



THE UNIVERSITY OF QUEENSLAND BUSINESS SCHOOL  
**STRATEGIC PLAN 2017 – 2021**

Challenging the future. Transforming business.



**UQ  
BUSINESS  
SCHOOL**

# UQ BUSINESS SCHOOL

## BUILDING ON OUR SUCCESSSES

This plan builds on our previous strategic plan and acknowledges the uncertain environment in which we operate. It seeks to elevate:



### THE STUDENT EXPERIENCE

to ensure graduates gain the enduring skills to prepare them for their lifelong learning journeys



### THE CORE RESEARCH STRENGTHS

of individuals and teams to create distinctiveness and impact within academia and beyond



### KEY STRATEGIC PARTNERS

and engagement to support value creation in learning and research

The plan recognises the pivotal role of our people, the need for a collaborative environment and a governance framework to support consultation and timely decision making. It also identifies a strategy to work with the University towards a world-class business school building.

# A MESSAGE FROM THE EXECUTIVE LEADERSHIP OF THE SCHOOL

**The core business of The University of Queensland Business School is to provide distinctive learning experiences, deliver impactful research and create value with stakeholders through meaningful partnerships.**

The UQ Business School is distinct in several important respects. The School is the only comprehensive business school among the Group of Eight universities in that it integrates many diverse academic groupings under a single management structure. The collective talent and resources of the School have allowed numerous successes that would not otherwise have been possible. Identifying just a few of these achievements does not truly reflect the extensive contribution of staff. Nonetheless, highlighting some of these accomplishments is worthwhile.

The School was the first Australian business school to attain dual accreditation with AACSB International (Association to Advance Collegiate Schools of Business) and EQUIS (European Quality Improvement System). Ranked in the top 10 programs worldwide by the Economist, the School offers the number one Master of Business Administration (MBA) program in the Asia-Pacific Region. Our programs incorporate international alliances with leading international schools and universities in America and China. The School has established a strong global reputation in research and currently enjoys the highest rating granted under Australia's national research evaluation framework (ERA, Excellence in Research for Australia). Further, the School boasts a city campus, offering executive education programs, which facilitate academic and industry engagement.

A defining characteristic of the past five years is the growth in our learning portfolio. Student numbers have increased from 8,000 students in 2012 to almost 10,000 in 2017. Almost one in five students of the University is enrolled in a Business School program. Staff numbers have correspondingly grown. Today, the School employs more than 160 academic staff and 80 professional staff. Looking ahead, the School has the capacity to grow but any growth cannot compromise quality. Indeed, enhancing its position on the "quality continuum" remains the overriding goal across all dimensions of performance.

The challenges emerging from past and potential growth and the current operating environment require the School to position itself carefully for the coming five years. The School operates in a complex, dynamic environment and with increasing international competition, yet is constrained in some respects by federal government regulation.



Specifically, the School faces greater competition as new business schools in Asia, and especially China, bring additional capacity to the market. Further, the unitary structure of the University may limit our strategic choices. However, the School benefits greatly from the framework and reputation established by the University, reflected in its top 50 worldwide ranking.

In anticipating changes to the Federal funding environment, the School shares the University's commitment to learning and research that has a positive impact upon business and society. The future of education is rapidly changing driven in part by an era in which digital technologies are developing at a rate that is perhaps difficult to comprehend and, as always, where learning occurs far beyond the classroom. We are entering a world of major disruption in which new career paths are emerging and entrepreneurial thinking and leadership are required. Mobility is increasingly important to students who now seek global career, internship and mobility opportunities. Students must be prepared for this future.

Traditional scholarly research remains crucial but it must embrace the increasing demand, most notably led by the Federal Government's agenda, for research to be more relevant and outwardly impactful upon our key non-academic stakeholder groups. This focus is also evident in the growing expectation that universities ensure their PhD graduates exit with the knowledge, skills and abilities to facilitate careers in either traditional academic or non-academic industry environments. The School is well positioned to benefit from this trend.

Developed through a collaborative approach, this strategic plan builds on its predecessor plan and acknowledges the uncertain environment in which the School operates. This plan maintains the three pillars of learning, research and engagement emphasising quality outcomes in each. The core values of the School remain and our commitment to our people, culture and performance is strong.

In broad terms, the vision for the School is to achieve some very significant changes over the next five years. First, in the education portfolio the School will establish and consolidate its programs and strive to offer the highest possible quality educational experience to our students. Within our portfolio will be a place for programs that are elite by design and tailored to particular markets as well as our generalist degrees. In all programs, we will elevate the student experience to ensure our graduates gain the enduring skills and abilities to prepare them for a lifelong learning journey. Second, high quality, academic research outputs will embrace the importance of having a positive impact upon business and society. The School will be distinctive and known for innovative approaches and thought leadership in core research areas. Finally, the School will engage in a much more systematic and purposeful strategy for engaging with industry. Supporting this strategy, the School will become the focal point of a Leadership Forum in which the top leaders across business and society will interact and exchange ideas.

Consolidating the leadership position of the School in the Asia-Pacific requires us to meet the needs of all stakeholders. Only then will the School be in a position to "challenge the future" and transform business.

# VISION AND MISSION

**To be courageous thinkers who empower future leaders to positively transform business and society.**

## **COURAGEOUS THINKERS**

We will lead the agenda in business learning and research. We aim to create intellectual space for our staff and students to think innovatively. Our people will be encouraged to adopt alternative perspectives, take smart risks and offer evidence-based opinions while respecting a diversity of views.

## **EMPOWER FUTURE LEADERS**

Our graduates will be high achieving, self-motivated, global agents of change. They will be adaptive problem solvers, who are ethical, respectful and embrace diversity.

## **TRANSFORM BUSINESS AND SOCIETY**

Our learning and research programs will embrace disruption in business, enable efficient and effective business outcomes and create sustainable global solutions while being mindful of community impacts.

## VALUES

### **EXCELLENCE**

We strive for excellence in all our endeavours, seeking to apply the highest standards to benefit our stakeholders and communities.

### **INNOVATIVE AND INDEPENDENT THINKING**

We encourage new ideas from our staff, students, alumni and external partners. We support intellectual freedom, courage and creativity.

### **HONESTY AND ACCOUNTABILITY**

We act with integrity and professionalism and uphold the highest ethical standards in all activities. We are committed to transparency and accountability.

### **MUTUAL RESPECT AND DIVERSITY**

We promote diversity in the university community through our people, ideas and cultures. We respect our colleagues and work together for shared success.

### **SUPPORTIVE CULTURE**

We promote the safety and wellbeing of our people. We value an inclusive and supportive university community in which our achievements are celebrated and rewarded.



# UQ BUSINESS SCHOOL PRIORITIES

Our priorities are presented as three pillars of our core business and four enablers.

## PILLARS



### LEARNING FOR THE FUTURE

Foster a lifelong approach to learning, connect students with business and the community and provide authentic learning experiences to empower our graduates to be global leaders.

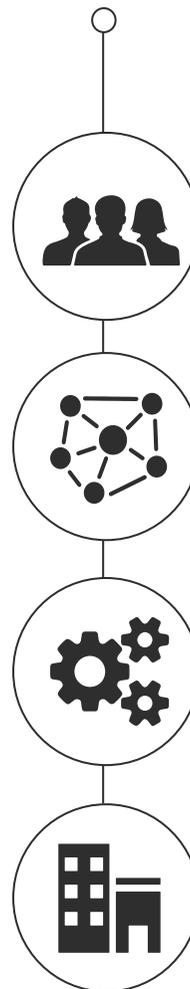
### RESEARCH WITH IMPACT

Focus on our core research strengths, enable our leaders to take smart risks and identify grand challenges to optimise the impact of our research upon academia, business and the community.

### ENGAGEMENT WITH OUR STAKEHOLDERS AND COMMUNITY

Co-create value with our local and global stakeholders and partners by coordinating a strategic approach to engagement that supports our learning and research.

## ENABLERS



### PEOPLE, CULTURE AND PERFORMANCE

Build a high performance culture by developing a supportive, collaborative and communicative environment with a leadership team that promotes diversity and wellness, as well as provides staff development opportunities, recognises quality and rewards successes and smart failures.

### GOVERNANCE AND STRUCTURE

Develop a governance framework and structure to enable broad consultation without compromising timely decisions.

### OPERATIONAL EXCELLENCE

Strive for operational excellence across all business functions to support the learning, research and engagement priorities.

### BUILT ENVIRONMENT AND INFRASTRUCTURE

Create a physical environment and infrastructure that supports and fosters collaborative learning and research.



# PILLARS

## LEARNING FOR THE FUTURE

**Foster a lifelong approach to learning, connect students with business and the community and provide authentic learning experiences to empower our graduates to be global leaders.**

**Provide contemporary, authentic experiences to foster student employability from the start of their journey.**

- Deliver a framework to support students in their personal development journey.
- Create an Employer Alliance Board for each discipline to facilitate industry connections and ensure program relevance.
- Facilitate more authentic connection with the world through work-integrated learning, international experiences and employability skills.
- Embed career enhancement into the curriculum, engage students in career planning and ensure students take active roles in 'future proofing' their careers.

**Continue to innovate our portfolio of programs and services to deliver high quality, flexible, globally relevant and action-based learning and assessment.**

- Adopt a program approach that incorporates technology across all courses.
- Consider flagship programs as part of a portfolio of programs.
- Deliver a cohort experience for students and ensure student access to academics.
- Develop and deliver authentic assessments and team experiences, competition frameworks and peer assessment tools.
- Seek to reinvent the lecture.
- Embed contemporary skills and abilities into the curricula.
- Extend the internationalisation of the curricula.
- Develop international partnerships to extend student exchange opportunities.
- Engage in a dialogue within the University about interdisciplinary programs.
- Review Executive Education business courses and programs to align with this strategy.

**Create a vibrant campus experience that facilitates excellence in student learning and collaboration.**

- Explore opportunities to create collaborative learning spaces.
- Continue to build the connection between academics, professional staff and students through student committees.
- Attract high school students to our programs through clearly defined pathways.
- Use learning analytics and other mechanisms to improve programs.

**Build awareness, reputation and engagement of our programs across key markets.**

- Develop a marketing and communication strategy for key programs and markets.
- Enhance our reputation by undertaking regular, internal quality assurance of our programs, national and international accreditations, and by participating in selected ranking processes.
- Showcase and communicate our industry engagement in our programs.

**Attract the best students from around the world and promote intercultural and linguistic diversity.**

- Review how our student body is constituted within all our programs to identify and address imbalances including, but not restricted to gender, ethnicity, and socio-economic background.
- Expand our international marketing to attract students from diverse ethnicities.
- Review our scholarship offerings to enable an increase in diversity.

# RESEARCH WITH IMPACT

Focus on our core research strengths, enable our leaders to take smart risks and identify grand challenges to optimise the impact of our research upon academia, business and the community.

**Create and promote collaboration on distinctive research themes to address business and societal challenges of national and international importance.**

- Identify distinctive themes informed by our research strengths, national research priorities and global business and societal challenges.
- Encourage staff to actively initiate and develop groups within distinctive research themes.
- Allow for natural leadership roles to emerge, relevant to distinctive research themes.
- Foster collaboration and develop key research partnerships and strategic alliances with leading national and international universities and organisations.

**Shape and diversify the way the School and its stakeholders value research by increasing the importance of high quality academic research that demonstrates thought leadership and impacts upon the Academy and by delivering research outcomes that impact upon business and society.**

- Recognise a spectrum of valuable research outputs.
- Adopt a School-based portfolio approach that focuses both on the academic and industry impact by recognising our research strengths.
- Evaluate our research output from a group perspective to involve a diversity of individual contributors.
- Align the workload model and enhance a rewards and incentives structure that acknowledges outcomes relating to academic and/or industry and community impact.
- Develop the School's Doctoral & RHD training programs to produce graduates with contemporary skills in research engagement and impact, both within and beyond academia.
- Leverage Executive Education networks to enhance the research impact upon both domestic and international industry.

**Institute mechanisms and support systems to enhance research engagement and impact within academia and beyond.**

- Align our recruitment processes to attract international hires within our distinctive research themes.
- Enhance support for impactful research.
- Enhance support systems for emerging researchers by ensuring research groups engage early career researchers, PhD and honours students.

**Enhance how we engage with and communicate our research excellence to our stakeholders, locally and globally.**

- Develop a marketing and communications strategy to improve the accessibility and reach of our research.
- Develop initiatives that promote enhanced collaboration with the international academic community.
- More fully integrate research, engagement and impact goals into programs and courses and across the student journey.





# ENGAGEMENT WITH OUR STAKEHOLDERS AND COMMUNITY

Co-create value with our local and global stakeholders and partners by coordinating a strategic approach to engagement that supports our learning and research.

**Encourage collaboration on distinctive themes that address business and societal challenges of national and international importance.**

- Identify distinctive themes that emerge from a network of our current engagement activity, our research strengths and national research priorities.
- Leverage Executive Education local and global networks to promote collaboration that supports our learning and research.
- Encourage and support a lean start-up team approach to engage with external stakeholders on projects related to our distinctive themes.

**Strategically invest in and cultivate a network of high quality, deep partnerships aligned to our distinctive themes to support our learning and research.**

- Develop a Global Strategic Partnership Plan to deepen our connections with leading universities and organisations.
- Develop an engagement and partnership governance framework.
- Develop mechanisms, tools, policies and protocols to support a strategic, coordinated and professional approach to engagement.
- Build our engagement capacity and a framework to support and motivate staff for external engagement.

**Build formal industry networking groups that allow partners to provide strategic advice and act as consultants to and champions of the School.**

- Establish the “UQ Business School Leaders Forum” as a broad industry group that provides an avenue for the School and its stakeholders to engage in the discussion of current business problems and potential strategic directions for the School.
- Establish, as a sub-group of the Leaders Forum, the UQ Business School Advisory Council to offer advice to the School executive on our priorities.

**Build mutually beneficial, meaningful and lifelong relationships with alumni.**

- Celebrate alumni successes and provide networking, career development and lifelong learning opportunities.
- Implement a client relationship management system to facilitate networking.
- Provide opportunities for alumni to contribute to the UQ Business School community.
- Enhance the measurement of our alumni engagement activities.

**Build a culture of giving within the business and alumni community and develop a philanthropic strategy to contribute funding to support our core mission.**

- Work in partnership with the BEL Faculty and University to target our philanthropic strategy at raising funds for projects including, but not limited to:
  - Endowed chairs to attract high quality, international faculty;
  - Scholarships to promote diversity and internationalisation;
  - Community development projects; and
  - A Business School building.

# ENABLERS



## PEOPLE, CULTURE AND PERFORMANCE

Build a high performance culture by developing a supportive, collaborative and communicative environment with a leadership team that promotes diversity and wellness, as well as provides staff development opportunities, recognises quality and rewards successes and smart failures.

**Improve human resource functions, adopting an employee lifecycle approach, to align with the School's vision, values and priorities.**

- Working in partnership with the BEL Faculty, we will review and improve human resource functions including staff recruitment and induction, staff development, recognition and reward systems, and our performance appraisal system.

**Improve staff communication, collaboration and morale.**

- Develop a staff engagement and communication plan, incorporating a suite of initiatives such as improved intranet and monthly staff updates, to improve the timing and flow of information.
- Invest in the 'UQ Voice' survey and identify attitudinal and behavioural measures of this priority.

**Continue to promote, support and nurture inclusiveness, equity and diversity.**

- Promote equity, diversity and inclusiveness throughout the employee lifecycle.
- Encourage our representation on the BEL Faculty equity and diversity committee.
- Develop an Aboriginal and Torres Strait Islander (ATSI) Trainee rotation program among our professional teams.

**Support staff physical and mental wellness.**

- Promote and support the UQ Wellness Program within our culture and operations.





# GOVERNANCE AND STRUCTURE

**Develop a governance framework and structure to enable broad consultation without compromising timely decisions.**

**Review, realign and continually evolve our governance framework, organisational structures and approach to decision making.**

- Review, redesign and introduce a framework, including organisational structure, committee structure, roles and responsibilities that better support our priorities and facilitates improved collaboration, consultation and decision making.
- Identify and recognise the diverse ways in which staff can contribute to the School.
- Adopt a contemporary approach to risk management and compliance and encourage staff to identify solutions to streamline their decision making.
- Promote responsible stewardship, and timely reporting with respect to the School's resources.



# OPERATIONAL EXCELLENCE

**Strive for operational excellence, across all business functions, to support the learning, research and engagement priorities.**

**Develop operational plans to complement and support the School's strategic plan and its learning, research and engagement priorities.**

- Develop an operational plan outlining the details of initiatives, responsibilities and timeframes necessary to support, implement and monitor progress on this strategic plan.
- Develop operational plans for key business functions, including marketing and communications as well as information and communications technology, to advance the learning, research and engagement priorities of the School.

**Strive to improve business systems, processes and policies.**

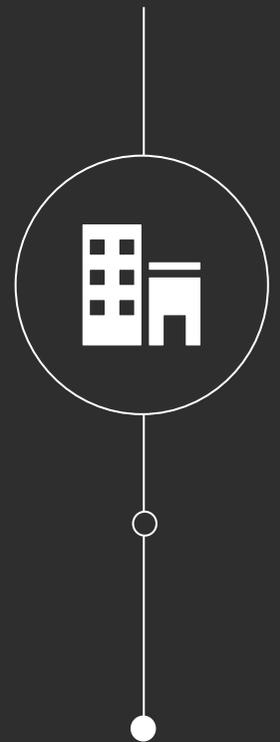
- Work constructively with the BEL Faculty and the University to improve business systems, processes and policies.
- Maintain effective resource allocation and financial sustainability.

# BUILT ENVIRONMENT AND INFRASTRUCTURE

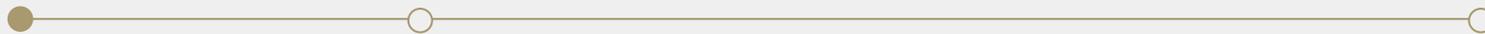
Create a physical environment and infrastructure that supports and fosters collaborative learning and research.

Strive to establish iconic, state of the art facilities, incorporating modern collaborative spaces, to nurture contemporary learning and research.

- Work in partnership with the BEL Faculty and the University to explore options to fund and deliver on this priority.



## STRATEGY TO ACTION



**This strategic plan outlines a future direction for, and ambitions of, the School. The challenge over the next five years is to put this plan into action.**

An operational plan will detail the actions required to achieve the priorities and initiatives set out herein. A collaborative and collegial approach will be required to achieve the mission of the School. Staff input and support will be encouraged in the implementation of the initiatives. For each initiative, there will be measures of success. These measures will include base line analyses and targets to allow monitoring and reflection during the implementation period.

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