

# STRATEGIC PLAN 2014–2017

## Our vision

UQ's *Strategic Plan 2014–2017* outlines our objectives to achieve our vision of **knowledge leadership for a better world**.

With the current strategic plan now expired, to be succeeded by the *Strategic Plan 2018–2021*, the three-pillar Learning, Engagement, Discovery structure (with Enablers) is still the focus of this annual report.

## Our mission

UQ positively influences society by engaging in the pursuit of excellence through the creation, preservation, transfer and application of knowledge. UQ helps shape the future by bringing together and developing leaders in their fields to inspire the next generation and to advance ideas that benefit the world. UQ strives for the personal and professional success of its students, staff and alumni.

## Our values

### Pursuit of excellence

We strive for excellence, seeking to apply the highest standards to benefit our communities.

### Creativity and independent thinking

We welcome new ideas from our staff and students as well as from our alumni and our external partners. We support intellectual freedom, courage and creativity. We encourage the pursuit of innovation and opportunities.

### Honesty and accountability

We act with integrity and professionalism and uphold the highest ethical standards. We are committed to transparency and accountability. Our decisions ensure responsible stewardship of the University's resources, reputation and values. We lead by example in all areas, including our approaches to sustainability.

### Mutual respect and diversity

We promote diversity in the University community—through our people, ideas and cultures. We create a vibrant, inclusive environment in which ideas flourish and future generations, regardless of background, are empowered. We respect our colleagues and work together for shared success.

### Supporting our people

We ensure the safety and wellbeing of our people. We create an inclusive and supportive university community in which achievements are celebrated and rewarded. Our people have the opportunity to enrich their lives and pursue their goals.

## Strategic objectives

Our strategic objectives for 2017 were defined around the three pillars of Learning, Discovery and Engagement, along with a group of Enablers (people and culture, resources and governance) that provide critical support to these pillars. The following statements framed UQ's strategic direction throughout the past four years, and still resonate in the *Strategic Plan 2018–2021*'s long-term objectives.

### Learning

UQ has an outstanding reputation for the quality of our teachers, our educational programs and our employment outcomes for students. We will build on this by ensuring students remain at the heart of what we do. The UQ experience—or the UQ Advantage—will be distinguished by a research-enriched curriculum, international collaborations, industry engagement, and opportunities that nurture and develop future leaders. We will deploy technologies in ways that improve the learning environment and outcomes for students, and continue to engage our alumni. Our ambition is to be internationally renowned for high-quality graduates.

Our Learning objectives focus on achieving this ambition, while acknowledging the challenges of rapidly changing learning environments, increasing international competition, fluctuating demand in some areas, and resource constraints.

The Student Strategy, which was released in 2016, reflects many of the priorities articulated through our Learning objectives.

### Discovery

While UQ is already recognised as an international leader in research, we aim to further improve our performance. We will do this by focusing on quality—both of people and research outputs.

We will work on attracting and developing the best researchers and Higher Degree by Research (HDR) candidates to increase our research performance, and to undertake internationally competitive research.

We will build on our global reputation in key areas of national and international significance, such as energy, sustainability, water, health, food security and social equity, through an emphasis on high-quality, interdisciplinary global collaboration with public and private organisations. Through our research, we will address national and global cultural, economic and social challenges.

Our ambition is to be consistently ranked as one of the world's top 50 universities. To achieve this, UQ will continue to address the challenges of attracting and retaining

world-class teachers and researchers and increasing research funds—including from non-government sources.

### Engagement

Key to the UQ Advantage, and UQ's continued success as a knowledge leader, is our global connectivity and the forging of strategic partnerships with people and organisations across the world. UQ works hard to ensure that all our relationships are mutually beneficial. In particular, the University has much to offer its alumni who have a strong stake in continuing to enhance the University's national and international esteem.

UQ also has an important role to play in contributing to the intellectual, social and economic advancement of Aboriginal and Torres Strait Islander peoples, and the University will continue to strengthen and deepen its relationships with these communities. Work began in 2017 on the development of a Reconciliation Action Plan and this initiative will be continued in the new strategic plan.

Our ambition is to positively influence society. Our Engagement objectives focus on achieving this ambition, while acknowledging the challenges of building and sustaining relationships with a diverse and growing number of local, national and international stakeholders.

### Enablers

Great universities achieve their status through the excellence, commitment and diversity of their staff; a positive culture; outstanding infrastructure; sustainable finances; efficient systems and transparent governance structures. As well as supporting the realisation of UQ's Learning, Discovery and Engagement objectives, the enablers work to ensure that the University operates as 'One UQ'.

A unity of purpose guides UQ's decision making and operations. UQ operates in a complex, internationally competitive and compliance-driven environment, subject to rapid change. By promoting an ethical culture, and adopting a common-sense approach to managing risk and uncertainty, UQ will ensure greater success in achieving our objectives.

## Future direction 2018–2021

With the expiry of the current Strategic Plan, UQ's future direction is outlined in the *Strategic Plan 2018–2021*. The plan is the result of extensive consultation across the broad UQ community and adheres to UQ's existing vision, mission and values, outlining three long-term objectives to achieve our continued vision of knowledge leadership for a better world.

These objectives are to:

- transform students into **game-changing graduates** who make **outstanding contributions** and address complex issues with a global perspective
- deliver **globally significant solutions** to challenges by generating **new knowledge** and **partnered innovation**
- develop a **diverse community** of knowledge-seekers and leaders who embody a 'One UQ' culture and use **collaborative partnerships** to connect and co-create.

Representing in part a more nuanced continuation of the work commenced in the *Strategic Plan 2014–2017*, the objectives also define a clear direction for the University in response to the increasingly dynamic and challenging global environment in which UQ now operates.



**Customers first**

- Know your customer
- Deliver what matters
- Make decisions with empathy



**Ideas into action**

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



**Unleash potential**

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



**Be Courageous**

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



**Empower people**

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

## Queensland Public Service (QPS) values

The University of Queensland's values align neatly with the five Queensland Public Service values, guiding our behaviour and the way we do business:

**Customers first** ≈ Supporting our people

**Ideas into action** ≈ Creativity and independent thinking

**Unleash potential** ≈ Pursuit of excellence

**Be courageous** ≈ Honesty and accountability

**Empower people** ≈ Mutual respect and diversity.



Work began on the development of UQ's first Reconciliation Action Plan in 2017, due to be published in mid-2018.

## Reconciliation Action Plan

In February 2017, UQ employed a Project Manager to collaboratively develop UQ's inaugural Reconciliation Action Plan (RAP). The RAP provides UQ with a framework to realise our vision for reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community, through practical actions built on relationships, respect and opportunities. At the second stage 'Innovate' level, UQ will be able to pilot as well as build on existing strategies.