



# USQ Strategic Plan

## 2016–2020





As Chancellor of the University of Southern Queensland I am pleased to introduce the USQ Strategic Plan 2016–2020. This important document will help shape our activities during the next five years – a period which we approach with optimism and confidence. I congratulate the Vice-Chancellor and the senior leadership team, and the efforts of all those who helped lead and develop its concept, vision and purpose.

USQ is currently riding a wave of success as we continue to achieve outstanding results across all areas of the University. We want to build on these successes and continue our promise of advancement and development in those areas that make USQ great.

As we look ahead, our strategic plan clearly builds on those major themes that stand out as being of the utmost importance to us. Primary amongst these is our commitment to continuously strive for excellence that allows us to fulfil our economic, social and cultural mission.

As the capstone of an ongoing planning process, this document describes broad-based University priorities that will guide USQ programs, policies, and initiatives through the immediate future.

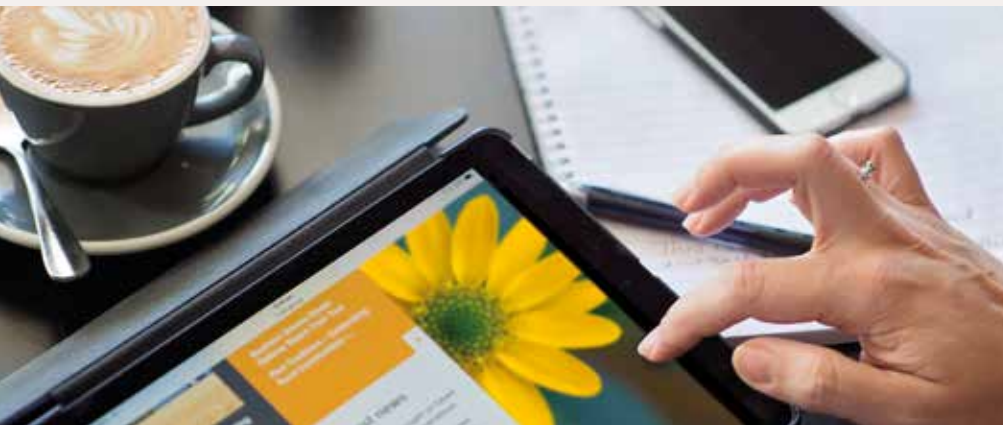
The primary focus for the execution of this plan stems from this natural overlap among the plan's three cornerstones – research, education and enterprise. Individually but collectively they reinforce a clear upward trajectory guided by a dynamic document that is energetic, focused and purposeful.

Through this document USQ is committed to harnessing the very best of industry and community collaboration, research and teaching and extending our ideas beyond the bounds of what we think is achievable and continually challenging ourselves to both adapt and adopt new ideas.

I am in no doubt that over the course of the next five years we will be very proud of all that we have achieved.

A handwritten signature in black ink, appearing to read 'John Dornbusch'. The signature is stylized and fluid, with a large initial 'J' and 'D'.

**Mr John Dornbusch**  
USQ Chancellor



## Purpose

USQ's mission is to lead in economic and social development through higher education and research excellence.

## Vision

USQ's community-centred values are grounded in our regional heritage; while our vision is to excel within a global context. Our driving aspirations encompass:

- leadership in physical and digital higher education learning experiences geared to a diverse student constituency
- leadership in broadening higher education attainment
- leadership as a source of graduates who are highly regarded as practical, innovative and connected professionals
- attaining and maintaining world-class research results in focused areas of research activity that provide positive societal impact
- a university that is engaged across all areas of its operation and a partner of choice with like-minded organisations.





# Values

## RESPECT

We respect each other and value diversity of people, culture and ideas within USQ's community.

## INTEGRITY

In all we do, we apply and expect the highest personal, professional and ethical standards. Together we act with transparency, consistency and fairness.

## EXCELLENCE

Through expertise, innovation and creativity, we work together to excel in all that we do as a University community.

# EDUCATION

## OVERARCHING GOAL

USQ successfully blends access with excellence and is a leading university for student experience and graduate outcomes.



# EDUCATION

## OBJECTIVE 1

Broaden higher education attainment and social impact that makes a difference to communities.

- Build educational aspirations and awareness within groups currently under-represented in higher education.
- Expand and enhance educational pathways into higher education to meet diverse needs and circumstances.
- Include broadening higher education attainment as a major plank of the USQ Advancement Strategy.
- Consolidate and build USQ's positioning in existing markets and explore new markets.
- Support students from a diverse range of backgrounds and locations to succeed and excel.
- Develop in students the confidence and disposition to make a difference for a better, more prosperous and just society.
- Drive social development through transformative accessible education.

## OBJECTIVE 2

Demonstrate leadership and innovation in the quality of the student experience.

- Continue to lead in the development of pedagogy suitable for blended and online learning.
- Articulate and communicate clear mutual expectations between students and the University.
- Develop educational and student support models, principles and standards to inform and improve practice.
- Employ evidence-based quality practices that serve to ensure that individual student needs are met.
- Deploy learning environments that are student-centred, authentic, cooperative and engaging; and supported by an extended range of high quality resources, facilities and technologies.
- Build on our diversity and create opportunities for students, staff and our communities to connect globally.

## OBJECTIVE 3

Enhance our global standing as a source of graduates who excel in the workplace and develop as leaders.

- Continually improve and enhance the quality, relevance and connectivity of degrees and degree offerings to meet the needs of students and employers, both upon graduation and into the future.
- Maintain a balanced portfolio of quality-assured and like-minded partners that extend the reach of USQ's program offerings in line with strategy.
- Ensure learning experiences are integrated with and informed by real world and industry experience.
- Develop opportunities for students to build a portfolio in community engagement and service; and build this into the learning experience.
- Integrate and make explicit cross-cultural competencies across all undergraduate programs.
- Partner with business and industry to develop graduates who are both workplace ready and future-proofed in a rapidly changing world.
- Build our profile as a source of graduates who excel as innovators, entrepreneurs and leaders.

## SUPPORTING PLANS

**Tier 2:** Educational Experience Plan, HDR elements of Research Plan, Domestic Strategic Marketing Plan, International Strategic Marketing Plan, Alumni Strategic Plan, Social Justice Strategic Plan, Reconciliation Action Plan, Disability Action Plan, Multicultural Action Plan, ICT Strategic Plan, Capital Assets Management Plan.

**Tier 3:** Operational and Resource Management Plan (annual).

## MEASURING SUCCESS

**SSI-1:** Student assessment of quality of educational experience at or above the university sector mean.

**SSI-2:** Overall graduate satisfaction at or above the university sector mean.

**SSI-3:** Consistent ranking in the top five for the sector in the proportion of students from low socio-economic background in the student body.

# RESEARCH

## OVERARCHING GOAL

USQ is internationally recognised for high impact research in our areas of research focus.





# RESEARCH



## OBJECTIVE 1

Enhance our national and international standing for high quality, focused and engaged research that makes a difference to communities.

- Continue, through targeted investment, to build a focused and distinct program in fundamental and applied research that draws on expertise across disciplines, attracts world-class researchers and delivers impact through addressing global productivity and sustainability challenges.
- Enhance engagement with industry through strong and sustainable research networks and partnerships with like-minded organisations.
- Invest in and develop industry and innovation partnerships that align with research focus areas at USQ.
- Optimise impact by ensuring alignment with state, national and international industry and government priorities in key focus areas; and through responsive and managed business and communications processes.
- Continue to build a research culture within USQ that embeds commitment and accountability for high quality performance outcomes within the organisation.
- Provide sustainable, high quality institutional support to ensure that we are a preferred research supplier, regarded as agile and responsive by our research partners.

## OBJECTIVE 2

Build our reputation for research training that produces innovators and entrepreneurs.

- Continue to build on our innovative Higher Degree by Research (HDR) programs that broaden students' horizons and prepare them for challenging careers in their chosen fields, including expanding the range of professional doctorates.
- Enhance the University's research supervision capability; including expanding the use of non-traditional models for supervising and delivery of HDR programs.
- Strategically expand the range of scholarships and financial support available for both domestic and international HDR students; targeting support to build capacity and outcomes in key research priority areas.
- Develop greater opportunities to assist HDR students to engage with business and industry; to enhance their employability and innovation skills and strengthen USQ partnerships.

## SUPPORTING PLANS

**Tier 2:** Research Plan, Aboriginal and Torres Strait Islander Research Strategy, ICT Strategic Plan, Capital Assets Management Plan.

**Tier 3:** Operational and Resource Management Plan (annual).

## MEASURING SUCCESS

**SSI-4:** 10 per cent annual increase in total HERDC reportable research income (Cat 1–4).

**SSI-5:** 5 per cent annual increase in average publication quality (defined as increase in the percentage of quality publications that comprise our total journal publications).

**SSI-6:** 10 per cent annual increase in income from industry and international partnerships and collaborations.



# ENTERPRISE

## OVERARCHING GOAL

USQ is a socially responsible and well managed enterprise with a work culture that promotes high performance and is reflective of our values.



# ENTERPRISE

## OBJECTIVE 1

Be an employer of choice.

- Refresh our recruitment and talent management strategies and frameworks to enhance our commitment to productivity, diversity, equity and opportunity across our workforce.
- Value and recognise staff contribution to the achievement of our priorities.
- Continue to emphasise USQ as an ethical organisation underpinned by a strong Code of Conduct and a well understood set of values which underpin organisational behaviours and decision making.
- Monitor and measure employee engagement on a regular basis and identify strategies to improve the working environment for all employees.
- Promote positive well-being and manage risk using a multidimensional view of wellness which builds a safe and supportive workplace and learning environment where all individuals are valued and treated fairly and equitably.

## OBJECTIVE 2

Continue to build a profile as an organisation that is a responsible corporate citizen and a business partner of choice.

- Operate ethically and manage resources in a socially responsible manner.
- Determine the parameters for and progress a University wide strategy to build our capacities as a preferred business partner.
- Achieve an appropriate balance between compliance and practicability.
- Foster strong collaborative partnerships through a clear understanding of shared goals and mutual benefit.
- Employ service models that provide high quality, consistent and sustainable service; and that promote the development of a strong organisation-wide service culture.

## OBJECTIVE 3

Manage our physical and digital infrastructure and systems for a successful and sustainable enterprise.

- Serve as an economic driver in our regions as a successful business.
- Ensure that our strategic and operational priorities can be achieved by working with the University's resource base – our people, our finances and our locations – in the most effective and efficient manner.
- Diversify revenue sources.
- Mature our global capacity and strategically build the business in other locations.
- Embed critical business frameworks and enhance business infrastructure to assist operations, enhance project management capabilities and inform effective decision-making.
- Optimise back-end operations.

## SUPPORTING PLANS

**Tier 2:** Workforce Management Plan, ICT Strategic Plan, Advancement Strategy, Capital Assets Management Plan, Land Management Plan, Campus Development Plan for each Campus, Carbon Reduction Strategy, Sustainable Energy Solution, Corporate Communications Plan.

**Tier 3:** Operational and Resource Management Plan (annual).

## MEASURING SUCCESS

**SSI-7:** Council approved financial targets for the University are consistently met or exceeded.

**SSI-8:** Identified workplace diversity targets for the University are met or exceeded.

**SSI-9:** Employee engagement levels are at or above the university sector mean.

**SSI-10:** 1–2 per cent reduction of carbon emissions against the 2015 baseline.



[usq.edu.au/plans-reports](https://usq.edu.au/plans-reports)

