

**UTS:ICI**  
INNOVATION AND CREATIVE INTELLIGENCE

# **Innovation and Creative Intelligence**

**STRATEGY 2015-2018**

Transforming our approach  
to teaching and learning,  
research and industry  
engagement.

# Introduction

## UTS is rapidly establishing a reputation among global leaders in innovation and creativity.

The *Innovation and Creative Intelligence Strategy* 2015 – 2018 represents the next phase to achieve UTS's ten-year vision to be a world leader in innovation and creative intelligence, set out in the pioneering Creative Intelligence Strategy (see Appendix A).

We have a newly transformed urban campus, designed for the 21st century and located in a thriving centre of technology, innovation and creativity in a major global city. This is dramatically enriching the precinct, improving the student experience and driving innovative education and research.

Our students are tomorrow's leaders, entrepreneurs and critical thinkers. We are responding to the changing roles these graduates will play in the future with ground-breaking transdisciplinary courses, and innovation in models of learning through Learning.Futures.

Engagement with our industry partners is integrated across research, our connected campus, the precinct partnerships and our pipeline of student talent.

The *Innovation and Creative Intelligence Strategy* has been developed to celebrate these achievements and inspire new ideas and thinking.

The *Innovation and Creative Intelligence Strategy* does NOT attempt to capture every activity that falls into the creative and innovation domains at UTS.

It does outline the major programs and activities that will help make a step-change in leveraging our unique position and identifying how UTS can influence and lead the innovation and creativity agenda of Sydney and Australia.

The Strategy will continue to grow UTS's national and international profile as a leader in the creative industries, teaching and researching innovation, creativity and creative intelligence. As well as provide a strategic framework for deploying new knowledge, technologies and practices to support innovation and creativity for our students and in partnership with industry and government, nationally and internationally.

### Why Innovation?

Innovation is at the heart of the future prosperity of Australia and our region. As the narrative around innovation changes and grows, this strategy aims to guide UTS's pivotal contribution to that narrative and to innovation itself.

For example, the Bachelor of Creative Intelligence and Innovation is an extraordinary success to be celebrated.

The innovation lies not only in the design of the course as a transdisciplinary trail-blazer that develops skills around creative intelligence and innovating but also the innovation sparked through the learning itself as the BCII students, academics and industry partners grow and share their ideas and knowledge through the degree.

This strategy provides a framework to assist UTS to learn from these foundation programs and develop new and ground-breaking innovative activities.

### Where does this Strategy fit in UTS?

The *Innovation and Creative Intelligence Strategy* is a **university-wide** approach across faculties, units, centres and our core strategic activities. It provides focus for the creativity and innovation elements of the UTS Strategic Plan 2009-2018.

Guided by UTS leadership, the strategy will support activities in four key areas:

- > Learning and educational experience
- > Research
- > Precinct
- > Engagement and marketing.

The strategy will be dynamic and at its core will be a drive for engagement and ideas sharing right across UTS.

## INNOVATION AND CREATIVE INTELLIGENCE:

# the next phase

The *Innovation and Creative Intelligence Strategy* provides a clear scope of priorities and actions for the next four years.

It also anchors, in one place, UTS's strategies for:

- > Leveraging the UTS precinct and emphasis on experiential education
- > Delivering research that is innovative and of high impact
- > Revamping external engagement
- > Showcasing and supporting course innovation and new course offerings in the innovation and creativity domains (e.g. BCII).

### Harnessing our collective effort for success

The *Innovation and Creative Intelligence Strategy* drives key elements of positioning UTS as a world-leading university of technology, reinforcing our current strong standing and growing our distinctiveness in the innovation and creativity arena.

Key to the strategy and its success is:

- > The development of an overarching strategic and cohesive view of activities in the innovation and creativity space that will emphasise and extend UTS distinctiveness
- > A set of flagship cross-university initiatives, supported by complementary faculty initiatives
- > Clear processes by which the diverse activities of the *Innovation and Creative Intelligence Strategy* are coordinated, aligned and inform each other
- > Clear goals, timelines, deliverables and accountabilities
- > Clear, well-communicated and simple governance

- > A culture of creative collaboration between internal stakeholders and external partners
- > A customer-centric, participatory approach to strategic development
- > Good channels of communication between key stakeholders.

The *Innovation and Creative Intelligence Strategy* is comprised of four, inter-related elements:

- > Learning and educational experience
- > Research
- > Precinct
- > Engagement and marketing.

The Provost will oversee the *Innovation and Creative Intelligence Strategy*, and will be assisted by the Assistant Deputy Vice-Chancellor (Innovation) and the Director Innovation and Creative Intelligence Unit. Other Deputy Vice-Chancellor portfolios are responsible for driving and implementing specific Innovation and Creative Intelligence core strategies, all with overlapping responsibilities with the faculties. The Innovation and Creative Intelligence Unit will support and coordinate the strategy's implementation and will look to create a collaborative culture across the university to inform and guide its development. It will provide ongoing thought leadership and engagement, and will also continue to prototype, pilot and incubate selected projects and initiatives.

- **Learning and educational experience**
- **Research**
- **Precinct and innovation ecosystem**
- **Engagement and partnership**

# 1. LEARNING AND EDUCATIONAL EXPERIENCE

## LEAD:

DVC Education and Students, ADVU Innovation

## STRATEGY:

Provide a unique learning experience for our students in innovation and creativity based on new/innovative content, mode of delivery and access to differentiated experiences. This links closely to the changing nature of skills graduates need for the 21st century workplace and the alternative career paths and employment options students undertake both as they study and when they graduate. For example, many students will depart from traditional large corporate or organisational career paths and choose to start their own businesses or have dozens of jobs and roles in as many years.

UTS will develop an immersive campus learning and innovation ecosystem to allow these students to succeed both at their studies and commercial/social ventures.

## LEARNING AND EDUCATION EXPERIENCE STRATEGIC GOALS

- 1.1 Develop new innovation and creative intelligence courses, new curriculum approaches and transformative educational experiences for students in innovation and creativity (including short course or above load courses)
- 1.2 Build and grow teaching capacity and capability to translate innovation and creativity into educational teaching offerings and curriculum
- 1.3 Improve engagement between research and learning activities in innovation and creative intelligence strategy
- 1.4 Broaden participation in innovation and creative intelligence opportunities through extra-curricular activities and internships.

## KEY ACTIVITIES:

This element builds on the learning framework developed through the prior UTS:CI strategy to leverage learning and content across different offerings and ensure a full scope of learning options is provided for our students and our partners.

- > Prepare our faculties with the knowledge, skills, connections and resources necessary to translate innovation and creativity into curriculum development and teaching, and grow teaching capacity and capability in this area
- > Develop a structure and guidelines to improve engagement between our research and learning activities in innovation and creative intelligence
- > Develop innovative course offerings in next generation innovation and creative intelligence, considering both under and postgraduate levels
- > Design transformative education experiences for our students by maximising opportunities for students to engage with industry partners, studio spaces, tech labs and extra-curricular activity taking place on campus and within our physical precinct
- > Develop extra-curricular courses, electives and internships to broaden participation in innovation and entrepreneurship opportunities for our students, researchers, staff and industry.

## 2. RESEARCH

### LEAD:

DVC Research, ADVC Innovation

### STRATEGY:

Build UTS's reputation, outcomes and substantial external earnings to support the UTS Research Strategy. Drive UTS's reputation as a leader in practice-oriented research characterised by "knowledge enabled new business models" and the establishment of flagstone innovation partnerships with business and Government. UTS has a unique opportunity to work closely with industry and our top research talent to uncover and develop research strengths that address the unknown technologies, skills, and approaches for the future. UTS will identify and develop research expertise in other innovation and creative intelligence related areas, particularly around emergent technologies and literacies, in order to remain relevant and forward focused.

### RESEARCH STRATEGIC GOALS

- 2.1 Establish UTS leadership in research related to innovation and creativity (e.g. Design thinking)
- 2.2 Identify and develop capacity for research around emerging innovation and creative intelligence platforms and methodologies
- 2.3 Develop novel industry engagement (particular SME's) in innovation and creative intelligence research (e.g. in data visualisation)
- 2.4 Develop research partnerships for innovation and creative intelligence and transdisciplinary research models
- 2.5 Promote access to UTS research infrastructure for start-ups.

### KEY ACTIVITIES:

The aim of the research element is both to conduct research focused on innovation and creativity, and to connect to industry and partners through innovative research in our areas of expertise.

- > Support and promote research outcomes and connections arising from the UTS Design Innovation Research Centre
- > Identify relevant and related research strengths and faculty centres and coordinate their engagement with the strategy
- > Identify opportunities and grow research talent and expertise around emerging innovation and creative intelligence platforms, technologies and methodologies, which have strong potential for UTS
- > Develop a novel research and industry engagement framework to maximise innovation and investment opportunities for business, particularly SME's, such as the UTS Data Arena
- > Identify, engage and partner with relevant COEs and CRCs to strengthen our research portfolio in innovation and creative intelligence
- > Showcase and promote UTS's unique research and development facilities for use by industry.

### 3. PRECINCT AND INNOVATION ECOSYSTEM

#### LEAD:

DVC Resources

#### STRATEGY:

Support the creation of a vibrant innovation hub around UTS that will provide a distinct and differentiated value proposition for staff, students and partners. This innovation focus on the wider UTS precinct strategy will support UTS strategies in relation to innovation and creativity, a porous campus, student and staff placements, research engagement, and distinct physical experience, and will dramatically increase UTS's profile. This will harness and build on the vibrant and dynamic precinct that already exists around UTS. The goal is to generate increased numbers of businesses and jobs in the region – particularly start-ups and SMEs, through a collaborative and engaged set of precinct partners, with UTS seen as a key player and thought leader in innovation and creativity.

Like other successful precincts around the world, UTS can lead the building of critical mass of Australia's digital creative innovation hub. UTS will cement its reputation as a trusted partner, connecting Australia's leading companies to the growing start up sector, while supporting research and innovation in digital creative SMEs.

#### PRECINCT AND INNOVATION ECOSYSTEM STRATEGIC GOALS

- 3.1 Promote and develop a dynamic innovation ecosystem in UTS precinct, enhancing the UTS reputation as leader in innovation
- 3.2 Leverage the precinct and UTS infrastructure to provide unique and differentiated physical experiences for students, staff and precinct participants as a foundation for learning and research at UTS
- 3.3 Develop precinct partnerships to support innovation and collaboration
- 3.4 Create supported pathways to promote start ups and entrepreneurship

#### KEY ACTIVITIES:

The precinct element focuses on enhancing UTS's reputation as a highly engaged, connected and pivotal player in the emergence of Sydney's (and Australia's) innovation narrative and growth. The physical spaces and environments within this element by their nature support and enable initiatives in the other three elements of the strategy.

- > Engage with companies to create new jobs, knowledge and skills for the future. Work with our partners to create more and more meaningful intern positions – both in traditional industries and workplaces in new and emerging businesses
- > Create a unique experience for students and partners – using new campus spaces, and as part of a connected community - including the Hatchery, Dlrcc DCCWB, FEIT industry hubs, other UTS spaces as they come on line, and IQ Hub in Darling Harbour from 2016
- > Join with our many and highly engaged partners to showcase Sydney's innovation story - the activities that many organisations are already doing and things we can drive to get scale.



## 4. ENGAGEMENT AND MARKETING

### LEAD:

DVC International and Advancement

### STRATEGY:

External and community engagement cuts across every aspect of the three key elements outlined above. The strength of all of UTS's innovation and creativity programs and activities rests on our ability to engage with our partners and other stakeholders and to communicate effectively. The engagement also has to dovetail into UTS's broader external engagement strategy and branding and marketing strategies.

This means strong:

- > Branding
- > Marketing
- > Messaging
- > Media penetration
- > Social media campaigns
- > Events
- > Collateral.

UTS will also establish an Innovation Council, bringing together key industry and government figures, together with UTS leaders to discuss and drive new opportunities, partnerships, trends and directions in innovation and creative intelligence.

A number of high-profile public engagement opportunities will also flow from the Campus Master Plan and other precinct developments.

### MARKETING AND ENGAGEMENT STRATEGIC GOALS

- 4.1 Develop a clear and coordinated brand strategy around Innovation and Creative Intelligence initiatives
- 4.2 Provide clear communication to students, staff and our partners and collaborators about Innovation and Creative Intelligence opportunities at UTS
- 4.3 Build relationships with alumni to support and contribute to development of UTS *Innovation and Creative Intelligence Strategy* and innovation ecosystem.

### INNOVATION AND CREATIVE INTELLIGENCE STRATEGY

## Implementation Plan

A detailed *Innovation and Creative Intelligence Strategy* Implementation Plan documents key activities and initiatives for the strategy. This implementation plan will be reviewed and updated bi-annually in consultation with the strategy Steering Committee.

## APPENDIX A: UTS CREATIVE INTELLIGENCE STRATEGY (UTS:CI), 2012

UTS aspires to be a world leading university of technology with a strong focus in creative industries, creative innovation and creative technology. Creative Intelligence, the UTS Creative Industries Strategy is a master plan for promoting UTS as a world leader in creative intelligence – the next wave of the integrated approach to creative industries and technology that will transform education.

UTS:CI offers a unique opportunity to build on the university's growing, national role as a leading provider of innovation knowledge and business enterprise for Australia's creative industries. As a meta-strategy, it is designed to engage with all faculties and aggregate, develop and promote current and emerging strengths in creative innovation at UTS.

The major objectives of UTS:CI are to:

- > Develop graduate students who are globally competitive in critical problem solving across many areas of knowledge, drawing from the multidisciplinary features of today's creative industries
- > Provide opportunities for UTS to enhance and support creativity and innovation in all faculties, in a cohesive and coordinated way
- > Further prototype and implement trans-disciplinary and multidisciplinary research and knowledge (teaching and learning), by bringing creative intelligence to the foreground of the UTS profile
- > Design and prototype new degrees, which exemplify the rapid change now leading global learning and the global economy. Examples of this may be a Masters in Business Design, Masters in Creative Technology, or a Masters in Creative Intelligence.

Sharing knowledge in dynamic learning environments is essential for creative innovation and creative intelligence to thrive. UTS:CI builds on this approach by aggregating, developing and promoting UTS's existing strengths in creative innovation and developing an exceptional knowledge offering for students, faculty, the private and public sectors.

UTS:CI includes several key platforms to achieve the UTS vision and aspirations for creative innovation and ultimately, creative intelligence:

- > Establishing the Creative Innovation Unit as a central point for all strategy elements across UTS to be developed, coordinated, and implemented
- > Implementing a series of transdisciplinary creative intelligence labs to prototype new thinking and problem solving approaches through team-based learning
- > Developing a creative intelligence internship program to provide students with in-depth, real world experience in the creative industries
- > Promoting and investing in creative intelligence research through strategic partnerships with companies in a broad range of sectors
- > Demonstrating leadership in the national discussion about arts and creative industries by facilitating critical debate and dialogue that supports policy transformation and development
- > Raising the profile of creative intelligence within UTS and with national and international partners through coordinated internal and external engagement and communication strategies
- > Establishing a dedicated, senior management team and broader implementation team.

UTS is also in an ideal position to grow its reputation as a leading advisor for the development and delivery of creative industries policy and to establish itself as a leading provider of knowledge, innovation services and business enterprise for the creative industries through its partnership with the Federal Government's Creative Industries Innovation Centre (CIIC).