

reconciliation in the day-to-day business of the University. We also established an Aboriginal and Torres Strait Islander Collections and Services team to identify and catalogue Indigenous knowledge held in the Library and to create open educational resources, as well as starting to Indigenous the curriculum.

**Related achievements and initiatives**

- UQ will be hosting the first ever Indigenous-led ARC Centre of Excellence – Indigenous Futures – using Indigenous knowledge to transform the life chances of Indigenous Australians and enhance understanding of the complex nature of intergenerational inequity.
- We launched *Campuses on Countries: Aboriginal and Torres Strait Islander Design Framework* in June to incorporate Indigenous design principles for UQ's physical spaces and built environment.
- Through the Ventures Strong Spirit program, we increased the participation of female-identifying First Nations persons in UQ entrepreneurial activities.
- We grew the number of Aboriginal and Torres Strait Islander scholarships to 20, thanks to several high-profile sponsors.
- In September, we held the third Aboriginal and Torres Strait Islander Research and Innovation Forum, focusing on Indigenous health and wellbeing.
- Work began on implementing the AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research and we continued to implement the Aboriginal and Torres Strait Islander Research and Innovation Strategy.
- Along with cultural awareness training, QBI offered Indigenous summer scholarships and cultural experiences.
- 100% of the profit made from sales of RAP merchandise was committed to Aboriginal and Torres Strait Islander student scholarships.
- The Faculty of Medicine increased the number of Indigenous staff members in the Faculty by 25% in 2022.
- New Indigenous health modules were incorporated into HLTH1000, a mandatory course for all Faculty of Health and Behavioural Sciences (HABS) students.
- The Faculty of Science began designing a VET Certificate in Cultural Heritage Management that would be open to all students.

▶ See also  
**Partnerships** pg 24

**Indo-Pacific**

Our goal is to harness UQ's expertise to support Australia's commitment to capacity building across the Indo-Pacific.

**How we are achieving this**

Following the launch of the *UQ Global Development Impact Plan 2021-2025*, we secured a range of contracts for the design and delivery of tailored short course programs, customised graduate certificate courses and long-term development initiatives in South Asia, Mongolia, Bangladesh, Sri Lanka, Vietnam, Indonesia, Thailand, Papua New Guinea (PNG) and the Pacific. In addition, the Global Development Hub hosted its Global Development Dialogue 2022 event – *Strengthening partnerships with the Pacific* – with UQ academic and professional staff engaging with Pacific counterparts in the areas of development practice, government and industry engagement, research collaboration, and teaching.

**Related achievements and initiatives**

- We secured 21 new development projects, bringing the total value of projects under management of UQ's International Development unit to \$23.1 million. A range of short courses and development projects were delivered for Indonesia, Vietnam, Sri Lanka, Vietnam, Bangladesh, PNG, the Pacific and ASEAN region.
- We delivered the Department of Foreign Affairs and Trade/UQ co-hosted Pacific Telecommunications Security Expert Forum in November, bringing together telecommunications and cyber security experts from UQ and the Pacific to address existing challenges and future opportunities to guide future investments and initiatives in the critical technologies and cyber security sectors in the Pacific.
- The Faculty of Science continued to pursue external funding to implement training in environment and agriculture in Indonesia.

▶ See also  
**Partnerships** pg 24

**UN Sustainable Development Goals**

We support and promote the UN Sustainable Development Goals in research, teaching, external engagement and campus operations.

**How we are achieving this**

In 2022, UQ became a formal signatory to the SDSN University Commitment to the United Nations Sustainable Development Goals. This commitment builds on our sustainability record in research, teaching, engagement and campus operations. The UQ Sustainability Strategy was also published, laying a strong foundation as we progress its implementation across the 4 pillars of teaching and research, engagement,

operations, and planning and administration. The Strategy is fully aligned with the UN Sustainable Development Goals. We established a Project Control Group to drive implementation of the Sustainability Strategy, with several working parties responsible for developing action plans for key commitment areas. In 2021, we achieved a high silver STARS rating, with a score of 61.37, and are now actively working towards gold level (65 points) before February 2024 when the current rating expires.

**Related achievements and initiatives**

- Through the UQ Sustainability Office, we created low-carbon guidelines for managing events, and progressed WellLab initiatives to enhance wellbeing.

**Public debate**

We aim to nourish intellectual vitality through inclusive access to debates and public lectures, cultural events, and UQ's museums and libraries.

**How we are achieving this**

We extended access to our facilities, bringing the community onto campus through an extended program of in-person and digital events such as Back to UQ Day, UQ Alumni Book Fair and the ChangeMakers series, among others. In particular, we profiled the role of the arts (visual arts, music, writing, drama, museums) in connecting the University to the broader community.

**Related achievements and initiatives**

- We held more than 50 public lectures, discussions and debates during the year.
- We conducted Strategic Roundtable discussions with community leaders across the state, as part of our Regional Roadshows, to gain insights into the key regional challenges and opportunities.
- In May, *Music and Country* was held in the UQ Centre with didgeridoo player and composer William Barton joining the UQ Symphony Orchestra to create *Bush Fire Requiem*.
- In the Anthropology Museum, the *Kirrenderrri, Heart of the Channel Country* exhibition provided Mikhaka perspectives, recent archaeological discoveries, as well as historic and contemporary photographs and artefacts.
- The Herston campus increased its visitor rate with several functions and lectures hosted in the Mayne events space.
- UQ Gatton held its 125th anniversary celebrations in July, attracting hundreds of visitors to the campus.
- The Vice-Chancellor's Concert series continued at the Queensland Performing Arts Centre.

▶ See also  
**Year in summary** pg 6  
**Lifelong learning** pg 22  
**International partnerships** pg 27

Measures of success

4. 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.

Key performance indicators

| Grow co-publications, joint PhDs, collaborative teaching and externally funded research   |      |      |      |                   |
|---|------|------|------|-------------------|
| ▶ See page 28: QUEx and UQ-IITD   |      |      |      |                   |
| 10% of international students from each of top 5 source countries                         |      |      |      |                   |
|   | 2019 | 2020 | 2021 | 2022 <sup>1</sup> |
| Number of source countries where the percentage of international students is at least 10% | 1    | 1    | 1    | 1                 |
| 15% of UQ's international students will study offshore                                    |      |      |      |                   |
| ▶ See page 28: Offshore offerings   |      |      |      |                   |
| Be a leading university in Australia for development impact in the Indo-Pacific           |      |      |      |                   |
| ▶ See page 26: Indo-Pacific   |      |      |      |                   |
| <sup>1</sup> Figures for 2022 are preliminary. Data will be finalised in mid-2023.        |      |      |      |                   |

**International partnerships**

Our goal is to strengthen the University's global impact through our network of premier international partnerships to build scale and impact across both research and education.

**How we are achieving this**

In 2022, we visited several countries as part of the Global Engagement Senior Executive Mission schedule, with trips to the UK, India, Vietnam and Indonesia, and specific partner visits in a number of other priority countries. In 2023, we will again expand our post-pandemic engagement including key international research collaborations in South America through SMI-ICE-Chile, and visits to strategic partners including IITD (India), Technical University of Munich (Germany), UNESP (Brazil), SUSTech (China), DTU (Denmark), Exeter University (UK), UBC (Canada) and Emory University (USA).

**Related achievements and initiatives**

- We supported teaching, research and student experience at UQ through our growing international philanthropic partnerships.
- The Future Students International unit participated in 801 recruitment events in 33 countries, in both virtual and physical modes, hosted by UQ and other agencies and partner institutions. In addition, we maintained our market presence and engaged with key stakeholders through international travel to over 21 countries.
- We welcomed 365 commencing students from key international partners under a Global Connect Scholarship scheme to build student diversity.
- UQ Ventures partnered with the Vietnam Institute for Science, Technology and Innovation to develop a business model for an Innovation Centre in Hanoi. The institutions collaborated with support from the Australian Government's Aus4Innovation Program, delivered by CSIRO. This collaboration increased UQ's engagement with the Vietnamese Ministry of Science and Technology and is planned to continue in 2023, with a delegation visiting Queensland.

- Australia Awards South Asia and Mongolia – Foundational Skills for Change Agents – International Development welcomed 195 participants from 8 countries for the online program as a pre-cursor to formal study programs at Australian universities including UQ.
- UQ delivered the Twinning Partnership Program to 'Strengthen Primary Health Care in Ethiopia' funded by the Gates Foundation through the American International Health Alliance (AIHA). UQ School of Public Health academics travelled to Ethiopia to contribute to capacity building of the Institute of Primary Health Care in order to achieve recognition as a collaborating centre for the World Health Organization.
- Senator The Honourable Penny Wong launched the Mekong Australia Partnership Short-term Awards program in Bangkok, a collaboration between UQ and Chulalongkorn University.
- We hosted the TIME (Top International Managers in Engineering) General Assembly to elevate the University's profile in the engineering sector.
- Through UQ's enabling partnerships scheme, we established 2 new program articulations for a small number of nursing and pharmacy students, which may be extended in 2023.

|                   |           |
|-------------------|-----------|
| ► See also        |           |
| Public debate     | pg 26     |
| QUEX and UQ-IITD  | this page |
| Alumni engagement | pg 30     |

### QUEX and UQ-IITD

We aim to broaden the scope and impact of our partnerships with the University of Exeter and the Indian Institute of Technology Delhi (IITD).

#### How we are achieving this

We met in-person with staff from the IITD and the University of Exeter to strengthen the partnerships and explore ways to expand collaboration further. The joint initiatives are paving the way for students, researchers, and industry to partner on projects addressing some of the most pressing global challenges.

#### Related achievements and initiatives

- The Vice-Chancellor led a Senior Executive Mission to the UK – the first senior international mission since the start of the pandemic – including collaboration with the Universitas 21 network and University of Exeter (and QUEX Institute).
- In August, the UQ-IITD Academy of Research celebrated its 100th PhD student enrolment.
- The Faculty of Science continued to support the development of the QUEX joint master's program as well as a number of international articulation programs.

### Offshore offerings

We plan to establish targeted offshore offerings in order to expand our reach and diversify our international student cohort.

#### How we are achieving this

Working with Austrade, and Trade and Investment Queensland, we are exploring transnational education opportunities with strategic institutional partners in key markets.

#### Related achievements and initiatives

- With support from the Australia-Japan Foundation, UQ Ventures successfully delivered the entrepreneurial-mindset 'Discovery' program to 10 high schools in Japan.
- The QLABs program, delivered by Future Students and Ventures, provides a Virtual Incubator program for Indian high schools over a 4-month suite of activities. The program engaged with 78 schools and 650 participants from more than 30 cities in India.

|                            |           |
|----------------------------|-----------|
| ► See also                 |           |
| International partnerships | this page |

### UQ College

We plan to 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.

#### How we are achieving this

The merger of ICTE (Institute of Continuing and TESOL Education) and UQ College in 2021 consolidated the delivery of all UQ pathway programs, further enhancing the international and domestic student experience, maximising collaboration opportunities, and streamlining pathways for students into UQ.

In 2022, UQ College delivered the UQ Foundation Program, Tertiary Preparation Program, pathway ELICOS courses, and several Vocational Education and Training courses. In August, TEQSA approved CRICOS registration for UQ College for 7 years. UQ College is working closely with TEQSA to transition all courses to its own CRICOS provider number for delivery in 2023 and beyond.

#### Related achievements and initiatives

- Student Services extended its wellbeing and pastoral care support to include UQ College students.
- UQ welcomed 15 Vinacomin staff to commence a 22-week customised English and Mining Management program delivered by UQ College and SMI.

### Student mobility programs

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

#### How we are achieving this

We continued to develop a full suite of curricular, co-curricular, and extracurricular opportunities for students to engage with global opportunities and international context. This included physical as well as virtual opportunities, with more than 430 different experiences commenced during 2022.

#### Related achievements and initiatives

- We expanded the Startup AdVentures program to incorporate new global entrepreneurship experiences, including to Singapore, San Francisco and Vietnam.
- Across the whole of UQ, more than 250 students undertook a global mobility experience (60% virtual) – including international virtual experiences for those studying offshore.

## Measures of success

# 5. 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.

### Key performance indicators

| 80% of staff recommend UQ as great place to work <sup>1</sup>   |      |      |      |      |
|---|------|------|------|------|
|   | 2021 | 2022 |      |      |
| Percentage of staff willing to recommend UQ as a great place to work as per staff 'Pulse check' survey  | 71   | 69   |      |      |
| 85% of staff agree that UQ demonstrates genuine commitment to diversity and inclusion   |      |      |      |      |
|   | 2021 | 2022 |      |      |
| Percentage of staff agree that UQ demonstrates a genuine commitment to diversity and inclusion as per staff 'Pulse check' survey  | 74   | 76   |      |      |
| 50% of senior positions held by women   |      |      |      |      |
|   | 2019 | 2020 | 2021 | 2022 |
| Percentage of HEW10+ professionals who are women  | 49.4 | 46.4 | 49.1 | 52.1 |
| Percentage of Level D academics who are women   | 34.6 | 35.6 | 38.0 | 38.0 |
| Percentage of Level E and above academics who are women   | 24.4 | 26.6 | 28.6 | 29.6 |
| Proportion of staff identifying as Aboriginal and/or Torres Strait Islander will reflect representation of people identifying as Aboriginal and/or Torres Strait Islander in Queensland |      |      |      |      |
|   | 2019 | 2020 | 2021 | 2022 |
| Percentage of UQ staff identifying as Aboriginal and/or Torres Strait Islander  | 1.2  | 1.2  | 1.4  | 1.4  |
| 1 in 3 alumni actively engage with the University each year   |      |      |      |      |
|   | 2019 | 2020 | 2021 | 2022 |
| Percentage of alumni actively engaged with the University each year   | 11.5 | 16.0 | 13.6 | 13.1 |

<sup>1</sup> Source: UQ Pulse survey. The survey commenced in 2021.

### Inclusive culture

We are nurturing a supportive and inclusive culture that aligns with the University's values, celebrates diversity, and drives excellence.

#### How we are achieving this

In 2022, we released new Annual Performance and Development (APD) process, policy and training packages; continued our strong commitment to gender equality through the UQ SAGE Athena SWAN Action Plan; continued to embed intersectionality across a number of Workplace Diversity and Inclusion

(WDI) committees, councils and networks; provided strategic direction and a planning network for LGBTQIA+ inclusion efforts; continued commitments to ensuring persons with disability are afforded equal opportunities to participate in, excel and be part of the University community through our Disability Action Plan; and supported the inclusion of culturally and linguistically diverse staff with the development of an action plan, endorsed by the University Senior Executive Team (USET) and the Senate Committee for Equity, Diversity and Inclusion.

#### Related achievements and initiatives

- We achieved gold accreditation in the Australian Workplace Equality Index awards, placing UQ in the top 10% of employers in Australia.
- We delivered a UQ-wide Pulse survey to map our workplace culture – with a 74% completion rate (including casual staff)
- We worked on an Academic Enhancement Program that will commence from Semester 2, 2023.
- The APD process went live.
- We hosted *UQ Thanks You* events at our 3 campuses to acknowledge contributions of our staff.

|                           |       |
|---------------------------|-------|
| ► See also                |       |
| Development opportunities | pg 30 |
| Organisational design     | pg 36 |

### Leadership capabilities

We wish to develop the leadership capabilities of our staff in order to empower decision-making and support innovation.

#### How we are achieving this

In 2022, we finalised the UQ Leadership capability framework and provided an in-principle endorsement for a 4-level leadership development framework, containing 5 programs. Of these 5 programs, 2 were piloted this year: *Leadership in practice* (targeted at new leaders within 2 years of commencing a leadership role) and *Learning to lead* (targeted at aspiring leaders not yet in a formal leadership role). The *Leading UQ* flagship program – aimed at Heads of School, Deputy Heads of School, and HEW levels 9 and above – and the specific development program for Heads of School, *Heads up*, are both currently in final design stages.

#### Related achievements and initiatives

- Support was provided to teams across the University to facilitate strategic planning sessions, promote team culture development, and support organisational change.