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.
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 multinational 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 honoring 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.
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 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

- By the end of 2001 map graduate attributes into all course 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 course and subject 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; and
- seek opportunities for enhanced collaboration and strategic partnerships in teaching and learning with other institutions in Australia and overseas.

- achieve the load targets for 2004 set out in this table:

<table>
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<tr>
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<tbody>
<tr>
<td>BY PROGRAM TYPE</td>
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<tr>
<td>Higher Degree Research</td>
<td>2482</td>
<td>2648</td>
<td>2804</td>
<td>2964</td>
<td>3094</td>
<td>3232</td>
<td>30%</td>
<td>12%</td>
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<tr>
<td>Higher Degree Coursework</td>
<td>1053</td>
<td>1263</td>
<td>1447</td>
<td>1641</td>
<td>1818</td>
<td>1952</td>
<td>85%</td>
<td>7%</td>
<td></td>
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</tr>
<tr>
<td>Other Postgraduate</td>
<td>466</td>
<td>583</td>
<td>672</td>
<td>717</td>
<td>782</td>
<td>828</td>
<td>80%</td>
<td>3%</td>
<td></td>
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<tr>
<td>Undergraduate and non-award</td>
<td>21162</td>
<td>20881</td>
<td>21086</td>
<td>21308</td>
<td>21515</td>
<td>21731</td>
<td>5%</td>
<td>78%</td>
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<tr>
<td>Total</td>
<td>25163</td>
<td>25375</td>
<td>26009</td>
<td>26630</td>
<td>27209</td>
<td>27743</td>
<td>10%</td>
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<tr>
<td>BY FUNDING SOURCE</td>
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<tr>
<td>HECS-based</td>
<td>21917</td>
<td>21527</td>
<td>21597</td>
<td>21668</td>
<td>21757</td>
<td>21842</td>
<td>0%</td>
<td>78%</td>
<td></td>
<td></td>
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<tr>
<td>Domestic Fee Paying</td>
<td>903</td>
<td>1147</td>
<td>1351</td>
<td>1511</td>
<td>1690</td>
<td>1825</td>
<td>100%</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Fee Paying</td>
<td>2343</td>
<td>2701</td>
<td>3061</td>
<td>3451</td>
<td>3762</td>
<td>4076</td>
<td>75%</td>
<td>15%</td>
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</tbody>
</table>

The table shows actual student load for the full year in Equivalent Full-time Student Units (EFTSU).
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, 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. 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% 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 courses at graduate certificate, diploma, masters, and professional level, along with well-structured postgraduate research programs, in all faculties;
– provide postgraduate courses which meet the needs of industry, the community and the professions; and
– 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.
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 students and 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; and
- establish a database of community activities undertaken by the University, its staff and students to inform future strategy and to help evaluate community service performance.

Management and resources

**STRATEGIC OBJECTIVES**

The University of Queensland will:

- ensure that its academic aims and aspirations are supported by highly effective management structures, policies, practices and systems and that all aspects of the University are administered in a highly professional and client-focused manner;
- devolve the management of resources to the most effective level;
- encourage and support all parts of the University to attract an increasing proportion of funding from non-government sources;
- 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;
- maintain leading-edge information technology support services and infrastructure;
- ensure that the seven academic faculties, their departments, schools and centres, and the key academic support and administrative services take responsibility for translating University-wide aims, aspirations and commitments into appropriate strategic objectives and operational priorities; 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**

- Acquire and implement new support systems for student administration and research services;
- 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 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; and
- develop, implement and maintain a comprehensive public relations and marketing plan.
The University of Queensland is a leader among Australia’s 37 universities, recognised internationally as a premier research institution. It is one of only three Australian members of the elite Universitas 21 – a global alliance of universities committed to quality enhancement through international benchmarking. Membership is limited to only 20 worldwide.

The oldest and largest of Queensland’s eight universities, it was founded in 1910 with an initial enrolment of 83 students in 1911. In 1999, the University enrolled 29,591 students including 5,793 postgraduates.

It has produced more than 100,000 graduates, including many business and community leaders, a Nobel prize winner, an Academy Award winner, most of Queensland’s Rhodes scholars and holders of offices such as Governor-General, Governor, Premier and chief justices of Australia and of Queensland.

Recognised nationally and internationally for teaching and research, the University offers up-to-date teaching in Queensland’s largest selection of high-quality programs. These range from undergraduate to doctoral and include general and professional degrees, many of which are unavailable elsewhere in the State.

The University attracts most of Queensland’s best school leavers, along with well-qualified applicants from interstate and overseas. More than 550 subjects are offered through 59 departments and schools, organised in seven faculties: Arts; Biological and Chemical Sciences; Business, Economics and Law; Engineering, Physical Sciences and Architecture; Health Sciences; Natural Resources, Agriculture and Veterinary Science; and Social and Behavioural Studies.

The University has one of Australia’s highest employment rates for young graduates and its cutting-edge research attracts a particularly high level of industry funding. It consistently ranks among the top four Australian universities in competitive research funding.

Governed by a Senate of 35 members representing University and community interests, the University has an annual budget approaching $500 million and controls 2000 hectares of land and 693 buildings. In 1999 it employed 4,509 staff, including 1,789 academics.

The main campus is on a magnificent 114-hectare river-front site at St Lucia, seven kilometres from Brisbane’s city centre. Gatton College occupies a 1,068-hectare campus 80km west of Brisbane, and Stage One of UQ Ipswich opened for its first student intake in 1999. The new 25-hectare campus extends the University’s strengths in flexible delivery in teaching and learning.

Other teaching and research facilities include medical and dental schools in Brisbane, a clinical school of medicine in north Queensland and marine research stations at Moreton Bay and the Great Barrier Reef’s Heron Island. The University also maintains veterinary science and agricultural farms, a seismograph station and the only known university-maintained mine in the world located within a capital city.

The University’s city base is the heritage-listed Customs House in Queen Street, a carefully restored riverside centre for educational and cultural activities. Customs House is an important point of contact between the University and the community as a venue for events such as concerts, free art exhibitions, free guided tours and seminars.