

CQUNIVERSITY STRATEGIC INTENT 2017 – 2027



A GREAT UNIVERSITY – DARING TO BE DIFFERENT

Over the last 10 years, CQUniversity has experienced a period of renewal and growth and has emerged as a 'great university'. Our greatness has been shaped and supported by our engagement agenda. We are now ranked in the top two per cent of universities worldwide*. We are Australia's most engaged university and Australia's only truly 'national' university with 24 sites throughout the country. We are ranked 'above' and 'well above' world standard for much of our research[^], and we are Australia's only accredited Ashoka U Change Maker Campus. CQUniversity has become great through **Daring to Be Different** (D2BD).

This period of university renewal has been achieved, and it is now time to define the strategic intent of CQUniversity going forward for the next 10 years. Our University was founded on a strong set of values which enabled us to steer our own course and be different to other universities. In the early days, this manifested itself in catering to under-represented student groups in the Central Queensland region and establishing international campuses in Australia's capital cities. In more recent years, this willingness to be different has been reflected in a strategic plan that brought about a strong focus on engagement and social innovation, on developing delivery sites throughout Australia, on undertaking change-making research, on developing unique degree programs, and on becoming Queensland's first comprehensive University.

CQUniversity moves into the future from a great position. With our large geographical footprint, strong online education platform, and our ability to deliver both degree and vocational education, we are well placed to succeed in what will be challenging times for tertiary education. As a university, **our strongest asset is our people**. Our staff have shown over recent years that they are clever, resilient, innovative and willing to go the extra mile for their CQUniversity. Staff morale is high. CQUniversity has strong governance and management teams in place, which have demonstrated that they can be innovative and take risks to achieve great things. Everything is in place to take CQUniversity to the next stage of our development and to ensure that greatness is fostered and embedded in the University.

Going forward, CQUniversity must have a clear strategic intent which drives our development. This strategic intent forms the basis of the vision statement for our University. It will drive the general direction of the University and be reflected in operational and strategic plans. These plans will also contain the detailed actions and targets to enable the University to deliver on our intent.

*Times Higher Education World University Rankings 2017–2018.
[^]2015–2016 State of Australian University Research Volume 1 ERA National Report.

This strategic intent will drive the University to deliver maximum benefits to all our stakeholders, and it will drive sustainability and growth. This strategic intent will ensure the greatness we have all achieved will be sustained.

REPUTATION

Top 2% of universities worldwide*

One of the Top 600 universities in the world (out of more than 26 000 universities across the globe).



ASHOKA U
Changemaker Campus

Australia's First Changemaker Campus

Recognised as Australia's first and only Changemaker campus by global social innovation group Ashoka U.

RESEARCH

'World Class Research' in different categories[^]

14

CQUniversity ranked as delivering research of 'at', 'above' or 'well above' world standard in the areas of:

- ✓ **Mathematical sciences**
- ✓ **Applied mathematics**
- ✓ **Psychological and cognitive services**
- ✓ **Nursing, medical and health services**
- ✓ **Agriculture**
- ✓ **Environmental science**
- ✓ **Medical and health science**
- ✓ **Mechanical engineering**

DELIVERING ON OUR STRATEGIC INTENT

CQUniversity is driven and guided by a strong set of values including **engagement, can-do, openness, leadership** and **inclusiveness**. These values are used daily in CQUniversity to make decisions and to guide our actions going forward into the future. The University is truly a values-led organisation.

ENGAGEMENT AND SOCIAL INNOVATION

At the heart of the CQUniversity are the concepts of engagement and social innovation. The focus on engagement will continue to drive the interaction of the University with our many communities. CQUniversity will also continue to have deep and empowering engagement with our staff, students and alumni. In the coming years, CQUniversity will use all of our resources to bring out the social innovation required to address some of the world's most difficult social challenges. CQUniversity students will develop the skills they need to make a difference in our society and change the world.

Over the next 10 years CQUniversity will:

- » continue to engage with our communities to enable them to meet their aspirations
- » undertake teaching and learning which is engaged and has positive impact on CQUniversity's communities
- » undertake world-class research which has a tangible and positive impact and provides us with the foundations upon which to build the future
- » engage with our students to enhance their student experience and empower them to be what they want to be
- » engage with staff to have a strong sense of purpose and for them to become what they want to be
- » engage with alumni to keep them connected with their university and provide them with opportunities to contribute to the success of CQUniversity
- » embed social innovation into our curricula to enable graduates to change their world and make it a better place.

CAN-DO ORGANISATION – DOING NOT JUST TALKING

CQUniversity is a university of action. We must make decisions in a timely manner: act, monitor and then review. We must also ensure that we maintain the resources needed to deliver on our plans. We will continue to take risks accepting that not all our decisions and actions will be successful. Over the next 10 years CQUniversity will:

- » make decisions in a timely manner after undertaking due diligence
- » act quickly to deliver on our plans and monitor and review our actions
- » be a leader in the sector
- » be a disrupter rather than a passive victim of disruption
- » ensure that we have the financial resources we need to act on our plans through building sustainable finances, building up cash reserves and accessing financial resources from outside the University
- » continue to grow our University in terms of Australian and international student numbers at both existing and new locations.

OPENNESS AND TRANSPARENCY

To ensure that CQUniversity remains a great university, we must be trusted by all of our stakeholders. To do this, we will be transparent and open in our dealings. Over the next 10 years CQUniversity will:

- » communicate freely with all of our stakeholders (staff, students, alumni and communities) regarding our decisions and actions
- » admit to failure when we get things wrong, apologise, move on and learn to do better next time
- » become a leader in new media communication to inform people about the University and to grow our reputation.

OUR VALUES

Our values define who we are as an organisation and how we conduct our daily activities.

ENGAGEMENT

We connect with our stakeholders and communities by having strong relationships and productive partnerships which deliver mutually beneficial outcomes.

A 'CAN DO' APPROACH

We focus on and achieve our goals, we 'think big', aspire to greatness and apply innovation in everything we do.

OPENNESS

We promote transparency in processes, procedures and decision-making and emphasise consistency, courage, fairness and probity as integral to our relationships, individual and collective, with all stakeholders.

LEADERSHIP

We lead by consistently demonstrating courage and excellence in learning and teaching, research, engagement and governance.

INCLUSIVENESS

We respect and seek full participation from, and engagement with, all staff, students and the community without any discrimination toward any individual or group.

*CQUniversity is a great University which partners with our many staff, students, alumni and communities to enable them to be what they want to be. We do this through change-making education, research and service – we do this through **Daring to Be Different**.*



LEADERSHIP

The University will only remain great through the development and nurturing of great leaders. These leaders need to be in all parts of the University. By necessity, if everyone is a leader, then everyone needs to be a follower. At different times people will have to assume each of these roles. Leadership also needs to be sustainable in the organisation through effective succession planning. Over the next 10 years CQUniversity will:

- » develop our leaders, including our staff, students, alumni and community
- » develop a culture where leaders influence non-conventional thinking
- » develop succession planning to ensure that leadership within the University is sustainable
- » hire and promote people who are leaders and have an attitude that aligns with the values of the University.



INCLUSIVENESS

CQUniversity will continue to be a great university and to cultivate our greatness by being a university for everyone. We will be a university that measures our greatness through the people we include rather than those we exclude. CQUniversity will applaud and celebrate all of our students who meet their full potential recognising that this will be different for different students. We will be a university which celebrates all our differences and is accessible to all people regardless of the school they attended, how much money they have, the country in which they were born, their race, religion or sexual orientation. CQUniversity recognises our special obligation with regards to Australia's Indigenous peoples and recognises and celebrates our role in bringing about truth and reconciliation through education and research. In the next 10 years CQUniversity will:

- » continue to be Australia's leading university for admitting students from equity groups
- » strive to work with students from equity groups to enable them to succeed in their studies by improving completion rates and enabling them to be what they want to be
- » open new delivery sites both physical and virtual in Australia and overseas
- » partner with Indigenous people to help address the effects of the terrible wrongs of the past
- » work towards the sustainability of our Vocational Education and Training (VET) operations so we can make the University more accessible to all people
- » undertake change-making research.

CQUNIVERSITY IS A GREAT UNIVERSITY. WE ASPIRE TO BE THE BEST WE CAN BY DARING TO BE DIFFERENT.



RECOGNITION OF THE UNIVERSITY'S GREATNESS

CQUniversity will be recognised as a great university by being ranked highly amongst the universities of the world through recognised world ranking organisations. CQUniversity will continue to improve in rankings. It should be noted, however, that this will be because of our focus on driving our strategic intent. The University will score highly in the Excellence in Research Assessment process and will continue to attract and resource great researchers.

CQUniversity will be recognised as a great place to study as noted in the outcomes of student surveys such as the Quality in Learning and Teaching (QILT) statistics. More importantly CQUniversity will continue to be recognised as a great University by all of our stakeholders.

GROWTH

One of the three fastest growing universities in Australia.



30 000+
Students

2000+
Staff



LEARNING AND TEACHING

Delivering more than 300 education and training offerings from short courses and certificates, through to undergraduate, postgraduate and research degrees.



Delivering quality distance education for almost a half a century.

Consistent student satisfaction ratings of more than 80% and rising year-on-year.



PARTICIPATION



Ranked highest in the sector for rural and remote student participation.



Ranked highest in the sector for low socio-economic status (SES) student participation.



Among the highest in the sector for Indigenous student participation.

GRADUATE OUTCOMES



80.6



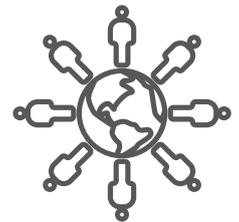
69.5

80.6%

Full-time graduate employment rate of 80.6% (sector average 69.5%)*.

95 000

More than 90 000 registered alumni from right across the globe.



Consistently ranked among the top universities for graduate starting salaries*.

To achieve our objectives and to deliver on our strategic plan to be a university that is Daring to Be Different, we want YOUR feedback.

We would love to hear if and how you support our views of the future, our mission, vision and values and how we will measure on our success.

GIVE US YOUR FEEDBACK

email: communicate@cqu.edu.au



BE WHAT YOU WANT TO BE

cqu.edu.au

*Quality Indicators for Learning and Teaching (QILT)/Graduate Destinations Survey 2014–2015 and Graduate Outcomes Survey 2016.