



OUR FOUNDATIONS, OUR FUTURE



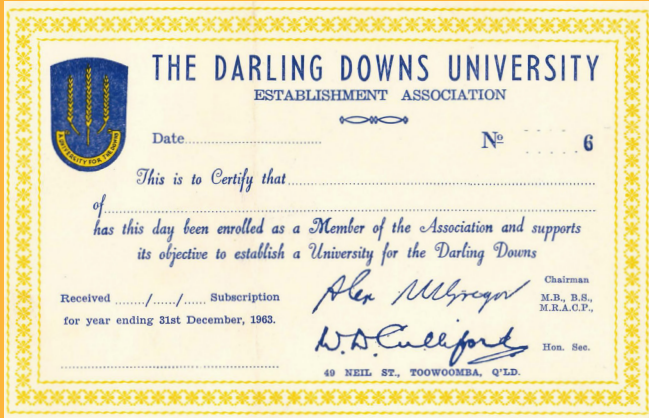
University of
**Southern
Queensland**

We're working alongside our communities to shape a
stronger, more connected university.

OUR FOUNDATIONS

Community driven, always

The origins of UniSQ date back to 1960, when more than 200 passionate locals gathered in Toowoomba to form the Darling Downs University Establishment Association (DDUEA). Through paid subscriptions and tireless advocacy, the DDUEA grew to 10,000 members by 1966, each committed to the dream of a university for the region. Their united efforts laid the foundation for what would become the University of Southern Queensland, proving that a determined **community shapes its own future**.



DDUEA membership form

LOOKING BACK TO LOOK FORWARD

A purpose that endures

Reviewing decades of strategic plans reaffirms that our purpose has always been clear: to empower learners, support our communities, and deliver research that makes a real difference, no matter how the world around us changes.



Strategic Plans over the decades

Cover: The Quad 1976, Toowoomba Open Day 2022
All photos UniSQ Photography

DECADES OF STRATEGIC FOCUS



The Quad 1980

1967 to 1971
Queensland Institute of Technology (Darling Downs)

Established to provide accessible, advanced education in commerce, science, and technology for students from the country regions of Southern Queensland, with a strong emphasis on practical, industry-oriented training.

1972 to 1989
Darling Downs Institute of Advanced Education

Strategies focused on accessibility and distance education for regional learners. Began offering a broader range of undergraduate programs.

1990 to 1991
University College of Southern Queensland

Strategies focused on high-quality, flexible education and research; support for students and staff; expanding access; graduate readiness; and strong partnerships with industry and community.

1992 to 2025
University of Southern Queensland



The Quad 2025

OUR PRESENT

We proudly support more than **20,000 current students**, many through first-in-family and equity pathways, connect with **120,000+ alumni** worldwide, and foster one of the country's most inclusive and supportive learning environments.

OUR RESEARCH INSTITUTES

These Institutes represent areas where we lead with purpose in research, education, and community impact. Each Institute reflects our nationally and internationally recognised strengths, and our deep commitment to shaping a better future, locally and globally.

Institute for Agriculture, Climate & Environment

We lead research and teaching in sustainable farming, crop health, climate science, and the management of natural resources, helping communities adapt and thrive in a changing world.

Institute for Advanced Engineering, Space & Defence

Through cutting-edge work in propulsion systems, advanced materials, and astrophysics, this Institute tackles some of the most complex challenges in space and defence innovation.

Institute for Health

Dedicated to improving wellbeing, we focus on understanding health behaviours and tackling public health challenges that matter to our communities.

Institute for Community & Regional Development

We partner with regions to strengthen communities and economies, supporting vibrant, resilient places to live, learn and work across regional Australia.

OUR LOCATIONS



Toowoomba is a thriving learning community located in Australia's largest inland city.



Ipswich boasts purpose-built facilities in an inviting heritage setting.



Springfield is equipped with the latest in technology for digital production and performance.



Online offers a first-class education with the ultimate flexibility.



UniSQ Brisbane serves as a vibrant hub connecting business, industry, and government.

OUR FUTURE

It's your university, we're listening

At UniSQ, we're developing a new **university-wide strategy**, and we want to learn from you.

As a civic university, we're committed to shaping a future that reflects the values, needs, and aspirations of the communities we serve. Our community includes everyone who contributes to, or is impacted by, UniSQ — our students, staff, alumni, partners, industry collaborators, and the broader communities across Toowoomba, Springfield, Ipswich, and beyond.

Strategic planning is more than setting a direction, it's a shared journey. We're here to listen, reflect, and work together with our communities every step of the way.

We welcome you to help shape our shared strategic direction.

Your insights and perspectives are vital as we move forward, **together**.

HAVE YOUR VOICE HEARD

Your voice matters

By sharing your insights, you'll help us focus on what's most important and ensure we continue to create meaningful impact through education and research. In the pages ahead, you'll find a starting point: our shared statement of Strategic Ambition 2026–2030.

We're inviting your feedback, your ideas, experiences, and aspirations, to help **shape the future of UniSQ**.



Learn more and join the conversation at unisq.edu.au/strategic-plan

OUR SHARED STATEMENT OF STRATEGIC AMBITION 2026-2030

What we stand for and strive towards

VISION

The future we're striving to create

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

MISSION

What we do and for whom

We support the evolving needs of our students and communities, working together to foster industry-connected learners, create opportunities, and address present and future challenges.

Strategic Pillars

Focus areas that support our mission and move us towards our vision

Empowering Learning

We empower students through flexible and contemporary learning experiences, guiding and supporting them to achieve their potential.

Thriving Communities

We strengthen communities by empowering individuals, addressing evolving challenges, and building sustainable solutions that lead to a brighter, more resilient future.

Industry & Globally Connected

Our locally and globally connected staff and partnerships lead to solutions that meet current and future workforce demands.

Discovery. Creativity. Impact.

We engage in world-class research that sparks discovery and creativity, informs future-ready education, and has meaningful impact.

Values *What we stand for*

Respect for People, Place and Purpose

We respect the diversity, cultures, and ideas that enrich our communities. We acknowledge and respect the lands on which we learn, work, and build futures.

Integrity in Action

We lead with honesty, transparency, and accountability. We choose what is right over what is easy, building trust with our staff, students, partners, and communities.

Excellence in Practice

We strive for excellence in all we do, continually adapting and delivering meaningful impact. We measure our success by the positive change we create today and the future we help build.

ON THE DRAWING BOARD

This is our *draft* shared statement of Strategic Ambition 2026-2030. Our vision, mission, strategic pillars, and values will shape our direction, decisions, and culture. Your feedback will help us develop **actionable strategies** that turn our strategic ambition into practical steps that guide decision making, resource allocation, and measurable progress.

These strategies will help ensure that what we stand for and strive toward is reflected in what we do.

To help prompt **your feedback**, we've posed a number of questions for your consideration.

THE FEEDBACK PROCESS

Early July

Launch

Announce process, release draft priorities, open online platform.

July, August, September

Engagement

Regional engagement, hold round tables, collect feedback.

October

Analysis and reporting

Synthesise input, summarise feedback.

November

Closing the loop

Share feedback report and incorporate into strategy development prior to presentation at the University's Council in December.

We are here

WHAT DO YOU THINK?

What does the draft shared strategic ambition mean to you?

- Does it explain why UniSQ exists?
- Is it easy to understand?
- Does it feel genuine, not performative?
- Is it measurable/drives accountability?
- Is it easy to recall?
- Could you stand behind it?

The big questions

- What is one change you would make to the University if you had the opportunity?
- What do you think is the University's greatest strength into the future?
- What areas would you like to see the University invest in further in the future?
- How can we better support the evolving needs of our students and communities?
- What does a flexible and contemporary learning experience mean to you?
- Where should we be focusing our research efforts in our communities and with industry partners?
- Do you think the University fosters a sense of partnership and collaboration with local communities?
- What are the most pressing skills gaps in the workforce that the University should be trying to address?
- Do you feel the University is effectively preparing students to be leaders and innovators in the future?

HOW TO HAVE YOUR VOICE HEARD

We're committed to ensuring your voice plays a central role in shaping the University's future direction. There are many ways to get involved, from in-person events and regional visits to roundtable discussions and our online platform. Your ideas and experiences will directly guide the priorities and actions of our final strategies.



Have your voice heard via our survey

WHAT OUR STUDENTS ARE SAYING

CONNECTING STUDENTS WITH JOBS

I would like the University to invest in programs/ platforms that connect students with graduate jobs, resume building, and interview skills. Provide more regular scheduled check-in for students who have disengaged with their course work e.g. students with regular low grades, or students who haven't gone on the Study Desk in a while.

Chidiebere Victor

INTRODUCE INSTALMENT PAYMENT OPTIONS FOR INTERNATIONAL STUDENTS

I'd like to see a tuition fee instalment payment option for international students. Many international students face significant financial stress due to large upfront payments required before each trimester. Offering a structured instalment plan would ease this burden, support student retention, and demonstrate the University's commitment to equity and inclusion for its international cohort.

Amandhi Udumalagala

BECOME A LEADER IN SUSTAINABILITY

The University has great potential to become a leader in sustainability. One major step would be investing in renewable energy, such as installing solar panels on all suitable rooftops across campuses. With proper planning, we could significantly reduce our reliance on external energy sources and work toward becoming energy self-sufficient.

Zaneta Senselova

STUDENT-FIRST CULTURE WILL BE KEY

UniSQ's greatest strength lies in its commitment to inclusivity and student-centred support, especially for international, regional, and first-generation students. The flexibility in study modes, focus on employability, and strong sense of community give students the tools to thrive academically and personally. This student-first culture will be key to navigating the future of education.

Farhad Palash

I WANT THE UNIVERSITY TO INVEST IN ON-CAMPUS STUDENT ACCOMMODATION

I want the University to invest in large scale, environmentally sustainable, on-campus student accommodation, particularly in Ipswich and Springfield. This brings life to the campuses, as well as contributes to solving the ongoing housing crisis in Australia.

Corbin Zeller

I WANT TO SEE NEW PROGRAMS IN SOCIOLOGY AND THE HUMAN SCIENCES

It makes sense that we should be training people to research solutions to social issues that arise in regional areas, rather than leave the city universities to this task. I also think we should cherish and do something to reinvigorate the creative arts school, to become part of a city and region-wide community.

Matthew Somerville

HANDS-ON LEARNING, INTERNSHIPS

I would highly recommend organising different professional, practical and research based hands-on training and learning short courses. It will not only help the local researchers and academics but also students and local communities. Also, more opportunities for Higher Degree Research students to collaborate, take part in internships, and increase the research funding for training and collaboration purposes would be highly appreciated.

Parvez Mosharaf



Toowoomba Open Day 2023

We look forward to working alongside
our communities to shape a stronger,
more connected university.



University of
**Southern
Queensland**

UniSQ acknowledges the First Nations of southern Queensland
and their ongoing connection to Country, lands, and waterways.
We pay deep respects to Elders past and present.

CRICOS: QLD 00244B, NSW 02225M TEQSA: PRV12081 | IMD T794999