

QAAFI STRATEGIC PLAN 2022-2026

VISION: Enable Queensland and Australia to be the globally recognised leader in high impact subtropical and tropical agrifood research and knowledge leadership, advancing the competitiveness and sustainability of agriculture and food systems.

PURPOSE: To solve major challenges in a rapidly changing world by conducting and leading collaborative research, innovation and capacity building through trusted partnerships in agriculture, food, and nutrition.

STRATEGIC DRIVERS AND THEMES

Strategic Drivers – Aligning our five drivers of success:

1. Sharp focus on innovation, industry outcomes and local and global opportunities (for Queensland, Australia, and the region).
2. World-class multidisciplinary research excellence with critical mass delivering relevant and actionable solutions.
3. Being a strategy and team-driven Institute unleashing individual brilliance.
4. Leveraging across the full capacity of our alliance partners, UQ and DAF.
5. Strengthening the development of industry-engaged world-class higher degree students and researchers.

Strategic Themes – QAAFI will build on its four discipline Centres (Crop Science, Animal Science, Horticultural Science and Nutrition & Food Sciences) to establish four cross-cutting themes that focus on solutions and impact:

1. Predictive Agriculture for Improved Productivity and Value
2. Climate Resilient and Environmentally Sustainable Agriculture
3. Healthy Agriculture, Food and Communities

CRITICAL SUCCESS FACTORS AND KEY ENABLERS

Alliance Partner Engagement	Collaboration & External Stakeholders	Industry & Community Impact & Translation	People, Culture & Leadership	Resources & Funding
Foster and leverage indispensable relationships across UQ and DAF	Build stronger internal and external, mutually-beneficial trust-based partnerships	Best in class translation and commercialisation of research to realised industry and social impact	Attract, engage, develop, and retain diverse world-class research, support staff and inclusive leadership talent	Access the diversified financial and infrastructure resources required to support long-term mission objectives
<ul style="list-style-type: none"> a. Revitalise the strategic partnership with DAF as a core element of QAAFI. b. Through performance, collaboration and partnership, be an indispensable part of UQ. c. Foster a shared and compelling purpose across QAAFI, UQ and DAF collaborators. d. Implement strong strategic and operational planning processes. 	<ul style="list-style-type: none"> a. Build mission critical external partnerships based on trust, value generation and ease of engagement. b. In the context of Team UQ, strengthen QAAFI's identity, profile, reputation, and visibility. c. Network internationally with leading researchers in public, private and research for development sectors. d. Effective Aboriginal and Torres Strait Islander engagement in partnership with communities. 	<ul style="list-style-type: none"> a. Build co-created research to industry impact pathways. b. Develop the collective mindset and individual skills to work with industry and community. c. Build collaboration with industry, facilitating active EMCR and HDR engagement. d. Leverage agribusiness, business development and tech transfer skills to drive industry impact. 	<ul style="list-style-type: none"> a. Value the contributions and strategic input /involvement of all staff: researchers, professional staff and students - addressing gender, inclusion and diversity. b. Develop pathways for career development and enhancement, maximising professional and intellectual agility. c. Active succession and workforce planning and mentoring to attract, and retain key talent. d. Role-model a culture of collaboration and excellence. 	<ul style="list-style-type: none"> a. Secure long-term programmatic funding to support investment in people and research. b. Successfully mobilise resources for infrastructure, facilities, technology and support services. c. Review QAAFI's budget and financial management settings to enable strategic investment. d. Align and strengthen the strategic management of the new project pipeline.

VALUES

Within the context of the UQ values framework, QAAFI will build its future success on the basis of shared values around **Teamwork, Respect, Accountability, Inclusion, Transparency and Trust (TRAITT)**.