



LEARNING / DISCOVERY / ENGAGEMENT

REALISING THE UQ ADVANTAGE

STRATEGIC DIRECTIONS & 2011–2015 PLAN



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA



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INTRODUCTION

from the Vice-Chancellor and President

The UQ Strategic Plan 2011-2015 sets out our strategic priorities for the next five years and our vision for the longer term to 2020. We invite students, staff, alumni, partners and supporters to share in our future.

The University of Queensland (UQ) today has a well-deserved reputation for excellence. We are nationally recognised for our leadership in learning and teaching, we have a strong and internationally focused research culture, and we have an enviable track record in research translation and commercialisation. We are distinguished by the set of opportunities that we can offer our students, staff and alumni – the UQ Advantage.

2010, our centenary year, provided us with a milestone to celebrate and an opportunity to reflect. There is much to be proud of in our development from a State-based university into one of the best in the nation with an enviable international reputation, but there is no room for complacency. We must increasingly turn our attention to the world stage.



THE UQ ADVANTAGE

The UQ Advantage is the rich and cohesive set of opportunities that we offer our students, staff and alumni.

UQ must set its agenda within a truly global context – it must be a university that is connected with the global community, that attracts outstanding minds by addressing the issues which are impacting on today's world, and that develops and supports tomorrow's leaders.

As with other sectors, higher education throughout the world is being challenged by this globalisation trend, leading to intense competition in the reputation stakes. International ranking systems will continue to grow in importance, impacting on our ability to establish productive research partnerships and attract the best and brightest students and staff. The 2010 results of three widely promoted systems place UQ in the top 1% of all universities. Our position will be challenged as many newer overseas universities, particularly in Asia, reap the rewards of significant growth and investment. We must stay determined to improve on our positioning.

This imperative requires an ongoing commitment to building reputation and research capacity. Increasingly we must partner with like-minded international institutions and work collaboratively on issues of global significance. We must also harness the strength of our research students and expand our research training activities.

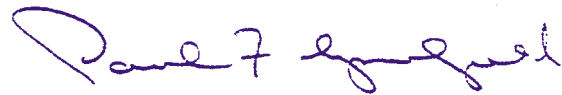
Our teaching and learning programs must deliver qualifications that are relevant to the changing nature of the global economy and workforce. UQ graduates need to be equipped with qualifications that enable them to prosper in a mobile world where degree structures are becoming more standardised and postgraduate professional-entry pathways more common.

UQ values the richness of a broad and representative student community. Attracting the best students regardless of their circumstance or background is essential. We must provide them with opportunities and experiences that will enrich their learning and make their study relevant and rewarding. We are also committed to actively promoting access, equity and diversity and supporting our Aboriginal and Torres Strait Islander and international students.

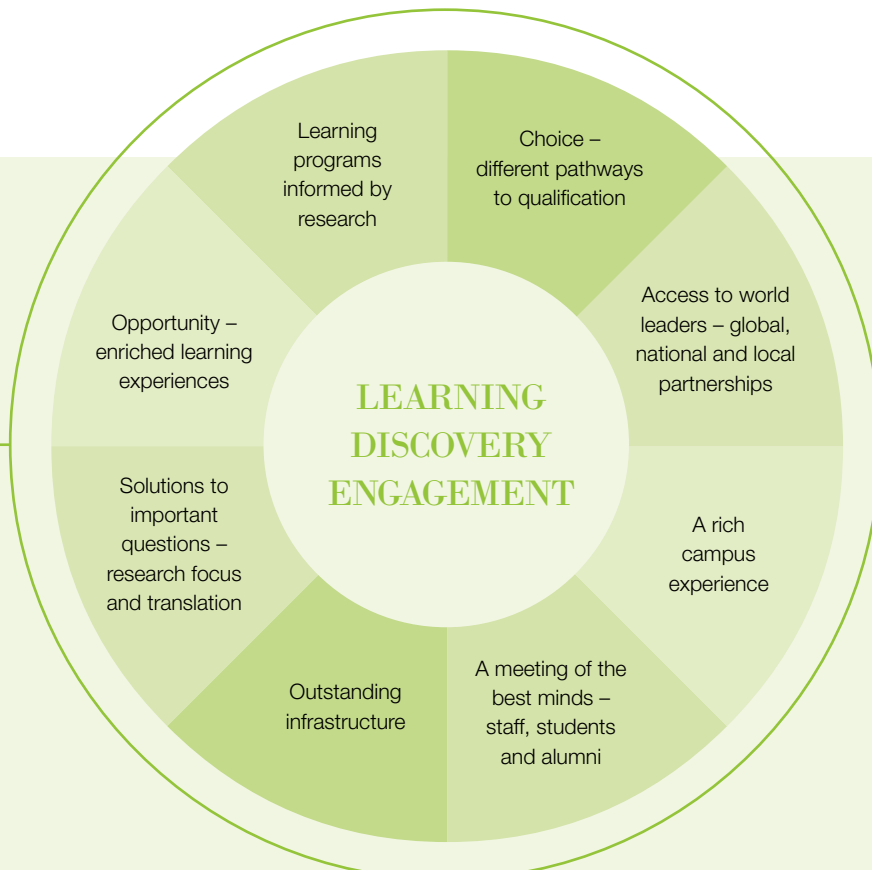
Close attention must be paid to the broader issues that impact upon the student experience, both on-campus and beyond, including students' links with the community, and their safety and accommodation needs.

The University enters the next five years with a clear set of strategic priorities to be funded by a budget that will need to be supported through philanthropy, innovative partnerships, operational efficiencies and a continued reliance on income from fee-paying students.

We have great challenges and opportunities before us. Our people – students, staff, alumni – and our partners will be critical to our future success. I look forward to working with you on our journey.



Professor Paul Greenfield, AO
Vice-Chancellor and President



STRATEGIC DIRECTIONS

realising the UQ Advantage

The University of Queensland faces the future with a strong base on which to build: a distinctive structure, a reputation for flexibility and decisive action, a culture that rewards excellence, and recognition as a leader in research translation and commercialisation.

Our growth in capability and reputation has been underpinned by purposeful strategy. It has been characterised by an overriding focus on quality and an increasingly internationalised focus across our learning, discovery and engagement activities. It has involved the application of strategic initiative funding to support existing and emerging priorities which leveraged external support, and the development of major research institutes, alongside our faculties, as a vehicle for building critical mass and attracting the best students and staff from around the world.

During our next decade we must continue to adapt to

a new environment – one dominated by globalisation and greater competition – and we must develop a sharpened focus on excellence and a responsive approach to the opportunities and challenges on offer.

IN 2020:

UQ will be recognised as a major global university that is developing solutions to global problems.

UQ will attract students of the highest calibre who are destined and supported to become future leaders – locally, nationally and internationally.

The students' learning experience at UQ will be distinguished by opportunity and choice: opportunity for interactions with researchers, industry and international partners that enrich the quality of their learning; and choice among flexible pathways toward highly valued academic qualifications.

A larger suite of postgraduate entry programs will cater to the needs of a modern workforce. Growth in our postgraduate research student population will drive our capacity for discovery. By 2020, our postgraduate research higher degree (RHD) and coursework student population will comprise 40% of the UQ student body.

STRATEGY 2011-2015

The University's strategic objectives over the first five years of the next decade – 2011-2015 – are defined around the key themes of learning, discovery and engagement.

The University's internationalisation agenda is embedded within each of these key themes and summarised in the UQ Global Strategy and Internationalisation Plan.

Our strategies are further underpinned by a commitment to the directions and initiatives described within the Equity and Diversity Plan 2010-2014 and the UQ Indigenous Strategy.

TO 2020:

UQ will further strengthen its research capacity, focusing strategically on discovery to address global issues. We will focus on developing deep and mutually productive partnerships with leading industry, academic and government groups throughout the world. Our success in high quality and high impact research will be reflected in international rankings that will see UQ improve continuously as it strengthens its position among the top 1% of universities in the world.

We will engage meaningfully with our wider communities, ensuring purposeful interaction with schools, prospective and current UQ students, alumni, employers, and industry and government partners.

Our success will be measured by recognition and reputation, by our relationship with globally significant partners, by our ability to attract philanthropic support and by our contribution to society.

Our workforce underpins all that we do across learning, discovery and engagement. Our workforce strategy is based on our commitment to a high performance culture: recruiting the best staff; retaining excellent people through reward and recognition; enhancing development and performance management schemes; improving staff communication; and promoting wellness and active living. We will support and mentor young researchers at higher degree, postdoctoral and

early career levels, and we will develop a suite of tools and practices to underpin an ethos of transparency, objectivity and shared expectations of performance.

We are committed to delivering a campus experience that supports our people and their pursuits. We will continue to develop the physical infrastructure on each of our campuses and will ensure that it is suited to the activities they support and that it enhances the experience of our students and staff.

UQ's four campuses each have distinctive profiles: St Lucia continues to be the primary location for the majority of staff and students; Herston focuses on the health sciences; the Gatton campus has a strength of focus on the animal and agriculture sciences; and Ipswich is developing within a framework focused on health and allied sciences and the development of the UQ College. The Princess Alexandra Hospital site and the adjacent Boggo Road Ecosciences Precinct provide us with opportunities to expand our access to dedicated and shared infrastructure close to the St Lucia campus.

We will work collaboratively with government and private developers to deliver accommodation and support services, leveraging our capital assets in St Lucia and Pinjarra Hills.

Our resource priorities will be set in accordance with our strategic goals. Sustainability and efficiency considerations will be increasingly important. To fund the capital development and maintenance program in a sustainable way, the University will secure alternative sources of funding from philanthropy and surpluses from UQ's semi-commercial operations and partnerships with government and industry. We will make better use of our assets in order to bring about operational efficiencies.

The University supports the Queensland Government's *Towards Q2: Tomorrow's Queensland vision for 2020*, and its ambitions for a stronger, greener, smarter, healthier and fairer community, by delivering education, skills and innovation and through its engagement in world-class research.



UQ LEARNING *plan*

A recent focus on the UQ Advantage has helped to strengthen the points of distinction in the UQ student experience. Our challenge in the future is to develop this focus into stronger educational ambitions that have, as their defining feature, a focus on educating and supporting the leaders of the future. From this perspective, the need to attract and support the best students, irrespective of their backgrounds, will be imperative.



2011-2015

The Learning Plan 2011–2015 is a framework for action that has as its major focus the need to deliver on the UQ Advantage by ensuring that opportunity and choice genuinely characterise the UQ student experience.

Opportunity reflects our commitment to providing educational programs and activities that capitalise on our world-class research strengths and facilities, international collaborations, and industry and professional links to enrich students' learning experiences, and to nurture future leaders.

Choice is provided through strong undergraduate degrees; a range of dual degree offerings; concurrent diplomas; professional-entry masters programs; and postgraduate coursework programs that facilitate professional career development or prepare students for research higher degrees.

Supporting the University's strong commitment to delivering on the UQ Advantage is continued recognition of the importance of the key underpinning goals of excellence in teaching on the one hand, and quality of the student learning environment on the other. Our commitment to further supporting these goals is unwavering and resolute.

The scope of the UQ Learning Plan remains broad and its goals significant. At the beginning of UQ's second century, its role is to ensure that the University's national leadership position in teaching and learning is retained and that UQ is positioned as a world-class higher education institution.



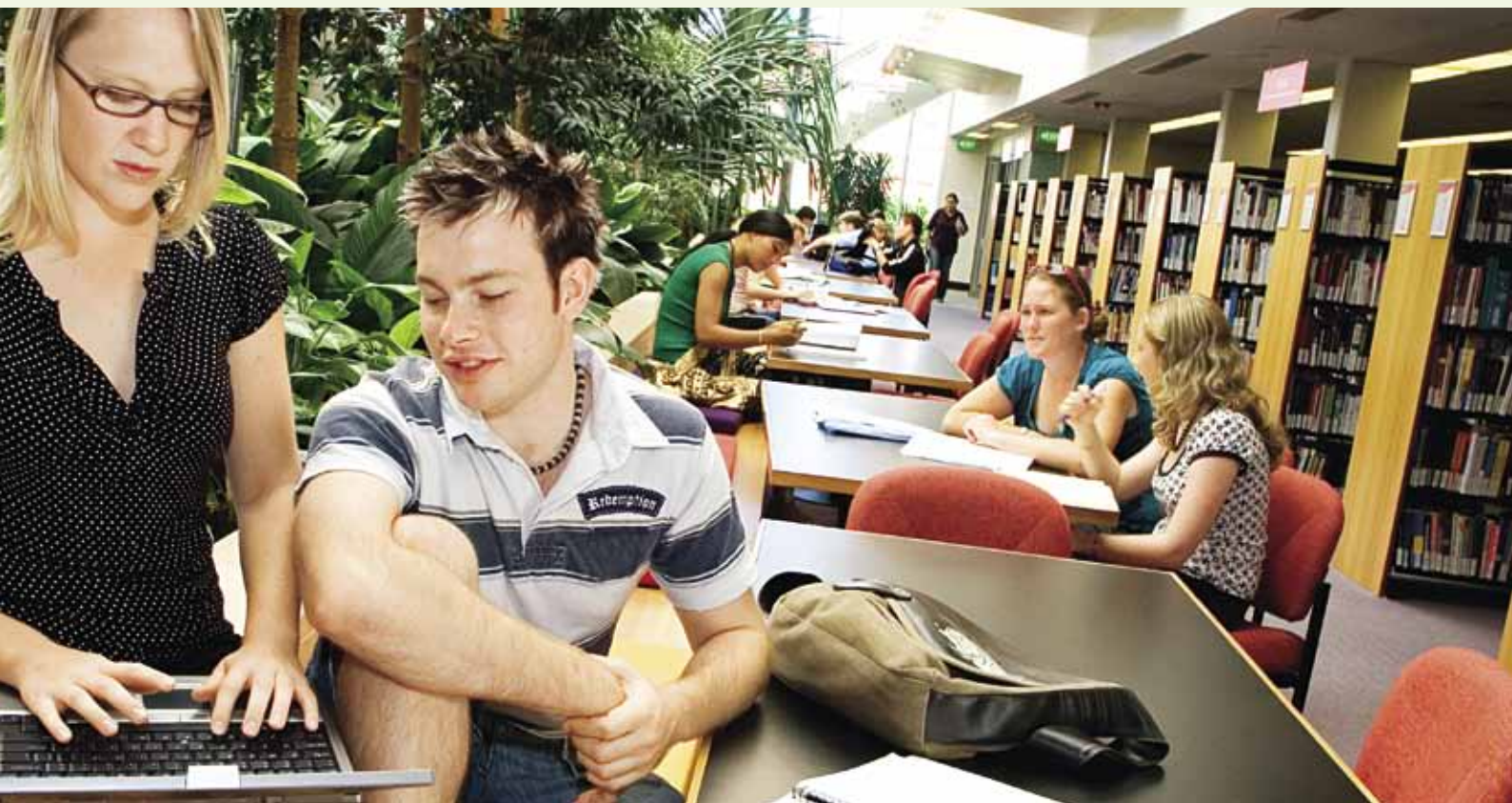
LEARNING *strategies*

THEME 1

Deliver on the UQ Advantage by ensuring that opportunity and choice genuinely characterise the UQ student experience.

Strategies

- 1.1 Enhance the shape of UQ's offerings to support broad educational opportunities, ensure flexibility in pathways and meet postgraduate growth targets.
- 1.2 Support a suite of opportunities and experiences that foster key skills and prepare students for future leadership roles.
- 1.3 Promote and support opportunities for students to gain international experiences and develop global and inclusive perspectives.
- 1.4 Seek to attract, support and retain high-achieving students, and prioritise the need to improve the participation and success of students from low socioeconomic status and Indigenous backgrounds.



2011-2015

THEME 2

Attract and retain high-quality teaching staff, support and reward teaching excellence and raise the professionalism, visibility and status of teaching and learning at UQ.

Strategies

- 2.1 Recognise and reward teaching excellence and maintain UQ's national leadership position in this area.
- 2.2 Enhance the professionalism and quality of staff development opportunities for academic and sessional staff.
- 2.3 Support the scholarship of teaching and the development and evaluation of innovative teaching practices that improve student outcomes.
- 2.4 Ensure that quality assurance and enhancement processes for teaching and learning are effective.

THEME 3

Enhance the quality of all aspects of the student learning environment and address emerging issues.

Strategies

- 3.1 Develop strategies to ensure the retention and success of an increasingly diverse student body.
- 3.2 Prioritise support for the development of state-of-the-art teaching spaces and student learning facilities.
- 3.3 Focus on the development and support of technology innovations to support high-quality blended learning.
- 3.4 Enhance the quality and rigour of assessment practices and ensure the provision of high-quality and timely feedback.



UQ DISCOVERY *plan*

The UQ Discovery Plan 2011-2015 focuses on quality, both of people and research outputs, to enhance UQ's reputation as a global research institution.

In three widely-promoted international rankings systems – Shanghai Jiao Tong Academic Ranking of World Universities, Times Higher Education World University Rankings and QS World University Rankings – UQ now ranks in the top 1% of world universities. Our objective is to improve our ranking in the world's top 100 list and to be ranked as one of the top two universities in Australia.

To achieve its Discovery objectives, UQ will continue to invest strategically to maintain its research facilities, to attract the best researchers, to increase its research performance, and to undertake internationally competitive research. We will create a virtuous cycle where improved research performance helps us to build our research capacity and to increase our reputational capital.



2011-2015

The improvement in overall research performance will be achieved through two key strategies:

- The global recruitment of high-quality research higher degree students and early career researchers; the provision of a distinctive learning experience for RHD students focusing on high-impact research, commercialisation training, industry and business engagement and mobility; and the provision of quality infrastructure and support.
- Research performance will be benchmarked to encourage increased grant success, high-quality publication output, collaboration, and more effective research higher degree supervision and completion.

UQ is widely recognised as possessing critical mass in internationally significant research areas. We will continue to build our global reputation in key areas of national and international significance, such as energy, sustainability, water, health and social equity, through strategic investment and an emphasis on high-quality, interdisciplinary global collaboration.

UQ is Australia's leading university for research commercialisation. We will continue to lead in technology transfer by supporting researchers to develop partnerships with industry and other external partners throughout the world.



DISCOVERY *strategies*

THEME 1

Develop a critical mass of expertise and an uncompromising focus on research of the highest quality to achieve international recognition for leadership in a number of strategically important areas of research.

Strategies

- 1.1 Achieve substantial increases in research funding income required to sustain high quality research endeavours.
- 1.2 Focus on the quality of the outcomes of scholarly work as measured by internationally recognised indicators of outputs.
- 1.3 Build RHD numbers, working in particular with priority international partners in collaborative programs and with international scholarship bodies.
- 1.4 Focus resource allocation on strategically important areas of research
- 1.5 Achieve international recognition for leadership in a number of areas of research.
- 1.6 Ensure UQ research is consistent with international best practice in research integrity.
- 1.7 Continuously improve the quality of research performance data available within the University to enable enhanced assessment and to support the publicity of UQ's research quality.

THEME 2

Encourage and support research collaboration with key Australian and international universities, public agencies, end users and industries.

Strategies

- 2.1 Develop, in appropriate areas of strength, a number of strategically important collaborative relationships in research and research training with key national and international institutions.
- 2.2 Support events and activities that showcase UQ research achievements both internally and to the wider community.
- 2.3 Highlight the relevance and national benefits of research widely.
- 2.4 Focus the University's research partnerships with targeted international universities and research institutions in areas of complementary strength.
- 2.5 Encourage researchers to pursue partnerships with industry and other external partners and end-users.



2011-2015

THEME 3

Foster outstanding performance from young researchers at higher degree, postdoctoral and early career levels.

Strategies

- 3.1 Develop opportunities for professional development for early career researchers.
- 3.2 Support recruitment of high quality early career researchers through competitive postgraduate and postdoctoral funding schemes.
- 3.3 Support ongoing retention of high quality early career researchers.

THEME 4

Enhance and sustain an excellent research infrastructure capability, concentrating on the University's existing and emerging areas of research strength.

Strategies

- 4.1 Allocate centrally held strategic funds to support research infrastructure.
- 4.2 Develop research institutes and centres to recognise critical mass and further develop capacity in areas of research strength.
- 4.3 Seek alternative sources of government/philanthropic assistance to fund major infrastructure projects.

THEME 5

Advance the University's leading position in technology transfer and commercialisation.

Strategy

- 5.1 Develop new strategies to enhance technology transfer, commercialisation, entrepreneurial initiatives and support for proof-of-concepts and start-up companies.



UQ ENGAGEMENT *plan*

UQ's engagement strategy focuses on enhancing UQ's contribution to global and local communities and communicating effectively with our many stakeholders to build support and advocacy for our strategic objectives in learning and discovery.

Our engagement will involve:

Inclusion – We will strive to ensure our student and staff are diverse and represent people from a range of cultural, social and economic backgrounds who bring expertise and strength to our teaching, learning and research activities.

Impact – Our mandate will be relevant to the wider community, to provide real solutions to society's problems across a broad spectrum of disciplines, and to engage actively in the community to effect social change.

In future, funding streams at UQ will be increasingly diverse with an emphasis on philanthropy from national and international sources, matched funding by the University and leveraged government funding. Key learning and discovery objectives will drive fundraising efforts.

To support the University's learning strategy, we will build through philanthropy and industry partnerships a substantial scholarship endowment for students and a significant endowment to support the development and recognition of outstanding teachers. UQ will engage with future students



2011-2015

to attract the best and the brightest. We will engage with philanthropists, industry and government to provide more opportunities for under-represented groups and greater opportunities for internships and assistance with career placements for all students.

To support UQ's discovery objectives, we will work to endow through substantial philanthropy professorships, research fellowships, and support for young researchers at higher degree, postdoctoral and early career levels.

UQ will be differentiated by its seamless student-alumni life cycle. We will foster a culture of giving back by introducing a program of Graduating Year Gifts.

Alumni engagement is critical for enhancing our reputation and for enabling philanthropy. We will build partnerships with alumni by providing opportunities such as life-long learning, networking, career tracking and ongoing ways for graduates to continue their connection with their alumni colleagues and the University. In turn, UQ will encourage alumni to support programs such as internships, mentoring, enhancement of

international student experiences and philanthropy. Alumni will also be encouraged to serve the University through volunteer positions in leadership, development boards, advisory groups and fundraising.

Engagement with the broader community will be characterised by partnership ventures with business and industry, professional groups, and government and research partners. These will include formal partnerships with international universities and agencies to facilitate research collaboration, and student and staff exchanges.

To achieve our goals we must articulate and embed engagement as a valued activity within the University by continuing to build a clear institutional understanding of, and commitment to, engagement and by ensuring that it is properly supported by appropriate systems, policies and practices across the University. We will be guided by models of best practice in intentional engagement in refining our practices and developing effective ways of measuring performance and outcomes.



ENGAGEMENT *strategies*

THEME 1

Enhance the University's reputation as an engaged institution by developing sustainable relationships with key partners and communities, and build the University's external profile.

Strategies

- 1.1 Develop UQ's reputation as a leading source of expertise in the local, national and international communities and a key contributor to achieving effective solutions to contemporary issues and challenges.
- 1.2 Expand highly valued, reciprocal linkages and partnerships with alumni, business, third sector, professional and community organisations, and government bodies, locally and internationally.
- 1.3 Develop an enhanced role for UQ as a provider of cultural resources to the Queensland community.
- 1.4 Foster relationships with external media organisations to increase publicity on significant engagement projects and outcomes.
- 1.5 Develop a scalable and sustainable model of intentional engagement with UQ's alumni globally



2011-2015

THEME 2

Contribute to the University's learning and discovery goals

Strategies

- 2.1 Through intentional engagement, build a substantial scholarship endowment for able students who are financially or culturally disadvantaged.
- 2.2 Through intentional engagement, build a substantial endowment for professorships and research fellowships in areas of critical importance.
- 2.3 Through intentional engagement with alumni and other key constituencies, develop opportunities for student internships and graduate career placement.

THEME 3

Prepare the University for a multi-million dollar campaign to project the University to the next level of excellence.

Strategies

- 3.1 Build internal capacity and capability by developing and energising the workforce, refining systems and driving campaign planning at the local level.
- 3.2 Develop external support and advocacy by increasing intentional engagement with alumni and other key constituencies.
- 3.3 Implement marketing and communications plan to position the University as a destination of substantial philanthropic investment.



Office of Planning

The University of Queensland
Brisbane QLD 4072 Australia

Telephone (07) 3365 1315

International +61 7 3365 1315

Facsimile (07) 3365 2680

International +61 7 3365 2680

www.uq.edu.au/about/planning



UQ IPSWICH

UQ GATTON

UQ ST LUCIA

UQ HERSTON

The University of Queensland (UQ) is one of Australia's premier learning and research institutions. It is the oldest university in Queensland and has produced almost 200,000 graduates since opening in 1911. Our graduates have gone on to become leaders in all areas of society and industry.

UQ is one of the three Australian members of the global *Universitas 21* alliance, an international network of leading research-intensive universities in 15 countries.

We are proud to be a founding member of the national Group of Eight (Go8) – a coalition of leading Australian universities, intensive in research and comprehensive in general and professional education. Collectively, Go8 members account for 70 percent of all research income in Australia's university system, enrol more than half of all higher degree by research students, hold over 90 percent of US patents for inventions and generate 80 percent of spin-off companies created by Australian universities.

UQ is a pacesetter in discovery and translational research across a broad spectrum of exciting disciplines, ranging

from bioscience and nanotechnology to mining, engineering, social science and humanities.

Our eight internationally significant research institutes are drawcards for an ever-expanding community of scientists, researchers and commercialisation experts. UQ is renowned for supporting research students and fosters a multi-disciplinary research community. The University celebrated a significant research achievement in 2010 when it awarded its 9000th PhD degree. In 2010, almost 4000 Research Higher Degree students were enrolled at UQ.

We offer undergraduate and postgraduate programs that are informed by the latest research and delivered in state-of-the-art learning spaces. Our teachers have won more Australian Awards for University Teaching than any other Australian university.

Today, we have more than 43,000 students who study across our four main campuses in southeast Queensland: St Lucia, Ipswich, Gatton and Herston. Staff and students from more than 120 nations are valued in our multicultural community, which celebrates excellence in all aspects of learning, discovery and engagement.

