

# UTS Business School

Strategic  
Position  
2021-2027

## Acknowledgement of Country

UTS Business School respectfully acknowledges that we are located on the land of the Gadigal people of the Eora nation.

The Gadigal people have cared for their community, land and waters for thousands of generations, based on their deep knowledge of their country.

We pay our respects to their Ancestors, their Elders and acknowledge their ongoing status as the First Peoples of this land.

Acknowledgement  
of Country

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# Introduction to UTS Business School Strategic Position (2021-2027)

UTS Business School is dedicated to developing and sharing knowledge for an innovative, sustainable and prosperous economy in a fairer world.

We do this by leading education and research that enables businesses and organisations to contribute to the public good.



# UTS Business School Education

A business education at UTS will provide you with a soundly based understanding of the changing world in which businesses and organisations operate, and of the challenges and responsibilities this brings. Studying with us will enable you to follow in the footsteps of the many UTS Business School graduates who have gone on to successful careers in large companies, the public sector, community organisations and entrepreneurial ventures.

Students who come to UTS Business School can expect a well-rounded education that prepares them to become innovative, competent and responsible leaders in their chosen careers.

We believe in an education that brings intellectual rigour and creative problem solving together with cultural awareness and social responsibility. Our graduates are career-ready professionals whose technical competence is matched by their ability to communicate and collaborate with others.

The business world of the future needs leaders and professionals who can reshape the world for a better future – the responsibility to do that is yours for the taking.

**Professor Carl Rhodes**  
**Dean of UTS Business School**



# UTS Business School **Strategic Opportunity**

Our strategic opportunity is to build on the UTS Business School's reputation in practice-based and innovative education and research by also becoming a beacon as a business school for public and social value.

This presentation sets out:

1. The UTS Business School's strategic position (2021-2027)
2. A summary about how the strategic position supports the achievement of the [UTS 2027 Strategy](#)
3. Our Purpose, Mission, Vision and Place
4. Our strategic principles
5. Our focus areas and priorities

# UTS Business School Strategic Position Summary

UTS Business School  
Distinctiveness



UTS Strategic Vision

**UTS will be a leading public university of technology recognised for our global impact.**

UTS Strategic Initiatives



**OUR DISTINCTIVE IDENTITY**



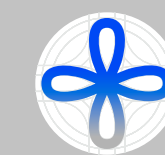
**LIFETIME OF LEARNING**



**SUSTAINABLE PARTNERSHIPS**



**CONNECTED RESEARCH**



**WORKING TOGETHER**

UTS Business School  
Strategic Vision

UTS Business School's vision is to be a socially-committed business school focused on developing and sharing knowledge for an innovative, sustainable and prosperous economy in a fairer world.

UTS Business School  
Strategic Principles



**INCLUSION**

Be inclusive and encourage diversity in all of our activities



**RESPONSIBLE LEADERSHIP**

Initiate discussion and be a trusted thought leader on the role of business and technology in society



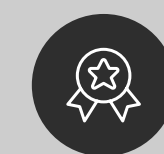
**INNOVATION**

Bring new ideas and evidence-based expertise to bear on critical issues of public interest and value



**PUBLIC GOOD**

Help businesses and organisations make better decisions to promote economic and social wellbeing



**EXCELLENCE**

Deliver excellence in business teaching, research, community and industry engagement



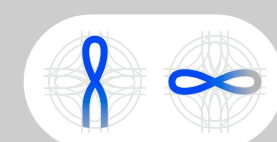
**EQUALITY**

Use education and research as a pathway to individual mobility, social diversity and economic equality

UTS Business School  
Focus Areas

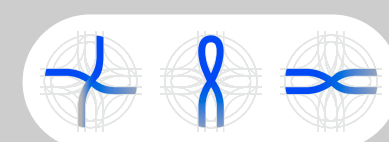
**1. QUALITY EDUCATION & SUPPORTIVE STUDENT EXPERIENCE**

Educate domestic and international students to be career-ready, innovative, technologically savvy, and socially responsible



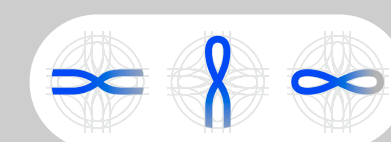
**2. RESEARCH WITH RELEVANCE**

Conduct high impact socially and economically relevant research of internationally-recognised quality



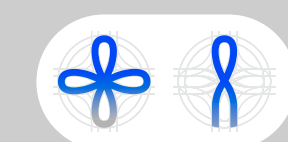
**3. PRODUCTIVE PARTNERSHIPS**

Work with industry, business, policymakers and public institutions to solve issues, upskill workforces and produce socially responsible and economically fair outcomes



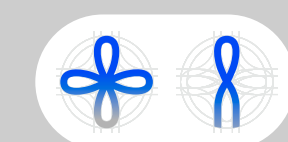
**4. SUSTAINABLE OPERATIONS**

Ensure sustainable operations supported by responsible financial management, revenue growth and technology to support the learning and work environments



**5. ENGAGED PEOPLE**

Support people to develop capabilities to thrive in a complex and dynamic work environment



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# Strategic Position 2021-2027

**Our mission** is to lead education and research that enables business and organisations to contribute to the public good.

**Our vision** is to be a socially-committed business school focused on developing and sharing knowledge for an innovative, sustainable and prosperous economy in a fairer world.

**Our place** is on the unceded land of the Gadigal People of the Eora nation.



# Strategic principles

The following principles support the Business School's strategic position and guide the implementation of our five focus areas to ensure our activities are achieved in alignment with the Business School and UTS's mission and vision.



## INCLUSION

Be inclusive and encourage diversity in all of our activities



## RESPONSIBLE LEADERSHIP

Initiate discussion and be a trusted thought leader on the role of business and technology in society



## INNOVATION

Bring new ideas and evidence-based expertise to bear on critical issues of public interest and value



## PUBLIC GOOD

Help businesses and organisations make better decisions to promote economic and social wellbeing



## EXCELLENCE

Deliver excellence in business teaching, research, community and industry engagement



## EQUALITY

Use education and research as a pathway to individual mobility, social diversity and economic equality



# UTS Business School Focus Areas 2021-2027

Our five focus areas support our strategic position and UTS 2027. Each focus area will be implemented in alignment with our strategic principles.

Our focus area priorities will be achieved through collaboration across the Business School, with staff and students, with University teams, and with industry to achieve positive outcomes for society.

1. Education and Student Experience
2. Research with Relevance
3. Productive Partnerships
4. Sustainable Operations
5. Engaged People

# UTS Business School **Focus Areas 2021-2027**

## 1 EDUCATION & STUDENT EXPERIENCE

Educate domestic and international students to be career-ready, innovative, technologically savvy, and socially responsible



**Lifetime of Learning**



**Our Distinctive Identity**

## 2 RESEARCH WITH RELEVANCE

Conduct high impact socially and economically relevant research of internationally-recognised quality



**Connected Research**



**Sustainable Partnerships**

## 3 PRODUCTIVE PARTNERSHIPS

Work with industry, business, policymakers and public institutions to solve issues, upskill workforces and produce socially responsible and economically fair outcomes



**Connected Research**



**Sustainable Partnerships**



**Lifetime of Learning**

## 4 SUSTAINABLE OPERATIONS

Ensure sustainable operations are supported by responsible financial management, revenue growth, and technology to enhance the learning and work environments



**Working Together**



**Our Distinctive Identity**

## 5 ENGAGED PEOPLE

Support people to develop capabilities to thrive in a complex and dynamic work environment



**Working Together**



**Our Distinctive Identity**

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
1. Quality Education and Supportive Student Experience	PG Futures	<b>PG Futures</b> Establish a pipeline of new award course offerings for commencement in 2022, 2023 and beyond.	<ul style="list-style-type: none"> <li>- Develop one new course for launch in 2022 (MBA online) and evaluate market opportunity for two new postgraduate courses (Human Rights, and Supply Chain online) for launch in 2023.</li> <li>- Develop guidelines/process for new award course market opportunity validation.</li> </ul>	Excellence, Innovation	Associate Dean (Education)	In progress
		Maintain a sustainable suite of postgraduate award courses.	<ul style="list-style-type: none"> <li>- Establish Postgraduate Program Review working group.</li> <li>- Develop framework for program review.</li> <li>- Complete review of PG programs by Q1 2023.</li> </ul>	Excellence	Associate Dean (Education)	In progress
	Online degrees	<b>Online degrees with a partner</b> Develop and launch new MBA for online delivery in mid-2022 with OPM partner Keypath.	<ul style="list-style-type: none"> <li>- Launch MBA Online in SP4 and meet gross revenue targets of \$190k in 2022, \$2.3m in 2023 and \$5.2m in 2024.</li> </ul>	Excellence, Innovation	Associate Dean (Education)	In progress
	New business	<b>New short forms of learning</b> Develop a clear go-to market strategy for B2C and B2B opportunities for Short Forms of Learning (SFOL) portfolio and each SFOL offering.	<ul style="list-style-type: none"> <li>- Develop strategic implementation plan to deliver a sustainable portfolio of programs to meet industry need and generate revenue in support of \$2.2m target.</li> <li>- Develop guidelines/process for new SFOL market opportunity validation.</li> </ul>	Excellence, Innovation	Associate Dean (External Engagement)	In progress
		Investigate development of short courses for Indigenous businesses and organisations working with Indigenous communities.	<ul style="list-style-type: none"> <li>- Scope and develop a viable short course for delivery in 2022/23, which build capability within Indigenous businesses and startups, and organisations working with them.</li> </ul>	Excellence, Innovation, Public Good, Inclusion	Associate Dean (Indigenous Leadership & Engagement)	In progress
	Enhancing student language development	<b>Embedding English Language Framework</b> Embedding English Language (EEL) Framework project has now moved to business as usual. Regular reports are presented to Teaching and Learning Committee (TLC).	<ul style="list-style-type: none"> <li>- Complete annual report tracking EEL performance outcomes by milestone and program for use by TLC and Program Directors to determine improvements to student communication skills.</li> <li>- Students meet EEL threshold milestones in programs to enable them to be capable communicators.</li> </ul>	Excellence	Associate Dean (Education)  Teaching & Learning Manager  Program Directors	Complete and ongoing

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
1. Quality Education and Supportive Student Experience	Enhancing student language development	Monitor language development outcomes from the Embedding English Language (EEL) Project and implement improvement plans as required for various degrees.	<ul style="list-style-type: none"> <li>- Program Directors identify improvement targets between initial assessment and Milestone 1 by end Q2.</li> <li>- Students meet improvement targets between initial assessment and milestone 1 by end year.</li> <li>- Enhancement plans and interventions are developed where milestone improvement thresholds are not met (for implementation in 2023).</li> </ul>	Excellence	Associate Dean (Education) Teaching & Learning Manager Program Directors	In progress
	Enhancing feedback to students	<p><b>Enhancing feedback capability and practice</b> Rollout Canvas Outcomes to subjects assuring Program Learning Objectives (PLOs), including subjects with Embedding English Language (EEL) Project initial and milestone assessments.  (Canvas Outcomes provides structured feedback to students and teaching on achievement of learning outcomes).</p>	<ul style="list-style-type: none"> <li>- Canvas Outcomes implemented for all PLO assuring subjects by end 2022.</li> </ul>	Excellence	Associate Dean (Education) Teaching & Learning Manager	In progress
	Establish a fitting digital learner environment	<p><b>Digital uplift</b> Continue to leverage LX Transformation resources to improve the digital learning environment in all courses.</p>	<ul style="list-style-type: none"> <li>- MBA Core subjects are enhanced for online content delivery and score 3.8 or more on Student Feedback Survey (SFS) question 3131 'Overall, I am satisfied with the quality of this subject' in their first teaching session 2023.</li> <li>- Subjects scoring less than 3.8 on SFS question 3131 'Overall, I am satisfied with the quality of this subject' are reviewed against Business Canvas Standards and supported to improve quality of online learning experience.</li> </ul>	Excellence, Innovation	Associate Dean (Education) Teaching & Learning Manager	In progress
		<p><b>Enhancing Courses: Collaboration, quality and support</b> Leverage Enhancing Courses resources to improve course reviews, course reaccreditation and new course development processes in the Business School.</p>	<ul style="list-style-type: none"> <li>- Completion of two program reaccreditations Master of Professional Accounting and Bachelor of Business (Hons).</li> <li>- Four program reaccreditations to be initiated for Master of Financial Planning, Master of Marketing, Bachelor of Entrepreneurship (Hons) and Master of Behavioural Economics.</li> </ul>	Excellence, Innovation	Associate Dean (Education) Teaching & Learning Manager	In progress

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
1. Quality Education and Supportive Student Experience	Seamless student administration	<b>Curriculum Management Redesign and Implementation</b> Support the implementation of the new Curriculum Management System by updating Business School processes and procedures.	- Deliver and meet implementation plan on time as per university requirements to create efficiencies, maintain curriculum quality and support student recruitment.	Excellence, Innovation	Associate Dean (Education) Academic Services	In progress
	Develop new and sustainable pathways and delivery models for international student recruitment	<b>Pathway and Transnational Education Expansion</b> Complete review of existing pathway partners to ensure appropriate resource allocation to increase enrolments and meet student load targets.	- Assess partner viability and focus resourcing on most viable, sustainable partnerships.	Excellence, Inclusion	Associate Dean (International)	Ongoing and in progress
		Expand pathway partners to focal countries (in line with China Mitigation) and develop new articulation models for UG and PG.	- Increase active pathway partners to contribute to international student load for 2023 and beyond.	Excellence, Inclusion	Associate Dean (International)	In progress
		Expand new and existing pathway partners onshore.	- Increase engagement activities with existing onshore pathway partners, and scope further opportunities.	Excellence, Inclusion	Associate Dean (International)	Ongoing and in progress
		Improve the approval process of pathway and articulation programs.	- Update current process to create system efficiencies and increase speed to market.	Excellence, Inclusion	Associate Dean (International)	In progress
		Maintain collaboration with China-based SILC-Business School, our Transnational Education (TNE) partner, delivering Bachelor of Business and Master of Finance in Shanghai.	- Maintain course delivery of Bachelor of Business and Master of Finance. - Establish sustainable staffing approach. - Continue to support and coordination with Shanghai University in other TNE activities.	Excellence	Associate Dean (International)	In progress
		<b>Strengthen International Student Growth / China Mitigation</b> Ensure scholarships are promoted to focal countries outside of China ensure competitiveness in global market and increase student recruitment in price-sensitive markets.	- Promote scholarships to target markets to increase international student load.	Excellence, Inclusion	Associate Dean (International)	In progress

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
1. Quality Education and Supportive Student Experience	Develop new and sustainable pathways and delivery models for international student recruitment	Provide personalised and efficient support to students to improve international student recruitment and experience and retention.	<ul style="list-style-type: none"> <li>- Conversion campaign to students with offers (commencing students).</li> <li>- Promote and support mobility opportunities including internship, exchange, and New Colombo Plan Scholarship Program (continuing students).</li> <li>- Provide cohort support for pathway students.</li> <li>- Ad hoc support to commencing and continuing international students.</li> </ul>	Excellence, Inclusion	Associate Dean (International)	In progress
		Establish 'study abroad to Masters' pathway partners to increase international student conversion and recruitment.	<ul style="list-style-type: none"> <li>- Scope viable, sustainable pathway opportunities to contribute to international student load for 2023 and beyond.</li> </ul>	Excellence, Innovation	Associate Dean (International)	In progress
		Provide support for industry engagement via UTS International contact points including study tour management.	<ul style="list-style-type: none"> <li>- Establish education workshops as required.</li> </ul>	Excellence	Associate Dean (External Engagement) Associate Dean (International)	In progress
		<b>International Profile and Branding</b> Implement and evaluate comprehensive international marketing plan with UTS International (UTSI) and Marketing and Communications to promote new forms of learning and current programs in new and existing markets.	<ul style="list-style-type: none"> <li>- Deliver rich, diverse and fit for purpose brand and profile content via Business International website and social channels.</li> <li>- Deliver targeted international public relations pieces.</li> <li>- Engage in continuous offshore profiling events (1x Indonesia, 1x India, 1x Vietnam).</li> <li>- Collaboration with UTSI and UTS College in understanding and engagement in international activities.</li> <li>- Provide regular updates of Business programs and profile to all stakeholders.</li> </ul>	Excellence	Associate Dean (International)	In progress

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
1. Quality Education and Supportive Student Experience	Establish UTS network offshore by linking recruitment, program delivery research and alumni	<b>UTS Offshore Learning</b> Support and coordinate existing and new offshore learning centres. Continue to offer online learning in China. Business continues to be the most popular choice for Offshore Learning Centres (OLCs) students.	- Ensure successful operation of business program support at OLCs.	Excellence, Innovation, Inclusion	Associate Dean (International)	In progress
	Build our distinctive International brand and profile	<b>Student Mobility and Experience</b> Secure New Colombo Plan (NCP) funding to support international experience for Bachelor of Business Administration (Indigenous) students. Submit funding application based on research identifying best destination, organisational connections, relevant businesses, to countries with low-risk profiles.	- Successful NCP application will see students travel to study localised Indigenous businesses and community engagement in 2023.	Excellence, Inclusion, Public Good	Associate Dean (International) Associate Dean (Indigenous Leadership & Engagement)	In progress
	Indigenous representation and knowledge	<b>Indigenous Education and Research Strategy 2019-2023</b> Increase Indigenous undergraduate, postgraduate and HDR enrolments.	- Appoint Indigenous professional staff member to undertake specific marketing, recruitment and retention activities in collaboration with Jumbunna and Business School staff to meet recruitment targets of 2% Indigenous students in 2022.	Inclusion, Equality	Associate Dean (Indigenous Leadership & Engagement)	In progress
		Appoint Indigenous Student Liaison Officer to support Indigenous undergraduate students in Business School courses across student attraction, retention and success.	- Appoint Indigenous Student Liaison Officer to meet recruitment targets of 2% in 2022.	Inclusion, Equality	Associate Dean (Indigenous Leadership & Engagement)	Complete
		Continue to grow Indigenous course (award and short courses) offerings, including Indigenous Nation Building and courses for capability building within Indigenous businesses and startups.	- Scope and develop suite of viable short courses for delivery in 2022/23, which build capability within Indigenous businesses and startups, and organisations working with them.	Inclusion, Innovation	Associate Dean (Indigenous Leadership & Engagement)	In progress

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
1. Quality Education and Supportive Student Experience	Indigenous representation and knowledge	<b>Indigenous Graduate Attribute Support and Monitoring</b> Develop Indigenous Graduate Attribute (IGA) implementation plans for: a) all new and reaccredited courses, and b) Bachelor of Business and MBA (on-campus) to equip students with skills to work with and for Indigenous people, aligned to Universities Australia recommendations.	- Complete IGA implementation plans for: a) new and reaccredited courses: MBA online, Bachelor of Business (Hons) and Master of Professional Accounting; and b) existing courses Bachelor of Business, and MBA (on-campus).	Excellence, Inclusion, Innovation	Associate Dean (Indigenous Leadership & Engagement) Associate Dean (Education)	In progress
	Access for students from under-represented groups	<b>U@Uni Plan</b> Monitor student participation in U@Uni (transition to university) program and report on program outcomes.	- Develop annual report that monitors U@Uni participation and student outcomes for use by TLC and Program Directors in establishing course admission criteria and for feedback to U@Uni program.	Inclusion, Equality, Public Good	Association Dean (Education)	In progress
		Implement UniStart (transition to university) program for first-year Indigenous students.	- Implement UniStart for Bachelor of Business Administration 2022 intake, to support overall 2% Indigenous recruitment target in 2022.	Inclusion, Equality	Associate Dean (Education) Associate Dean (Indigenous Leadership & Engagement)	Complete and ongoing
		<b>LSES Transition Support</b> Develop protocols to monitor feedback and outcomes for student cohorts from diverse student groups in the Business School including Indigenous students, low socio-economic status (LSES) students, students with disabilities and other target diversity groups.	- Identify focus equity groups (eg disability, low SES, gender, and Indigenous) and develop standard reporting on student outcomes (eg participation, retention, progression and completions). - Report on progress annually and identify improvement plans for consideration by faculty's Social Justice and Inclusion Committee, Teaching and Learning Committee (TLC) and Faculty Board (FBB).	Inclusion, Equality	Associate Dean (Education) Associate Dean (Indigenous Leadership & Engagement)	In progress



Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
2. Research with Relevance	Productivity and capability uplift	<b>Research Productivity and Capability Uplift</b> Consolidate the restructure of faculty research centres and support them in developing their research plans and projects.	- Establishment of new centres (Centre for Livelihoods and Wellbeing, Centre for Business and Sustainable Development) and external promotion of centres (websites and activity programs, external research metrics). Increase number of joint grant applications between faculty research centres to promote collaboration.	Excellence	Associate Dean (Research and Development)	In progress
		Provide professional development opportunities and other support for academic research via workshops and project pitch sessions to enable academics, especially early- and mid-career academics (ECAs, MCAs), to build strong portfolios of funded research projects.	- Design and offer specific program of professional development seminars for ECAs and MCAs.	Excellence	Associate Dean (Research and Development)	In progress
	<b>Build 'team research'</b>	Focus on collaborations with faculties of Engineering & IT (FEIT) and Health through Cooperative Research Centre (CRC) industry-focused funding opportunities.	- Collaborate on at least three projects associated with CRCs - with priority on Digital Finance CRC where Business leads a collaboration with Law and FEIT; Digital Health CRC with industry partner Stryker; and RACE 2030 CRC (Reliable Affordable Clean Energy) with UTS Institute for Sustainable Futures.	Excellence, Innovation, Public Good, Responsible Leadership	Associate Dean (Research and Development)	In progress
	<b>Excellence in research support</b> Strengthen the high-quality professional services support provided to academics via the Business School Research Office by and creating efficient systems for professional services support for research projects and other initiatives.	- Completion of professional development programs (change management, academic support and resilience) for professional staff in Business Research Office. - Creation of 'Expression of Interest' process.	Excellence	Associate Dean (Research and Development)	In progress	
	<b>Cross Faculty Collaboration Scheme</b> Consolidate Business School's success in 2021 Cross Faculty Collaboration Scheme (CFCS) by delivering research outputs funded via in last year's CFCS.	- At least three successful academic applications submitted to CFCS each year.	Excellence	Associate Dean (Research and Development)	In progress	

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
2. <b>Research with Relevance</b>	Build 'team research'	For next Cross Faculty Collaboration Scheme, focus on early pre-planning and collaborations, in consultation with Associate Dean Research (ADRs) and Faculty Research Engagement Managers (FREMs) at other Faculties, and overall guidance from the DVC Research (DVCR) team.	- Create 'Expression of Interest' process to identify areas requiring additional support.	Excellence	Associate Dean (Research and Development)	Complete
	Our distinct research identity	<b>Research concentrations</b> Continue to strengthen existing research centre focus areas and support the development of plans for an Indigenous Research Centre with a distinct Indigenous research agenda within the Business School.	- Incubate and scope focus for an Indigenous-led, community-driven research centre within Business research environment.	Excellence, Innovation, Inclusion	Associate Dean (Research and Development)  Associate Dean (Indigenous Leadership & Engagement)	In progress
	Graduate research experience	<b>HDR Enquiry System</b> Continue to collaborate with Jumbunna Higher Degree by Research (HDR) process and support.	- At least two commencing Indigenous HDR students each year to assist in meeting 3% student representation targets, with view to increasing completions in 2023 and beyond.	Excellence, Inclusion	Associate Dean (Research and Development)  Associate Dean (Indigenous Leadership & Engagement)	Ongoing and in progress
	Build our distinctive International brand and profile	<b>Profile and Branding</b> Promote exchange between Indigenous international scholars and collaborative research.	- Complete research applications with international Indigenous scholars, and hold one online thought leadership event with international Indigenous scholar/s.	Excellence, Inclusion	Associate Dean (International)  Associate Dean (Indigenous Leadership & Engagement)	In progress
	A commitment to social impact	<b>Social Impact Grants</b> Successfully complete awarded Social Impact Grant.	- Complete and evaluate social impact as per project deliverables.	Excellence, Inclusion	Dean	Ongoing

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
3. Productive Partnerships	Enterprise learning	<b>Enterprise Learning</b> Support the Chancellery with enterprise learning content relating to tenders and proposals where new client opportunities arise, providing a Business perspective where appropriate (including interdisciplinary projects).	- Derive new business from one another, avoid duplication and create operational efficiencies in working together; Strengthen relationships across UTS.	Innovation, Responsible Leadership	Associate Dean (External Engagement)	In progress
		Build on existing relationships and pursue new opportunities through formal outreach or private networks with industry contacts.	- Associate Dean External Engagement (ADEE) creates opportunities through strategic outreach and engagement activities with industry executives.	Excellence, Innovation	Associate Dean (External Engagement)	In progress
		Meet enterprise learning revenue targets while maintaining cost control consistent with financial expectations in 2022 budget.	- Meet 2022 revenue targets \$2.2 m. - Maintain costs program costs at 45% of revenues.	Excellence, Innovation, Responsible Leadership.	Associate Dean (External Engagement)	In progress
	Extend the reach of our campus for stakeholders to better engage with UTS	<b>Entrepreneurship and UTS Startups</b> Working closely with UTS Startups to advance linkages between the entrepreneurship community and the Business School, and leverage this community to funding opportunities through our adjunct networks.	- Deliver Venture Day in 2022, to support and grow UTS's entrepreneurship, startups and innovation network. - Quarterly meetings with UTS Startups leadership team to foster collaboration across education, programs and research opportunities.	Excellence	Associate Dean (External Engagement)	In progress
		<b>Tech Central</b> Offering Tech Central linkages to adjunct networks for content relating to web videos, that help communicate the Business School in online and digital forums, as Tech Central precinct develops 2022-2025.	- Respond promptly to emerging Chancellery requests for collaboration and content promptly to capitalise on emerging opportunities.	Excellence, Innovation	Associate Dean (External Engagement)	In progress
		<b>Western Sydney Presence</b> Continue to liaise and work with the Chancellery on the progress of the Penrith Project. In 2022, we will seek to confirm our funding source via State and Federal Governments, and commence the training of our first cohort of individuals who will be placed into local employment in the Penrith Valley.	- Obtain funding and commencement of first cohort for training in 2022.	Equality, Public Good	Associate Dean (External Engagement)	In progress

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
3. Productive Partnerships	Extend the reach of our campus for stakeholders to better engage with UTS	<b>Indigenous community and industry engagement</b> Continue to engage with Indigenous community and industry; support university's Indigenous Residential College planning, governance and advancement initiatives.	<ul style="list-style-type: none"> <li>- Regular engagement with relevant Indigenous community and industry members.</li> <li>- Appoint 2 Indigenous Adjuncts, and Indigenous member of Business School's Dean's Industry Advisory Board.</li> </ul>	Inclusion, Responsible Leadership, Public Good	Associate Dean (Indigenous Leadership & Engagement)	In progress
		<b>Galuwa Program</b> Collaborate with Jumbunna on the University-wide Galuwa program, providing on-campus, aspirational and immersive experiences for Indigenous high school students.	<ul style="list-style-type: none"> <li>- Design business workshops for students for proposed Galuwa events 2022/23.</li> </ul>	Inclusion, Public Good	Associate Dean (Indigenous Leadership & Engagement)	In progress
	Strategic engagement	<b>Growing Strategic Corporate Partnerships</b> Focus on the continued development and implementation of the Penrith Project, supported by partnerships with Generation Australia, UTS Business School and KPMG. Grant request submitted to the federal Department of Social Services (DSS) for \$349,500 over two years to train 160 members of the community, between 1 July 2022 and 30 June 2024.	<ul style="list-style-type: none"> <li>- Linked to <i>Western Sydney Presence</i> deliverables; Obtain funding and commencement of first cohort for training in 2022.</li> </ul>	Equality, Public Good	Associate Dean (External Engagement)	In progress
		Continue to manage and grow the key client relationships relating to Commonwealth Bank (CBA), NSW Health, NSW Public Service Commission (PSC) and Reserve Bank of Australia (RBA).	<ul style="list-style-type: none"> <li>- Ensure client retention and high satisfaction levels to facilitate 10% YOY client revenue growth in Futures Academy from 2021 to 2022.</li> </ul>	Excellence, Innovation	Associate Dean (External Engagement)	In progress
	Leading public discourse	<b>Leading Public Discourse</b> Provide public engagement and discussion activities and seminars in support of Business School strategic focus areas.	<ul style="list-style-type: none"> <li>- Complete at least 25 2SER media sessions in 2022. Hold 4 industry webinars conducted in 2022.</li> </ul>	Responsible Leadership, Public Good	Associate Dean (External Engagement)	In progress
		Conduct 3 public discourse seminars on Indigenous business and Indigenous issues.	<ul style="list-style-type: none"> <li>- Deliver 3 seminars in 2022, focused on Indigenous Design Ethics; Indigenous Business; and international Indigenous perspectives.</li> </ul>	Responsible Leadership, Public Good	Associate Dean (Indigenous Leadership & Engagement)	In progress

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
3. Productive Partnerships	Attracting philanthropic giving	<b>Establish an Alumni Network throughout Australia and internationally</b> Continue to host virtual events for Business School alumni, which resulted in a 9.1% increase in engagement (a 4.1% increase on target) in 2021. (In Australia, NSW and Victoria are the primary focus areas due to alumni quantity and calibre).	<ul style="list-style-type: none"> <li>Host at least 9 engagement events and activities (including 6 x Sydney, 2 x Melbourne, 1 x UK) to expand partnerships and attract philanthropic and industry funding to meet target of \$1.8m in 2022.</li> </ul>	Innovation, Inclusion	Advancement Manager	In progress
		Further build capacity and networks in NSW and Victoria by hosting roundtable events to connect alumni and build UTS' reputation and brand, with the intention of leading to financial support for various initiatives or projects.	<ul style="list-style-type: none"> <li>Host between 8 to 12 roundtables in 2022 in NSW and Victoria focused on topics including business purpose, climate and modern slavery to support expansion of industry partnerships, increased brand reputation and reputation and support \$500K revenue target associated with 'Economic, social and cultural prosperity' Advancement priority area.</li> </ul>	Innovation, Inclusion	Advancement Manager	In progress
		Continue to leverage Advisory Boards and other alumni relationships to broaden outreach and extend networks and awareness, and provide strategic advice to Business School.	<ul style="list-style-type: none"> <li>Revise membership of Advisory Board to ensure relevance and alignment to Business School strategy and utilise connections to advance (5) philanthropic priority areas.</li> </ul>	Responsible Leadership, Inclusion	Advancement Manager	In progress
		<b>New Ways of Engaging with Strategic Partners to Develop Research and Industry Collaborations</b> Build upon existing relationships established in 2021 in support of the UTS Ageing Research Collaborative, UTS Entrepreneurship Program, Women in Leadership, Modern Slavery collaboration, Climate, and Refugee Entrepreneurship.	<ul style="list-style-type: none"> <li>Contribute to meeting philanthropic and industry targets as per Advancement strategy, including:</li> <li>Ageing - \$500K</li> <li>Economic, social and cultural prosperity - \$500K</li> <li>Entrepreneurship - \$150K</li> <li>Women in Leadership - \$150K</li> </ul>	Public Good, Inclusion	Advancement Manager	In progress
	Explore international partnerships to leverage research, reputation, education and development goals	<b>New Ways of Engaging with Strategic Partners to Develop Research and Industry Collaborations</b> Continue partnership with the Stanford Australia Foundation and further extend international and domestic connections.	<ul style="list-style-type: none"> <li>Host 3 collaborative speaker sessions focused on best practice business in society (eg organisational behaviour, economic recovery, etc).</li> </ul>	Responsible Leadership	Advancement Manager	In progress

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
4. Sustainable Operations	Extend the reach of our campus for stakeholders to better engage with UTS	<b>Capital Development Program</b> Work with Space Management to redesign Building 8 to align with UTS Working Together initiative.	- Commence conversations with Space Management and investigate possibility of dedicated postgraduate lounge on Level 8 and implement change if feasible.	Excellence	Faculty General Manager	In progress
	A commitment to social impact	<b>Social Impact Framework Implementation and Reporting</b> Ongoing Implementation through the Business School's Social Impact Committee in partnership with the Centre for Social Justice and Inclusion.	- Develop and implement faculty Social Justice and Inclusion Action Plan.  - Complete at least three key projects focused areas including a) Widening Participation b) Gender Equity (including setting targets as per 3.30 Project outcomes) and/or c) Community-engaged Work Integrated Learning.  - Pilot project measurements using new Social Impact Framework dashboards.	Public Good, Inclusion	Dean	In progress
	Sustainable operations	<b>Operational improvements</b> Participate in University operational improvement programs such as HUBs and implement changes in the Business School as required.	- Work with other faculties and Marketing & Communications Unit (MCU) to contribute to discussion on redesign of marketing and recruitment activities for the benefit of the faculties and students.	Excellence	Faculty General Manager	In progress
		Continue to improve the new Business School staff intranet and embed in the Business School as a primary mechanism for communication.	- Implement ongoing improvements and evaluate staff usage.	Excellence, Innovation	Faculty General Manager	Ongoing
		Operationalise new Business School strategy to internal and external audiences.	- Ensure internal and external awareness of strategy through the development of marketing collateral to assist with promoting the Business School strategy and differentiating our approach to education while highlighting our focus on innovation, social purpose and technology.	Excellence	Faculty General Manager	In progress
	Develop new and sustainable pathways and delivery models for international student recruitment	<b>International Profile and Branding</b> All AACSB benchmarks achieved for 2022 review. AACSB CIR report due 1 March 2022.	- AACSB criteria met or exceeded.	Excellence	Associate Dean (International)	In progress

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
4. Sustainable Operations	Indigenous representation and knowledge	<b>Indigenous Education and Research Strategy 2019-2023</b> Implement Business School Indigenous Advisory Committee meetings and continue to participate in university-wide Indigenous governance committees, and review and revise Indigenous Action Plan as required.	<ul style="list-style-type: none"> <li>- Conduct Indigenous Advisory Committee meetings 3 times per year, to facilitate requirements of Indigenous Education and Research Strategy.</li> <li>- Ensure Indigenous Action Plan is current.</li> <li>- Associate Dean (Indigenous Leadership and Engagement) participation in University governance committees.</li> </ul>	Inclusion, Responsible Leadership, Public Good	Associate Dean (Indigenous Leadership & Engagement)	Ongoing
	The Work Environment for 2027	<b>The Work Environment for 2027</b> Work with Space Management to plan and start implementing Working Together initiative by redesigning interior of Building 8 to provide opportunities for new ways of working.	<ul style="list-style-type: none"> <li>- Start drafting a plan in 2022 for implementation in 2023-2024 to redesign the interior of the Business School to support staff and students to work effectively when on campus.</li> </ul>	Excellence, Innovation	Faculty General Manager	In progress
5. Engaged People	Workforce strategy	<b>Workforce and Academic Excellence Strategy</b> Monitor and adjust performance in relation to Business School performance benchmarks and AACSB accreditation requirements.	<ul style="list-style-type: none"> <li>- AACSB criteria are met or exceeded.</li> </ul>	Excellence	Dean	In progress
		Complete review of post-COVID workforce planning to ensure we have the capabilities to support students and academics.	<ul style="list-style-type: none"> <li>- Develop and implement sustainable workforce plan for Professional and Academic staff.</li> </ul>	Excellence	Dean Faculty General Manager	In progress
		Review gender equity performance (including pay gap) and develop further improvement strategies.	<ul style="list-style-type: none"> <li>- Set targets and develop implementation plans.</li> </ul>	Inclusion	Dean	In progress
		<b>Workplanning Platform</b> Review and adapt Workplanning Platform process for Business School needs.	<ul style="list-style-type: none"> <li>- Implementation to be completed by 2023 to improve efficiencies and ensure consistent processes.</li> </ul>	Excellence	Dean	In progress
		<b>Workplanning and Workload Model allocation</b> Implement new framework for non-standard teaching work for casual contracts.	<ul style="list-style-type: none"> <li>- Create and implement framework to provide a transparent, consistent approach to management on non-standard teaching work for casual contracts.</li> </ul>	Excellence	Dean Associate Dean (Education)	Complete
		<b>Professional Staff Excellence Strategy</b> Ensure the Professional staff workforce has the capabilities and is fit to support the achievement of UTS 2027 and the UTS Business School Strategy.	<ul style="list-style-type: none"> <li>- Develop and implement Professional staff strategic review.</li> </ul>	Excellence	Faculty General Manager	In progress

Business School Strategic Focus Area	Strategic Priority	2022 Projects	Deliverables	Principles	Owner/Lead	Status
5. Engaged People	Career roadmaps and rewards	<b>Growing Our Own Capabilities and Careers</b> All Professional Staff Managers to complete Managing for Performance training offered by UTS.	- Tracking and completion of training modules.	Excellence	Faculty General Manager	In progress
		<b>Professional Staff – Partners in the Team</b> Business School Awards Program, recognising achievements of all staff, to be amended to more broadly recognise the contribution of Professional Staff individuals and teams.	- Updated program launched in March with staff recognition event in May.	Excellence, Public Good, Innovation	Faculty General Manager	In progress
	Activating our campus	<b>Post-COVID activation</b> Ensure compliance with NSW Health and UTS regulations re COVID and flexibility from working in the office and home as required and to support the needs of staff.	- Continue to offer hybrid/flexible working to ensure staff and student safety on campus. Progressively hold in-person meetings and events to activate the campus as COVID cases reduce.	Excellence	Faculty General Manager	In progress
	Indigenous representation and knowledge	<b>Staff Indigenous Cross-Cultural Awareness and Cultural Competency Training</b> In support of delivering Indigenous Graduate Attribute, facilitate in-house workshops to raise cultural awareness and capability among academic staff; and provide AIATSIS (Australian Institute for Aboriginal and Torres Strait Islander Studies) Core Cultural Learning program for staff.	- All supervisors and managers to complete AIATSIS training in 2022.	Inclusion	Associate Dean (Indigenous Leadership & Engagement)	In progress
		Pursue engagement of cultural safety specialist for senior staff, to enable staff delivery of in support of IGA and create culturally safe learning environments and workplaces.	- Scope feasibility for delivery in 2022/23.	Inclusion	Associate Dean (Indigenous Leadership & Engagement)	In progress
		<b>Wingara Indigenous Employment Strategy 2019-2023</b> Continue to liaise with Jumbunna to meet Indigenous academic and professional staff targets and other key success indicators in the Wingara Indigenous Employment Strategy.	- Meet 3% Indigenous staff representation target for 2023 as per Wingara Strategy. - Recruit Indigenous Research Director to raise lead Indigenous Research project. - Recruit Indigenous Recruitment and Project Officer to assist with increasing student load.	Inclusion	Associate Dean (Indigenous Leadership & Engagement) Dean Faculty General Manager	Complete and in progress



# UTS Business School

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