



BLUEPRINT 5

a university for the **real** world[®]

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Blueprint 5

QUT is a major Australian university that ambitiously positions itself as a university for the real world of today and tomorrow.

Significant change is taking place globally and the Blueprint's role is to anticipate the nature and impact of change, to ensure that QUT remains at the forefront of developments, enabling the University to be agile and prosper in ways that are distinctive, and to make certain that we continue to meet the needs of students and serve the professions, industry and the wider community effectively.

Young in outlook and bold in its approach, QUT successfully combines academic excellence, capability, technology, creativity and knowledge to solve important and immediate challenges, leads change aligned to human capital and innovation needs of the economy and produces highly skilled, enterprising graduates well suited for 21st century employment and careers. In the period ahead, QUT will transform how it leads, connects, performs, inspires and innovates. These goals are reflected in our real world priorities in the areas of learning and teaching, research, and people and culture. To realise our goals the University will maintain its sound budgetary position and strengthen its financial and investment base.

Achieving our vision will require that we do things differently. We will need a high performing workforce and must continue to build our world-class education and research infrastructure. Listening to, and acknowledging the needs and aspirations of our students and staff, and fostering QUT's proud sense of community and its aim of life-long engagement with our alumni will be critical for the success of this transformation.

Blueprint 5 builds on QUT's achievements and expresses our aspiration to be a world leader in discovery in our particular areas of endeavour and the sharing of knowledge to benefit the students, staff and community of the present and the future.

The most prominent characteristic of QUT is our unwavering commitment to excellence and to being relevant and connected, living up to our promise to be a university for the real world. Delivering real world solutions goes back to our foundation as a university and is reflected across all our education and research activities, facilitated by local, national and international connections with graduates, practising professionals, select partners and the wider community. Achievement of our goals and priorities as articulated in *Blueprint 5* will see QUT advance with purpose and confidence, transforming itself and creating new opportunities as a university for the real world of today and tomorrow.

Blueprint 5 identifies the University's goals and priorities, articulates broad strategies, and aims to achieve greater coherence and coordination of QUT's efforts. It affirms our commitment to be a collaborative, distinctive and innovative university that makes a real and positive difference to students and to global economic and social development.

Blueprint 5 is the latest iteration of a strategic plan first issued in 2004, and through it QUT has been able to maintain continuity in expressing our broad vision and institutional intent for more than a decade. The new version builds on the general narrative of its predecessors and reflects a step-change in our determination to grow research performance, and prepare well our students and graduates for the real world of tomorrow. It will allow QUT to embrace the opportunities afforded by transformative change and to direct our investments in the future.

QUT's Vision, Principles and Goals

QUT's Vision

QUT aspires to providing outstanding real world education through physical and virtual learning environments and innovative courses that lead to excellent outcomes for graduates living in a diverse and complex environment characterised by rapid, transformative change.

Our real world research priorities focus on being a globally leading university that delivers solutions to the challenges of today and of the future through high-impact research that spans discipline boundaries and works in partnership with end users, leveraging our deep technological strengths and alignment to the human capital and innovation needs of the global economy.

Reflecting our academic ambitions and our civic responsibilities, QUT will strengthen and extend partnerships with professional and broader communities to build our reputation as a source of knowledge that is applied to real world challenges.

QUT's Principles

Our principles are:

To focus on quality

We focus on quality and excellence, celebrate high levels of scholarship, ambition and achievement, and seek out opportunities to find and share new knowledge.

To solve real world problems

We seek solutions to real world problems through education and research activities that span discipline boundaries and by working with the community.

To optimise opportunities provided by technology

We ensure that technology pervades the University's education and research agendas, leveraging and optimising opportunities provided by digital technologies as these evolve.

To use resources effectively and improve services

We seek out new ways to improve our products and services by efficiently utilising our resources and integrating environmental sustainability to address challenges and meet the needs of students and staff, as well as sustaining our strong commitment to client service and our sense of pride in the University.

To cultivate organisational agility

We cultivate organisational agility to rapidly transform, renew and adapt to global change, to find new opportunities and remain at the forefront of developments.

To foster a culture of community

We capitalise on the goodwill of the University community, our mutual support and respect for one another and our ethical behaviour and practices, ensuring that these are sustained during transformative change. We promote social justice and equal opportunity in education, employment and research, with a particular emphasis on strategies that support Aboriginal and Torres Strait Islander peoples to achieve excellent educational outcomes.

QUT's Goals

Our strategic goals are:

LEAD

To be bold and drive transformative change, enabling QUT to take its place among the great universities of the world and our graduates to be recognised for the quality of their education, skills and contributions to industry, government and the broader community.

CONNECT

To enhance QUT's reputation internationally as a 'university for the real world', facilitate engagement and connectivity with practising professionals and select partners at the local, national and international levels, and affirm our commitment to making a difference to worthwhile human endeavour and the global economy.

PERFORM

To ensure QUT has a strongly performing workforce that achieves exceptional results, and an agile culture that encourages students, staff and alumni to be agents of change and drivers of economic and social activity and growth.

INSPIRE

To be inspired and shaped by talented students and staff from diverse communities, and to further extend QUT's inclusive reach and strengthen our engagement with the broader community.

INNOVATE

To establish a visible whole-of-organisation approach to innovation and entrepreneurship, and to highlight QUT's commitment to leading real world futures.

Real World Graduates, Learning and Teaching

Our real world graduates benefit from QUT's distinctive learning experiences, delivered by outstanding teachers. We produce highly skilled, enterprising graduates well suited to 21st century employment and careers who, throughout their lives, will thrive in changing and complex working environments.

PRIORITIES

LEAD

To meet our goal we will:

- provide high-quality, learning-centred environments that capitalise on both physical and virtual infrastructure and equipment
- transform our approaches to learning and teaching to meet the learning needs of diverse groups of students and equip them to thrive throughout their lives
- broaden the composition of our student population
- sustain the size of our student population.

CONNECT

To meet our goal we will:

- connect, engage and creatively support learners throughout their study
- develop students' depth in professional and academic knowledge, based on exposure to new ideas and different cultures
- deeply understand the changing nature of 21st century employment and the capabilities graduates will need to succeed and to self-manage their careers
- increase students' connection to industry and practising professionals
- increase students' international study opportunities.

PERFORM

To meet our goal we will:

- develop a community of outstanding and talented teachers, maximise our teaching performance and make significant contributions to enhancing the quality of learning and teaching in higher education
- build leadership capability and provide leadership opportunities in learning and teaching
- continue our commitment to staff capability building and to the recognition and reward of teaching excellence
- maintain emphasis on student success and Real World Learning programs.

INSPIRE

To meet our goal we will:

- provide opportunities for internships in leading companies, study tours, and exchange programs that build curiosity and excitement
- build a culture of learner connectedness and support that promotes partnership with students, positive staff-student communication, and active and collaborative peer learning
- strengthen students' cultural competence and understanding of Aboriginal and Torres Strait Islander knowledges
- enable people from diverse communities, including low-income and Aboriginal and Torres Strait Islander people to participate fully in tertiary study.

INNOVATE

To meet our goal we will:

- continue to transform our courses and develop new learning and teaching approaches to drive change
- invest in and reward innovation, training and experiences for our students and staff that promote entrepreneurship
- use and develop technology solutions that enhance learning
- develop personalised and flexible graduate and professional education offerings that are transformative, responsive to market need, anticipate developments in industry and the professions, and foster linkages with our domestic and international partners.

We will achieve our real world graduates, learning and teaching priorities by:

- expanding curricular and co-curricular activities and supporting students to develop their professional profiles, networks and employability
- expanding opportunities for work-integrated learning, international study and other professional experiences in all courses
- strengthening the opportunities for team-based and cross-boundary course collaborations to facilitate engaging online and blended real world experiences
- aligning our international student share of the total student population to enrich our undergraduate and postgraduate position and research
- investing in developing staff capabilities through enrichment programs
- recognising staff achievements through the QUT Academy of Learning and Teaching and internationally through the United Kingdom Higher Education Academy (HEA)
- augmenting the development and inclusion of Aboriginal and Torres Strait Islander knowledges within the curriculum
- stimulating demand for tertiary study in low-income schools and communities
- developing the Caboolture campus, through partnerships with other educational providers and with state and federal government support
- offering education and skills development to emerging entrepreneurs, and to aspiring professionals and graduates
- increasing our capacity to map and track student progress through the strategic and responsible use of learning analytics

Our key performance indicators aim:

- To build QUT's reputation as an excellent learning environment that produces highly skilled graduates across all sectors of the community

Real world learning is a defining feature of the QUT experience; it takes a number of different forms, including authentic learning, international and cross-cultural experiences, and the engagement of practitioners in teaching.

Real World Research

Our real world research priorities focus on being a globally leading university that delivers solutions to the challenges of today and the future. This is achieved through high-impact research that spans discipline boundaries and is pursued in partnership with end users, leveraging our deep technological strengths and responding to human capital and innovation needs of the global economy.

PRIORITIES

LEAD

To meet our goal we will:

- build research capacity aligned to the human capital and innovation needs of the economy
- lead high-quality research that spans discipline boundaries to solve problems in key sectors
- build on current success and leverage competitive advantage in our identified research strengths and priorities
- empower our flagship research institutes to take leadership roles with our faculties in shaping and defining the University's transdisciplinary research agenda
- enable existing social science disciplines to contribute to the University's research agenda.

CONNECT

To meet our goal we will:

- build large-scale strategic alliances and complementary partnerships with select internationally prominent research centres
- improve the international engagement of researchers by nurturing links with globally leading academic, corporate and public sector partners
- improve the communication about research activities and profiling of research achievements
- increase the proportion of high-quality international higher degree research (HDR) students.

PERFORM

To meet our goal we will:

- develop a community of outstanding scholars and lift the quality of our research performance
- develop the leadership capability of high performing academics to advance their careers and support them to succeed as QUT's future research leaders
- build externally funded research capacity and infrastructure in our areas of research expertise that deliver significant outcomes and solve real world problems
- transform QUT's HDR training via cohort-based, industry focused programs that prepare students to be agents of change in the broader economy.

INSPIRE

To meet our goal we will:

- support QUT's diversity and gender equity goals through engagement with the SAGE Athena SWAN Pilot and similar programs
- implement a dedicated strategy to enhance capacity in Aboriginal and Torres Strait Islander research
- inform national and international philanthropists so they appreciate the public benefit of our research.

INNOVATE

To meet our goal we will:

- develop new models of collaboration that contribute to making QUT a global innovation hub
- build an entrepreneurial research- and innovation-led start-up culture that is supportive, agile and embraces opportunities; and, with the support of qutbluebox and QUT Creative Enterprise Australia, focuses on students, staff and alumni becoming the founders of scalable, globally focused ventures.

We will achieve our real world research priorities by:

- benchmarking QUT's performance with the world's leading technology universities
- providing incentives for collaboration across faculties and institutes for connection with end users, and for seeking partnerships with leading international research centres that have complementary capabilities and research infrastructure
- monitoring QUT's student and staff investment in distributed research sites such as the Translational Research Institute (TRI), QIMR Berghofer Medical Research Institute, Centre for Children's Health Research and the Mackay Renewable Biocommodities Pilot Plant
- providing incentives for co-authorship of articles in high-quality journals and HDR student joint supervision with end users and international researchers
- building a culture of enquiry, scholarly debate and a passion for ideas among the professoriate
- providing a quality research leadership program to accelerate the leadership capability of higher performing academics
- developing innovative research degrees and providing a high level of pastoral care to support HDR students in developing entrepreneurial, creative and design-led thinking, and management skills for careers in research and outside of academia
- increasing the HDR student share of the total student population
- developing a dynamic online presence for our research
- inviting international businesses and philanthropic enterprises to expand their activities in Brisbane, and attracting innovative founder companies and social investors aligned with QUT's research capacity
- aligning our research priorities with QUT's research strategy

Our key performance indicators aim:

- To build QUT's reputation as an excellent research institution undertaking research for the real world

Our research is differentiated through its engagement with real world challenges and its technological focus, coupled with our ability to work across disciplines and with end users. This represents an important advantage for QUT and positions us distinctively in Australian higher education.

Real World People, Culture and Sustainability

Our real world people, culture and sustainability priorities focus on developing the capabilities and performance of our people, while maintaining our strong organisational culture, financial viability and environmental sustainability.

PRIORITIES

LEAD

To meet our goal we will:

- continue to build our reputation as a preferred employer with a commitment to equity and diversity
- strive to remain at the forefront in our use of technology to meet the needs and expectations of students, staff and partners
- contribute to a low carbon future to address global environmental issues and solve real world challenges
- achieve excellence in the management of health and safety and the protection of environments
- recognise the growing importance of accurate and timely data, including the use of data analytics to improve performance and guide decision-making.

CONNECT

To meet our goal we will:

- leverage our world-class facilities and their location in the heart of major areas of urban renewal as part of our competitive advantage to attract and retain talented staff
- develop deep relationships with key strategic partners connected across learning and teaching, and research
- create further opportunities to engage with alumni, philanthropic donors, government, community, and professional and industry partners.

PERFORM

To meet our goal we will:

- attract, develop and retain the best qualified, and capable people, reflecting community diversity
- recruit in areas of research strength and ensure academics provide real world solutions and an ability to teach at high standards to support a dynamic education agenda
- lift performance expectations and outcomes across all sectors of QUT
- remain financially strong to achieve QUT's aspirations
- build and maintain the real world capabilities of staff
- embrace change and seek efficiencies in key business processes.

INSPIRE

To meet our goal we will:

- continue to foster our proud sense of community and life-long engagement with alumni
- ensure that all staff have an understanding of Aboriginal and Torres Strait Islander perspectives so that they may contribute to Reconciliation.

INNOVATE

To meet our goal we will:

- invest in world-class facilities that combine innovative use of physical space with leading technology, opportunities for social and professional interaction, and community development
- become more entrepreneurial and cost effective in delivering services and decision-making, achieving an optimal balance of innovation, efficiency and service
- build QUT's Learning Potential Fund to ensure this major strategic and financial investment becomes self-sustaining for the benefit of students in need.

We will achieve our real world people, culture and sustainability priorities by:

- integrating physical and virtual approaches, heightening QUT's digital presence and improving the user experience, including renewing systems and processes to facilitate and support collaborative work across faculty and divisional boundaries
- adopting a more coordinated approach to connecting with partners that builds on the many relationships established from local and individual interactions in education, research and other forms of engagement
- utilising strategic intelligence and the best available evidence in decision-making and transformation agendas
- ensuring students and staff have a deep understanding of and commitment to health, safety and environment principles and sound practices
- building flexibility in workforce models to adapt to changing business requirements
- refining performance expectations for staff that are aligned with the University's education and research agendas
- implementing management systems and processes to facilitate improved performance
- being a sector leader in the proportion of senior staff who are female, and supporting women's participation in the STEM disciplines in particular
- seeking diversity in QUT's income base to manage risk
- understanding the impacts of costs and expenditure, and realising the benefits of improved and renewed systems
- leveraging insights gained from rigorous financial governance and initiatives such as professional staff benchmarking
- developing mechanisms that provide staff with appropriate understanding and knowledge of Aboriginal and Torres Strait Islander and other cultural perspectives
- fostering further a tradition and practice of philanthropy amongst staff, alumni and other communities, and proactively exploring new approaches to philanthropy

Our key performance indicators aim:

- To develop and sustain a highly capable workforce
- To further build QUT's sense of community
- To focus on the various dimensions of QUT's sustainability – environmental, social and economic

Our people are our key asset. We have recruited and developed a diverse talent base that will enhance our capacity to achieve our aspirations and provide effective leadership within the University.

Key Performance Indicators

QUT's key performance indicators reflect our aspirations, are benchmarked against globally leading universities and are adjusted to reflect our goals and priorities.

Key priority	KPI	2013 Actual	2014 Actual	2015 Actual	2019 Target
Graduates, Learning and Teaching To build QUT's reputation as an excellent learning environment that produces highly skilled graduates across all sectors of the community	1. Quality of undergraduate intake ^[1]	49.7%	55.8%	53.3%	57.0%
	2. Share of domestic undergraduate students of low socio-economic status (SES)	13.2%	13.1%	13.1%	14.5%
	3. Share of domestic undergraduate students who are Aboriginal and Torres Strait Islander	1.5%	1.7%	1.7%	2.0%
	4. International student share of total population	15.7%	16.9%	16.9%	18.0%
	5. Commencing ex-QUT bachelor degree attrition	17.1%	16.4%	16.6%	14.9%
	6. Percentage of students who have completed Work-Integrated Learning (WIL) units upon graduation	52.1%	53.2%	57.9%	90.0%
	7. Percentage of students who have an international experience (including internship)	9.0%	16.4%	14.2%	20.0%
	8. Overall quality of educational experience ^[2]	n/a	82.7%	82.0%	85.0%
	9. Full-time employment rate for bachelor graduates available for full-time work ^[3]	72.7%	69.8%	72.3%	80.0%
	10. Graduate and professional education income	n/a	n/a	n/a	\$100.0m
Research and innovation To build QUT's reputation as an excellent research institution undertaking important research for the real world	11. HDR completions	374	381	413	450
	12. Quality of research publications	62.1%	61.7%	n/a	67.0%
	13. Excellence in Research for Australia (ERA) rating of "above world standard" or higher	n/a	n/a	60.0%	70.0%
	14. Total research income ^[4]	\$92.6m	\$91.5m	\$101.1m	\$150.0m
	15. Commercial income	\$76.2m	\$73.0m	\$96.3m	\$115.5m
	16. Number of founders ^[5]	n/a	n/a	n/a	200
People, culture and sustainability To develop and sustain a highly capable and inclusive workforce [‡] To further build QUT's sense of community To focus on the various dimensions of QUT's sustainability – environmental, social, and economic	17. Underlying operating margin	6.9%	4.9%	2.9%	5.0%
	18. Workforce expenditure as share of total revenue	54.2%	57.2%	57.2%	56.3%
	19. Share of staff who are Aboriginal and Torres Strait Islander people	0.8%	1.3%	1.3%	1.7%
	20. Philanthropy income ^[6]	\$13.0m	\$6.7m	\$11.2m	\$25.0m
	21. Staff Opinion Survey outcomes ^[7]	n/a	81.0%	n/a	85.0%
	22. Environmental sustainability: carbon emissions ^[8]	126.1	118.1	117.5	112.0

^[1]QTAC OP 1-6 as a percentage of OP 1-15

^[2]Graduate Destinations Survey (GDS) prior to 2016

^[3]Student Experience Survey

^[4]Higher Education Research Data Collection (HERDC), Categories 1-4 income

^[5]New KPI 2015-2019 cumulative target

^[6]From purely philanthropy sources

^[7]Survey conducted every three years. 2011 Actual 79.0%; 2014 Actual 81.0%

^[8]The unit of measure for carbon emissions is kgCO₂-e/m²GFA

[‡]QUT also has a target to increase the proportion of senior staff who are female to 45 per cent, by 2019 (the 2016 figure is 42.4%)

Aspects of QUT's aspirations and strategies are operationalised through transformational initiatives such as the Real Difference project and further detailed in key supporting documents including the Digital Roadmap, Real World Capabilities, Real World Learning 2020 and Blended Online Framework.

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