



Strategic Plan

2024-2027





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About this Strategic Plan

Welcome to UAC's Strategic Plan 2024–2027.

The objectives and priorities outlined in this document will be used to guide and measure the performance of UAC's strategic priorities in the coming years.

In creating this plan we've asked all our stakeholders to tell us what they think is important to them and as a result we have formed a direction for our organisation that we believe will ensure the continued success for UAC for many years to come.

It provides our departments with a starting point from which to prepare their own strategic plans, so the priorities outlined here can cascade through all our activities.



Foreword

In putting together UAC's Strategic Plan 2024–2027 we have reflected on our core purpose – providing high-quality and trusted tertiary admissions services that help institutions and students. This is something UAC has been doing for more than 50 years.

In this plan we continue to build on our purpose to define our objectives as an organisation over the next three years. We outline our focus on delivering excellence in tertiary admissions services, technology, and expertise nationally and we outline the steps we'll take towards achieving this goal.

The achievement of this vision will be through the strategic priorities of excellence in admissions, equity of access, and the use of our expertise to engage with our stakeholders, who are navigating changes in the higher education sector.

Excellence in admissions will be delivered through our admissions system transformation program, which has already begun. It will enable the use of new technologies and reinforce our prioritisation of data security.

Aligning ourselves with national priorities, we will ensure we work towards increasing access to tertiary education, especially for students who have been under-represented in the past. These priorities will be underpinned by our renewed focus on customers, the continuing development of our people and increasing innovation in our processes and technologies.

All of these intentions are framed by our core values of Excellence, Passion, Integrity, Collaboration and Respect, values that already define our people and everything they do.

Together with our people and our partners, we look forward to setting off on this journey to achieve our goals.

A handwritten signature in black ink that reads "David". The signature is written in a cursive, flowing style.

Dr David Christie
Managing Director
UAC

Our story so far



UAC has provided high-quality and trusted tertiary admissions services to institutions and students for more than 50 years.

From its foundations as an administrative clearing house for three metropolitan universities, UAC has evolved to become an integral provider of direct admissions solutions at individual education institutions, assessment expertise and a suite of products that support admissions, Advance credit management and CredNet credentials management platforms.

The story of UAC is one of adaptability, innovation and resilience. The influence of government policy and social trends makes the higher education sector a dynamic one and UAC has navigated these ebbs and flows. Since our inception we have used technological innovation to improve the quality and

efficiency of our services. From the early days processing student data on an IBM 360 to today's artificial intelligence we have always embraced new ways of doing things.

Our goals have always been to be of value to institutions and to make the transition to higher education seamless for students. We care about learning, and we value the role we play in helping people access it. We will continue to support those transitioning to higher education while also ensuring we remain a dynamic organisation, well placed to serve our stakeholders for many years to come.

Key achievements since 2021

Since the development of our last strategic plan, UAC has undertaken many projects that support its broader mission to facilitate lifelong learning.

1. Upgraded core technology platforms



- Renewed our IT service infrastructure through the transition of the core admissions database from Ingres to PostgreSQL. This was a critical first initiative and foundation for digitally transforming UAC's admissions system.
- Implemented a service management office to meet internal and customer needs.

2. Built new credential and lifelong learning platforms



- Developed UAC Advance credit management system in partnership with Victoria University.
- In partnership with the Australian Government, built and launched the National Credentials Marketplace, Microcred Seeker.
- Built and launched CredNet, UAC's credentialing platform. Year 12 students now have the option of receiving their ATAR through CredFolio, the platform's digital wallet.
- Launched ATAR Compass, a free online tool, powered by AI to help students estimate their ATAR using scaling statistics from the past five years.
- Our bespoke admissions service, UAC Connect, continued to grow in this period. It now has 13 customers, including its first interstate customer, that see the benefit of an admissions system tailored to their needs.

3. Developed our people



- Implemented a new Enterprise Agreement in February 2022 creating foundations for a more agile, flexible and innovative company.
- Introduced a new organisation structure with clear accountabilities to best support the delivery of UAC's strategic goals and add value to our external and internal stakeholders.

4. Became a preferred partner in facilitating lifelong learning



- Increased our thought leadership through the publication of the 'Student Disadvantage and Success at University' report to investigate the complex relationships between disadvantage and its impact on school and university achievement.
- Introduced yearly Student Lifestyle report with key insights into student attitudes, habits, expectations and hopes, resulting in a potential media reach of 12 million readers through national and international syndication.
- Improved our position with key external stakeholders through responses to several state and federal government reviews relevant to the education sector.

Our strategic context



Our clear focus is on delivering excellence in tertiary admissions. We must also respond to changes in the sector and in our external environment.

In recent years, the emergence of competitive threats to UAC has led to our investment in new credentials technologies. This investment will now be redirected to core activities that support admissions.



Relevance of the ATAR continues to be challenged, driven by pressure from the Accord for higher student intake



Steady rise in alternative pathways to study (e.g., VET, industry) as well as short courses (e.g. microcredentials)



Growing demand for data insights from Universities, but low risk-appetite due to data security concerns



AI is continuing to enable greater automation of university services, increasing competitive threat from other data/IT companies



Concern regarding changes to admissions and early offers from government and some universities



Federal Government plans to establish a National Skills Passport



Universities are seeking to quantify additional admissions criteria (beyond ATAR score) while managing costs



Increased competition between universities as domestic enrolments decline



Students require more personalised information and career matching assistance in a more saturated market



Universities feeling financial strain and change-fatigue due to current funding levels, market changes and covid impact



Our Purpose

This is why we exist, it's what we're here for.

We provide high-quality and trusted tertiary admissions services that help institutions and students.

Our Values

Our values guide our behaviour and provide the foundation of our culture so that we can achieve our purpose.



Excellence

We always strive to be the best we can be for institutions and students. We're known for the quality and security of our admissions services, and we value innovation and curiosity in helping us achieve excellence.



Passion

We're passionate about education and care deeply about our role in helping students access it. We approach what we do with energy and enthusiasm, and our people really enjoy working at UAC.



Integrity

We're known as a trusted and objective source of advice to institutions and students and that's important to us. We're honest, ethical and fair. The principles of equity and sustainability are embedded in our culture.



Collaboration

We love working together and with others to achieve common goals. We actively engage with our stakeholders so we can understand their challenges and deliver the admissions services that will best help them meet those challenges.



Respect

We believe all people deserve to be treated with respect, kindness, and compassion. We value the principles of diversity and inclusion and it's important to us to help find ways to support increased entry into tertiary education.



Our Vision

This is where we'd like to be, it's what we see as our future state.

To be the pre-eminent provider of admissions services, technology and expertise nationally.

Our strategic priorities



1. Admissions

Providing excellence, efficiency and expertise in tertiary admissions has been the foundation of UAC's business for over 50 years, and it continues to be the bedrock of our success. Transforming our admissions system to achieve greater robustness, flexibility and security is the single most important element of our strategy.

2. Access

Increasing access to tertiary education, and especially for students from equity groups, is a national priority. Our admissions systems will be broadened to facilitate a wider range of pathways and our services targeted to increase participation from a diverse range of students.

3. Advocacy

The tertiary education sector is being disrupted by rapidly advancing technology, rising student expectations, national skills shortages and funding pressures. We will engage with our stakeholders as they navigate these changes and use our data and expertise to help them solve the problems they face.

Our strategic priorities



1. Providing excellence in Admissions

Ensuring that we continue to provide a highly effective admissions service is paramount. Our admissions system transformation program will deliver a tertiary admissions system that exceeds the expectations of institutions and students.

This transformation will deliver an admissions system that:

- is highly secure
- caters for a diverse group of students and a wide range of criteria
- drives efficiency
- leverages new technologies
- improves the user experience and
- is flexible and can be integrated with other systems.

Why is this important?

Reinvestment in our core admissions system is critical to achieving our vision for the future of admissions – flexible and efficient for institutions and seamless for students.

Goals

Deliver a new tertiary admissions system that caters to customer and sector needs now and into the future

Incorporate credentials and AI technologies into our products to enhance efficiency and security

Enhance data security in admissions to better protect customer privacy and intellectual property

Our strategic priorities



2. Improving student **Access**

We will align UAC with national priorities for increased access to tertiary education, especially for students who have been under-represented in the past.

Equity of access is emerging as a critical theme throughout Australia's education system, including:

- the role and effectiveness of early offers
- the curation and presentation of individuals' skills and experience
- the connection of learning with employment and life goals
- national productivity and the need to increase participation.

Why is this important?

Focusing on equity is aligned with our values and with a national policy agenda to increase participation in education across the community and drive future productivity in Australia.

Goals

Deliver an increased range of pathways for a wider range of students to support national goals for productivity and participation in tertiary education

Use our data to conduct research and facilitate services that targets and supports the inclusion of a wider range of students in tertiary education

Our strategic priorities



3. Strengthening our **Advocacy**

We will use our data and our research to help institutions and governments resolve problems in the education sector.

We will establish our position as a thought leader through regular and targeted engagements with key stakeholders. We will advocate for the benefits of further education and use our research to support increased access for all students.

Why is this important?

One of our strengths is our access to data, but we are yet to realise its potential utility for the sector. Using our data and our expertise will mean we can better support our institutions and raise UAC's profile and reputation.

Goals

Develop a strategy for optimising our data assets in a way that supports the objectives of our customers and provides greater value to our shareholder

Position UAC as a leader in admissions and as an insightful analyst for the tertiary education sector

Our strategic enablers



These enablers will help us deliver on our strategic priorities; they reflect the areas that are critical important to our future success.

Enabler 1.

Focus on our
Customers

Enabler 2.

Develop our
People

Enabler 3.

Innovate in
Process and
Technology

Our strategic enablers



1. Focus on our Customers

Our customers are the reason we're here, and our energy and enthusiasm comes from striving to exceed their expectations. We want to be outstanding.

Why is this important?

Being known for outstanding customer experience will give us the advantage we need in a competitive environment. Caring deeply about our customers gives meaning and purpose to our work.

Goals

Embed customer-centricity across UAC so that our customers feel valued and can expect a consistently high level of service from all parts of the business

Enhance UX on the UAC website to streamline the process of applying for students and maximise application volumes

Our strategic enablers



2. Develop our People

Our people are our strength, and we want to preserve our reputation as a great place to work, connect and deliver on our purpose.

Why is this important?

We want our people to love working at UAC. Making sure that everyone fulfills their potential will bring the capabilities we need now and into the future.

Goals

Improve staff recognition, reward and engagement to enhance loyalty and ensure sustainability of our workforce

Upskill staff in AI tools and technologies to maximise personal and joint productivity

Ensure staff capabilities are optimised so that we can best deliver on our strategy

Our strategic enablers



3. Innovate in Process and Technology

Our environment must be highly secure, and our processes must be efficient and effective, using the best technology available to minimise risk and maximise value.

Why is this important?

We must embrace every opportunity to improve how we work and ensure that we're using our resources in the most effective and responsible way.

Goals

Enhance cybersecurity and risk management to protect our customers and our business

Ensure our financial sustainability so that we can maximise the value we return to our shareholder and our customers

Embed continuous process and technology improvement across the company to ensure that we are working to our full potential



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