

Sense of belonging

We are fostering 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.

How we are achieving this

We delivered a rolling orientation program in Semester 1 to welcome back students and build a sense of belonging. The program incorporated traditionally popular offerings such as library tours and training sessions, as well as new engagement events such as faculty expos, an international student breakfast, Connect Week welcome barbecue, and new 'Get to know your Library' sessions at St Lucia and Gatton. Service ambassadors were employed, the Student Central Service Delivery Model was introduced, and queuing software and footfall counters were installed. We also progressed a range of new built environment projects and embedded Course Insights activities in Ready to Teach Week activities. Website resources to support academic staff were published as well.

Related achievements and initiatives

- We created a Reconciliation Garden at Herston and green spaces at St Lucia.
- We signed a relationship framework with the UQ residential colleges.

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Lifelong learning

We aim to launch a professional academy to deliver market-responsive programs and credentials for postgraduate and lifelong learning, supported by our landmark UQ Brisbane City and new online platforms.

How we are achieving this

UQ Brisbane City opened at 308 Queen Street in August as a place for staff, alumni, students and the broader community to meet, exchange ideas, and engage with industry and government. It also served as a centre for professional growth, learning and connection, featuring a suite of continual professional development and short course offerings.

We began investigating how to diversify our program offerings, including expansion into short courses and micro-credentialled programs, the creation of work-based learning opportunities through industry engagement, and unbundling programs and services so students can access 'just-in-time' education at affordable prices. We also considered how best to design governance structures, product offerings, pricing and branding to position UQ as a leading provider of postgraduate and lifelong learning.

Related achievements and initiatives

- The Faculty of Science developed a Science Product Development Framework to guide market research in advance of any new product development, particularly postgraduate coursework and 'stackable' shorter form credentials such as science teaching credits articulating to the Master of Educational Studies.
- In Semester 2, we trialled 47 individual fully online programs at graduate certificate, graduate diploma and master's level through the Open Universities Australia scheme - attracting interest from more than 300 prospective students.
- Potential partnership models were reviewed, based on analysis of the online program manager market.
- We designed a business case process for the development of new programs and short courses.
- We defined a product catalogue and developed a new website for short courses that will launch in early 2023.

Measures of success

2. Research and innovation

Through our commitment to conducting world-leading 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.

Key performance indicators

Number 1 in national research excellence, impact and engagement					
	2018	2019	2020	2021	2022
National ranking in Excellence in Research for Australia (ERA) assessment ¹	► See page 24: Trusted research				
National ranking in Engagement and Impact (EI) assessment ²					
Group of Eight rank for highly cited researchers ³	2	3	2	1	1
Top 50 in Aggregate Ranking of Top Universities					
	2019	2020	2021	2022	
Global ranking in Aggregate Ranking of Top Universities (ARTU) ⁴	45	45	42	42	
10% of national funding for priority-driven research, and double industry and philanthropic research funding					
	2017	2018	2019	2020	2021
Percentage of national funding for priority-driven research ⁵	-	-	6.9	4.8	8.9
Percentage of industry, public sector, philanthropy and other research funding (Category 2-4) ⁶	8.5	8.1	8.6	8.3	7.0
Percentage of national competitive grant funding (Category 1) ⁷	10.6	11.6	11.8	10.9	9.7
Top 5% globally for commercialisation of university IP ⁸					
	2018	2019	2020	2021	
Group of Eight rank for university commercialisation revenue	1	1	1	1	
Group of Eight rank for equity held in startups by a university	1	1	2	1	
75% of HDR graduates to complete career development experience or industry placement					
	2019	2020	2021	2022	
Percentage of HDR graduates who completed a career development experience or industry placement, or had an industry scholarship	34.4	52.1	69.6	n/a	
Lead the development of 10 new research partnerships that provide at least \$10 million investment per year					
	2019	2020	2021	2022	
Percentage of academic staff Level B and above who have Category 2-4 funding ⁸	39.8	39.4	40.9	39.4	

¹ The next ERA evaluation round is expected to be implemented from 2024-2025.
² The sector is waiting to hear when the next EI evaluation round will be implemented following the ARC announcement in December 2022 that the planned 2024 exercise would not proceed.
³ Source: Clarivate's annual Highly Cited Researchers list.
⁴ Source: ARTU.
⁵ UQ proportion of national funding for priority-driven research allocated from the Medical Research Future Fund (MRFF).
⁶ Includes Higher Education Research Data Collection (HERDC): Category 2 - Other Public Sector Funding, Category 3 - Industry and Other funding for Research, and Category 4 - Cooperative Research Centre Funding.
⁷ Includes HERDC Category 1 - Australian Competitive Grants.
⁸ Source: Survey of Commercialisation Outcomes from Public Research (SCOPR).

Research roadmap for mission-driven research

We are implementing a research roadmap to ensure the ongoing excellence of our world-class research capabilities, facilities and collaborative networks. We aim to connect the strengths and leadership of our comprehensive discipline profile to deliver mission-driven research that is aligned with industry, government and community priorities.

How we are achieving this

2022 saw the first draft of the UQ Research Roadmap produced, aligning with the University's key research priorities. Work also began on the development of an integrated, whole-of-UQ research marketing and communications strategy, with qualitative market research completed during the year. We expect to launch the Roadmap in 2023.

Related achievements and initiatives

- We received ARC funding to establish 3 Centres of Excellence - in Quantum Biotechnology, Indigenous Futures, and Green Electrochemical Transformation of Carbon Dioxide - making us the host of more Centres of Excellence than any other Australian university.
- We launched the HERA scheme, a major Vice-Chancellor's Strategic Initiative over 7 years, with the first appointees commencing in September 2022.
- We secured \$50 million in May under the Federal Government's Trailblazer Universities Program to establish a new Food and Beverage Accelerator to nurture innovation in Australia's agricultural, food and beverage sector. UQ is also a partner in another successful Trailblazer program - the Resources Technology and Critical Minerals hub, led by Curtin University.

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Partnerships

Our goal is to foster mutually beneficial partnerships for research translation and commercialisation at scale, to create positive impact for our communities, the environment and economy.

How we are achieving this

In preparing to develop a new partnerships and translation strategy, we implemented a Research Partnerships Review that saw both a Community of Practice and a Pipeline of Projects and Partners through the UQ Commercialisation Action Plan established during the year. This will feed into the Research Roadmap implementation as well as the convening of a cross-organisational partnership community.

Related achievements and initiatives

- UQ signed a partnership agreement with the Queensland Government, Griffith University and global healthcare company Sanofi to establish a significant new mRNA vaccine research facility in Brisbane.
- The Queensland Alliance for Agriculture and Food Innovation (QAAFI) partnered with the German Research Foundation DFG to establish the International Research Training Group for researching genetic improvements in cereal and pulse crops.
- The Australian Institute for Bioengineering and Nanotechnology (AIBN) successfully launched Australia's first Advanced Biomanufacturing Nucleic Acid facility (BASE), a joint initiative with the National Biologics Facility and Protein Expression Facility, and supported by Therapeutics Innovation Australia.
- Global medical technology group Stryker will establish its first Australian research and development facility in Queensland, with support from the Queensland Government, UQ and QUT.
- The Queensland Brain Institute (QBI) signed a research Memorandum of Understanding with the University of Washington.
- We appointed an Executive Director (Research Partnerships) to advance research partnerships with industry.
- QAAFI's TropAg conference was held in October/November as a vehicle for collaboration and engagement.

Research community

We support the development of our research community, including professional staff and HDR students, empowering them to thrive and excel in the evolving research and innovation ecosystem.

How we are achieving this

Work began on implementing a Researcher Development Framework to empower and support diverse career pathways for academics and professional staff. This included the development of the UQ Spark - Industry Engagement Skills program for Level B and C academics.

Related achievements and initiatives

- We continued to improve the Career Development Framework.
- We provided system and community of practice support for HDR student engagement with industry placements.
- IMB rolled out Stage 2 of its Global Challenges HDR cohort program, attracting 25 PhD (Doctor of Philosophy) candidates to work on at least 5 industry-focused research projects.
- SMI developed bespoke training, a professional certificate, online courses, contracted and public workshops, and regular webinars for its stakeholders.
- The Faculty of Medicine developed a clinician-researcher guide, support mechanisms for research-focused academics and HDR supervisors - including an online 'toolbox' for community engagement - and an internship for research-focused staff.
- The PhD stipend will increase to \$32,192 from 1 January 2023.

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Trusted research

We aim to ensure our research policies, practices and systems uphold our strong institutional commitment to trusted research and innovation.

How we are achieving this

Organisation-wide planning and preparations for the ERA assessment exercise began during the year for the next round, which will likely take place in 2024-2025. In the latest ERA assessment in 2018, we were assessed in 98 4-digit Fields of Research, with 100% rated at world standard or above. UQ was rated above world standard in more specialised fields of research than any other Australian university. Preparations did not commence on the EI assessment as the ARC announced in December that the 2024 exercise would not proceed.

Related achievements and initiatives

- 51 UQ researchers and research teams received grants (to commence in 2023) totalling \$25 million under the ARC Discovery Projects scheme, the second highest number nationally.
- Our Interdisciplinary Tobacco Endgame Research Network received a \$5 million grant under the NHMRC's Synergy scheme to help reduce smoking.
- In order to meet security obligations when working on defence-related research projects, we applied for institutional membership of the Defense Industry Security program.
- QAAFI staff completed the GRDC-funded Sorghum pre-breeding with the transfer of germplasm project to the satisfaction of commercial partners.
- The Faculty of Science continued to monitor and manage regulatory compliance with research protocols, including a review of the equine unit and closure of the piggery at UQ Gatton.
- Work continued on systems upgrades to bolster the University's research infrastructure, including rolling out the Research Infrastructure Management System 2 and preparing for the MyResearch Projects system.

Measures of success

3. 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.

Key performance indicators

30% of domestic undergraduate students will come from low socio-economic or regional/remote background enrolments ¹				
	2017	2018	2019	2020
Percentage of UQ domestic undergraduate students from a low socio-economic or regional/remote background	23.6	23.5	23.1	21.7
Proportion of students 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 ²	2022 ²
Percentage of domestic students who identify as Aboriginal and/or Torres Strait Islander ²	1.3	1.4	1.5	1.4
Platinum rating in Sustainability, Tracking, Assessment and Rating System (STARS)				
	2020	2021	2022	
STARS sustainability performance score ³	61.37	61.37	61.37	
Recognised by Reconciliation Australia as an Elevate RAP organisation				
We are currently rated at Innovate level and are working towards Elevate				
▶ See page 25: Reconciliation and Indigenous excellence				
<small>¹ Low socio-economic background is based on students' first address at any higher education provider and uses the Australian Bureau of Statistics: Statistical Area Level 1. Regional/remote background is based on students' first address at any higher education provider and uses the Australian Statistical Geography Standard.</small>				
<small>² Figures for 2021 and 2022 are preliminary and are based on internal self-reported data. Data will be finalised in mid-2023.</small>				
<small>³ Each STARS report and rating is valid for 3 years from the date of publication.</small>				

The Queensland Commitment

Through our Queensland Commitment, we are broadening access to higher education, and working in partnership to address our state's priorities, including those relating to the health workforce and economic diversification.

How we are achieving this

The Queensland Commitment was officially launched in August to break down the personal, financial and geographical barriers facing students aspiring to study at UQ. The core focus of the pledge is on increasing philanthropic funding to provide sustainable, needs-based scholarships for future scholars, particularly those from regional, remote or low socio-economic backgrounds, as well as Aboriginal and Torres Strait Islander students. Other

initiatives include expanded pathway programs, extensive regional and rural outreach, and accommodation support. We aim to strengthen our engagement with core educational, health, industry and arts partners throughout the state, to deliver transformative change.

Related achievements and initiatives

- We conducted Regional Roadshows across the state to discover more ways UQ can foster the growth, health and prosperity of communities across Queensland.
- We invited alumni and the broader community to support the ambitions of The Queensland Commitment by volunteering with UQ, sharing their stories, or becoming a UQ ambassador.

- We delivered the InspireU Program, bringing Aboriginal and Torres Strait Islander high school students from across the state for a week-long camp at St Lucia.
- We grew the Young Achievers Program, which supports the tertiary study and career aspirations of senior secondary school students from disadvantaged backgrounds by engaging and mentoring them throughout their academic journey and beyond.
- We strengthened the UQ College Foundation Year program to provide a direct pathway into the University for undergraduate international students.
- We delivered a Breakfast Club webinar series to strengthen knowledge and university pathway options.
- We established a new Government Relations office within the University.
- We established a research working group to promote and support high-quality health research for rural communities, including allied health placements at Chinchilla and St George.

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Reconciliation and Indigenous excellence

Our aim is for Reconciliation to be business as usual through the successful development and implementation of our Stretch Reconciliation Action Plan (RAP), and we support the continued development of Indigenous excellence as defined by Indigenous peoples, in collaboration with the broader UQ community.

How we are achieving this

With the 2019-2022 Innovate Reconciliation Action Plan (RAP) successfully implemented, work began on developing the 2023-2026 Stretch RAP, further embedding