

# Strategy

## Moving beyond UTS 2027

2024 year marked the final year of the implementation of the 2022–2024 strategic plan and its 5 strategic initiatives:

- Lifetime of learning
- Connected research
- Distinctive identity
- Sustainable partnerships
- Working together

This strategic plan, which outlined the second transformation phase of the UTS 2027 strategy, supported our vision to become a leading public university of technology recognised for our global impact by 2027.

## 2024 performance

Our review of 2024 strategic performance shows that we have largely achieved our UTS 2027 vision:

- We rose to 88th in the QS World University Rankings 2025, with research excellence, a commitment to sustainability and reputational gains being key to our place in the top 100.
- We retained our place as Australia’s number one young university in the Times Higher Education Young University Rankings.
- 2024 was another record year for external research income of \$127 million across all categories (1 to 4).
- We achieved 1st place ranking in the Times Higher Education Impact Rankings 2024 for our contribution to the United Nations Sustainable Development Goal (SDG) 17 ‘Partnerships for the Goals’.
- Other notable 2024 achievements included our responses to the introduction of regulation around the ethical use of AI, widening participation, and sexual harm and harassment prevention and response, each of which have been recognised by peers and industry as sector leading.

In this context, and after consultation with staff, students and partners throughout 2024, a new strategy, with a new 2030 strategic horizon, was formalised by UTS Council in March 2025.

## UTS 2030

UTS 2030 is the university’s new 5-year strategy. It 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 4 strategic priorities that will reinforce and amplify the impact we have on the communities we serve.

It is built on 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.

We remain steadfast in our vision of being a leading public university of technology recognised for our global impact.

To achieve this vision, we will focus on 4 strategic priorities with the aim to be:

- **A creative and innovative university** – As a research-intensive university creativity and innovation are an essential part of what we do, and we must ensure we are in the best position to elevate and use these intrinsic attributes.
- **A connected and engaged university** – Deep connections with industry and community have always been part of our unique history and identity. We understand that mutually beneficial collaborations are the best way to magnify and accelerate impact, today and into the future.
- **A student-centred university** – We will support and enable our students to thrive in all stages of their educational journey.
- **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.

Through these strategic priorities and the programs within them we will create transformative change to elevate our people and amplify our community’s intrinsic creativity and innovation, ensure our campuses are safe, inclusive, vibrant centrepieces for student life and collaboration, and work across disciplines and with diverse communities to develop solutions to society’s big challenges through our research, teaching and practice.