


CONNECTIONS

QUT STRATEGY 2023-2027



the university for the real world®



QUT acknowledges the Turrbal and Yugara, as the First Nations owners of the lands where QUT now stands. We pay respect to their Elders, lores, customs and creation spirits. We recognise that these lands have always been places of teaching, research and learning. QUT acknowledges the important role Aboriginal and Torres Strait Islander people continue to play within the QUT community.





INTRODUCTION TO QUT CONNECTIONS

On behalf of QUT Council, we are pleased to present ***Connections: QUT Strategy 2023-2027***, which articulates our shared vision for the future of QUT—the university for the real world. *Connections* informs our renewed purpose—to provide transformative education, student experiences and research relevant to our communities. *Connections* strengthens the commitment to Indigenous Australian Excellence as outlined in our most recent *Blueprint 6* strategy.

Connections provides a framework of interconnecting themes and drivers, informed by our values, that will enable and support QUT to continue to adapt and thrive, even through adversity. QUT has grown dramatically in size and reputation over more than 30 years and *Connections* speaks to the students, staff and alumni who remain fundamental to our success.

The real-world approach continues to drive all that we do at QUT. Our industry-engaged education and research with practical benefit brings positive change across Australia and around the world, driven by excellence and collaboration.

Our physical campuses are embedded in Country, connecting our past and present to the future, and are enhanced by technology to expand our reach across Queensland and beyond. We are committed to building on our long history as a university of access to increase pathways to success in higher education, and strengthening the university experience for all students both within and outside the curriculum.

We thank all QUT staff for their important contributions to the development of *Connections*. Together, we will continue to shape the future of QUT.



Professor Margaret Sheil AO
Vice-Chancellor and President



Ann Sherry AO
Chancellor



QUT IN 2022

QUT is a major Australian university with a global reputation and a 'real-world' focus. Our courses equip our students and graduates with the skills and mindset they need to realise their full potential in a rapidly changing world.

Our strategy establishes QUT as 'the university for the real world', and charts our provision of transformative education, student experiences and research that is relevant to our communities.

With more than 50,000 students across two inner-city campuses in Brisbane, QUT offers academic programs in fields spanning business, creative industries, education, engineering, health, law, science and social justice across five faculties.

We are transforming the learning experience—embedding work-integrated learning and focusing on developing entrepreneurial skills. We offer executive education and professional development through QUTeX, flexible learning through QUT Online and pathways into our undergraduate programs through QUT College.

With a history of access, innovation and inspiration, QUT has maintained a strong ethos of being the university for the real world. Our students experience award-winning teaching, high levels of satisfaction and excellent graduate employment outcomes.

We are an ambitious institution, with strong research programs which connect with fundamental enquiry into societal outcomes.

QUT is well known for our strong links to industry and government, and our interdisciplinary teams create high-impact research in areas as diverse as climate change mitigation, digital media, materials science and biomedical innovation.

QUT is committed to embedding Indigenous Australian cultures, knowledges and perspectives across everything we do, and through our *Campus to Country* strategy we are transforming our campuses to reflect the past and present culture of Indigenous Australians.

Our university

Our learning, education and research is delivered across five faculties, QUT College and the Carumba Institute:

- Faculty of Business and Law
- Faculty of Creative Industries, Education and Social Justice
- Faculty of Engineering
- Faculty of Health
- Faculty of Science.

The strategic direction, professional support and services that enable delivery of our strategy and operations are provided by our three divisions:

- Chancellery
- Academic
- Administrative Services.





CONNECTIONS

QUT STRATEGY 2023-2027

OUR VISION

To be the university
for the real world.

OUR PURPOSE

To provide transformative education,
student experiences and research
relevant to our communities.

OUR STRATEGY INVOLVES

Connecting aspiration to opportunity

- To enhance access and opportunity to QUT for those students who are traditionally under-represented in higher education.
- To expand pathways for Indigenous Australian students to engage in higher education and achieve their full potential.
- To expand opportunities for our students to undertake entrepreneurial and professional experiences.
- To build outstanding, supportive research environments.

Connecting knowledge and discovery

- By aligning our education and research.
- By offering a curriculum spanning disciplinary, cultural and global boundaries.
- By conducting fundamental and applied research that addresses significant challenges.
- By providing pathways for alumni and businesses in lifelong learning.
- By building and supporting Indigenous Australian research excellence and innovation.

Connecting with the real world

- By reinforcing the value of professional practice in the curriculum.
- To translate our research to provide economic and social benefit to the community, industry, and global partners.
- To prepare our students for future careers.
- To deliver innovative and data-informed approaches in areas such as clean energy, waste and environment, healthcare, agriculture, media and the arts, and business.
- To create an organisational culture and environment that fosters and promotes Indigenous Australian excellence.

Connecting people and purpose

- To live our organisational culture and values.
- To encourage ambition and support achievement of our staff and students.
- To develop professional and ethical leaders.
- To practise and promote sustainability.

- To embed financial strategy and accountability.
- To work together through a genuine partnership approach with Indigenous Australian people.

Connecting through technology

- To develop our physical and digital campuses through authentic engagement.
- To develop accessible, high-quality online education.
- To enable interconnection of the QUT community.
- To assist occupants and end users to connect with place, Indigenous Australian history and culture.



OUR VALUES

Ambition, Curiosity, Integrity,
Inclusiveness, Innovation and
Academic Freedom.

UNDERPINNED BY PRIORITIES

Creativity and entrepreneurship

QUT supports students and staff to experiment, to identify creative opportunities and to turn ideas into action.

Students and staff are encouraged to explore entrepreneurship and innovation—creating value for organisations, the community and a sustainable future.

Health and wellbeing

QUT seeks to embed principles of health and wellbeing in our curricula and promote health and wellbeing for our staff and students.

We are committed to providing for the future health needs of the communities we serve.

Inclusion and social justice

QUT is committed to providing opportunities for staff and students to realise their full potential—to transform the intellectual, economic and social capital of community and the nation.

We are committed to expanding the diversity of our community of staff and students.

Recognising and fostering Indigenous Australian excellence

QUT is committed to building, sustaining and celebrating a culture of excellence in Indigenous Australian education, research and engagement.

Sustainability and the environment

QUT is committed to living lightly upon the earth and reducing our environmental footprint, while improving our institutional resilience.

We aspire to be a leader in sustainability research, education and practice.

SIGNATURE INVESTMENTS AND PLANS

Our strategy will require investment in:

- key workstreams that support the student experience, curriculum, and digital engagement (e.g. quality learning and teaching design)
- a new Research Potential Fund to accelerate and support research capability and academic success
- opportunities identified for future growth (e.g. health and medical education, data science, digital technology and green engineering)
- renewing our campus development plan and technology roadmap
- continuing to grow our Learning Potential Fund to enable more students to access university.



QUT IN 2027

QUT in 2027 will have five thriving faculties, QUT College, the Carumba Institute, 10 or more university-wide research centres, up to 60,000 students across our urban campuses with additional sites to align with industry, research and students' needs.

We will have at least 30% of our students from targeted equity groups. At least 4% of our students will be Indigenous Australian people. We will have up to 25% international students, and, in response to student demand, up to 15% of students studying wholly online. All students will have real-world opportunities to engage across boundaries within and outside the curriculum, within and outside Australia, and with industry and the professions in work-integrated learning.

QUT will continue to be a lively, welcoming, culturally diverse community, embedding a global outlook into the university's academic activities and building our international connectivity. This will enhance the prominence of Brisbane and Queensland as a welcoming destination for real-world education and research excellence.

We will have delivered exceptional campus-based and online educational experiences that prioritise learner success and graduate employability, and will be known for our well-established pathways for lifelong learning across our core disciplines.

We will have an integrated learner experience that spans the journey from recruitment to graduation and beyond to ensure that we meet the lifelong learning needs of our diverse cohorts.

We will have focused our collaborative effort in our priority areas, and built research intensity through research centres with critical mass, supported with world-class infrastructure.

We will have transformative partnerships that facilitate research collaboration and commercialisation by connecting the university with employers, industry, government and the Queensland community.

We will have a strong, flexible and inclusive organisational culture, supporting our staff to develop to their fullest potential in a vibrant and sustainable campus network.

We will be a model of innovative leadership in Indigenous Australian education, research and community engagement, nationally and internationally.



All references at qut.edu.au/connections

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