

STRATEGIC PLAN 2013–2017

LEARNING / DISCOVERY / ENGAGEMENT



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

A photograph of a modern building's exterior at night. The building features a grid of large glass windows and doors, framed by dark metal. The interior lights are on, creating a warm glow that is visible through the glass. The building's facade is also clad in horizontal wooden slats. In the foreground, there is a dark, textured surface, possibly a pool deck or a walkway, and a small, rectangular, shallow pool of water in the bottom right corner. The overall atmosphere is contemporary and sophisticated.

STRATEGIC PLAN 2013–2017



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Since the start of the current Strategic Plan, The University of Queensland has achieved a great deal; but there is much more to be done including positioning us optimally to take advantage of technology developments that could have profound impacts on our traditional business models.

We have maintained and strengthened our position among the world's top 100 universities on the four key global university rankings – The Times Higher Education Rankings, the Academic Ranking of World Universities, the QS World University rankings and the Taiwan rankings (Performance Ranking of Scientific Papers for World Universities).

With almost 200,000 graduates since 1911, UQ has produced a plethora of truly outstanding alumni in over 160 countries. This includes 10,000 PhD graduates, a milestone we reached last year.

Our people have won more national teaching awards than any other institution in the country. Their skills and experience are backed up by a wide range of flexible study programs. These programs do in our view best prepare students for their future success. We call this the UQ Advantage.

UQ's performance is strengthened through partnerships with highly regarded international institutions – universities, governments and corporations - who share our commitment to delivering exceptional education and research that translates to benefits for global society.

UQ's growth as a true global research powerhouse is evidenced by the Federal Government's 2012 assessment of research excellence in the university sector: UQ has more specialised fields of research "well above world standard" than any other Australian university.

Our research has also delivered outstanding economic, social and environmental benefits, according to a national research impact assessment trial.

The Gardasil vaccine, Triple P Parenting, the Nanopatch technology, sustainable development in mining - these and many others are examples of a huge collective contribution to the global stock of knowledge, and also - very importantly - to society.

In 2013 and beyond, it is even more important to play our part in educating global leaders in a remarkable research environment – and equipping those leaders to face the challenges of a rapidly changing world. Equally, it is essential for us to partner even more strongly with end-users of research to make sure society benefits both directly and indirectly from our capacity and proven record to breach the gap between discoveries and their application.

Our commitment to innovation and relevance in everything we do helps our graduates, partners and communities to achieve more – therein will our legacy be found.

Let's all push in the same direction for 'one UQ', as we set out to achieve the goals of UQ's Strategic Plan 2013-2017.

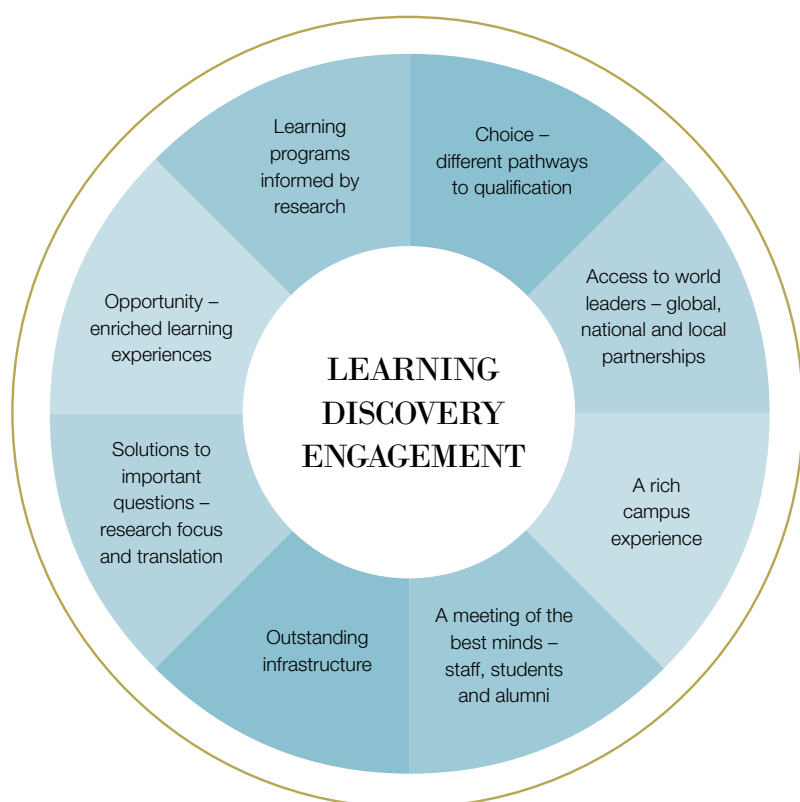
Professor Peter Høj
President and Vice-Chancellor

INTRODUCTION

from the President and Vice-Chancellor

THE UQ ADVANTAGE

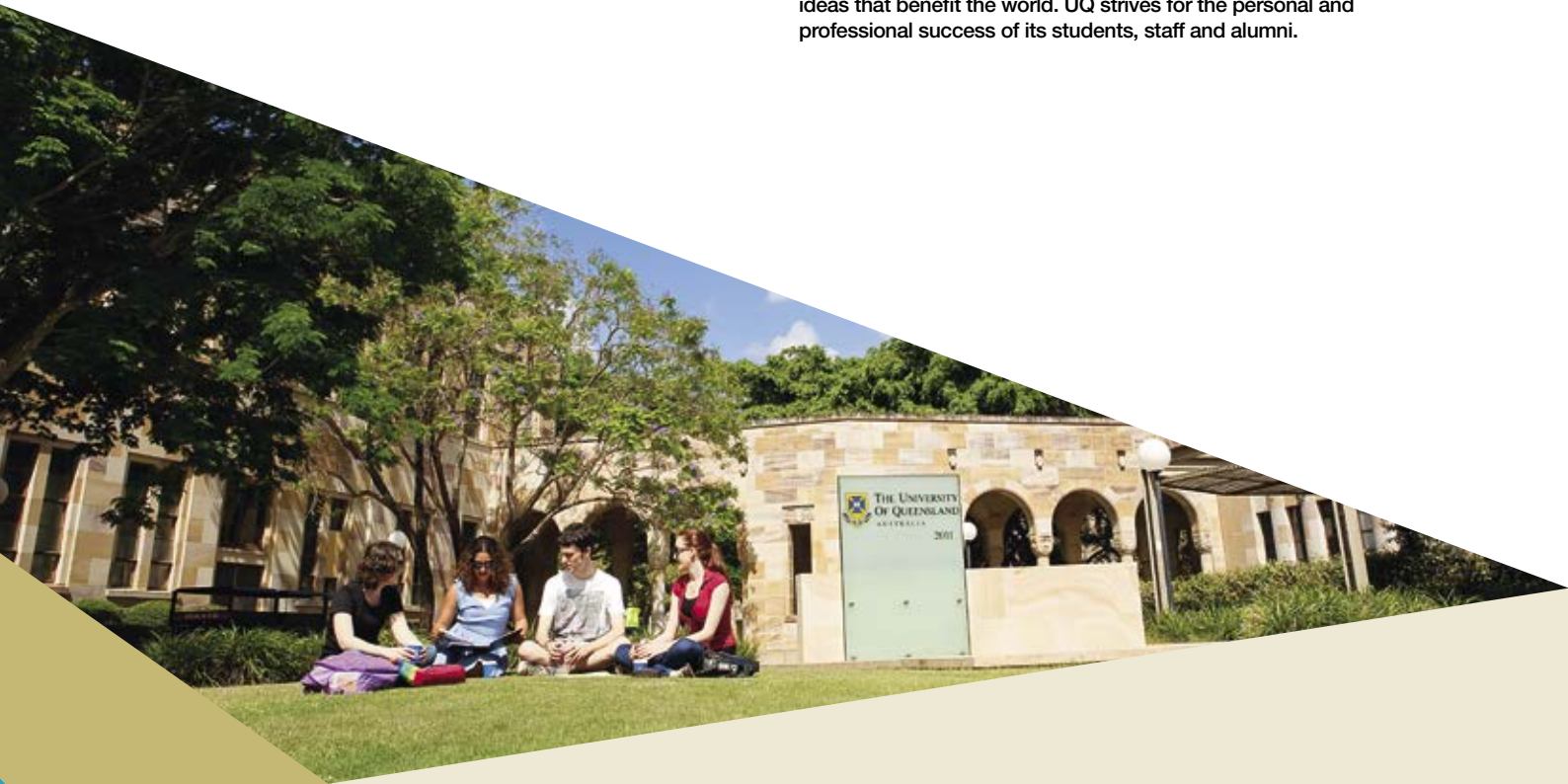
The UQ Advantage is the rich and cohesive set of opportunities that we offer our students, staff and alumni.



STRATEGIC DIRECTIONS TO 2020

MISSION STATEMENT

The University of Queensland positively influences society by engaging in the pursuit of excellence through the creation, preservation, transfer and application of knowledge. UQ helps shape the future by bringing together and developing leaders in their fields to inspire the next generation and to advance ideas that benefit the world. UQ strives for the personal and professional success of its students, staff and alumni.



STRATEGY 2013-2017

The University's strategic objectives over the five years 2013-2017 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 and the UQ Aboriginal and Torres Strait Islander Plan.

REALISING THE UQ ADVANTAGE

We are focussed on delivering the UQ Advantage – a rich and cohesive set of opportunities that we offer our students, staff and alumni.

UQ's growth in capability and reputation has resulted from a focus on quality, an international outlook, strategic investment in major research facilities, and the creation of an environment that attracts and supports the best students and staff from around the world.

During the next decade we will continue to adapt to new environments characterised by rapid change and an increasingly globalised society. Our strategic priorities will be defined within a framework of three pillars: Learning, Discovery and Engagement.

LEARNING

UQ will enrol students of the highest calibre, irrespective of background.

The learning experience at UQ will be distinguished by enriched learning environments and pathways.

UQ will remain committed to developing the next generation of global citizens and leaders of the future.

DISCOVERY

UQ is committed to recruiting and retaining high-quality researchers and research higher degree candidates with the drive and passion to conduct research of international quality

UQ will sustain a first class research environment characterised by world leading research infrastructure and a culture that supports excellence and enhances interdisciplinary and international collaborations

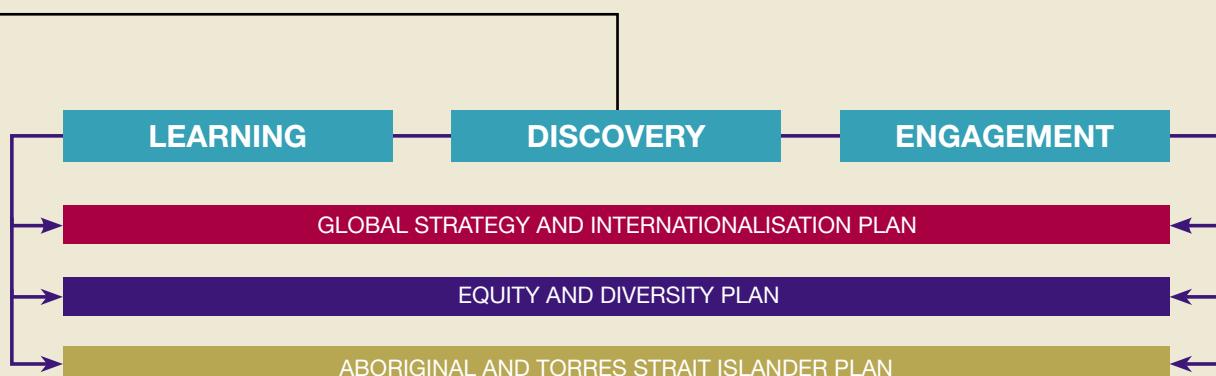
UQ will develop and maintain productive partnerships with key research organisations, public agencies, communities and industries to maximise our research opportunities and benefits to society and industry

ENGAGEMENT

UQ will engage our communities, in pursuit of the goals of the university, through service, advocacy and support.

UQ will enrich society through knowledge and understanding by engaging actively with our communities to affect social change and contributing discoveries that help shape our future.

UQ's alumni and communities will benefit through an on-going connection with UQ that provides personal enrichment and life-long learning.





Dr Patricia Short, School of Social Science, received a 2011 Citation for Outstanding Contributions to Student Learning.

UQ LEARNING PLAN 2013-2017



A continued 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 background, will be imperative.



The Learning Plan 2013–2017 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 industry readiness and 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 SES and Indigenous backgrounds.



Students utilising UQ's library facilities

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 2013-2017




The UQ Discovery Plan 2013-2017 focuses on quality, both of people and research outputs, to enhance UQ's reputation as a global research institution.

In three widely-respected 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 100 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.



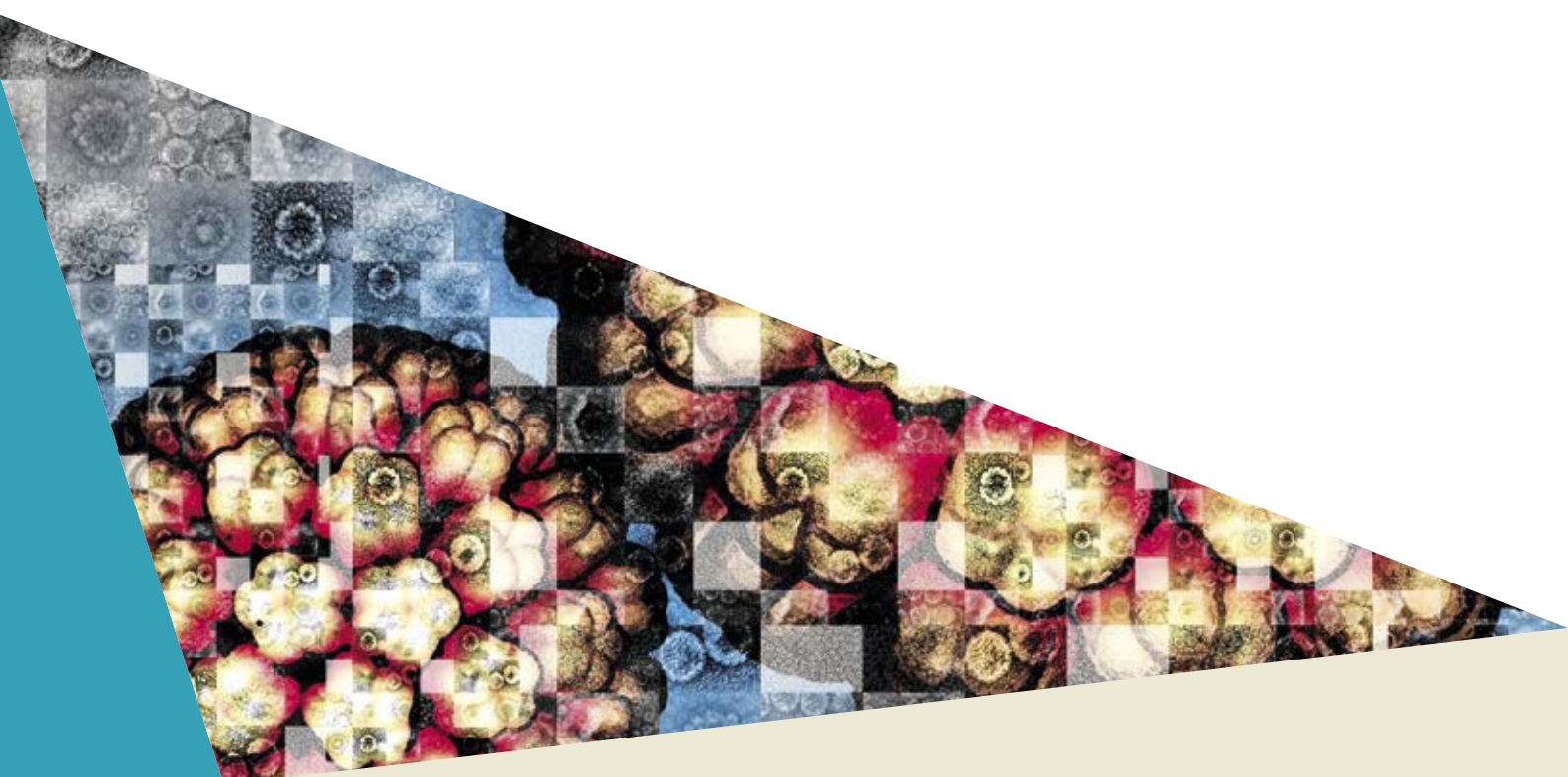


The improvement in overall research performance will be achieved through three key strategies:

- The global recruitment and retention of high-quality researchers; and research higher degree candidates
- The continuing provision of first class research environments including physical infrastructure and a culture that supports excellence and enhances collaboration.
- 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 for its comprehensive research quality and critical mass in a broad range of 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 knowledge 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 increase international recognition for leadership.

Strategies

- 1.1. Achieve substantial increases in research funding income required to sustain high quality.
- 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. Achieve international recognition for leadership in a number of areas of research.
- 1.5. Advance the University's leading position in knowledge exchange and research commercialisation.

THEME 2

Encourage and support research collaboration with key Australian and international universities, and high-quality end users (including public agencies, communities, 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. Highlight widely the relevance and national benefits of research and UQ's research achievements.
- 2.3. Encourage researchers to pursue partnerships with targeted cross-disciplinary and external research partners, including end-users, to increase the beneficial impact of UQ research.



Professor Jason Mattingley, Queensland Brain Institute

THEME 3

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

Strategies

- 3.1. Support recruitment of high quality early career researchers through a competitive postgraduate and postdoctoral funding schemes.
- 3.2. Develop opportunities for professional development for early career researchers and research higher degree candidates.
- 3.3. Support on-going retention of high quality early career researchers.

THEME 4

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

Strategies

- 4.1. Allocate centrally held strategic funds to support research infrastructure.
- 4.2. Foster 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.



UQ ENGAGEMENT PLAN 2013-2017

The UQ Engagement Plan 2013-2017 focuses on enhancing the University'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 students, staff and the external communities with which we engage, are diverse and represent people from a range of cultural, social and economic backgrounds and bring expertise and strength to our teaching, learning and research activities.

Impact – Our mandate will be relevant to the wider community, to enrich society with knowledge and understanding, provide real solutions to global problems 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 business and philanthropy from national and international sources and leveraged government funding. University priorities for learning and discovery will drive fundraising efforts.

To support UQ's learning strategy, we will build through partnerships with our alumni, industry, community, government and philanthropists, a program of engagement and a substantial endowment. These

partnerships and an increased endowment we will provide scholarships to attract the brightest and best students irrespective of background, offer all students' greater opportunities through internships and career pathways, provide more prospects for under-represented groups, and support the development and recognition of outstanding teachers.

To support UQ's discovery objectives, the University will work to raise substantial philanthropic, industry and government funding in support of high impact research programs. UQ seeks to sustain its standing as a research intensive global university by growing its endowment funds to support professorships, research fellowships, and young researchers at higher degree, postdoctoral and early career levels.

UQ will connect with students, alumni and community locally and internationally through quality programming to facilitate the forging of lifelong, meaningful and mutually-beneficial relationships with the University.

The University's most valuable ambassadors are its 205,000+ alumni. High impact partnerships with alumni and community, government and industry are critical in helping to enhance UQ's reputation and profile and enabling philanthropy. We will provide alumni with volunteer opportunities and foster ways for alumni to enrich their involvement with UQ. In turn, the University will encourage alumni to support UQ personally and through their work with internships, mentoring, advocacy and philanthropy. Alumni will also be encouraged to serve the University through volunteer positions on alumni networks, development boards, advisory groups and fundraising.

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

ENGAGEMENT *strategies*

THEME 1

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

Strategies

- 1.1 Develop UQ's reputation as a leading contributor of knowledge and expertise in the local, national and international communities
- 1.2 Expand highly valued, reciprocal linkages and partnerships with alumni, key influencers, 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



Children participating in the Indigenous Youth Sports Program, which UQ hosted in 2012

THEME 2

Contribute to the University's learning and discovery goals through engagement, communications and fundraising.

Strategies

- 2.1 Build a substantial endowment to fund scholarships for students who are from financially or socially disadvantaged groups and academic positions in areas of critical importance
- 2.2 Through strategic communications, keep industry, government, alumni and community abreast of issues affecting the University, the University's impact on society, and how alumni and community can support the University

THEME 3

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

Strategies

- 3.1 Continue to build capacity and capability across UQ for fundraising and meaningful engagement.



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 has produced over 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, an international network of leading, research-intensive universities that work cooperatively to create large-scale global opportunities.

UQ is a founding member of the national Group of Eight (Go8), a coalition of leading Australian research-intensive universities that work together to improve outcomes for all.

UQ is a pacesetter in discovery and transformational research across a broad spectrum of exciting disciplines, ranging from bioscience and nanotechnology to mining, engineering, social science and humanities.

UQ rated well above world standard in more specialised fields of research than any other Australian university (2012 Excellence in Research for Australian (ERA) survey).

Its eight internationally significant research institutes are drawcards for an ever-expanding community of scientists, researchers and commercialisation experts.

UQ is noted for supporting early- and mid-career researchers. In 2012, UQ's 10,000th PhD student graduated.

UQ offers undergraduate and postgraduate programs informed by the latest research and delivered in state-of-the-art learning spaces across its four main campuses in southeast Queensland: St Lucia, Ipswich, Gatton and Herston. Its teachers have won more Australian Awards for University Teaching than any other Australian university.

Staff and students from more than 134 nations are valued in our multicultural community, which celebrates excellence in all aspects of scholarship.

UQ FAST FACTS

Students Profile (Enrolments):	2011	2012
Undergraduate*	33,280	34,235
Postgraduate Coursework*	8,319	8,299
Research Higher Degree*	3,949	4,330
Total Student Enrolment*	45,548	46,864
International Students as % of Total Enrolment*	25%	24%
Awards granted		
Undergraduate*	6,298	6,620
Postgraduate Coursework*	3,551	3,538
Research Higher Degree*	559	620
Total Awards Granted*	10,408	10,778
Research Profile		
Research Income (\$million)*	334.1	365.3
Share of national RHD Load	7.40%	n/a
Staff Profile (FTE)		
Academic Staff	2743	2836
Professional Staff	3805	3915
Total Staff FTE	6548	6751
Financial Profile (\$million)		
Revenue Commonwealth Govt	749.8	678.0
Revenue Other Sources	890.7	904.7
Total Revenue	1640.5	1582.7
International Rankings		
Academic Ranking of World Universities	86	90
Times Higher Education Rankings	74	65
QS World University Rankings	48	46
Taiwan Rankings (Scientific Papers)	76	n/a

*2012 data are provisional/projected