

# DIGITAL 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 play within the QUT community.

## INTRODUCTION TO QUT DIGITAL STRATEGY

I am delighted to present the QUT *Digital Strategy 2023-2027*.

Connecting through technology is a key component of our **Connections: QUT Strategy 2023-2027**. Through our digital strategy, QUT presents our vision to be the university for the real world by connecting through technology to: develop our physical and digital campuses through authentic engagement; develop accessible, high-quality online education; to enable interconnection of the QUT community; and assist occupants and end users to connect with place, Indigenous Australian history and culture.

As a university of technology, we recognise and value how our technological strengths can create a responsive higher education system attuned to, and facilitative of, diverse learner, staff and stakeholder needs.

This digital strategy demonstrates our commitment to investing in those areas that will provide the most benefit to realise our purpose to provide transformative education, students experiences and research relevant to our communities.

We thank all QUT staff for their important contributions to the development of this strategy and look forward to working collaboratively across the university to realise its vision and outcomes.



Professor Margaret Sheil AO  
Vice-Chancellor and President



*QUT HAS A VISION TO BE THE UNIVERSITY  
FOR THE REAL WORLD AND WE ARE  
PROUDLY A UNIVERSITY OF TECHNOLOGY.*

For QUT, digital aims to support people, process  
and systems in coming together to deliver world-  
leading research, transformative education and  
community engagement, i.e. supporting connection.  
We expect underpinning technology to just work.





DIGITAL IN 2028

As someone in the community...

Content and online services at QUT help me understand what QUT does, how it can help me and the community and how I can engage and participate. I am treated as an individual and my questions are answered promptly allowing me to make timely decisions.

As a learner...

I study on campus, online and in the real world alongside peers and industry. I can balance my university commitments with my family and work. When I choose to engage with QUT online, I feel like they see me as an individual. I feel connected in a safe online environment. I can make the best use of my time through enhanced class registration and timetabling capabilities. I can take advantage of short courses and attaining digital credentials to boost my professional portfolio. As a result of my studies, I am able to make a difference by being digitally savvy in my chosen profession when working on real-world problems.

As an educator...

When developing and facilitating learning I have access to digital solutions that support my teaching practice and discipline-specific needs. They are secure, stable, easy to navigate, and can provide me with data about my students and their engagement in my course/unit. This enables me to reflect and adjust to meet their needs. I have access to additional digital platforms, software and on-campus technology to enhance my teaching practice. These solutions work seamlessly on and off campus, are easy to use for my students and enable collaboration with industry partners. I have access to rich media content and tools that support my real-world approach to learning and teaching.

As a researcher...

I am able to maximise the time I have conducting research and collaborating with colleagues within QUT and in other organisations. I have a detailed view of my projects and the students I supervise, and a real-time view of research account expenses and balances. I am a digitally capable individual who has autonomy to discover and determine emerging and current technologies to use in my research. I can promote my research as part of a comprehensive, and highly visible online profile.

As a professional staff member...

I spend my time working on value-adding activities that help improve QUT services. I manage by exception and have the tools I need at my fingertips to make timely decisions and support transparent performance. I enjoy working at QUT as the focus is on risk-based decision making in a safe, inclusive and empowering culture, with students’ and research success at the heart of everything I do.

As an organisational partner...

QUT leverages digital to ensure its graduates are ready for the real world. I am listened to and have opportunities to participate in ensuring this objective. When I engage with QUT I know who to talk to, and QUT works with me and my sector more broadly to ensure its services remain contemporary. QUT is connected with me, what I do and what I need. QUT helps me succeed.

DELIVERING OUR STRATEGY

QUT as a university for the real world is all about supporting connection. Our digital ambition is to bring people, processes and systems together.

UNDERPINNING PRIORITIES

The QUT Digital Strategy is underpinned by the following priorities:

Learner centricity

Enterprise in approach, bespoke in experience

Accessibility and inclusiveness

Data driven and digitally literate

Secure, timely and reliable

Focus on effective change management

Supporting a sustainable world

Connecting aspiration to opportunity

QUT proudly uses digital to support flexible learning.

- QUT’s online presence will continue to adjust, and remain an exciting and service-rich environment.
- The digital environment at QUT will support the entire program portfolio—from sub-bachelor, traditional award, micro credentialled, higher degree and non-award programs.
- QUT will use data to support student success, and foster a high-performance inclusive culture.
- QUT will take advantage of its digital capabilities to support targeted marketing and engagement.

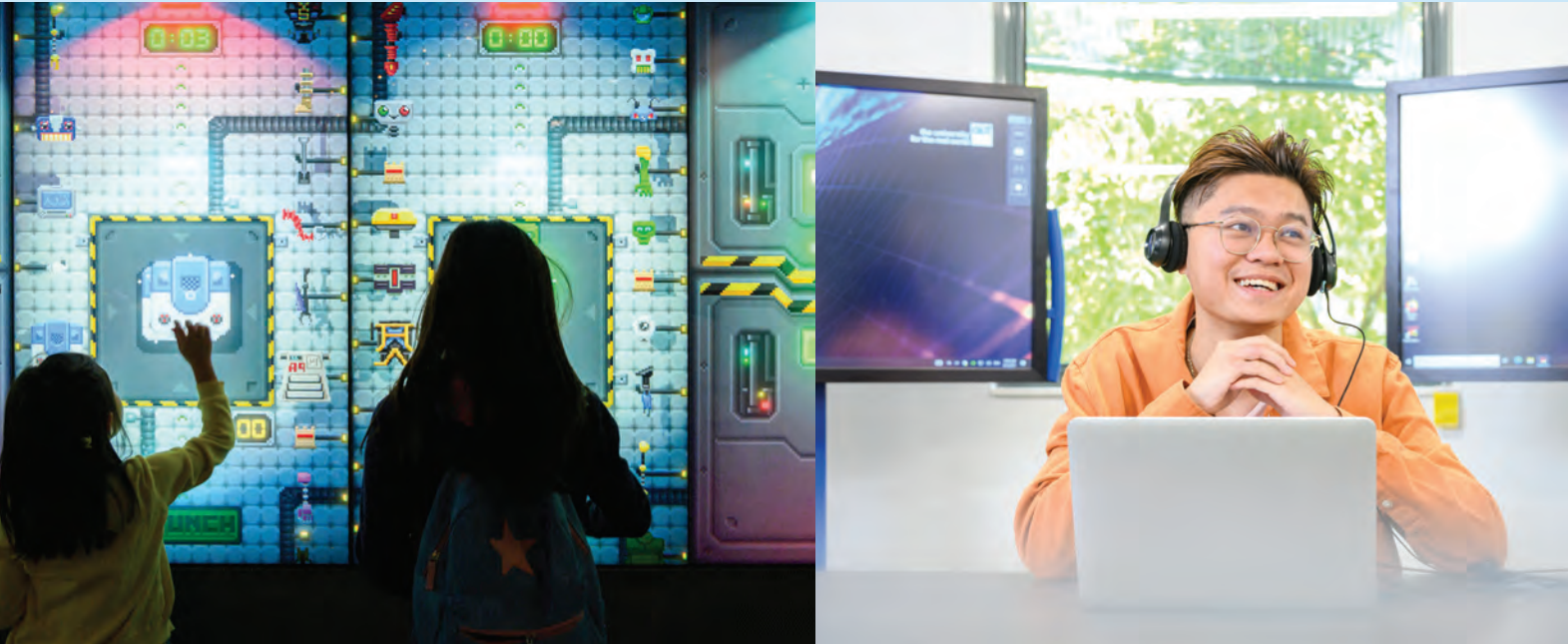
Connecting with the real world

- Our digital capabilities will empower people to balance study as a part of life.
- Our graduates will have experience using technology they will use in the workplace.
- QUT will continue to provide cutting-edge translational research in artificial intelligence, digital games, data science, cybersecurity and robotics.
- QUT will promote meaningful work and better manage risk by using lean processes supported by automation, predictive analytics and enhanced self service.

QUT is committed to fostering the development and uptake of innovative technologies and practices to improve engagement with Aboriginal and Torres Strait Islander communities.

Connecting people and purpose

- The collaboration, online presence and core tools used at QUT will continue to improve enabling staff, learners and partners to collaborate, learn and discover.
- At QUT our digital capabilities will help ensure:
- employers want to hire our graduates because they can use digital tools in the real world
  - organisations can easily partner with QUT knowledge and experience
  - researchers and other third-party innovators want to collaborate with QUT
  - prospects, students and alumni want to continue to learn with us.







Connecting through technology

At QUT we will deliver an integrated online and face-to-face experience where processes are frictionless and the focus is on personalisation. In doing so QUT will:

- ensure it has high-quality, reliable and connected enterprise systems that enable effective workflow management and integrated processes
- utilise our data and systems to support our academics in dealing with the pressure that comes with balancing teaching, research and other contributions to society
- improve learning technology and better integrate learning and student management processes, including class registration and timetabling
- continue to build digital literacy across its workforce, in turn promoting enhanced decision making and innovation
- ensure its spaces remain digitally exciting and support a community sense of connection
- be a fast follower when it comes to underpinning technology in line with the risk appetite, unless research and/or entrepreneurial related.

Connecting knowledge and discovery

QUT will:

- connect individual interests with content, services and connections to ensure information is experience and interest based, regardless of location or where someone may be on their learning journey
- combine its data to support meaningful insight at the individual, unit, course, faculty and QUT-wide level, including to support improvements in learning and teaching, supporting enhanced research and ensuring effective academic load management
- leverage its digital capabilities to further build on our world-leading placements as core curriculum activities where students gain experience in using what they learn
- continue to work with technology partners to offer co-curricular service options to provide students with the opportunity to gain industry digital credentials
- co-create a framework for employment in industry that supports students to learn and earn in their chosen field
- support staff through automation and compliant online processes.

WE DELIVER WITH SIGNATURE INVESTMENTS AND PLANS

Real-world relevant curriculum teaching and accreditation products, including:

- uplifting our digital learning ecology, including the learning management system, and supporting best modes and models of teaching
- supporting online teaching, with a personal touch and ongoing interaction
- timetabling and class registration
- digital badging and micro-credentialling
- services to support revised curriculum under QUT You
- ICT required to support specific units and courses.

Transformative research, including:

- Graduate research education and development learning delivery
- Digital installation to support research infrastructure and other high-powered compute requirements
- Ongoing support for research services, graduate research delivery, ethics review processes and eResearch.

Differentiating and streamlining student experience across entire lifecycle, including:

- automated student administrations processes
- digital engagement, including enhanced experience
- enhanced collaboration both within QUT and with the broader community
- enhanced student support and success services.

Streamlining and better integrating university operations and planning, risk and value, including:

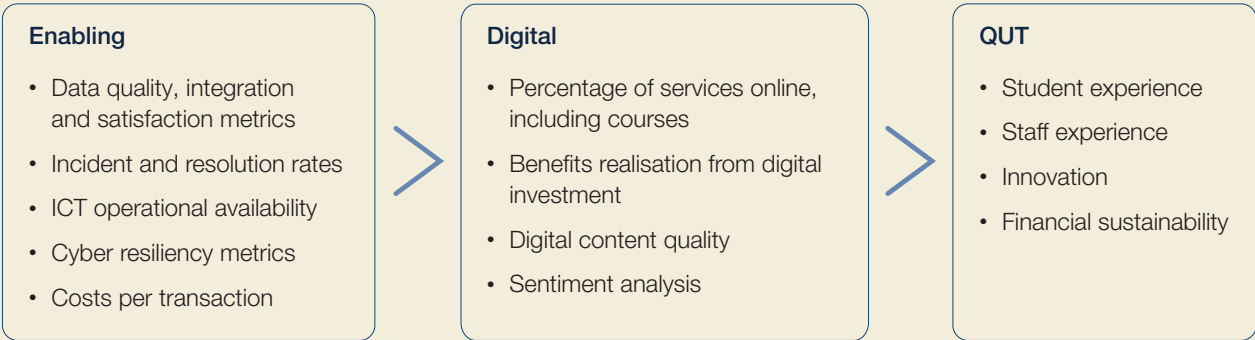
- enhancing enterprise-wide resource planning functions, including finance, procurement, governance risk and compliance, human resources (including payroll) and campus services
- improved access to data and use of artificial intelligence for predictive analytics and decision making
- integrated reporting to improve transparency, showcase our commitment to regulators and accreditation bodies, and deliver on social and sustainability goals.

Foundational investments to ensure QUT has an integrated, safe and reliable set of digital services and systems, including investments in:

- information security
- identity and access management
- expanded use of hybrid cloud and virtualisation
- Edge and IoT integration, including desktop and enterprise rooms
- solutions and supporting practices that support iterative delivery
- enhanced vendor management.

A more detailed QUT digital plan, including business-driven and prioritised, integrated digital roadmaps will accompany this strategy and provide additional detail around 2023–2028 investments.

DIGITAL SUCCESS







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