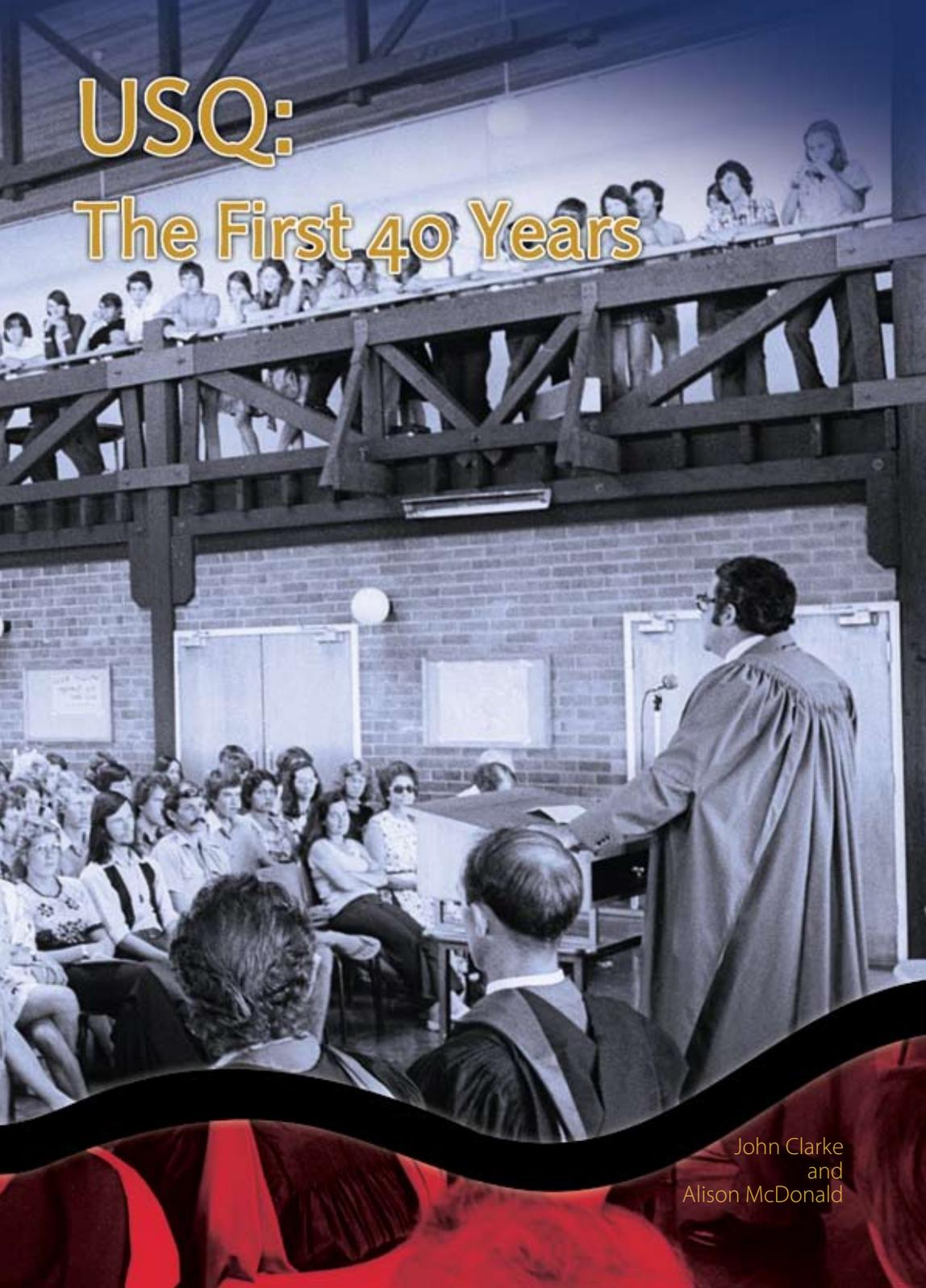


USQ:

The First 40 Years



John Clarke
and
Alison McDonald

Acknowledgements

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Disclaimer: Some of the material included in this history has been derived from interviews and documented oral history accounts. Apologies are given if inaccuracies have occurred as a result.

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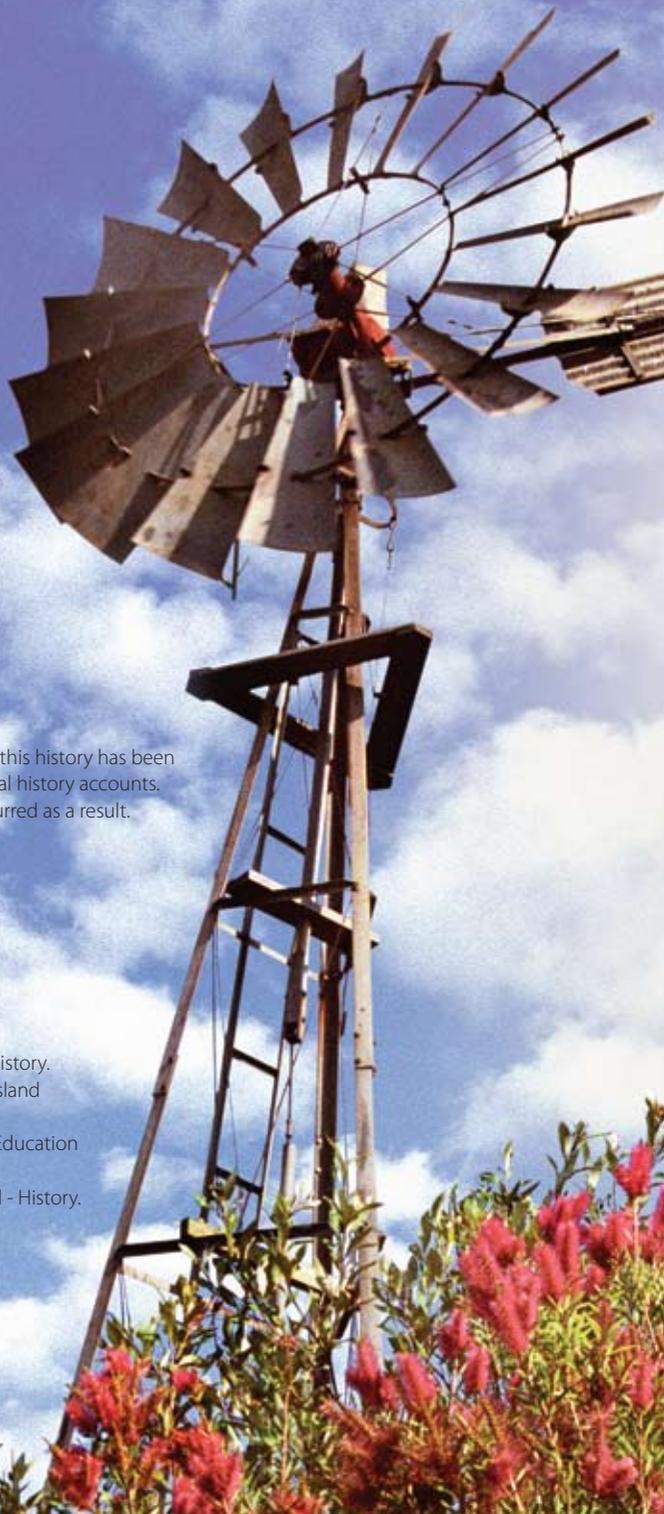
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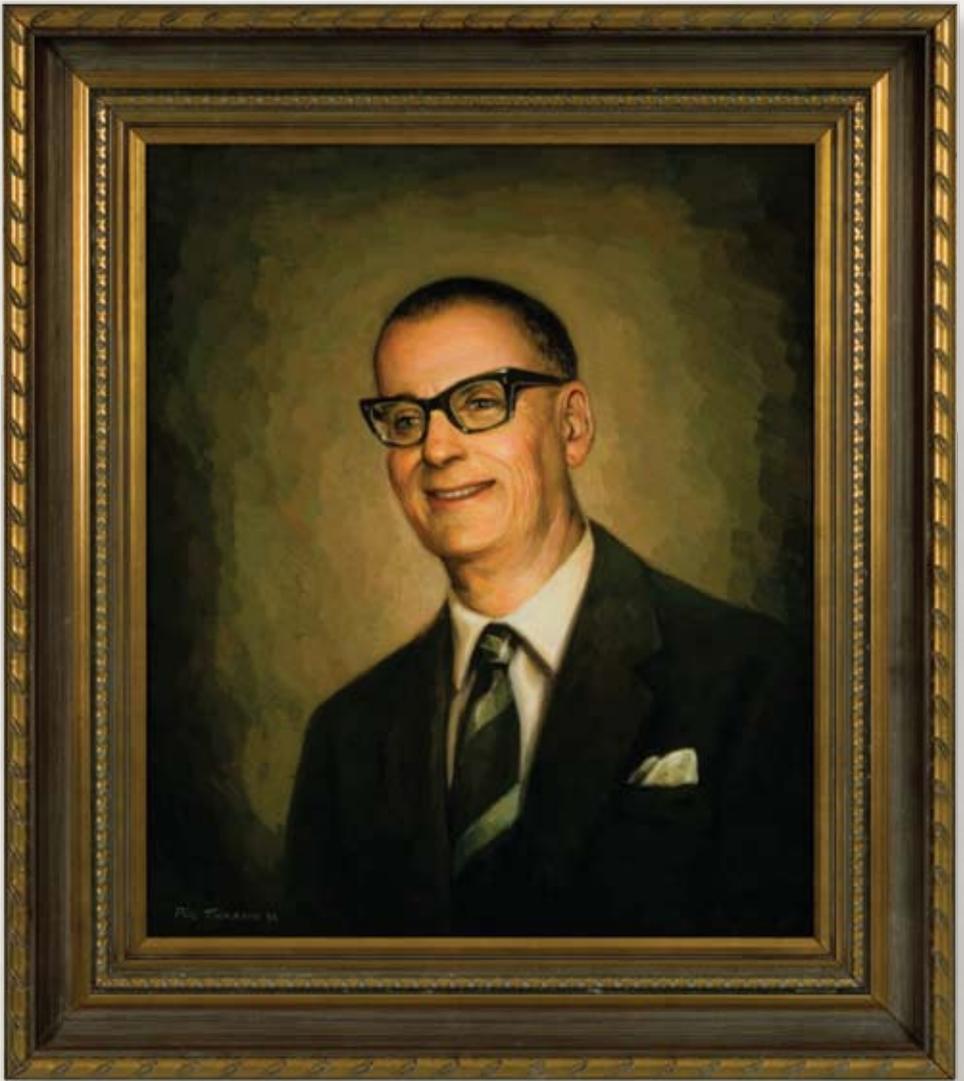
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Dr Alexander Roy McGregor died tragically in a road accident in Paris in 1970. Tributes at the time were numerous and included the following from Acting Mayor of Toowoomba Alderman JE Duggan: *"It is difficult in paying a tribute to him to select any one quality that stood out above all others. He was a wonderful family man; a former mayor of the city, he served with distinction (1949-1952); a medical man who gave of his talents and skill far beyond that required to be extended to an individual patient. His contribution to education was outstanding. The Darling Downs Institute of Technology owes much to his tireless work and enthusiastic support."* (The Chronicle, 27 April 1970)

In July 1970 the Toowoomba branch of the Australian Medical Association announced it would endow a students' room and furnish a common room at the McGregor College of Residence, that was then under construction, to honour Dr McGregor. It also established the annual McGregor Oration in his memory.

USQ: The First 40 Years is humbly dedicated to the memory of Dr McGregor, a great supporter and friend of USQ.
(Portrait of Dr McGregor by Pir Tareen - 1988 Photo: USQ Photography)

Introduction

We acknowledge the peoples and elders of the traditional owners of the lands upon which USQ campuses now stand—the Jarawoir and Giabal people of the land now referred to as greater Toowoomba, the Butchulla people of the Fraser Coast area and the Ugardapul people of the Springfield area.

USQ's antecedent institution was established in Toowoomba in 1967 as a regional branch of the Queensland Institute of Technology and developed as an autonomous college of advanced education, the Darling Downs Institute of Advanced Education (DDIAE), during the 1970s and 1980s. The emphasis was very much on student-focused teaching and employment-focused professional courses. Distance education emerged as a major mode of delivery during the mid-1970s and by 1980 external enrolments exceeded internal enrolments. The institution broadened higher education access for groups that were otherwise under-represented in the sector, particularly the socioeconomically disadvantaged and people from regional areas. Through the growth in distance education enrolments, the student body came to include a high proportion of adults studying part-time while employed. Distance education also enabled the DDIAE to become an early entrant in transnational education—the institution actually boasted three-quarters of Australia's off-shore international student enrolments in 1986–7!

The DDIAE became the University College of Southern Queensland (UCSQ) in 1990 and the University of Southern Queensland (USQ) in 1992. The institution has changed dramatically in many ways since then, developing its research profile, expanding its postgraduate coursework programs – now ranking in the top six in the sector for the proportion of its enrolments in these programs—becoming a major transnational educator teaching students in over 70 countries, and establishing significant branch campuses at USQ Fraser Coast in Central Queensland and USQ Springfield on Brisbane's south-west fringe. However, much of the foundation values and core activities of the DDIAE have continued to inform the development of USQ:

- Strong links with the community and a strong regional base that serve to support growth as a State, national and international higher education provider.
- Student-focused learning and teaching, strong student support and professional education as central to the institution's approach.
- An emphasis given to ensuring a satisfying and rewarding student experience to a diverse student constituency.
- A reliance on innovation, professionalism and operational excellence.
- An effective balance and productive tension maintained between the institution's roles as a major regional university and a successful international business.

This booklet outlines the development of this unique institution over its first forty years.

THE DARLING DOWNS UNIVERSITY

President:
ALD. J. F. McGAFFERTY
MAYOR OF TOOWOOMBA

ESTABLISHMENT



ASSOCIATION

Hon. Treasurer:
R. N. ELLIOTT, F.C.A.

Chairman:
DR. ALEX MCGREGOR
M.B., B.S., M.B.A.C.P.

Hon. Secretary:
W. D. GULLIFORD,
P.O. BOX 442
Phone 2-2126

ADMINISTRATIVE OFFICE
49 NEIL STREET, TOOWOOMBA

19th April, 1963.

R. C. Gilmour,
73 Canning St.,
MARRICK.

Dear Sir,

Because of the support of our members, we feel that final success will be achieved this year, and that the Government will decide to recommend plans for a University for the Darling Downs. Their decision of course, will be largely governed by the united demands of the people in this area. This means that the greater our membership, the greater our influence on their decision.

It is therefore my privilege to write, inviting you to join us in this venture which will mean so much to both parents and children in the future.

The funds obtained from membership fees will be used in making every effort to establish Toowoomba as an ideal site in the eyes of the Authorities, and providing in part, funds for the purchase of an initial site for a University College.

Membership Fees are:-

Adult Members	£1. 1. 0
Family Membership (inc. children under 2½ yrs.)	£1. 5. 0

We are enclosing a blank cheque form which considerably simplifies enrolment of new members, but money orders, postal notes, or your own cheque may be used. Please do not omit to fill in the lower section of this form as this information is important for our statistical records.

Each member will receive the official Association Membership Certificate by return mail.

Remember it is only by your support that success can be achieved.

Yours sincerely,

ALEX MCGREGOR
CHAIRMAN



*Towards a new world
of opportunity for
the Youth of the
Downs and S. West
Queensland*

Three Times as Many children in Brisbane who pass their Senior go on to the University, than do children from the Darling Downs and South-West Queensland.

It is Not because the Brisbane students are any more intelligent than the others, but because the University is handy to them, and therefore cheaper for them to attend.

The Darling Downs University Establishment Association is a group of Parents and Citizens who are seeking a new deal for the youth of this area by providing University facilities for students on the Darling Downs and South Western Queensland. **THEY NEED YOUR HELP.**

Above: This letter from Dr McGregor to a prospective DDUEA member in April 1963 reflects the confidence that the DDUEA Chairman had in the success of his cause. It would be less than two years later that Toowoomba would be officially named as the site for a new college.

Left: This excerpt from an early DDUEA promotional pamphlet builds the case for a tertiary education presence on the Darling Downs

1. Pre-History: *Dr Alex McGregor and the DDUEA*

The City of Toowoomba occupies a strategic location in regional Queensland. Standing at the head of the most accessible of the roadways through the Great Dividing Range to the west of Brisbane, it developed not only as a gateway to Queensland's rich pastoral west but prospered as a major supplier of goods and services to rural Queensland. From its earliest days, one of the major services provided by Toowoomba was education, serving as the base for a number of prestigious boarding schools and encouraging the development of a strong education culture within the City. With the economic boom and feeling of enthusiasm that followed World War II in Australia it was not unnatural for prosperous Toowoomba to look to build its position as an education city even further by becoming the home for a regional university. As a result, a movement was born.

Public discussion about the desirability of a higher education presence on the Darling Downs grew in earnest from around 1957. Finally, a public meeting of over 200 in Toowoomba on 2 December 1960 led to the founding of the Darling Downs University Establishment Association (DDUEA) under the Chairmanship of Dr Alex McGregor, a former Mayor of Toowoomba and local medical practitioner. The aim of the DDUEA was to establish a university college in Toowoomba which would in due course become a university.

The impact of the activities of the DDUEA was felt almost immediately. At the urging of the Association the Toowoomba City Council declared over 200 acres of land to the south-west of the main town centre, close to the old township of Drayton, as reserved for educational purposes in its 1961 Town Plan. This is the site upon which USQ Toowoomba campus now stands. The suburb was originally named College Heights but this name was changed to Darling Heights in September 1966 (in anticipation that the new institution would be called the Darling Downs Institute of Technology). The DDUEA was active in raising support and money for its cause through selling subscriptions at a price of a few guineas¹. Perhaps its most famous promotional exercise of the time was the 'Barnstorming Tour' of June 1963. Here Dr Alex McGregor and several members of the DDUEA travelled in a Piper Commanche aircraft to 14 towns from Stanthorpe to Charleville in an effort to raise awareness and support right across the west. The tour was a massive success, generating welcome publicity and boosting subscriptions. By 1966 the DDUEA would boast 10,000 subscribing members. In a letter to the Prime Minister around this time Dr McGregor stated: *"We cannot over-emphasise the tremendous 'ground-roots' enthusiasm for tertiary education in our Region. It is not well understood in Brisbane."*

By this time the scene was being set for a radical change to higher education in Australia. The post-War economic boom had dramatically increased the need for people with higher skills and the government was keen to broaden participation in tertiary education which had previously only been available to a relatively small proportion of society. In 1964 after two years of work, a Committee led by Sir Leslie Martin released its *Report of the Committee on the Future of Tertiary Education in Australia* that had been commissioned by the Menzies Federal Government. A major thrust of the report was

¹ In the days before decimal currency was introduced to Australia in February 1966, a 'guinea' represented 'one pound and one shilling' or \$2.10 in today's money. This may not sound like much but remember that in 1965 a pint (around half-litre) of milk in a glass bottle could be bought for less than a shilling (10c).

the recommendation for the establishment of a College sector in Australia to run parallel with the existing university and technical education sectors. In framing its recommendation, the Committee did so with the aims of widening the range of tertiary education opportunities available to Australians and to broaden tertiary education participation. (Similar moves for a 'two tiered' higher education system emerged in the United Kingdom at around the same time.) The colleges were envisaged to be more teaching-oriented, more vocationally focused, more flexible in their approaches and better linked with business and industry than the universities of the day. Toowoomba was suggested in the Martin Report as the location for a "*Darling Downs College*" largely due to the intense lobbying efforts of the DDUEA—Sir Leslie Martin had visited Toowoomba in 1963 on the invitation of the Association. The seeds for a new institution had been sown.

The DDUEA would evolve into the Darling Downs Association for Advanced Education (DDAAE) and, later, Darling Downs Unilink Ltd which continued to raise money for the institution, in particular through its College Art Union lottery, until its eventual liquidation in 1996.

The memory of Dr Alex McGregor was honoured by the opening of McGregor Residential College on the Toowoomba campus by Governor-General Sir Paul Hasluck on 20 March 1971.

USQ remains as the lasting legacy of all those people who subscribed to and otherwise supported the outrageous proposition of bringing a university to the Darling Downs. What vision our founders had!



Mayor of Toowoomba Alderman Jack McCafferty farewells the 1963 'Barnstorming Tour' party at the Toowoomba Aerodrome. Those pictured with Dr McGregor and Mayor McCafferty (in centre of shot) are (from left) pilot Mr Robert Hughes, and DDUEA members Mr Doug Plant, Mrs Joan Powell and Mr Rod Trousdell.

(Photo courtesy of *The Chronicle*, Toowoomba)



The visit on 23 October 1963 by Sir Leslie Martin, who chaired the Committee considering strategies to expand higher education opportunities in Australia, proved critical to the success of the DDUEA's push for a college on the Downs. Pictured (from left) are Dr McGregor, Sir Leslie Martin and Mayor of Toowoomba Alderman Jack McCafferty.

(Photo courtesy of *The Chronicle*, Toowoomba)

'Bunty' Griffiths (left), Acting Institute Principal Mr AJ Wright and Dr McGregor view the plans of the new Institute in 1966. Mr Herbert A (Bunty) Griffiths OBE, Fellow of the University was a director of the Toowoomba Foundries Ltd at the time and a prominent member of the DDUEA. He was one of two local members appointed to a development committee which advised the Tertiary Education Advisory Committee (TEAC) on the establishment of a college in Toowoomba. He would go on to serve the institution in a wide range of ways; including as Chairman of the DDIAE Council from 1971 to 1989, then as Chancellor of UCSQ during 1990.

(Photo courtesy of *The Chronicle*, Toowoomba)



In its first few years the Institute campus would consist only of the Administration building, the Science/Business building (D Block, seen here under construction in 1966) and, from 1968, H.A. Davis College—all on a greenfield site near Drayton in south-west Toowoomba.

(Photo courtesy of *The Chronicle*, Toowoomba)



Humble beginnings. An aerial view of the QIT(DD) in 1968. With typical enthusiasm, “Dr McGregor highlighted the advantages inherent in this new Institute, such as freshness, as exemplified in a young, highly qualified teaching staff; modern equipment; an incredibly good student-staff ratio; fees considerably cheaper than those at university; and living-at-home benefit for the majority of students.” (*The Chronicle* 13 November 1967) (Photo: USQ Archives)



The Federal Minister for Education and Science, Mr Malcolm Fraser (second from right), later to be Prime Minister of Australia (1975-1983), inspects plans for the future expansion of the Institute during a visit to Toowoomba on 13 February 1969. Pictured (from left) are State Director of Technical Education Mr C. Gilmour, Dr McGregor, Head of the Federal Education and Science Department Sir Hugh Ennor, Mr Fraser and Principal of QIT(DD) Mr Lindsay Barker. (Photo courtesy of *The Chronicle*, Toowoomba)

2. Beginnings: QIT(DD) 1967–1971

The Queensland Institute of Technology (Darling Downs)—commonly referred to at the time as the Darling Downs Institute of Technology—opened for business in Toowoomba on 2 February 1967 as a predominantly technologically directed institute. The original staff complement consisted of the Principal, eight full-time and five part-time academic staff and four administrators; but would rise to 39 academic staff and 13 administrative, library and support staff, plus the Principal for 1968. The Foundation Principal was Mr J Wolfe, who acted in this position until May 1967, at which time Mr Lindsay Barker became Principal, commencing his 23 year tenure leading the organisation. The Institute had some 140 foundation students studying either full- or part-time.

The new institution offered 29 courses at Fellowship Diploma (four years full-time), Associate Diploma (three years full-time) and Certificate (two years full-time) levels.

The physical presence on the Toowoomba campus site at this time was modest. Staff and students were initially accommodated in just two buildings on a bare greenfield site with few services or amenities. Engineering facilities were housed ‘downtown’ at the Toowoomba Technical College precinct in Hume Street. (Some College Engineering facilities would remain at this site into the 1980s.)

The fields of education introduced during the early QIT(DD) days were: Business Management, Biological Sciences and Mechanical Engineering in 1967; Civil Engineering, Electronic Engineering, Electrical Engineering and Chemical Sciences in 1968; Physics and Laboratory Technology in 1969; and Geology, Agricultural & Environmental Engineering and Mathematical Sciences in 1970.

The Institute was soon organised into three Schools, each with two Departments:

- School of Business Studies: Department of Business Studies and Department of General Studies.
- School of Engineering: Department of Agricultural & Civil Engineering and Department of Mechanical & Electrical Engineering.
- School of Science: Department of Chemistry & Biological Sciences and Department of Mathematics & Physics.

In January 1969 the first McGregor Summer School was introduced as a project of the Darling Downs Association of Advanced Education (DDAAE) offering three classes in painting, and involving three tutors and 43 students. Classes in sculpture and weaving were added to painting for the second McGregor Summer School the following year and the program went on to become a major event in the institution’s calendar with a nation-wide profile.

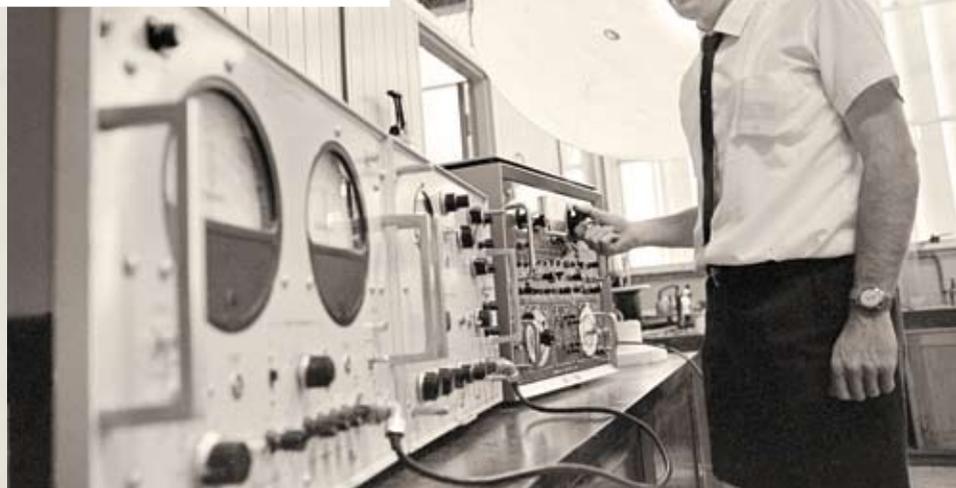
In a move that would prove prophetic to the organisation’s future, the Institute first began offering correspondence (external study) units at the Certificate level in collaboration with the Technical Correspondence School in Brisbane in 1969.

In 1970 the Institute held its first graduation of 25 students. (The College Medallist was Peter Robert Albion who was later to become a long-serving education academic at the organisation). However the winds of change were already evident. From as early as 1966, the DDUEA had expressed its dissatisfaction with the original conceptualisation of the Institute as having a narrow technological emphasis. It strived to broaden the curriculum to include 'non-technological disciplines' (including the liberal and creative arts) and to generally raise standards in line with the concept of a comprehensive college for the Darling Downs as originally envisaged by Sir Leslie Martin. As the QIT(DD), only limited progress was able to be achieved towards these goals. In order to realise its vision the community needed to have its own autonomous college. By 1970, steps were well and truly underway to make this happen.



J W (Jim) Akers joined the staff of the Department of Chemistry & Biological Sciences in the School of Sciences at QIT(DD) in 1968. He was a member of the first Academic Board in 1969 and an active member of the Education Practices Unit (EPU) which offered in-service programs for staff during the early 1970s. He is pictured here in 1968 with the Department's pride and joy—a state-of-the-art steriliser. (Photo courtesy of *The Chronicle*, Toowoomba)

Technician John Grant-Thomson adjusts the servo mechanism training simulator at the QIT(DD) in 1969. The two servo test units on the left were used by third and fourth year electrical engineering students in their study of control and instrumentation. The technician pictured was destined to work his way through the academic ranks at the institution to become one of USQ's most eminent professors. (Photo courtesy of *The Chronicle*, Toowoomba)





At a time when the Quad was a carpark! An article in *The Chronicle* of 17 September 1970 announced enthusiastically that: “An extensive building program is about to begin at the Darling Downs Institute of Technology.” In the space of just a few years the campus would be transformed with McGregor College about to be opened and the construction of A, C, E, G, K4, R and S Blocks completed by 1974. (Photo courtesy of *The Chronicle*, Toowoomba)

Institute Principal Mr Lindsay Barker congratulates the winner of the College Medal, Mr Peter Albion, at the Institute’s history making first graduation ceremony on 4 April 1970.

(Photo courtesy of *The Chronicle*, Toowoomba)



Other prizes awarded at the first graduation included the Southern Cross Prize for the outstanding engineering student for 1969: John Alan Chambers; Darling Downs Association for Advanced Education Prize for the outstanding science student for 1969: Susan Jane Stagg; and the Harrison Printing Co. Prize for the outstanding business student for 1969: David Francis Cleary.

(Photo courtesy of *The Chronicle*, Toowoomba)





College Director Mr Lindsay Barker (right) watches as Mr J K (Jack) Thistlethwaite, Regional Director of Education and long-time College Council member, turns the first sod for the Education and General Studies building in 1971
(Photo courtesy of *The Chronicle*, Toowoomba)

3. The College Years: DDIAE 1971–1989

The Darling Downs Institute of Advanced Education (DDIAE) was created through The Education Act (1964) Amendment Act 1970. This granted advanced education status to the institution which became by law an autonomous multi-purpose college under the control of its own College Council on 25 June 1971. The serving Principal of the QIT(DD), Mr Lindsay Barker became Director of the new College of Advanced Education (CAE).

The first College Council was convened under the Chairmanship of Mr HA (Bunty) Griffiths—previously a member of the Advisory Council of the QIT(DD). The Council was a body corporate responsible for the development and overall control of the College. The Council determined the name of the new CAE, chose the phoenix rising from the ashes as its symbol and the basis for its common seal, and approved as the College motto *Per Studia Mens Nova*: ‘through study the mind is transformed.’

An Academic Board and Director’s Advisory Committee were established; and a school structure emerged based initially on Education and General Studies (the latter portion becoming Arts in 1974), Engineering, Applied Science, Resource Materials and Business Studies. The new college had moved quickly to broaden its education offerings, introducing Creative Arts and Studies in Human Society in 1971 (realising the community’s hopes for the offering of creative and liberal arts on the Downs), as well as Secondary Teacher Education. The scene was set for a period of expansion over the next two decades that would see course offerings expand dramatically and student numbers increase by over six-fold to around 8,000 by 1989.



Stage 2 of the Resources Materials Centre under construction in 1974. The striking pillars were hoped to create some of the atmosphere of Old World universities. The ground floor space, originally defined as an “internal mall”, would become the campus Refectory. (Photo courtesy of *The Chronicle*, Toowoomba)

The DDIAE soon proved itself an innovator in the sector, becoming the first college in Australia to introduce a year-round calendar, offering fourth term for catch-up study and in-service training courses as early as 1971, and allowing for mature entry enrolments in the same year; introducing the Student Advisory Scheme, an early example of a program based on student mentoring, and a Welfare Committee for Overseas Students in 1973; introducing units in 'diagnostic and remedial education' for study by all student teachers and becoming the first post-secondary provider in Queensland to be granted a radio station licence for the purpose of broadcasting educational programs in 1974; and conducting perhaps the first major quality review exercise based on the validation of a self-review by an external 'Expert Core' in 1977—a clear quarter of a century before the Australian Universities Quality Agency (AUQA) made such reviews mandatory in the higher education sector. Other areas of innovation were not as clearly evident from the beginning. For example, the College's passion for educational technology that would contribute to its ultimate leadership position in open and distance learning, began with the purchase of a second-hand ICL 1902A computer in 1975 which boasted just over 1 megabyte of main memory across four terminals—far from cutting edge technology, even for the time.

Contrary to the expectation for CAEs, the DDIAE moved gradually into research. Centres oriented towards applied research were established around 1977, including the Australian Studies Centre, the Child Studies Centre, Soil and Water Studies Centre, the Energy Research Centre, the Computer Software Research Centre, and the Economic Research Centre. Multidisciplinary centres were also established including the Centre for Applied Research Methodology, the Centre for the Study of Technological Change and the Action Centre for Coordinated Organisation Review and Development (ACCORD).

Three issues in particular shaped the development of the DDIAE—its role as a regional university, its move into open and distance learning, and its entry into international education. The first issue is perhaps the most fundamental for the organisation. From its earliest days the DDIAE could already boast close links with its community. However, this would be boosted by the Board of Advanced Education which in 1976, at a time of economic recession in Australia, stated the need for colleges to be particularly flexible and responsive to the needs of their communities and regions. Specifically, flexibility was sought in entry requirements, teaching approaches, modes of study and course design. As well, regional institutions were expected to both contribute to State and national economic and social development, and to meet local needs. This reinforced the trend already underway for the DDIAE to move into distance education and to develop even further its strong emphasis on regional engagement.

In 1974 the DDIAE had piloted two tertiary level external courses developed in-house—the Graduate Diploma in Education (Tertiary) and the Bachelor of Business degree—generating Australia-wide interest. The following year the Academic Board established a subcommittee to investigate and report on policies, both academic and administrative, for offering courses externally. This led in 1977 to the establishment of the External Studies section—later to be renamed the Department (and eventually Division) of External and Continuing Education (DECE)—to manage and consolidate the external studies programs offered by the various Schools. This was associated with an expansion in external studies that was initially not widely supported by academic staff.

In 1978 Mr Vern White was appointed to head the new External Studies Department. Despite considerable resistance from the Schools, he introduced the 'standard ideal model'—the centralised system of distance teaching established by the UK Open University. Unit teams were established to develop instructional materials, to manage the teaching programs and to conduct individual units. The stated aim was to acquire an expert instruction design group to assist in developing teaching materials which were appropriate to the needs of the largely mature age students studying externally. The Outreach section of the External Studies Department was set up through a State-wide network of Regional Liaison Officers (RLOs). Study centres, an RSVP Program, residential schools, structured telephone tutorials and other measures were also introduced by the end of the decade.

By the end of the 1970s the student population itself was changing with increasing numbers of mature aged students and a growing involvement in continuing professional education. For the first time, the number of external enrolments rivalled the number of internal enrolments. Some 90% of external enrolments at this time were from Queensland, but also included were enrolments from Papua New Guinea, India, South Africa, Saudi Arabia, Fiji, Hong Kong, Malaysia, Britain and the USA.

The DDIAE had developed a clear transnational focus by the early 1980s. For example, planning for the Japanese Garden had commenced as early as 1981—the brainchild of Dr Adrian Allen, lecturer in Asian Studies in the School of Arts; while the DDIAE External Studies Department served as a UNESCO-appointed demonstration unit where educators from Asian countries could be taken to see modern developments and innovations in open and distance learning. However, throughout the early 1980s the Board of Advanced Education (BAE), which had oversight of the CAE sector, continually frustrated the DDIAE's efforts to establish a significant off-shore international education program at the College



The land transformed 1984–2004. Developed through a true partnership between USQ and Toowoomba City Council, *Ju Raku En* occupies 4.5ha on the northern side of the USQ Toowoomba campus and today is Australia's largest and most traditionally designed Japanese stroll garden. It receives 80,000 visitors each year. (Photos: USQ Photography)

using distance study packages—stating that such moves were outside the expected operations for a college. In 1981 a major initiative was commenced under arrangements with the University of the South Pacific (USP) which involved the DDIAE introducing technician training into the South Pacific region through the offering of associate diploma courses in engineering by external studies on a subcontractual basis. This led in May 1982 to the DDIAE establishing the Pacific Education and Training Centre within the DECE to provide education services at the tertiary level to Pacific nations. Despite the arrangements with the USP subsequently being assessed as “illegal” by the Solicitor-General and being forced to cease formally by 1984, these initiatives created the impetus for the development of a fee-paying overseas program at the DDIAE based on distance education.

Finally in 1985 Queensland Cabinet gave approval for the DDIAE to proceed with a pilot scheme for the offering of courses by external studies to fee-paying students in Hong Kong. By the end of the year 170 enrolments had been obtained from this source. New ventures developed quickly; so much so that *The Australian* of 20 August 1986 claimed that the DDIAE “has enrolled more than two-thirds of all foreign paying students undertaking Australian-based tertiary courses” a decade before most other Australian universities even contemplated off-shore educational delivery.

The DDIAE continued to ‘punch above its weight’ in a range of ways. It led Australia’s cultural exchange with China in the 1980s through the establishment of an exchange program between the DDIAE and Hubei University that was formally approved in 1986, and its involvement in organising the groundbreaking “International Conference on Ergonomics, Occupational Safety and Health, and The Environment” (or ISO-O-SHE) that was held at the Beijing International Hotel in October 1988. The DDIAE provided leadership to the emerging Landcare movement in Australia during the late 1980s through its Land Use Study Centre. It also provided a cultural focus for regional Queensland through its various initiatives in the performing and creative arts.

However, the winds of change were again in evidence in the closing stages of the decade through the activities of Federal Education Minister John Dawkins who was unfolding a plan to bring unrivalled changes to Australian higher education—changes that would have a major impact on the future of ‘Dr McGregor’s college on the Downs’.



Taking in the moment,
new students attending
Orientation Week at the
College in 1975.
(Photo courtesy of *The Chronicle*,
Toowoomba)

Love it or hate it, USQ Toowoomba's S Block is certainly unique. Built in 1974, the 15m façade of sculptured concrete was created by Brisbane artist 'Dixie' Lambert by pouring concrete between the outer wall and specially designed moulds made of plywood and styrene foam. (Photo courtesy of *The Chronicle*, Toowoomba)



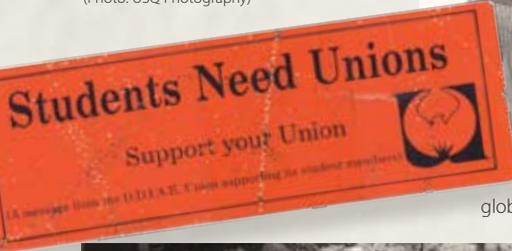
The growing campus, looking south-east over the Quad in 1980. It should be noted that the campus signage is becoming increasingly complex by this point. (Photo: USQ Photography)



Right: **The Student Union** (later Student Guild) operated from the earliest days of the institution to provide a wide range of cultural, social and welfare services to students. On-campus students from the 1970s will recall some of the more notorious events such as the Foundation Day Pranks and Ruthven Street Run. (Photo: USQ Photography)



Left: This battered DDIAE Student Union sticker circled the globe three times on the suitcase of a proud DDIAE graduate



Left: Students taking a well-earned break on the Quad in 1976 (Photo: USQ Photography)



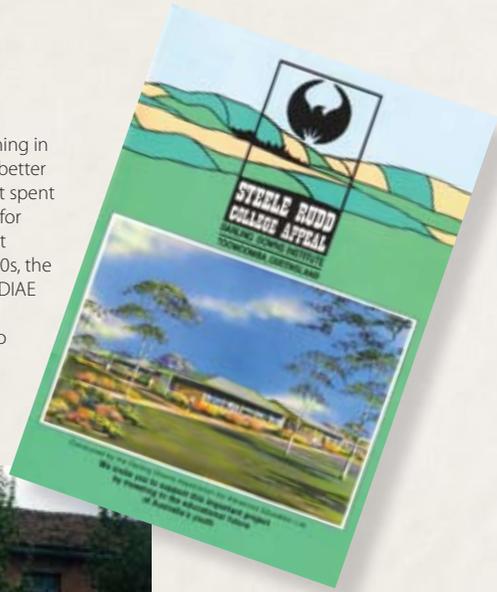
A long tradition of on-campus performance has developed since the earliest days of the College. The Acme Sausage Company toured children's theatre using a remodelled Sydney double-decker bus. (Photo: USQ Archives)



Clockwise from above: **Head of the DECE Mr Vern White** (centre front) **organises the staff photo for the class of '79**. The reputation of the DDIAE was quickly built on the high quality of its study materials and the excellence of its student support services. (Photo: USQ Photography) "Do it external" with the DDIAE College 'duck' became a catch-cry in the '80s. The diversity of students attending this Residential School lecture reflects how profoundly educational opportunities have been broadened through distance education. (Photo: USQ Photography)



H A Davis College was the Institute's first residential college opening in 1969. Named for the local writer Arthur Hoey Davis (1868–1935), better known by his pen name of Steele Rudd (of 'Dad and Dave' fame) it spent its first few years as an all-male college and retained a reputation for being a bit 'blokey' and rough. With growth in on-campus student enrolments, including in international students from the mid-1980s, the associated demand for residential college space prompted the DDIAE to significantly extend the complex during 1988–9; creating the transformed Steele Rudd College. This poster from 1987 sought to raise money for the expansion.



The DDIAE was a pioneer in international education from the early 1980s. Pictured is a senior College delegation to China in 1986—(back row from left) Mr Michael Byrne, Dr Lindsay Barker, Mr Ian Eddington, Mr Ken Fowler, Mr Ken Imison and Professor Leon Cantrell— with their enthusiastic local hosts. (Photo: USQ Archives)



With her life ahead of her. A graduand reflects on the enormity of her achievement at her graduation ceremony in 1991. (Photo: USQ Archives)

4. A Period of Transition: UCSQ 1990–1991

The Commonwealth released its Higher Education White Paper in 1988 which laid the blueprint for a radical change to higher education in Australia. Government wanted universities to be more immediately relevant to society, more efficiently run and more accountable; and to have a greater impact. Part of the reform involved disestablishing the 'binary system' that had been in place since the mid-1960s. Universities, CAEs and Institutes of Technology would be integrated into a single sector of new universities, often through organisational amalgamations to form larger more efficient, dynamic and cost-effective institutions. This was the whirlwind in which the DDIAE found itself caught up.

An Advisory Committee chaired by Emeritus Professor FJ Willett visited the DDIAE campus in December 1988 to assess the case for the DDIAE becoming a university. The Advisory Committee recommended that the institution be immediately recognised as a potential university without the need to amalgamate with another institution—a considerable coup. Critical factors in this decision were that the DDIAE was seen as large enough to be sustainable as an autonomous university—having doubled in size during the 1980s on the basis of its external enrolments—and that it was well positioned to achieve university status in a reasonable period of time.

A 'Panel of Visitors' was appointed by the Minister for Education, Youth and Sport in 1989 to assist the institution towards full university designation. Advice was provided on such matters as establishing a professoriate, and developing research and postgraduate programs. The panel consisted of Professor Sir Bruce Williams, Professor D Caro and Professor T Heath.

The University of Southern Queensland Act 1989 was developed and granted Royal Assent on 13 October 1989. The DDIAE would the following year become the University College of Southern Queensland (UCSQ) under the sponsorship of the University of Queensland with the aim of achieving full university status in 1993. Section 145 of the University of Southern Queensland Act 1989 provided for the first Council of the University College to consist of the members of the existing Council of the DDIAE. The inaugural meeting of the first Council was held on 10 November 1989 at which time statutes were established and the organisation and committee structures for the University College were determined.

A comprehensive review was held of the academic program. Almost all courses were restructured on the basis that a normal full-time load would consist of eight units per year. This restructuring required most courses to be reaccredited. This massive process was completed on schedule and the restructured courses were offered from the commencement of semester 1 1990. The University College also started to build a professoriate through both the redesignation of existing staff and new external appointments, including to the new positions of Professor and Dean.

Throughout this period the institution continued to develop. Undergraduate nursing courses were introduced into the academic program in 1990, summer semester was significantly expanded, a USQ Brisbane Centre was established at Milton to cater for the growing student numbers living in greater Brisbane, and the Regional Liaison Officer Network was expanded interstate. The period also saw the retirement of the longstanding leadership team of Mr Bunty Griffiths and Dr Lindsay Barker, with



The first Council of the University College of Southern Queensland. Shown with Chancellor Mr H A (Bunty) Griffiths are (clockwise from left) Vice-Chancellor Professor LJ. Barker, Mr Kenneth Munro, Mr Edward Zanatta, Mr Geoffrey Greene, Mr Keith Jordan, Bishop Adrian Charles, Mr Lionel Davidson, Dr Patrick Murray, Mr Allan Bruce, Fr Brian Sparksman, Mrs Elsie Brimblecombe, Mr William Roberts, Mrs Barbara Meynink and Mrs Allison Dickson AO. Standing—Mr Ross Funari, Mr John Stewart and Mr William Couchman.

(Photo: USQ Photography)



Professor Tom Ledwidge, long serving Head of School and Dean of Engineering & Surveying, served as Interim Vice-Chancellor during 1991 following the retirement of Professor Barker. (Photo: USQ Photography)

Mrs Allison Dickson AO assuming the role of Chancellor and Professor Tom Ledwidge, Pro Vice-Chancellor (Academic Affairs) appointed as Interim Vice-Chancellor of the University College.

In 1991 the Interim Vice-Chancellor embarked on a consultative process on issues of governance and management. This process resulted in recommendations to Council in April concerning an acceptance of the role and functions of the Academic Board and the Vice-Chancellor's Consultative Committee, the nature of School assemblies, and rules governing staff re-appointment.

On 29 August 1991 the Deputy Governor and Acting Chief Justice of Queensland, The Honourable Mr Justice McPherson signed a Proclamation formally setting the date on which the UCSQ would become the University of Southern Queensland as 1 January 1992, a full year ahead of the original schedule. With this act, a new university was born.

The first intake of Nursing students was in 1990.

However, prior to this time the DDIAE supported professional development courses for Registered Nurses in the region. Here nurse educator Janet Newlands provides instruction at Toowoomba Base Hospital in 1989. (Photo: USQ Photography)

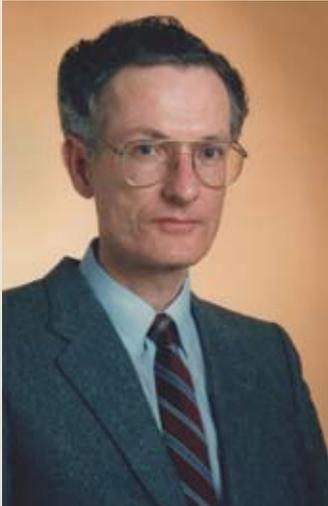


UCSQ graduates at a graduation ceremony held in Malaysia in 1991. The blue gowns which had been a feature of graduations for two decades would soon give way to the black Cambridge-inspired gowns adopted by USQ upon its establishment in 1992. (Photo: USQ Archives)





Reviewing the new signage in 1992 are (from left) Chancellor Mrs Allison Dickson AO, Vice-Chancellor Professor Barry Leal, Deputy Vice-Chancellor Professor Paul McNally, Administration Director Mr Norm Hughes and Secretariat Director Mr Geoff Edmondson. (Photo: USQ Photography)



Eminent languages scholar Professor Barry Leal steered the early development of USQ as its first Vice-Chancellor. (Photo: USQ Photography)

A large crowd, including the Mayor of Hervey Bay, Councillors, USQ staff, builders and architects watched as USQ Vice-Chancellor Professor Barry Leal turned the first sod at the site of the new University building and city library complex at Hervey Bay in 1996. This was the beginning of USQ as a true multi-campus institution. (Photo: USQ Archives)



5. The Birth of a University: USQ 1992–1996

On 1 January 1992 Professor Barry Leal took up the position of inaugural Vice-Chancellor of the new University of Southern Queensland (USQ); with Mrs Allison Dickson AO as inaugural Chancellor. Considerable structural change took place with a new executive management structure—including new positions of Registrar, Bursar, Deputy Vice-Chancellor (Academic), Deputy Vice-Chancellor (Services) and University Librarian, all but one filled through new appointments². The introduction of a structure based on six Faculties eventually replaced the former seven Schools. The new Faculties were Arts, Business, Commerce, Education, Engineering & Surveying, and Sciences, with elements of Information Technology (which for a time represented a seventh faculty) becoming incorporated into Sciences and Business. Implemented during 1992–3, this restructuring also resulted in Departments and Disciplines replacing teaching programmes as the basic administrative units of faculties.

In 1993 Kumbari/Ngurpai Lag Higher Education Centre was established as an autonomous entity within the Academic Division. Prior to this, indigenous studies and support had resided within the Faculty of Arts as The Office of Aboriginal and Torres Strait Islander Education (OATSIE).

Two Pro Vice-Chancellor positions were created in 1993—PVC (Research) and PVC (Development)—to promote research and enterprise in the new university. In particular, two major research and development initiatives were introduced. The National Centre for Engineering in Agriculture (NCEA) established in 1993 and the Fibre Composites Design and Development (FCDD) Centre established in 1995 would have a major impact on generating research income for the University from that time. An emphasis was also given to build USQ's research training program and to expand postgraduate coursework offerings during this period.

In 1994 a Policy on Teaching, an Academic Board initiative, was approved. The Policy recognised the central role of teaching at USQ and encouraged good teaching in the new university. At this time USQ was one of the few universities in Australia where above-average teaching performance was a requirement for academic promotion.

USQ's leadership position in open and distance learning had by this time long been recognised. In 1994 the sub-secretariat for the Pacific Region for the International Council for Distance Education (ICDE) became located at USQ with Professor Jim Taylor, Director of what was now called the Distance Education Centre (DEC) appointed as the ICDE Vice-President for this region. In 1996 USQ Vice-Chancellor Professor Barry Leal became chair of the National Council for Open and Distance Learning. These were just the first of the many accolades and achievements that the University would win over the next decade in this area of strength. In 1996, with support by Commonwealth funding and in collaboration with AT&T, USQ introduced the Graduate Certificate in Open & Distance Learning as a largely internet-based course. This marked the beginning of USQ's early entry into online education. During this time the DEC worked on streamlining its practices in line with international best practice, going on to become the first distance education facility in the world to receive accreditation to international quality standard ISO9001 in 1997.

² Former Deputy Director DDIAE and Deputy Vice-Chancellor UCSQ Professor Paul McNally assumed the role of Deputy Vice-Chancellor (Services).

The period signalled the beginning of an era of major capital works at the University with a new DEC Building (Y Block) opened in 1992, while 1996 saw the opening of the 350-seat Allison Dickson Lecture Theatre (H-Block, named after USQ's inaugural Chancellor), the Clive Berghofer Indoor Recreation Centre (named after the Toowoomba mayor, businessman and long-time benefactor of the University), and the new Engineering & Surveying Building (Z Block).

Throughout this period, USQ never lost sight of its place in the community and it continued to make a significant contribution as a regional university. A study at the time indicated that USQ contributed over \$150 million annually to the Toowoomba region alone.



The opening of Kumbari/ Ngurpai Lag (Place of learning) as an autonomous unit in the Academic Division in 1993. Pictured are (from left) KNL Director Mr Bill Buchanan, Torres Strait Islander community representative Mrs Romina Fujii, Senator Neville Bonner AO and USQ Chancellor Mrs Allison Dickson AO.

(Photo: USQ Photography)



Vice-Chancellor Professor Barry Leal (centre), Information Technology Services (ITS) Director Mr Alan McMeekin (to his right) and staff of ITS accept their international quality assurance standards (ISO) accreditation certificate from Mr Derek Forrest from Sci-Qual International Pty. Ltd. ITS was the first computer services division within any university in Australia to achieve this distinction.

(Photo: USQ Photography)

USQ initially had seven faculties.

Pictured are the Deans of Faculty of the young USQ dressed in their academic robes (from left) Associate Professor Andrew Sturman (Education), Professor Peter Swannell (Engineering & Surveying), Professor Maurice French (Arts), Mr Keith Cronk (Acting/Information Technology), Professor Anthony Barnett (Business), Mr Hugh Avey (Sciences) and Professor Robert Coombes (Commerce).

(Photo: USQ Photography)



Unsung heroes. USQ has maintained a unique network of Regional Liaison Officers (RLOs) since the late 1970s to support students studying at a distance. Head of Outreach Services, Ms Suzanne King (now Milroy, seated centre) is pictured with the RLO team at their annual meeting in Toowoomba in 1996.

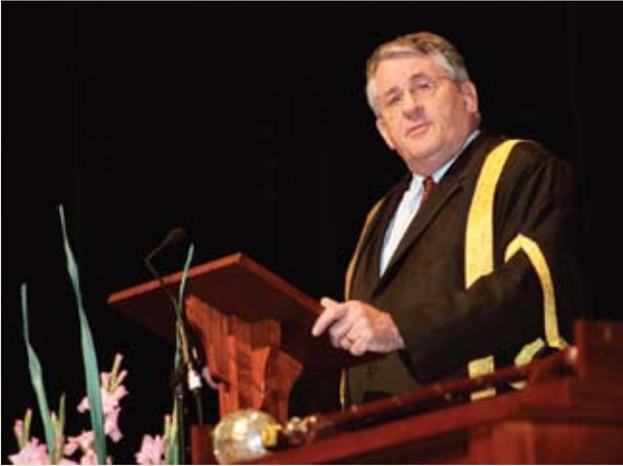
(Photo: USQ Photography)



The Allison Dickson Lecture Theatre was named in honour of long-serving DDIAE Council Deputy Chairman, UCSQ Chancellor and inaugural USQ Chancellor Mrs Allison Winning Dickson AO, Dr of the University (honoris causa). The building was constructed in 1996 at a cost of \$2.5 million.

(Photo: USQ Photography)





Vice-Chancellor Professor Peter Swannell giving the graduation address at the Spring graduations in 2003. (Photo: USQ Photography)



Queensland Premier Peter Beattie receives a memento from Vice-Chancellor Professor Peter Swannell at the official launch of USQ's internet study option—USQ*Online*—on the Gold Coast in 1999. (Photo: USQ Photography)



Prime Minister John Howard presents the Good Universities Guide's University of the Year trophy for 2000–2001 to Vice-Chancellor Peter Swannell. USQ won the award for its leadership in developing the e-University. (Photo courtesy *The Melbourne Age*)

6. A Period of Expansion: USQ 1996–2003

In February 1996 Mr Don Stevens assumed the Chancellorship and in December of that same year Professor Peter Swannell took up the role of Vice-Chancellor. Both had long experience with USQ and the regions, Mr Stevens as head of the Heritage Building Society and Professor Swannell as Dean of the Faculty of Engineering & Surveying (1989–93) and Pro-Vice-Chancellor (Research) 1993–6. Over the next seven years, USQ would see a 25% increase in student enrolments, a tripling of the proportion of USQ revenue derived from research and contracts, and extensive systems development, including the Peoplesoft-based administrative systems at a total cost of over \$16 million.

USQ became a true multi-campus institution in 1997 when a dedicated building facility for USQ Wide Bay was completed and occupied. The institution had commenced on-campus teaching at Hervey Bay on Queensland's central coast as early as 1988 through an arrangement with Hervey Bay Senior College but the opening of USQ's own facility in the region represented a maturation of USQ Wide Bay into USQ's second campus. The Hervey Bay City Precinct, developed in conjunction with the Hervey Bay City Council, co-located the USQ campus with a library, art gallery and cultural centre to be shared by USQ students and the general community in a true partnership arrangement.

Open and distance education remained a major focus of the institution. In 1999 USQ was recognised with the Award for Excellence in Leadership as a Dual Mode University (study on-campus, off campus, online or in a mix of modes), and Professor Jim Taylor, Director DEC was recognised for his outstanding contributions to distance education. These Inaugural Awards were made by the International Council for Open and Distance Education (ICDE), the peer group body for international open and distance education providers, supported by UNESCO. The University established Australia's first position of Professor of Flexible Learning with Professor David Ross appointed to the Chair; and in 2000 Professor Jim Taylor, was appointed to the newly created position of Deputy Vice-Chancellor (Global Learning Services) with responsibility for the DEC, Information Technology Services (ITS) and Library. USQ's achievements were again recognised in 2001 when it was named joint winner of the Good Universities Guide's University of the Year 2000–2001 for demonstrated leadership in 'developing the e-University'.

The University's research program continued to develop with the opening of the Centre for Rural and Environmental Biotechnology (CREB) in 1999, the establishment of the Centre for Rural and Remote Area Health (CRRAH) in 2001, and the official launch of the Cooperative Research Centre for Irrigation Futures (CRCIF) in 2003.

Major capital projects also continued, for example through the construction of the Phoenix Building (Q Block) in 1998–9, the Library (R Block) extension in 2001, Stage 2 of the University's Wide Bay facility in 2003 and a research and manufacturing facility to accommodate the USQ Fibre Composite Design and Development (FCDD) Centre of Excellence in the same year.

During this period a particular emphasis was placed on expanding USQ's international program. By 2003, USQ would boast education partners providing tutorial support using USQ study packages in Sydney, Bretten (Germany), Hong Kong, southern Africa and Fiji; a number of educational support

centres providing student recruitment and low-level support such as the PMC School of Logistics in Singapore and ITI in Papua New Guinea; and 80 international agents providing student recruitment services in over 60 countries.

In 2002 USQ became the first Australian university to undertake a full quality audit by the Australian Universities Quality Agency (AUQA). In its Report of the Audit of the University of Southern Queensland released in 2002, AUQA noted that: *"USQ is a young, dynamic University that is making significant contributions in terms of the students and communities it serves, as well as to the future direction of Australian higher education."*

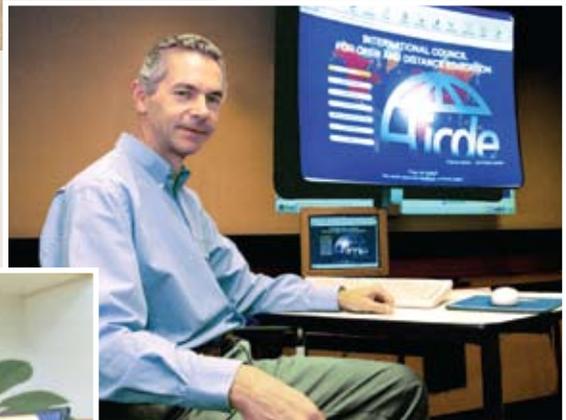
The institution had indeed come a long way from its humble beginnings in 1967.



Multicampus development. The USQ Wide Bay campus has grown steadily since its opening in 1997 with a Stage 2 building constructed during 2003 and Stage 3 being planned for 2007. In 2007 it was officially renamed USQ Fraser Coast. (Photo: USQ Photography)

Academic excellence. USQ's Distance Education Centre Director—and future Deputy Vice-Chancellor (Global Learning Services)—Professor Jim Taylor on hearing he had been awarded the Individual Prize for Excellence in 1999 for his contributions to open and distance education.

(Photo: USQ Photography)



Engaging with the community. In 1999 Associate Professor Glen Postle received Rotary International's highest honour, the Paul Harris Fellowship, for his service to education and the community.

(Photo: USQ Photography)





Cutting edge research and development. Fibre Composite Design and Development's fibre composite bridge concept being tested under load. The product is being commercialised by Wagners CFT. (Photo: USQ Photography)



Study worldwide. David Davies balances his study towards an MBA at USQ with his job as a Communications Technician at Mawson Research Station in Antarctica in 1999. (Photo: supplied)



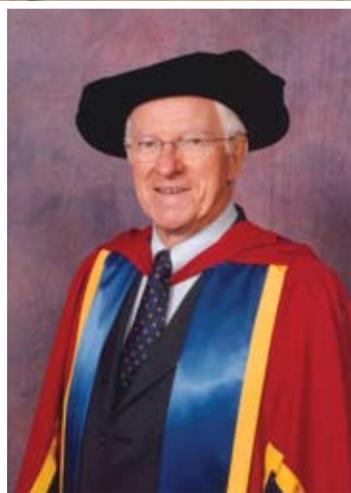
Growth. USQ Toowoomba campus in 2003 - a far cry from its humble beginnings as two buildings on a greenfield site in 1967. (Photos: USQ Photography)



Outgoing USQ Vice-Chancellor Professor Peter Swannell (right) congratulates Professor Bill Lovegrove on his appointment as the new USQ Vice-Chancellor in 2003. (Photo: USQ Photography)



USQ Vice-Chancellor Professor Bill Lovegrove addressing the guests at the launch of the Australian Centre for Lifelong Learning at Springfield in 2004. The implementation of a new research centre's policy has been a major focus of Professor Lovegrove's administration. (Photo: USQ Archives)



Mr Donald Stanley Stevens AM served the University with distinction as Chancellor between 1996–2006. He is shown here in the robes of Doctor of the University (honoris causa) to which he was admitted in 2006. During his decade as Chancellor, Mr Stevens awarded qualifications to no fewer than 30,424 graduates. (Photo: Exclusive Portraits)

7. A Period of Consolidation and Strategic Growth: *USQ 2003–present*

Professor Bill Lovegrove commenced as Vice-Chancellor on 1 October 2003 at a time of significant change to Australian higher education. Federal Education Minister Brendan Nelson was on the verge of releasing his Building Australia's Future reforms that would see a further deregulation of the higher education sector that opened universities more to free market forces, obliged them to be run more like businesses and subjected them to unprecedented levels of public scrutiny. More than ever, there was a need for the University to streamline its operations, fully develop its strengths and tap into its foundation values that centred on providing a rewarding student experience to a diverse student constituency as a regional university.

A major strategic planning exercise was initiated with wide consultations with stakeholders which resulted in the release of the *USQ Directions* blueprint in July 2004. Budgetary reform, improved contracts management, comprehensive organisational planning and review processes, and the introduction of an innovative Pro Vice-Chancellor structure for improving the oversight of core institutional functions were introduced to enhance the University as a business. The quality of the student experience was targeted through strategies such as the introduction of the new position of Dean of Students, the establishment of the Learning & Teaching Support Unit (LTSU) and the Student Equity Office, and the introduction of the Graduate Certificate in Tertiary Teaching & Learning as a standard teaching qualification for academic staff. Research was targeted through a new Research Centres Policy that focused on a relatively small number of internationally competitive multi-disciplinary centres, enhancement to research infrastructure and the establishment of a Commercialisation Office. Infrastructure was created to assist the University to engage more effectively with the community and contribute to a sustainable future. Policy and process reform was emphasised to make USQ more efficient and effective, and to free up the resources necessary to bring the University forward. All-in-all, the aim has been to consolidate the gains the University has made, to build on strengths and to provide a solid platform for success in an increasingly challenging operating environment.

Two major developments during this period provide insights into USQ's future directions—each being characterised by strong strategic alliances, sound business planning and a commitment to service. The first is the new USQ Springfield campus on the south-west fringe of Brisbane—a major emerging population growth corridor—which opened for business for semester 1 2006. USQ is forming the core element of Education City, a major educational precinct within Greater Springfield—the largest planned urban development in Australia. In Education City USQ will be involved in 'cradle to grave' education provision alongside a number of high quality education providers ranging from child-care to registered training organisations (RTOs), with unprecedented opportunities to develop important strategic partnerships. The new campus has its own campus theme—'community based / career focused'—management model and academic program portfolio. With a successful first year, a strong strategic positioning and a dedicated and skilled staff it is poised for great things.

The second keystone development is the Queensland College of Wine Tourism (QCWT) in Stanthorpe, which finds USQ partnering with Southern Queensland Institute of TAFE, Stanthorpe State High School and the State government. The venture also includes the involvement of six other gateway schools from across the Granite Belt region of Queensland, and enjoys strong backing by the Queensland Wine Industry Association. The QCWT is the first specialised wine training facility in Queensland and over time will provide training from Year 11 through to postgraduate study in Wine Science and Wine Tourism, as well as providing a base for focused research and professional consultancy services. USQ's Faculties of Sciences and of Business are collaborating with Charles Sturt University to provide the academic programs in an area of professional education of high relevance to the Darling Downs.

Strong strategic alliances, sound business practice, client-focused multidisciplinary approaches, operational excellence and high relevance—these are the features that are coming to characterise USQ's future directions.

It is a credit to all those involved in the institution's development that the University is now able to build on such strong foundations to secure a successful future.



Giving to the community. The first Shakespeare in Queens Park Festival in 2004 featured Hamlet and a series of nightly Platform Performances. It began what has now become an annual institution for Toowoomba that is also extending to the Fraser Coast. (Photo: USQ Photography)



Building a better future. Through annual celebrations associated with Harmony Day and NAIDOC Week, USQ and its communities celebrate our cultural diversity. (Photo: USQ Photography)

USQ Springfield



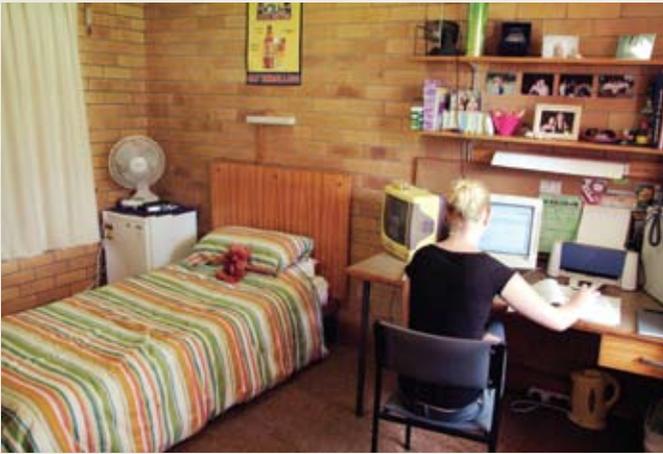
Strategic growth. The official opening of the USQ Springfield campus on 21 August 2006 by the Minister for Education, Science and Training the Honourable Julie Bishop. Pictured (from left) are Minister Bishop, USQ Chancellor Mrs Roberta (Bobbie) Brazil and Springfield Land Corporation Chairman Mr Maha Sinnathamby. (Photos: USQ Photography)

Excellence in education.

Distance and e-Learning Centre Director Associate Professor Alan Smith and Vice-Chancellor Professor Bill Lovegrove display the Commonwealth of Learning Award of Excellence for University Achievement won by USQ in 2004; adding to the accolades afforded the University in the area of open and distance learning.

(Photo: USQ Photography)





Hard work. Whether at home, in the Library or, as shown here, in Residential College, university is ultimately about hard work and what may seem like never-ending study.

(Photo: USQ Photography)



Rewards. The granting of a university qualification at graduation demonstrates that the graduand has attained a certain level of mastery in their chosen field. This is a crowning achievement and, for many, a life-changing event.



At left, Ben Stephen, Fred Walker and Gary Dalton (back) and Ciehan Titasey, Laehanne Keller and Kelcy Weber (front) are all smiles after successfully completing the indigenous Higher Education Pathways Program in 2004.

(Photos: USQ Photography)

8. To the Future

Growth has been a feature of the institution since its inception. Between 1971 and 1989 the DDIAE grew almost six-fold to reach student enrolments of around 8,000. As a university it has grown over three-fold more with student enrolments in its fortieth year well exceeding 26,000. However, with higher education demand in Australia now largely met, with more universities entering the market and with the international education market maturing and changing, the scope for growth for any Australian university is becoming limited. Clarity of vision, a strong unique identity and operational excellence have emerged as the hallmarks of a successful university in the modern context with sound business management and strong strategic partnerships becoming increasingly important as key strategies for USQ.

USQ has a vision as a transnational education provider. This vision begins with USQ's position as a major regional university with forty years of experience serving and partnering its communities. As an engaged university USQ is obliged to be relevant, is obliged to be responsive to the needs of its constituents and is obliged to deliver meaningful outcomes—be it in the form of academic programs that position graduates to secure fulfilling careers, research outcomes that contribute to regional development or community programs that enhance the lives of local citizens.

As a Queensland university established under a State Act and an Australian university that receives significant levels of public funding USQ's responsibilities extend to a consideration of supporting State and national priorities. It is able to achieve this through its leadership position in open and distance learning that enables students to access its programs from anywhere in the country, through the high quality and relevance of its research outcomes and through its willingness to engage in meaningful ways with business and the broader community.

As an international business USQ generates export income for Australia, connects its regions to the international knowledge economy and brings the benefits of its involvement on the world stage back to its communities. In its truest sense, transnational—working across borders—connects the local to the national and international; creates meaningful linkages and partnerships and brings prosperity to all concerned. In this way, USQ's transnational vision parallels exactly the vision of its founders for a university college on the Darling Downs—providing the opportunity for prosperity through access to knowledge.

Building a successful national and international business from its base as a regional university with strong roots in its communities and its hard earned leadership position in open and distance learning, USQ is clearly focused towards the future. With USQ Toowoomba now a well established institution on the Darling Downs, an increasingly assured USQ Fraser Coast, a vibrant new campus at USQ Springfield, an emerging presence in Stanthorpe and a sound portfolio of strategic partnerships worldwide, the University looks forward to an exciting and event-filled future.



In 2007 USQ Wide Bay officially became USQ Fraser Coast. USQ is today a multi-campus, transnational higher education provider, reaching out to students locally, nationally and across the globe. (Photo: USQ Photography)

Secondary students enjoying science on-campus during Science Week. USQ seeks to build pathways, provide opportunities and motivate everyone to strive to achieve their goals and fulfil their potential. (Photo: USQ Photography)



Students attending a lecture at USQ Springfield. Excellence in learning and teaching remains USQ's core focus with students able to select from a range of study options on- and off-campus. (Photo: USQ Photography)

USQ Doctoral students Renee Cornford (now Cornford-Nairn) and Scott Fry are seen here working on the development of a novel Whooping Cough vaccine in 2002. Research and research training are key activities for a university. (Photo: USQ Photography)





In 2006, approximately 7,400 international students of more than 120 nationalities were studying at USQ either on-campus, off-campus or online. The diversity of USQ's student body enriches the University in so many ways.

(Photo: USQ Photography)



Doctoral student Amjed Hussain conducting plant growth trials with the National Centre for Engineering in Agriculture (NCEA) on the Darling Downs in 2006. USQ makes major contributions to the community as one of Australia's leading regional universities.

(Photo courtesy of NCEA)



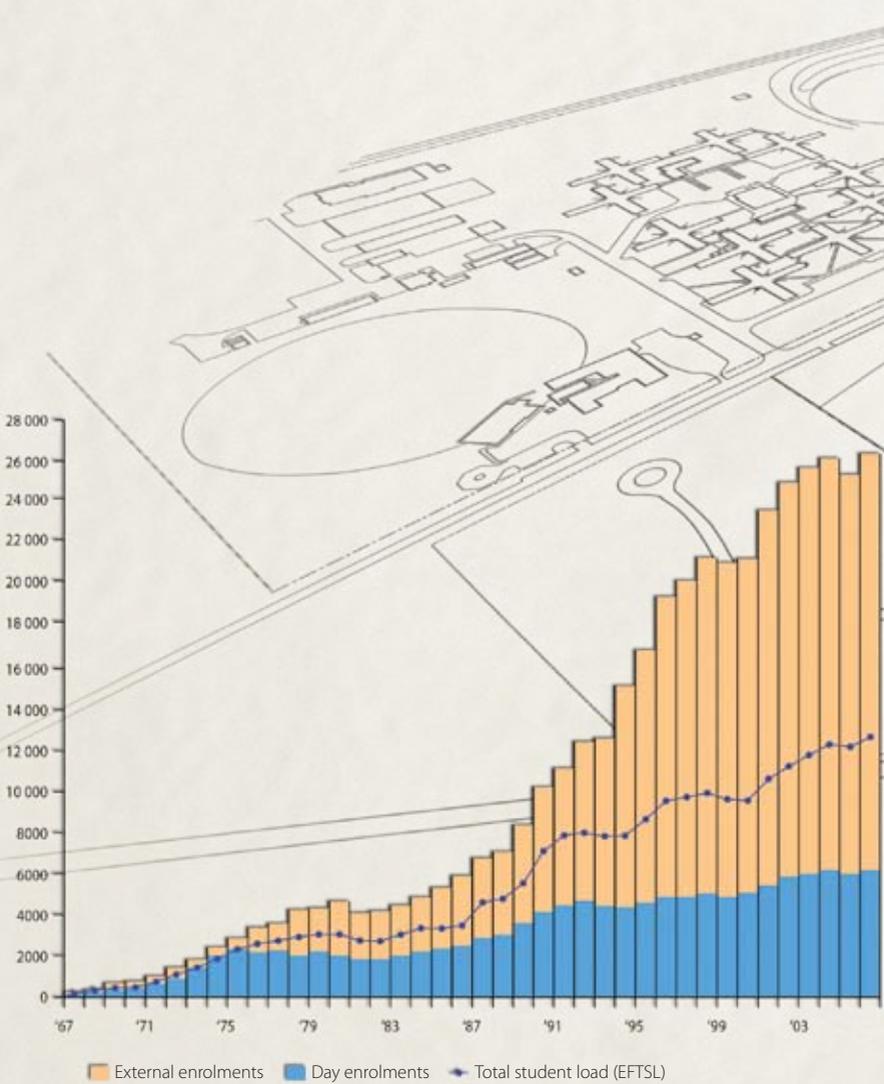
Professor Rod St Hill, Dean of Students, reflects the level of care afforded to students at USQ. Students form lasting relationships through their association with the University. (Photo: USQ Photography)

Never an institution to rest on its laurels, USQ celebrated the launch of the Queensland Centre for Wine Tourism in 2005. Pictured are (from left), Dean of Sciences Professor Bill MacGillivray, Vice-Chancellor Professor Bill Lovegrove, Queensland Premier Mr Peter Beattie, Queensland Minister for Education Mr Rod Welford and Principal of Stanthorpe State High School Mr John Neville.

(Photo: USQ Photography)



USQ: 40 years of growth and development





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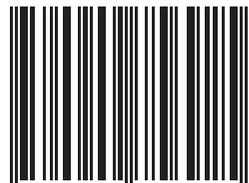
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This publication has also drawn on various original internal Institute, College and University documents held in the USQ Historical Archives; as well as *Phoenix Gazette* and *USQNews* editions from 1992–2006.



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