

Strategic Plan 2016 – 2021



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

We will direct our focus on:

<p>Growing our Engagement and Reputation</p> <p>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’.</p> <p>We are committed to high Academic Standards and governance.</p>	<p>Growing Higher Education and Vocational Education and Training</p> <p>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.</p>	<p>Providing a Great Student Experience</p> <p>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.</p>	<p>Undertaking Great Research</p> <p>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.</p>	<p>Expanding our Presence and Reach</p> <p>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.</p>
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To achieve this we will:

<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 limited and where there is a demonstrated need. • Provide innovative facilities,
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To achieve this we will:

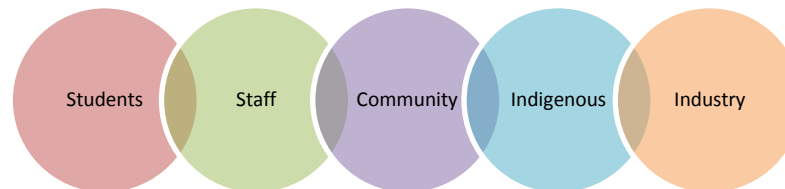
<ul style="list-style-type: none"> • Apply our diverse range of knowledge, skills and abilities, as well as leverage our relationships and resources to support our diverse range of students, staff and communities. • We will invest in our staff to provide learning outcomes and experiences, training and 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. 	<p>postgraduate level qualification.</p> <ul style="list-style-type: none"> • 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. 	<p>success of our students no matter what their educational, cultural and family background or their country of origin.</p> <ul style="list-style-type: none"> • Optimise students' learning journey by providing a stimulating and engaging environment that fosters their different learning styles. 	<p>entrepreneurial.</p> <ul style="list-style-type: none"> • Invest in defined research areas that are aligned to CQUniversity and National research priorities. 	<p>systems and equipment that compare highly with other organisations in the tertiary sector. Our physical infrastructure and systems for information and communication technology will provide an interactive learning and research experience for our students and staff.</p>
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Our Values reflect who we are and how we will achieve our goals

Engagement	Leadership	A can-do approach	Inclusiveness	Openness
<p>We connect to our stakeholders and communities by having strong relationships and productive partnerships which deliver mutually beneficial outcomes.</p>	<p>We lead by consistently demonstrating excellence in Learning, Research, Engagement and Governance.</p>	<p>We focus on and achieve our goals, we 'think big', aspire to greatness and apply innovation in everything we do.</p>	<p>We respect and seek full participation from, and engagement with, all staff, students and the community without discrimination toward any individual or group.</p>	<p>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.</p>

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:



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

Measurement		2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target	2019 Target	2020 Target	2021 Target
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. (<i>Student Experience Survey</i>)	✓	✓	✓	✓	✓	✓	✓	✓
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 (<i>Graduate Outlook Survey</i>)	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/m ²)	0.530	0.530	0.525	0.514	0.498	0.482	0.466	0.451