

Strategic Plan

2026–2028

UAC



UAC acknowledges and pays respect to the past, present and future traditional custodians and elders of this nation. We honour the continuation of cultural, spiritual and educational practices of First Nations people.

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About UAC

The Universities Admissions Centre (NSW & ACT) Pty Ltd (UAC) was established in 1995 and is the largest tertiary admissions centre in Australia. Our mission is to provide excellence in admissions services and promote equity of access to tertiary education. Central to that mission is a strong culture of servicing the needs of all our stakeholders, in particular our institutions and applicants.

UAC has a trusted and valuable position in the higher education sector. Applicants turn to UAC for unbiased and authoritative information about university admissions and courses and for an easy interface to apply for courses from across multiple institutions.

Institutions rely upon UAC services to handle the bulk of the admissions process, allowing them to focus on their core capabilities of learning and teaching, research, and community engagement. Parents, schools, the media, and the public know UAC as their first point of reference for the ATAR and university admissions in NSW and the ACT.

UAC is a not-for-profit and registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC).



Our strategic context

The Government is moving towards a reformed, more regulated sector, including stricter enrolment caps and increased incentives for equity group participation.

Institutions are responding and emphasising enrolment optimisation, equity group participation and support, and a continuous look for efficiencies given significant pressure on financial sustainability.

Applicants are continuing to look for a simple, compelling application experience and transparent outcomes.

Technology is moving fast, with new opportunities across generative AI, automation, insights and experience.



Our strategy for 2026–2028

The higher education sector is going through a period of significant change, and we need to adapt along with our institutions.

Our clear priorities for the next two years are to increase the value of our core admissions services, ensure our operations are fit-for-purpose and efficient, and strengthen our relationships with institutions.

Our focus as a not-for-profit established by the NSW Vice-Chancellors' Committee is on providing high quality admissions services that represent value for money for members and other participating institutions.

Our strategic decisions will be anchored to our core admissions purpose and centred on the needs of institutions and students.

As we deliver on this strategy, we will continue to monitor changes in the operating environment and our strategic risks. Key among those will be ensuring that our institutions and applicants are satisfied with the services we provide, maintaining strict compliance with all government and regulatory obligations and ensuring financial sustainability, productivity and staff engagement.



Our purpose

We are a registered charity that exists to provide admissions services for member universities of the NSW Vice-Chancellors' Committee. Aligned with our charitable purpose, we administer equity schemes to reduce barriers to higher education and broaden access for disadvantaged students.



Our ambition

We will be a trusted, efficient and sustainable provider of admission services in our region, adapting to the tertiary education sector as it changes.

For institutions, we will provide “ease of admission” and efficiencies, defendable admission outcomes, and a contemporary view of prospective applicants and applicant insights.

For applicants, we will provide access to tertiary education through clear information and “ease of application”.



Our values

Excellence in service

Collaboration

Passion

Respect

Integrity

Our decisions are anchored to our charitable status, our purpose and strategic priorities and our values.



Our 2026–2028 priorities

1 Improve value from our core admissions services

A. Update admission services and provide insights for institutions to respond to reforms

B. Deliver competitive pricing based on compelling value for money

C. Simplify and personalise the applicant experience on our platforms

2 Ensure our operations are fit-for-purpose, efficient, and aligned to core admissions services

3 Strengthen our engagement with government and institutions to ensure our services best meet institution needs in a changing sector



Core admissions services

1 Improve value from our core admissions services

2026-28 priorities	A. Update admissions services and provide insights for institutions to respond to reforms	B. Deliver competitive pricing based on compelling value for money	C. Simplify and personalise the applicant experience on our platforms
Key objectives	Support institutions in a capped environment to forecast demand and manage enrolments	Ensure that UAC's future pricing is competitive and aligned to member expectations	Reduce applicant barriers to apply for studies at UAC institutions



Our 2026–2028 priorities

Operational alignment

2 Ensure our operations are fit-for-purpose, efficient, and aligned to core admissions services

2026-28 priorities	A. Uplift capability	B. Identify and implement automation opportunities
Key objectives	Invest in the key capabilities UAC needs to deliver core admissions services for the future	Leverage AI and automation in ways that materially benefit staff, applicants and institutions



Our 2026–2028 priorities

External engagement

3 Strengthen external engagement

2026-28 priorities	Focus on relationships with government and institutions to ensure our services best meet institution needs
Key objectives	Ensure UAC and member interests are represented in policy formation and implementation



Our 2026–2028 priorities

Universities Admissions Centre
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