INTRODUCTION

The University of Queensland Strategic Plan 1998-2002 was approved by Senate on November 26, 1997. The University’s Strategic Planning Committee is responsible for co-ordinating reviews and updates of the Plan.
MISSION

The mission of the University of Queensland is to create and transmit ideas and knowledge and to develop cognitive skills through teaching and research of the highest international standards, for the particular benefit of Queensland and the good of the wider national and international communities.

...the University of Queensland recognises its special obligation to play a strategic role in shaping the future of the State...

STRAATEGIC AIMS, ASPIRATIONS AND COMMITMENTS

The University of Queensland shares the enduring, traditional aims and aspirations of universities throughout the world: the creation, preservation and transmission of knowledge; the disinterested pursuit of truth; maintenance of the highest standards of teaching and learning, research and scholarship; guardianship of independence of thought and freedom of enquiry; and the enhancing of society’s intellectual, cultural, economic and social well-being.

In pursuit of its aims and aspirations, the University is guided by a commitment to world-best practice in all its activities, a belief in the vital community leadership responsibilities of universities in democratic societies and a recognition of its obligation to assist its students, staff, alumni and members of the wider community to achieve their full potential.

As Queensland’s first university, the sole provider in the state of many professional degree programs as well as a very wide range of cultural, scientific and other professional degrees, the University of Queensland recognises its special obligation to play a key strategic role in shaping the future of the State within a variety of regional, national and international contexts.

As one of Australia’s leading, comprehensive, research-intensive universities attracting the great majority of the most able students in its home state, and as one of three Australian foundation members of the multi-national Universitas 21 group of world-class universities, the University of Queensland is committed to measuring continuously all aspects of its operations against the most rigorous international standards of teaching and learning, research, involvement with the wider community at State, national and international levels, and professional management of human, physical and financial resources.

Strategic planning in the University of Queensland is taking place in a context of unprecedented change: rapid population growth within the State, an accelerating growth in knowledge and in the nature of work itself, driven significantly by the ongoing revolution in the application of the new information technologies, and a transformation of the natures and societies of the Asia-Pacific region.

The University is committed to managing these changes in ways that enhance educational opportunities and outcomes in its main campus at St Lucia and at Gatton, Ipswich and its other operational centres throughout the State. It recognises that it is the responsibility of the faculties, schools, departments and centres and the key academic support and administrative divisions to translate University-wide aims, aspirations and commitments into specific objectives, operational priorities and outcomes, to be achieved within clearly stated timescales and evaluated by reference to appropriate national and international benchmarks.

Universitas 21...

an international alliance of research-intensive universities, limited to 20 members worldwide and committed to best practice. Present membership includes:

- University of Queensland, University of New South Wales, University of Melbourne (Australia);
- University of Auckland (New Zealand);
- National University of Singapore;
- University of Hong Kong;
- Peking University, Fudan University (China);
- University of Birmingham, University of Edinburgh, University of Glasgow, University of Nottingham (U.K.);
- McGill University, University of British Columbia, University of Toronto (Canada); and
- University of Michigan (U.S.).
TEACHING AND LEARNING

Strategic objectives

In order to provide appropriate educational opportunities for the largest-possible proportion of the most able students in its home state, for international students of high ability and to provide enhanced opportunities for minority and disadvantaged groups, the University is committed to providing undergraduate and postgraduate education of the highest international standards through:

– the provision of rewarding educational experiences that develop capacities for independent thought, critical judgement, problem solving, effective communication and ethical sensitivity to equip graduates for leadership roles in the professions, business and industry, government and society;
– the development of syllabuses informed by world-best academic practice and by close collaboration and interaction with appropriate scholarly, professional, student and employer groups;
– the systematic application of the most effective, flexible and appropriate teaching and learning modes and technologies and the continuous, structured evaluation of learning outcomes;
– the underpinning of teaching and learning by relevant current research;
– the recruitment, support, development and retention of staff of the highest international calibre; and
– the development and maintenance of a communication and information technology infrastructure at a leading level within the Australian higher education system.

Operational priorities 1998-2002

– Increase the overall student load for the University from the 1997 level of 23,500 EFTSU to 27,000 EFTSU.
– Increase the student load for international students to 3750 EFTSU representing 14 percent of the University’s total student load.
– Increase the number of research higher degree students to 3000 EFTSU representing 11 percent of the University’s total student load.
– Maintain the dominant share of admissions of the most able students within the State into undergraduate programs.
– Increase the participation rate for socio-economically disadvantaged students and disadvantaged minority groups.
– Achieve high levels of long-term satisfaction with the value of programs offered among graduates, their employers and the professions.
– Complete the initial development phase for the Ipswich campus to provide a base for nine percent of the University’s overall student load (2350 EFTSU) and use this growth opportunity to develop widespread use of student-centred flexible delivery approaches in the educational programs of the University.
– Seek opportunities for enhanced collaboration and strategic partnerships with other institutions in Australia and overseas.
– Provide students with:
  – access to world-class learning materials;
  – opportunities to accelerate progress of their studies through summer schools and recognition of prior learning; and
  – improved learning experiences through internationalisation of the curriculum and encouragement for students to study overseas.

RESEARCH AND RESEARCH TRAINING

Strategic objectives

As a comprehensive, research-intensive institution, the University:

– fosters research and scholarship of the highest international standards in all its faculties, departments, schools and centres;
– aims to achieve world-class outcomes across a significant spectrum of disciplines;
– is the major provider of research training in the State and will enhance
and strengthen this position through undergraduate honours, masters and doctoral programs; and

– will maintain and strengthen its leadership position in research by the attraction of increasing amounts of funding from national and international research agencies, governments and industry and by a continuing commitment to the commercial application of its intellectual property and research outcomes.

Operational priorities 1998-2002

– Seek to improve the standing of the University in the leading group of Australian universities in research performance at an international standard and among the leading four universities in terms of overall research grant earnings.

– Develop and maintain a sound research infrastructure to meet the needs of researchers and to enhance the contribution of the University to basic research.

– 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 increase research income from these sources by 50 percent above the 1996 figure of $30 million.

– Provide appropriate support structures and facilities which foster a collegial postgraduate education and improve the training of research students at both higher degree and postdoctoral levels.

– Provide postgraduate courses which meet the needs of industry, the community and the professions.

– Increase the number of postgraduate students to achieve, over time, a student body at least 25 percent of which is at postgraduate level.

– Integrate the major research centres into the research, postgraduate teaching and community service activities of the University.

– Pursue vigorously arrangements which lead to the transfer and exploitation of knowledge gained from research.

Students relax by the largest of three lakes on the St Lucia campus. Two of the three lakes store reclaimed water for use in irrigating sporting fields and gardens.
Operational priorities 1998-2002

– 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 equality of opportunity through a positive and proactive 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.

– Complete the fund-raising program for the planned Institute for Molecular Bioscience, to add to the $30 million already committed by the University and the State Government, aiming for construction of facilities to be completed by 2000.

– Increase the proportion of University income received in addition to the operating grant provided by the Commonwealth Government from the 1996 level of 43.5 percent to 50 percent.

– Ensure that faculties, academic services and the central administration develop and maintain five-year strategic plans.

– 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 needs of students, and improve utilisation by better management.

COMMUNITY PARTNERSHIPS

Strategic objectives

The University, recognising that its activities and resources represent a remarkable State and national resource, is strongly committed to:

– developing closer and more numerous links with the wider community of which it is a part;

– strategic collaboration with industry, business and professional groups and with instrumentalities at city, state, national and international levels;

– the creation of strategic partnerships and the identification of priorities that mutually serve the interests of the University and its stakeholders; and

– maintaining its role as provider of specialist services to the community through its libraries, museums, clinics, collections and other specialised scientific, cultural and public performance facilities.

Operational priorities 1998-2002

– 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.

– Increase the involvement of the University in international activities and collaboration in both teaching and research and benchmark performance against best practice activities at major international universities.

– 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.

– Develop, implement and maintain a comprehensive public relations and marketing plan.

– 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.