

THE UNIVERSITY OF QUEENSLAND  
**STRATEGIC**  
**PLAN** 2014–2017



**THE UNIVERSITY  
OF QUEENSLAND**  
AUSTRALIA



UQ: knowledge  
leadership for  
a better world

# OUR VISION



Dr Jonathan Prangnell, Senior Lecturer in Archaeology, with a group of students.



# OUR MISSION

The University of Queensland positively influences society by engaging in the pursuit of excellence through the creation, preservation, transfer and application of knowledge. UQ helps shape the future by

bringing together and developing leaders in their fields to inspire the next generation and to advance ideas that benefit the world. UQ strives for the personal and professional success of its students, staff and alumni.





# OUR VALUES

## **PURSUIT OF EXCELLENCE:**

We strive for excellence, seeking to apply the highest standards to benefit our communities.

## **CREATIVITY AND INDEPENDENT THINKING:**

We welcome new ideas from our staff and students as well as from our alumni and our external partners. We support intellectual freedom, courage and creativity. We encourage the pursuit of innovation and opportunities.

## **HONESTY AND ACCOUNTABILITY:**

We act with integrity and professionalism and uphold the highest ethical standards. We are committed to transparency and accountability. Our decisions ensure responsible stewardship of the University's resources, reputation and values. We lead by example in all areas including our approaches to sustainability.

## **MUTUAL RESPECT AND DIVERSITY:**

We promote diversity in the University community — through our people, ideas and cultures. We create a vibrant, inclusive environment in which ideas flourish and future generations, regardless of background, are empowered. We respect our colleagues and work together for shared success.

## **SUPPORTING OUR PEOPLE:**

We ensure the safety and wellbeing of our people. We create an inclusive and supportive university community in which achievements are celebrated and rewarded. Our people have the opportunity to enrich their lives and pursue their goals.



# FOUNDATIONS FOR THE FUTURE

The University of Queensland President  
and Vice-Chancellor Professor Peter Høj





## From the President and Vice-Chancellor

As we face the four-year period covered by this Strategic Plan, the pertinent question is not 'will' large-scale change transform global higher education. Instead the question is 'when' and – very importantly – 'how'.

The challenge for a university such as UQ, underpinned as we are by more than a century of fine graduates and high-quality research, is to be agile enough to address new challenges, while maintaining our focus on augmenting UQ's tradition of excellence.

I am confident we can achieve this combination, and my opinion is based on the solidity of UQ's foundations, the commitment and passion of staff, students and alumni and the quality of our partners. We will operate as 'One UQ'.

The three pillars of learning, discovery and engagement serve UQ very well and are underpinned by a clear statement of Mission, Vision and Values that inform our culture.

Looking ahead, in deploying new approaches and technologies, we

will have the capacity to continue contributing to global innovation and to draw upon the intellect of billions to address major issues.

Throughout our endeavours, we must uphold students and their success as paramount. If we do that successfully, we will be well placed to realise, indeed surpass, the high expectations of the vast international community that looks to UQ for knowledge leadership, graduates who are exemplars and research outcomes that benefit the world.

That is why I nominate **student success, coupled with employers' conviction** that UQ graduates are recognised worldwide as 'must have' employees, as the first of six foundations for UQ's future success.

As I see it, the second foundation is **research** – high in quality, integrity and impact, in tandem with esteemed public and private global partners.

Foundation three is UQ's **global connectedness** – assisted by and in turn upholding our standing in the top 100 of the world's universities. Our ambition is to be

consistently in the top 50 of the world's universities<sup>1</sup>.

The fourth foundation is a **culture** where UQ employees and the institution are proud of each other, and the fifth foundation, a set of **systems, approaches and structures** that maximise resources available to the academic purpose.

The sixth of our foundations – but by no means our least important – is our **alumni community**. At the start of 2014 we will have more than 210,000 alumni in over 150 countries and year-upon-year the generations of new graduates will number over 10,000, including many hundreds of PhDs. Collectively, they will create and build on a priceless endowment of clever ideas and innovations, sophisticated skills and passionate service to humanity.

This is indeed a wonderful enterprise of which to be part. By approaching it in a strategic, focused manner, we will not only maintain UQ's role as a highly valued contributor to higher education, we will also be part of the network that shapes the future of knowledge and innovation globally.

<sup>1</sup> Top 50 is measured by being ranked 50 or higher in one of the recognised global higher education ranking systems.



# LEARNING

UQ has an outstanding reputation for the quality of its teachers, its educational programs and employment outcomes for its students. We will build on this by ensuring students remain at the heart of what we do. The UQ experience – or the UQ Advantage – will be distinguished by a research enriched curriculum, international collaborations, industry engagement and opportunities that nurture and develop future leaders. We will deploy technologies in ways that improve the learning environment and outcomes for students, and continue to engage our alumni.

Our ambition is to be internationally renowned for high quality graduates. Our Learning objectives focus on achieving this ambition, while acknowledging the challenges of rapidly changing learning environments, increasing international competition, fluctuating demand in some areas, and resource constraints.







UQ teachers are committed and inspirational educators. 2013 UQ Teaching and Learning award winners: Back Row, Dr Craig Engstrom, Dr Jessica Gallagher, Dr Susan Rowland, Dr Janette McWilliam Front Row, Monica Taylor, Associate Professor Polly Parker, Dr April Wright and Dr Neil Cottrell.

**We will attract and retain the best students, irrespective of background**

To achieve this we will:

- Select students on the basis of merit and potential
- Increase the participation of, and improve educational outcomes for, under-represented cohorts, for example Indigenous Australian students
- Improve student retention rates through a pro-active supportive approach
- Grow postgraduate coursework enrolments by delivering courses in new and innovative ways which recognise the diverse needs of postgraduate students and employers' expectations

**We will provide an enriching teaching and learning environment where students are at the heart of what we do**

To achieve this we will:

- Support innovative teaching practices to deliver better learning outcomes for students
- Develop and promote active learning pedagogies that encourage interactions between students and teachers and among students
- Provide high quality open access and other learning resources for students
- Provide opportunities for students to gain inclusive perspectives through Indigenous knowledge and experiences
- Provide opportunities for students to gain global competencies through internationalisation experiences

**We will be recognised as a national leader in innovative online learning to enhance the student experience and the quality of our teaching**

To achieve this we will:

- Develop innovative online offerings that enrich our on-campus experience and enhance our international profile
- Utilise our information systems to personalise and enhance the quality of our students' learning
- Support academic staff in the use of appropriate and proven technology-enriched educational approaches
- Lead national and international policy development in on line learning



# LEARNING

## We will develop well-rounded and highly sought-after graduates and engaged alumni

To achieve this we will:

- Ensure that graduates have the necessary leadership, professional, and research skills to enhance their employability
- Create a culture that encourages all students to reach their potential and develop important networks
- Create opportunities for students and teaching staff to enhance their global awareness and social capital
- Promote intercultural and linguistic diversity through our student profile, mobility opportunities and internationalised curriculum
- Create personal development opportunities that remain available to graduates throughout their working lives

## HOW WE WILL MEASURE OUR SUCCESS

Increased market share of high performing students, with no decrease in overall market share

Increased participation of students with low socio-economic status

Maintain international student numbers while increasing diversity

Improved student retention

Leader in online learning

Increased student participation in outbound mobility programs

Improved performance in national teaching awards

Increased number of Aboriginal and Torres Strait Islander student completions

Increased student satisfaction

Improved graduate employment outcomes







## ABORIGINAL AND TORRES STRAIT ISLANDER LEARNING, DISCOVERY AND ENGAGEMENT

UQ is committed to Aboriginal and Torres Strait Islander learning, discovery and engagement.

Nationally, the Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander people recognised the vital role that universities play in improving educational outcomes among Aboriginal and Torres Strait Islander people, reducing disadvantage and contributing to nation building. UQ acknowledges the contribution it can make and commits to do so through

the strategies and objectives embedded in this plan.

Our Indigenous strategies and objectives align with our mission to strive for the personal and professional success of our Indigenous students, staff and alumni, to positively influence society through knowledge, to support and develop inspirational leadership and to advance ideas that benefit the wider community.

We will promote diversity at UQ and provide opportunities

for students studying at UQ to gain inclusive perspectives through Indigenous knowledge and experiences. Our research collaborations will target solutions to both entrenched challenges and emerging priorities in Aboriginal and Torres Strait Islander communities. We will provide a culturally embracing environment and ensure our engagement is built on respectful partnerships between Indigenous and non-Indigenous people.



# DISCOVERY

While UQ is already recognised as an international leader in research, we aim to further improve our performance. We will do this by focusing on quality – both of people and research outputs. We will work on attracting and developing the best researchers and research higher degree (RHD) candidates to increase our research performance, and to undertake internationally competitive research. We will build on our global reputation in key areas of national and international significance, such as energy, sustainability, water, health, food security and social equity, through an emphasis on high-quality, interdisciplinary global collaboration. Through our research, we will address national and global cultural, economic and social challenges.

Our ambition is to be consistently ranked as one of the world's top 50 universities. To achieve this, UQ will continue to address the challenges of attracting and retaining world class researchers and increased competition for research funds – including from non-government sources.

## **We will attract and retain the best researchers from all over the world**

To achieve this we will:

- Use prestigious fellowships, distinguished visitors programs, and strategic recruitments to attract and retain leading internationally recognised researchers
- Support the research career progression of women with programs and structures that enhance their research profile
- Develop our capacity to invest in the best research talent

## **We will foster the next generation of research leaders**

To achieve this we will:

- Invest in attracting outstanding RHD students and high-quality early career researchers
- Improve the recruitment and retention of Indigenous researchers, particularly RHD students and early career researchers
- Provide professional development opportunities for RHD students and early career researchers, including opportunities to develop teaching skills







**We will promote beneficial research collaborations with global quality public and private partners**

To achieve this we will:

- Encourage the development of researcher-to-researcher collaborations
- Expand the number, breadth and effectiveness of research and knowledge transfer collaborations and partnerships
- Encourage cross-disciplinary research collaborations
- Strategically align memberships and collaborations to create greater global opportunities for research

**We will be recognised internationally as a leading research university that focuses on research excellence**

To achieve this we will:

- Improve the quality, productivity (research power), and profile of our researchers across all our disciplines
- Increase our research income in order to sustain high-quality research
- Further develop our first-class research environments including both physical infrastructure and a culture that supports excellence and enhances collaboration



**Our research will have demonstrable economic, environmental, health and social impacts**

To achieve this we will:

- Improve how we promote our research excellence, especially to the external community
- Increase the profile of our Indigenous research and facilitate the translation of research into improved outcomes for Aboriginal and Torres Strait Islander people
- Enhance engagement with industry and business, and other end-users of research and promote knowledge transfer and commercialisation
- Provide opportunities for students and staff to engage with the relevant stakeholders as part of their research, with a focus on impacts and identifying future research requirements

## HOW WE WILL MEASURE OUR SUCCESS

Increased number of RHD completions  
.....

Improved performance for publications  
.....

Improved performance for publications that have an international co-author  
.....

Improved performance for citations  
.....

Increased research income  
.....

Improved demonstrable research impact



Dr Lee Hickey, from UQ's Queensland Alliance for Agriculture and Food Innovation, has helped identify a fast way of developing a new strain of wheat that is resistant to stripe rust and pre-harvest sprouting.





UQ's Australian Institute for Bioengineering and Nanotechnology (AIBN) hosts the Queensland Sustainable Aviation Fuel Initiative which aims to develop sustainable biofuel manufacturing in Queensland. The initiative involves an alliance of researchers and global industry leaders including Boeing Research and Technology – Australia, General Electric, Mackay Sugar Ltd and IOR Energy. (L to R) US Navy's Director for Operational Energy Chris Tindal, AIBN Board member Bob McCarthy, AIBN Director Professor Peter Gray, and Mackay Sugar operations manager Mark Gayton .

## INDUSTRY ENGAGEMENT

Engagement with industry and business is vital to UQ's success as a premier research university. This success is underpinned by a critical mass of excellent researchers across a broad range of research fields. Their commitment to conducting both basic and applied research relevant to industry, businesses and communities, and of significance to addressing the global economic, environmental, health and social challenges is part of this foundation for success.

Industry partnerships are key to UQ's accomplishments in

knowledge transfer and research commercialisation, and in ensuring that the wider community benefits from the outcomes of UQ research. To optimise UQ's performance, we are embarking on a strategy to expand the quality and scale of mutually beneficial engagement with industry, focusing on UQ's listing of its key research strengths ([www.uq.edu.au/research/research-at-uq/research-strengths](http://www.uq.edu.au/research/research-at-uq/research-strengths)). We will encourage staff to engage with industry and business and reward their efforts.

Proclaiming these research strengths makes it easier for industry to identify areas of potential interest and future opportunities to work with our top researchers – with outstanding track records of research excellence and innovation capacity. Industry engagement provides valuable “real world” awareness to enhance UQ's learning and research outcomes, ensuring job ready graduates and research outcomes that have a real impact in society.



# ENGAGEMENT

Key to the UQ Advantage, and UQ's continued success as a knowledge leader, is our global connectivity and the forging of strategic partnerships with people and organisations across the world. UQ works hard to ensure that all its relationships are mutually-beneficial. In particular, the University has much to offer its alumni who have a strong stake in continuing to enhance the University's national and international esteem. UQ also has an important role to play in contributing to the intellectual, social and economic advancement of Aboriginal and Torres Strait Islander people and the University will continue to strengthen and deepen its relationships with these communities.

Our ambition is to positively influence society. Our Engagement objectives focus on achieving this ambition, while acknowledging the challenges of building and sustaining relationships with a diverse and growing number of local, national and international stakeholders.







Ms Yassmin Abdel-Magied is a UQ engineering graduate, 2010 Young Queenslander of the Year and founder of Youth Without Borders.

**We will have strong, mutually beneficial relationships with business, government, the social sector and the wider community**

To achieve this we will:

- Welcome members of the wider community into our buildings, to participate in lectures, conferences and wide-ranging festival, cultural and sporting events, and to enjoy our galleries, collections and other facilities
- Encourage staff and students to participate in events and competitions and to undertake volunteering activities

- Increase our engagement in government policy and public debate and provide informed opinions and leadership on issues of global importance
- Build partnerships with alumni, industry, government and philanthropists and provide opportunities for them to play a part in our future development

**We will forge lifelong, meaningful and mutually beneficial relationships with our alumni community**

To achieve this we will:

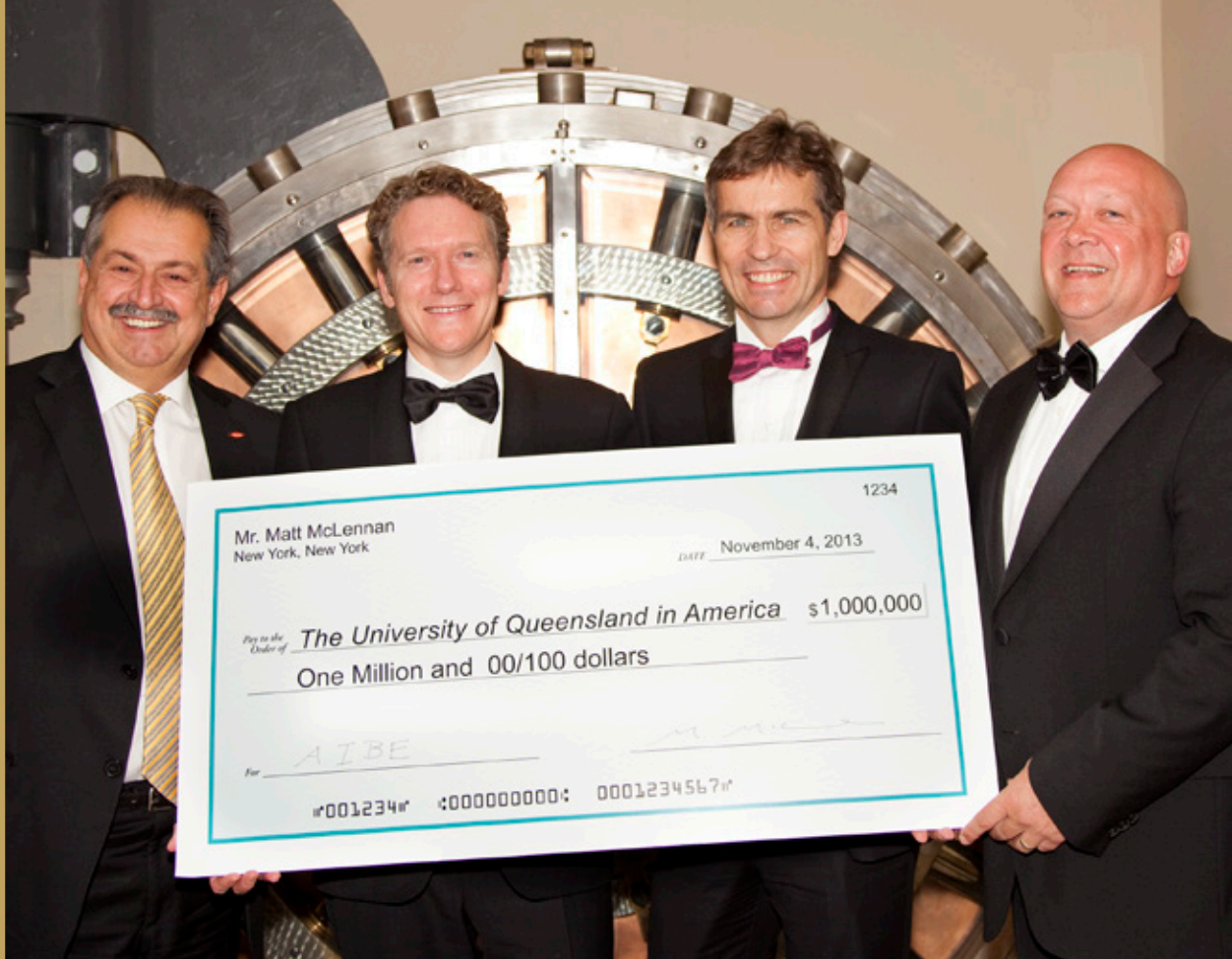
- Increase awareness within the student body of the advantages of a lifelong relationship with UQ
- Create and facilitate opportunities for alumni to contribute to the continued success of UQ, and be involved in the life of the University
- Engage with global industry, consular, government and university networks to promote and nurture our international alumni

**We will have strategic, respectful relationships between Indigenous and non-Indigenous people and other stakeholders**

To achieve this we will:

- Forge strategic, respectful partnerships with Indigenous communities
- Ensure UQ is a safe, culturally embracing environment for Indigenous students, staff and the community
- Actively contribute to Closing the Gap by focusing on health, education and employment initiatives





President and Vice-Chancellor Professor Peter Høj (second from the right) receives a donation from leading New York fund manager and UQ alumnus Mr Matthew McLennan (second from the left). Also present The Dow Chemical Company CEO and UQ alumnus, Dr Andrew Liveris and Executive Dean of the Faculty of Business, Economics and Law, Professor Iain Watson. The donation will support the Australian Institute for Business and Economics and a new scholarship at UQ's Faculty of Business Economics and Law.

**We will be globally connected through targeted engagement with priority regions and countries**

To achieve this we will:

- Employ a tiered approach to strengthening global engagement through the development of emergent, extended and enriched relationships that recognise differing levels of economic change and engagement priorities

- Leverage our membership of key consortia, and networks to foster and strengthen: collaborations; research commercialisation; student engagement and recruitment; human capital development; and student mobility
- Increase our offshore presence where it enhances our brand and supports our strategic goals
- Develop mechanisms to ensure that global engagement is undertaken in a cohesive way across all parts of the University

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## HOW WE WILL MEASURE OUR SUCCESS

- Increased interaction with alumni .....
  - Growth in philanthropic support .....
  - Enhanced collaborations with priority global regions
-





Dr Ana Charles is UQ's 2013 International Alumnus of the Year. Dr Charles is the Provincial Coordinator of the Ariel Foundation in Mozambique, which works to support countries to expand HIV programs and empower local partners.

## GLOBAL STRATEGY

UQ demonstrates a global perspective at all times. From industry to individuals, UQ cultivates strategic relationships across the world to collaborate on teaching, research and knowledge exchange with international partners.

UQ's Global Strategy is embedded in the UQ Strategic Plan across discovery, engagement and learning. This dynamic strategy drives our distinctiveness — such as being in the top 100 of all three major worldwide university rankings — and is essential for us to continue attracting, rewarding and retaining

high-quality students, staff and collaborators.

Our successful global profile is the result of forging strategic partnerships with people and organisations across industry, government, sponsorship, philanthropy, alumni, higher education and research. This engagement focuses on priority regions and countries in order to deepen and enrich our relationships with local, national and international communities. The effectiveness of this engagement strategy reflects cross-university participation and leadership that matches strategic

goals with targeted action. UQ's strategy of collaborating globally with the world's best researchers has led to many significant partnerships, including a number of joint laboratories.

In terms of the international student program, the University will continue to pursue a diversification strategy which attracts a broad range of qualified students into UQ programs. This includes offering comprehensively internationalised programs and co-curricular choices that promote mobility experiences, intercultural and linguistic diversity, and shape future global leaders.



# ENABLERS

Great universities achieve their status through the excellence, commitment and diversity of their staff, a positive culture, outstanding infrastructure, sustainable finances, efficient systems and transparent governance structures. As well as supporting the realisation of UQ's Learning, Discovery and Engagement objectives, the enablers work to ensure that the University operates as 'One UQ'. A unity of purpose guides UQ's decision making and operations.

UQ operates in a complex, internationally competitive and compliance driven environment, subject to rapid change. By promoting an ethical culture, and adopting a common sense approach to managing risk and uncertainty, UQ will ensure greater success in achieving its objectives.

UQ's people represent both its greatest resource and its largest investment. (L to R) Deborah Stiles, with Russell Lingwoodock and Shekk Baillie.





# PEOPLE AND CULTURE

The University's impressive progress to date has been realised in the most part through the passionate commitment, outstanding quality and very hard work of our people. To achieve the objectives in this Strategic Plan and realise UQ's vision, the University depends on the outstanding performance and contribution of all staff.

UQ knows our people can achieve even greater things with a positive and supportive culture, which is why it is committed to creating a culture that encapsulates its values, is responsive to constructive organisational change and where employees are proud of UQ and UQ is proud of every employee.

Also playing an important role in the activities and performance of UQ are students and alumni. They contribute to all facets of University life, including its culture, and benefit from a more positive and supportive culture.

UQ's future successes will be even more satisfying given they will be underpinned by a University-wide team that lives the UQ values, demonstrating the desire to make this great University even better.

## **Through effective leadership at all levels, we will have a positive, performance-based culture and community**

To achieve this we will:

- Encourage a workplace environment that reflects our values, where we treat one another with respect and where we act with integrity and professionalism whilst upholding the highest ethical standards
- Develop strong, effective, inclusive and innovative leadership behaviours at all levels throughout the University
- Recognise and reward innovation and the strong performance of our teams and individuals
- Implement necessary change in a way that motivates and engages people whilst delivering sustainable organisational improvement
- Continually seek opportunities to demonstrate our commitment to a healthy and safe working environment and to enhance UQ's health and safety culture
- Address underperformance and unconstructive behaviour proactively, respectfully and constructively

## **We will attract and retain excellent people and support them to achieve their best**

To achieve this we will:

- Identify, attract and nurture potential and talent so that the best people want to come to us, and stay with us
- Provide opportunities for our people to grow personally and professionally through a strong commitment to organisational learning and development
- Promote diversity as both a strategic advantage and a social responsibility in a globally competitive sector, proactively identifying and addressing areas of under-representation
- Develop a sustainable workforce and capability profile reflecting our ambitions to ensure our continued success



Kris Fraser (right), Senior Advisor, OH&S Programs, showing a staff member the best way to lift and shelf books in the library





# ENABLERS

# RESOURCES

In order to further improve its performance in both research and teaching, UQ needs to maintain and enhance its financial strength. With a robust financial base, UQ can continue to provide the resources necessary to support its Learning, Discovery and Engagement objectives and be a premier learning and research institute.

To keep pace in a dynamic global higher education environment and meet the demands of students, academics and industry, UQ must continue to provide state-of-the-art spaces, supported by cutting-edge information and communications technology. With four major campuses, the University has invested substantially in construction and development, helping to create great environments in which to study and work. Underlying the continued improvement of our facilities and information and communications technology is a commitment to providing leadership in sustainability and embedding sustainability in all aspects of University life.

## **We will maintain sufficient financial resources to meet ongoing operational and strategic objectives**

To achieve this we will:

- Grow our revenue from existing and alternative sources, including philanthropy, industry investment, and global funding
- Manage our expenses and implement mechanisms to ensure we get value for money
- Effectively manage our working capital
- Ensure expenditure is aligned to strategic objectives

## **Our systems and business processes will enable us to seize emerging Learning, Discovery and Engagement opportunities**

To achieve this we will:

- Continue to improve the capability and reliability of our IT infrastructure
- Continue to provide excellent teaching and research computing systems and technical support in an increasing global research environment
- Consolidate investment in enterprise systems and support processes
- Review and improve our practices, systems and business processes to ensure they utilise resources efficiently and facilitate a modern, inclusive, and globally focused organisation



Professor Paul Meredith applies his scientific knowledge to help solve the world's energy and climate change problems.



**Through effective stewardship of the built and natural environment, we will achieve a unique sense of place for students and staff**

To achieve this we will:

- Continue to use master planning to inform decisions about preserving and enhancing elements of our campuses
- Create a campus community where students can enjoy a range of experiences
- Upgrade our older buildings and non-compliant external environment to ensure they are accessible (Universal Design)
- Balance optimising the use of existing space with new construction

**Environmental sustainability will be advanced at all levels of the University**

To achieve this we will:

- Use the University estate as a living laboratory to demonstrate environmental sustainability in practice
- Embed environmental sustainability in our teaching and research activities
- Harness our research strength to position UQ as a leader in environmental sustainability and climate change solutions



# ENABLERS

## GOVERNANCE

UQ's governance structure and approach to decision making plays a key role in its success. UQ is guided by its values of honesty and accountability, and a commitment to efficiency, effectiveness and economy. We act with integrity and professionalism when making decisions to ensure responsible stewardship of the University's resources.

**Our structures will align with the strategic purpose of UQ and maximise the resources available for teaching and research**

To achieve this we will:

- Continue to evolve our governance framework to reflect best practice
- Embed a contemporary approach to risk and compliance throughout the organisation



The Advanced Engineering Building opened in 2013 and was a collaborative project funded by the Australian Government, Queensland Government, and the University; with philanthropic support from GHD

## HOW WE WILL MEASURE OUR SUCCESS

Improved safety of staff  
 .....  
 Increased employee satisfaction and engagement  
 .....  
 Increased proportion of women in senior positions  
 .....

Achievement of financial management targets  
 .....  
 Reduced energy usage, carbon emissions and water consumption  
 .....





UQ recognises its responsibility to contribute to an equitable and diverse higher education sector in Australia and, more generally, to a more equitable, culturally aware society. Students John Brady and Emily Montgomery.

## EQUITY AND DIVERSITY

UQ values diversity and inclusivity, seeking to reflect the broader community by attracting and retaining high quality students and staff from a range of backgrounds. A student and staff population from culturally and linguistically diverse backgrounds and destinations enriches the University's culture and prepares graduates for today's complex globalised workplaces, and to be respectful local and global citizens.

UQ is committed to identifying and addressing areas of under-representation amongst staff and students and providing them with a diverse range of experiences. We have the following priorities:

- In recent years, UQ has made progress in improving the academic performance of Aboriginal and Torres Strait Islander students, but has further work to do to attract and retain more Indigenous students.
- UQ will build on a number of strategies and initiatives to attract and retain students from low socio-economic backgrounds and those experiencing disadvantage.
- We will provide globalised learning experiences, especially those that encourage students to be exposed to and

contribute positively towards social and global issues such as poverty, public health and environmental challenges.

- Efforts to improve the recruitment, retention and career progression of Aboriginal and Torres Strait Islander staff and women staff will persist.

UQ will continue to value the diversity of sexualities and gender identities amongst its staff and students, and commit to providing a more accessible institution for all staff and students including people with disabilities.





**UQ IPSWICH**

**UQ GATTON**

**UQ ST LUCIA**

**UQ HERSTON**

The University of Queensland (UQ) is the largest university in Queensland and one of the top 100 universities worldwide across a number of independent university rankings.

UQ's 46,863-strong student community includes 12,633 postgraduate scholars and almost 11,324 international students from 142 countries.

The University is proud of its worldwide network of more than 210,000 alumni including a Nobel laureate, an Academy Award winner and other high achievers.

UQ is one of the three Australian members of the global Universitas 21, an international network of leading, research-intensive universities that work cooperatively to create large-scale global opportunities.

UQ is a founding member of the national Group of Eight (Go8), a coalition of leading Australian research-intensive universities that work together to improve outcomes for all.

Its four campuses, six faculties and eight internationally significant research institutes are drawcards for an ever-expanding community of scientists, researchers and commercialisation experts.

UQ is an international leader and pacesetter in discovery and translational research across a broad spectrum of disciplines including cancer studies, biosciences, nanotechnology, sustainable development and social science as well as home to award-winning teaching staff.

In 2013, the University received \$92 million in funding from the Australian Research Council – the highest level of funding of any Australian university or research body for 2014.

UQ is noted for supporting early- and mid-career researchers. In 2012, UQ's 10,000th PhD student graduated.

The University is committed to teaching excellence and outstanding mentorship that leads to well-rounded graduates. In fact, UQ's teachers have won more Australian Awards for University Teaching than any other Australian university.

Such teaching excellence and devotion to the student experience is part of the UQ Advantage – the lasting impact UQ study can have on both the professional and personal lives of students.

In accordance with its position as a leader in teaching and learning innovation, UQ is one of just two Australian education institutions accepted into the prestigious massive open online course (MOOC) consortium edX.

**UQ FAST FACTS**

<b>Students Profile (Enrolments):</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Undergraduate	33,278	34,230	36,219*
Postgraduate Coursework	8,321	8,303	8,224*
Research Higher Degree	3,949	4,330	4,361*
Total Student Enrolment	45,548	46,863	48,804*
International Students as % of Total Enrolment	25%	24%	24%*

**Awards granted**

Undergraduate	6,298	6,623	6,939
Postgraduate Coursework	3,551	3,541	3,338
Research Higher Degree	559	621	757
Total Awards Granted	10,408	10,775	11,034

**Research Profile**

Research Income (\$million)	334.1	365.3	377.3*
Share of national RHD Load	7.40%	7.30%	NA

**Staff Profile (FTE)**

Academic Staff	2,743	2,836	2,883
Professional Staff	3,805	3,915	4,009
Total Staff	6,548	6,751	6,892

**Financial Profile (\$million)**

Revenue Commonwealth Govt	749.8	678.0	NA
Revenue Other Sources	890.7	904.7	NA
Total Revenue	1640.5	1582.7	NA

**International Rankings**

Academic Ranking of World Universities	86	90	85
Times Higher Education Rankings	74	65	63
QS World University Rankings	48	46	43
Taiwan Rankings (Scientific Papers)	76	72	67

\*2013 data are provisional/projected

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