

UQ GLOBAL STRATEGY

A globally connected university



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

Create change



FOREWORD

The world is changing faster than ever before. Digital disruption poses unique challenges for the education and research sector, however, it is also providing new opportunities to deliver research and to produce graduates primed for success in a fast-paced, international environment.

In this increasingly globalised setting, connectedness is vital for an institution such as The University of Queensland (UQ). By pursuing excellence in discovery, learning, and engagement, UQ is committed to transforming its successes into far-reaching benefits for communities around the world.

Our Global Strategy positions UQ to become Australia's most globally connected university. Internationally, it aims to develop the University's global impact and to maintain our prestigious ranking as one of the world's top 50 universities*. Focused on delivering measurable and sustainable outcomes and committed to supporting the 'One UQ' culture, UQ's Global Strategy is primarily driven by three of UQ's six foundations for future success: student success, leading research, and global connectedness.

Student success

UQ will offer a transformative student experience by equipping 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 through strengthened relations.

* UQ ranks 41st in the 2017 Performance Ranking of Scientific Papers for World Universities; 41st in the 2016 University Ranking by Academic Performance; and 45th in the 2018 US News Best Global Universities Rankings

Leading research

UQ partners with esteemed public and private partners internationally to deliver cutting-edge research that contributes timely solutions to the biggest challenges of our time. With this in mind, the Global Strategy supports opportunities for international research partnerships with world-class institutions, government, and industry bodies, which can be leveraged to secure further international research funding and to attract leading academics and staff.

Global connectedness

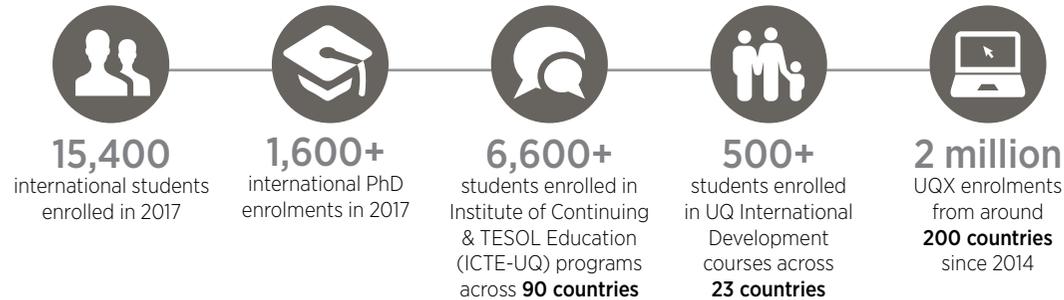
By continuing to foster and develop key research partnerships and strategic alliances with international institutions and organisations, UQ and its global partners will mutually benefit from increased academic, research, and reputational reach. Partnerships improve productivity and maximise access to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

The direction and scope of the UQ Global Strategy is shaped by a number of international drivers and the global priorities outlined in the UQ Strategic Plan. As a result, this Strategy is integral to pursuing UQ's overarching vision. We recognise that delivering true knowledge leadership requires a highly effective partnership network across all sectors and all regions of the world, as well as a whole-of-institution commitment to create positive change for students, staff, and global communities.

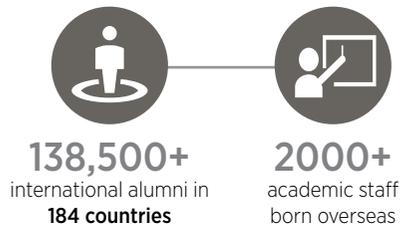


ENGAGEMENT SNAPSHOT

Students



Staff and alumni community



Top university research collaborators

- University of California (19 projects)
- University of London (18)
- Chinese Academy of Sciences (11)
- National University of Singapore (8)
- University of Oxford (8)
- California Institute of Technology (7)
- University of British Columbia (7)
- French National Centre for Scientific Research (CNRS) (6)
- Harvard University (5)
- Imperial College London (5)

Research collaboration



Top research funding bodies

- The Dow Chemical Company
- Bill & Melinda Gates Foundation
- Baoshan Iron and Steel
- The University of Queensland in America, Inc
- United States of America Department of Defense
- HBIS Group
- World Bank Group
- The National Institutes of Health (NIH)
- Zynerva Pharmaceuticals
- International Maize and Wheat Improvement Centre

Data as at December 2017 unless otherwise stated

Co-publications

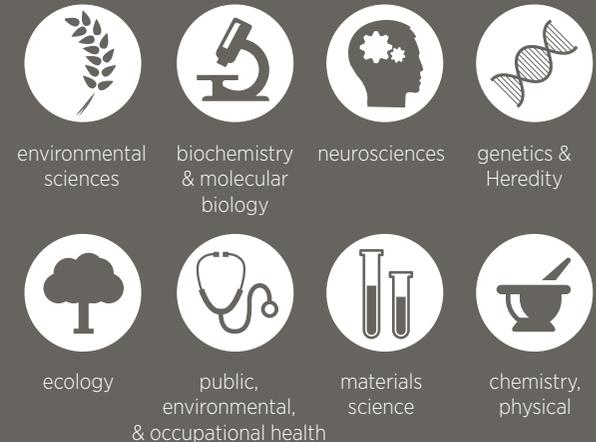
50% are with international collaborators

37,000+

co-publications with international institutions since 2012, with almost **5,000** in 2017



Top research areas



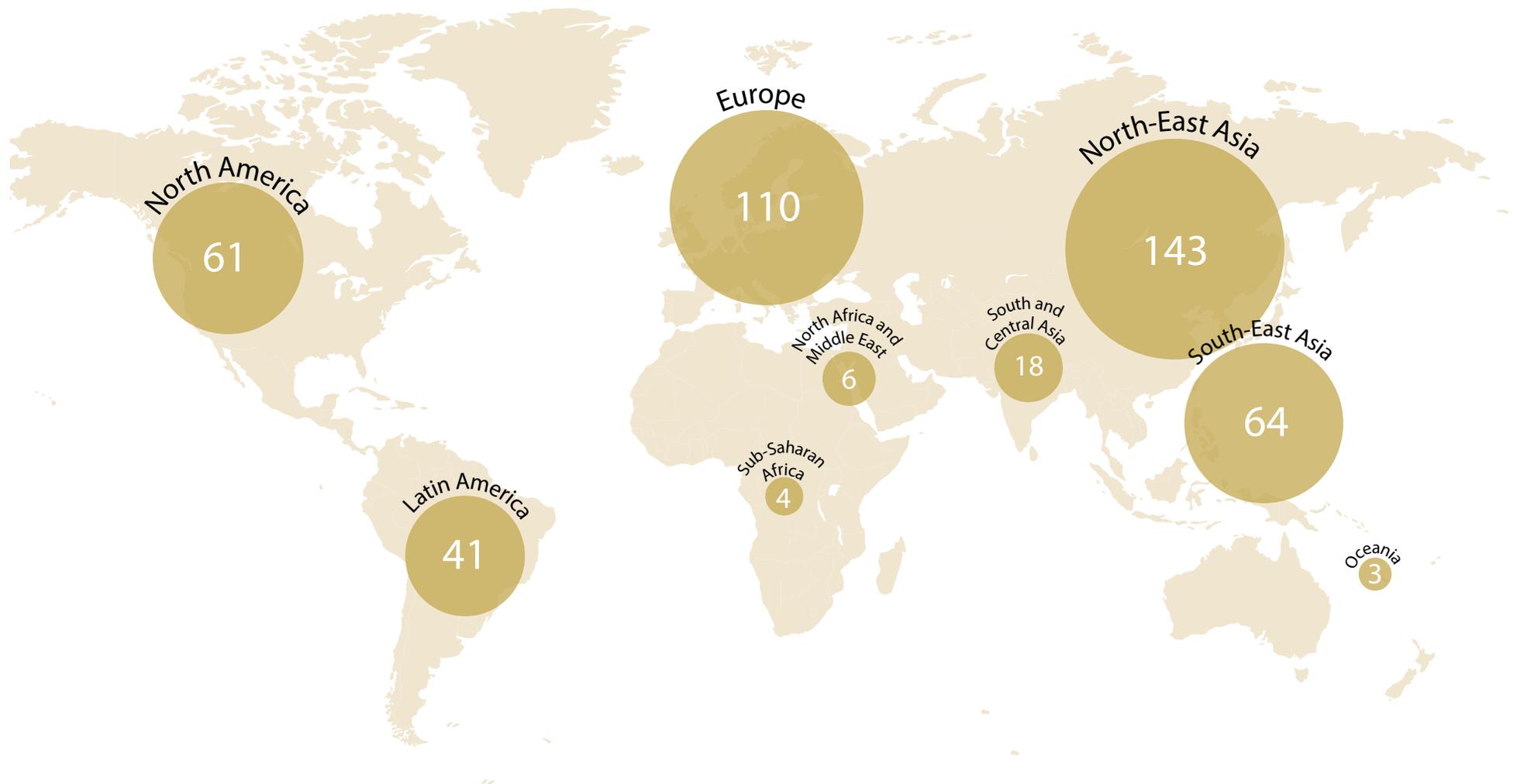
Top co-publishing institutions

- Harvard University (599 co-publications 2012-2017)
- University of Oxford (548)
- Chinese Academy of Sciences (521)
- University College London (448)
- Imperial College London (444)
- University of Toronto (431)
- Centre National de la Recherche Scientifique (CNRS) (431)
- University of Washington Seattle (393)
- University of Minnesota Twin Cities (387)
- University of Cambridge (380)

Data sourced from InCites dataset, includes Web of Science content indexed through 30 September 2017

UQ'S GLOBAL REACH – PARTNERS BY REGION

UQ has 685 institutional partners around the world



CONTEXT – GLOBAL DRIVERS

The direction and scope of UQ's Global Strategy is determined by priorities outlined in UQ's broader Strategic Plan and takes into consideration a combination of national drivers and global trends that shape the current international education and research environment.

1 International landscape

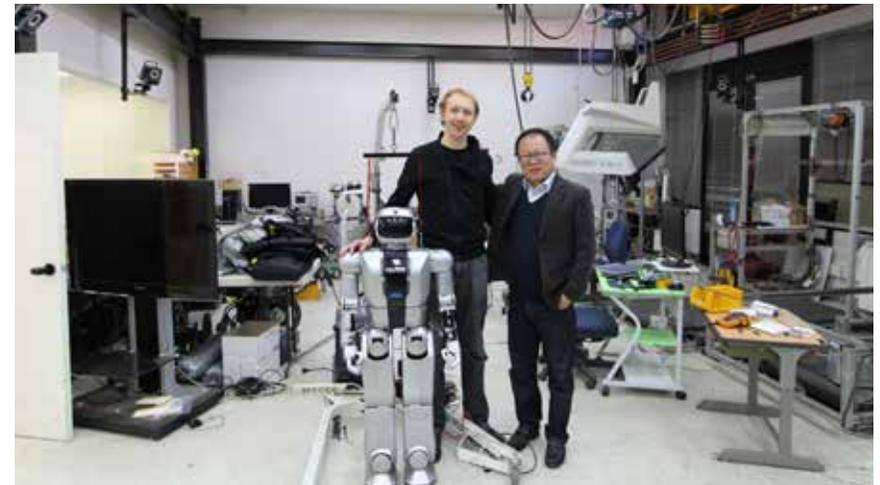
UQ is operating in an environment of intensifying international competition. While Australia maintains its historical position as a world leader in the provision of international education, new players are emerging across the globe. Countries such as China and Singapore, typically considered as recruitment source markets, are establishing increasingly prominent reputations in the domains of teaching and research. Strong investment of resources from the governments of these countries, combined with national internationalisation strategies – which include ambitious international recruitment targets and global ranking aspirations, are presenting novel challenges to UQ's recruitment efforts. In addition, UQ's traditional partners from Europe and North America have an increased focus on collaboration with Asia. Rising demand for increased flexibility and improved employability outcomes is pushing higher education institutions to overhaul their learning methodologies, curricula, and extra-curricular support services.

2 Digital revolution

Digital technologies and the rise of artificial intelligence continue to profoundly transform all aspects of our lives, including the way we learn and deliver education. The rise of automation and artificial intelligence is rapidly shifting workplace priorities and industry demands for graduates with greater emphasis upon skills such as critical and design thinking, digital literacy, creativity, adaptability, and entrepreneurship. Flexible online and blended methods of course delivery are being embraced to meet these demands and to create greater flexibility for students. Accessibility to higher education for communities globally is of increasing focus – a demand that is, in part, being driven by low- or no-fee online courses delivered by a growing number of providers. Many of these providers include verified assessments, which are being adopted as an emerging pathway into formal qualifications.

3 Global mobility

Global mobility is an integral part of developing students and researchers with international perspectives, and of strengthening and enhancing institutional linkages via people-to-people exchange. It forms a key element of developing game-changing graduates as outlined in the UQ Student Strategy, through extending access to and opportunity for student engagement with global extension experiences involving studying, working, or volunteering in cross-cultural settings. Mobility of researchers supports enhanced research and teaching collaboration and creates an environment conducive to the exchange of knowledge, ideas, and best practice to achieve greater research impact.



4

Diversification of funding

Australian government investment in research is diminishing, and Australia ranks well behind other OECD nations in terms of industry research collaboration. In a similar vein, Australian students will be required to contribute to a greater proportion of their education costs. This is occurring at time when national education funding in a number of countries, historically directed towards scholarships for overseas education, is being diverted toward building capacity and quality of local institutions; Singapore and Malaysia are examples of this funding shift.

Moreover, a number of nations are increasing investment in research and development, and proactively nurturing industry sponsored research and innovation, such as the UK's Industrial Strategy to advance innovative research and Germany's Industry 4.0 Plan. In order to remain competitive in the global research arena, UQ will need to diversify its funding pool through leveraging industry investment as well as accessing international funding streams, a strategy that will heavily rely upon multi-sectoral collaboration through strengthening partnerships across UQ's global network.

5

Climate of political uncertainty

In recent years, political uncertainty around the world has shifted traditional balances of power and has led to changing flows of students, academics, and research funding. This trend has also opened up opportunities for closer relationships with countries such as the UK, Brazil, and Mexico, which are seeking to consolidate ties outside their respective regions. These dynamics have highlighted the need to remain flexible and responsive, and to 'expect the unexpected'.

Indeed, these complexities are acknowledged in the Australian Government's 2017 Foreign Policy White Paper and recommended emphasis upon maintaining commitment to the Indo-Pacific whilst strengthening partnerships in other regions. UQ's proximity to Asia, and its well-established relationships in the rapidly growing and evolving region, continue to represent a valuable competitive advantage. UQ, and Australia more broadly, not only needs to nurture relations with traditional partner countries, but also needs to build and diversify alliances and cooperation across the globe.



OBJECTIVES

Building on the focus areas outlined in the UQ Strategic Plan (2018 and beyond), 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 Strengthen UQ's profile to deliver globally-significant impact

UQ's vision is 'knowledge leadership for a better world'. Our international efforts are aimed at achieving this vision through increasing our global connectedness to enhance research and academic efforts that deliver greater engagement and impact. By collaborating with international partners, we will produce cutting-edge publications and relevant research outputs that address pressing global challenges, along with graduates who are effective leaders on the world stage. Furthermore, we will communicate and profile this impact, which improve UQ's position in international rankings and lead to broad recognition of the University as a truly global institution.

2 Create a strategic global footprint and network

Integral to creating global impact is our collaboration with an international network of universities, research institutes, industry organisations and government bodies with whom we share values and can benefit from complementary expertise and resources. UQ's Partner Engagement Framework supports these efforts and outlines our approach to streamlined, targeted engagement with strategic partners. UQ's outreach is greatly strengthened and extended through our offshore presence comprising UQ representatives and physical offices in key markets, including UQ offices in Jakarta and Washington D.C., and the Sustainable Minerals Institute International Centre of Excellence in Chile (SMI-ICE-Chile) facility in Santiago. These networks support staff and student mobility and assist with fostering closer linkages, local insight and increased visibility within countries with whom UQ seeks to be more highly engaged.

3 Attract the best staff and students

UQ is dedicated to fostering a cohesive and inclusive campus culture that nurtures creativity, diversity, innovation and social responsibility. Attracting the best staff and students from around the world is vital to creating a multicultural and multidisciplinary environment where research and teaching excellence thrives and where UQ can be recognised as an employer of choice. Welcoming international staff, researchers, scientists and students will enrich the workplace and classroom experience for the entire UQ community, build cross-cultural competencies and foster reciprocal linkages through valued alumni networks to strengthen our global connectedness.

4 Contribute to a diversification of income streams

With the decline in government research funding and shifting higher education funding policies, it is crucial that UQ creates diversified and sustainable revenue streams to maintain our research and teaching excellence and, in turn, heighten our global positioning. Moreover, research funding schemes are placing increased emphasis upon translation of research outcomes and cross-sectoral collaboration to be competitive. Success will be achieved through a variety of mechanisms including continued international student tuition fees, and accessing international research grants, industry and philanthropic funding through collaborations with strategic partners globally. These revenue streams will be channeled back to benefit UQ's research, teaching and student services.

5 Transformative international experiences to develop game-changing graduates

UQ is committed to delivering an exceptional student experience and the UQ Student Strategy has been developed as a blueprint with this in mind. The Global Strategy will directly support elements of the Student Strategy by leveraging UQ's global network of academic and research institutions, government, industry and community links to offer a greater variety of global mobility programs for UQ students, along with opportunities to experience world-leading innovation programs that support the development of entrepreneurship and employability skills. Coordinated support will also be provided to accessing a range of Australian and international funding schemes to enable a broader cross-section of the student body, including Indigenous students, to participate in such experiences.

GLOBAL STRATEGY FRAMEWORK

The Global Strategy Framework has been developed to support UQ's overarching goal of global connectedness to ensure stronger integration of country and partner engagement initiatives. It does so by adopting a targeted approach to engagement through the identification of priority countries and partners with whom the University maintains highly engaged relationships. It also emphasises where we should continue to sharpen our focus on growing beneficial and sustainable collaborations that deliver outcomes.

The framework comprises a suite of documents: country strategies, the Partner Engagement Strategy, and strategic partnership plans.

Comprehensive country strategies

Global Engagement delivers high level strategies for UQ's priority countries, which outline how UQ will seek to engage with and position itself within the country across teaching, research, government, industry, and alumni engagement. Each strategy defines key research synergies and themes, strategic partners, and funding mechanisms and seeks to align itself with bilateral government priorities.

Partner engagement strategy

The Partner Engagement Strategy details UQ's approach to prioritising and coordinating strategic partnerships and provides a full list of partners with whom UQ has a formal agreement in place. The Partner Engagement Strategy is updated annually.

Strategic partnership plans

Three-year plans are developed for key strategic partners, which define UQ's collaborative relationship, existing linkages, priority areas, and plans for future engagement. These plans operate as a blueprint for driving highly productive and mutually beneficial partnerships.

The priority countries in which UQ seeks to focus engagement for 2018-2021 are:

- United Kingdom
- Germany
- United States of America
- Brazil
- Indonesia
- India
- China
- Singapore

A number of additional countries will also receive continued attention as emerging priority areas, including **Chile, Mexico, France, Canada, and Vietnam**. Global Engagement will continue to monitor a number of countries that are strategically important to faculty-level or student recruitment activities, or are predicted to rise in accordance with shifting global trends or the University's priorities.

The strategy recognises that, in order to be successful, UQ must remain focused in its approach and channel its 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 sustained commitment with priority countries. Some of these longer-term outcomes may not be achieved within this three-year period; however, these strategies will be instrumental to UQ's overarching vision.

A key element of the new Global Strategy Framework is the associated Partner Engagement Strategy that enables UQ to prioritise and support the development of strategic alliances that enhance global connectedness and achieve stronger, mutually beneficial outcomes from our established and emerging institutional relationships.



MECHANISMS TO ENABLE SUCCESS

UQ Global Engagement will proactively cooperate with portfolios across UQ to coordinate and pool available resources in support of its Global Strategy. Such mechanisms to enable success include:

Global Strategy and Partnerships Funding Scheme

The Global Strategy and Partnerships Seed Funding Scheme (GSPSFS) aims to support the successful implementation of the Global Strategy Framework. Its purpose is to assist faculties and institutes to pursue strategic activities that strengthen the impact of UQ's Global partnership network in alignment with UQ's Partner Engagement Framework, and offers up to \$10,000 to support innovative initiatives over two competitive rounds per annum.

External and internal funding opportunities

Global Engagement will cooperate with the Research Portfolio to identify and promote UQ and external funding schemes that support research and engagement with priority countries and partners. This will involve developing centralised information on funding opportunities by country. It will also seek to align the Global Strategy with UQ's research priorities and leverage Australian and international government, industry, and philanthropic funding to support these aims.

UQ Partnerships Committee

The establishment of a UQ Partnerships Engagement Committee will be explored, featuring representation of each faculty, institute, and portfolio active in the international partnerships and engagement space. The Committee will act as a central mechanism for the coordination and flow of information across UQ in relation to strategic partnerships and countries, and will facilitate the development and implementation of new engagement initiatives across the University.

Scholarships and student mobility opportunities

Global Engagement will work to identify both internal and external scholarship and mobility opportunities that can be channelled to support a flow of undergraduate and Higher Degree by Research students between priority countries and partners. For example, the UQ Graduate School Candidate Travel Awards support strategic partnership plans with priority partner institutions. In addition, opportunities with a number of premier partners are being developed to stimulate the flow of mobility as a basis for expanded academic and research linkages.

New Colombo Plan and Endeavour Mobility Funding

The New Colombo Plan aims to boost Australia's knowledge of the Indo-Pacific region and strengthen Australia's people-to-people and institutional relationships through study exchanges, internships, and mentorships. The initiative is offered to Australian undergraduates aged 18-28.

Endeavour Mobility Grants complement the New Colombo Plan by supporting global study in additional locations. The Grants are available to postgraduate and undergraduate students. Global Engagement coordinates UQ's submissions under both programs and provides information sessions and support to UQ staff and academics in the development of applications.

Senior Executive Missions and strategic onshore engagement events

An annual schedule of missions led by the Vice-Chancellor or Deputy Vice-Chancellor (External Engagement) will be coordinated to priority countries and region. The aim of Senior Executive Missions is to support key strategic initiatives, to profile UQ at the highest level with key government and industry stakeholders, and to advance UQ's relationship with important strategic partners.

Global Engagement will also coordinate a range of international events that constitute high profile initiatives deserving of support and commitment from across UQ. These include:

- hosting Ambassadorial receptions and visits designed to strengthen UQ's ties with partner governments in important region
- high level symposia, workshops, and events hosted in conjunction with premier partners to facilitate strategic cooperation and to further collaborative objectives across teaching, research, and engagement with government and industry.

Data, reports, and intelligence

Global Engagement will continue to collect detailed information on existing links and to monitor opportunities for new partnerships.

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