

Operational performance

Government objectives for the community

With the underpinning principles of integrity, accountability and consultation, which are applied to the activities outlined in this report, UQ contributes to the Queensland Government’s broad objectives for the community:

- Good jobs
- Better services
- Great lifestyle.

With a commitment to delivering for the public good, our research excellence and focus on providing quality education and experiences, UQ contributes directly to **good jobs, better services** and **great lifestyle**. UQ does this by ensuring Queenslanders have the skills they need to find meaningful jobs and set up pathways for the future. This includes supporting careers in frontline services such as health and education as well as key industries for Queensland such as infrastructure, agriculture, resources and tourism; developing small business opportunities through entrepreneurship and adaptability; and creating impactful solutions to protect the health and natural environment of our state.

Our objectives and performance indicators

By 2032, our **objective** is for UQ to be known as a university that:

- delivers highly sought-after graduates, who are prepared for future success through rich and broad educational experiences
- leads as a premier provider of high-quality postgraduate and lifelong learning opportunities
- leverages the breadth and depth of its research capabilities and vibrant precincts to address the world’s most pressing challenges
- is a trusted and agile partner widely regarded as a leader in entrepreneurship, knowledge exchange and commercialisation
- has an extensive global reach in education and research with a strong commitment to capacity building in the Indo-Pacific
- breaks down barriers to education through The Queensland Commitment
- is values-led, deeply committed to delivering for the public good and supporting our people, leading reconciliation, and embracing different life experiences and perspectives.

UQ’s strategic priorities have been developed around 3 **domains** that reflect the core purpose of the University:

- Learning and student experience
- Research and innovation
- Enriching our communities.

Underpinning our domains, our 3 fundamental **enablers** will support our ambitions to deliver on our core purpose.

- Our global profile
- Our people
- Securing our future.

We use a range of **strategies** to achieve our objective, with specific measures of success (or key **performance indicators**) for each domain and enabler, as outlined in the table on page 19.

To successfully achieve our strategic objectives, we support the delivery of strategic initiatives and plans with adequate risk management plans. For example, key **risk mitigation strategies** responding to the highly volatile external environment include:

- recruitment and retention strategies to maintain a highly respected workforce
- innovative approaches to teaching, learning and research
- development and nurturing of partnerships to realise mutual benefits in research, teaching and learning
- robust financial management that includes diversifying our international student profile and implementing lifelong learning growth opportunities.

Measures of success against UQ Strategic Plan 2022–2025: Key Performance Indicators		
Goal – by 2032	Metrics	Details: see page
Domain: Learning and student experience		
Number 1 in Queensland for graduate employment outcomes 3 years after completion	Queensland effective rank for full-time employment rate for domestic undergraduates, 3 years after graduation	20
Top 5 in Australia for sense of belonging among undergraduate students	National effective rank for undergraduate satisfaction with overall quality of entire educational experience	20
	National effective rank for undergraduate satisfaction with overall teaching quality	20
	National effective rank for undergraduate sense of belonging	20
50% of bachelor's graduates will have completed an entrepreneurship, global, volunteering or leadership experience	Percentage of bachelor degree graduates who completed an enrichment activity	20
Double our domestic postgraduate coursework commencements	Number of domestic postgraduate coursework commencements	20
10,000 participants per year completing an executive education or short course offering	Number of executive education or short course completions	20
Domain: Research and innovation		
Number 1 in the national research excellence, impact and engagement assessments	National ranking in Excellence in Research for Australia (ERA) and Engagement and Impact (EI) assessment programs	23, 24
	Group of Eight rank for highly cited researchers	23, 24
Top 50 in the Aggregate Ranking of Top Universities (ARTU)	Global rank in ARTU	23
Attract at least 10% of national funding for priority-driven research and double industry and philanthropic research funding	Percentage of national funding for priority-driven research	23
	Percentage of industry, public sector, philanthropy and other research funding (Category 2–4)	23
	Percentage of national competitive grant funding (Category 1)	23
Top 5% globally for commercialisation of university IP	Group of Eight rank for university commercialisation revenue	23
	Group of Eight rank for equity held in startups by a university	23
75% of HDR graduates to complete a career development experience or industry placement	Percentage of HDR graduates who have had a career development experience, completed an industry placement or had an industry scholarship	23
Lead the development of 10 new research partnerships that provide at least \$10 million of investment per year	Percentage of academic staff Level B and above who have Category 2–4 funding	23
Domain: Enriching our communities		
30% of domestic undergraduate students will come from a low socio-economic or regional/remote background	Percentage of domestic undergraduate students from a low socio-economic or regional/remote background (based on their first address)	25
The proportion of domestic students identifying as Aboriginal and/or Torres Strait Islander will reflect the representation of people identifying as Aboriginal and/or Torres Strait Islander in Queensland	Percentage of domestic students at UQ who identify as Aboriginal and/or Torres Strait Islander	25
A platinum rating in the Sustainability, Tracking, Assessment and Rating System (STARS)	STARS sustainability performance score	25
Recognised by Reconciliation Australia as an Elevate RAP (Reconciliation Action Plan) organisation	Elevate RAP report submitted to and approved by Reconciliation Australia	25
Enabler: Our global profile		
Deliver on our premier partnerships by growing co-publications, joint PhDs, collaborative teaching efforts and externally funded research	Qualitative assessment	24, 27
Recruit at least 10% of our international students from each of our top 5 source countries	Number of source countries contributing at least 10% of international students	27
15% of UQ’s international students will study offshore	Qualitative assessment	27, 28
Leading university in Australia for development impact in the Indo-Pacific	Qualitative assessment	26, 27
Enabler: Our people		
80% of staff will be willing to recommend UQ as a great place to work	Percentage of staff willing to recommend UQ as a great place to work	29
85% of staff will agree that UQ demonstrates a genuine commitment to diversity and inclusion	Percentage of staff who agree that UQ demonstrates a genuine commitment to diversity and inclusion	29
50% of senior positions will be held by women	Percentage of senior positions held by women at Level E Academic, Level D Academic, HEW 10+	29
Proportion of staff identifying as Aboriginal and/or Torres Strait Islander will reflect the representation of people identifying as Aboriginal and/or Torres Strait Islander in Queensland	Percentage of staff identifying as Aboriginal and/or Torres Strait Islander	29
1 in 3 alumni will actively engage with the University each year	Percentage of alumni actively engaged with the University each year	29
Enabler: Securing our future		
Achieve an annual EBITDA (earnings before interest, tax, depreciation and amortisation) of 10% and ensure annual revenue exceeds expenditure	Annual EBITDA as a percentage of underlying revenue change (before investment revenue)	31
Grow our endowment fund to \$1.2 billion	Value of endowment fund (excluding matched funds and UQ Future Fund-related)	31
	Number of philanthropic donors	31
Recognised as a beyond carbon-neutral university	Qualitative assessment	31, 32