

LEARNING / DISCOVERY / ENGAGEMENT



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STRATEGIC DIRECTIONS TO 2020:
REALISING THE UQ ADVANTAGE

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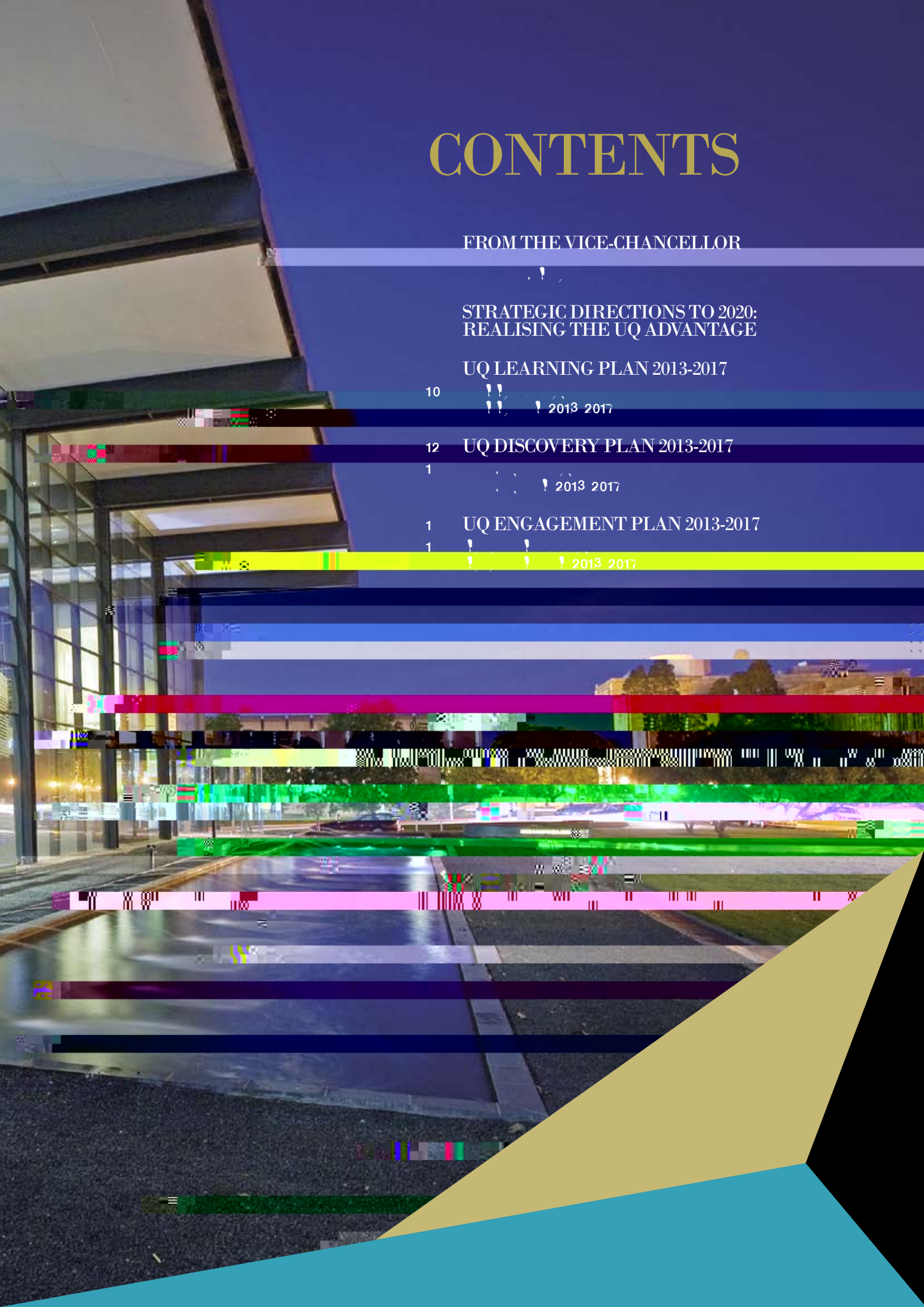
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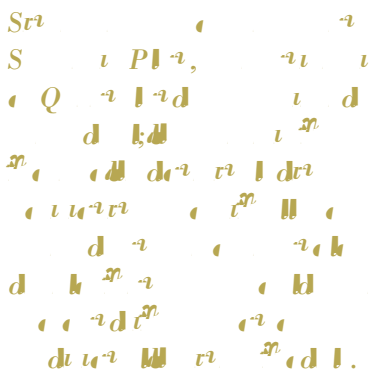
UQ DISCOVERY PLAN 2013-2017

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We have maintained and strengthened our position among the world's top 100 universities on the four key global university rankings – The Times Higher Education Rankings, the Academic Ranking of World Universities, the QS World University rankings and the Taiwan rankings (Performance Ranking of Scientific Papers for World Universities).

With almost 200,000 graduates since 1911, UQ has produced a plethora of truly outstanding alumni in over 160 countries. This includes 10,000 PhD graduates, a milestone we reached last year.

Our people have won more national teaching awards than any other institution in the country. Their skills and experience are backed up by a wide range of flexible study programs. These programs do in our view best prepare students for their future success. We call this the UQ Advantage.

UQ's performance is strengthened through partnerships with highly regarded international institutions – universities, governments and corporations - who share our commitment to delivering exceptional education and research that translates to benefits for global society.

UQ's growth as a true global research powerhouse is evidenced by the Federal Government's 2012 assessment of research excellence in the university sector: UQ has more specialised fields of research "well above world standard" than any other Australian university.

Our research has also delivered outstanding economic, social and environmental benefits, according to a national research impact assessment trial.

The Gardasil vaccine, Triple P Parenting, the Nanopatch technology, sustainable development in mining - these and many others are examples of a huge collective contribution to the global stock of knowledge, and also - very importantly – to society.

In 2013 and beyond, it is even more important to play our part in educating global leaders in a remarkable research environment – and equipping those leaders to face the challenges of a rapidly changing world. Equally, it is essential for us to partner even more strongly with end-users of research to make sure society benefits both directly and indirectly from our capacity and proven record to breach the gap between discoveries and their application.

Our commitment to innovation and relevance in everything we do helps our graduates, partners and communities to achieve more – therein will our legacy be found.

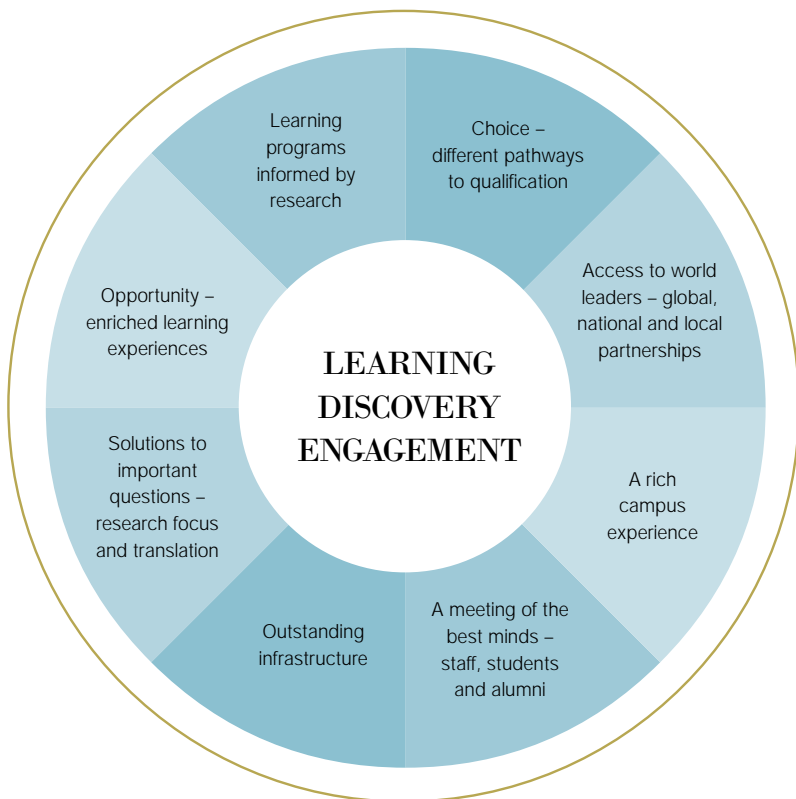
Let's all push in the same direction for 'one UQ', as we set out to achieve the goals of UQ's Strategic Plan 2013-2017.

President and Vice-Chancellor

INTRODUCTION

THE UQ ADVANTAGE

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STRATEGY 2013-2017

UQ
2013-2017
Equity and Diversity
Aboriginal and Torres Strait Islander

The University's internationalisation agenda is embedded within each of these key themes and summarised in the UQ Global Strategy and Internationalisation Plan.

Our strategies are further underpinned by a commitment to the directions and initiatives described within the Equity and Diversity Plan and the UQ Aboriginal and Torres Strait Islander Plan.

UQ's growth in capability and reputation has resulted from a focus on quality, an international outlook, strategic investment in major research facilities, and the creation of an environment that attracts and supports the best students and staff from around the world.

During the next decade we will continue to adapt to new environments characterised by rapid change and an increasingly globalised society. Our strategic priorities will be defined within a framework of three pillars: Learning, Discovery and Engagement.





Dr Patricia Short, School of Social Science, received a 2011 Citation for Outstanding Contributions to Student Learning.

UQ LEARNING PLAN 2013-2017





The Learning Plan 2013–2017 is a framework for action that has as its major focus the need to deliver on the UQ Advantage by ensuring that opportunity and choice genuinely characterise the UQ student experience.

Opportunity reflects our commitment to providing educational programs and activities that capitalise on our world-class research strengths and facilities, international collaborations, and industry and professional links to enrich students' learning experiences, and to nurture future leaders.

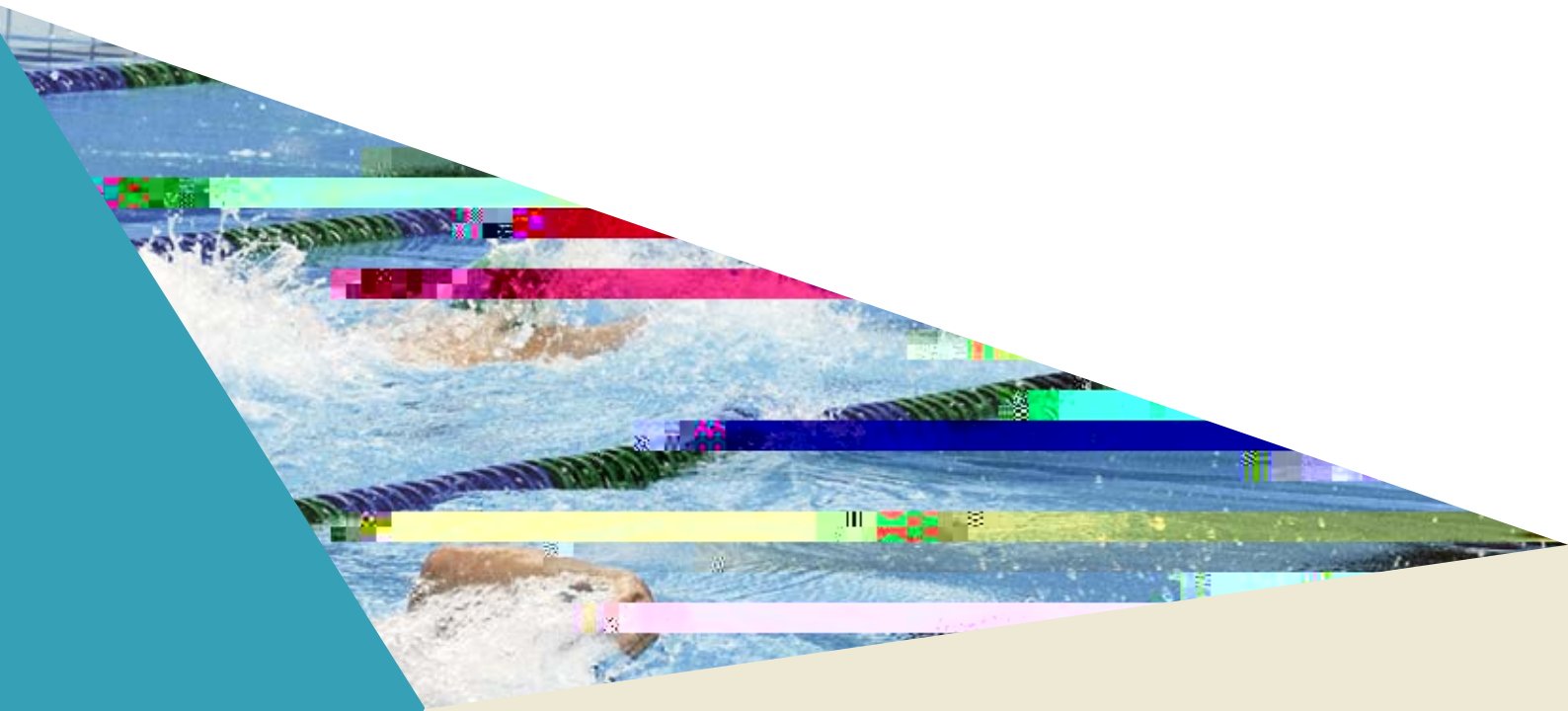
Choice is provided through strong undergraduate degrees; a range of dual degree offerings; concurrent diplomas; professional-entry masters programs; and postgraduate coursework programs that facilitate industry readiness and career development, or prepare students for research higher degrees.

Supporting the University's strong commitment to delivering on the UQ Advantage is continued recognition of the importance of the key underpinning goals of excellence in teaching, on the one hand, and quality of the student learning environment, on the other. Our commitment to further supporting these goals is unwavering and resolute.

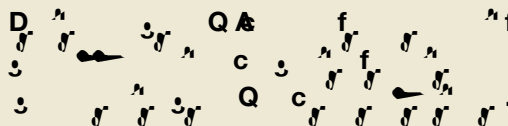
The scope of the UQ Learning Plan remains broad and its goals significant. At the beginning of UQ's second century, its role is to ensure that the University's national leadership position in teaching and learning is retained and that UQ is positioned as a world-class higher education institution.

LEARNING

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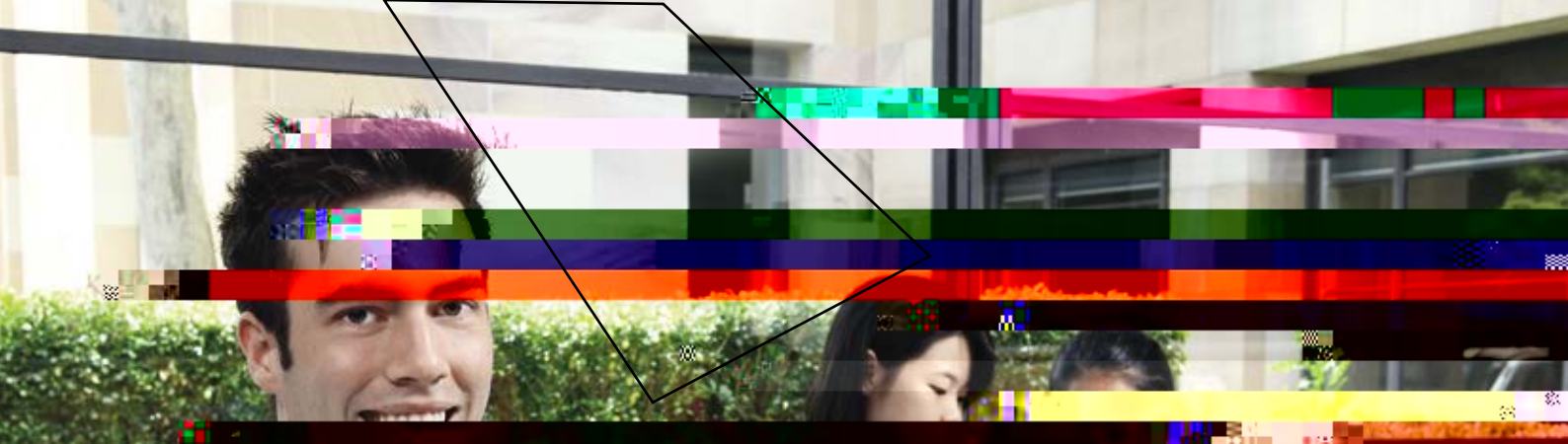


THEME 1

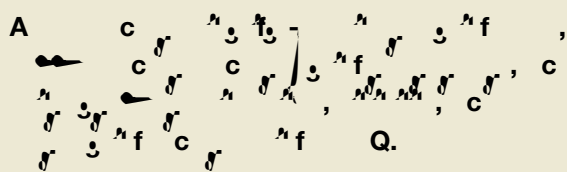


Strategies

- 1.1 Enhance the shape of UQ's offerings to support broad educational opportunities, ensure flexibility in pathways, and meet postgraduate growth targets.
- 1.2 Support a suite of opportunities and experiences that foster key skills and prepare students for future leadership roles.
- 1.3 Promote and support opportunities for students to gain international experiences and develop global and inclusive perspectives.
- 1.4 Seek to attract, support and retain high-achieving students, and prioritise the need to improve the participation and success of students from low SES and Indigenous backgrounds.



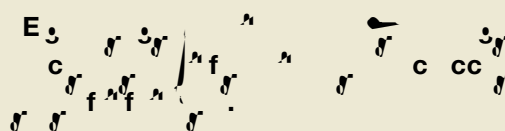
THEME 2



Strategies

- 2.1 Recognise and reward teaching excellence and maintain UQ's national leadership position in this area.
- 2.2 Enhance the professionalism and quality of staff development opportunities for academic and sessional staff.
- 2.3 Support the scholarship of teaching and the development and evaluation of innovative teaching practices that improve student outcomes.
- 2.4 Ensure that quality assurance and enhancement processes for teaching and learning are effective.

THEME 3



Strategies

- 3.1 Develop strategies to ensure the retention and success of an increasingly diverse student body.
- 3.2 Prioritise support for the development of state-of-the-art teaching spaces and student learning facilities.
- 3.3 Focus on the development and support of technology innovations to support high-quality blended learning.
- 3.4 Enhance the quality and rigour of assessment practices and ensure the provision of high-quality and timely feedback.

UQ DISCOVERY PLAN 2013-2017



Q'Discovery Plan 2013-2017

In three widely-respected international rankings systems – Shanghai Jiao Tong Academic Ranking of World Universities, Times Higher Education World University Rankings and QS World University Rankings – UQ now ranks in the top 100 world universities. Our objective is to improve our ranking in the world's top 100 list and to be ranked as one of the top two universities in Australia.

To achieve its Discovery objectives, UQ will continue to invest strategically to maintain its research facilities, to attract the best researchers, to increase its research performance, and to undertake internationally competitive research. We will create a virtuous cycle where improved research performance helps us to build our research capacity and to increase our reputational capital.

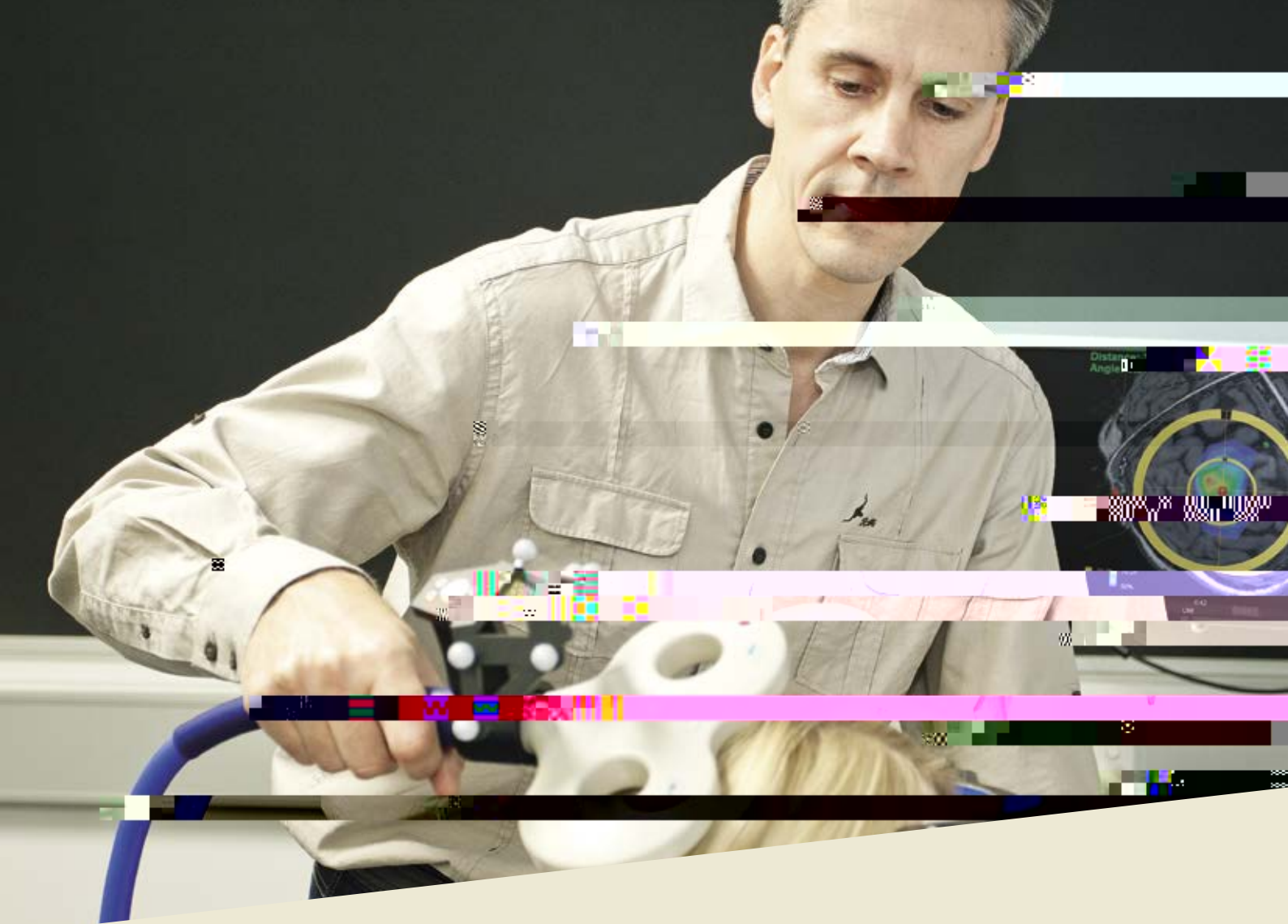


THEME 1

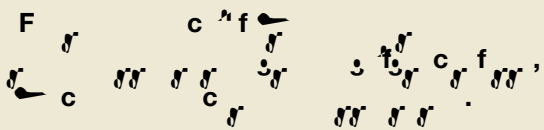


Strategies

- 1.1. Achieve substantial increases in research funding income required to sustain high quality.
- 1.2. Focus on the quality of the outcomes of scholarly work as measured by internationally recognised indicators of outputs.
- 1.3. Build RHD numbers, working in particular with priority international partners in collaborative programs and with international scholarship bodies.
- 1.4. Achieve international recognition for leadership in a



THEME 3



Strategies

- 3.1. Support recruitment of high quality early career researchers through a competitive postgraduate and postdoctoral funding schemes.
- 3.2. Develop opportunities for professional development for early career researchers and research higher degree candidates.
- 3.3. Support on-going retention of high quality early career researchers.

THEME 4



Strategies

- 4.1. Allocate centrally held strategic funds to support research infrastructure.
- 4.2.



UQ ENGAGEMENT PLAN 2013-2017

QEs and the Plan 2013-2017
The plan is a strategic document that
will guide the university's
engagement activities over the
next five years. It will provide
a framework for the university's
engagement activities.

Opportunities:

Inclusion – We will strive to ensure our students, staff and the external communities with which we engage, are diverse and represent people from a range of cultural, social and economic backgrounds and bring expertise and strength to our teaching, learning and research activities.

Impact – Our mandate will be relevant to the wider community, to enrich society with knowledge and understanding, provide real solutions to global problems and to engage actively in the community to effect social change.

In future, funding streams at UQ will be increasingly diverse, with an emphasis on business and philanthropy from national and international sources and leveraged government funding. University priorities for learning and discovery will drive fundraising efforts.

To support UQ's learning strategy, we will build through partnerships with our alumni, industry, community, government and philanthropists, a program of engagement and a substantial endowment. These

partnerships and an increased endowment we will provide scholarships to attract the brightest and best students irrespective of background, offer all students' greater opportunities through internships and career pathways, provide more prospects for under-represented groups, and support the development and recognition of outstanding teachers.

To support UQ's discovery objectives, the University will work to raise substantial philanthropic, industry and government funding in support of high impact research programs. UQ seeks to sustain its standing as a research intensive global university by growing its endowment funds to support professorships, research fellowships, and young researchers at higher degree, postdoctoral and early career levels.

UQ will connect with students, alumni and community locally and internationally through quality programming to facilitate the forging of lifelong, meaningful and mutually-beneficial relationships with the University.



UNIVERSITY OF QUEENSLAND
RESEARCH WEEK
ENGAGEMENT
DINNER

ENGAGEMENT

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THEME 1



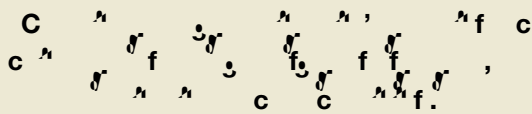
Strategies

- 1.1 Develop UQ's reputation as a leading contributor of knowledge and expertise in the local, national and international communities
- 1.2 Expand highly valued, reciprocal linkages and partnerships with alumni, key influencers, business, third sector, professional and community organisations, and government bodies, locally and internationally
- 1.3 Develop an enhanced role for UQ as a provider of cultural resources to the Queensland community



Children participating in the Indigenous Youth Sports Program, which UQ hosted in 2012

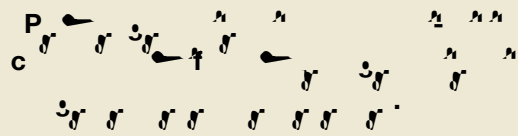
THEME 2



Strategies

- 2.1 Build a substantial endowment to fund scholarships for students who are from financially or socially disadvantaged groups and academic positions in areas of critical importance
- 2.2 Through strategic communications, keep industry, government, alumni and community abreast of issues affecting the University, the University's impact on society, and how alumni and community can support the University

THEME 3



Strategies

- 3.1 Continue to build capacity and capability across UQ for fundraising and meaningful engagement.

A U S T R A