

MISSION

The University of Technology, Sydney is an Australian university with an international focus. It provides higher education to enhance professional practice, to serve the community at large and to enable students to reach their full personal and career potential.

Through its promotion of learning and pursuit of research and creative practice, the University contributes to the advancement and integration of knowledge, professional skills and technology, and their intelligent, sustainable and enterprising application for the benefit of humanity.

GUIDING PRINCIPLES

UTS WILL BE GUIDED BY A STRONG COMMITMENT TO:

- > Excellence in the achievement of its mission
- > Intellectual independence and sound ethical practice
- > Close collaboration with the professions, business, industry, government and the wider community
- > Equitable access to education
- > Indigenous cultures and the process of reconciliation
- > International perspectives and the richness of cultural and social diversity
- > Sustainability – ecological, social and economic
- > Fairness and transparency
- > Critical commentary on public issues

A VISION FOR THE CURRENT DECADE BY 2010, UTS WILL BE RENOWNED AS:

A PROVIDER OF DYNAMIC AND CHALLENGING PROFESSIONALLY ORIENTED HIGHER EDUCATION

UTS will be recognised, both nationally and internationally, for its imaginative and dynamic approaches to practice oriented higher education. We will adopt a broad and holistic concept of learning, one that fuses the intellectual rigour of disciplinary knowledge with the ideas and concepts produced during the course of professional practice and community service. We will be valued for shaping the educational foundations of existing and emerging fields of practice and for integrating knowledge across disciplines to provide real-world education applicable to the complex workplace and community of the 21st century.

UTS will be the university of first choice for students who are seeking an intellectually challenging education – one that equips them for an international and technological workplace and provides a strong appreciation of the social, ethical and sustainability dimensions of their chosen professions. We will provide high quality and distinctive research education programs that prepare students to work in diverse environments as leaders in a knowledge based society.

Our alumni and other practising professionals will applaud our commitment to flexible 'whole of career' learning and development services and will turn to UTS at every career milestone.

A VIBRANT LEARNING COMMUNITY

UTS puts its students' education first. Our educational model will focus on the development of autonomous learners, producing graduates who are reflective and creative practitioners. UTS will be a leader in integrating professional education with workplace and interdisciplinary team experience.

Our flexible learning environment and effective use of technology in teaching and learning will underpin the University's reputation for excellence in the facilitation of learning and the provision of stimulating and imaginative learning resources. Our academic staff will be skilled educators and mentors, helping

students to become independent learners and reflect on their professional experiences.

UTS will provide a wide range of support programs and services to optimise students' academic and career success and will provide a physical and social environment that enhances the nature and quality of students' overall experience at the University. Our administrative systems and services will be helpful, responsive, effective and seamless, and will be supported by effective technologies.

A LEADER IN COLLABORATIVE RESEARCH AND EDUCATION

UTS will be a preferred partner of industry, business, government and the professions. Our intellectual and interdisciplinary capability, flexibility and pragmatism will attract other organisations to join with us in creating and delivering a wide range of innovative knowledge-based programs and services. All partnership arrangements will be underpinned by an agreed set of values, including the intellectual independence of the University.

The key to our success will be recognition of the legitimacy and value of knowledge created in professional practice and work settings and our research-based understanding of the drivers of change in the workplace – emerging technologies, social patterns, business processes and internationalisation. UTS will be at the heart of lively communities of practice that extend across industry, business, government, educational and international boundaries.

We will build a strong national and international research profile in a discrete number of niche areas, with an emphasis on collaborative research with industry, business and government.

UTS will form enduring partnerships with international agencies and education providers for the development and delivery of education, research and consultancy services and will contribute its expertise to developing countries.

AN INTERNATIONAL UNIVERSITY

UTS will take advantage of its locations at the heart of a major cosmopolitan city to advance Australia's contribution and standing on the

STRATEGIC PLAN 2005 – 2008

IN SUPPORT OF 'SETTING THE PACE': THE UNIVERSITY'S STATEMENT OF STRATEGIC DIRECTIONS

world stage. We will encourage international interactions and will attract strong interest from overseas students, academics and education providers who wish to benefit from our distinctive academic approach.

Through all our academic activities, we will embrace the cultural diversity of indigenous and non-indigenous local students, overseas students and staff to fully and actively engage with our increasingly cosmopolitan society.

UTS will welcome overseas students and visiting academics and foster their interactions with the local university community. Many of our Australian students will undertake some study overseas as part of their degree programs. The University's curriculum and modes of teaching and learning will equip UTS graduates for international careers and prepare them to live and work in a world of social and cultural diversity.

AN INFLUENTIAL AND ENTERPRISING UNIVERSITY

UTS will seize the benefits of its Sydney location. Our contribution to the social, environmental and economic development of Sydney as a world city will be widely recognised by our local community. Our position at the center of major industry, business, government and transport networks will pave the way for our significant impact on national policy agendas and directions in professional practice.

UTS will be enterprising in the achievement of its mission. We will capitalise on our intellectual property and diversify our income base through commercially oriented research and innovation in the design and delivery of educational services.

The University will be a key contributor to the creation of new enterprises and industries. We will provide access to entrepreneurial skills development to prepare our graduates for self-employment and the commercial application of their knowledge. We will apply our knowledge capital, professional expertise and technological capability to the initiation and support of new business ventures.

AN INSPIRING PLACE TO WORK

The University's intellectual energy, progressiveness, authentic commitment to its core values and conditions of employment will attract high calibre and dynamic staff. We will pursue best practice in our management and technology systems to enable greater freedom and creativity in our work, and to enhance staff skills and employability.

UTS will develop into a strong learning organisation – one that inspires staff to achieve their full potential. We will create an open and flexible organisational culture which is committed to quality outcomes and which facilitates knowledge sharing, teamwork, staff satisfaction and development. Staff will have opportunities to enhance their knowledge and skills and to be rewarded for their contributions to the achievement of the University's distinctive mission.

The University will seek, build and reward innovative and energetic leaders who can inspire others and guide UTS in the realisation of its vision.

For the first four year period of *Setting the Pace* UTS developed four Key Strategic Plans 2001-2004 – Teaching and Learning, Research and Development, Student Focus and UTS Enterprise Development.

The Strategic Plan 2005-2008 sets priorities for continued augmentation of the initiatives put in place four years ago, as well as other innovation and quality enhancement that will enable progress toward the University described in *Setting the Pace*.

UTS is known for the high quality of its practice-oriented, relevant, and innovative teaching and learning programs, its outcomes focused and collaborative research, its student friendly, responsive and supportive approaches, and its intellectual energy, progressiveness and commitment to core values and the provision of a welcoming and innovative work environment. The University has made significant progress in enhancing these attributes over the last 4 years through a focused approach to the three core activities of the University - teaching and learning, research and the student experience.

The Strategic Plan 2005-2008 continues the development of UTS as a vibrant learning community. This requires high quality, effective teaching, a strong research culture that underpins the acquisition and dissemination of knowledge, and a social and physical environment that supports students and staff in achieving their potential. Three board themes guide this development:

- > UTS is distinguished by its imaginative and collaborative approaches to practice-oriented teaching and learning, and outcomes-oriented research and creative practice
- > UTS is international, intellectually challenging and nurtures both student and staff capability
- > UTS has a vibrant social, cultural and physical environment

Within each theme, key objectives indicate the priorities of the University across the core activities of teaching and learning, research and the student experience. Initial major strategies that will be pursued to achieve the themes and objectives also are indicated. These will be assessed annually as part of the UTS planning cycle, and revised as required. This review will be informed by performance against UTS Key Performance Indicators.

ASSOCIATED PLANS AND PRIORITIES

The Strategic Plan will be underpinned by a set of key pan university supporting plans covering the areas of internationalisation, community engagement, equity, human resources, enterprise development and all areas of resources and infrastructure (financial, capital and information technology). These supporting plans provide additional context, constraints and enabling strategies for the implementation and achievement of the Strategic Plan.

As well the University will give enduring priority to all its Guiding Principles. In particular, UTS will progress its commitment to equity and diversity, Indigenous education, sustainability and intellectual independence and will integrate these commitments with all its activities.

STRATEGIC PLAN 2005 – 2008

THEMES, OBJECTIVES, STRATEGIES & INDICATORS

THEME 1: UTS IS DISTINGUISHED BY ITS IMAGINATIVE AND COLLABORATIVE APPROACHES TO PRACTICE-ORIENTED TEACHING AND LEARNING, AND OUTCOMES-ORIENTED RESEARCH AND CREATIVE PRACTICE

Two objectives address the further development of the distinctiveness of UTS teaching and learning and research and creative practice.

OBJECTIVE 1

Increase graduate preparedness to pursue successful careers in a changing professional workplace

Strategies:

- > Engage students and staff with the professions, industry, business and the community to maximise opportunities for interaction and knowledge sharing;
- > Undertake, assess and integrate research on professional knowledge into teaching and learning;
- > Drive innovation and renewal of the curriculum to anticipate and reflect changing knowledge and professions, including emerging fields of knowledge and practice;
- > Provide practice-oriented and international experiences that provide a coherent relationship between learning and practice.
- > Provide opportunities for students to engage where appropriate with the international and culturally diverse dimensions of their field of study.

OBJECTIVE 2

Generate research outcomes that benefit society, particularly through research strengths that have impact nationally and internationally

Strategies:

- > Advance research that contributes economic, social, cultural and environmental benefits to society;
- > Seek out, explore and exploit opportunities for innovation transfer and commercialisation of research outcomes that benefit society;
- > Maintain and enhance the relevance and standing of research concentration through reviewing, as needed, research strengths;
- > Partner with other universities and research organisations in major research initiatives, where UTS will make a significant and distinctive contribution and will benefit from the partnership.

KEY INDICATORS:

See UTS Key Performance Indicators and Targets for the Strategic Plan 2005-2008.

THEME 2: UTS IS INTERNATIONAL, INTELLECTUALLY CHALLENGING AND NURTURES BOTH STUDENT AND STAFF CAPABILITY

Three objectives address the enhancement of student and staff capabilities and capacity.

OBJECTIVE 3

Improve the quality of teaching

Strategies:

- > Develop communities of UTS teaching practice that increase the exchange of ideas and the dissemination of good practice;
- > Use research on learning and feedback on teaching to identify good practice and inform UTS teaching standards;
- > Improve supporting mechanisms for students and staff that enable effective teaching and learning;
- > Attract and retain excellent academics whose high quality teaching will strengthen the national and international profile of UTS teaching and learning;
- > Increase our capacity to identify, recognise and reward effective teaching and learning.

OBJECTIVE 4

Build researcher capacity, through both staff and research students, and strengthen linkages to the national and international impact of UTS research

Strategies:

- > Attract and retain excellent academics whose high quality research will strengthen the national and international profile of UTS research;
- > Develop a program(s) to increase the international impact, experience and networking of UTS researchers;
- > Attract and retain talented, high-achieving postgraduate research students and assist them to achieve timely completions;
- > Deliver high-quality research education programs that support students and supervisors, and integrate research education with strong research programs, which lead to careers in research and higher education, the professions and industry.

OBJECTIVE 5

Increase and improve students' capacity and motivation to participate in the University through effective information, advice, service and support and access programs

Strategies:

- > Provide seamless and helpful student administration, information and support which is responsive to the needs of a large and diverse student population;
- > Provide proactive support to address the needs of student groups identified to be at academic risk;
- > Develop effective outreach programs that reflect the UTS commitment to indigenous education and to multiple-disadvantage educational equity groups.
- > Strengthen internationalisation through activities that reflect the UTS statement of international purpose and the cultural and ethnic diversity of students and staff.
- > Reduce the number of students terminating their enrolment prematurely.

KEY INDICATORS:

See UTS Key Performance Indicators and Targets for the Strategic Plan 2005-2008.

THEME 3:
UTS HAS A VIBRANT SOCIAL,
CULTURAL AND PHYSICAL
ENVIRONMENT

Three objectives address the development of a vibrant and effective intellectual, social, cultural and physical environment for UTS.

OBJECTIVE 6

Increase opportunities for student and staff learning, and social, cultural and intellectual interaction

Strategies:

- > Increase social, cultural, recreational and sporting activities and amenities that enrich student life, in collaboration with the UTS Union, UTS Students' Association and other student bodies;
- > Improve the provision and effectiveness of student breakout, informal learning, communication and technology, and public spaces;
- > Improve access to, and the effectiveness of, UTS managed and/or partnered student housing which contributes to the vibrancy of the UTS environment;
- > Introduce initiatives that increase interaction across the diversity of the UTS student population and other members of the University community;
- > Develop priorities for community engagement that clearly complement and support the curriculum and learning environment at UTS.

OBJECTIVE 7

Maintain an effective, helpful and sustainable learning environment for all students

Strategies:

- > Informed and effective implementation of technology, information and physical resources and infrastructure to improve learning, social and intellectual outcomes for students;
- > Improve the quality of academic administrative infrastructure to support course and career planning by students;
- > Promote inclusive learning practices and infrastructure that recognise the diversity of students and their range of needs.
- > Develop and implement an approach to improving the economic, social and environmental sustainability of the university's operations.

OBJECTIVE 8

Develop a dynamic research environment, including the provision of strategic research infrastructure

Strategies:

- > Foster and support cross-disciplinary research initiatives that bring together researchers across academic units, research fields, institutions and countries;
- > Link research and research education to the other core areas of UTS activity, including teaching and learning and internationalisation;
- > Plan for effective investment in research and computing infrastructure, and partner with other universities and research organisations to secure researcher access to major research infrastructure.

KEY INDICATORS:

See UTS Key Performance Indicators and Targets for the Strategic Plan 2005-2008.

IMPLEMENTATION OF THE STRATEGIC PLAN ACCOUNTABILITIES AND COORDINATION

The Vice-Chancellor and the senior management of the University, including Deans and Directors, will lead the implementation of the *Strategic Plan 2005-2008*.

Members of the Vice-Chancellor's senior executive, in line with their portfolio responsibilities, will sponsor various objectives and strategies of the Strategic Plan.

The Deputy Vice-Chancellor has overall management responsibility for planning and performance reporting. The Deputy Vice-Chancellor, advised by the Vice-Chancellor's Planning and Quality Committee, will coordinate the implementation of the *Strategic Plan 2005-2008* and provide advice to the Vice-Chancellor and senior management on progress against the plan.

Council, as the governing body of the University, will monitor performance against the *Strategic Plan 2005-2008*, particularly in terms of consistency with the University Mission and progress towards the vision in *Setting the Pace*.

The themes and objectives of the *Strategic Plan 2005-2008* are interdependent and share a unity of purpose. All organisational units will need to work together to implement the institution-wide objectives and strategies in the *Strategic Plan 2005-2008* and accompanying supporting plans. In implementing the plans, the Vice-Chancellor and senior management will consult across the University through relevant forums such as the Vice-Chancellor's Committee, Academic Board and their subsidiary Committees.

ORGANISATIONAL SUSTAINABILITY

UTS will experience moderate growth over the period of the *Strategic Plan 2005-2008*. It is expected that student numbers will increase by around 3000 to 4000 EFTSU, primarily from local postgraduate and international sources. The main focus of this growth will be in Sydney, but targeted expansion of offshore programs is expected. During the period of this plan, the University will evaluate options for its future overall size, and its mix of student load onshore and offshore.

Available staff, financial and physical capacity, will bound this growth. Growth will provide extra resources and the potential for economies of scale and scope in operation. However growth also requires further investment in staff and infrastructure. By expanding its capacity progressively, UTS can ensure that growth is financially and organisationally sustainable.

Implementation of the *Strategic Plan 2005-2008* and supporting plans will require prioritisation of competing strategies and activities. Initiatives will need to be sustainable in the University's current and forecasted environment, to demonstrate clear connection to the objectives of the *Strategic Plan 2005-2008* and to deliver relative outcomes against these objectives of more value to the achievement of the UTS Mission and vision than competing initiatives.

In order to implement the *Strategic Plan 2005-2008* and supporting plans, UTS needs to prioritise competing strategies and activities. Initiatives must:

- > be sustainable in the University's current and forecasted environment;
- > demonstrate clear connection to the objectives of the *Strategic Plan 2005-2008*; and
- > do better than a competing initiative in achieving UTS strategic objectives.

In addition, we must carefully consider the proposed level of activity for an initiative and demonstrate that it can be sustained. Given the interdependent nature of elements within the *Strategic Plan 2005-2008*, we also need to incorporate the sequencing and timing of initiatives into the way we plan and prioritise.

The annual target setting and resource allocation in the budgeting process (see following sections) will guide the way we prioritise and evaluate. Where appropriate, we will allocate target funds to support initiatives. In other cases, resources and funds will be redirected by refocusing or discontinuing existing activities.

KEY PERFORMANCE INDICATORS

During consultations for the strategic planning round, it was identified that UTS needed to reduce and refine the wide ranging set of performance measures that were used for the 2001-2004 strategic plans. We have therefore established a process to develop a set of Key Performance Indicators (KPIs) for the new *Strategic Plan 2005-2008*.

Reporting against the KPIs will:

1. Improve our governance by providing Council and the Executive with a high level reporting framework to assist their strategic decision making;
2. Guide the senior management of UTS about the University's performance in pursuing its strategic priorities; and
3. Provide information for external reporting and communication about UTS' performance and standing.

A General Design Framework for UTS KPIs has recommended that:

1. The KPI Framework cover four performance domains – i) Teaching and Learning, ii) Research, iii) Student Experience, and iv) Organisational Sustainability; and
2. Each performance domain has between 6 and 8 KPIs, giving a maximum of 32 KPIs.

In developing the *Strategic Plan 2005-2008* draft key performance indicators were identified. Early in 2005 council will approve the final set of KPIs. Annual targets for these indicators will be set as part of the UTS planning cycle.

The UTS key performance indicators and targets will be published in a companion document - *UTS Key Performance Indicators and Targets for the Strategic Plan 2005-2008*.

PLANNING AND QUALITY MANAGEMENT

UTS has taken the approach of embedding quality management across the University. The UTS planning and quality management framework uses a Plan, Do, Review, Improve cycle that allows for broad application across all University projects, processes and activities. This approach to quality management is integrated into the 2005-2008 strategic planning cycle and the outcome of this integrated approach will provide ongoing continuous improvement in all planning and associated activities across the University. A key component of this continuous improvement is the annual planning and target setting process that will guide the implementation of the *Strategic Plan 2005-2008*.

ANNUAL PLANNING AND TARGET SETTING

UTS will annually evaluate its performance against the Strategic Plan and the UTS KPIs. Performance will be benchmarked internally against past trends and annual targets and externally, where appropriate and comparable data is available, against ATN, national and international outcomes.

To support this process and to guide planning and the annual budget process, UTS will set annual targets for each KPI, and selected other key operational tracking measures, at least one year in advance, and where appropriate on a rolling three-year basis.

APPENDIX 1
THE UTS PLANNING AND QUALITY MANAGEMENT FRAMEWORK



