

UTS 2030





Acknowledgement of Country

UTS acknowledges the Gadigal people, the Boorooberongal people of the Dharug Nation, the Bidjigal people and the Gamaygal people, upon whose ancestral lands our university stands. We would also like to pay respect to the Elders both past and present, acknowledging them as the Traditional Custodians for these lands.

Introduction

UTS has established itself as a world leading university of technology. In 2025 we hold a position among the top 100 universities in the world, with many of our academic disciplines ranking higher than this on global measures, as a result of sustained strategic focus and an ongoing capacity to leverage both our strengths and points of difference.

Contributing to this success are the foundational outcomes of the UTS Strategic Plan 2008–2018, which saw a dramatic transformation of the UTS campus and growth in our research activities, driven in part through the increasing attractiveness of UTS to international students.

UTS 2027 built on this foundation with an emphasis on lifelong learning, strengthening our attributes through strategic initiatives aimed at differentiating our education and research, and building on our reputation for successfully partnering with industry, government, NGOs, and the broader community.

Recent years have seen significant, even seismic, changes to the Australian and global higher education environment: with volatile economic circumstances, increasing competition, shifting student expectations, the disruption of a global pandemic, and multiple changes to government policy

coalescing to reduce the sector's capacity to grow revenue. These changing circumstances, following on from six years of sustained strategic progress, have given us pause to reflect on what we need, and the timeframe required, to build a solid platform for our future success. As a result, we now have a new strategy and a new 2030 strategic horizon.

UTS 2030 has its foundation in UTS 2027, but also responds to our changing environment. It acknowledges the resource constraints and changes to the higher education sector that will be an ongoing feature of the coming years, and sharpens our focus through strategic priorities that will reinforce and amplify the impact we have on the communities we serve.

UTS 2030 is built upon the many achievements of our staff and students to provide a focus and direction which ensures that we will continue to excel into the future.

Who we are



Our vision of being a leading public university of technology with global impact continues to guide us, and our purpose remains to advance knowledge and positively impact the world through our teaching and research.

In only our fourth decade as a university, but with roots going back more than a century through our antecedent institutions, UTS has established a reputation as one of the world's leading young universities.

We contribute to communities in a distinctively UTS way, pairing academic excellence with our collaborative, impact driven approach and a commitment to diversity, social justice, and the self-determination of First Nations peoples.

We seek positive engagement with the world around us. And we encourage our students, staff and alumni to use their voices and their actions to contribute to a just and equitable society.

Our campuses are vibrant centrepieces for student life, innovation, and collaboration. We have, rightly, earned a reputation for being 'good to do business with' from a wide variety of industry stakeholders. We work across disciplines and with diverse communities to develop innovative solutions to society's big challenges through research, teaching and practice.

UTS 2030 is built upon the attributes our community has cultivated since its inception, and they frame the following principles which we will use to guide our strategic choices:

Inclusive

We foster a diverse community, committed to social justice and advancing the economic, social and cultural prosperity of our communities.

Sustainable

We shape a future that addresses the challenges of climate change and environmental degradation through our commitment to contributing to an equitable and just future.

Collaborative

We support our staff to excel and innovate, nurturing a culture of positive partnership that delivers mutual benefit across disciplines, with our students, with other universities, and with external partners.

Globally Connected

We lead research into responsible use of technology across traditional and emerging disciplines for positive global impact, while remaining anchored in the needs and contributions of our local communities.

Championing Indigenous Excellence

We recognise that self-determination by Indigenous Australians leads to excellence in Indigenous education and research and responsible, respectful engagement with Indigenous Knowledges and Knowledge Systems which benefits the entire community.



Vision

We remain steadfast in
our vision of being

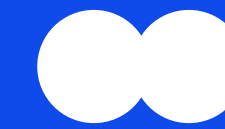
a leading public
university of technology
recognised for our
global impact.

Strategic priorities

UTS 2030 builds on our reputation and distinctive identity as we aspire to be a global, engaged university with the resilience and agility to drive impact which positively shapes a changing world.

To achieve this vision, we will focus on four strategic priorities with the aim to be:

A connected and engaged university



A creative and innovative university

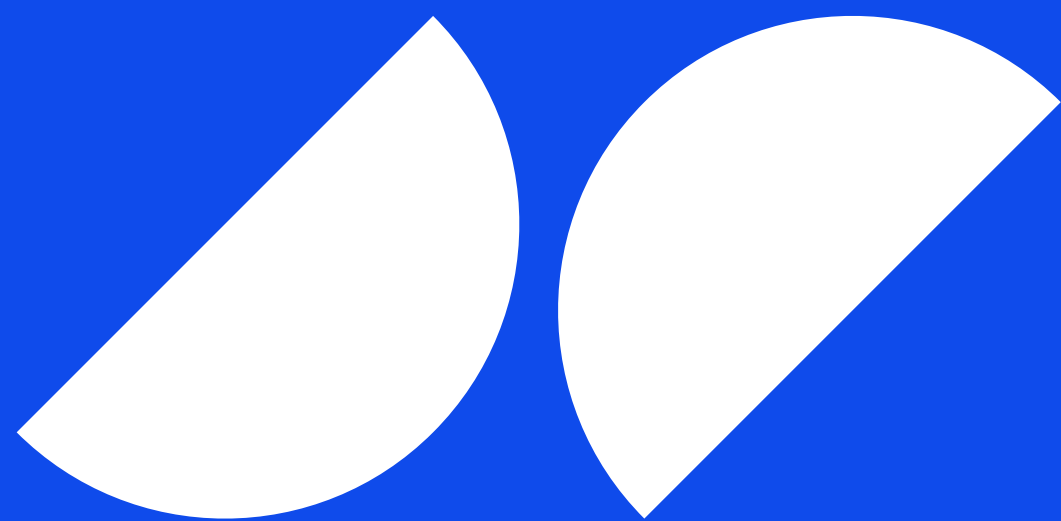


A student-centred university



A resilient and agile university

A creative
and innovative
university



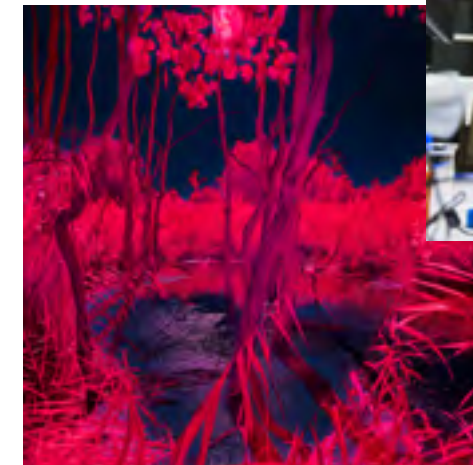
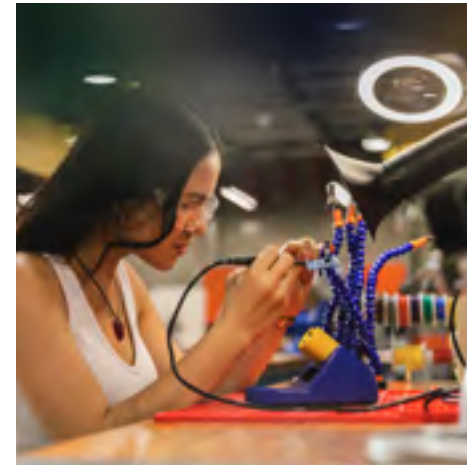
A creative
and innovative
university



A creative
and innovative
university



As a research-intensive university creativity and innovation are an essential part of what we do, but we must ensure we are in the best position to elevate and use these intrinsic attributes. We have an opportunity to further differentiate ourselves as a leader in this space. To achieve this we must succeed in harnessing, using and embedding creativity and innovation in everything we do.



As a leading university of technology, we can leverage technology, and human insight and creative capacity, to advance and amplify knowledge which positively impacts our community, economy, health and societal cohesion.

This means thinking differently about how we educate students, both in Australia and overseas, to best prepare them for careers in a changing world - a world that requires critical and creative skills as well as technical ones.

It means harnessing our enormous capacity for generating new ideas, inventing new technologies and turning them into feasible solutions for industry and community.

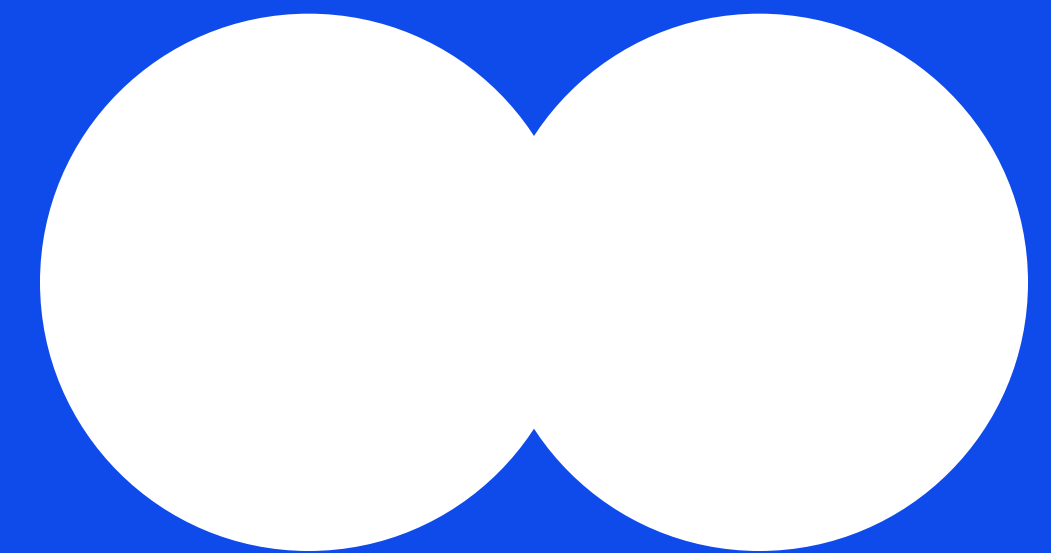
And it means finding new ways to collaborate across disciplines and professions, building on the interdisciplinary and transdisciplinary approaches we have developed to ensure we create maximum value for the university, our partners, and our communities.

It is an approach that touches everything, from teaching to research, student experience to industry and community engagement, university operations to our entrepreneurial ecosystems.

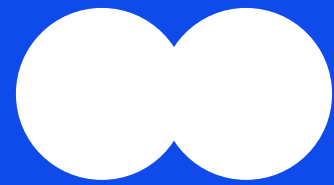
Initiatives supporting this strategic priority include:

- Empowering our well-respected creative disciplines through our Creative Industries Strategy, and leveraging their unique ways of thinking and working to create new value and opportunities for staff, students, and partners across and beyond UTS.
- Engaging our students in a variety of opportunities to apply creative and critical thinking within a contemporary curriculum framing, that equips them with boundary crossing skills and prepares them to make meaningful contributions to society.
- Continuing to create an environment that builds on the achievements of our First Nations researchers who are leaders in storytelling, analysis, and creative practice. Our Indigenous-led, community driven research focus will continue to support respectful engagement with Indigenous peoples, their Knowledge Systems, the ongoing restoration of Country, social justice and research translation, and providing sector-leading guidance to industry, government, and the community sector.
- Building the innovation capacity of our people by expanding our support for research translation, encouraging entrepreneurial behaviour, welcoming new ideas and approaches to support academic endeavours, and continuing to develop our ecosystem for supporting startups and emerging sectors within UTS and across our precincts.
- Creating new ways to develop and sustain research and education partnerships through our Knowledge Exchange Framework, cementing our position as a university of choice for engagement and partnerships, continuing to translate our research outcomes into practice, and working to co-develop future facilities with industry.

A connected
and engaged
university



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university



Deep connections with industry and community have always been part of our unique history and identity. We understand that mutually beneficial collaborations with the end-users of our education and research – businesses, governments, NGOs, and target communities both locally and globally – are the best way to magnify and accelerate impact, today and into the future.



We will continue to build on our reputation as a preferred partner for research collaboration across a diverse range of fields by investing in our world-class researchers, facilities and infrastructure, enabling our HDRs to work in industry, and ensuring we refine our way of working to gain the deep sector understanding, agility, professionalism, creative intelligence, and commercial acumen needed to drive real-world outcomes.

Our students are highly regarded by industry, and our alumni are successful and in demand. We will focus on ensuring we maintain and evolve a contemporary suite of short courses, undergraduate and postgraduate courses which are informed by technology, creativity and innovation alongside the changing needs of industry and the professions. Our courses will be delivered flexibly, and our digital-first approach will continue to provide a lifetime of relevant learning opportunities for students both locally and internationally.

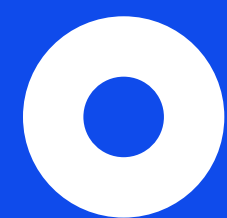


Initiatives supporting this strategic priority include:

- Increasing industry engagement with our teaching and research by aligning our research and teaching focus areas with industry needs, leveraging our major facilities and other assets to attract collaboration and investment, offering more support for partnership delivery, and strengthening our university-wide business development capability.
- Realising a deeper and more extensive knowledge base which aligns our research activities and expertise with specific sectors to create lasting, mutual value for all involved. We will aim to go beyond traditional university partnerships by forging relationships that span the entire value chain of our chosen sectors and co-create solutions and drive impactful change.
- Serving our students' learning needs by developing tailored digital environments with high-quality partnerships to expand our global digital education offerings and reach new demographics and markets.
- Exploring global education partnerships that can provide different, long term models for providing a UTS education opportunity to students either partly or entirely offshore, including pathways to degree level courses and further study at UTS.
- Using our Global Strategic Partnerships strategy to seek out and cement partnerships with leading industry and academic institutions overseas which have strong reputations and complementary expertise to increase our research impact.
- Ensuring our alumni maintain strong lifelong links with UTS by offering them continuing value and community within a revitalised UTS Alumni network, inspiring our alumni to impact what matters to them by sharing insights, connections, and stories, and giving back through UTS in ways that align with our shared values.
- Enhancing our philanthropic mindset, and deepening our relationships with our philanthropic supporters, through amplifying our shared values, impact and aspirations for the future.



**A student-centred
university**



A student-centred
university





Through this work we will support our students to thrive in all stages of their educational journey. We will provide pathways to our high quality education and, in partnership with our students, provide a supportive learning environment where all our students feel safe, valued, respected and able to learn.



We welcome students from diverse backgrounds who bring their own perspectives, experiences, and ideas. In doing so we seek to create a dynamic atmosphere that fosters innovation and creativity, encourages collaboration, and enhances the learning environment so that everyone can contribute and thrive.

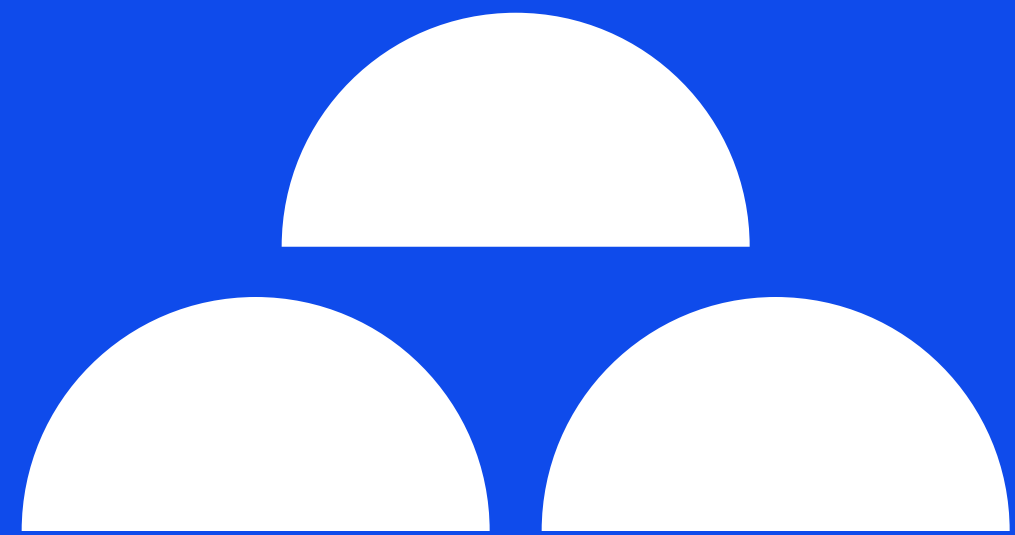
As student expectations change, we are increasingly responsive to the need for flexibility and personalisation. As our capacity to deliver education grows, all students will experience the positive impact of a digital learning eco-system regardless of their physical location. Through a digital-first approach, our students can expect us to use, and to work with them to understand, the digital tools they will need for future work and life. Across our teaching research we will take an ethical, engaged and critical approach to emerging technologies, including Generative AI.

UTS is known for its strong connection to industry, with employers and the community holding high expectations for our graduates. The rigour and quality of our education are evident, with two-thirds of our courses accredited by professional associations, attracting strong demand domestically and internationally.

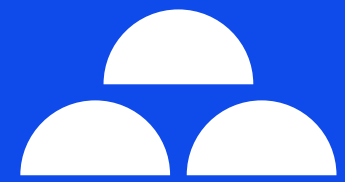
We will continue to prioritise students' learning in professional contexts, incorporating it into the programs and experiences we offer, in our physical learning spaces, and leveraging our strong connections to industry and our precinct to provide work integrated learning opportunities. As we work towards 2030, we want all students to undertake different forms of professional practice as part of their learning so that they are confident graduates who can meaningfully contribute to the evolution of professions and workplaces of today and tomorrow.

Initiatives supporting this strategic priority include:

- Focusing on improving pathways to study at UTS which reflect our commitment to removing barriers to accessing higher education and increasing the diversity of our students.
- Recognising that our staff are critical to student success and that quality is enhanced by academics reflecting on and improving their own practice, we will increase professional development opportunities in contemporary teaching and assessment and strengthen recognition of high-quality teaching and support for students.
- Working with students and staff to create a safe, vibrant campus by proactively working to prevent gender-based violence and racism in all forms. We will broaden our sector-leading education approach and communicate our expectations to ensure we make our campus, systems, and processes safe, accessible and inclusive for all students.
- Supporting student success through a whole-of-institution approach to transforming learner engagement, simplifying the curriculum, pioneering programmatic approaches to assessment which scaffold and assure learning, embedding the ways for our students to develop their understanding of the critical role of technology and innovation, and strengthening our students' engagement with professional practice.
- Ensuring that we welcome an increasing number of Indigenous students into all of our courses and continue to support them to achieve current high levels of completion. Ongoing national leadership of the Indigenous Graduate Attribute which provides relevant curriculum that equips students to work with and for Indigenous Australians in the context of their chosen profession.
- Delivering a consistent, high-quality student experience for all HDR students by embedding the principles of the Student Experience Framework into the HDR student journey and our revitalised Higher Degree Research program.



**A resilient and agile
university**



A resilient and agile
university





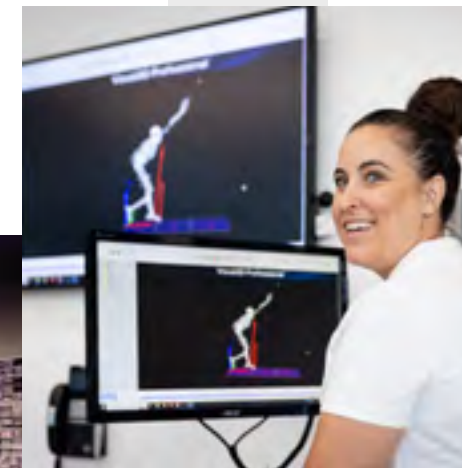
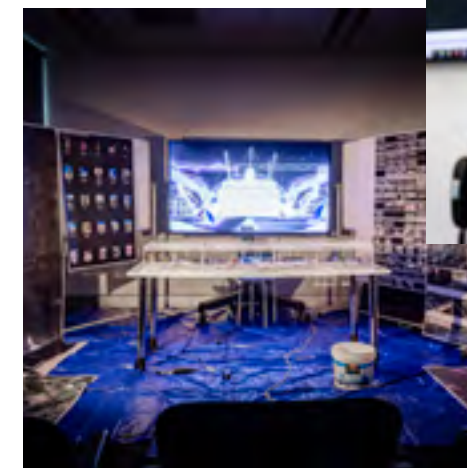
A resilient and agile university

Our excellence in teaching and research is underpinned by how we operate. We will continue to evolve to provide an environment that meets the dynamic needs of our students, staff, industry and global community. We will continue to invest in the modernisation of our workforce, systems, data, and property to support excellence in teaching and research.



We will continue to develop a diverse and inclusive workforce with a culture and environment, physical and digital, that prioritises innovation, creativity, digital literacy, simplicity, continuous improvement, and the resilience to get things done. This will enable us to operate in a manner where staff feel valued and empowered to contribute new ideas and collaborate effectively; and where our integrated built and digital environments will make work easier and simpler, enhancing collaboration and enriching the experience of our students and staff.

Underpinning this will be a continued focus on prudently managing our resources so that we can continue to invest in the future growth of our teaching and research priorities and deliver global impact.



Initiatives supporting this strategic priority include:

- Attracting and retaining a talented and diverse workforce and empowering our staff by investing in their development and wellbeing through our People Strategy and our mutual commitments in our Employee Value Proposition.
- Continuing to develop a vibrant physical and digital campus environment through our Campus 2040 Masterplan and our Digital and AI & Data Strategies to ensure we can respond to future opportunities and support our education and research priorities.
- We will use advanced technology to innovate, support our staff, and prepare students for the future of work, ensuring ethical and effective practices which are exemplified by our presence in the Tech Central precinct in Ultimo, creative precinct in Haymarket, our TechLab in Botany, and our Sports Science campus at Moore Park.
- Simplifying and streamlining our processes, removing duplication and fragmentation through a generational change in our core systems technology and operating model, including our Enterprise Resource Planning (ERP) system.
- Committing to building a sustainable future and enabling investment and growth through the responsible stewardship of our resources as reflected in our Sustainability Strategy and Finance Plan.

UTS 2030


Our four strategic priorities
will collectively contribute
to achieving our UTS vision.

What Success Looks Like

The adjacent table encapsulates what success within each of our priorities will look like and outlines the subset of performance metrics of the Council Key Performance Indicators (KPIs) we will use to track our progress.

Through the Annual Plan we will provide a detailed update on our performance, providing insights and reflections on our achievements and areas for improvement. This structured approach will enable us to remain agile, responsive, and steadfast in our commitment to delivering on UTS 2030.



UTS 2030 Strategic Priorities	What Success Looks Like in 2030	How we will track our progress
A creative and innovative university 	<ul style="list-style-type: none"> • Internationally regarded for excellence in teaching and research • Recognised for being at the forefront of creativity and innovation 	<ul style="list-style-type: none"> • International Reputation – QS Reputation score • Field-weighted citation impact (FWCI) Score
A connected and engaged university 	<ul style="list-style-type: none"> • Preferred by Industry in the areas we work • Increased collaboration within UTS, and with our communities and partners • Increased demand for our graduates 	<ul style="list-style-type: none"> • Patent Mentions score • Policy Citation score • Total Income from External Engagement • Graduate full-time employment (GOS)
A student-centred university 	<ul style="list-style-type: none"> • Meeting student, industry and community expectations in line with our distinctive identity • Supporting academic success for all students and particularly those from under-served backgrounds 	<ul style="list-style-type: none"> • Domestic Reputation – UTS Brand Tracker score • Student satisfaction with overall quality of educational experience (SES) • Success Rates of Culturally Distinct and Equity Groups
A resilient and agile university 	<ul style="list-style-type: none"> • People aspire to work and engage with UTS • Excelling in our enabling operations and agile to take on new opportunities 	<ul style="list-style-type: none"> • Staff Engagement Survey • Sustainability Index • Operating Margin % • Gross Debt on EBITDA

UTS 2030

