



Strategic Plan

2016–2020



Strategic Plan 2016–2020

This plan is about **UAC's** story; what we do, our vision and values, our contribution to tertiary education and our future.



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Background

UAC has a proud history of over 30 years of developing and providing robust, innovative and flexible processes and systems to support admission into higher education. The outsourcing of much of the work of the admissions process to UAC has been both efficient and expedient for universities, enabling them to focus upon their core capabilities of learning and teaching, research and external engagement.

UAC-branded admissions services have traditionally been relied upon by universities to admit the majority of their undergraduate students. In the past few years, with the rapid expansion of the higher education market that followed the removal of enrolment limits, universities have admitted students directly in greater numbers.

The UAC Strategic Plan 2016–2020 seeks to address the need for universities to provide flexible admission pathways through the provision of new services, while consolidating our core and continuing to work with institution partners to meet their evolving needs.

UAC has an outstanding base of systems infrastructure, intellectual property, human capabilities, data and technology integral to a large part of our existing business, and upon which new services and business can be founded.

The UAC Strategic Plan 2016–2020 provides clarity of direction for UAC, our employees, primary stakeholders and our shareholder. It places UAC in a broader context and allows us to continue to engage effectively with and provide services which add value to higher education partners and prospective students.



Our outlook

**WE VALUE HIGHER EDUCATION AND
SUPPORT THE INSTITUTIONS THAT PROVIDE IT,
AND THE PEOPLE WHO ACCESS IT.**

We're driven by a strong culture of service and a belief in the value of the work we do in the higher education sector and in the community. By improving access to higher education, we assist more people to achieve their goals.



Why we're here

TO BE AT THE FOREFRONT OF ACCESS TO HIGHER EDUCATION.

We've been the trusted partner to institutions for over 30 years, and we'll continue to work hand in hand with our partners to pioneer state-of-the-art admissions systems that are robust, transparent and equitable. We're here because we make the process of accessing higher education easier for students and we give that process the integrity and efficiency that our partners and the community demand.



What we aspire to be

THE PRE-EMINENT PROVIDER OF
ADMISSION-RELATED SERVICES TO
EDUCATION INSTITUTIONS AND
THEIR PROSPECTIVE STUDENTS.

When institutions want an external partner to support their processes relating to entry to tertiary education, UAC will be their preferred choice. When people are considering tertiary study, UAC will be the go-to point for information, advice and convenient entrance pathways.



Our goals



Stay #1 in the school leaver market

01

UAC has a very strong position and brand recognition among schools and Year 12 students. The *UAC Guide* is the single most important reference tool for this market.

Why is this goal important?

UAC needs to preserve its core business to provide a solid foundation on which to grow.

What will we do?

- Develop a new model for domestic undergraduate admissions.
- Provide apps for iOS and Android devices.
- Enhance processes around the Australian Tertiary Admission Rank (ATAR).



Provide services people want

02

The higher education landscape is a continually evolving one, and UAC needs to continue to meet market expectations in terms of both institutional clients and prospective students.

UAC has an excellent track record in partnering with institutions to develop bespoke services, and there is strong potential for growth in this market.

Why is this goal important?

UAC needs to remain at the forefront of admission services so that we can collaborate with our partners to address challenges and opportunities in the higher education sector in the coming years.

The recent growth of the direct admissions market poses a clear threat to UAC. It is important for UAC to provide institutions with a service that allows them to preserve their brand yet still leverage UAC's expertise and cost-efficiency in assessment.

What will we do?

- Develop a new model for domestic undergraduate admissions.
- Formulate compelling value propositions for institutions.
- Increase white-label services.
- Automate major admissions processes.
- Refine our online applications.
- Provide apps for iOS and Android devices.
- Develop services to provide data analysis and insights.

Continual improvement is critical to the future success of UAC. New technologies and changes to the business rules of our partners mean that UAC is in a strong position to revisit some of our key processes to ensure optimum efficiency and cost reduction.

Why is this goal important?

Our clients look to us for cost efficiency. A key to achieving that is to refine our major admissions processes so our highly experienced and knowledgeable staff can focus on other UAC goals that require their expertise. This then allows us to pass on cost savings to our partners and shareholder.

What will we do?

- Automate major admission processes.
- Review the efficiency and effectiveness of our communication.



Position UAC as the leading tertiary admission centre

04

UAC is part of the Australasian Conference of Tertiary Admission Centres (ACTAC), which includes all the state-based tertiary admissions centres in Australia. UAC provides a range of services to our partners that is at least the equal of, and in some cases surpasses, those provided by other states.

Why is this goal important?

In order to provide the best possible service to our member institutions, UAC needs to keep pace with the services provided by other admissions centres across Australia and, when appropriate, expand its services to go beyond those provided interstate.

What will we do?

- Develop a new model for domestic undergraduate admissions.
- Lead development of a national qualifications database.
- Develop services to provide data analysis and insights.

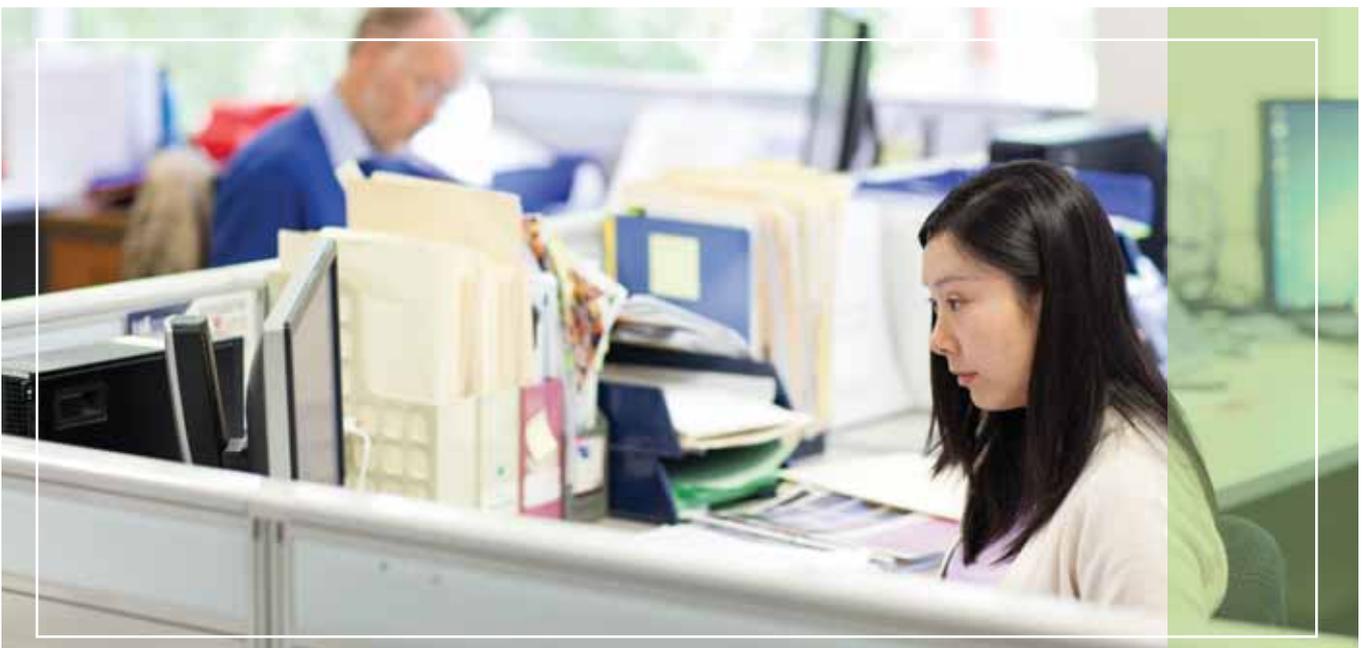
UAC has traditionally focused upon the core relationships with our institutional partners, and has not pursued other business-to-business partnerships. Diversifying UAC's business model by introducing targeted partnerships may allow UAC to reduce the proportion of income derived from our institutional clients.

Why is this goal important?

While UAC exists primarily for the benefit of institutions and our shareholder, to ensure a sustainable business model it's important for UAC to look for appropriate opportunities with other partners.

What will we do?

- Establish a dedicated business development function.
- Broaden our client base to include more non-member institutions.
- Develop other services which are complementary to our existing admissions services.
- Prepare to enter markets adjacent to higher education.



Our priorities

01

Strengthen core tertiary admission services for institutional clients and prospective students, and work with our major stakeholders to develop and implement a new model for domestic undergraduate admissions.

Our core services include:

- expertly assessing a broad range of applications and qualifications for institutional clients
- enabling institutional clients to gain insights through data and analysis
- offering choice and advice for prospective students
- providing convenient, intuitive application processes to prospective students.



02

Raise awareness of, and confidence in, UAC's services and promote UAC's value-added services:

- win back the direct applicant market by provision of white-label services to institutional clients
- increase our share of the postgraduate market
- expand into the international market (both onshore and offshore)
- position UAC as the admissions services provider of choice to institutional clients, regardless of their geographic location
- develop other services complementary to our existing admission services, and prepare for UAC to enter markets adjacent to higher education.



How we will work with our partners

We will:

- establish and deepen our relationships with institutional clients at all levels
- work closely with our prospective students and institutional clients to co-create products and services
- engage effectively with students, especially through an improved digital experience
- deepen our relationships with partners to leverage their strengths, and they ours.



Our approach

ASK WHY

We're curious, inquisitive and want to understand how we can do things better.

BE ENTERPRISING

We're fast and flexible in achieving our goals.

GO BEYOND

We are the best at what we do.

BE FAIR

We actively promote a culture of integrity, fairness and honesty.



Our operational framework

- We will bring focus to the development and delivery of our services. We will ensure appropriate resourcing so that we deliver initiatives on-time, on-budget and on-quality.
- We will not undertake projects that do not align with our priorities and do not support us in achieving our longer-term goals.
- We will establish or strengthen the following capabilities to accelerate achieving our objectives:
 - business development
 - institutional client relationship management
 - sales (to institutional clients and prospective students)
 - service and advice for prospective students
 - data management and analytics.

Contacting UAC



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For those travelling by train, UAC is 250 metres
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Published June 2016

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(NSW & ACT) Pty Ltd
ACN 070 055 935 ABN 19 070 055 935

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be addressed to the Managing Director, UAC.

This publication is available on UAC's website.

About this publication

This publication outlines UAC's strategic direction for
2016–2020; its goals, values and future contribution to
tertiary education.



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