Strategic Plan 2000–2004

The University thrives in a world of unprecedented change by planning and implementing new teaching, research and management strategies while strengthening partnerships with business, government and the wider community.

Mission

The mission of The University of Queensland is to achieve national and international recognition for excellence in all aspects of its teaching, research and scholarship and to make a leading contribution to the intellectual, cultural, economic and social life of the State of Queensland and the Australian nation.

Strategic aims, aspirations and commitments

For almost a century, The University of Queensland has been committed to the enduring values of great universities throughout the world, the creation and transmission of knowledge, the passionate and disinterested pursuit of truth, maintenance of the highest standards of teaching, research and scholarship and the enhancement of society’s intellectual, cultural, economic and social well-being.

As Queensland’s first and pre-eminent university, The University of Queensland is one of only three Australian foundation members of the multi-national Universitas 21 group of world-class, comprehensive and research-intensive universities, which is committed to benchmarking all aspects of its operations against the highest international standards of practice.

The University of Queensland is moving confidently into a world of unprecedented change and uncertainty, competitiveness and internationalisation, characterised by an accelerating growth of knowledge driven strongly by the new information and communications technologies and by remarkable advances in biotechnology and other fields of research.

While maintaining its abiding commitment to the creation of a diverse and harmonious scholarly community of outstandingly able and ethical staff and students, intelligent and dynamic change now informs all of the University’s operations.

New strategic priorities in teaching, research and in the development and management of our resources are being identified and implemented in conjunction with new partnerships with business, government and the wider community. A University-wide Strategic Initiatives Fund is playing an increasingly vital role in ensuring that these new priorities are achieved.

The University will strive to enhance the satisfaction of students, graduates, partner organisations, public bodies and the general community in their involvement with its activities and will use measures of quality assurance and accountability to demonstrate and seek to improve the quality of its performance.

In these and other ways, The University of Queensland is honouring its commitment to excellence by striving continually to enhance the outcomes of all of its activities, to take advantage of the new technologies and to develop new world-class infrastructures in teaching, research, management and support service.

Key operational priorities

The University’s long-term strategic objectives and immediate operational priorities for each of its key areas of activity are set out in full in later sections. However, the University Senate has determined that the most critical operational priorities for the immediate future are to:

■ increase international and postgraduate student numbers;
■ increase the number of students attracted from other universities into honours and postgraduate programs;
■ develop new teaching modes and approaches;
■ achieve improvements in student course experience satisfaction;
The University of Queensland is committed to the excellence of learning experiences and outcomes in the table below.

Student Load 1999-2004

<table>
<thead>
<tr>
<th>BY PROGRAM TYPE</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher degree research</td>
<td>2482</td>
<td>2525</td>
<td>2670</td>
<td>2804</td>
<td>2964</td>
<td>3094</td>
</tr>
<tr>
<td>Higher degree coursework</td>
<td>1053</td>
<td>1225</td>
<td>1704</td>
<td>1447</td>
<td>1641</td>
<td>1818</td>
</tr>
<tr>
<td>Other postgraduate</td>
<td>466</td>
<td>367</td>
<td>455</td>
<td>672</td>
<td>717</td>
<td>782</td>
</tr>
<tr>
<td>Undergraduate and non-award</td>
<td>21,162</td>
<td>21,257</td>
<td>22,847</td>
<td>21,086</td>
<td>21,308</td>
<td>21,515</td>
</tr>
<tr>
<td>Total</td>
<td>25,163</td>
<td>25,373</td>
<td>27,676</td>
<td>26,009</td>
<td>26,630</td>
<td>27,209</td>
</tr>
</tbody>
</table>

The University of Queensland is one of Australia’s premier, comprehensive research-intensive universities. The University aims to improve research productivity, focusing on areas of existing or emerging strength; achieve leadership in the transfer of technology; increase engagement in mutually beneficial partnerships with outside organisations; increase revenue from non-government sources; improve information technology infrastructure; improve management practices and systems; and enhance the physical environment of the University’s campuses. Strategic initiative funds will be applied preferentially in support of these priorities.

**Teaching and learning**

(Review of activities pages 18-27)

**Strategic objectives**

As the preferred university of the great majority of Queensland’s most highly qualified students, whether school leavers, mature-age students or graduates returning for higher-level studies, as well as of a rapidly-increasing number of outstanding international students, The University of Queensland is committed to excellence of learning experiences and outcomes and will:

- provide rewarding educational experiences that develop capacities for independent thought, critical judgement, problem solving, effective communication and ethical sensitivity, to equip graduates for lifelong learning and leadership roles in the professions, business and industry, government and society;
- deliver an enhanced, student-centred approach to learning, enlightened by listening and responding to the student experience, and monitored through a continuous, structured evaluation of teaching and learning outcomes;
- develop the highest standards of graduate competence, informed by the highest international standards of practice and by close collaboration with scholars, the professions, business and industry, and government and society;
- deliver an international focus in relation to syllabuses and exposure of graduates to educational and cultural experiences, both at this University and at universities overseas, along with an appreciation of the benefits of diversity and a clear understanding of and sensitivity to its impact;
- recognise the central relationship between excellence in teaching and learning and research, and the value of underpinning teaching and learning by current research;
- apply systematically the most effective, flexible and appropriate teaching and learning modes and technologies;
- enhance the learning environment, particularly in relation to the provision of high-quality physical and information technology infrastructure for flexible learning; and
- recruit, support, develop and retain staff of the highest international calibre.

**Operational priorities**

- Achieve the load targets for 2004 set out in the table below.
- By the end of 2001, map graduate attributes into all program descriptions.
- Within the next three years, implement systems to monitor and review undergraduate and postgraduate teaching programs, including evaluations by students and other stakeholders.
- Maintain and monitor the Teaching Quality Assurance component of faculty budgets, along with other financial incentives to departments and the staff promotion process, in order to reward both departmental and individual achievement in teaching and learning excellence.
- From 2000 onwards, monitor the provision of fair, equitable and appropriate assessment that encourages, directs, and reinforces learning, as specified in the University’s assessment policy.
- Provide students with improved levels of support and guidance on program and course selection and on the use of information technology, and seek and respond to student feedback on the quality of the support and guidance provided.
- Maintain and increase the participation of adjunct staff from business, the professions and the wider community in mainstream University activities.
- Increase the widespread use of flexible learning approaches in the educational programs of the University.
- Seek opportunities for enhanced collaboration and strategic partnerships in teaching and learning with other institutions in Australia and overseas.

**Research and research training**

(Review of activities pages 28-35)

**Strategic objectives**

The University of Queensland is one of Australia’s premier, comprehensive research-intensive universities. The University aims to:

- seek opportunities for enhanced collaboration and strategic partnerships in teaching and learning with other institutions in Australia and overseas.
achieve international excellence in all types of research, from fundamental, curiosity-driven work that adds to the stock of knowledge through applied research resulting in commercial innovation. The University considers that excellence in research underpins both excellence in teaching and the ability to develop depth in its community partnerships. In seeking to develop its global reputation for research excellence the University will:

- promote the importance and benefits of research to the wider community, and champion the leadership role that the University plays in research-related activities;
- benchmark research and scholarship in all faculties, schools, departments and centres against the highest international standards of practice;
- achieve international distinction across a significant number of strategically-prioritised areas;
- develop major research collaboration with government bodies, businesses and the international community;
- enhance existing levels of success in obtaining competitive and other sources of research funding from all State, national and international sources;
- enhance the University’s role as one of Australia’s major providers of research training by providing innovative and flexible programs at honours, masters and doctoral levels;
- develop suites of integrated and articulated postgraduate programs from certificate to doctoral levels;
- increase the number of postgraduate students to achieve, over time, a student body at least 25 percent of which is at postgraduate level; and
- develop and maintain an excellent research infrastructure capability to meet the needs of researchers and develop world-class facilities for graduate and research students in purpose-built facilities.

**Operational priorities**

- Seek to improve the University’s standing in the leading group of Australian universities in research performance at an international standard and among the leading three universities in terms of overall research income.
- Increase research funding from national and international research agencies, from governments and industry and from a continuing commitment to innovation through the commercial application of intellectual property and research outcomes, leading to an increase in total research income of at least 30 percent on the 1998 figure of $85 million.
- Actively seek to disseminate the findings of research, whether through publication to the wider community in scholarly journals or by vigorously pursuing arrangements which lead to the transfer and exploitation of knowledge gained from research.
- Integrate the major research centres into the research, postgraduate teaching and community service activities of the University.
- Facilitate the development of a limited number of significant new research programs which will often be interdisciplinary and which reflect emerging opportunities and strategic priorities.
- Continuously evaluate research performance through an appropriate set of performance indicators which include peer review and international benchmarking.
- Facilitate interaction with industry, commerce and the professions, and encourage the development of targeted strategic partnerships.
- By the beginning of 2001, develop suites of appropriate and well-articulated postgraduate programs at graduate certificate, diploma, masters, and professional level, along with well-structured postgraduate research programs in all faculties.
- Provide postgraduate programs which meet the needs of industry, the community and the professions.
- Provide appropriate support structures and facilities which foster a collegial postgraduate education and improve the training and broader educational and social experiences of research students at both higher degree and postdoctoral levels.

Thomas Keenan (enrolled for honours in 2002 after achieving a GPA of 7 for his Bachelor of Business Communication degree) and Kylie Jones (Bachelor of Social Science) prepare to graduate at the inaugural UQ Ipswich ceremony in December this year.
Community partnerships
(Review of activities pages 36-43)

**Strategic objectives**
Recognising that its activities and resources represent a remarkable State and national resource, the University will:
- develop closer and more numerous links with the wider community of which it is a part;
- establish strategic partnerships and identify priorities that mutually serve the interests of the University and its stakeholders;
- collaborate in strategic activities for community benefit with industry, business and professional groups and with instrumentality at city, state, national and international levels;
- champion the role of education and research in underpinning the economic health and social well-being of local, state, national and international communities;
- provide staff with opportunities to contribute to the community while achieving educational and personal development outcomes;
- build on the University's strengths in the services it is able to offer the community, helping to find and promote innovative and sustainable solutions to community challenges; and
- maintain the University's role as a provider of specialist services to the community through its libraries, museums, clinics, collections and other specialised scientific, cultural and public performance facilities.

**Management and resources**
(Review of activities pages 44-50)

**Strategic objectives**
The University of Queensland will:
- ensure that the University's graduates are well-informed on the activities, aims, aspirations and commitments of the University as a basis for establishing and maintaining enduring long-term relationships between the University and its alumni;
- in partnership with communities, business, government and non-profit organisations, identify community needs which the University is well-placed to service;
- facilitate community involvement in University decisions affecting the community;
- expand the professional contributions of staff in their specialised fields to the needs of government, business, health, rural and community organisations;
- maintain and extend activities in continuing professional education, as part of the mainstream teaching responsibilities of the University, by offering post-tertiary courses which reflect the latest developments in their fields and, wherever possible, are articulated to award courses;
- establish a database of community activities undertaken by the University, its staff and students to inform future strategic and to help evaluate community service performance.

**Operational priorities**
-Acquire and implement new support systems for student administration and research services.
- Rationalise activities to support growth and development of strategic strengths and to ensure that the University's resources are used as effectively as possible in support of its strategic objectives.
- Ensure equality of opportunity through a positive and pro-active affirmative action program.
- Provide development and training opportunities to assist staff in their professional development and to improve the University's organisational efficiency and effectiveness.
- Secure development funds from external sources of at least $100 million in the period 2000-2004 for projects associated with the University's strategic objectives.
- Increase the proportion of the University's income which is additional to the Commonwealth Government operating grant to 55 percent of total income by 2004, from the 1998 level of 47.7 percent.
- Ensure that faculties, central services and the central administration develop and maintain five-year strategic plans.
- Develop, implement and maintain a comprehensive public relations and marketing plan.