



Institutional Context

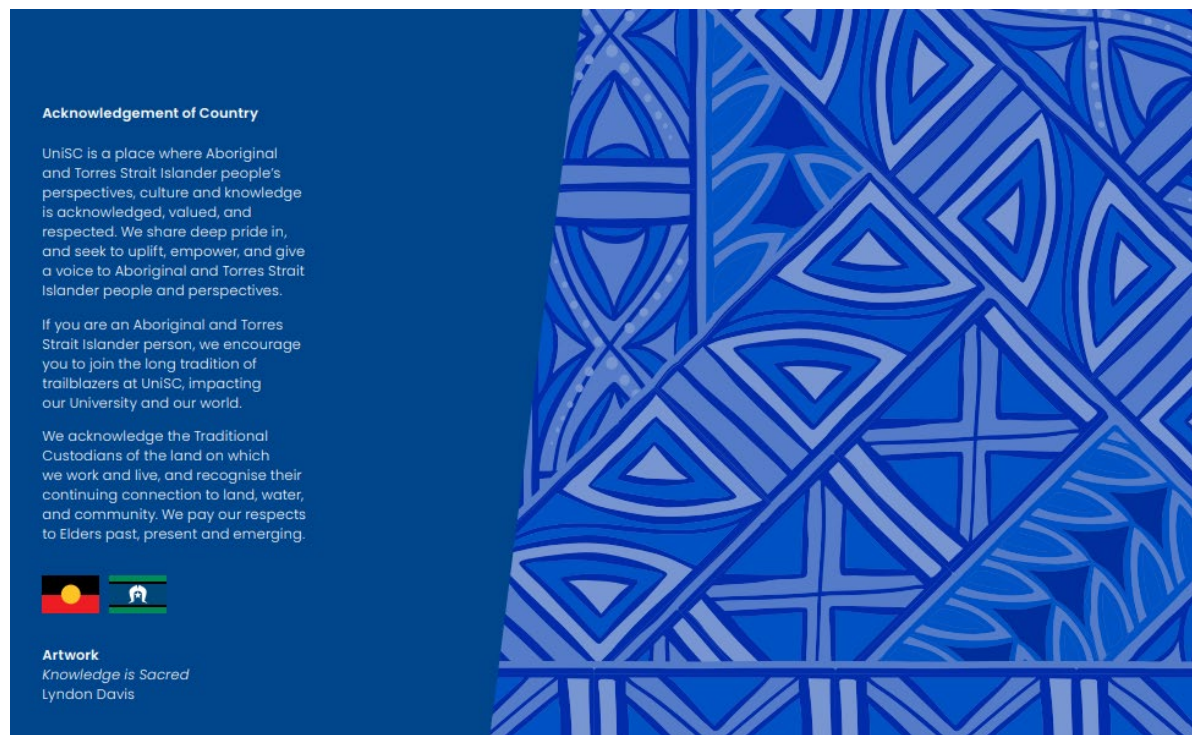
presented as part of SAGE Cygnet Award application

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Acknowledgement of Country

The University of the Sunshine Coast acknowledges the Traditional Custodians of the land on which we live, work and study. We pay our respects to local Indigenous Elders past, present and emerging and recognise the strength, resilience and capacity of all Aboriginal and Torres Strait Islander people.



Acknowledgement of Country

UniSC is a place where Aboriginal and Torres Strait Islander people's perspectives, culture and knowledge is acknowledged, valued, and respected. We share deep pride in, and seek to uplift, empower, and give a voice to Aboriginal and Torres Strait Islander people and perspectives.

If you are an Aboriginal and Torres Strait Islander person, we encourage you to join the long tradition of trailblazers at UniSC, impacting our University and our world.

We acknowledge the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water, and community. We pay our respects to Elders past, present and emerging.



Artwork
Knowledge is Sacred
Lyndon Davis

1. Introduction

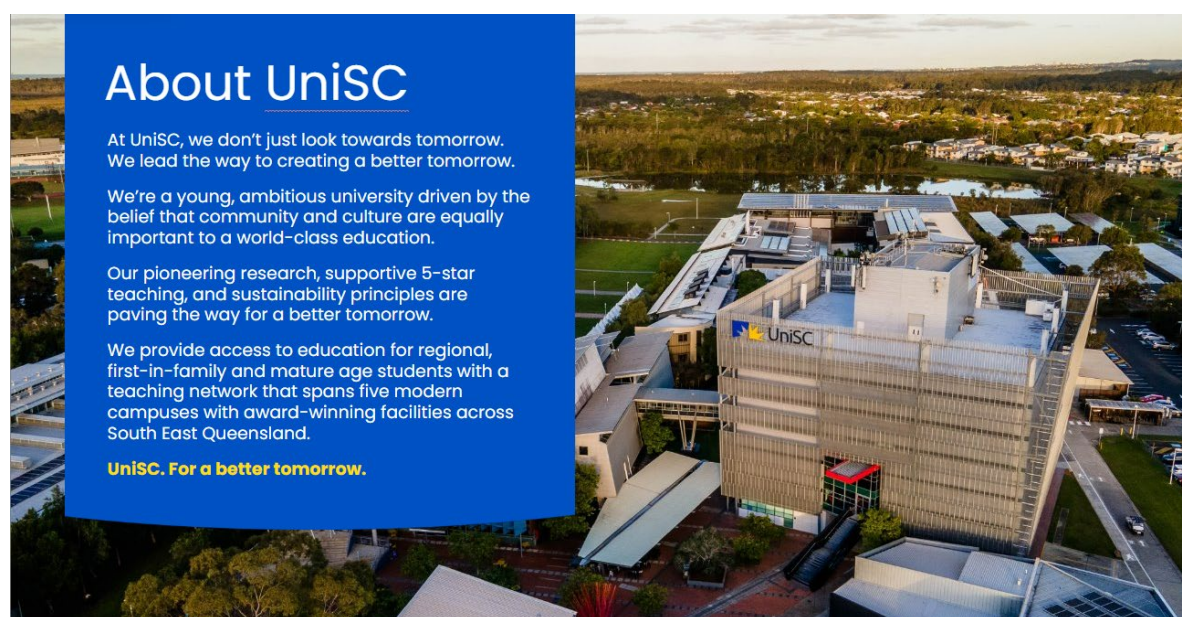
The University of the Sunshine Coast (UniSC) is a young, dynamic public university committed to providing a high quality education experience, underpinned by academic excellence, practical learning and a strong sense of community.

Since opening its first campus in 1996, UniSC has grown into a vibrant multi-campus university serving communities across South East Queensland, with flexible online offerings and a diverse range of more than 140 programs.

UniSC is recognised for its supportive learning environment, five-star teaching and inclusive approach to education. Its world-class research addresses some of the most pressing global challenges – improving medical and mental health outcomes, advancing sustainability and contributing to community wellbeing.

Graduates of UniSC are highly regarded and often choose to live and work in the regions where they studied, contributing to local industries and communities.

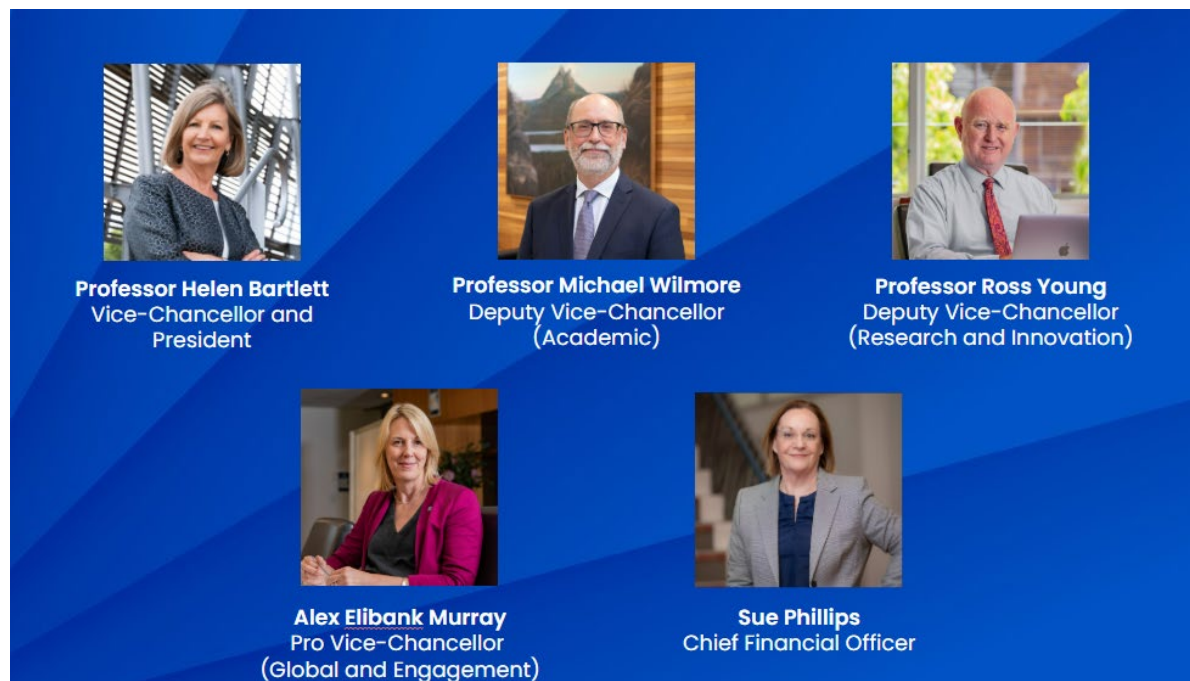
As the only university in the world operating within three UNESCO Biosphere Reserves and a UNESCO World Heritage Site, UniSC is uniquely positioned to lead education and research that promotes sustainability.



2. Governance

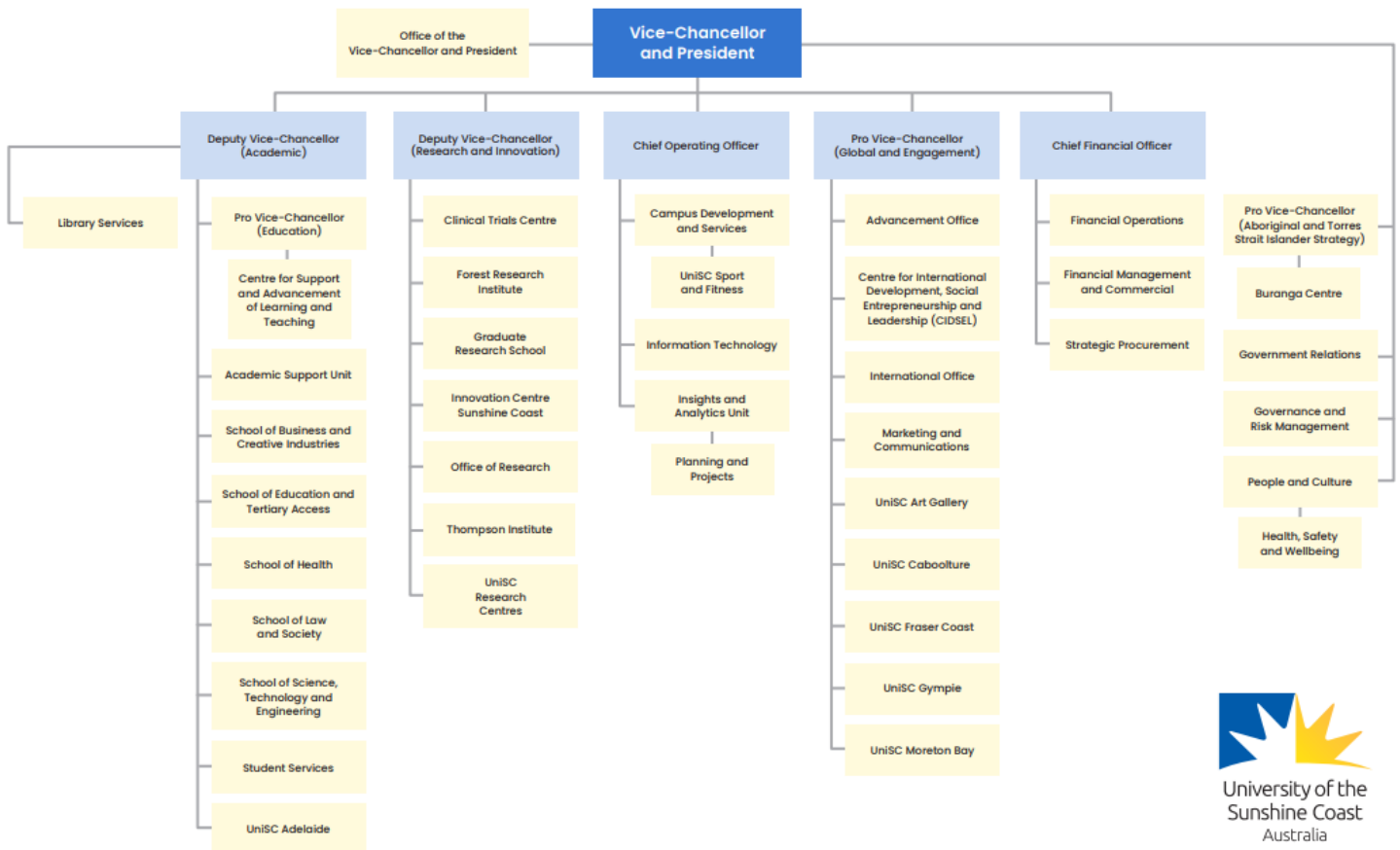
UniSC operates under the University of the Sunshine Coast Act 1998. The University Council, as the governing body, is responsible for the overall direction and stewardship of the University, supported by an Academic Board and executive leadership team. Key portfolios include the Vice-Chancellor and President, Deputy Vice-Chancellors (Research and Innovation, DVC Academic), and Pro Vice-Chancellors including the Pro Vice-Chancellor Global & Engagement, Pro Vice-Chancellor Education and PVC (Aboriginal and Torres Strait Islander Strategy), whose role ensures meaningful governance of Indigenous strategies across the University.

EXECUTIVE COMMITTEE

A graphic with a blue background featuring five portraits of the Executive Committee members. Each portrait is accompanied by the member's name and title in white text.

 Professor Helen Bartlett Vice-Chancellor and President	 Professor Michael Wilmore Deputy Vice-Chancellor (Academic)	 Professor Ross Young Deputy Vice-Chancellor (Research and Innovation)
 Alex Elibank Murray Pro Vice-Chancellor (Global and Engagement)	 Sue Phillips Chief Financial Officer	

ORGANISATIONAL STRUCTURE



3. Size and Structure

3.1 CAMPUSES

UniSC has five campuses across Southeast Queensland, Sunshine Coast, Moreton Bay, Fraser Coast, Caboolture, and Gympie. Each campus is designed to meet the educational and research needs of its surrounding communities. These locations provide essential infrastructure to support regions that have been historically underrepresented in higher education.



In 2024, UniSC expanded nationally, opening a new campus in Adelaide, South Australia, in partnership with the Education Centre of Australia. The Adelaide campus offers a city-based experience for international students and is expected to welcome domestic students in coming years. This national presence reflects UniSC's growing appeal and its commitment to serving diverse learners in different geographic contexts.



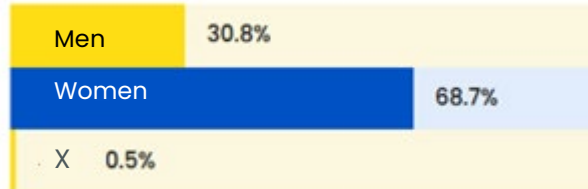
UniSC is embedded in its regions while actively expanding its national and international presence. The university's growth is underpinned by student-centred teaching, industry collaboration, research excellence, and a commitment to meaningful social impact.

3.2 STUDENT PROFILE

UniSC has vastly removed barriers to education, especially for first-in-family and mature age students who no longer have to leave home to achieve their education and career goals.

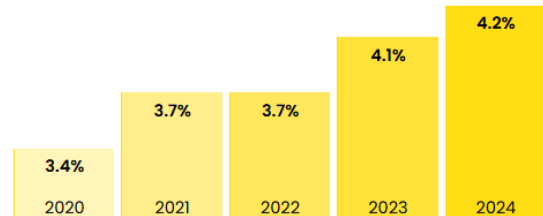
As of 2024, UniSC supports a student body of more than 18,000, representing 68 countries. Women comprise 68.7% of students, men 30.8%, and 0.5% identify as non-binary or gender diverse. The university has seen a steady increase in the enrolment of Aboriginal and Torres Strait Islander students (up 6% since 2023), students with disability (up 17%), and those from low socio-economic backgrounds and regional areas.

 Total students **18,911**



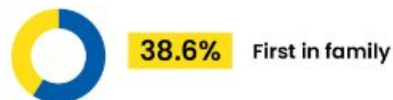
 Indigenous students

Highest % in 5 years

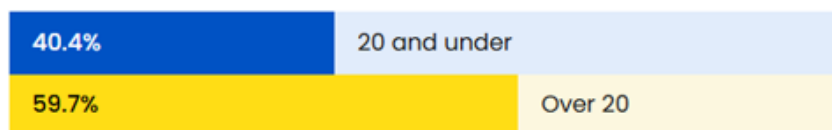


X = gender diverse, non-binary, unspecified, intersex,

 FIRST IN FAMILY UNDERGRADUATE STUDENTS



 Student age groups



 Student average age

26



STUDENTS BY LOCATION

464 Fraser Coast campus

170 Gympie campus

10,667 Sunshine Coast campus

616 Caboolture campus

5,352 Moreton Bay campus

34.9% of students are studying at more than one campus location

ONLINE STUDY

While online students* represent only **14.8%** of the UniSC student population, **44.3%** of our students are choosing to study at least one subject online each year.

 **2,803** students studying online only

44.3% students undertake at least one course online

*Denotes a student who studies 100% of their program online and does not enrol in on-campus classes.

3.3 STAFF PROFILE

UniSC is committed to cultivating a diverse and inclusive workforce. Through the Enterprise Agreement, the University has set a target of 3.6% Aboriginal and Torres Strait Islander staff participation. Recruitment and leadership strategies are grounded in inclusive practice, workforce diversity, and cultural safety.

As of 31 March 2024, UniSC's Full-Time Equivalent (FTE) staff profile:

Staff by gender	Women	%W	Men	% M	Total
Professional	519	71%	229	29%	748
Teaching & Research	244	62%	154	38%	397
Research only	29	47%	35	53%	64
Teaching only	6	64%	4	36%	10
Total	798	67%	421	33%	1219

Academic Staff by level, and gender

	Women	%W	Men	% M	Total
LA	56	83%	12	18%	68
LB	119	71%	51	29%	170
LC	62	50%	65	50%	127
LD	26	42%	36	58%	62
LE+	16	35%	29	65%	45
Total	279	60%	19x2	40%	471

4. Research

UniSC research explores the timeliest topics of our era, addressing global challenges and changing lives to create healthy people and a healthy planet.

- Health, medicine and wellbeing
- Agriculture, aquaculture and forestry
- Ecology and environment
- Human behaviour, work and society



UniSC has a strong commitment to achieving sustainability in terms of teaching, research and how we operate, UniSC is the top ranked Queensland university in the 2024 THE Impact Rankings. UniSC ranked 77th out of 1,963 institutions worldwide and in the top 3.9 percent globally.

THE Impact Rankings



Top 4% globally for 'Impact'

THE Impact Rankings 2024



**1st in Queensland for 'Climate
Action'**

THE Impact Rankings 2024



**1st in Queensland for 'Zero
Hunger'**

THE Impact Rankings 2024



**16th globally for 'Life Below
Water'**

THE Impact Rankings 2024

With 26 research fields ranked at world standard or above (Excellence in Research for Australia), and 13 research fields well above world standard, characterised by evidence of outstanding performance. These fields include: Environmental Sciences, Ecological Applications, Environmental Science and Management, Ecology, Zoology, Agricultural and Veterinary Sciences, Fisheries Sciences, Forestry Sciences, Horticultural Production, Veterinary Sciences, Technology, Neurosciences, and Nursing.

UniSC researchers have been awarded over \$18.4 million of Category 1 funding during 2024, many of these grants focused on environmental health and climate change resilience in the Pacific.

5. Teaching

Among public universities, UniSC is number one in Queensland* for undergraduate overall educational experience, and number two in Australia* for postgraduate teaching quality. And we have a five-star rating for teaching. UniSC's commitment to student satisfaction is reflected in the inaugural AFR Best Universities Ranking, where UniSC was listed as the highest ranked public university in Queensland for teaching, and number two in Australia.

UniSC is rated 5 stars at undergraduate level in the following:

Good University Guide Ratings



UniSC is rated 5 stars at undergraduate level in the following:

- Overall Experience (undergraduate and postgraduate)
- Teaching Quality (undergraduate and postgraduate)
- Learning Resources
- Skills Development
- Student Support
- Social Equity

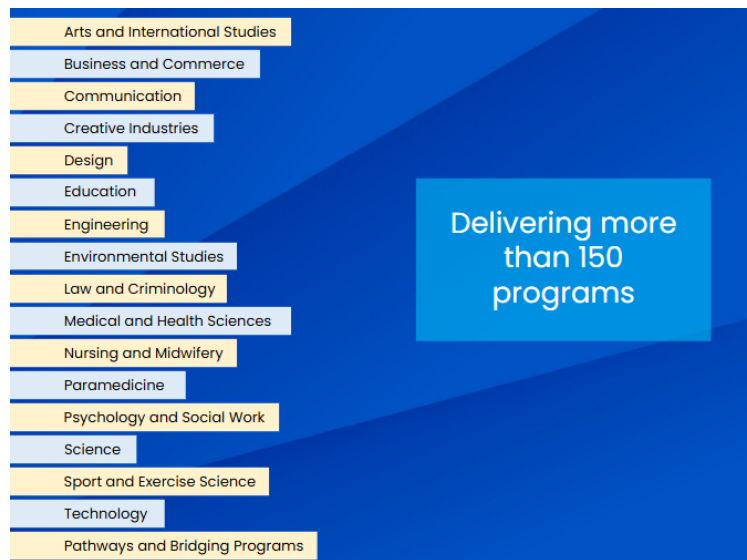
The information in this publication is sourced from 2024 full year student and staff data, and 2023 Graduate Outcomes Surveys. 2023 Research income is sourced from the Australian Government Department of Education.

5.1 UNISC SCHOOLS

- School of Health
- School of Education and Tertiary Access
- School of Business and Creative Industries
- School of Law and Society
- School of Science, Technology and Engineering

Students by school

School of Health	8,090
School of Education and Tertiary Access	2,980
School of Business and Creative Industries	2,446
School of Law and Society	2,123
School of Science, Technology and Engineering	2,325
Non School	947



5.2 UNISC INSTITUTES AND CENTRES

- Thompson Institute
- Forest Research Institute
- Clinical Trials
- Centre for Human Factors and Sociotechnical Systems
- Centre for Bioinnovation
- Australian Centre for Pacific Islands Research
- Indigenous and Transcultural Research Centre

6. Strategic Vision and Planning

UniSC's *Strategic Plan 2025–2028: For a Better Tomorrow* sets out a bold, future-focused framework that guides the University's ongoing evolution as both a trusted regional anchor and an innovative global contributor in education and research. The Plan is structured around four pillars:

1. Transformative student experience
2. People first
3. Local and global impact
4. Sustainable and resilient

These pillars are enabled by UniSC's greatest strengths: our people, our physical, digital and data assets, our operating model, and our strategic partnerships.

UniSC's vision *to create a better tomorrow* is realised through its commitment to impact-oriented education, inclusive learning environments, and applied research aligned to local and global priorities.

6.1 UNISC VALUES

Integrity

Integrity means we uphold our commitments, lead by example, take responsibility, and make decisions transparently. We believe in doing what we say, demonstrating respectful, fair, and ethical behaviour, and clearly explaining our choices. We walk the talk and can be relied upon.

- We do what we say we are going to do, taking responsibility for our actions
- We lead by example, demonstrating respectful, fair and ethical behaviour
- We are transparent, explaining the rationale behind decision

Community

Community is at the heart of everything we do. We make a positive difference by working collaboratively, building partnerships, empowering, and supporting others, and fostering an inclusive and equitable environment that embraces difference.

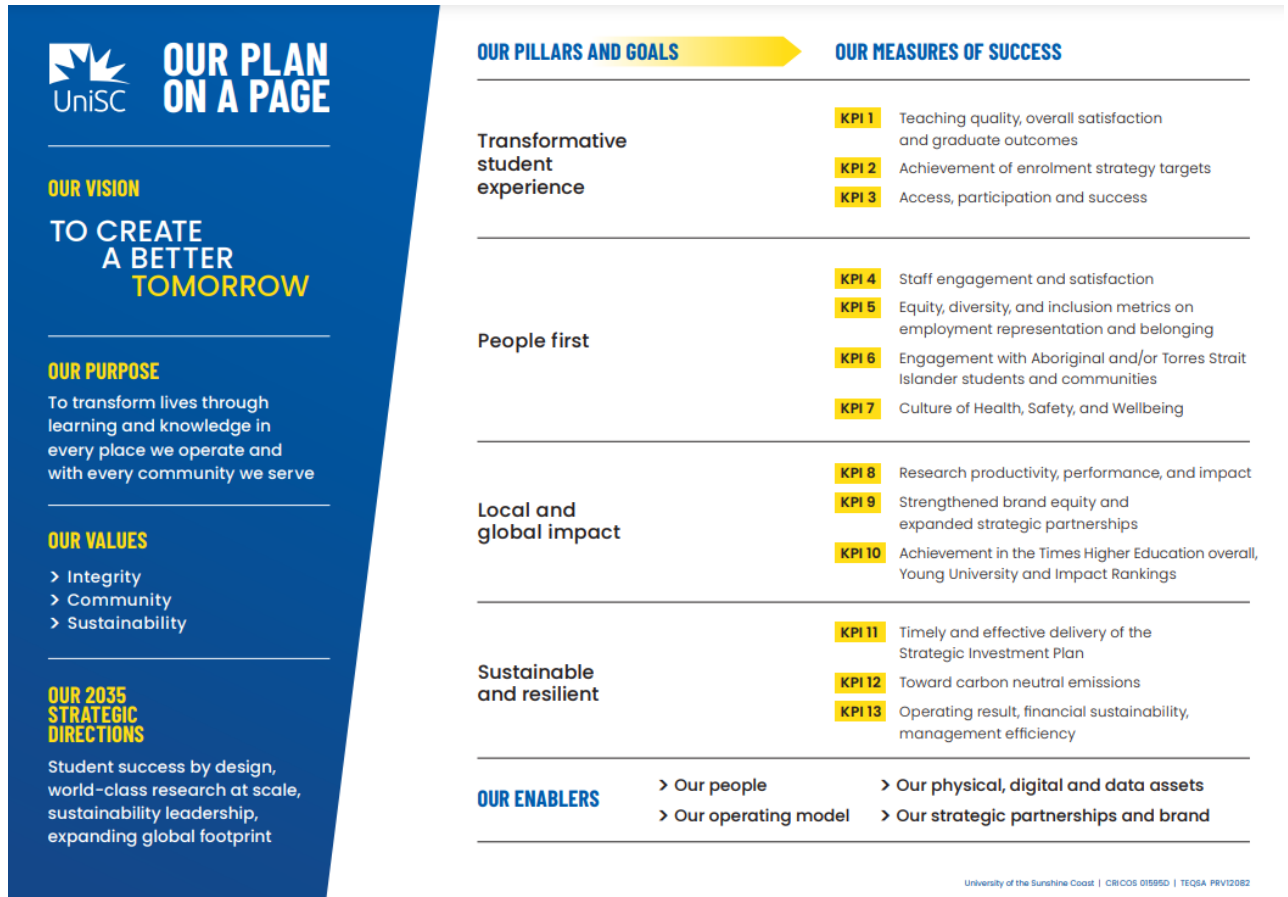
- We make a positive difference in our communities
- We empower and support others to achieve their potential
- We foster an inclusive and equitable environment that embraces difference

Sustainability

Sustainability drives us to continually enhance our practices, prioritise actions for the benefit of both present and future generations, and promote their safety and wellbeing.

- We continually seek ways to enhance our practices
- We prioritise actions that benefit both present and future generations
- We promote the safety and wellbeing of everyone

6.2 VISUAL SUMMARY OF THE STRATEGIC PLAN



7. Equity Diversity and Inclusion

UniSC has embedded a whole of university approach to diversity and inclusion, guided by its inaugural Diversity and Inclusion Plan (2021–2024) and aligned with enabling strategies such as the Athena Swan Action Plan, the Disability Access and Inclusion Plan, and the Indigenous Employment and Career Development Strategy.

UniSC's equity, diversity, and inclusion (EDI) activities are shaped by six priority focus areas: Aboriginal and Torres Strait Islander peoples; cultural and linguistic diversity; disability; gender equity; LGBTIQ+ inclusion; and life stages. While targeted, this approach acknowledges that individuals hold multifaceted identities and that meaningful inclusion requires addressing intersecting forms of disadvantage and privilege.

7.1 SIX KEY DIVERSITY FOCUS AREAS

 Life stages At UniSC we value the multifaceted identities in our UniSC community. This includes our professional and educational identity with characteristics such as learning and working styles at all life stages.	 Aboriginal and Torres Strait Islander engagement At UniSC, we work with Aboriginal and Torres Strait Islander communities to increase Indigenous participation and progression rates in higher education.	 Cultural and linguistic diversity We value the cultural and linguistic diversity of our community and have a range of initiatives to create a diverse and inclusive culture.
 Disability and inclusion We are proud to promote resources and strategies available to students who experience disability or health issues to ensure equity and access to education and employment.	 LGBTIQ+ and community UniSC is focused on the inclusion of sexually and gender diverse identities, including but not limited to lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+)	 Gender equity UniSC is committed to creating a equitable, fair and inclusive environment for all genders, ensuring everyone has the best opportunity to achieve their education and career goals.

Institutional capability has been further strengthened through the appointment of a Diversity and Inclusion Manager within People and Culture in July 2023, driving inclusive practice across policies, systems, and organisational culture.

In 2024, UniSC advanced several strategic initiatives to strengthen equity, diversity, and inclusion across the institution. These included the revitalisation of the UniSC Ally Network, the establishment of a dedicated Staff Pride Network, active participation in the Diverse Queensland Workforce programs, and a suite of professional development programs rolled out, with a particular focus on Aboriginal and Torres Strait Islander communities, as well as international students. These efforts were carried out in collaboration with various internal teams and stakeholders. The development of systems to collect and maintain a broader range of workforce diversity data is underway, with plans for integration through onboarding processes and staff engagement programs. The Peer Learning Adviser program, aimed at supporting students from equity backgrounds, also saw significant growth, leading to improved academic outcomes for these students.

EDI are embedded within UniSC's governance structures, supported by dedicated leadership positions, committees, and working groups focused on advancing gender equity, disability inclusion, Indigenous engagement, and student access and participation. The Athena Swan Implementation Committee, co-chaired by the Deputy Vice-Chancellor (Research and Innovation), plays a central role in advancing systemic equity and ensuring institutional accountability. In 2025, the University completed a comprehensive review of the Terms of Reference for the Academic Board, its Standing Committees, and School Committees to ensure the Chair will consider the principles of equity, diversity, and inclusion when appointing members to the Committee. These reforms formally integrate EDI principles into university decision-making and strengthen UniSC's capacity to advance institutional commitments to a fair, inclusive, and accountable organisational culture.

8. Athena Swan Journey

UniSC's gender equity, diversity, and inclusion journey has been significantly shaped through its participation in the Athena Swan program. In February 2020, UniSC was awarded an Athena Swan Bronze Award as part of Australia's third national cohort. While the submission focused primarily on academic staff in STEMM disciplines, the accompanying Action Plan adopted a whole-of-university approach to progressing gender equity.

The program is co-chaired by the Deputy Vice-Chancellor (Research & Innovation), Professor Ross Young, and Associate Professor Gail Crimmins, a recognised gender equity expert. This high-level leadership has ensured strategic alignment, visibility, and credibility across the University. To support implementation, a dedicated Athena Swan Program Manager ensures ongoing coordination, accountability, and sustained momentum. The program serves as a key mechanism for embedding gender equity principles and practices throughout UniSC.

The Athena Swan Implementation Committee brings together a diverse membership that reflects all levels of the academic community, drawing on a wide range of perspectives, experiences, and career stages from across UniSC's academic units. This diversity has fostered strong cross-University collaboration and ensured that gender equity initiatives are informed by the lived experiences of staff.

Building on its Bronze Award, UniSC has identified five key priorities through the Athena Swan Cygnet process:

- Academic promotion
- Career support and development
- Parenting and caring responsibilities
- Recruitment practices
- Underrepresentation of women in the School of Science, Technology and Engineering

To advance this work, Cygnet Working Groups (CWGs) were established in 2023. Each CWG is chaired by a member of the Implementation Committee and supported by the Athena Swan Program Manager, with membership drawn from across the University to

ensure broad representation and the integration of gender equity into all areas of institutional practice.

To operationalise this work, Cygnet Working Groups (CWGs) were established in 2023. Each CWG is chaired by a member of the Implementation Committee and overseen by the Athena Swan Program Manager, with membership drawn from across the University to ensure broad representation and the integration of gender equity into all areas of University practice.

The Athena Swan Program Manager is an active member of the Vice-Chancellor and President's Equity and Diversity Committee and provides regular updates on the program's progress. Progress on the Athena Swan program is reported to University Council biannually, underscoring the strategic significance of the program, and ensuring continued oversight and momentum.

UniSC's commitment to gender equity is visible at the highest levels of leadership. The University is led by a woman Vice-Chancellor, with women representing 60% of the executive team and 67% of the Senior Management Committee. This strong representation at the most senior levels reinforces UniSC's values and its ongoing commitment to building a culture of inclusion, equity, and opportunity.