

OUR OBJECTIVES

- 1. INSPIRE GRADUATE SUCCESS:** Engage our students in creative and inspiring learning that enables them to build strong professional identity, future-focussed graduate capabilities and global citizenship.
- 2. ENHANCE OUR RESEARCH PERFORMANCE:** Increase the scale, quality and impact of research in our discipline fields.
- 3. CONNECT AND ENGAGE:** Leverage our environment to connect students, staff, alumni, industry and the community to create sustained opportunities for collaborative learning, innovative research and enduring relationships.
- 4. ADAPT AND THRIVE:** Lead UTS into a sustainable future; fostering creativity, agility and resilience in our people, processes, and systems.

OUR VALUES

DISCOVER | ENGAGE | EMPOWER | DELIVER | SUSTAIN

THE VALUES THAT GUIDE OUR PERFORMANCE ARE:

DISCOVER

and share new knowledge and new ways to lead through our teaching, research, intellectual debate and use of technology

ENGAGE

and collaborate with each other, our students, alumni, partners, professions and communities, locally and internationally

EMPOWER

each other and our students to grow, contribute, challenge and make a difference

DELIVER

on our obligations to each other, our students, our partners and communities while maintaining high standards and ethical behaviour

SUSTAIN

our local and global environment, organisational health and our ability to create a positive, viable future

UTS CRICOS CODE 00099F



UTS:MCU / JOB 19913 / JANUARY 2016

OWN THE FUTURE

The 25th anniversary of UTS marked the mid-point of our current 10 year strategic vision. In the 21st Century, economic and social development will be driven by global cities – cities that are dynamic, multicultural, creative and international in focus. UTS lies at the heart of such a global city and it is clear that we are making good progress towards achieving our vision of becoming a world-leading university of technology. This is based on our reputation for excellence and a fusion of innovation, creativity and technology; precisely the characteristics which allow us to exert leadership in industry and the professions, and to own the future.

Our competitive advantage is our learning environment and relevance of our courses, our reputation for producing highly employable graduates, our industry engagement and our global connectivity, which is embodied in our vibrant new campus. To achieve our vision to be one of the world's leading universities of technology we must build on our world-class infrastructure, our competitive advantage through the continued pursuit of excellence and leadership in our teaching, research and connectivity.

The achievement of our vision continues to rely upon the attraction and retention of high quality people – people passionate about knowledge, learning, discovery and creativity – and engaging with national and international research and professional communities. Our success will depend upon us fostering the right culture. We need

to preserve the welcoming, entrepreneurial, innovative, performance-oriented culture and community we're known for. We need to maintain our reputation as being good to do business with and continue to be the preferred partner to leaders in other sectors. Our aspiration to have a lasting positive impact on the world and our values guide our interactions with each other, with students, our partners and the wider community. We have made great progress on our strategic vision. Ultimately our reputation depends on us working together to deliver this plan. I invite you to continue this journey.

Attila Brungs
Professor Attila Brungs
 Vice-Chancellor & President

UTS
 OWN THE FUTURE
 UTS STRATEGIC PLAN 2009-2018
 2014 UPDATE



OUR VISION

To be a world-leading university of technology

OUR PURPOSE

To advance knowledge and learning to progress the professions, industry and communities of the world

We shall achieve our ends by being internationally renowned for our:

- > Practice-oriented and research inspired learning that develops highly valued graduates
- > Research which is at the cutting edge of creativity and technology
- > Strong academic identity that integrates learning and research
- > University experience that is intellectually vibrant and socially engaging
- > Enduring relationships with the professions, industry and our communities
- > Globally relevant academic achievements and outlook

STRATEGIC OBJECTIVES AND OUTCOME STATEMENTS 2014-2018

OBJECTIVE 1

INSPIRE GRADUATE SUCCESS:

Engage our students in creative and inspiring learning that enables them to build strong professional identities, future-focussed graduate capabilities and global citizenship.

The UTS Model provides a learning foundation that is practice-oriented, globally-focussed and research-inspired. We listen to business and industry and develop graduates who contribute to the future of their professions and a global society. Our future-focussed learning environment and strategies provide a framework so that graduates develop the capabilities and attributes to future-proof their careers.

We will know we have achieved this objective when:

1. The UTS Model is embedded in all courses, as relevant to the professional context for each course
2. Our graduates, and their future-focussed graduate capabilities, are highly valued and sought after by employers
3. Our curriculum, co-curricular activities and informed use of technology coherently support students' professional identities and graduate capability formation during their studies and into their careers
4. Our innovative approaches to blended learning are aligned with our workforce and infrastructure planning and change
5. Our physical and virtual learning environments seamlessly combine to form an integrated learning environment and 'sticky campus'
6. Our students manage their learning and development of graduate attributes irrespective of their culture, background and entry pathway
7. Student international mobility, particularly engagement with Asia, increases during 2014-2018

OBJECTIVE 2

ENHANCE OUR RESEARCH PERFORMANCE:

Increase the scale, quality and impact of research in our discipline fields.

We will build on our recent successes in research and researcher development through sustained commitment to the implementation of the Research Strategy. Our key areas of focus continue to be Future services, industries and productivity; Communication and intelligent systems; Health futures; Sustainability and built environment; Creative industries and civil societies; and Business innovation.

We will know we have achieved this objective when:

1. We are recognised internationally for our world-leading research in our focused discipline fields
2. We are known for our innovative approach to high quality research that delivers impact for our industry, community and government partners
3. We have a collaborative, high-performing research culture, with a reputation for strong mentoring and professional development
4. We are the national leader in researcher development (including for research students)
5. We are known for our scholarly contribution to public debate on critical national and international issues and policy
6. We are internationally active, with a network of partnerships that expands across Asia, Europe and the Americas, generating high quality research outcomes
7. We have significantly increased our research outcomes and doubled our external research income over the period 2014-2018

WE WILL KNOW WE HAVE GROWN OUR NATIONAL AND INTERNATIONAL REPUTATION WHEN:

▶ OUR PERFORMANCE IN GLOBAL UNIVERSITY RANKINGS relevant to UTS's profile, age and aspirations, continues to rise and awareness of UTS in Asia, North America and Europe is increased

▶ OUR KEY TECHNOLOGY PARTNERSHIPS and other international relationships are successful against our stated goals and outcomes

▶ OUR ALUMNI ARE STRONG ADVOCATES for, and active contributors to, our reputation with industry and our ongoing development

▶ SOCIAL JUSTICE AND INCLUSIVENESS is explicit in our curriculum, policies, strategies and plans and in our culture, beliefs, values and ways of working

▶ UTS IS A SECTOR LEADER in leveraging the opportunities of the 'Asian Century'

▶ ABORIGINAL AND TORRES STRAIT ISLANDER peoples participate in education and employment across UTS at rates reflecting, at least, population parity and experience achievement comparable to their non-Indigenous peers

▶ WE ARE WIDELY REGARDED as being excellent to do business with

OBJECTIVE 3

CONNECT AND ENGAGE:

Leverage our environment to connect students, staff, alumni, industry and the community to create sustained opportunities for collaborative learning, innovative research and enduring relationships.

Our physical and virtual university environments have been designed to create an intellectually and socially vibrant educational experience; one that has a culture of encouraging diversity and championing social justice. This 'sticky campus' – connected, inclusive and positive – will be leveraged to create sustained high value collaborations and activities at all levels.

We will know we have achieved this objective when:

1. Our campus environment, facilities and services support our learning, research and engagement objectives
2. Our virtual environments integrate seamlessly with the physical experience and support local and international engagement
3. We are a preferred partner for community, industry and business leaders with outstanding capability and strengths in our areas of expertise
4. Our alumni extend their engagement with UTS, working together to enhance our reputation and to support our ongoing development, nationally and internationally
5. Students and staff continue to embrace diversity as part of our distinctive culture

OBJECTIVE 4

ADAPT AND THRIVE:

Lead UTS into a sustainable future; fostering creativity, agility and resilience in our people, processes and systems.

We have established an impressive track record as a dynamic, forward-thinking and responsive organisation. We are ethical and transparent in our actions. Our staff are talented and engaged. To continue to thrive and achieve our vision, we must make smart decisions on how we invest in our future workforce and infrastructure. We will be efficient and streamlined to create space for the generation of creative and innovative solutions and new activities.

We will know we have achieved this objective when:

1. Our vision, purpose and values are evident in all our individual and collective plans and actions, being renowned for our integrity, transparency and commitment to social justice
2. UTS continues to exceed the sector benchmark for overall staff engagement, with particular emphasis on the quality of, and confidence in, leadership
3. Our processes, systems and people support effective knowledge-sharing and efficient use of resources
4. Our diverse staff profile reflects our local and international communities and is fully aligned with learning, research and engagement aspirations
5. We are innovative and creative, identifying and acting on opportunities while also effectively managing risk and compliance
6. UTS meets or exceeds organisational targets for financial, environmental, social and cultural sustainability

THE UTS MODEL – GLOBAL PRACTICE-ORIENTED LEARNING FOR THE 21ST CENTURY

THE UTS MODEL OF LEARNING HAS THREE DISTINCT INTERRELATED FEATURES:

1. An integrated exposure to professional practice through dynamic and multifaceted modes of practice-oriented education, including work placements in industry, clinical placements and simulations, projects for community organisations, consulting projects, and high levels of practitioner/professional engagement in the classroom and in curriculum design.
2. Professional practice situated in a global workplace, with international mobility and international and cultural engagement as centre piece. UTS promotes expanded student international exchange opportunities and study abroad, the study of languages as part of professional degrees and genuine multicultural learning and understanding among students, staff and alumni.
3. Learning which is research-inspired and integrated, providing academic rigour with cutting edge technology to equip graduates for life-long learning.

