UQ GLOBAL STRATEGY
A globally connected university
The world is changing faster than ever. By pursuing excellence in discovery, learning and engagement, The University of Queensland (UQ) is committed to meeting this pace by transforming our successes into far-reaching benefits for people globally.

In our increasingly globalised world, connectedness is vital for an institution such as UQ. Our Global Strategy positions us to become Australia’s most globally connected university, developing our international influence and maintaining our ranking as one of the world’s top 50 universities*.

UQ’s Global Strategy is primarily driven by three of UQ’s six foundations for future success. These include:

**Student success**

UQ equips graduates with the skills, insight and experience to thrive in the international sphere, coupled with employers’ conviction that UQ graduates are recognised worldwide as “must have” employees. Student (and staff) mobility also contributes to greater diversity, understanding, awareness and cross-cultural affinity, which may in turn improve national and international prosperity and security through strengthened relations.

**Leading research**

UQ’s research community excels, delivering cutting-edge research that contributes timely solutions to global challenges and inequalities for the benefit of communities worldwide, in tandem with esteemed public and private global partners. The strategy enables opportunities for international research partnerships with other world-class institutions, which can be leveraged to secure further international research funding and attract the best minds to work with us.

**Global connectedness**

By continuing to foster and develop key research partnerships and strategic alliances with international institutions and organisations, UQ and its global partners worldwide will mutually benefit from increased academic, research and reputational reach. Partnerships improve productivity, maximise access to finite government and institutional funding sources and costly high-quality research infrastructure and equipment, and offer mutual benefits for industry partners who gain access to an international network of knowledge perspectives.

The direction and scope of UQ’s Global Strategy are shaped by a number of international drivers and the global priorities of the UQ Strategic Plan 2014–2017, and as such are integral to pursuing UQ’s overarching vision.

We look forward to the continued development of our global partnerships and impact, where we can leverage our global connections to create positive change for communities around the world.

*UQ is ranked 46th in the 2015-16 QS World University Rankings and 45th in the 2015 Performance Ranking of Scientific Papers for World Universities*
UQ’S GLOBAL REACH

12,600+ international students from more than 140 countries

430+ international partner institutions

232,000+ alumni in more than 150 countries

5000+ international students at ICTE-UQ

50% of publications had international partners

325 international collaborative research projects with partners from 40 countries

700,000+ UQx course enrolments from over 200 countries and territories (since 2014)

670 participants from 34 countries in international development capacity building projects and short courses

Statistics for 2015 year, unless otherwise stated
GLOBAL CONTEXT

The direction and scope of UQ’s Global Strategy is determined by a combination of drivers that shape the current international education environment.

1. **International Competition**
   
   UQ is competing with the world’s best. We operate in a complex and internationally competitive environment. Despite the historic flow of international students to Australia, the competition is significant and increasing from other western education systems. Competition is also emerging from parts of Asia where quality educational precincts are rapidly developing. There is increasing demand for entrepreneurial education which fosters creativity, innovation, and global-preparedness of graduates to improve employability outcomes.

2. **Digital Disruption**

   Digital disruption is an emerging and unknown variable but it is clear that massive open online courses (MOOCs) and commercial onshore delivery are disrupting traditional education delivery and student experience models.

3. **Curriculum Change**

   Curriculum change is an emerging competitive variable. UQ must keep pace in a dynamic global higher education environment and meet the rapidly changing demands of students, academics and industry. To ensure resilient, creative and ‘must-have’ UQ graduate employees who flourish as global citizens, the UQ curriculum must be a sophisticated blend of contemporary experiences and global opportunities that build upon the foundations of a broad education.

4. **Global Mobility**

   Global mobility is of growing importance for students, academics and university brands. This will intensify competition for students who now include global career, internship and mobility opportunities as major driving factors in their choice of study destination.

5. **Growth in International Branch Campuses (IBCs)**

   Universities and governments are seeking to build longer-term partnerships driven more by collaborative research and longer term benefits, rather than immediate financial returns. Branch campuses can drive collaborative research and funding bids. A physical footprint allows industry and employer engagement with the teaching and research programs of a foreign university. Australia is already home to a number of IBCs and Australia’s most globally connected universities have IBCs in several countries.

6. **Diversification of Funding**

   As other nations significantly outspend Australia in terms of funding for higher education, it will be increasingly difficult to hold UQ’s global standing. In conjunction with significant bilateral relationships between western and emerging nation governments, there is a clear trend by many governments to fund international research collaboration. Building relationships and investing resources into creating and sustaining international partnerships with research, government and industry bodies is critical.
OBJECTIVES

The UQ Global Strategy is underpinned by five key objectives that will require a whole-of-institution approach to global partnerships and a commitment to delivering global outcomes.

1. Be consistently recognised as a world-leading university
   
   Our ambition is that our global impact will be reflected in a consistent ranking of UQ as one of the world’s top 50 universities. To achieve this, UQ will continue to address the challenges of attracting and retaining the best minds to work with us and increased competition for research funds. We will do this by enhancing opportunities for meaningful and strategic collaborative activities with global partners, engaging with industry and alumni and by continuing to leverage UQ’s strengths.

2. Have a highly strategic global footprint
   
   We aim to grow our global presence by strengthening our multilateral relationships with partner institutions and industry in areas of research strength. We will develop our offshore presence where it enhances our profile and supports our strategic goals. We will leverage the existing networks of our regional offices, institutes and joint research laboratories working across the globe to support this objective.

3. Strengthen UQ’s global profile
   
   We will focus on building greater global awareness of UQ in order to provide the best opportunities for our staff and students and to position UQ as a destination of choice for the world’s best and brightest. We will consider our research strengths and focus our resources on leveraging these in order to contribute the greatest value globally. We will build on our global reputation in key areas of national and international significance, such as energy, sustainability, water, health, food security and social equity, through an emphasis on high-quality, interdisciplinary global collaboration.

4. Attract the best students from around the world
   
   We aim to attract the best students to UQ from around the world and have a diverse student cohort that reflects a globalised society. Our approach will include sustained engagement with global sponsoring agencies to ensure that we attract the brightest international students who may be otherwise prevented from studying at UQ. We will continue to develop innovative pathway models to attract talented students. We will provide enhanced academic experiences combined with Work integrated learning, increase program diversity and internationalisation of the curriculum, and embrace digital disruption through the creative use of blended and online learning.

5. Create opportunities for all students to participate in international experiences
   
   We will focus on creating opportunities for all students to participate in a broad range of physical and virtual mobility experiences. This will include strengthening relationships with industry partners to offer international internships and ensure our graduates are prepared for global careers. We will take a strategic approach to mobility that supports our global footprint and partnership aspirations. We will provide globalised learning experiences, especially those that encourage students to be exposed to and contribute positively towards social and global issues such as poverty, public health and environmental challenges. To maximise opportunities for students, we will seek to leverage government funding and international partnerships.
The Global Strategy Framework has been developed to support the achievement of the overarching goal of global connectedness to ensure stronger integration of regional, country and partnership engagement initiatives. It does so by adopting a targeted approach to engagement, through identification of priority countries and partners with whom the University maintains highly-engaged relationships, and emphasising where we should continue to sharpen our focus on growing beneficial and sustainable collaborations that deliver outcomes. The framework comprises the following documents:

**Regional engagement overviews**
High-level snapshots of UQ’s current position across the region, outlining broader strategic objectives for priority countries and partners that are further elaborated upon in the respective plans.

**Comprehensive country strategies**
Plans to enhance UQ’s international profile and position UQ at the forefront for prospective students, researchers and partners across the academic, public and private sectors, while also building connected alumni communities.

**Tailored partner plans**
A blueprint for expanding and deepening collaboration and driving highly productive and mutually beneficial partnerships.

The priority countries in which UQ seeks to focus engagement for 2015–2017 are: the United Kingdom, Germany, the United States of America, Brazil, Indonesia, India and China. In addition, there are a number of countries that are strategically important to faculty-level activities or will emerge in accordance with shifting global trends or university priorities, and these will continue to be monitored. However, the strategy recognises that in order to be successful, UQ must remain focused in its approach and channel our time and resources in the most effective way possible. While our strategic intent in each of the priority countries will vary based on the context as detailed in the individual documents, these established and emerging markets have been selected as strategically important for UQ’s global positioning and impact across the spectrum of research, teaching and learning, and industry engagement. Significant impact in terms of meaningful, productive partnerships and heightened profile, particularly within some emerging economies, can only be fully realised through a long-term, sustained commitment within priority countries. Some of these longer term outcomes may not be realised within this two year period; however these strategies will be instrumental to UQ’s overarching vision.

A key element of the new Global Strategy Framework is a fresh approach to partner engagement that enables UQ to prioritise and better support the development of strategic alliances that enhance global connectedness and achieve stronger, mutually beneficial outcomes from our established and emerging institutional relationships.
GLOBAL STRATEGY IN ACTION

Queensland Emory Drug Discovery Initiative

UQ and Emory University in the United States of America share a common desire to translate our research efforts into positive global transformation.

Based at UQ’s bioscience precinct in St Lucia, the University of Queensland Emory Drug Discovery Initiative (QEDDI) is a major initiative that aims to discover and develop new drugs to combat health issues including cancer, diabetes, inflammatory disorders and infectious diseases.

QEDDI will enhance existing partnerships with major pharmaceutical companies such as Johnson & Johnson, AstraZeneca and Pfizer, and enable more strategic partnerships in the future.

New Colombo Plan Scholarships and Mobility

The New Colombo Plan is a signature initiative of the Australian Government which aims to lift knowledge of the Indo-Pacific in Australia and strengthen people-to-people and institutional relationships, through study and internships undertaken by Australian undergraduate students in the region.

In its first three years, the New Colombo Plan is supporting more than 10,000 students to live, study and undertake work placements in the Indo-Pacific.

UQ is committed to enabling more students to take part in global experiences and will continue to leverage funding opportunities.

UQ-Technical University of Munich Research Symposium

In June 2015, UQ bolstered its profile in Germany by expanding collaboration with the Technical University of Munich (TUM) through a jointly organised research symposium on Water, Environment and Sustainability. The symposium provided researchers from both universities an opportunity to share their knowledge and perspectives and discuss collaborative approaches to find solutions for pressing global challenges.

An important feature of the Symposium was the presence of some of TUM’s industry partners, who provided invaluable insights for UQ’s researchers.

Ten UQ researchers participated in the symposium and as a direct outcome of the event, UQ has welcomed two visiting TUM scholars.