

Strategic plan 2003-2007

The mission of The University of Queensland is to create a community dedicated to achieving national and international levels of excellence in teaching, research and scholarship, one that makes significant contributions to the intellectual, cultural, social and economic life of the State of Queensland and the Australian nation.

Strategic aims, aspirations and commitments

Throughout its history of almost a century, The University of Queensland has shared with the world's great universities the enduring values of creating and transmitting knowledge, the passionate and disinterested pursuit of truth, the maintenance of the highest standards of teaching, research and scholarship and the enhancement of society's core values.

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, research-intensive universities. It offers programs across a wide range of disciplines and is committed to benchmarking its operations against international standards of best practice and to maintaining a diverse and principled scholarly community of outstandingly able and ethical staff and students.

In a situation of competition, uncertainty and change, The University of Queensland seeks to identify and develop new and appropriate strategic priorities in teaching and research, in the development, management and diversification of our resource base and in the use of new

technologies to provide leading-edge infrastructure. The University's Strategic Initiatives Fund plays a crucial role in helping achieve new priorities across a wide range of activities by leveraging significant sources of new funding.

New, world-class research institutes and centres, the continuing development of innovative programs, courses and pedagogies and an abiding commitment to enhanced levels of quality assurance and accountability reflect some of the ways in which The University of Queensland seeks to honour its responsibilities both to its own community and to the wider communities with which we interact.

Student load 2001-2007	RECORDED		PROJECTED					% INCREASE 2002-2007	% SHARE IN 2007
	2001	2002	2003	2004	2005	2006	2007		
BY PROGRAM TYPE									
Higher degree research	2670	2625	2725	2850	2950	3050	3150	14%	9.9%
Postgraduate coursework	2159	2845	3325	3700	4000	4300	4625	99%	14.6%
Undergraduate and non-award	22847	23483	23250	23175	23350	23650	23950	4%	75.5%
Total	27676	28953	29300	29725	30300	31000	31725	12%	
BY FUNDING SOURCE									
HECS-based, RTS and other	22776	22855	22200	21800	21600	21600	21625	-5%	68.2%
Domestic fee-paying	1257	1846	2350	2800	3200	3600	4000	187%	12.6%
International fee-paying	3644	4252	4750	5125	5500	5800	6100	59%	19.2%

The table shows actual student load for the full year in Equivalent Full-time Student Units (EFTSU). Strategic Plan targets include all recorded load at Mt Eliza BC, but not at offshore partner campuses. "Other" funding source load includes above funded target HECS/RTS domestic load and extended research.

Key operational priorities

All actions will be influenced by the pressing need to attract substantially greater amounts of income from sources apart from the base Commonwealth Operating Grant, in order to overcome prospective funding difficulties, provide adequate remuneration to staff and remain dynamic and responsive to changing opportunities and demands into the future. 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 the numbers of international and postgraduate students;
- develop new teaching modes and approaches;
- achieve improvements in the satisfaction of students with their learning experience;
- 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.

Projected student load profile

The University aims to achieve the student load targets for 2007 set out in the table on page 18.

Teaching and learning

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 in graduates capacities for independence and creativity, critical



Secretary and Registrar Douglas Porter (left) and Vice-Chancellor Professor John Hay (right) congratulate Queensland Premier Peter Beattie on receiving an honorary Doctor of Science degree. We awarded a total of 11 honorary degrees this year (page 48).

- judgement, effective communication and ethical and social understanding as well as in-depth knowledge of a field of study;
- deliver an international focus through curricula and through exposure of students to educational and cultural experiences at this University and overseas;
- recognise the relationship between excellence in teaching, learning and research and reinforce a commitment to the distinctiveness of a research-based culture for teaching and learning;
- review and enhance postgraduate coursework programs to increase postgraduate profile;
- increase the number of postgraduate students to achieve, over time, a student body 25 percent of which is at postgraduate level;
- deliver an enhanced and flexible approach to learning that is applied appropriately to meet curricula and pedagogic objectives;
- ensure effective, structured evaluation of teaching and learning quality and outcomes, enlightened by feedback from students, scholars, professions, industry and community;
- enhance the teaching and learning environment, particularly in relation to provision of high quality infrastructure for flexible learning;
- recruit, develop and retain staff who provide high quality teaching and learning; and
- support improved access by students from disadvantaged backgrounds.

Operational priorities

- Ensure that the process of mapping graduate attributes to all courses is completed by 2004.
- Build opportunities for collaboration and strategic partnerships in teaching and

learning with other institutions, including those overseas.

- Ensure that the teaching quality assurance program, the staff promotion process and other incentives reward and promote School and individual achievement in teaching and learning excellence.
- Increase the use of flexible learning approaches and the appropriate use of information and communications technologies in educational programs, particularly postgraduate programs in the University.
- Gather and use information about the quality of teaching and learning and monitor the provision of curriculum and assessment that encourages and reinforces learning as specified in University policy.
- Improve guidance and the quality of advice to students about program and course selection and maintain ways to seek and respond to student feedback about the teaching and learning environment.
- Develop strategies to encourage enrolment in and to enhance postgraduate coursework programs.
- Enhance infrastructure to support teaching and learning, and to provide stronger support to flexible teaching and learning.
- Provide staff development to support understanding and use of best practice approaches to teaching and learning.
- Ensure greater and more effective use of adjunct staff.
- Revise the Teaching and Learning Enhancement Plan.
- Develop strategies to improve access and participation of students from disadvantaged backgrounds.

Research and research training

Strategic objectives

The University of Queensland is one of Australia's premier, comprehensive research-intensive universities. The University aims to achieve international excellence in all types of research and research training, from fundamental, curiosity-driven work that adds to the stock of knowledge through to 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. Its commitment to research training has resulted in the establishment of The University of Queensland Graduate School.

In seeking to develop its international 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 and research training activities;
- achieve international distinction across a significant number of strategically-



Looking for the origins of life on Earth... Senior Research Fellow Balz Kamber and a team from ACQUIRE (Advanced Centre for Queensland University Isotope Research Excellence) are studying the Hadean era between 4.68 and 3.85 billion years ago.

- prioritised areas of research;
- develop major research collaboration with government agencies, industry and the international community;
- increase research funding from all State, national and international sources; and
- 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.

Operational priorities

- 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, outcomes and research higher degree completions.
- Critically assess the research performance of faculties, schools and centres, and of the University as a whole, against relevant peers in the international community on an ongoing basis.
- Identify and focus on strategically-important areas of research.
- Identify and direct support to areas of strength.
- Recognise and reward the very best research and research supervision performance.
- Provide opportunities for all staff to develop and enhance their research strategies, performance and supervisory skills, with targeted support for early career researchers.
- Encourage all new staff to develop an active, externally-focused research profile and to improve their supervision skills.
- Attract, retain, educate and graduate a growing cohort of higher degree research students.
- Provide appropriate support structures and facilities to foster outstanding performance at both higher degree and postdoctoral levels.
- Improve the training and broaden the educational experiences of all higher degree research students.
- Develop and maintain an excellent research infrastructure capability to meet the needs of researchers and research students.
- Maximise research collaboration with industry.
- Identify and support potential opportunities for the commercialisation of University-owned intellectual property through research contracts, licence agreements and spin-off companies.

Community partnerships

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 instrumentalities 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 the opportunity 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.

Operational priorities

- Play a leading role in stimulating intellectual debate within the community on cultural, economic and social issues, for the advancement of Queensland.
- Increase recognition within Queensland and the wider national and international communities of the excellence of the University's educational programs and research through a comprehensive community information program.
- 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.
- Enhance relationships with the University's alumni through the development of a domestic and international alumni strategy.

Management and resources

Strategic objectives

The University of Queensland will:

- ensure that its academic aims and aspirations are supported by effective management structures, policies, practices and systems and that all aspects of the University are administered in a professional and client-focused manner;
- ensure that the faculties and other principal organisational groups take responsibility for implementing the strategic objectives and operational priorities in this Plan;
- devolve the management of resources to the most effective level;
- seek to enhance levels of funding from all sources, particularly sources independent of the base Commonwealth Operating Grant;
- develop, maintain and implement effective policies and procedures for the recruitment, retention and development of high quality staff;
- assist managers to lead and manage their staff more effectively and to support the effective implementation of change across the University;
- provide an appropriate physical environment and maintain it to high aesthetic, functional and safety standards;
- provide high quality teaching facilities, with particular attention to the changing needs of students, and improve utilisation by better management;
- deliver customer-focused innovative information services integrated with the University's teaching, learning, research and community service activities and provide the information infrastructure necessary for leading-edge research activity;



Professor Helen Bartlett (left), Director of the Australian Centre on Ageing, works with Centre volunteer Geraldine Whatmough.

- deliver leading-edge information technology support services and infrastructure;
- ensure that the capital budget framework supports sound strategic management of and planning for the University's capital assets; and
- build and strengthen its profile and relationships with prospective students and staff, business, government, the professions, its alumni and the community at large through coordinated University-wide marketing, communication and development programs and activities.

Operational priorities

- Implement modern systems in support of teaching, learning and administration and provide access to these systems in flexible user-friendly ways, particularly to connect students and staff with their learning environments and to provide timely management information for institutional performance measurement and quality assurance and control.
- Ensure that faculties, central services and the central administration develop and maintain five-year operational plans.
- Ensure that faculties, central services and the central administration demonstrate their management effectiveness by operational benchmarking.
- Rationalise activities to allow support to be provided for 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 that faculties prepare business plans for all new major academic activities, particularly those associated with the internationalisation of teaching and research endeavours, to demonstrate projected financial returns and resource commitments.
- Encourage and support all parts of the University in efforts to attract an increasing proportion of funding from non-government sources.
- Secure development funds from external sources of at least \$100 million in the period 2003-2007 for projects based on sound business plans and 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 60 percent of total income by 2006, from the 2001 level of 56 percent.
- Provide development and training opportunities to assist staff in their professional development and to improve the University's organisational efficiency and effectiveness.
- Promote equality of opportunity through a pro-active equity and diversity program.
- Review the ongoing appropriateness of the current budget framework for the management of the University's capital assets and for the maintenance of its infrastructure.
- Develop, implement and maintain a comprehensive development plan for the University.
- Develop, implement and maintain a comprehensive marketing and communications plan.