**Our Locations**

As at 31 December 2018

**Faculties**

**Faculty of Business, Economics and Law (BEL)**
- Phone: +61 7 3365 7467
- Email: bel@uq.edu.au
- Web: bel.uq.edu.au
- Specialising in the legal and business fields.

**Faculty of Engineering, Architecture and Information Technology (EAIT)**
- Phone: +61 7 3365 4666
- Email: enquiries@eait.uq.edu.au
- Web: eait.uq.edu.au
- Focusing on engineering, architecture and IT.

**Faculty of Health and Behavioural Sciences (HABS)**
- Phone: +61 7 3365 7467
- Email: habs@uq.edu.au
- Web: habs.uq.edu.au
- Investigating behavioural and biological aspects of health.

**Faculty of Humanities and Social Sciences (HASS)**
- Phone: +61 7 3365 1333
- Email: essc@hass.uq.edu.au
- Web: hass.uq.edu.au
- Discovering social science, arts and humanities.

**Faculty of Medicine**
- Phone: +61 7 3365 5342
- Email: med.reception@uq.edu.au
- Web: medicine.uq.edu.au
- Focusing on medical specialties.

**Faculty of Science**
- Phone: +61 7 3365 8868
- Email: science@uq.edu.au
- Web: science.uq.edu.au
- Covering a wide range of scientific disciplines.

**Our Institutes**

**Australian Institute for Bioengineering and Nanotechnology (AIBN)**
- Phone: +61 7 3346 3877
- Email: recpt@aibn.uq.edu.au
- Web: aibn.uq.edu.au
- Developing world-class technology at the nano-scale with a focus on translational research.

**Global Change Institute (GCI)**
- Phone: +61 7 3443 3100
- Email: gci@uq.edu.au
- Web: gci@uq.edu.au
- Finding solutions to the global challenges increasingly facing us all.

**Institute for Molecular Bioscience (IMB)**
- Phone: +61 7 3346 2222
- Email: imb@imb.uq.edu.au
- Web: imb.uq.edu.au
- Advancing scientific knowledge and delivering new health and industry applications.

**Institute for Social Science Research (ISSR)**
- Phone: +61 7 3365 7471
- Email: issr@uq.edu.au
- Web: issr.uq.edu.au
- Undertaking social science research for public value and to contribute to public interest.

**Mater Research Institute–UQ (MRI–UQ)**
- Phone: +61 7 3363 2555
- Email: research.development@mater.uq.edu.au
- Web: mater.uq.edu.au
- Turning scientific discovery into the best possible treatment, care, and outcomes for patients and the broader community.

**Queensland Alliance for Agriculture and Food Innovation (QAAFI)**
- Phone: +61 7 3346 0550
- Email: qaafi@uq.edu.au
- Web: qaafi.uq.edu.au
- Leading agriculture and food science research in subtropical and tropical production systems.

**Queensland Brain Institute (QBI)**
- Phone: +61 7 3346 6300
- Email: qbi@uq.edu.au
- Web: qbi.uq.edu.au
- Understanding the development, organisation and function of the brain.

**Sustainable Minerals Institute (SMI)**
- Phone: +61 7 3346 4003
- Email: smi@uq.edu.au
- Web: smi.uq.edu.au
- Delivering improved operational performance on mining sites through new technologies.

**Student enrolments have been steadily increasing since the University first opened in 1911.**

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrolments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1911</td>
<td>17,485</td>
</tr>
<tr>
<td>1921</td>
<td>4014</td>
</tr>
<tr>
<td>1931</td>
<td>799</td>
</tr>
<tr>
<td>1941</td>
<td>1719</td>
</tr>
<tr>
<td>1951</td>
<td>4014</td>
</tr>
<tr>
<td>1961</td>
<td>51,071</td>
</tr>
<tr>
<td>1971</td>
<td>35,352</td>
</tr>
<tr>
<td>1981</td>
<td>45,548</td>
</tr>
<tr>
<td>1991</td>
<td>53,692</td>
</tr>
<tr>
<td>2001</td>
<td>61,289</td>
</tr>
<tr>
<td>2016</td>
<td>60,000</td>
</tr>
</tbody>
</table>

Figure for 2018 is preliminary. Data will be finalised in mid-2019.

**Operating Environment**

**Statutory obligations**

The chief purpose of The University of Queensland (UQ) is to provide education at university standard and to promote scholarship through study and research. We have been successfully achieving this for more than a century, increasing our student cohort from 83 in 1911 to more than 50,000 in 2018, and graduating more than 264,000 in that time. Our research has also flourished. In the latest Excellence in Research in Australia (ERA) assessment, we submitted in all broad fields—including UQ as one of Australia’s most comprehensive universities—and 100 per cent of our research was evaluated at world standard or above in 2015 (the latest results available).

**Nature and range of activities**

UQ offers study and research opportunities across a wide range of disciplines, from science and sustainability to health and humanities—as well as business, education, engineering, law and more. We currently offer almost 400 programs and around 4000 courses.

UQ is also home to eight internationally acclaimed research institutes, with expertise in social sciences, nanotechnology, and public policy, and a world-class medical research institute. UQ also participates in several international partnerships and consortia, including the EU, China and the US, and contributes to global research networks.

**Risks, opportunities and challenges**

The University operates in a rapidly changing environment within a global marketplace, where institutional excellence is a critical driver of reputation. Domestically, all Australian universities face increased financial pressures, regulatory changes, reputational pressures and changing student, industry and government expectations, and UQ is no exception.
Within this context, we are reviewing our services to ensure that we remain competitive and succeed in the longer term. Continuous improvement is essential. UQ faces a number of operational challenges in the coming years, including:

- maintaining an ageing campus with continued demands for more teaching, research and services
- facing increasingly sophisticated and voluminous information security threats
- addressing the need to upgrade or replace core enterprise systems.

However, we have considerable opportunities, for example:

- a student housing development, which will further enhance the life of the St Lucia campus
- implementing world-leading energy reduction strategies
- introducing sector-leading initiatives to become an employer of choice.

Environmental factors

The Australian Government is substantially reducing university revenues for teaching and research at a faster rate than alternative domestic sources of funding can be developed, thus placing reliance on international funding. Simultaneously, UQ faces uncertainties arising from fluctuating social, economic and technological disruption.

The impact of these disruptions and their impact on the future workforce has resulted in the UQ Student Strategy focusing strongly on employability and enterprise as the best means of ‘future proofing’ the value of a UQ degree. This direction is starting to show results, with the 2019 QS Graduate Employment Rankings showing UQ ranked 48th out of the world’s 500 leading universities, and first in Queensland and fourth in Australia for graduate employability. We have also invested strongly in learning technologies and maintain a significant footprint in edX in terms of learner registration numbers and the popularity and quality of our MOOCs. Being part of edX has allowed us to grow our brand globally and increase our exposure to international students. We continue to expand our sphere of influence in the online learning environment, with the development of Virtual Exchange Program, X-Series and MicroMasters programs, all of which show potential for diversifying UQ’s income sources if overseas interest in the University increases as a result.

Most importantly, through our involvement in edX, UQ has expanded its understanding of how to use online courses to engage students, and gained access to emerging technologies, rich sources of data and collaborative insights from consortium members. This, in turn, has supported innovation among our academic staff and helped enrich the student learning experience.

From a research perspective, tight fiscal conditions and proposed government funding reforms are increasing the competition for research income; capital technological and economic change is affecting the nature of jobs; and the challenges facing society are increasingly complex. While UQ has been relatively successful in attracting industry funding, it is becoming increasingly difficult to attract external fellowships and the uncertain economic climate with reduced government funding will present challenges to support the ongoing costs of the many facilities we host.

International multi-disciplinary, multi-institutional, multi-sector solutions—or partnerships—will be needed to solve these challenges, which will mean a realising of our research workforce and the continued development of our research management policies, procedures and systems. We will need to transition from a predominantly university-funded, comparatively paper-based, highly developed research support system to one that is supported by enterprise systems and a smaller number of expert staff. Significant resource investment, both human capital and funding, will continue to be required over the next few years to fully realise a research management structure that meets the University’s needs.

Key initiatives

See our Summary of Activities on pages 16–37.

Overview

The landscape of higher education in Australia is rapidly evolving as the Commonwealth seeks to manage the effects of a demand-driven system for undergraduate degrees, and to develop a strategy to promote innovation in the economy.

The National Innovation and Science Agenda has stated that ‘we need to embrace new ideas in innovation and science, and harness new sources of growth to deliver the next age of economic prosperity in Australia’ which has major implications for research and research training.

With a focus on efficient service delivery to all parts of our university, we will work with greater efficiency and productivity and it is important that we acknowledge this.

Looking ahead

We have no room for complacency. The competition for high-quality students continues to increase and we must consider the size and shape of the University, encourage development of interdisciplinary programs and develop a student-centric academic calendar that makes the best use of resources (both people and space).

We will need to diversify the student body, introduce pathway options for international students, and continue to provide world-class education and opportunities for domestic students. This will require a consideration of factors such as location, flexible and digital delivery, and more student-centric programs.

We will diversify our funding through

Not it when philanthropic campaign, and commit to building a University operation that is agile and efficient, and continue to provide for world-class education and opportunities for domestic students. This will require a consideration of factors such as location, flexible and digital delivery, and more student-centric programs.

We will diversify our funding through

Not it when philanthropic campaign, and commit to building a University operation that is agile and efficient, and continue to provide for world-class education and opportunities for domestic students. This will require a consideration of factors such as location, flexible and digital delivery, and more student-centric programs.

We will diversify our funding through

Not it when philanthropic campaign, and commit to building a University operation that is agile and efficient, and continue to provide for world-class education and opportunities for domestic students. This will require a consideration of factors such as location, flexible and digital delivery, and more student-centric programs.

We will diversify our funding through

Not it when philanthropic campaign, and commit to building a University operation that is agile and efficient, and continue to provide for world-class education and opportunities for domestic students. This will require a consideration of factors such as location, flexible and digital delivery, and more student-centric programs.