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, 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 Universities 21 group of world-class, comprehensive and research-intensive universities, committed to benchmarking all aspects of its operations against the highest international standards of practice.

While committed to maintaining a diverse and principled scholarly community of outstandingly able and ethical staff and students, the University’s operations are informed constantly by dynamic and intelligent change: In a context of unprecedented competitiveness, 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 world-class infrastructures for our teaching, research, management and support services. The University’s Strategic Initiatives Fund is playing an increasingly crucial role in helping achieve new priorities across a wide range of activities by leveraging very significant sources of new funding.

New, world-class research institutes and centres, the continuing development of innovative new 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.

Key operational priorities

All actions will be influenced by the pressing need to attract substantially greater amounts of income from sources apart from the 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;
- 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;
- improve research productivity, focussing 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

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 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 and learning and research and reinforce a commitment to the distinctiveness of a research-based culture for teaching and learning;
- review and enhance postgraduate programs to renew and increase postgraduate profile;
- increase the number of postgraduate students to achieve, over time, a student body at least 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 graduate attributes are mapped into all programs in 2002.
- Seek opportunities for enhanced collaboration and strategic partnerships in teaching and learning with other institutions, particularly overseas.
- Ensure that the teaching quality assurance component of Faculty budgets and the staff promotion process and other incentives, reward 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 advice to students about program and learning; review the effectiveness of programs to enhance access for students from disadvantaged backgrounds.
- Develop strategies to encourage more students from other universities to seek entry to the University’s honours and postgraduate programs.
- Develop a program to enhance infrastructure to support teaching and learning; review the effectiveness of programs to enhance access for students from disadvantaged backgrounds.
- Widens recruitment to increase the participation of adjunct staff and provide staff development to support understanding of new approaches to teaching and learning.
- Review the effectiveness of programs to enhance access for students from disadvantaged backgrounds.

achieve the load targets for 2006

set out in the table over page
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 outcomes.

The University considers that excellence in research underpins both the University’s commitment to the education of students and the ability to develop depth in its community partnerships. Its commitment to research training has resulted in the establishment of the 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 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 masters, doctors and postdoctoral 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 research universities in terms of overall research income and outcomes and research higher degree completions.
- Benchmark research and scholarship in all faculties, schools and centres against the highest international standards of practice.
- Identify and direct support to priority areas.
- 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.
- Provide appropriate support structures and facilities that foster a collegial environment at both higher degree and postdoctoral levels to improve the training and broaden educational experiences of all those involved in research training and early career researchers.
- Integrate the major research centres into the research, postgraduate teaching and community service activities of the University.
- Develop and maintain an excellent research infrastructure capacity to meet the needs of researchers and develop world class facilities for graduate and research students in purpose-built facilities.
- Seek to maximise through licensing, research collaboration with industry and capital gains from startups and spin-offs from the commercial development of intellectual property.

The table shows actual student load for the full year in Equivalent Full-time Student Units (EFTSU).

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<thead>
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<tbody>
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<td>Undergraduate</td>
<td>2525</td>
<td>2670</td>
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<td>2875</td>
<td>2900</td>
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<td>2574</td>
<td>2564</td>
<td>2488</td>
<td>2250</td>
<td>2250</td>
</tr>
<tr>
<td>Total</td>
<td>2582</td>
<td>2954</td>
<td>3074</td>
<td>3149</td>
<td>3283</td>
<td>3280</td>
<td>3200</td>
</tr>
</tbody>
</table>

By program type

Higher Degree Research
Postgraduate coursework
Undergraduate and non-award
Total

By funding source

HECS-based, R&T & Other
Domestic, Free Paying
International Fee Paying

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 identity 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 welfare 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 leading edge information technology support services and infrastructure.

Operational Priorities

- Play a leading role in stimulating intellectual debate within the community on cultural, economic and social issues, for the University is well placed to service.
- Increase recognition within Queensland and the wider national and international communities of the excellence of the University’s educational programs and research through a competitive and effective information program.
- Ensure that the University’s graduates are well informed of 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, where 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 the seven academic faculties, their 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.
- Devolve the management of resources to the most effective level; encourage management 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 capital budget framework supports state strategic management of and planning for the University’s capital assets; and
- Build and strengthen its profile and relationships with prospective students, 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 control.
- Provide development and training opportunities to assist staff in their professional development and to improve the University’s organisational effectiveness.
- Promote equality of opportunity through a pro-active equity and diversity program.
- Enhance community, central services and the central administration develop and maintain five year operational plans. Ensure that faculties and central services and 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.
- Secure development funding from external sources of at least $100 million in the period 2002-2006 for projects based on sound business cases and 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 by the end of 2006, from the 2000 level of 53 percent.
- Review the ongoing appropriateness of the current budget framework for the management of the University’s capital assets.
- Develop, implement and maintain a comprehensive development plan for the University.
- Develop, implement and maintain a comprehensive marketing and communications plan.