

OWN THE FUTURE

UTS enters its third decade as a university aligned with the needs of the 21st century. In this century, economic and social development will be driven by global cities — cities that are dynamic, multicultural, creative and global in focus. UTS lies at the heart of such a global city, sharing with it a reputation for a fusion of innovation, creativity and technology; precisely those characteristics which allow us to exert leadership in industry and the professions, and thus to own the future.

Our competitive advantage is in the excellence of our teaching and relevance of our courses, our reputation for producing highly employable graduates, and our leadership in industry. To achieve our vision to be one of the world's leading universities of technology, our competitive advantage must also encompass international research leadership, and world-class infrastructure to support a vibrant intellectual environment.

The achievement of our vision relies upon the attraction and retention of high quality people; passionate about knowledge, learning, discovery and creativity and engaged with national and international research and professional communities. Our success will depend upon us fostering the right culture.

We need to preserve the friendly, collaborative, equitable and outward-looking way we work, as well as encourage a more entrepreneurial, innovative and performance-oriented culture.

We need to strengthen our reputation as being “good to do business with” and continue to be the preferred partner to leaders in other sectors. To guide our interactions with each other, with students, our partners and the wider community, we have articulated our values for the first time.

Ultimately our reputation depends on us working closely together to deliver this plan. I invite you to join this journey.



Professor Ross Milbourne,
Vice-Chancellor

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 purpose by being internationally renowned for:

- practice-oriented and research integrated learning that develops highly valued graduates
- research which is at the cutting edge of creativity and technology
- a university experience that is intellectually vibrant and socially engaging

- enduring relationships with the professions, industry and our communities
- globally relevant academic achievements and outlook

We shall realise our vision and purpose through a reputation for:

- being a university of first choice for career commencement and development
- graduates who are highly employable and effective in the global workplace
- being a workplace with a progressive approach to attracting staff, developing careers and retaining talent
- being a university community where cultural diversity is valued
- having a coherent academic identity that integrates teaching and research
- internationally recognised research that contributes to economic and social development

- being “excellent to do business with”
- leadership in internationalising student experiences
- alumni who are strong advocates for, and active contributors to, our development
- state of the art facilities, networks and services
- leadership in public debate and being a valued corporate citizen
- being a financially, socially and environmentally sustainable university

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 OBJECTIVES AND STRATEGIES To build our reputation during 2009-2013 we will:

1

STRENGTHEN THE STANDING OF THE UTS MODEL OF GLOBAL PRACTICE-ORIENTED LEARNING

- 1.1 Systematically renew and embed the UTS Model, including research integration, in course and learning provision and renewal
- 1.2 Strengthen graduate attributes for a global workplace and systematically embed them into the curriculum
- 1.3 Develop and implement approaches to increasing the informed use of technology in students' learning
- 1.4 Strengthen cross-cultural learning through inbound and outbound student experiences, appropriate technologies, professional and social networks and staff development
- 1.5 Strengthen relationships with business, industry and the professions, to support valued and future oriented graduate attributes

2

INCREASE THE SCALE, QUALITY AND IMPACT OF RESEARCH IN OUR DISCIPLINE FIELDS

- 2.1 Implement the Research Investment Strategy, incorporating dynamic review and renewal cycles, to build performance and profile
- 2.2 Embed research threshold benchmarks, KPIs and research performance management across all academic areas
- 2.3 Develop high quality research students to provide human capital for research and industry workforces
- 2.4 Develop high quality international research links with targeted universities and research groups
- 2.5 Develop multifaceted strategic partnerships to leverage UTS research strengths

3

ENHANCE OUR STRONG, INCLUSIVE UNIVERSITY ENVIRONMENT THROUGH STATE-OF-THE-ART LEARNING, RESEARCH AND SOCIAL SPACES, INFRASTRUCTURE AND HIGHLY RESPONSIVE SERVICES

- 3.1 Implement City Campus Masterplan to revitalise the campus and support teaching and research growth and development
- 3.2 Increase the appropriate use of virtual environments to support learning and social networking in contemporary contexts
- 3.3 Increase structured opportunities for staff / student / alumni interaction to strengthen knowledge, capabilities and networks
- 3.4 Strengthen cross-cultural experiences within the university community to develop global relationships
- 3.5 Create whole-of-UTS external engagement capabilities that build our reputation for being "good to do business with"

4

BUILD THE CAPABILITIES OF OUR PEOPLE AND PROCESSES TO SUSTAIN AND IMPROVE PERFORMANCE INTO OUR THIRD DECADE AND BEYOND

- 4.1 Foster a positive and rewarding career environment for all staff to improve satisfaction and ensure retention of valuable knowledge and expertise
- 4.2 Build long-term staff capability by identifying future talent pools and creating attractive career pathways
- 4.3 Drive continuous process improvements that provide increased productivity and improved outcomes
- 4.4 Develop a sustainable operating model based on a diverse mix of income sources, effective resource management and far-sighted infrastructure investment
- 4.5 Engage staff, alumni and friends in "giving" programs supporting the future development of UTS
- 4.6 Include environmental sustainability principles and targets in all aspects of our decision-making

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

The UTS Model of Learning has three distinctive 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.