

University of Southern Queensland

STRATEGIC PLAN 2021–2025



OUR ASPIRATIONS

VISION

The University of Southern Queensland will be renowned for our innovation and excellence in education, student experience, research and engagement.

VALUES

RESPECT

We respect each other and value diversity of people, culture and ideas within USQ's community.

INTEGRITY

In all we do, we apply and expect the highest personal, professional and ethical standards. Together we act with transparency, consistency and fairness.

EXCELLENCE

Through expertise, innovation and creativity, we work together to excel in all that we do as a University community.

OUR STRATEGIC PLAN

We acknowledge the traditional custodians of the lands and waterways upon which the University of Southern Queensland is located. In developing our Strategic Plan, we celebrate the continuous living cultures of First Australians and recognise and respect the wisdom and diversity of Aboriginal and Torres Strait Islander people as the keepers of ancient knowledge whose cultures and customs continue to nurture this land. We pay our respects to Elders past, present and future.

Our new Strategic Plan is being brought to life at a time of increasing disruption in our global community. Building upon our signature strength of flexible, innovative education, we will continue to focus on student success as we transform our teaching and research to grow our student population and research capacity. We will achieve national and international recognition for our flagship areas of agriculture, health, space and defence and regional development.

Our aspirations will be achieved by engaging locally and globally to translate ideas and knowledge for the benefit of our communities. Our work will have regional relevance, national significance and global impact.

We have considered our commitment to respect, protect and promote human rights when developing the strategies that are included in this plan.

The University will grow, be innovative, engaged and future-focused, embracing the opportunity to develop a culture of disruption. We will harness our reputation as Australia's leading regional university for the development and benefit of our stakeholders.

Over the coming decade, the University of Southern Queensland will embrace the opportunities of a fast changing world, building a university culture that values and rewards innovation and creativity, demonstrating always the value that an open and engaged university brings to its communities.




OUR PERFORMANCE

Our success will be evaluated by measuring our performance in the following areas:

- Growing our student population and broadening participation in higher education
- Being the University of choice across our regions (for staff and students)
- Delivering an outstanding student experience and outcomes
- Growing the quality and quantity of research outcomes
- Contributing to the sustainable development of our communities
- Maintaining our capacity for investment into our future

This plan will be brought to life through the University's Integrated Planning Framework as it is cascaded through a set of core business and enabling strategies. The University Council will monitor and evaluate progress regularly, through out the life of the plan.

The University supports the Government's objectives for the community:

-  **Good jobs**
Good, secure jobs in our traditional and emerging industries
-  **Better services**
Deliver even better services right across Queensland
-  **Great lifestyle**
Protect and enhance our Queensland lifestyle as we grow.

BUILD A BETTER FUTURE WITH OUR COMMUNITIES

OUR IMPACT

TRANSLATE IDEAS AND KNOWLEDGE INTO OPPORTUNITIES

OUR CONNECTIONS

BE INNOVATIVE, ENGAGED AND FORWARD-THINKING






OUR PEOPLE

CREATE VIBRANT HUBS OF EDUCATION AND RESEARCH

OUR PLACES





Solving problems that matter starts with local solutions to global challenges.

The University of Southern Queensland will:

-  Empower Aboriginal and Torres Strait Islander peoples to take their rightful place in our teaching, research and enterprise.
-  Prioritise innovative educational offerings that are a catalyst for transforming the lives of students, their families and communities.
-  Through our innovative research, develop new knowledge and new ways of looking at problems to deliver creative solutions to the challenges we face.
-  Support our students to amplify their life and work experiences through life-long educational pathways as they become leaders in their chosen field.
-  Partner with our communities as a responsible corporate citizen to achieve a better and sustainable future for all.






Ideas and knowledge empower people, organisations and communities to change the world.

The University of Southern Queensland will:

-  Extend the impact of our teaching and research in our flagship areas through active engagement and translation with industry and community.
-  Create new sources of value by better leveraging international partnerships and alumni networks.
-  Act as a catalyst for economic and community development by enabling new and emerging industries to be successful and sustainable.
-  Build and strengthen shared purpose across our communities through engagement and philanthropy.





The new world of work requires organisations to embrace change and transform their practice.

The University of Southern Queensland will:

-  Enable a learning, research and working culture that drives innovation and collaboration and focuses on the future.
-  Evolve our education and research offerings to strengthen resilience and enterprise in our students, industries and communities.
-  Foster a safe, diverse and inclusive university culture and environment that enables everyone to achieve their potential.
-  Build our capability to drive insights and impact from our data.
-  Maintain a strong financial position to enable us to seize opportunities and invest in the future.

As an open and engaged university we will create places that inspire creativity and innovation.

The University of Southern Queensland will:

-  Provide cutting-edge social-learning and collaborative experiences for students, staff and partners through our physical and virtual campuses.
-  Support community-level innovation that brings new ideas, skills and technologies to life.
-  Increase industry and community use of our campuses, creating opportunities for collaboration, innovation and a vibrant university experience.
-  Drive the ongoing digital transformation of our operations.

This strategic plan was reviewed [October 2024] and remains current.