

STRATEGIC PLAN
2024-2028

WE CHANGE LIVES



BE WHAT **YOU** WANT TO BE

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At CQUniversity, we acknowledge the lands upon which we work and learn have been under the custodianship of Aboriginal and Torres Strait Islander peoples for many thousands of years. Importantly, we recognise that in the history of Australia, the diverse land and sea Country of First Nations peoples has never been ceded.

We respect Aboriginal and Torres Strait Islander peoples for their deep ongoing connection to Country, and for their dedication to the sustainability of their cultures, environments and communities. We recognise the unique place they hold as our nation's first educators and innovators, and the cycles of traditional knowledge transfer that has continued for millennia.

We walk in solidarity with First Nations peoples, recognising our shared history in anticipation of a shared future. As a university, we participate in shaping this common future, through truth-telling and mutual understanding to attain empowerment and equity for all.

FOREWORD FROM THE CHANCELLOR AND VICE-CHANCELLOR



As Chancellor of CQUniversity, I am proud to present the Strategic Plan 2024-2028 to our students, our staff and to the communities we seek to serve.

I have been struck by how invested the CQUniversity community has been in the shared construction of this strategic plan. Our staff, students and valued stakeholders have contributed considerable time and attention in co-designing the strategic intent of CQUniversity, and they should rightfully feel ownership of this plan and the future of their university.

I believe this strategic plan authentically captures CQUniversity's unique place in the higher education and training ecosystem. In doing so, it provides the strategic framework for us to meet our distinct social licence: to be Australia's most accessible and supportive university, connecting our regions to the world through innovative education, training and research excellence.

This strategic plan preserves an enduring set of values that were in place long before I became Chancellor, and will undoubtedly remain long after I'm gone. The new strategic plan now more accurately defines our unique purpose and vision, recalibrates our strategic goals and priorities, and importantly, puts forward a more holistic framework of pillars that reflects the interconnectivity of our social impact: our People, our Planet, and our Partnerships.

While this strategic plan is forward-looking in its gaze, embracing the range of disruptions, challenges and opportunities that lie ahead, it retains strong links to this university's proud identity and its history. This plan reaffirms CQUniversity's commitment to Reconciliation, truth-telling, and in walking alongside First Nations peoples. It upholds the heart of our university in regional Australia, with a continuing focus on community engagement. It fortifies our philosophy of inclusion, accessibility and opportunity for all. It recognises our staff are central to all that we do. And, perhaps most importantly, it supports our tremendous capabilities in world class teaching, training and research.

I am humbled by the level of involvement shown by our university community in the development of this important document, and I look forward to working with you over coming years as we translate this strategic plan into social impact for the betterment of our People, our Partners, and our Planet.

Graeme Innes AM
Chancellor, CQUniversity Australia



It has been a privilege to work alongside our staff, our students and our many stakeholders to develop a strategic plan for CQUniversity that is truly reflective of who we are and where we are going.

This is a strategic plan that is fit-for-purpose for the opportunities and challenges that lie ahead for CQUniversity. I say this with confidence, knowing that our previous strategic plan weathered us through the most unexpected, prolonged and consequential disruption in CQUniversity's history – the global COVID pandemic. This extraordinary event affected every student, staff member, campus, and aspect of our business in ways and severities that were simply unimaginable when our previous strategic plan was developed in 2019. But rather than rendering that plan obsolete, COVID revealed that our strategic intent – our purpose, vision, values and pillars – was more important than ever.

Our previous strategic plan trained our focus upon who we were, and what we needed to be, as we navigated our way through the crisis. That's what a good strategic plan does, and that is precisely what our next strategic plan seeks to further enhance. The CQUniversity Strategic Plan 2024-2028 anchors our purpose, sharpens our vision, fortifies our values, and provides us with the agility we need in good times, and the stability we need in challenging times.

I am proud to be the Vice-Chancellor of a university that has such a powerful identity and purpose, not just as a world-class training, teaching and research institution, but as an agent of profound change within the communities we serve. It takes a highly specialised set of values, and a distinctly articulated strategic intent, to achieve the levels of inclusivity, accessibility and impact required by our diverse student cohorts and communities. Each of us should take confidence in the fact that this strategic plan provides CQUniversity with the clarity of vision and purpose to meet the distinct needs of our students and communities.

I thank everybody who took the time and attention to shape this new strategic plan. The sheer number of people that care so deeply about CQUniversity's future is an amazing reflection of the importance that this university has in the lives of so many. Each of us has a role to play in the realisation of this strategic plan over coming years, and I look forward to sharing this important journey with you and the entire CQUniversity community.

Professor Nick Klomp
Vice-Chancellor and President, CQUniversity Australia



OUR PURPOSE

To provide world-class, inclusive education, training and research opportunities to our students, partners and communities across Australia and internationally.

OUR VISION

To be Australia's most accessible and supportive university, connecting our regions to the world through innovative education, training and research excellence.

OUR VALUES

Our values reflect what we believe and guide our actions to achieve our purpose and vision.

ENGAGEMENT

We recognise that authentic engagement with our communities, industries, stakeholders, and students is an inseparable feature of our social purpose.

CAN DO

We have the skills, vision, and courage to achieve anything. We support one another to seize opportunities and overcome challenges.

OPENNESS

As individuals and as a university, we build trust by acting with integrity and embracing open and honest dialogue.

LEADERSHIP

We value leadership as a quality embedded within every role at CQUniversity, and recognise that initiative, collaboration, accountability, and daring to be different define our success as leaders.

INCLUSIVENESS

We value accessible education and training as an undeniable human right afforded to any person who aspires to it, anchored by a shared sense of equity, kindness, and humanity.

KEY ACHIEVEMENTS SINCE 2019



STUDENT SATISFACTION

We have increased our overall VET graduate satisfaction result by 4.4% since 2019.



REDUCED ENERGY CONSUMPTION

We've reduced our energy usage by 35% across the university.



GROWING RHD STUDENT LOAD

We have increased our overall Research Higher Degree student load by nearly 50% since 2019.



RECONCILIATION ACTION PLAN

We proudly launched our Reconciliation Action Plan, that has been recognised by Reconciliation Australia.



INCREASED STUDENT RETENTION RATES

We have increased our domestic undergraduate student retention rates by more than 2% since 2019.



INCREASED PRESENCE ACROSS AUSTRALIA

We have expanded our presence and now partner with 26 study centres in under-served Australian communities.



GROWING OUR STAFF CAPABILITY

More than 77% of our staff hold tertiary qualifications, exceeding our target by 2%.



INCREASED EXTERNAL INCOME

We have secured \$132 million in external income since 2019.

OUR CULTURE OF SUSTAINABILITY

We will continue our commitment to be Australia's most engaged university, supporting the development of global sustainability through our partnerships with the communities we serve.

As an agent of profound social impact, CQUniversity recognises the role it must play in the collective global pursuance of the United Nations Sustainable Development Goals (SDGs). We embrace the 17 SDGs and acknowledge that it is well within our capabilities and our values to work towards the creation of a more inclusive, equitable, and sustainable future for all.

The development of the CQUniversity Strategic Plan 2024-2028 was influenced by the opportunities we create to contribute to the SDGs through innovative teaching, training and research excellence. Through our values-based approach to our People, our Planet and our Partnerships, we not only shape our own future as an institution, but that of a more equitable, sustainable and just world around us.

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



SUSTAINABLE DEVELOPMENT GOALS

STRATEGIC PLAN COMPOSITION



The overall direction of our strategy builds on the achievements of our previous Strategic Plan 2019-2023, *Our Future is You*.

We have sharpened our vision and refined our pillars, goals and priorities to reflect our focus towards genuine accessibility, collaboration and connectedness across education, training and research.

The CQUniversity Strategic Plan 2024-2028, *We Change Lives*, is organised by pillars that capture the purpose and vision of the University. Under each of the pillars are strategic goals that identify the outcomes to be achieved. The plan also documents the strategic priorities that will be undertaken to achieve these goals, along with the strategic measures that will monitor our progress.

PURPOSE, VISION AND VALUES

PURPOSE

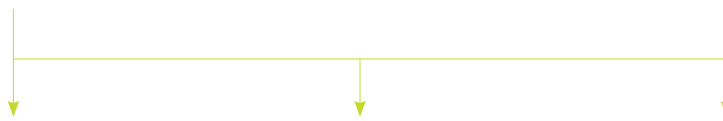
Our purpose is enduring and defines why we exist.

VISION

Our vision guides our strategic plan and defines what we want to be in the future.

VALUES: ENGAGEMENT, CAN DO, OPENNESS, LEADERSHIP AND INCLUSIVENESS

Our values reflect what we believe and guide our actions to achieve our purpose and vision.



PILLARS

Pillars capture the purpose and vision of CQUniversity.

PEOPLE

PLANET

PARTNERSHIPS

STRATEGIC GOALS FOCUS AREAS

Strategic goals define how we will achieve our vision.

**STUDENTS
STAFF
SOCIETY**

**SUSTAINABILITY
PLACE AND PRESENCE
RESEARCH**

**FIRST NATIONS
COMMITMENT
STRATEGIC
PARTNERSHIPS
REGIONAL
COMMITMENT
GLOBAL REACH**

STRATEGIC PRIORITIES

Strategic priorities are the key projects, programs and pursuits that we will undertake to achieve our strategic goals.

- » Access and Participation Assurance
- » Future Leaders
- » Augmented Online
- » Corporate Training Solutions
- » Student Experience Lifecycle
- » Professional Development
- » Contemporary Work Model
- » Service Excellence Culture

- » Sustainability Framework
- » Optimising the Business Model
- » Campuses of the Future
- » Societal Needs Aligned Research
- » World-Standard Research Portfolio

- » Reconciliation Action Plan
- » International Research Partnerships and Reputation
- » Lifetime Career Partnership
- » Engagement Blueprint
- » Global Operations

MEASURES

Measures quantify progress and are used to objectively assess the attainment of our goals.

1. Student retention and satisfaction
2. Staff retention and satisfaction

3. Reduction in carbon emissions
4. Underlying operating surplus

5. Reconciliation Action Plan
6. Local and global research partnerships



PEOPLE

Our people are our purpose, and their success is our legacy. We recognise that we need to create transformative life opportunities through fostering the talents and enhancing the potential of our students, staff, alumni, and communities.

We are committed to creating an environment of lifelong learning where people feel empowered and proud to learn, work and grow with CQUniversity. We will be leaders in providing innovative, accessible, supportive and flexible learning, engaged workplaces and enriched societies.



ALIGNED WITH THE FOLLOWING UNSDGs





At CQUniversity, we celebrate the incredible diversity of backgrounds, cultures, abilities, perspectives, and talents found amongst our staff. We recognise that this enables us to support the same rich diversity found within our student cohorts and communities as well.

PEOPLE

The strategic goals underpinning this pillar are:

STUDENTS

1.1 Access and Participation: Provide opportunity for all students, no matter where they are, to access high quality education and training that supports their unique needs and wellbeing.

1.2 Innovative Learning Experiences: Deliver vocational to doctoral education, bespoke training, and microcredentials for students and industry partners, through self-paced, flexible and digital learning options that meet the diverse needs of our learners, creating accessible entry points and clear progression pathways.

1.3 Career Readiness: Provide a curriculum that is informed by world-class research, market intelligence and co-created with our industry partners, embedded with authentic work-based learning opportunities, and driven by relevance to the needs of our students and employers, so they can confidently meet the challenges of the future.

STAFF

1.4 Equality, Diversity and Inclusion: Create an environment that brings out the best in our staff, strengthened by a culture of equality, inclusion, flexibility and innovation so our staff are inspired to achieve and excel, and so they are held in the highest regard nationally and globally.

1.5 Healthy Work Environment: Ensure a safe and healthy work environment with a focus on personal and professional growth, wellbeing, and work-life balance, where values-driven behaviour is exemplified.

1.6 Service Excellence: Foster a service excellence culture that is underpinned by evidence-based, 'no-blame' real-time feedback and where continuous improvement is actively embraced to ensure our structures, processes and practices empower our vision.

SOCIETY

1.7 Alumni and Industry Networks: Connect and work with industry and our alumni to create, maintain and showcase a sense of belonging to the wider CQUniversity community.

1.8 Lifelong Learning: Respond to the needs of our communities, industry and wider society with targeted and relevant lifelong learning opportunities to enhance societal potential and research impact.

1.9 Social Innovation: Uphold the principles of social innovation within all aspects of our operations to support our students, staff, research, and the communities we serve to achieve positive social outcomes.





CQUNIVERSITY LEADS ON GENDER EQUITY

The importance that this strategic plan places upon our **People** recognises that our students, staff and alumni are the living extensions of our values, vision, purpose and ultimately our impact as a university. We transform lives by fostering the talents and enhancing the potential of our people. In doing so, we seek to represent the incredible diversity of the communities that we serve through our inclusive student cohorts and our broad staff profiles. As such, CQUniversity is proud to be recognised by the Times Higher Education (THE) Impact Rankings as the 12th best university in the world, and the leading university in Queensland, for gender equity.

These results demonstrate CQUniversity's commitment to equity of employment opportunity and, importantly, to the University's core value of inclusiveness. The gender equity category focuses on a university's research on the study of gender equality, its policies on gender equality, and its commitment to recruiting and promoting women. Employment data from CQUniversity reveals a majority of total staff numbers and leadership positions at the University are held by women. We are proud of the focus that this strategic plan places on access and equity for all staff, students and partners.

PLANET

Our planet is in our hands. We recognise that we need to contribute positively to our world by embedding sustainability, enhancing our digital and physical campus footprint, and driving research and innovation to address the challenges of our time.

We are committed to advancing our stewardship to ensure a sustainable future for the University and, in turn, build sustainable regions through our presence and research that aligns with societal needs. We are focused on striking the right balance with our investment decisions to ensure a positive impact on the planet.



ALIGNED WITH THE FOLLOWING UNSDGs





Whether it's through the research that we drive, the graduates that we produce, or the global workforces that we shape, our ability to influence the sustainability of our communities has a profound intergenerational impact.

PLANET

The strategic goals underpinning this pillar are:

SUSTAINABILITY

2.1 United Nations Sustainable Development Goals (SDGs): Uphold sustainability practices that remain in favour of a healthy planet at every opportunity and ensure the results of our decisions are socially responsible and are removed of any injustice.

2.2 Sustainability Knowledge and Practice: Embed the principles of sustainability into our education, training and research to drive a consciousness and understanding of sustainability.

2.3 Financial Sustainability: Optimise the University's business model to ensure our financial security and our ability to be agile and responsive in times of disruption.

PLACE AND PRESENCE

2.4 Campus Optimisation: Balance our physical and digital campuses and create a technology-enabled university that fosters an environment for discovery, creativity, connection and wellbeing – an environment that continues to preserve the student experience as our centrepiece through modernised operations.

2.5 Co-location and Collaboration: Open our campuses to industry, employers, community partners, start-ups and commercial operators to co-locate and establish embedded relationships that provide mutual benefits.

2.6 Presence and Reach: Embody our commitment to accessibility and opportunity by strengthening our partnerships with regional university centres, enabling us to expand our reach and enhance student access.

RESEARCH

2.7 Research Impact: Be the central hub for research in our regions by addressing the issues that matter most, cementing our unique power of place by undertaking research in practical and sustainable solutions, with national and international impact.

2.8 Researcher Training and Development: Support researchers who push the limits of current knowledge and share their research expertise and outcomes to improve productivity, prosperity, quality of life and global sustainability.

2.9 Entrepreneurialism: Deepen our entrepreneurial collaborations to encourage innovation and produce new technologies, new products and new businesses.





LIVING SEAWALL ENHANCES COASTAL HABITAT

Our contribution to the sustainability of the world around us is a fundamental aspect of this strategic plan – our *Planet* – and informs our approach to innovative education, training and research excellence. We help shape the social, cultural, economic and environmental sustainability of our communities through many different activities, such as our ‘living seawall’ applied research project in the coastal habitats of regional Queensland. The project is a partnership between CQUniversity and Gladstone Ports Corporation (GPC) designed to demonstrate how a sustainable ‘working with nature’ approach to coastal engineering projects can provide better outcomes for coastal habitats.

Traditional seawalls do not provide much habitat, and often replace important, natural habitats. A living seawall, however, has additional design considerations that provide natural habitat for key ecosystem species, such as mangroves, oysters, seagrasses, fish, and marine invertebrates. If these same development projects can occur in a way that creates habitat, while still achieving engineering objectives, CQUniversity can help mitigate habitat loss and re-establish important ecosystem services provided by critical coastal environments.

As part of the project, GPC built a trial, living seawall site using CQUniversity designs. The site allows CQUniversity researchers to examine different methods of creating mangrove and oyster habitat along existing rock seawalls. The project is directed at solving the issue of habitat enhancement and scaling up, in a cooperative and achievable way, by working with industry partners.



PARTNERSHIPS

Our success as a university relies on our engagement and collaboration with our partners. We recognise that we need to actively connect and collaborate to share knowledge and ideas that drive impact with mutual and wider benefit from our regions to the world.

We are committed to making a brighter future through drive and imagination in close partnership with our communities and stakeholders. We recognise and value our partners and actively develop our partnerships for the benefit of all.



ALIGNED WITH THE FOLLOWING UNSDGs





At CQUniversity, we understand that partnerships built upon shared values and purpose matter to the communities we serve. True engagement with the shared challenges and opportunities of our partners only ever multiplies the social impact we generate as a university.

PARTNERSHIPS

The strategic goals underpinning this pillar are:

FIRST NATIONS COMMITMENT

3.1 First Nations Voice: Collaborate with Australia's First Nations peoples to strengthen our relationships with the custodians of the lands hosting the communities we serve, and work together with communities, government, and First Nations organisations to address injustice and provide equality of opportunity.

3.2 First Nations Success: Increase access to education, training and research for our First Nations peoples and provide the support systems for success.

STRATEGIC PARTNERSHIPS

3.3 Engaged Research: Collaborate with government, industry and community partners on research projects that matter to our regions and convert knowledge into tangible outcomes.

3.4 Alumni and Industry Partners: Engage and leverage our alumni and industry connections to create enduring relationships and opportunities.

3.5 Philanthropy Partners: Grow the culture of philanthropy across individual donors and social and corporate partners to enhance opportunities for our students and communities.

REGIONAL COMMITMENT

3.6 Create Aspiration: Enhance our commitment to schools-outreach and widening regional participation in education, training and employment.

3.7 Regional Impact: Be civic-minded and collaborative with government, industry and community in considering regional needs, seizing opportunities that deliver meaningful benefit for our local communities and industry.

GLOBAL REACH

3.8 International Partnerships: Collaborate with key international partners to expand our global reach, grow our international student diversity, gain access to international best practice and enhance our education and training capabilities.

3.9 International Research Collaborations: Develop a suite of international partnerships in key regions critical for research.

3.10 Global Exposure: Increase student access to international mobility opportunities, inward and outward, that encourages them to be global citizens and responsible leaders.





U-BEACH GIVES ACCESS TO ALL

Our *Partnerships* are vital to framing our social impact as a university. This strategic plan recognises the importance of developing and strengthening partnerships with our communities to deliver projects that not only change lives, but demonstrate our focus on access and inclusion. One such project is the U-BEACH Community Beach day, a CQUniversity-led community partnership providing beach access and supportive activities for all people and abilities in Bundaberg. Led by CQU Bundaberg physiotherapy lecturer Sasha Job, the inaugural U-BEACH Community Beach day saw 250 individuals from the community participate in the inclusive event, many of whom have lacked the social, physical, or technical support to enjoy the beach for many years. The initiative is based upon research revealing that in the Bundaberg region, one in five people have a disability, with half of those unable to access the beach for recreation.

To overcome these accessibility concerns, attendees utilised Mobi-Mat beach walkway, beach walkers and beach wheelchairs, alongside assistance from volunteers who coordinated wheelchair transfers, mobility and beach activities.

Led by CQUniversity, U-BEACH is delivered in partnership with Bundaberg Regional Council, Bundaberg Surf Lifesaving, IMPACT Community Services, and Rotary Bundaberg Region, as well as local education providers, disability support services, allied health organisations and sporting clubs. The collaborative event brought together CQU physiotherapy and occupational therapy experts and students, as well as community supporters to facilitate beach access and activities.

OUR STRATEGIC PRIORITIES

Our strategic priorities are our key projects, programs and pursuits that we will undertake to achieve our strategic goals.

These priorities have been derived from the University's purpose, vision and overall strategic direction and, upon implementation, will reflect the success of this plan. It is within these strategic priorities that our collective efforts will be concentrated. These priorities will be reviewed annually to reflect new developments and the latest prioritisation of our efforts.

MEASURING OUR SUCCESS

The commitment to measuring progress and regularly reporting back to the University community ensures a transparent and accountable approach to achieving the University's strategic goals. However, we recognise that measuring the success of innovative initiatives and long-term projects can be challenging. Therefore, the measures outlined will serve as the foundation of our strategic measures, allowing us to develop creative and tailored ways to measure success that aligns with the intent of the specific goals and the nature of our priorities.

Targets will be considered and approved by Council on an annual basis. Performance against these measures will be reviewed throughout the year and reported to Council to monitor progress.





PILLAR 1 PEOPLE



PRIORITIES

Access and Participation Assurance: A university-wide assessment of our current performance on access, progression and student success in order to remove barriers to CQUniversity.

STRATEGIC GOAL ALIGNMENT 1.1; 1.2; 1.3; 1.8; 1.9; 3.2; 3.6; 3.10

Future Leaders: A program focused on relevant, innovative education and training products and delivery options to support the individual learner, tailored for our students and staff.

STRATEGIC GOAL ALIGNMENT 1.2; 1.5; 1.7; 1.8; 1.9; 2.2

Augmented Online: To cement our leadership in augmented online delivery and enhance the delivery options to ensure equitable access to education and training, regardless of geographic location or circumstance.

STRATEGIC GOAL ALIGNMENT 1.1; 1.2; 1.8

Corporate Training Solutions: A business development hub focused on industry training needs through targeted training products and delivery.

STRATEGIC GOAL ALIGNMENT 1.2; 1.3; 1.7; 1.8

Student Experience Lifecycle: Alignment of our academic and personal supports at every stage of the student lifecycle, from pre-enrolment through to graduation and beyond.

STRATEGIC GOAL ALIGNMENT 1.1; 1.7; 1.8; 1.9

Professional Development: To provide opportunities for career enhancement and ongoing development that encourages our staff to continually improve and build their growth and promotional prospects.

STRATEGIC GOAL ALIGNMENT 1.4; 1.5; 1.6

Contemporary Work Model: Development of a work model that supports the modern workplace, the individual and the priorities of the University.

STRATEGIC GOAL ALIGNMENT 1.4; 1.5; 1.6

Service Excellence Culture: To grow a values-driven customer-centric culture focused on data-driven reflection, real-time 'no-blame' feedback, continuous improvement and service excellence.

STRATEGIC GOAL ALIGNMENT 1.4; 1.5; 1.6



MEASURE OF SUCCESS

STUDENT RETENTION AND SATISFACTION

CQUniversity will measure the overall student retention rate across all higher education student cohorts and will use the government data and definition of retention to inform the calculation of this measure.

CQUniversity will track unit completion rates across all vocational education and training student cohorts.

We will measure our student satisfaction levels through the published Quality Indicators for Learning and Teaching (QILT) data for our higher education student cohorts and the National Centre for Vocational Education Research (NCVER) data for our vocational education and training student cohorts.

We will establish and monitor real-time student feedback systems to allow for immediate responses as appropriate.

STAFF RETENTION AND SATISFACTION

CQUniversity will measure the overall staff retention rates across continuing staffing cohorts based on resignations, and will undertake an annual in-house temperature check on staffing satisfaction levels.

BREAKING GENDER BARRIERS TO TRADITIONAL INDUSTRIES

At the core of CQUniversity's strategic intent is the universal provision of inclusive, accessible and supportive opportunities for any student who aspires to it. This philosophy is enabled by our people, and reinforced by our purpose, our vision, and our values.

For 18-year-old VET student Grace Macqueen, this means a career in the highly competitive and male dominated trade of boiler making is not just a possibility, but a reality. Grace's first steps towards her career aspirations within the industries of regional Queensland began during her senior years at high school in Mackay, where she undertook a Certificate II in Engineering Pathways as part of CQUniversity's Start TAFE Now program.

Grace credits the highly supportive training and experience she gained with CQUniversity for enabling a foothold within her industry, which has seen her commence an apprenticeship with a Mackay-based company, with her block training occurring at CQUniversity's world class Ooralea campus facilities. For Grace, the support that she's received, and the career opportunities that have opened for her, has led her to encourage other young women considering a trade to follow their passions, regardless of the barriers.



PILLAR 2

PLANET



PRIORITIES

Sustainability Framework: A whole-of-university program focused on supporting the development of global sustainability that contributes to positive environmental and social impact.

STRATEGIC GOAL ALIGNMENT 2.1; 2.2

Optimising the Business Model: To advance a business model that supports the changing needs of the University and our students and contributes to service excellence and financial prosperity.

STRATEGIC GOAL ALIGNMENT 2.3

Campuses of the Future: Reimagining our physical and digital campuses as connected community precincts to create a vibrant experience accessible to all on a sustainable footprint.

STRATEGIC GOAL ALIGNMENT 2.4; 2.5; 2.6

Societal Needs Aligned Research: A program of future-shaping research aligned to societal needs, including artificial intelligence, regional workforce, public health, clean energy and sustainability.

STRATEGIC GOAL ALIGNMENT 2.2; 2.7; 2.8; 2.9; 3.3

World-Standard Research Portfolio: To drive a portfolio of research at or above world standard benchmarks and aligning our research to the advantage of our place.

STRATEGIC GOAL ALIGNMENT 2.2; 2.7; 2.8; 2.9; 3.3



MEASURE OF SUCCESS

REDUCTION IN CARBON EMISSIONS

CQUniversity will measure our reduction in carbon emissions by establishing a baseline and implementing systems and processes to monitor and report emissions, to ensure reductions are in line with the Australian Government target of net zero by 2050.

UNDERLYING OPERATING SURPLUS

CQUniversity will measure its underlying operating result, defined as revenue less expenses and after abnormal items, in order to ensure the University is financially sustainable by the end of the strategic plan timeframe, as demonstrated by sustainable underlying surpluses.

SUSTAINABLE SOLUTIONS TO CQU ENERGY AND LANDFILL

CQUniversity recognises the strong role it must play in ensuring the sustainability of our planet. We achieve this outwardly via the attuned workforces we develop, and the applied research we lead. But our commitment also relies upon our own internal innovations and sustainability measures, such as how we manage our waste and how we mitigate our carbon footprint as a university.

Today, half of the energy used by our campuses is derived from renewable sources, which means far less carbon entering our atmosphere, and more investment being made in the renewables market.

We are also innovating our waste management solutions. For instance, CQUniversity's Capricornia College has established circular waste economy partnerships with local businesses. In a single year, approximately 2.4 tonnes of waste from CQUniversity's catering facilities are saved from landfill by a waste collection initiative that sends food scraps and leftovers to community partners who reuse the university's waste products as part of their production cycle. For example, food waste collection initiatives redirect organic vegetable scraps to a local permaculture farm where it is used for animal feed and compost. Meanwhile, a partnership with Koorana Crocodile Farm sees food processing by-products, otherwise destined for landfill, diverted to feed stock for commercial crocodile farming.

As a result of our focus on sustainable practices, CQUniversity has been able to significantly reduce its CO2 emissions, apply proactive action towards sustainability, and promote activities and partnerships that support circular 'green economy' outcomes.



PILLAR 3

PARTNERSHIPS



PRIORITIES

Reconciliation Action Plan: Our commitment to addressing Aboriginal and Torres Strait Islander matters, and embodying reconciliation will be closely monitored through the Reconciliation Action Plan (RAP).
STRATEGIC GOAL ALIGNMENT 3.1; 3.2

International Research Partnerships and Reputation: A program focused on building international research partnerships in Indonesia (and broader South-East Asia) and India.
STRATEGIC GOAL ALIGNMENT 3.9

Lifetime Career Partnership: Deliver an expanded offering of alumni benefits to support CQUniversity alumni across all stages of their career, including further study and upskilling.
STRATEGIC GOAL ALIGNMENT 1.7; 1.8; 3.4

Engagement Blueprint: To drive a unified and consistent approach to CQUniversity's community and political advocacy, including philanthropic activities and alumni relations, to advance positive outcomes for our students, staff and communities.
STRATEGIC GOAL ALIGNMENT 3.4; 3.5; 3.7

Global Operations: To strengthen our global strategic partnerships and grow our presence, reach and impact internationally.
STRATEGIC GOAL ALIGNMENT 3.8; 3.10



MEASURE OF SUCCESS

RECONCILIATION ACTION PLAN

CQUniversity will measure its success towards its First Nations Commitment strategic goals through the delivery of initiatives in our Reconciliation Action Plan – and future plans.

LOCAL AND GLOBAL RESEARCH PARTNERSHIPS

CQUniversity will measure the ratio of successful and expanding research partnerships against dormant and declining partnerships, for both international and domestic partners.

CQUNIVERSITY JAWUN RESEARCH CENTRE

CQUniversity is committed to walking in solidarity with First Nations peoples, having accepted their invitation to share the journey towards realising the powerful aspirations of the Uluru Statement of the Heart.

Our partnership with First Nations people and communities is reflected in this strategic plan as a major priority and a fundamental aspect of who we are as a university. We seek to build this partnership through every aspect of our impact, including our research focus.

The CQUniversity Jawun Research Centre is a flagship for Indigenous health and wellbeing research. It conducts high-impact applied research to support First Nations communities and organisations and improve community wellbeing through Indigenous self-determination.

The Jawun Research Centre sets a pioneering agenda for change by nurturing research that is meaningful and directly relevant to the lives of Indigenous people. Social justice principles of Indigenous sovereignty, engagement, leadership, priority setting and nation building underpin Jawun Research Centre's management.

The Jawun Research Centre capabilities are in community-driven wellbeing research, systems thinking, public health and disaster management research, impact assessment and evaluation, linguistics and translation/advocacy.

Jawun Research Centre offers opportunities in research capacity strengthening and education to build the next generation of researchers.





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