



AUSTRALIAN
SCHOOL OF BUSINESS™
THE UNIVERSITY OF NEW SOUTH WALES

AUSTRALIAN SCHOOL OF BUSINESS
Strategic Intent

ASB
2015

INTRODUCTION

***ASB 2015* is the over-arching five-year strategy for the Australian School of Business (ASB) at The University of New South Wales (UNSW). This strategy complements and aligns with UNSW's Blueprint to Beyond (B2B).**

Our new strategic intent has been created at a time that is pivotal both in the history of ASB and for business schools globally. ASB was formed in 2007 by the integration of two leading entities: the Australian Graduate School of Management (AGSM) and the UNSW Faculty of Commerce and Economics. Two years post integration; it is now timely for the School to set its direction for the future. During the course of the development of *ASB 2015*, the role of business schools has come under scrutiny internationally as the impact of the Global Financial Crisis has unfolded.

This confluence of events presented ASB — a school already well positioned for the shift of the global economic order towards Asia — with an opportunity for review and to set clear directions for the next five years and beyond.



WHO ARE WE?

ASB is Australia's top business school with many outstanding credentials to support our reputation. We are distinguished by the high calibre of our academics, students and alumni. The School leads the way in research performance and in the rankings of its education programs. A key element is the nexus between our internationally-recognised research and education — this significantly influences the School's ability to attract internationally-renowned academics, deliver world-class education to Australian and international students, and contribute to business thought leadership.

ASB education programs encompass all stages of tertiary learning, from undergraduate programs through to executive education. The programs empower students to achieve their highest potential and, consequently, deliver high student satisfaction, and strong business engagement.

ASB is also strengthened by a large, distinguished alumni cohort, top tier academic networks, powerful business and government relationships, and its location in the Asia-Pacific financial hub of Sydney.

The School contributes to and benefits from the strength and reputation of its parent, The University of New South Wales.



OUR MISSION

ASB's mission is to create and disseminate business knowledge for the benefit of students, organisations and society. ASB develops leaders for business, academia, government and the not-for-profit sector with the capability to succeed globally.

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We encompass both research and education missions. The research mission relates both to the creation of new knowledge through research, and the communication of this knowledge through academic publications, thought leadership and education programs. The education mission includes the development of business capability in individuals and organisations through our programs.

We subscribe strongly to the nexus between research and teaching, by which our education programs are maintained at the leading edge of current business thinking. We strive for both high academic rigour and strong relevance across our portfolio of research and education.

Our expertise is invested in the next generation of scholars, business and community leaders through education. The privileged role of educating the highest potential business students is accompanied by the obligation to prepare them as socially-responsible global citizens, who are conscious of the social impacts of their decisions.

Intrinsic to our educational mission is fostering an aspiration for lifelong learning.

OUR VISION

ASB's vision is to be recognised globally as a leading research-intensive business school renowned for its students and staff, teaching quality, relevance and innovation.

OUR VALUES

In pursuing our vision, we value:

- 1 Passion for research and teaching
- 2 Independence of thought
- 3 Innovation and continuous improvement
- 4 Leadership and excellence
- 5 Accountability, integrity and transparency
- 6 Teamwork
- 7 Social responsibility
- 8 Engagement

ACHIEVING OUR ASPIRATION

ASB 2015 is underpinned by four areas of focus:

Building high-impact research

Delivering a student-centred experience

Engaging and developing selective tier-1 alliances

Fostering an innovative and collegial culture

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RESEARCH: BUILDING HIGH-IMPACT RESEARCH

ASB fosters research which is highly regarded in academic circles for its rigour and is valued by the broader community for its relevance. Our research strategy is built on world-class academics, nationally competitive research funding and high-calibre research students.

ASB will continually improve its research performance, enhancing academic standing by building on its record for publications in leading academic journals, competitive grant performance and business linkages. Its higher degree research program will continue to attract top research students from Australia and overseas.

We are also committed to undertaking research that is relevant to Australia and the rest of the world, and recognise the importance of collaboration with business and government in producing research results with real-world impact. In this way we seek to inform government policy and provide business with new perspectives and directions. Research not only ensures relevance to business but also provides an essential basis for the content of ASB's education programs.

We encourage multi-disciplinary research by establishing and funding research centres, providing conduits between academics, business and government with a review process to ensure a balance between pure and applied research.

We will translate and disseminate our research so that it is relevant beyond academic audiences, influencing business practice and performance, as well as government policy.

A key thought leadership initiative, Knowledge@Australian School of Business, a web-based research and business analysis journal, will be launched in 2010 in partnership with the Wharton School. This new initiative will generate global visibility for ASB academics and research.

EDUCATION: DELIVERING A STUDENT-CENTRED EXPERIENCE

Internationally recognised for the high calibre of its education programs, ASB consistently ranks at the top of Australian Government assessments of learning and teaching performance.

ASB delivers programs for all career stages encompassing undergraduate and postgraduate coursework, MBA, research training, executive education and lifelong learning opportunities.

All ASB programs will develop the attributes of our students to quickly adapt to a rapidly changing global marketplace so that their decisions promote the long-term sustainability of their organisations.

To achieve business outcomes, AGSM MBA and AGSM Executive Education will continue to provide ongoing leadership development to individuals and organisations.

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Our priorities for enhancing the student learning experience include increasing experiential learning, international exposure, social responsibility and flexibility:

EXPERIENTIAL LEARNING

- › More case studies and simulations with relevance for corporate, government and not-for-profit organisations.
- › Expanded opportunities for business internships with partner organisations to increase 'work readiness'.
- › Increased participation of adjunct professional experts supporting our core academic staff, increasing the relevance of coursework and leading work-integrated learning projects.

INTERNATIONAL EXPOSURE

- › Increased international perspectives in the curriculum.
- › Increased opportunities for cultural immersion through a wide range of global student mobility options.
- › Increased focus on building intercultural competencies of **ASB** graduates to become highly effective global citizens.

SOCIAL RESPONSIBILITY

- › Increased integration of values-based learning, ethics, sustainability and social impact into the curriculum.

FLEXIBILITY

- › Establish technology-enabled online learning and student engagement (for example webcasts, interactive debate and simulations via Web 2.0).
- › More flexible delivery with blended learning approaches that bring together traditional education models with e-learning, interactive and virtual options, group and individual study, coaching and mentoring.
- › New course combinations including cross-disciplinary studies.
- › Introduction of a broad suite of Summer Term programs and opportunities for intensive block formats.

ENGAGEMENT: ENGAGING AND DEVELOPING SELECTIVE TIER-1 ALLIANCES

While ASB differentiates itself based on the quality of its students and academics, it also differentiates itself on the basis of its partners. The School will pursue broader external engagement to fulfil its vision for increased relevance in research and program content, and to leverage its internal capability.

Key to this is taking a proactive approach by growing deep, mutually beneficial relationships with a wide range of tier-1 partners locally and internationally in business, government, and business education, who share our values of excellence.

Asia presents ASB with exciting opportunities for growth. We are building a network of leading institutions with which we share strong common values in business education and research leadership. Significant research opportunities are being generated through long-term multi-level partnerships with leading Asian universities.

ASB international engagement will focus on the Asia-Pacific region with China, Hong Kong, Indonesia, Thailand and India as priority countries. ASB's strategy is to establish further deep reciprocal relationships with tier-1 universities in each target Asian country to increase and enhance its student quality, academic exchange, research capabilities and program content.

Within Australia, ASB draws on the strength of its business and government partner organisations by leveraging alumni and business relationships. Business engagement is mutually beneficial and includes participation of business leaders on the School's Advisory Council and research centre boards, joint research projects, business internships for students, and business support for scholarships and prizes.

Through AGSM Executive Programs, the School takes the role of trusted advisor to key clients, providing ongoing leadership development for executives and managers to support their business outcomes.

Our community extends to over 60,000 ASB alumni around the world. The School interacts with alumni as volunteer leaders, international advocates, employers, investors and donors. ASB seeks to build lifelong, mutually beneficial relationships with its alumni, offering greater opportunities to stay connected by program, location, business sector or special interest.

CULTURE: FOSTERING AN INNOVATIVE AND COLLEGIAL CULTURE

Our strength resides in our people and their commitment to excellence. **ASB** will foster a highly engaged culture based on open communication, mutual respect, teamwork and innovation.

Innovation will underpin our processes — across program content and delivery, research initiatives and the way we engage with our partners. **ASB** will support and embed innovation through formal processes.

ASB will build leadership capability through the establishment of a defined set of leadership principles, feedback mechanisms, coaching and development programs for current and future managers.

ASB will align its organisational structures and resources with its strategic priorities. The development of the *ASB 2015* strategic intent has drawn greatly on the input from our internal and external stakeholders. In the same spirit, we will maintain regular communication with these groups regarding the implementation and outcome of *ASB 2015* in pursuit of our mission and values.

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