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Australian Government

Department of Education,
Skills and Employment

2021-2023 MISSION BASED COMPACT BETWEEN THE COMMONWEALTH OF AUSTRALIA AND CQUNIVERSITY AUSTRALIA

PURPOSE

This compact is an agreement between the Commonwealth and the University. Entering into a compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a mission-based compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

MISSION

CQUniversity's vision is to be Australia's most accessible, supportive and engaged university, recognised globally for innovative teaching and research excellence. The University's 2019-2023 Strategic Plan, *Our Future is You*, outlines our primary areas of focus over the term of this Compact.

CQUniversity's [Strategic Plan](#) is based around six pillars:

- Our Students
- Our Research
- Our People
- Our Communities
- Our Reputation
- Our Sustainability.

CQUniversity values engagement, can do, openness, leadership and inclusiveness in all of our activities.

FREEDOM OF SPEECH AND ACADEMIC FREEDOM

CQUniversity has addressed fully, the recommendations of the Walker Review.

- The University has adopted the Objects, Operations and Principles of the Model Code in our [Freedom of Speech and Academic Freedom Policy](#), approved by the University Council.
- The [Academic Board Position Statement – Academic Freedom](#), in place since 2019, has been updated to align with the Model Code.
- The definitions of Academic Freedom (from the Model Code and the Position Statement) are included in the [University Glossary](#).
- The University has updated five policy documents and three research agreement templates to align with and reinforce the University's adoption of the Model Code.

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- Updates to the Constitution of the Central Queensland University Student Association and the Student Representative Council Terms of Reference are expected to be finalised in August 2021.

The [Freedom of Speech and Academic Freedom Policy](#) has been communicated to all employees and will be announced to students once the Student Representative Council Terms of Reference have been updated.

IMPROVING TEACHING AND LEARNING OUTCOMES FOR AUSTRALIAN STUDENTS

CQUniversity is committed to providing seamless, full-spectrum education pathways for a diverse cohort of engaged students.

For 2021-2023, CQUniversity is focused on the following three learning and teaching targets:

- personalising the student experience;
- implementing a refreshed approach to student-centred learning, teaching and support; and
- enhancing our commitment to student equity, inclusion and retention.

We maintain a robust governance structure to ensure the provision of quality teaching and learning practices that are student-centred, transformative and engaging. This includes oversight by an Academic Board and associated Education Strategy and Innovation, and Curriculum sub-committees (the Academic Board reports to the University Council); and implementation of the CQUniversity [Learning and Teaching Framework](#) and the Academic Integrity Operational Plan 2021-2023.

Our success will be measured by the delivery of a new student-centred curriculum, the degree to which we embed authentic work-based learning across our suite of courses, and through discrete improvements in student completion and retention rates.

STRATEGIES FOR ENGAGING WITH INDUSTRY

At CQUniversity, our industry partners are engaged authentically, in developing, proposing, reviewing and improving courses through direct industry representation on discipline-specific Course Reference Committees, School Review Panels and the Social Innovation Engagement Committee.

Similarly, we use multiple strategies to maximise opportunities for Work Integrated Learning (WIL) and to ensure our students have opportunity to combine their work, study and ongoing skill development. These include:

- the delivery of hyperflexible offerings, designed to provide fully flexible study options (particularly for mature-aged students), with courses and nested degrees aligned with CQUniversity's micro-credential delivery;
- course design and delivery that align and embeds graduate employability, study skills, and generic and discipline skill development;
- courses that are co-designed with industry, such as the PhD Industry Program;
- co-op courses, which include collaboration with industry and feature paid work placements as well as project-based learning; and
- trade entry pathways to encourage "tradies" to transition into teaching.

The effectiveness of our approach is reflected in positive labor market outcomes. In the 2020/2021 [Good Universities Guide](#), CQUniversity ranked fourth in Australia for Undergraduate Full-Time employment (80% of our graduates achieved full time employment in less than four months after study completion) and fifth in terms of median salaries (with a median salary of \$66,000) .

In 2020, labour market outcomes were impacted negatively by the COVID-19 pandemic, with full-time employment outcomes for both undergraduate and postgraduate students declining compared with 2019.

Going forward, CQUniversity is committed to continuing to deliver sector-leading graduate outcomes and maintaining career-spanning partnerships with our alumni, through meaningful engagement, support and the provision of lifelong learning opportunities.

UNIVERSITY ADMISSIONS TRANSPARENCY

At CQUniversity, all students, regardless of their background, location or career aspirations, are welcomed and supported to participate fully in education, training and university life, and to achieve their personal goals.

CQUniversity is committed to a thorough, transparent and inclusive admissions process. The University accepts applications from diverse cohorts through multiple channels, including University Admissions Centres (UACs), Enabling programs, and the Principals Recommendation Program.

Fair and transparent access is guided by the principles outlined in our admissions policies, including the [Admission to CQUniversity Coursework Courses Policy and Procedure](#), and the [English Language Proficiency Policy](#), which governs the responsibilities and decision-making to accept alternate means of satisfying English language proficiency requirements.

Reflecting our commitment to transparency, information regarding our commencing undergraduate student cohort is reviewed and published in detail each year. Prospective students can inform themselves of each stage of their journey, by stepping through the enquiry, application and enrolment process and viewing information by course, institution, student and rank profiles.

UNIVERSITY RETENTION STRATEGIES

CQUniversity is committed to promoting higher levels of student engagement, progression retention and completion. Our whole-of-institution *CQURenew* initiative ensures a cohesive approach is being taken to improve the engagement, retention and success of our students through:

1. an over-arching University-wide strategy (guided by our [Student Participation, Retention and Success Guiding Principles and Strategic Directions 2019-2023](#));
2. School- (faculty) based *Engagement and Retention* plans, focusing on building our engagement with students; delivering high quality learning and teaching practices; and strengthening cross-unit collaboration to ensure students have ready access to available support services; and
3. using continuous data collection and management; predictive analytics; and timely reporting, to monitor progress and anticipate appropriate interventions, where required.

STUDENT AND STAFF MENTAL HEALTH POLICIES

The mental health and wellbeing of CQUniversity students is central to their success. The CQUniversity [Mind Waves Mental Health Strategy 2020-2022](#) promotes positive mental health via a healthy, resilient and compassionate University community. Through *Mind Waves*, CQUniversity has developed a suite of activities to promote mental health and wellbeing and

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build students' capacity to be healthy and well, study productively and cope with adversity. *Mind Waves* delivers a stepped-care model of:

- Institutional approach – health promotion and prevention.
- Targeted assistance to students from low-SES backgrounds, Indigenous students and those from regional and remote locations, to identify and anticipate early intervention.
- Individual intervention – treatment, services and crisis response management.

ON-CAMPUS DELIVERY

Prior to the June-July 2021 lockdowns in Sydney, Melbourne and Adelaide, all of the CQUniversity campuses had re-opened for face-to-face deliver. In future, the delivery of on-campus and mixed-mode units will continue to be provided in accordance with relevant State and Territory government health guidelines.

RESEARCH OPPORTUNITIES AND PARTNERSHIPS IN THE NATIONAL INTEREST

CQUniversity focuses on applied research delivering impact to our communities. We invest in high quality applied research across a range of focus areas, evidenced by the establishment and continuous review of our research institutes and centres; strategic research appointments; and the development of collaborative external relationships, particularly where this will benefit the development and sustainability of regional Australia.

These activities will be supported by an established framework to ensure legislative compliance, and the ongoing development of [cybersecurity policy](#) and protocols, to counter foreign or online interference (for example, all international partnerships must be registered and approved through the University's International Academic Pathways Business Case gateway).

CQUniversity will continue to expand opportunities for research candidates to develop industry-relevant skills through placements and internships, including through:

- the roll out of a new research higher degree program, the PhD (Industry);
- continued delivery of the CQUniversity Elevate Scholarship program, to support collaborative, industry-driven research higher degree projects.

At CQUniversity we measure research success through growth across all categories of reported research income, growth in student load and reported candidate engagement with industry, and growth in scholarships co-funded by industry.

In 2021 CQUniversity developed a Commercialisation Policy and Procedure and established a University Commercialisation Committee to ensure applied research is industry and outcomes focused. Training will also be provided for researchers to support innovation disclosures and the development of individual innovation commercialisation plans. Collaboration with other regional innovation and incubator hubs will also continue to provide a reference point for planned growth in regional capabilities in innovation and entrepreneurship.

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IMPROVING STUDENT EQUALITY AND OUTCOMES

CQUniversity is proudly Australia's most inclusive university. In the 2020/2021 [Good Universities Guide](#), CQUniversity ranked first among Australian universities in terms of the proportion of domestic students from low socioeconomic or disadvantaged backgrounds.

Reflecting this, CQUniversity has tailored programs of support designed to meet student needs, particularly in the first year of study, prioritising Financial Assistance, a Student-Centred Curriculum, and Mental Health and Wellbeing.

Financial Assistance: CQUniversity has a dedicated Scholarships team who deliver a suite of bursaries aimed to support students from disadvantaged backgrounds in key phases of their study journey. Hand-in-hand with this, CQUniversity also delivers financial literacy training to students via an interactive online platform and face-to-face workshops.

Student-Centred Curriculum: CQUniversity has developed an *Introduction to Study and Professional Practice* unit, that introduces essential components of the university experience to first year learners. In addition, our dedicated [Indigenous Student Engagement Team](#) offer a suite of support services which free tutoring support, financial guidance, cultural advocacy, safe learning support, and basic course information to assist in improving outcomes for Indigenous students including retention, attraction and student satisfaction.

Mental Health and Wellbeing: through the [Mind Waves Mental Health Strategy 2020-2022](#), CQUniversity pursues a stepped care approach that involves mental health promotion, early intervention, targeted intervention and the provision of treatment and support services (where necessary), with a particular focus on our equity group students.

The implementation of both short term and longer-term initiatives are monitored and evaluated for effectiveness and a formal review of *Mind Waves* will be conducted annually to determine what longer term initiatives may be required.

The success of all of these initiatives will be measured with reference to tangible improvements in academic progression and year-on-year student retention rates.

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SIGNED for and on behalf of
THE COMMONWEALTH OF AUSTRALIA

In the presence of:

by

Dom English

Ryan Kinder

Full name (please print)

Witness (please print)

First Assistant Secretary

A/g Director

Position

Position or profession of witness (please print)

**of the Department of Education, Skills and
Employment as delegate of the Minister for
Education and Youth**

Signature

Signature

28/12/2021

Date

SIGNED for and on behalf of
CQUniversity Australia

In the presence of:

by

Professor Nick Klomp

Melissa Misztal

Full name (please print)

Witness (please print)

Vice-Chancellor and President

Director, Office of the Vice-Chancellor

Position

Position or profession of witness (please print)

Nick Klomp

Misztal

Signature

Signature