



UNE's 2026-2035 Strategic Plan

30 January, 2026

Dear Colleagues,

I am proud to present to you UNE's Strategic Plan 2026-2035.

At the end of 2024 UNE's Council and Executive committed to developing a new Strategic Plan to ensure that our institution would rise to the challenges of modern higher education. Since that time, UNE staff and community have played a critical role in shaping this Plan through an extensive consultation process.

I thank all staff for their contribution in shaping the strategic direction of our institution.

The Strategic Plan 2026-2035 reflects a view shared across stakeholders that Australia's first regional university should recalibrate its role in the regions; deepen commitment to Aboriginal and Torres Strait Islander communities, build capacity to invest in its own future, and better support you, our staff, to excel and enjoy your work in the creation and sharing of knowledge.

The final [Strategic Plan](#) and [Delivery document](#) are available for download, and on the UNE [website](#).

You can also explore the Plan using a dedicated [Madgwick assistant](#) to access a personalised experience on how the Plan is relevant to you and your role (see more information in the break out box below).

Next steps

The focus in 2026 is implementing the new Plan.

To do this, we intend to continue as we began: with your ongoing involvement. Our aim is to ensure that the implementation of the Strategy is undertaken in a way that builds on our emerging sense of optimism and growing momentum of positive change.

The companion document, "Delivering our Strategic Plan", includes our objectives – both longer term and more immediate. The delivery document also deals with resourcing of the Plan.

- We are focussed on the wellness of our people in commencing work under the new Plan. The Objectives for the 2026 Business Plan, which will be finalised in February, have been carefully formulated to provide continuity with our existing priorities and consistency with the Principles and Objectives in the Strategy. Specifics on transition to a new Operating Model are clearly identified.
- A provision has been approved in the 2026 Budget, for implementation that is clearly separated from our other activities that have been the focus of the Financial Rectification Plan.
- I look forward to announcing the successful applicant for the temporary leadership role 'Assistant Vice-Chancellor – Transition', who will play a critical role in the design, delivery and implementation of a new Operating Model.

Regards,

Professor Chris Moran
Vice-Chancellor & CEO
UNE