Our Strategic Intent: “To go from Strong to Great through Engagement”

<table>
<thead>
<tr>
<th>We will direct our focus on:</th>
<th>Growing our Engagement and Reputation</th>
<th>Growing Higher Education and Vocational Education and Training</th>
<th>Providing a Great Student Experience</th>
<th>Undertaking Great Research</th>
<th>Expanding our Presence and Reach</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Engagement is the driving force that directs the activities of the University to fulfil its vision to enable our partners, communities, industries, alumni, students and staff to 'be what they want to be'.</td>
<td>We will attract and retain more students through high-quality educational offerings and pathways which are flexible, adaptable and responsive to the needs of our domestic and international students and informed through consultation with communities and future employers.</td>
<td>We will develop a culture that fosters a positive student experience which enables our students to be what they want to be. We are committed to the principles of social innovation, inclusion and widening participation. Our staff and students (individually and collectively) will engage with the world in which we live to make it a better place.</td>
<td>We will be known for our engaged research in priority areas which is informed by the needs and aspirations of our stakeholders and our communities.</td>
<td>We will become a great university by meeting the needs of our students and their communities, through the expansion of our physical presence where there is a demonstrated need.</td>
</tr>
</tbody>
</table>

**To achieve this we will:**

- Work with our diverse communities to build deep and enduring relationships which will strengthen as we take on a more active role in promoting educational, social, cultural and economic wellbeing.
- We will value and engage with our stakeholders; draw on community and industry expertise and knowledge; commit to the active participation of key stakeholders; and acknowledge their contributions.
- Offer a range of pathways that will assist prospective and current domestic and international students to map a study plan that will enable them to meet their career aspirations and to select from a diverse range of disciplines with study options that span across all areas of the Australian Qualifications Framework (AQF).
- Offer a clear pathway for students to progress from a VET qualification through to a
- Provide engaged education, training and research in a supportive manner which is responsive to student needs and study preferences: on-campus and distance.
- Graduate career-ready individuals by providing work integrated learning and outbound mobility opportunities that develop the knowledge, skills, understanding and aptitude for full participation in society and economy.
- Increase the representation and
- Engage with regional, national and international research communities and industry partners to increase our research activity and offer outstanding research programs for staff and students.
- Develop world class researchers who collaborate across a range of broad fields of education.
- Support and improve the well-being of regions and communities by collaborating in research projects, developing knowledge, promoting innovation and being

- We will provide tertiary education, training and research opportunities across all our campuses and study centres.
- We will continue to expand our reach into other areas of Australia by establishing additional campuses and study centres, especially in those areas where access to tertiary education is limited and where there is a demonstrated need.
- Provide innovative facilities,
To achieve this we will:

- Apply our diverse range of knowledge, skills and abilities, as well as leverage our relationships and resources to support our diverse range of students, staff and communities.
- We will invest in our staff to provide learning outcomes and experiences, training and assessment that reflects academic quality and integrity and current industry practice. We promote and protect free intellectual inquiry and expression in our learning, teaching, and research activities.

success of our students no matter what their educational, cultural and family background or their country of origin.

- Optimise students’ learning journey by providing a stimulating and engaging environment that fosters their different learning styles.

entrepreneurial.

- Invest in defined research areas that are aligned to CQUniversity and National research priorities.

- Expand into other disciplines in the VET sector and establish ourselves as one of the leaders in providing vocational education and training.

- Engage our students through active and collaborative learning activities, based on authentic design and delivery of courses.

- Support our staff to engage in the scholarship of learning and teaching, develop innovative educational skills and assessment practices and build capacity in curriculum design.

- Engage our students through active and collaborative learning activities, based on authentic design and delivery of courses.

- Support our staff to engage in the scholarship of learning and teaching, develop innovative educational skills and assessment practices and build capacity in curriculum design.

entrepreneurial.

- Invest in defined research areas that are aligned to CQUniversity and National research priorities.

- Expand into other disciplines in the VET sector and establish ourselves as one of the leaders in providing vocational education and training.

- Engage our students through active and collaborative learning activities, based on authentic design and delivery of courses.

- Support our staff to engage in the scholarship of learning and teaching, develop innovative educational skills and assessment practices and build capacity in curriculum design.

By 2021, CQUniversity will be a much larger university. We will be delivering programs and research through distance learning and physical locations across Australia. We will be a unique university that has gained its strength through its power of place and will use this strength to export quality education far beyond the reach of its traditional boundaries.

We will support all those who have an involvement with the University regardless of where they come from or where they reside, in particular:
Our Strategic Intent: “To go from Strong to Great through Engagement”

We will know that we are achieving our Strategic Intent as we will:

|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|

1. Growing our Engagement and Reputation

1.1 Be returning the equivalent of 1% of our turnover and be valued by the people and communities we serve.  
   - N/A 1% 1% 1% 1% 1% 1% 1%

1.2 Have in place, 5 year Stakeholder Engagement Plans for 100% of the organisational units of the University.  
   - N/A 60% 80% 100% 100% 100% 100% 100%

2. Growing Higher Education and Vocational Education and Training

2.1 Have over 50,000 Higher Education and VET domestic and international students  
   - 32,561 37,200 39,700 42,200 44,700 47,300 50,000 Over 50,000

2.2 Have increased our market share of school leavers on the regional campuses by 33% (Based on QTAC data)  
   - 6.5% ↑7% ↑16% ↑20% ↑23% ↑27% ↑30% ↑33%

2.3 Have increased the number of students studying on-campus by 35%  
   - 22,877 ↑5% ↑10% ↑15% ↑20% ↑25% ↑30% ↑35%

3. Providing a Great Student Experience

3.1 Be in the top quartile of Australian Universities for student and graduate satisfaction. (Student Experience Survey)  
   - ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

3.2 Be in the top three Australian universities for the inclusion of student equity target groups.  
   - ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

3.3 Have a student retention rate above 75% for both Higher Education and Vocational Education and Training  
   - 73.7% 75% or higher 75% or higher 75% or higher 75% or higher 75% or higher 75% or higher 75% or higher

3.4 Will have the highest percentage of graduates in full-time work (Graduate Outlook Survey)  
   - 64% (2013) 63% 65% 67% 69% 70% 72% 75% or higher

4. Undertaking Great Research

4.1 Be ranked in the top three RUN universities for research excellence (HERDC weighted publications)  
   - 399 500 575 661 760 875 1,006 1,157

4.2 Total External Research Income ($000)  
   - $8,643 $10M $10.1M $12.6M $13.6M $14.6M $15.8M $17M

5. Expanding our Presence and Reach

5.1 Have a campus or study centre/hub within 200km of at least 85% of our students.  
   - 85% 85% or higher 85% or higher 85% or higher 85% or higher 85% or higher 85% or higher 85% or higher

6. Sustainability

6.1 Have a Current Ratio of 2:1 (Liquidity)  
   - 2.05 2:1 2:1 2:1 2:1 2:1 2:1 2:1

6.2 Have $50m in unencumbered funds ($000)  
   - $71,790 $35M $35M $38M $41M $44M $47M $50M

6.3 Achieved a 50% asset utilisation ratio  
   - 28% 30% 34% 38% 42% 46% 50%

6.4 Have improved energy efficiency by 15% (GJ/m²)  
   - 0.530 0.530 0.525 0.514 0.498 0.482 0.466 0.451