



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

Toward 2032

UQ Strategic Plan 2022-2025



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Vice-Chancellor and President

A word from the Vice-Chancellor and President

Through more than a century of service to the people of Queensland, Australia and the wider world, The University of Queensland's (UQ) central mission has been remarkably consistent and enduring.

The University's founders went to great lengths to describe this new institution as the "people's university", or quite deliberately as the "University **for** Queensland".

The University's founding legislation from 1909 describes our core functions as: "... *to promote sound learning, to encourage original research and invention, and to provide the means of obtaining a liberal and practical education in the several pursuits and professions of life in Queensland*".

Today, 112 years later, we still define our mission in very similar terms. Put simply, UQ is here "*to deliver for the public good through excellence in education, research and engagement with our communities and partners – both locally and globally*".

This Strategic Plan describes how we will continue to fulfil that purpose, as we seek to seize new opportunities and meet the challenges of the future.

The Plan describes the approach we will take over two time horizons. Our longer-term aspirations are outlined in the 2032 positioning statements and measures of success, and these set the direction for our 2022–2025 strategic priorities.

Without doubt, though, this Plan is grounded in UQ's contemporary operating context, which has been heavily influenced by the disruptive impact and experiences of the COVID-19 pandemic.

Throughout 2020 and 2021, UQ responded to pandemic-related lockdowns and border closures by accelerating the shift to online learning and developing new ways of engaging students located across the globe. Our research community also rose to the challenge, creating novel approaches to collaborating and progressing the critically important research that is underway across UQ.

I have been incredibly proud of the agility and resilience of our staff, students, alumni and partners through this unprecedented period of disruption. The fact that the University will emerge from the pandemic in a relatively healthy position is a credit to the hard work, creativity and commitment of the entire UQ community.

Indeed, this commitment was apparent, again, as we undertook the process of engaging staff in the development of this Plan.

We invited staff to participate in a month-long Strategy Jam, where they could share their thoughts on the University's future. They responded en masse, contributing insights, ideas and inspiration on how UQ can continue to deliver for the public good.

Through this consultation process, we developed UQ's strategic priorities for 2022–2025, framed around the three domains that address our core purpose: learning and student experience, research and innovation, and enriching our communities. These are underpinned by three enablers that are critical to our future success: our global profile, our people, and securing our future.

While many of the strategic priorities are an evolution or an extension of activities that we already do well, this Plan places a greater focus in certain areas and signals some entirely new directions.

For instance, UQ has delivered the highest quality undergraduate learning experiences for decades, but we recognise that our graduates increasingly need lifelong learning support as they adapt to rapid workplace change.

Therefore, this Plan signals our focus on providing a broader range of postgraduate learning opportunities, as we seek to meet the needs of our alumni, industry, and the wider community.

To ensure that we're supporting a broader range of people to come and study at UQ, we are also committed to greater innovation in how we deliver our educational programs.



While our students place a high value on the social aspects of learning on campus, they also want the option of seamless online learning. For this reason, this Plan includes a commitment to further develop our digital capabilities to support continual improvement in the quality of our online programs.

Extending this goal further, we will also pursue transnational education strategies that involve offering our programs through a combination of online delivery and close partnerships with international universities. This will allow us to deliver a UQ education to offshore international students, providing more diversity in our student experience, and an even stronger global network for our alumni.

Under the research and innovation domain, we are absolutely committed to having an impact across the entire research and innovation pipeline.

That involves maintaining our commitment to the generation of new knowledge by conducting excellent fundamental research, as well as translating our research into progressive ideas, better services and new products for the benefit of society.

Over the course of this Plan, there will also be a particular focus on the commercial translation of our research. Through closer collaboration with industry and government, we are confident that UQ-based researchers can make an even greater contribution to the growth of the innovation ecosystem, as well as the development of new industries and a thriving knowledge-based economy.

While UQ has always contributed to the public good, this Strategic Plan very directly focuses on our role in enriching communities and re-emphasising our position as the University *for* Queensland.

Under our newly articulated 'Queensland Commitment', we are committed to building a new endowment fund that supports talented young Queenslanders to pursue their passion at UQ, regardless of their background or financial circumstances.

We also seek to deliver broader economic and social benefits to Queensland by leveraging our research and teaching expertise in a diverse range of fields, including healthcare, agriculture, and sustainable mining. We are committed to being an innovation partner for our whole state and it's a sign of our desire to not only help solve community challenges, but also to contribute to Queensland's economic development.

Under this Plan, we also seek to have a positive impact both nationally and globally.

Here in Australia, we especially want to play a leading role in reconciliation as advocates with and for Aboriginal and Torres Strait Islander peoples and communities. By 2032, we want to be recognised by Reconciliation Australia as an Elevate RAP organisation.

At a global level, we will help to advance the UN's Sustainable Development Goals, and leverage UQ's development expertise to support capacity building in the Indo-Pacific region.

Ultimately though, the University's performance and impact will be determined by the commitment of our people and the strength of our culture.

This Strategic Plan features a new set of UQ values that we want to be the foundation of that culture. We strive for creativity and excellence, but truth is central to everything we do. We will work together with integrity, courage, respect and inclusivity.

As we look a decade into the future, I am conscious that Brisbane will be in the global spotlight as the host city of the 2032 Olympic and Paralympic Games. By then, I hope that UQ will be universally acknowledged and celebrated. We will be known not only for our contributions to knowledge leadership, but also for the many ways in which we deliver for the public good.



GREAT IS TRUTH,
AND MIGHTY
ABOVE ALL THINGS.

Our vision

*Knowledge leadership
for a better world.*

Our mission

*Our core purpose is to deliver for the
public good through excellence in
education, research and engagement
with our communities and partners:
local, national and global.*

The University of Queensland (UQ) acknowledges the Traditional Owners and their custodianship of the lands on which UQ operates. We pay our respects to their Ancestors and their descendants, who continue cultural and spiritual connections to Country. We recognise their valuable contributions to Australian and global society.

UQ values

Our values guide our behaviour and provide the foundation of our culture.

In this Strategic Plan, we are announcing a refreshed set of UQ values that articulate what we strive for, how we work together, and our commitment to discovering and sharing truth.

What we strive for

Creativity

We apply our creativity as a way of seeking progress. We value new ideas, seek fresh perspectives and pursue game-changing innovations and opportunities

Excellence

We strive for excellence in everything we do. We apply the highest standards to our work to achieve the greatest impact for the benefit of communities everywhere.

Central to what we do

Truth

Truth is central to all that we do as a university. We seek truth through our focus on the advancement and dissemination of knowledge, and our deep commitment to academic freedom and freedom of expression.

How we work together

Integrity

We always act with integrity. As stewards of the University's resources and reputation, we are honest, ethical and principled.

Courage

We are courageous in our decision making. We are ambitious, bold and agile. We demonstrate moral courage, so that we are always guided by a sense of what is right.

Respect and inclusivity

We provide a caring, inclusive and empowering environment for all. We engage respectfully with one another and promote the value that our diversity brings to our whole community.





By 2032, UQ will be known as a university that:



Delivers highly sought-after graduates, who are prepared for future success through rich and broad educational experiences



Leads as a premier provider of high-quality postgraduate and lifelong learning opportunities



Leverages the breadth and depth of its research capabilities and vibrant precincts to address the world's most pressing challenges



Is a trusted and agile partner widely regarded as a leader in entrepreneurship, knowledge exchange and commercialisation



Has an extensive global reach in education and research with a strong commitment to capacity building in the Indo-Pacific



Breaks down barriers to education through the targeted and effective Queensland Commitment



Is values-led, deeply committed to delivering for the public good and supporting our people, leading reconciliation, and embracing different life experiences and perspectives



A university that delivers highly sought-after graduates, who are prepared for future success through rich and broad educational experiences

UQ is renowned for excellence in teaching innovation, and developing graduates who are highly capable, motivated and prepared to succeed in their chosen field. Three years after completion, our graduate full-time employment rate is currently 92 per cent with almost two-thirds in a leadership role. Approximately 10 per cent of working graduates own their own business with over a third of our graduates giving back to the community through volunteering.

We will build on this success through an inspiring experiential curriculum that equips our graduates with both the disciplinary knowledge and transferable skills they need to have impact and influence in a rapidly changing global workplace. To that end, our focus over the next four years is to give our students an employability 'edge' by creating new opportunities for them to develop their leadership skills, entrepreneurial mindset, digital literacy and sense of civic duty. By 2032, we hope that at least half of our students will have participated in UQ's enrichment experiences, including global study experiences, internships, student-staff partnership projects, entrepreneurship programs, and industry projects.

Universities across the world have transformed the way they offer their educational programs, adopting widespread online learning through the COVID-19 pandemic. This has created an impetus for UQ to further develop our educational model combining online and on-campus learning, in a way that delivers on the 'value-add' of our rich campus learning experiences, global connections and extra-curricular opportunities. For those studying on campus, we will build a personalised and digital experience to create a learning environment that is seamless and flexible. Over the next four years, we will develop fully online offerings to deliver a UQ education to a broader range of domestic and international student markets.

We will also strengthen our focus on developing a sense of belonging and wellbeing for our students, wherever they may be living and studying. Optimal support will be provided through our exceptional student services, while the opening of Kev Carmody House in 2022 will add to our highly regarded network of residential colleges on our St Lucia campus and our Gatton Halls of Residence. As we strive to meet the evolving needs of our students, we aim to be within the top five universities in Australia for sense of belonging among students by 2032.



A university that leads as a premier provider of high-quality postgraduate and lifelong learning opportunities

Australia's workforce needs will shift significantly over the coming decades. Automation will change the way we work, new industries will emerge, and demand for education to support reskilling and upskilling will increase. Embracing these evolving expectations and aspirations for education, UQ will become a premier provider of high-quality postgraduate and lifelong learning opportunities. We will create a range of internationally competitive offerings that are responsive to, and co-designed with, industry and students. These will ensure that we produce graduates with the skills and capabilities required to enable Australia's future economic prosperity. These offerings will also enhance our ability to provide our alumni with ongoing opportunities to continue learning long after graduation through access to educational programs, services and partnerships.

We've set ourselves the goal of doubling our domestic postgraduate enrolments by 2032, and we will also expand our educational portfolio to incorporate alternative credentials. These will include stand-alone modules, professional certificates and stackable pathways that provide credit into a postgraduate degree. We know that many professionals will want to dip in and out of education throughout their working life to develop the specific skills and knowledge they need to progress or change their career. We are committed to meeting the ongoing educational needs of our alumni and the evolving workforce capability needs of our industry partners. We will launch a new professional academy to support these ambitions.

Lifelong learners will be looking for flexibility. In an 'on-demand' world, our postgraduate, executive education and short course offerings will need to be delivered in ways that enable students to engage in education around their work, family and social commitments. We will develop new digital platforms with industry-leading partners, ensuring we're using the best technologies to deliver flexible, high-quality education. We will also open new landmark facilities in the Brisbane CBD. In our heritage-listed building, The Chambers, we will provide world-class educational facilities, creating an environment that fosters stronger connections with industry and government in the heart of Brisbane.



A university that leverages the breadth and depth of its research capabilities and vibrant precincts to address the world's most pressing challenges

UQ is a world-leading, research-intensive university that excels across the pipeline of research and innovation: from Discovery, through Application, Demonstration and Deployment of research. Maintaining our depth of research excellence across a breadth of disciplines will enable us to deliver transdisciplinary solutions to the most compelling challenges of our time.

Our research excellence is enhanced through our commitment to collaboration. We know we that we need to collaborate to address global research challenges. Over the next four years and beyond, we will look for opportunities that will allow us to deliver both mission-driven research and larger scale research initiatives aligned to the priorities of government, industry and the broader community. UQ is committed to investment in areas where new research partnerships can be founded, and where existing collaborations can be deepened. We will actively participate in the development of innovation precincts that enable shared access to state-of-the art research facilities, researchers and co-designing solutions with partners. Through these collaborations, discoveries will be nurtured to deliver tangible, positive outcomes.

Above all, we know that our research and innovation achievements are dependent on our extraordinary community of UQ researchers, professionals and higher degree by research students. A talented and diverse research and innovation workforce is an institutional and national asset, and UQ is committed to supporting our people to thrive.

Through our research capabilities, our partnering mindset and supporting and developing our people, UQ will deliver world-class research and innovation to support Australia's national aspirations and develop solutions for major global challenges. In doing so, we aim to double our industry and philanthropic funding for research, as we continue to be seen as a national leader in research excellence, impact and engagement.



A university that is a trusted and agile partner widely regarded as a leader in entrepreneurship, knowledge exchange and commercialisation

The important contribution and role UQ has played in economic development and national preparedness through building critical national capabilities – from biotech, mining, tourism and agriculture through to hypersonics, vaccine development and renewable energy – is recognised across the globe.

Harnessing UQ research through commercialisation and collaboration will give Australia's economy a competitive edge, attract investors and ensure all Australians benefit from our innovations. Through strong partnerships and collaboration with industry and government, we can build Australia's prosperity and sovereign capability.

UQ's technology transfer company, UniQuest, has positioned UQ as a leader in research commercialisation. Our entrepreneurial capability is becoming even more important as both Australia and Queensland seek to diversify industrial activities and move towards a knowledge economy. UQ will support national development by translating research from the academic context into positive impact for our communities, the environment and economy; and we aspire to join the global top 5 per cent of universities for commercialisation of university IP by 2032.

Over the next four years, we will increase our focus on working with industry, government, and communities to support our ambition to become a partner of choice. We know that our work is trusted, but to lead in entrepreneurship, knowledge exchange and commercialisation, UQ needs to be a more responsive and agile partner. We will develop and implement a research partnership and translation strategy to cultivate and catalyse mutually beneficial partnerships for research translation and commercialisation at scale. We will build our capacity for business development and create porous connections between the University and industry through industry placements, industry professor roles and advisory networks.



A university that has extensive global reach in education and research with a strong commitment to capacity building in the Indo-Pacific

Forging global partnerships and connectivity is at the heart of UQ's vision to deliver knowledge leadership for a better world. UQ's global connections are outstanding, with over 400 partners across more than 50 countries. Our deep collaborations with the University of Exeter, the Indian Institute of Technology Delhi (IITD) and Technology University of Munich (TUM) are examples of our commitment to build strong global partnerships in order to deliver on our educational and research priorities. We will continue to grow robust, productive partnerships and meaningful connections with leading institutions and agencies to amplify UQ's reach, relevance and impact across the globe.

UQ remains deeply committed to global development. In 2021, we launched a Global Development Impact Plan and, in alignment with Government priorities, we will focus our efforts on capacity building across the Indo-Pacific to support the region's recovery from the COVID-19 pandemic. We have a wealth of capabilities across a diverse range of disciplines and our highly experienced UQ International Development team will harness this expertise to create lasting impact, with the aim of being recognised as the leading university in Australia for development impact in the Indo-Pacific by 2032.

Geopolitical uncertainty, digital disruption and increased competition with non-traditional providers push us to reconsider how we approach delivering education to international students. We are proud of our success in attracting students from across the world, but we know we must diversify our international markets.

Our new UQ College foundation program and scholarships for high-achieving students will support diversification, and the time is right for UQ to explore transnational education opportunities. We will therefore establish a range of targeted offshore offerings. We will create hybrid study options that provide students with the best of both worlds: the flexibility and reduced cost of online study in their home country, enhanced with a period of on-campus study in Australia where students can come together with their peers and teachers and access a full range of enrichment experiences. In partnership with strategically aligned institutions, we will also expand our joint-degree offerings and articulation agreements. By 2032, we envisage that 15 per cent of our international students will complete at least some of their study offshore.



A university that breaks down barriers to education through the targeted and effective Queensland Commitment

The Queensland Commitment reaffirms our position as The University *for* Queensland, and includes a pledge to provide greater opportunities for all Queenslanders to access a UQ education. We know that education transforms the lives of individuals and builds cultural, social and economic capital in communities. Unfortunately, there are still too many socio-economic and geographical barriers to access higher education. Students from families facing financial hardship or from regional and remote areas remain significantly under-represented on our university campuses.

The Queensland Commitment will ensure that students who seek to study at UQ – regardless of financial circumstances and geographic location – are supported to pursue an education at The University of Queensland.

We aim to bridge these educational divides and level the playing field for a shared, prosperous future through a holistic approach. The pursuit of higher education can be financially prohibitive, especially for students who need to move away from their family home. Through strategic growth of philanthropic support, UQ will build its endowment fund to provide sustainable, needs-based scholarships for generations of future scholars.

Scholarships alone will not shift the dial in addressing educational disadvantage and raising the aspirations and awareness of promising students who have felt a UQ education is out of reach for them. To address these issues, we will draw on the experience of schools and community partners, and strategically grow high-impact pathway programs like the Young Achievers Program and InspireU. We will integrate real-time research expertise to develop and assess a range of strategies that address aspiration building, admissions barriers, and student services to support retention and completion. Community visibility, collaboration and partnership will further underpin these efforts to drive effective and localised impact and success, and positively influence perception.

By 2032, we seek to ensure that 30% of our domestic undergraduate students will come from a regional, remote, or low socio-economic background.



Is values-led, deeply committed to delivering for the public good and supporting our people, leading reconciliation, and embracing different life experiences and perspectives

At the most fundamental level, UQ exists to serve the public good. This purpose was inherent in the legislation that founded our University and is explicit in our refreshed mission statement.

We will support economic growth by building workforce capacity and capability, innovation and partnership and economic diversification. The work of UQ's Rural Clinical School provides one example. Ensuring all Queenslanders have access to the highest-quality health services is a critical concern, particularly for the state government and regional, rural and remote communities. To help address this concern, our Rural Clinical School has committed to delivering end-to-end medical training to high-achieving students in their local area. This will be done in partnership with the Hospital and Health Services in Darling Downs, South West, Central Queensland and Wide Bay, as well as Central Queensland University and the University of Southern Queensland. Our goal is to ensure that our medical students enter the workforce with a deep understanding of the complex needs of regional, rural and remote health services in Queensland.

At a national level, in partnership with Aboriginal and Torres Strait Islander communities, we will embed reconciliation across the University's operations to achieve and implement

a 'Stretch' Reconciliation Action Plan (RAP) by 2025. The Aboriginal and Torres Strait Islander research and innovation strategy will support indigenous researchers and empower research excellence that benefits Aboriginal and Torres Strait Islander peoples, communities and organisations. By 2032, we aspire to play a leading role in reconciliation as advocates with and for Aboriginal and Torres Strait Islander peoples and communities—especially through truth telling and building greater cultural understanding.

Our contribution to the public good will be broadened through our commitment to the United Nations' Sustainable Development Goals (SDGs). We will become signatories to the Sustainable Development Solutions Network *University commitment to the SDGs*, promoting the principles of the SDGs throughout our teaching, research and campus operations; and commit to becoming a beyond carbon neutral university by 2032.

Ultimately, UQ's people and the strength of our culture will determine our success. We will invest purposefully in staff development, and will embed a supportive, inclusive culture that is driven by our UQ values. These revised values will guide our behaviours and interactions as we pursue truth through creativity and excellence, with integrity and courage, but also respectfully and inclusively. In line with our deep commitment to academic freedom and freedom of expression, we will listen to the many voices and lived experiences across our community so that our understanding of truth is continually challenged, expanded and enriched.



Learning and student experience



At UQ, we offer rich and varied educational experiences that are designed to foster a sense of belonging, while equipping our students to be leaders within their field with the agility to thrive in a global environment.

Strategies

Provide an experiential curriculum with local and global partners that inspires students and extends their capabilities to thrive in a global environment

Develop opportunities that give students a UQ Edge in local and global networks through experiences that foster leadership, entrepreneurship, civic duty and digital literacy

Build a digital and personalised experience that evolves to meet changing student and industry expectations and is at the forefront of pedagogies, assessment and analytics

Foster a sense of belonging and wellbeing for all learners, enriched by our vibrant campus cultures, rich residential options, world-class sporting facilities and highly valued student services

Launch UQ's professional academy to deliver market-responsive programs and credentials for postgraduate and lifelong learning, supported by our landmark Brisbane CBD facilities and new online platforms





2032 Measures of success

No. 1 in Queensland for graduate employment outcomes three years after completion

Top 5 in Australia for sense of belonging among undergraduate students

50 per cent of bachelor's graduates will have completed an entrepreneurship, global, volunteering or leadership experience

Double our domestic postgraduate coursework commencements

10,000 participants per year completing an executive education or short course offering



Research and innovation



Through our commitment to conducting brilliant discovery research and collaborating with our partners to translate our research discoveries, we seek to not only create new knowledge but share it in ways that enrich our communities, our economy and the environment.

Strategies

Implement a clear research roadmap to ensure the ongoing excellence of our world-class research capabilities, facilities and collaborative networks

Connect the strengths and leadership of our comprehensive discipline profile to deliver mission-driven research that is aligned with industry, government and community priorities

Foster mutually beneficial partnerships for research translation and commercialisation at scale, to create positive impact for our communities, the environment and economy

Support the development of our research community, including professional staff and higher degree by research students, empowering them to thrive and excel in the evolving research and innovation ecosystem

Ensure our research policies, practices and systems uphold our strong institutional commitment to trusted research and innovation



2032 Measures of success

No. 1 in the national research excellence, impact and engagement assessments

Top 50 in the Aggregate Ranking of Top Universities

Attract at least 10 per cent of national funding for priority-driven research and double industry and philanthropic research funding

Top 5 per cent globally for commercialisation of university IP

75 per cent of HDR graduates to complete a career development experience or industry placement

Lead the development of 10 new research partnerships that provide at least \$10 million of investment per year



Enriching our communities



We seek to enrich communities here in Queensland, and around the world. Our commitments to leading reconciliation, global development and capacity building, broadening access to education and leveraging our research impact to strengthen the economy demonstrate just some of the ways in which we will deliver for the public good.

Strategies

Through our Queensland Commitment broaden access to higher education, and work in partnership to address our state's priorities including those relating to the health workforce and economic diversification

Ensure reconciliation is business as usual through the successful development and implementation of our *Stretch Reconciliation Action Plan* and support the continued development of *Indigenous excellence as defined by Indigenous peoples*

Harness UQ's expertise to support Australia's commitment to *capacity building across the Indo-Pacific*

Support and promote the *UN Sustainable Development Goals* in research, teaching, external engagement and campus operations

Nourish intellectual vitality through *inclusive access to debates and public lectures, cultural events, and UQ's museums and libraries*



2032 Measures of success

30 per cent of our domestic undergraduate students will come from a low socio-economic or regional/remote background

The proportion of domestic students identifying as Aboriginal and/or Torres Strait Islander will reflect the representation of people identifying as Aboriginal and/or Torres Strait Islander in Queensland

Achieve a platinum rating in the Sustainability, Tracking, Assessment and Rating System (STARS)

Be recognised by Reconciliation Australia as an Elevate RAP organisation



Our global profile



It is implicit in our vision, ‘knowledge leadership for a better world’, that UQ seeks to have a global impact. In collaboration with a range of international partners, we offer our students a global educational experience, undertake development initiatives and research that has international impact, and deliver a UQ education to learners from broad and diverse backgrounds.

Strategies

Strengthen the University’s global impact through our network of premier international partnerships to build scale and impact across both research and education

Broaden the scope and impact of our partnerships with The University of Exeter and the Indian Institute of Technology Delhi

Establish targeted offshore offerings in order to expand our reach and diversify our international student cohort

Expand our UQ College pathway offerings and global scholarship programs to provide access to a UQ education for a diverse range of high-achieving international students

Deliver a suite of innovative student mobility programs, including virtual experiences and global classrooms, to develop global perspectives and enhance graduate outcomes

2032 Measures of success

Deliver on our premier partnerships by growing co-publications, joint PhDs, collaborative teaching efforts and externally-funded research

Recruit at least 10 per cent of our international students from each of our top 5 source countries

15 per cent of UQ’s international students will study offshore

Be a leading university in Australia for development impact in the Indo-Pacific



Our people



Our success as a university is determined by our ability to attract and retain highly talented, committed people who are leaders in their field. For this reason, we are intent on embedding a supportive and inclusive culture built around UQ's values, where the many talents, passions and perspectives of our staff and alumni are encouraged and nurtured.

Strategies

Nurture a supportive and inclusive culture that aligns with the University's values, celebrates diversity and drives excellence

Develop the leadership capabilities of our staff in order to **empower decision-making and support innovation**

Invest in our staff through development opportunities and provide meaningful feedback to support their career aspirations and recognise the diverse ways in which they demonstrate excellence

Develop and strengthen career pathways and roles that support our strategic priorities in **digital education, industry engagement, and research translation**

Deliver alumni engagement programs that build affinity, connection and partnership to extend the value of the UQ experience and strengthen our community

2032 Measures of success

80 per cent of staff will be willing to recommend UQ as a great place to work

85 per cent of staff will agree that UQ demonstrates a genuine commitment to diversity and inclusion

50 per cent of senior positions will be held by women

The proportion of staff identifying as Aboriginal and/or Torres Strait Islander will reflect the representation of people identifying as Aboriginal and/or Torres Strait Islander in Queensland

1 in 3 alumni will actively engage with the University each year



Securing our future



To achieve our mission of ‘delivering for the public good’, we need to first ensure that UQ is securely positioned for the future. That involves diversifying the University’s revenue base, building an endowment fund and investing purposefully in the infrastructure, systems, people and partnerships that will enrich the student experience and broaden the impact of our research.

Strategies

Diversify and increase our revenue base by increasing domestic postgraduate enrolments, recruiting students from a broader range of international markets and attracting greater investment in translating our research

Invest in capital infrastructure and digital capabilities to enhance our vibrant and sustainable campuses, and meet growing expectations for digital engagement, online delivery and improved efficiency

Accelerate and grow innovation precincts that support collaboration with industry, community and government, and enable shared access to state-of-the-art research facilities

Streamline our operations by reducing duplication and ensuring the effectiveness of our governance structures and approval processes

Attract philanthropic investment to support our commitment to delivering greater access to education and research impact, with a focus on building an endowment fund

2032 Measures of success

Achieve an annual EBITDA of 10 per cent and ensure annual revenue exceeds expenditure

Grow our endowment fund to \$1.2 billion

Be recognised as a beyond carbon neutral university



For more than a century, The University of Queensland (UQ) has maintained a global reputation for delivering knowledge leadership for a better world.

The most prestigious and widely recognised rankings of world universities consistently place UQ among the world's top universities.

UQ has also won more national teaching awards than any other Australian university. This commitment to quality teaching empowers our 56,200 current students who study across UQ's three campuses to create positive change for society.

Our research has global impact, delivered by an interdisciplinary research community of more than 1500 researchers at our six faculties, eight research institutes and more than 100 research centres.

#1

for teaching awards

More national teaching awards than any other Australian university

#1

for graduate employability in Queensland

(QS Graduate Employability Rankings 2020)

#1

for research

More Australian Research Council (ARC) fellowships and awards than any other university

56,200+

Students

(20,900+ international and 21,600+ postgraduate)

280,000+

Alumni

(including 14,500 PhDs)

6,900+

Staff

(FTE)

400+

Institutional partners in 50+ countries

3

Vibrant campuses

Strategic risk management

To respond to the opportunities we see on the horizon and in pursuit of our 2032 goals, The University of Queensland recognises that risks to achieving these goals will need to be adequately managed. At the same time, many of the University's current Top Risks will also be mitigated by the strategic direction set in this Plan. Key risk mitigation strategies responding to the highly volatile external environment are reflected in this Plan with, for example, the

focus on our highly respected people, innovative approaches to teaching and research, realising the promise inherent in our many partnerships, and the diversification of our student profile.

Our Senate-approved risk appetite encourages the courageous pursuit of opportunities within clearly defined risk parameters, including the requirement to adopt the highest standards of care in relation to the protection of our people's health and safety, UQ's culture and reputation, operational resilience

and financial sustainability, and our social and legal licence to operate.

UQ's Enterprise Risk Management Framework enables effective risk management to increase the likelihood of achieving this Plan's objectives, identifying and pursuing opportunities, and avoiding or minimising unexpected negative outcomes. The Framework facilitates the prioritisation of key risks and development of adequate mitigation strategies, and can be found [online](#).

Alignment with QLD Government objectives for the community

This Strategic Plan clearly aligns the future of The University of Queensland with the Queensland Government objectives for the community. We are committed to investing in skills through the provision of quality education and experiences that will equip our students to be leaders and

innovators throughout their careers. This will include careers in frontline services such as health and education, key industries for Queensland such as infrastructure, agriculture, resources, tourism, developing small business opportunities through entrepreneurship and adaptability, and

creating impactful solutions to protect the health and natural environment of our state. The Queensland Commitment reaffirms our position as The University *for* Queensland, and includes a pledge to provide greater opportunities for all Queenslanders to access a UQ education.