

# STATEMENT OF STRATEGIC AMBITION

## TOWARDS 2035

UniSQ is Southern Queensland's University. We are shaped by our communities, driven by innovation, and committed to creating opportunities that transform lives locally and globally. We are committed to fostering inclusive learning and research environments that honour and celebrate the rich diversity, wisdom and cultures of First Nations people.

### VISION

*The future we want to create*

We will be Australia's most transformative university  
- where ambition, community, creativity, and  
excellence lead to a better tomorrow.

### MISSION

*What we do to achieve our vision*

We will meet the evolving needs of our students  
and communities by fostering industry-connected  
learners, creating opportunity, and addressing the  
challenges of today and tomorrow.

### VALUES

*What we stand for*

#### **Respect for People, Place and Purpose**

We value the diverse cultures and  
ideas that enrich our communities  
and acknowledge the lands where  
we learn, work, and build futures.

#### **Integrity in Action**

We act with honesty,  
transparency, and accountability,  
choosing what's right over what's  
easy, to build trust with our people  
and communities.

#### **Excellence in Practice**

We pursue excellence, adapt to  
change, and measure success by  
the impact we create today and  
the future we shape.

**We respect, protect and promote human rights in everything we do.**



#### **Our Foundations**

Founded in 1967, we were established to deliver  
accessible, industry-focused education in  
commerce, science, and technology for students  
across Southern Queensland's country regions.

#### **Our Present**

Today, we support more than 20,000 students,  
many through first-in-family and equity  
pathways, with a global network of 122,000  
alumni. We are recognised for inclusive  
education and research that drives innovation  
and impact across agriculture and climate,  
advanced engineering and space, health, and  
regional development.

#### **Our Future**

Community and place remain at our core.  
We work alongside students, staff, alumni,  
industry, Southern Queensland communities, and  
globally, to shape a future that reflects shared  
values and aspirations.





### STRATEGIC PILLARS

*Focus areas that support our vision and mission*

#### Increase demand for and participation in tertiary education across our regions

Take a proactive, place-based approach to increasing the future student pipeline by partnering with schools, VET providers, industry and community organisations. Provide personalised support and learning models that enable every student to succeed.



#### Provide a market-oriented program portfolio and future-ready graduates

Ensure our education offerings align with student needs, employer and industry demand, and emerging workforce opportunities. Build flexible, contemporary curricula that align with regional priorities, national skills agendas, and future industries.



#### Deliver global impact through community-engaged research

Scale-up research that provides practical solutions to international, national and local challenges, co-designed with industry, government, university partners, First Nations communities, and the broader region. Demonstrate the public value of university research through measurable social, economic, and environmental impact.



#### Be a catalyst for regional prosperity

Activate partnerships and work closely with government, industry, and community leaders to establish place-based solutions that strengthen local economies, create new jobs, attract investment, address social issues, and enhance the life of the community; positioning UniSQ as a civic and economic anchor in its region.



### STRATEGIES

*How will we reach our goals?*

#### Build a student-centred, values-driven culture

Empower partnership, voice, and collaboration across students, staff, and communities.



#### Improve access and participation in Southern Queensland

Increase student numbers and load by stimulating demand and increasing inclusive pathways, non-traditional pathways and pre-commencement transition support.



#### Improve retention and progression

Provide engaging learning and co-curricular experiences, personalised wraparound support, careers guidance and learning conditions that foster student success.



#### Focus on applied, industry-engaged education and research

Deliver practical solutions with both local and global economic and social benefits.



#### Drive economic and social impact

Collaborate with government, industry, and communities to strengthen regional prosperity and resilience.



#### Develop flexible, future-ready industry engaged education opportunities

Use next-generation teaching strategies and seamless digital, personalised learning including AI and high-quality online synchronous learning that elevates success, wellbeing, engagement, graduate outcomes, and enables continuous upskilling, career mobility, and lifelong and life integrated learning.



#### Provide a culturally safe, and inclusive environment

Foster belonging and wellbeing for all students and staff.



#### Empower and support our staff to reach their potential

Develop and leverage skills, resources, and culture that enable innovative teaching, impactful research, exceptional engagement, and high performance.



#### Embed health, wellbeing & safety in everything we do

Ensure these principles are integral to our culture, curriculum, and daily practices.



#### Enhance digital and physical infrastructure

Create smart, sustainable, and future-focused environments that enable learning, discovery, and community connection.



### SUCCESS MEASURES

*What will we use to measure progress across our strategies?*

Alumni and Industry network events  
Campus Master Plan, Digital Strategy, Cyber Strategy, and Sports Strategy  
Co-located partners at our campuses  
Field Weighted Citation Index  
First Nations workforce representation  
Gender-based employment outcomes and measures

Harassment, discrimination, bullying and victimisation complain data  
Higher Degree by Research student completions  
Partnerships with Schools and VET providers  
Representation of people in our regions  
Staff satisfaction and employer of choice measures  
Staff Wellbeing Survey

Student accommodation on-campus  
Student population (Headcount & EFTSL)  
Student representation in decision-making  
Student retention, progression, & completion  
Student satisfaction  
THE World University ranking  
Total research income

### QUEENSLAND GOVERNMENT OBJECTIVES



Safety where you live



Health services where you need them



A better lifestyle through a stronger economy



A plan for Queensland's future

### STRATEGIC RISKS AND OPPORTUNITIES

UniSQ faces several interconnected challenges: aligning courses with market needs, maintaining enrolments amid competition, ensuring financial stability amid funding shifts, responding to developments in generative AI, growing research investment, and attracting and retaining skilled staff. To address these issues, UniSQ is focusing on increasing demand for university in our regions, strengthening student support, providing a market-oriented program portfolio, improving and streamlining process across our operations, strategic adoption of AI, engaging locally and globally with stakeholders, and embracing digital and physical transformation. These efforts aim to build resilience, encourage innovation, and ensure the university continues to provide a high-quality experience for students and staff into the future.