



Queen's College  
*The University of Melbourne*

# Strategic Plan

2023 – 2027



SINCE 1887



# Looking forward at Queen's

Our strategic plan identifies four themes that will be of fundamental significance for Queen's College as we build upon our distinctive ideals and history. These are: **a strong, inclusive community; an inspiring sense of place; outstanding academic offerings; and signature learning experiences.** All of the four themes are mutually reinforcing. Within each of these themes, the plan names a set of broad commitments that will shape our decision-making and resource allocation over the next five years.

One of the comments that keeps emerging regarding Queen's is, above all, a community: a close association of learners, advisors, creators, and problem-solvers. Accordingly, the themes are presented in light of how this intentional learning community is experienced by individual students, staff and Wyverns:

*Belonging, Encountering,  
Exploring and Transforming.*

Queen's distinctiveness lies in ensuring that all four of these aspects of engagement are prioritised, and that all four work together. To build on its strengths, in the coming years the College must function in all four areas described in our strategic themes and link back to the importance of the student experience which underpins all that we do.





## THEME 1

# Belong

## We are a strong, inclusive community

**Queen's College fosters a strong sense of belonging within a supportive community by respecting and connecting many voices, needs, histories of its members.**

**We commit to broadening and deepening this sense of belonging.**

Recognising that diversity and inclusiveness are essential components of a rewarding academic environment and of an equitable workplace, we strive to realise more fully our ideals of inclusion, helping students, and staff from all walks of life to flourish in our community, especially those from marginalised or under-represented groups. This would include our Aboriginal and Torres Strait Islander members of our community through our Reconciliation Action Plan. We will continue to expand and focus our support and programs for students, with a special eye to their particular personal, cultural, racial, socio-economic, physical and academic realities. Similarly we will enhance supports for staff and Wyverns tailored to their specific needs.

We will continue to cultivate as many opportunities as possible for students and others to participate in conversations, whether inside or outside their University programs to engage with new perspectives, and to build community on and off the Queen's campus. Knowing that the health of our community depends upon the health and wellness of all its members, we will increase our capacity to support the resilience and well-being of individuals within our community.

### BY THE END OF 2027

We will broaden and deepen diversity, inclusion, access, and participation in the Queen's community.

We will contribute meaningfully to processes of truth and reconciliation with Indigenous people.

We will continue to foster a culture of well-being.







## THEME 2

# Encounter

## An Inspiring Sense of Place

**Queen's beautiful grounds and buildings enables effective delivery of our programs, and effectively shapes how students and others experience the College and its purpose.**

Our buildings, open spaces, and sense of place promote the rhythms of a vibrant life, while the mix of historic (the Castle) and modern architecture sustain a learning environment where past, present and future are in constant dialogue. A peaceful oasis within the University of Melbourne campus at its doorstep, the Queen's campus provides the calm needed for study and reflection as well as the stimulation of engagement with the wider world. Our spaces also contribute to the intellectual and cultural life of society at large. The campus provides countless opportunities for encountering others and joining in conversations, making possible a relationship-rich environment for living, working and learning.

In the coming years, we will further enhance the College's capacity to contribute to our academic purpose and our strong sense of community. With this in mind, we will adapt learning spaces to emerging pedagogical needs, improve venues for academic, cultural and community events, and adopt new technologies for connecting. As we maintain the special beauty of our campus, we will also address issues of accessibility and inclusion. And, as we face the accelerating crisis of climate change, we will embed a deep attention to environmental sustainability into our planning and operations.

### **BY THE END OF 2027**

We will express our academic purpose and sense of community in our buildings and grounds.

We will maintain the special beauty and good repair of the College.

We will intensify sustainability initiatives across the entire College.





## THEME 3

# Explore

## Outstanding Academic Offerings

**Queen's College continues to build on a longstanding tradition of academic excellence combined with outreach to the community.**

Queen's students should be characterised by intellectual curiosity and discovery. We aspire to be leaders in conversation-based, small class learning. Our academic programs prioritise interdisciplinary, social responsibility, and critical thinking; provide and encourage experiential and international learning opportunities; and work with community partners,

ensuring that we emphasise inclusivity in all that we do.

All students at Queen's have access to outstanding learning resources, caring and knowledgeable advising staff, academic workshops, and career readiness programs, as they explore how to develop their talents and engage with many of the world's most important questions.



### BY THE END OF 2027

We will sustain and strengthen the academic programs at Queen's College.

We will promote a culture of creative inquiry.

We will support our students through exceptional advising, learning and learning resources.

We will expand our links with Wyverns as mentors and in order to facilitate our career readiness programs.





## THEME 4

# Transform

## Intellectual Leadership

Queen's College is a leader in Australian collegiate education, offering students the opportunity to engage in distinctive and transforming learning experiences that complement and catalyse normal academic offerings. The many world-class academics and practitioners who pass through Queen's and live in the community while presenting orations or participating in the Sugden Institute, our forum for engagement in the public square, enrich the learning opportunities and with our network of 6500+ Wyverns enrich the environment in which the students live and learn.

Queen's College prepares students to step forward into a pluralistic and ever-changing world. Through innovative, high impact programs and the emphasis on inclusion and diversity, students become adaptable, resilient and ready for what comes next.

*At Queen's College we engage, we encourage, and we transform students preparing them to flourish in their life journeys.*

### BY THE END OF 2027

At Queen's College we will promote high-impact, conversation-based experiences and personal growth.

We will champion the values of a transformative liberal education.

We will normalise the Sugden Institute as an important part of Queen's, the university of Melbourne and the city.





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