Development opportunities

We are investing in our staff through development opportunities and providing meaningful feedback to support their career aspirations and to recognise the diverse ways in which they demonstrate excellence.

How we are achieving this

During the year, we began embedding APD, a new performance framework and criteria for academic performance into our processes for probations, confirmations, and promotions; and also revised the Academic staff special studies program (the new Academic Enabler Program). We relaunched the annual performance discussion process for academic, professional and executive staff, including additional learning being designed and delivered with the aim of supporting our people to effectively lean into or lead this process.

Related achievements and initiatives

– In 2022, Workday Learning recorded more than 74,000 course completions (digital and instructor-led training).

– HR's Learning and Development team produced periodical newsletters that were used to update content creators and learning partners on improvements and changes in Workday Learning.

– Equivalencies were created for several courses in Workday, with a focus on continuous improvement to functionality.

– For the eighth consecutive year, we hosted the annual UQ Awards for Excellence program, receiving nominations for 425 staff (including 50 teams) and bestowing 119 staff members with individual or team awards or commendations.

– As part of implementing APD, approximately 2,500 staff engaged directly in APD information sessions; 1,800 trained in development sessions; and 485 completed online modules.

– New guides, engagement sessions, policies and procedures, websites, webinars, video content and resources were developed for the launch of the end-to-end APD process for staff, with 4 separate learning offerings being designed and deployed during the year.

– To help reduce staff stress, SMI employed a physiotherapist to deliver breathing, sleeping and movement workshops.

– HABS developed a suite of activities and resources to support and empower early career academics.

– We held an Early-career Researcher Symposium for Life Sciences in May.

– We redesigned the professional learning program to address a broad range of teaching and learning development for teaching staff.

> ▶ **See also**
>
> **2022 Honour roll** — pg 10

Career pathways

We are developing and strengthening career pathways and roles that support our strategic priorities in digital education, industry engagement, and research translation.

How we are achieving this

After reviewing the academic employment categories and supporting professional staff roles, 2022 saw us establish Industry Professor and Industry Affiliate roles to support education, research translation and deeper connections with industry.

Related achievements and initiatives

– EAIT created several academic positions to appoint staff with strong industry experience.

– The Faculty of Medicine reviewed all teaching roles with the aim of balancing workloads and steering career pathways, particularly for academic title holders.

> ▶ **See also**
>
> **Research community** — pg 24

Alumni engagement

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

How we are achieving this

In July, we launched the global ChangeMakers Platform, an online community that builds on the UQ ChangeMakers program, for alumni to connect, provide or seek mentoring support; volunteer in a local chapter or alumni board; share job opportunities; and host or attend meet-ups and flagship events around the world. It also offers business discounts, networking opportunities and access to special-interest groups, and provides general news about the University's activities and achievements. For the first time this year, the program included a Back to UQ reunion as part of the St Lucia Open Day, offering free talks, tours, meet-ups and sunset drinks for UQ alumni.

Related achievements and initiatives

– The 2022 UQ Alumni Book Fair welcomed 4,393 people to the St Lucia campus, raising $129,098 for UQ student scholarships and researchers.

– The Faculty of Business, Economics and Law developed a suite of programs to encourage creative engagement with its alumni community including a Commerce Alumni celebration, Finance roundtable series, and a faculty-wide volunteer thank-you event.
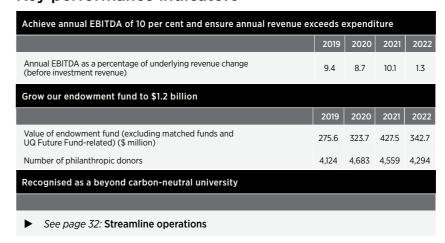
> ▶ **See also**
>
> **Lifelong learning** — pg 22
> **Public debate** — pg 26
> **Philanthropic investment** — pg 32

Measures of success

6. 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.

Key performance indicators

Achieve annual EBITDA of 10 per cent and ensure annual revenue exceeds expenditure				
	2019	2020	2021	2022
Annual EBITDA as a percentage of underlying revenue change (before investment revenue)	9.4	8.7	10.1	1.3

Grow our endowment fund to $1.2 billion				
	2019	2020	2021	2022
Value of endowment fund (excluding matched funds and UQ Future Fund-related) ($ million)	275.6	323.7	427.5	342.7
Number of philanthropic donors	4,124	4,683	4,559	4,294

Recognised as a beyond carbon-neutral university

> ▶ *See page 32:* **Streamline operations**

Diversified revenue base

We aim to 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.

How we are achieving this

By implementing a new operating model within the International Admissions team, we were able to sharpen our focus on enhancing efficiencies, and effectively managing business continuity and compliance risks. We saw improved and specialised service models for diverse priority markets and maintained an immigration risk rating of one or below. These efforts, including a refinement of the University's recruitment strategy, resulted in a 7.5 percentage point increase in the proportion of commencing international students coming from diverse markets between 2021 and 2022.

The University is successfully targeting commercial development contracts to secure customised training programs and long-term global development projects, which bring direct revenue through a range of donors and funders including the Department of Foreign Affairs and Trade, the New Zealand Ministry of Foreign Affairs and Trade, and the private sector.

Related achievements and initiatives

– In the domestic space, we achieved 93% of the combined undergraduate and postgraduate student admission target.

– We achieved 111% of the 2022 international student admission target, with 41.6% of commencing international students from diversity markets.

Capital infrastructure

We will 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.

How we are achieving this
We invested significantly in the capital and digital space in 2022.

Related achievements and initiatives
– Work began on the Research Infrastructure and Investment Strategy, with plans developed for clinical trials and minerals characterisation.
– We created a designated space for civil engineering students, as well as upgrading much of EAIT's teaching and informal learning spaces.
– Restoration of the Avalon Theatre began mid-year.
– Construction of a UQ Plant Growth Facility continued throughout the year, with an anticipated completion date of September 2023.
– The UQ Amphitheatre and Lake Renewal project began at St Lucia to create a self-sustaining ecosystem to offer both habitat for wildlife, and more opportunities for people to enjoy the area.
– We registered 60 buildings as part of the Queensland Government's Safer Buildings Program and work commenced to replace the facades on many of them.
– A new recreation space located between Hood Street and Services Road, St Lucia, was opened for the UQ community to enjoy.
– Patina Restaurant at Alumni Court opened to the public in February.
– Work began on developing a physical learning environments roadmap that included a teaching space quality audit, and a benchmarking survey.

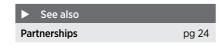| ▶ See also	
Digital experience	pg 21
Lifelong learning	pg 22

Innovation precincts

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

How we are achieving this
Development of a new Precinct Plan for the Long Pocket site is in progress, driven by a vision statement for the establishment of a Sustainable Futures Innovation Precinct.

Related achievements and initiatives
– Planning commenced for new precincts for Science, and Health and Recreation.

▶ See also	
Partnerships	pg 24

Streamline operations

We are streamlining our operations by reducing duplication and ensuring the effectiveness of our governance structures and approval processes.

How we are achieving this
As part of the technology master planning process, detailed roadmaps for the University will be built as part of the operationalisation process to identify key themes, technologies sequencing, and forecasted investment in a longer-term cycle.

UQ also aims to become a beyond carbon-neutral university by reducing energy consumption and investing in carbon offsets to achieve this goal long-term.

Related achievements and initiatives
– We launched Uber for Business UQ-wide.
– The Faculty of Science established assessment communities of practice to improve the quality, effectiveness and integrity of its systems, processes and communication of assessment procedures.

▶ See also	
UN Sustainable Development Goals	pg 26

Philanthropic investment

Our goal is to attract philanthropic investment to support our commitment to delivering greater access to education and research impact, with a focus on building an endowment fund.

How we are achieving this
We partner with individuals and organisations to create impact through philanthropic investment in research, teaching, and community enrichment. We aspire to grow our endowment fund, enabling our donors to create impact in perpetuity. In 2022, we set a stretch goal to exceed $80 million in philanthropic funds raised, supported by trusted and responsive relationship building. A focus on building UQ's endowment fund remains critical in an increasingly unpredictable environment for universities, and in response to growing need from both students and researchers.

Related achievements and initiatives
– Our fourth annual Giving Day in October attracted 1,381 donors, who collectively donated more than $730,000 to support more than 30 causes across the University.
– In November 2022, we officially announced The Queensland Commitment Match, through which the University doubled gifts of $50,000 or more directed to endowed, need-based scholarships.

▶ See also	
Alumni engagement	pg 30

Summary of
Human resources

The Human Resources (HR) division is integral to driving UQ's values and culture. By attracting high-quality staff and supporting them in diverse, inclusive, welcoming, safe and progressive workplaces, we create teams that are creative and impactful. We support a foundation of integrity and respect, in the pursuit of knowledge leadership for a better world through the entire employee lifecycle. HR delivers key services in talent acquisition and onboarding, staff and client engagement, learning, recognition, support for personal growth, capability development, process efficiency and career development.

Workforce profile

Workforce size

In 2022, UQ's continuing and fixed-term workforce increased to 7,410 FTE with a retention rate of 95.55% for 'continuing' staff members.

Recruitment and selection

From 1 January to 31 December 2022, UQ advertised more than 1,900 jobs and placed 500+ academic and 1,400+ professional staff positions, along with an additional 1,350+ direct appointments. The University received more than 52,000 applications.

2022 saw the formalisation of the in-house Executive Search function within UQ, focused on sourcing talent directly through the use of targeted campaigns, networking, market mapping and direct market sourcing. The team successfully placed a number of high-profile roles, resulting in considerable cost savings for the University.

Academic promotions

During the year, 221 academic staff members were promoted, comprising 68 promotions to Level B, 74 to Level C, 52 to Level D and 27 to Level E.

The table below shows University staff numbers as at 31 March 2022.

▶ See also	
Our people	pg 29

University staffing FTE by function as at 31 March 2022[1]

Continuing and fixed-term staffing		2020		2021		2022	
		FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	Teaching and research	1,234	15.1%	1,127	14.2%	1,111	13.1%
	Research-focused	1,525	18.7%	1,537	19.3%	1,728	20.4%
	Teaching-focused	173	2.1%	174	2.2%	191	2.3%
	Other	25	0.3%	26	0.3%	27	0.3%
	ACADEMIC FTE	2,957	36.2%	2,864	36.0%	3,057	36.2%
Professional	Research support	533	6.5%	577	7.2%	520	6.2%
	Other	3,717	45.6%	3,476	43.7%	3,832	45.3%
	PROFESSIONAL FTE	4,251	52.1%	4,053	50.9%	4,353	51.5%
CONTINUING AND FIXED-TERM FTE [2]		7,208	88.3%	6,917	86.9%	7,410	87.7%

Casual staffing	2020		2021		2022[3]	
	FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	475	5.8%	527	6.6%	527	6.2%
Professional	477	5.9%	517	6.5%	517	6.1%
CASUAL FTE	952		1,044		1,044	

Total university staffing	2020		2021		2022	
	FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	3,432	42.1%	3,391	42.6%	3,584	42.4%
Professional	4,728	57.9%	4,570	57.4%	4,870	57.6%
ALL FTE (CONTINUING, FIXED-TERM, CASUAL)	8,160		7,961		8,454	

Unpaid appointments	2020 Headcount	2021 Headcount	2022 Headcount
Honorary/Adjunct appointments	2,661	2,743	2,813
Academic titles	4,484	4,561	4,660
Conjoint appointments[4]	211	260	411
ALL UNPAID APPOINTMENTS	7,356	7,564	7,884

1 The staffing function shown here aligns with the reporting requirements of data for the Department of Education, Skills and Employment. There may be slight changes in historical data due to improvements made in UQ's reporting systems.

2 FTE represents full-time equivalent throughout table. University staffing as headcount (excluding casuals) as at 31 March 2022 is 8,064.

3 The projected Casual FTE for 2022 is the 2021 actual figure as per Department of Education estimate. Actual Casual FTE for 2022 will be available 30 June 2023.

4 Conjoint appointments are clinical academics jointly appointed by the University and an external health partner, with only one of the partners having an employment relationship with the appointee. While recorded as unpaid appointments in University systems, UQ contributes towards the cost of the appointment in cases where the external health partner is the employer.