

# Strategic Plan 2015 – 2020

## “Strong to Great”



### Our Vision: To be Australia’s most engaged University by 2020.

“We will become one of Australia’s truly great universities through partnerships with students, industry, and the community.”

#### We will direct our focus towards:

|                                                                                                                                                                                             |                                                                                                                                                                       |                                                                                                                                                                                |                                                                                                                                                                       |                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A Great Student Experience</b><br>CQUniversity will develop a culture that ensures the promotion of a positive student experience which enables our students to be what they want to be. | <b>Great Research</b><br>CQUniversity will be known for our engaged research in key priority areas which is informed by the needs and aspirations of our communities. | <b>Being Inclusive</b><br>CQUniversity will provide excellent educational pathways to enable all students to participate in tertiary education regardless of their background. | <b>Distance Education</b><br>CQUniversity will provide opportunities for everyone to achieve their educational goals, regardless of their location and circumstances. | <b>Social Innovation</b><br>CQUniversity staff and students (individually and collectively) will engage with the world we live in to make it a better place. |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### To achieve this by 2020 we will:

|                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Provide engaged education and training in a caring manner which is responsive to student needs and study preferences - face-to-face and distance.</li> <li>• Graduate career ready individuals by providing work integrated learning and outbound mobility opportunities that develop knowledge, skills and understanding for full participation in society and economy.</li> </ul> | <ul style="list-style-type: none"> <li>• Play a pivotal role in national and international research production.</li> <li>• Develop world class researchers across a wide range of disciplines.</li> </ul> | <ul style="list-style-type: none"> <li>• Provide equitable access to our programs and learning opportunities that will enable our students to succeed.</li> <li>• Incorporate international, intercultural and indigenous perspectives into our students study experiences.</li> </ul> | <ul style="list-style-type: none"> <li>• Engage our students through active and collaborative learning activities, based on authentic design and delivery of courses.</li> <li>• Develop a community that supports distance education students by engaging the students through the use of excellent distance education pedagogy and materials.</li> </ul> | <ul style="list-style-type: none"> <li>• Apply our diverse range of knowledge, skills and abilities, as well as leverage our relationships and resources to support our diverse range of communities. Our efforts will support and empower them to build a better future.</li> </ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### When we have achieved our goals CQUniversity will be:

|                                                                                              |                                                                               |                                                                                                    |                                                                                                                                                                                          |                                                                                                    |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| <i>In the top quartile of Australian Universities for student and graduate satisfaction.</i> | <i>Ranked in the top three regional universities for research excellence.</i> | <i>In the top three Australian universities for the inclusion of student equity target groups.</i> | <i>Positioned within the top 5 of Australian Universities for distance delivery of higher education programs and in the top 3 providers of Comprehensive (VET) programs by distance.</i> | <i>Returning the equivalent of 1% of our turnover and be valued by those whose lives we touch.</i> |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|

## What are our Growth Targets?

- ✓ 50,000 students by 2020
- ✓ Increase our market share of school leavers on the regional campuses by 33%
- ✓ Increase the number of students studying on-campus by 5%
- ✓ 70% of courses offered will be offered face-to-face

## How will we be Sustainable?

- ✓ Current Ratio of 2:1
- ✓ Target of \$50m in unencumbered funds by 2020
- ✓ Net Operating Margin of 10%
- ✓ 50% asset utilisation ratio
- ✓ Improve energy efficiency by 15%

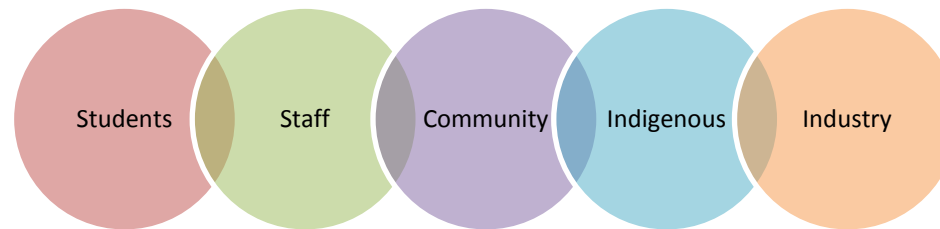
## Our Values reflect who we are and how we will achieve our goals

| Engagement                                                                                                                                            | Leadership                                                                                         | A can-do approach                                                                                                | Inclusiveness                                                                                                                                                  | Openness                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| We connect to our stakeholders and communities by having strong relationships and productive partnerships which deliver mutually beneficial outcomes. | We lead by consistently demonstrating excellence in Learning, Research, Engagement and Governance. | We focus on and achieve our goals, we 'think big', aspire to greatness and apply innovation in everything we do. | We respect and seek full participation from, and engagement with, all staff, students and the community without discrimination toward any individual or group. | We promote transparency in processes, procedures and decision-making and emphasise consistency, fairness and probity as integral to our relationships, individual and collective, with all stakeholders. |

*By 2020, 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 truly 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:*



**BE WHAT YOU WANT TO BE**  
[cqu.edu.au](http://cqu.edu.au)