THE UNIVERSITY OF QUEENSLAND

CHANGING HOW HIGHER EDUCATION IS IMAGINED

Create change
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Digital technologies have fundamentally altered the way we live and work. They have broken down barriers and given rise to a wave of new job titles, a growing virtual workforce and an explosion in personalised online services – all of which are having a profound impact on what and how we choose to learn.

Universities – long tasked with developing independent and critical thinkers – must now also ensure they develop enterprising graduates with the knowledge, skills and networks to build meaningful and agile careers that can be sustained and adapted over the course of a lifetime. Excellent disciplinary knowledge is, and will remain, imperative. However, now, as never before, graduates need the leadership qualities and innovative mindset to forge new opportunities for themselves and others, handle occasional setbacks, and endure and adapt as the ongoing architects of their own careers.

Ensuring graduates have the tools to compete, create and thrive is a considerable challenge. That is why at UQ, we want to provide students with direct access to world-renowned academics who are global leaders in their field and proven innovators who have brought real solutions to market. We want all of our students to share a personalised learning experience that fits their individual needs, without losing the benefits of face-to-face teaching that can inspire and challenge. We want to assure access to enabling and dynamic professional student support services and more genuine industry experiences. We want our students to understand their strengths, know how to effectively articulate their value to employers, and graduate with the confidence and insight to turn their aspirations into reality. We want the UQ student experience to continue to offer a high-value return on students’ investment long after they graduate.

To this end, feedback from the 2015 Student Strategy Green Paper consultation affirms that UQ is on the right path, but we recognise there is still more we can do. We have therefore set a path toward a significant investment in our students’ development, our staffing capability and the UQ learning ecosystem. By aligning the calibre and creativity of our students and staff and the resources of our vast network of industry-leading partners with our strategic intent, we are confident of providing a student experience that exceeds expectations and sets the benchmark for higher education innovation in Australia by 2020.

Profesor Peter Høj
Vice-Chancellor and President
THE PLAN

PREPARING FOR FUTURES FAR BEYOND GRADUATION

At UQ, we see the world differently, which is why we’re leading a change that will help our graduates excel far into their futures.

We understand our students are looking for a dynamic learning experience – one that can offer a balance of support, structure and flexibility with opportunities to build the knowledge and know-how to compete in today’s rapidly evolving workplace.

That’s why we are combining the very best that UQ has to offer with a package of student-centred initiatives that we believe will generate a learning experience that exceeds our students’ expectations and will help turn their ambitions and aspirations into reality.

Specifically, we aim to:

1. Expand our existing programs to provide students with greater mentorship, careers advice, industry experience and start-up opportunities.
2. Bring our research excellence into the core of our teaching to provide our students with advanced knowledge and a competitive skill set.
4. Provide flexible learning options that support the needs of all students.
5. Support students to be co-creators of their own experience.
6. Create vibrant campus settings that generate the right conditions for higher learning and support student life.
7. Support and reward staff commitment to an enriched student experience, so that our students remain at the heart of all that we do.

*Foundation for Young Australians, 2015
**UQ Student Survey 2015

60% OF AUSTRALIAN STUDENTS ARE PREPARING FOR OCCUPATIONS WHERE AT LEAST ⅔ OF JOBS WILL BE AUTOMATED*

59-69% OF UQ STUDENTS VALUE THE OPPORTUNITY TO DEVELOP THEIR ENTREPRENEURIAL SKILLS**

60% OF AUSTRALIANS ARE OBTAINING THEIR FIRST JOB IN ROLES THAT MAY NOT EXIST IN 10-15 YEARS*
THE EXPERIENCE

Our comprehensive learning experience provides a foundation for success far beyond graduation.

Our students will benefit from:

- **Exceptional employability:** We will develop our students’ knowledge with highly valued workforce skills and teach them how to effectively articulate these to employers.

- **A comprehensive range of global opportunities:** We believe that international experience is a cornerstone of creating globally competitive graduates, which is why we incorporate international learning opportunities, like exchanges and field work, into our experience.

- **Advanced knowledge from the frontiers of research:** The latest and most advanced disciplinary knowledge will flow from the frontiers of UQ’s research excellence into the classroom, providing our students with knowledge and skills that have greater value.

- **A blend of on-campus and online learning:** Our students expect quality online experiences in many aspects of their daily and working lives, and university is no different. At UQ, they will have access to high-quality online learning options to complement inspiring face-to-face teaching on campus.

- **A learning experience built around them:** Our students will enjoy more control over what, when and how they study. We’ll also offer personalised advice, technologies and opportunities designed to support their individual needs, priorities and goals.

- **Opportunities to kick-start their ideas:** Through University and community innovators, our students will have access to a range of new opportunities that will encourage their entrepreneurship and help them test their ideas and progress them to market.

- **Powerful partnerships:** We aim to take students from learners to leaders by giving them access to meaningful mentorships and partnerships that provide support, encouragement and industry insight.

- **A vibrant campus, culture and community:** With beautiful campuses, extensive recreation and sporting facilities, and world-class buildings and facilities, our students enjoy some of the best higher education settings in the world, where they can access support services, study independently or hang out with friends, and be part of a safe, vibrant, healthy and lifelong community that’s only getting better.
THE FUTURE

OUR VISION

A transformative student experience that inspires a new generation to ask the questions that create change.

OUR GOALS

Our Student Strategy covers four key goals:

- Game-changing graduates
- Student-centred flexibility
- Dynamic people and partnerships
- An integrated learning environment

These are described in detail on the following pages.

IT ALL STARTS NOW

From now until 2020, we will be implementing a range of activities and initiatives to ensure we deliver a world-leading student experience.

To find out more about how the Student Strategy is progressing, visit student-strategy.uq.edu.au
The workforce is evolving at a rapid rate, presenting our students with both challenges and opportunities. Our graduates must have the knowledge and skills to compete for current and emerging roles, and be able to anticipate job opportunities that don’t yet exist – many of which they will create for themselves.

UQ’s first goal is to develop graduates with the knowledge, leadership skills and innovative mindset to build meaningful networks, create agile careers and put their ideas in motion.

INITIATIVES THAT WILL SUPPORT THIS GOAL:

- **Work integrated learning and employability programs**: We will expand our existing programs to support more students to develop practical workplace awareness and skills to enhance their employability.

- **Research-led opportunities**: We will develop our students’ critical thinking with a highly valued skill set through research-led opportunities and activities.

- **Courses on global challenges**: We will offer a selection of courses that invite students to work on solutions to some of society’s greatest challenges.

- **Campus-based idea development and acceleration programs**: We will encourage the entrepreneurial capability and enterprising activity of students, staff and alumni through well-connected idea development and acceleration programs.

- **Global opportunities**: We will provide more opportunities for students to study, work or volunteer overseas.

- **Authentic assessment**: We will use assessment tasks that engage and challenge students.

STUDENTS WILL BENEFIT FROM:

- more opportunities to gain practical workplace awareness, skills and experience

- direct access to UQ’s research excellence, delivered straight to the classroom

- access to advice and support from successful entrepreneurs and innovators

- expanded opportunities to build on their skills and experience overseas.

**90%+ of UQ students think interacting with industry and employers via work experience is important to their education**

*UQ Student Survey 2015*
Our students are not only facing a rapidly evolving workplace. Their own learning needs and expectations are also evolving.

A major goal of our Student Strategy is to provide a flexible environment that supports and services all students, meets their learning priorities and expectations, and personalises their UQ experience.

**INITIATIVES THAT WILL SUPPORT THIS GOAL:**

- **Flexible learning options:** We will offer students the flexibility to access learning resources online at a time that suits them, complemented by engaging and hands-on learning on campus.

- **Unbundled course options:** We will deliver select courses in shorter modules that leverage UQ’s advanced digital learning resources and provide students with more learning options.

- **Program schedule alternatives:** We will move to a trimester system across selected undergraduate and postgraduate programs.

- **Personalised online feedback:** We will expand our online assessment capabilities to provide students with timely, personalised feedback on how they are tracking.

**STUDENTS WILL BENEFIT FROM:**

- more flexibility in when and how they study
- the potential to fast-track their program
- more certainty on how they are progressing.

70% OF UQ STUDENTS WANT MIXED COURSES (ONLINE LECTURES WITH INTERACTIVE CLASSES ON CAMPUS)*

*UQ Student Survey 2015
The Student Strategy is an ambitious program that touches every part of the University.

To ensure its success, UQ is committed to sustaining a dynamic and enterprising culture that supports continued innovation, adapts to change, and is shared, valued and enriched by students and staff.

**INITIATIVES THAT WILL SUPPORT THIS GOAL:**

- **Enhanced teaching and learning:** We will involve more research-focused staff in teaching activities, and invest in support staff who can assist academics with best-practice digital delivery tools and content design.

- **Leadership opportunities:** We will partner with students in decision-making, planning and course design.

- **Multi-point mentor program:** We will create a mentor program that builds students’ networks and supports them from application to graduation.

- **Staff development and recognition:** We will support and reward UQ’s teaching and learning staff and facilitate their career progression.

**STUDENTS WILL BENEFIT FROM:**

- classes delivered in new and interesting ways
- more opportunities to take leadership roles and build networks to support their future career
- access to support and advice from industry, alumni and staff mentors.

**67% OF UQ STUDENTS WOULD LIKE ACCESS TO A MENTOR FROM UQ STAFF OR ALUMNI***

*UQ Student Survey 2015
The success of UQ’s Student Strategy not only requires a dynamic and enterprising culture, but also a learning environment that supports flexible learning options, community engagement and student life.

INITIATIVES THAT WILL SUPPORT THIS GOAL:

- **Campus precinct development**: We will further develop UQ’s iconic campuses, with residential and sports facilities projects in the pipeline.
- **A dedicated student building**: We will provide a central physical location on campus that integrates resources, to provide a ‘one-stop-shop’ for student enquiries and services.
- **Enhanced multifunctional spaces**: We will continue to create high-quality, multifunctional spaces for students to study, rest and socialise.
- **Investment in IT infrastructure**: We will continue to invest in IT infrastructure to enhance UQ’s online service capabilities.
- **Online support services**: We will offer interactive, online support services for students that complement on-campus support.

STUDENTS WILL BENEFIT FROM:

- an engaging and vibrant environment in which to learn
- more personalised online information and advice
- access to 24/7 support and advice during exam, orientation and transition periods
- the opportunity to be part of a safe, vibrant, healthy and lifelong community.

72% OF UQ STUDENTS WANT MORE HIGH-QUALITY SPACES FOR INDIVIDUAL STUDY

*UQ Student Survey 2015*
THE PROCESS

The UQ Student Strategy draws from global best-practice methods, and was developed through extensive consultation with students, staff, employers and alumni.

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<thead>
<tr>
<th>PHASE</th>
<th>CONSULTATION ACTIVITIES</th>
<th>RESULT</th>
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</thead>
<tbody>
<tr>
<td><strong>Green Paper Consultation</strong></td>
<td>• Online student survey: 7005 students responded (18% response rate across entire student population)</td>
<td>Four top-line messages emerged through the consultation process:</td>
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<tr>
<td>October–December 2015</td>
<td>• Unit submissions: More than 1500 staff contributed to 54 written submissions from UQ schools, faculties and central units</td>
<td>1 The importance of employability and embedding workplace skills</td>
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<td></td>
<td>• Open online form: 110 individuals provided comments on an online platform, including 40% from young alumni</td>
<td>2 An appetite for flexible learning offerings that complement a campus-centric learning experience</td>
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<td>• Roundtable: 75 employers, alumni, staff and students discussed the challenges and strategies outlined in the Green Paper and where they thought UQ should be in ten years’ time</td>
<td>3 The need for appropriate resourcing and staff capability investment</td>
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<td></td>
<td>• Leadership briefings and meetings: 18 interviews and discussions were held with leaders of UQ faculties and institutes and selected boards and committees</td>
<td>4 Infrastructure and services that sustain a vibrant and connected learning environment</td>
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| **White Paper Consultation**          | • Campus forums: 300 staff from across Gatton, Herston and St Lucia campuses attended on-campus forums | Six principles emerged which informed the Student Strategy’s design:    |
| January–May 2016                      | • Briefings and meetings: Office of the Deputy Vice-Chancellor (Academic) held more than 12 briefings with faculty and division executive staff to discuss the emerging themes of the White Paper | 1 Employability and enterprise                                         |
|                                      | • Vice-Chancellor’s industry dinner: Input from key industry partners                    | 2 Personalisation                                                        |
|                                      |                                                                                         | 3 Integration                                                            |
|                                      |                                                                                         | 4 Digital technologies                                                   |
|                                      |                                                                                         | 5 Diversity and inclusion                                                |
|                                      |                                                                                         | 6 Shared identity                                                        |

7005 STUDENTS RESPONDED TO ONLINE SURVEY

1900 STAFF ENGAGED IN CONSULTATION ACTIVITIES