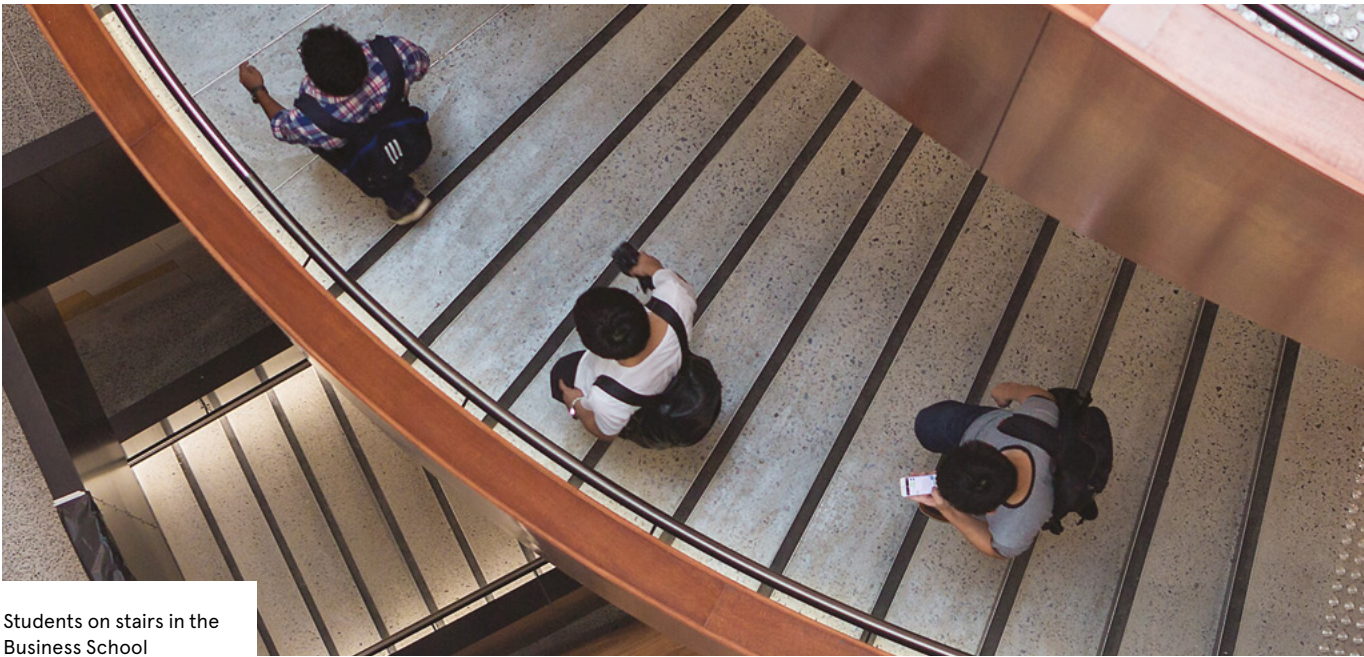
Our community is truly global, with 92,000+ alumni across the world, 11,000+ students from more than 65 countries, and an international workforce of 550+ talented and committed people. We enthusiastically unleash our diversity and expertise in all we do and care about.

The University of Sydney Business School will be known for preparing our students for future management needs, including emerging and critical technologies such as quantum and generative AI, and for better predicting and influencing how automation and energy transition will disrupt the ways we work and live. This is a resounding call for sustainability, diversity and inclusion, health, care and wellbeing.

The elimination and creation of new jobs and careers means we need to equip our graduates with capabilities for lifelong learning and employability. Our graduates will be great problem solvers because they are relentlessly curious and innovative, drawing on the collective expertise and influence of our community.

Crucial to achieving our purpose is meaningfully engaging with our ecosystem of alumni, industry, government, social enterprise and academia. These relationships empower us to meet the biggest business challenges and see them from multiple perspectives. Our partnerships strengthen our ability to positively influence our future of inclusive prosperity and contribute to safeguarding our planet. We recognise these aims require new and impactful management knowledge. Our research enables the design of evidence-based policies and advocates for positive societal impact. Ultimately our endeavours will contribute to the creation of valuable and sustainable products, services, organisations, markets and industries.

We are confident we can achieve our purpose because we have drawn on our collective strengths and imagined our remarkable future together.



Students on stairs in the Business School



Natasha Jha Bhaskar, MBA student and UN Women Australia MBA Scholarship recipient, Executive Director of Newland Global Group (NGG)





Sydney CBD as seen from Camperdown Campus

## Overview of our strategic priorities

Our three strategic priorities are foundational to achieving the aspirations of the University of Sydney – our University.

Our priorities draw on the breadth and strength of the Business School's expertise in finance, business analytics, business information systems, strategy, innovation and entrepreneurship, work and organisations, international business, transport and logistics, marketing, accounting, governance and regulation. We place multidisciplinary engagement practices and processes in the Business School and across the University at the core of what we do. We purposefully partner to create and deliver in-demand educational offerings that meet the needs of a rapidly changing world of work, to produce impactful research, and to translate our scholarship into innovative solutions that make a disproportionate, positive difference to our stakeholders and society.

Our three priorities are interdependent and mutually reinforcing. Most importantly, by fostering a trusting, accountable, high-performance culture, our people will be empowered to do great work.

1. We design and deliver holistic, transformational educational experiences of excellent quality to develop responsible leaders and support their lifelong learning.
2. We engage with industry, government, civil society and academia to produce excellent research with clear, significant local and global impact.
3. We are a diverse, courageous and thriving community whose management practices are excellent and sustainable.

### Our three horizons

How we partner, our strategic mindset and our temporal horizons are critical to achieving our purpose and priorities. Specifically, our horizons outlook provides us with a shorthand for prioritising our innovations. To do this, our three horizons include (1) elevating what we are doing now in our current programs, research and practices, (2) nurturing our emerging innovations, (3) while developing the next generation Business School. As Australia's first university, we recognise that our legacy also includes some systems that create cumbersome requirements and excessive red tape for our staff,

students and external partners. We are determined to simplify and streamline as we create the next generation of administrative practices and systems.

When needed, we will not be afraid to disrupt ourselves to create new educational, research or administrative models. We will be entrepreneurial and boldly practise what we teach.

### Our catalysing principles

Our four catalysing principles will accelerate the development of strategic possibilities, identify barriers, guide responsible decision making and create generative pathways for success.

Our principles anchor us in place and alongside our shared future with First Nations peoples, they energise and inspire us. They bring to the forefront the importance of trusted relational networks, especially with our alumni, industry, government and social enterprises. Together they create a multiplier effect, stimulating demand and accelerating positive outcomes. Our principles guide us to:

1. Nurture the power of our unique place.
2. Fulfil our social contract with First Nations peoples of Australia by learning from and partnering with them for a better social and economic future.
3. Foster an entrepreneurial mindset and drive innovation.
4. Build enduring partnerships with industry, government, our alumni, civil society and academia by delivering positive impact.

Our catalysing principles will animate our deliberations and decision making across all our strategic priorities. They energise us, activate important considerations and give guidance across all opportunities and choice points.



## Our catalysing principles

### 1. Nurture the power of our unique place

- The Business School is part of Australia’s first university – the University of Sydney. Built on the site of more than 60,000 years of First Nations knowledge creation, the University is a global hub for research and academic excellence in medicine, arts, social sciences, engineering, science, law and music as well as business. Opportunities for multidisciplinary collaboration abound.
- We are anchored in the multicultural and welcoming city of Sydney, the financial centre of Australia. We sit at a prosperous and progressive gateway with the broader Asia-Pacific region through investment, trade, logistics and immigration.
- Our strategy conversations surfaced a strong desire among stakeholders for “a Business School that lives up to the aspirations, excellence and diversity of the beautiful global city that gives us our name”.

### 2. Fulfil our social contract with First Nations peoples of Australia by learning from and partnering with them for a better social and economic future

- We identified opportunities for the Business School to lead University practice in embedding an Indigenised curriculum, develop as a hub for engaged research collaboration for impact with Aboriginal and Torres Strait Islander organisations, and build greater connections with First Nations communities.
- We strive to create a community for all to belong to, and recognise that this begins with honouring First Nations knowledge. Our community will engage with this knowledge in culturally responsive ways and take pride in making respectful, ethical and effective choices in intercultural settings.
- Actively bringing diverse perspectives to our discussions and learning from the tradition of caring for Country will empower and enrich our research and teaching to have greater impact for good.

### 3. Foster an entrepreneurial mindset and drive innovation

- Our strategy conversations revealed that an aspiration of our Business School community is to have a reputation for “globally recognised research that translates into societal outcomes that make the world a safer, more inclusive and innovative place”.

- We have recognised strengths in being entrepreneurial in teaching and a thriving track record in educational innovation, demonstrated through Connected Learning at Scale (CLaS) and the Innovation and Entrepreneurship major, the most multidisciplinary major in the history of the University. Our research enterprise is equally exciting, with digital humans in the Motus Lab, the Gender Equality in Working Life research initiative and MaaS (mobility as a service), in the Institute of Transport and Logistics Studies.
- Becoming “a better place to work, and a place that works better” will require innovation and lean, agile ways of working that leverage management knowledge resident in the Business School and underpinning our deep academic expertise in organisational and institutional change.
- We bring curiosity and academic expertise to create knowledge for solutions that benefit us all – acknowledging that we work on lands where First Nations peoples have innovated and shared knowledge for more than 60,000 years – and pursue opportunities to translate academic research into practice for real-world impact.
- Our reputation for innovative thought leadership begins with a culturally responsive workplace that empowers entrepreneurial risk-taking in our research and grows through broad stakeholder engagement.

### 4. Build enduring partnerships with industry, government, our alumni, civil society and academia by delivering positive impact

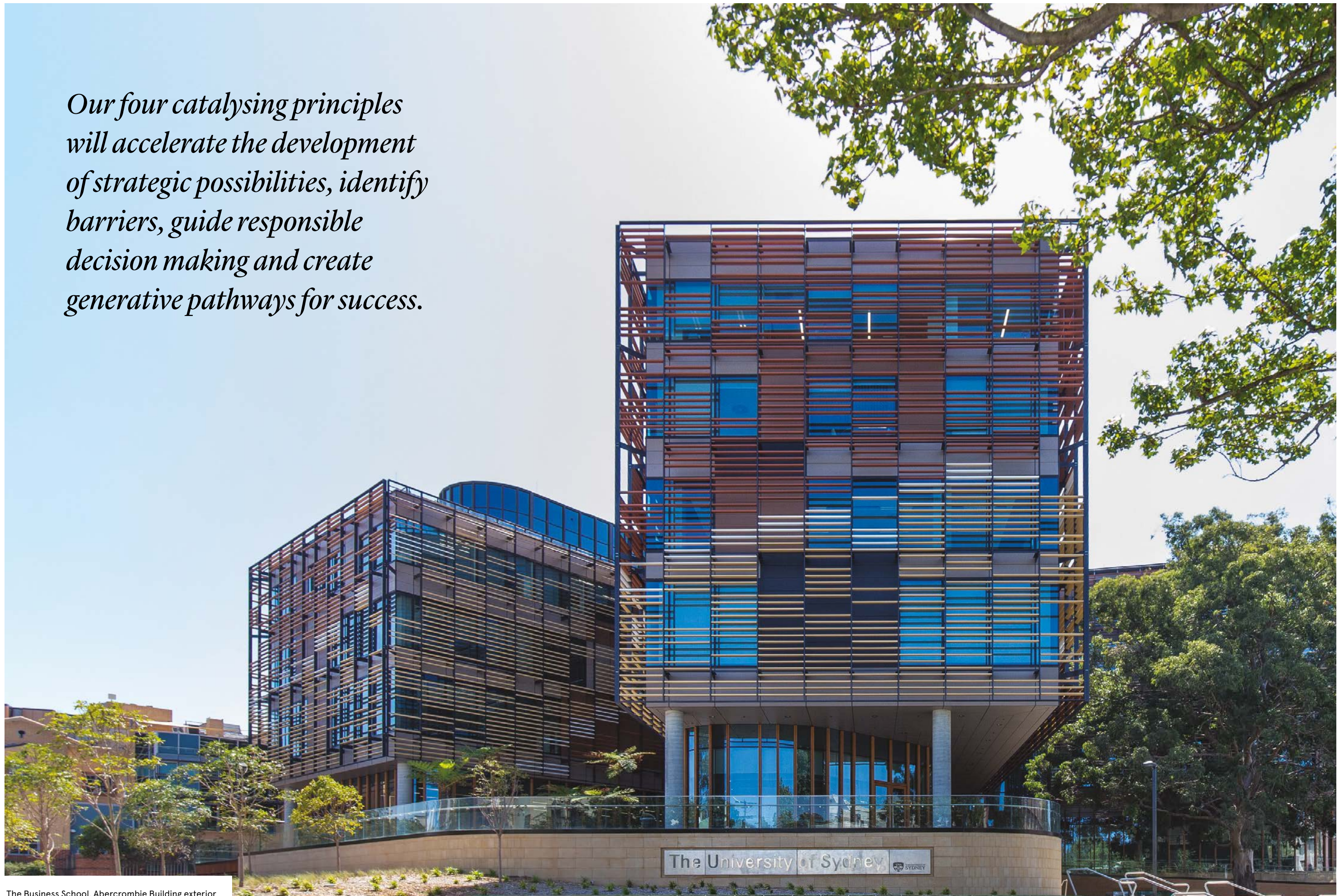
- Our strategy conversations surfaced an opportunity for the Business School to be the go-to “partner for good” with diverse local and international organisations, to drive positive transformation.
- We foster enduring mutually beneficial, scalable and trusted relationships with our people (staff, students and alumni) and partners to collaborate on finding solutions to the most pressing business problems and social challenges.
- Fundamental to our partnerships, philanthropy and investments is accountability with First Nations communities, a commitment to sustainability, and an acknowledged and accepted responsibility to create positive social value through impactful research and teaching.



The University of Sydney Camperdown Campus



*Our four catalysing principles  
will accelerate the development  
of strategic possibilities, identify  
barriers, guide responsible  
decision making and create  
generative pathways for success.*



The Business School, Abercrombie Building exterior





Studying at the Business School

## Our strategic priorities

### Education

**We design and deliver holistic, transformational educational experiences of excellent quality to develop responsible leaders and support their lifelong learning.**

We change lives, businesses and society through education. We design and deliver inclusive educational experiences to diverse learners across Australia and the world, working in close partnership with industry, government, alumni and other parts of the University of Sydney. We will embed the United Nations Principles for Responsible Management Education throughout our programs. Responsible management concepts and practices will be embedded in our curriculum and pedagogy, and we will create learning environments that allow current and future leaders to reflect on, challenge and progress the roles and accountabilities of organisations in creating inclusive prosperity in a world of thriving ecosystems.

Our commitment to learners, both embarking upon and throughout their career and life journeys, is to enable the development of skills, capabilities and mindsets that prepare our students for a world characterised by incredible challenge, disruption and uncertainty. Through this, we seek to catalyse equitable access to educational opportunities, inspire impactful contributions to responsible business and society, and develop leaders who work towards a fair and sustainable world.

#### Elevate now

**We will reimagine the undergraduate experience by designing an inclusive and competency-based curriculum**

**that integrates sustainable development perspectives, fosters equity, diversity and inclusion (EDI), and develops digital, data and cultural capabilities across programs, teaching and learning practices, and quality assurance processes.**

We will fundamentally redesign our flagship Bachelor of Commerce, building on its strengths while ensuring it is fit for the future. Our collective ambition will encompass a distinctive Business School experience, one that is future-focused, embraces genuine equity, diversity and inclusion, embeds principles of responsible management, and encourages bold, ethical innovation. Our students will have opportunities to engage with varying viewpoints, experience complex problem solving in real-life settings and develop cultural, digital, data, technical and climate change competencies. They will be equipped for global and diverse environments with the opportunity to cultivate mindsets for a fairer, more prosperous and sustainable world.

**We will accelerate executive education via partnerships.**

Our executive education will grow in targeted ways as we seek to address critical skills and learning needs for business in Australia and beyond. Leveraging our existing investments and partnerships in both customised executive education and Sydney Executive Plus, and in alignment with the University's strategic priorities,

we will expand our lifelong learning offerings. A clear focus will be on delivering cutting-edge programs that leverage our research strengths and expertise, targeting the developmental needs of our learners and the organisations that employ them.

Collaboration across the University and externally will be important to us. We will prioritise working with other faculties and schools, alumni, and the University's strategic partners. We will engage deeply with external organisations, industry and government to understand how we can best support their progress and success through capability development. Our aim is to create a Business School executive education that is relevant and impactful.

#### Nurture the emerging

**Our student community is diverse and inclusive, with all students having opportunities to belong and thrive through enriching experiences and targeted learning support.**

We will create a more inclusive and connected experience where students of all backgrounds and aspirations feel they are valued members of the Business School learning community. Our students will be supported to articulate their personal goals and career aspirations, navigate their chosen pathways, and experience a sense of belonging as they work to achieve their goals.

We will provide personalised support at scale, utilising technology and data to maximise the impact of our interventions, and to enhance student integration into the Business School and graduate integration as responsible leaders into the workforce. This will allow students to curate their experience journeys in ways that recognise their diverse needs, backgrounds, aspirations and preferences. Our aim is that every experience validates our promise – which is that every student can participate in and feel empowered by the opportunities we provide.

**We will continue to partner with other organisational units at the University of Sydney to develop and support emerging and future University leaders through the Leadership Academy.**

We will utilise our leadership experience and expertise to contribute to the University's Leadership Academy in line with the *Sydney in 2032* Strategy. We recognise that we have deep expertise in developing customised executive education programs on leadership and management in the 21st century. We will also have significant research-informed insights in areas vital to the *Sydney in 2032* Strategy: leadership, transformational change, stakeholder

partnerships and societal impact. Combining these strengths, we will aspire to make a vital contribution to the Leadership Academy and the University. We commit to working with internal and external partners in the delivery of experiences that will allow current, emerging and future University leaders to develop the mindsets, skills and capabilities needed to lead in the context of the *Sydney in 2032* Strategy. Through peer mentoring, coaching and ongoing development, we will also support this leadership community as it further builds a culture of high trust, accountability and performance.

#### Create the next generation

**We will transform our provision of lifelong learning via step changes in programs, places and platforms.**

Our postgraduate and executive education offerings will be redesigned to ensure that we provide future-focused learning opportunities to support graduates throughout their career and life journeys. This transformation will harness technological advances in education and micro-credentials, providing our learning community with the flexibility to learn anytime and anywhere. It will also allow learners to develop targeted skills and capabilities by enrolling in focused education offerings that can be accumulated over time and credited towards degree qualifications.

Achievement of our lifelong learning aspirations will see working professionals upskilling, reskilling and networking with each other through multiple modalities – online, hybrid and face-to-face – as they earn micro-credentials and postgraduate degree qualifications with us. Organisations and governments locally and globally will seek us out as their preferred talent partner due to our research and thought leadership, our excellent reputation in teaching and learning, and our demonstrated achievements in targeted and at-scale future-focused skills development. For business-to-business and business-to-government clients, we will seamlessly bring together our suite of digital, blended and face-to-face postgraduate programs, executive education and Sydney Executive Plus offerings into a powerful value proposition.

Our new offerings will also expand our educational presence across Sydney, including Western Sydney and Tech Central, as well as around the world.





The Motus Lab, Business School

## Our strategic priorities

### Research

**We engage with industry, government, civil society and academia to produce excellent research with clear, significant local and global impact.**

We are committed to producing rigorous, bold and influential streams of research that will provide evidence-based solutions to the world's greatest challenges. We encourage and support faculty members to pursue ambitious and courageous research goals contributing to a healthy, equitable and sustainable future and generating transformational impact through both traditional and commercial research outputs.

We actively seek opportunities for multidisciplinary collaboration and research synergies within the Business School, with other faculties at the University of Sydney, as well as with research institutions, policy hubs, and other stakeholders in Australia and globally. These connections will enable us to generate sustainable innovations while tackling complex challenges requiring a holistic, multidisciplinary perspective.

Creating a supportive research environment is a critical priority for us. We aim to strengthen and elevate our internal capabilities, ensuring that the research conducted at the Business School is exemplary in terms of rigour and impact. Our commitment to research excellence reaffirms and strengthens our reputation as global thought leaders.

#### Elevate now

**We shape our research enterprise around inclusive and purpose-aligned themes. We aim for impact.**

We will identify, build and provide support to multidisciplinary research hubs of excellence to achieve meaningful economic, social and environmental change. We actively support these hubs in achieving working synergies, building partnerships and defining research agendas with a clear purpose. Our goal is to amplify our work and showcase its impact. We strive to contribute to public debates and provide tangible policy and market solutions to challenges faced by policymakers, governments, industries and communities, both locally and globally.

**Our research funding and investment aspirations are bold.**

We are committed to developing more ambitious and high-quality funding applications across all categories to maximise the scholarly and societal impact of our research. To support our funding aspirations, we are actively working on creating a stronger ecosystem that facilitates and advances our endeavours. We encourage the diversification of research funding models, recognising the value of achieving greater impact through industry partnerships, research commercialisation and innovative policy development.

#### Nurture the emerging

**We create and support research synergies through investment.**

We will provide support to newly identified multidisciplinary research hubs through a diverse set of incentives and enablers of success. This bespoke support will include providing theme-based fellowships, facilitating strategic hiring, offering targeted PhD scholarships and fostering collaborations with industry. Our research services portfolio will be comprehensive, agile and uniquely positioned to support our aspirations.

**We are committed to making all organisations better places to work for everyone.**

As the first step in our bold commitment to positive impact, we will be proud to launch the Australian Centre for Gender, Equality and Inclusion @ Work. With a focus on gender and other markers of diversity, this new multidisciplinary translational research centre will significantly contribute to addressing the most pressing challenges related to building fair and thriving workplaces and driving innovation through inclusion. In addition to rigorous research, the centre will provide industry tools, consulting and advisory services, as well as education and training to a wide range of stakeholders in Australia and globally.

#### Create the next generation

**We are the leading force behind evidence-based sustainable transformation.**

As the world grapples with increasingly complex challenges and opportunities, the Business School will be at the forefront of evidence-based scholarship and

education. We will build a multidisciplinary Centre for Responsible Management and Leadership, emphasising integrative and inclusive themes. The multidisciplinary centre will leverage our existing expertise while expanding areas of impact to ensure progress towards the realisation of the Sustainable Development Goals (SDGs). We aspire for the new centre to become the global hub of expertise on a set of strengths-based SDG-related themes. It will embody scholarly excellence and leadership capacity, enabling it to contribute to responsible decision making conversations by offering tangible solutions locally and globally.

**We are the research partner of choice for industry, policy, and community leaders.**

Our research excellence and thought leadership will attract an increasing number of stakeholders to seek our expertise and collaboration. Our research will provide solutions that transform industries, improve policymaking and help communities to thrive. We will actively seek feedback from our stakeholders to ensure we provide advanced, actionable insights to emerging challenges and opportunities. We will carefully monitor the adoption of our evidence-based recommendations through rigorous impact evaluation measures. We will be committed to continuous improvement and strive for excellence in everything we do.



Pitch night for the Genesis program





Engage Asia Symposium, November 2022

## Our strategic priorities

### Business School Community and Practices

**We are a diverse, courageous and thriving community whose management practices are excellent and sustainable.**

We are a diverse community of staff and students who actively welcome a range of ideas, relentlessly experimenting with and implementing those that enhance our performance and reputation as a leading global business school. We enjoy high trust and accountability in a decentralised decision making environment that facilitates outstanding performance. Our deep commitment to diversity and inclusion is evident in our streamlined work and learning practices, admission, recruitment and selection processes. These are further supported by our high-quality work and learning environments, accessibility and spaces that enable participation and collaboration. Our commitment to sustainability is evident throughout our operations, including a strong focus on reducing our environmental footprint.

#### Elevate now

**We have bold targets and initiatives to support a thriving diverse student body and workforce.**

We will take decisive action regarding access and the participation of a diverse student body and workforce from across the globe. We will have pathways for under-represented local students to access our programs through outreach activities, scholarships and other forms of support and engagement. We will transform our

learning environments to promote belonging and inclusive teaching and learning practices. We will genuinely care about, and design and measure progress on, the intended outcomes of these initiatives.

We will assess and report data on workforce gender composition at all levels, make metrics public and devise a plan to achieve gender parity. We will ensure our policies support inclusion, equality of access and opportunity in recruitment, career development, and pay parity.

We will embed opportunities for Aboriginal and Torres Strait Islander employment, including *One Sydney, Many People* strategic projects and the principles in our New South Wales Indigenous Chamber of Commerce partnership.

**We enable a vibrant global alumni community through meaningful and valuable engagement.**

Alumni engagement is core to our strategy. We recognise that our alumni have great insights and knowledge, are seeking to reskill and upskill, and are looking to make a positive contribution through creating opportunities for others and giving back. We will work with our alumni to offer work-integrated learning opportunities for our student projects and experiential learning opportunities in capstone units. Our alumni participate in curriculum

transformation initiatives and provide advice and funding for engaged research projects to enhance their impact. We will recognise that our alumni are an essential part of our community and are our best advocates.

Our Business School alumni live and work across the globe. We will engage with them in meaningful and valuable ways that are mutually beneficial and enduring. We will actively collaborate to identify their needs and aspirations and how we might support each other through customised opportunities. We will create an alumni community characterised by valuable connections and the mutual sharing of relevant, cutting-edge multidisciplinary expertise between our faculty and a diverse set of global stakeholders. We will also find ways for alumni to collaborate in our education and engaged research enterprises to maximise our relevance and impact. By aligning our efforts with this commitment, we will create a transformative education, research and thought leadership community that is at the forefront of addressing global challenges, fostering inclusivity and contributing to sustainable development.

**Our workplace has a responsible environmental footprint.**

We will commit to zero plastic use and achieve carbon neutrality by embedding actions to significantly reduce emissions and offsetting emissions where necessary. This includes exclusive use of suppliers who are endorsed for their sustainability practices.

**We are eager to be a better place to work, and a place that works better.**

We will create frictionless working environments, with streamlined policies and processes automated with appropriate tools wherever possible. We will minimise administrative burdens and appropriately distribute decision making. We will take an agile approach to testing and implementing innovations that are relevant to our broad range of users, significantly enhancing effectiveness and productivity.

#### Nurture the emerging

**We align our governance, leadership and operations with our future-oriented education and research priorities while building organisational agility and resilience.**

We will embrace the fact that transformation is critical to achieving our priorities. We will ensure workforce wellbeing, agility and resilience. We will carefully select and focus on priorities that directly align with our strategy and have clear outcomes and timelines – we will have no

hesitation in discontinuing what is no longer useful. We will put in place governance principles that streamline decision making so that it is responsible, timely, efficient and effective.

**We enable a high-trust, high-accountability and high-performance culture through developing our people, strategic hiring, and leadership development of academic and professional staff.**

We will be committed to rigorously designed people practices that attract and retain outstanding academic and professional staff. We will adopt a digital capability framework that puts us at the forefront of the digital economy. We will understand that the Academic Excellence Framework is central to trust, accountability and high performance. We will have the foresight to bring together the expertise and resourcing required to be a globally leading business school that is delivering on its strategic priorities. This means we will actively manage pathways of talent with best-in-field recruiting, professional development and career and succession planning. We will identify and nurture our future leaders through purposeful development opportunities, mentoring and sponsorship. We will maintain budget flexibility so emerging opportunities of expertise can be pursued. We will enhance industry engagement for impact by appointing Professors of Practice for research and teaching purposes. We will recruit emerging research leaders to develop deeper scholarship in our chosen research themes.

#### Create the next generation

**We will transform our resourcing principles and resource flows to align with our purpose and aspirations and ensure responsible risk management.**

We will keep our strategic objectives front of mind when reviewing and redesigning our support and development offerings, focusing on those activities that are completely aligned and discarding those that are not. We will work in an increasingly multidisciplinary way, promoted by resourcing norms and a matrix model. We will be innovative in our efforts to attract outstanding staff and create an evergreen pool of potential candidates. We will ensure that we are financially responsible in our decision making and risk management, controlling our level of student growth and diversifying our revenue concentration risk, ensuring an excellent student experience and building on our research enterprise.



2027 and beyond  
*As we look to the horizon, our choices,  
expertise, courage and innovation will be  
transformative, and have a remarkable  
societal impact.*



The University of Sydney Quadrangle view  
looking east towards the Sydney CBD



Front and back cover: A collection of images showcasing the University of Sydney Business School's facilities, programs and community.

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PART OF THE  
Sydney in  
**2032**  
*Strategy*



Produced by Marketing and Communications, the University of Sydney, August 2023.  
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23/9342 CRICOS 00026A TEQSA PRV12057