

Strategic Plan



2029 2026

A word from the Vice-Chancellor and President

For more than a century, The University of Queensland (UQ) has been defined by an enduring and unifying purpose: to deliver for the public good.

Our founders spoke of a “people’s university” – a University for Queensland – created to broaden opportunity, advance knowledge and strengthen communities. That founding mission continues to guide us today.

This Plan builds on the structure of UQ’s previous 4-year Strategic Plan while maintaining a longer term focus on the University’s ambitions for 2032. Some initiatives from the previous plan continue and mature, while others have evolved in response to new opportunities and the changing needs of our communities.

A clear example of how rapidly new opportunities are emerging is the rise of artificial intelligence. AI did not appear in our last Strategic Plan; yet today, generative AI is reshaping how we learn, work and interact with knowledge. Our response to AI is therefore embedded throughout this Plan.

Our strategic focus

The Plan is structured around 3 domains that articulate the University’s key ambitions: delivering for the public good; teaching and learning; and research and innovation. Across these areas, we outline our strategies for preparing graduates to lead and contribute meaningfully to society, advancing research that addresses global challenges, and partnering to deliver tangible social benefit.

The objectives and measures of success within each domain focus on broadening UQ’s contribution – socially, culturally, environmentally and economically – in Queensland, across Australia and around the world.

Supporting these domains is an enabling priority centred on our people and sustainable operations. This reflects our recognition that UQ’s capacity to contribute depends on the talent of our people, the strength of our culture and the long-term sustainability of our operations.





Delivering for the public good

In this Plan, we reaffirm our support for The Queensland Commitment – UQ’s flagship initiative designed to remove barriers to higher education while strengthening our community partnerships and impact across Queensland. We now redouble our focus on The Queensland Commitment, first launched in our previous Plan, to ensure the benefits of our education and research are felt in communities across the state.

We will also renew our focus on our Gatton campus as a centre for regional engagement and applied research, working with local communities, industry and partners to expand educational opportunities, promote innovation and respond to regional priorities.

Our commitment to advancing reconciliation remains steadfast. Under this Plan, we will implement our Stretch Reconciliation Action Plan (RAP) while working towards a fair, equal and inclusive society in which Indigenous and non-Indigenous Australians come together to create a better future.

Teaching and learning

UQ’s distinctive, comprehensive educational offering is anchored in an on-campus experience that inspires students and builds a sense of belonging.

Over the course of this Plan, we will strengthen that experience by expanding individualised learning and wellbeing support, tailored to an increasingly diverse student body.

We will also enhance co-curricular and extra-curricular opportunities – including entrepreneurship, research experiences and global exchange – preparing UQ students to lead and contribute meaningfully in their future careers.

Research and innovation

We will continue to strive for excellence in discovery science and fundamental research as a vital source of innovation.

At the same time, we will deepen our leadership in research translation and commercialisation by partnering with government, industry and the community to translate knowledge into societal benefit. Innovation precincts will remain a priority, enabling interdisciplinary collaboration to address complex challenges.

UQ's research strength is powered by our community of HDR candidates, early- and mid-career researchers and world-leading investigators. We will continue to cultivate a supportive research culture with systems that enable growth, reward collaboration and help every researcher realise their potential.

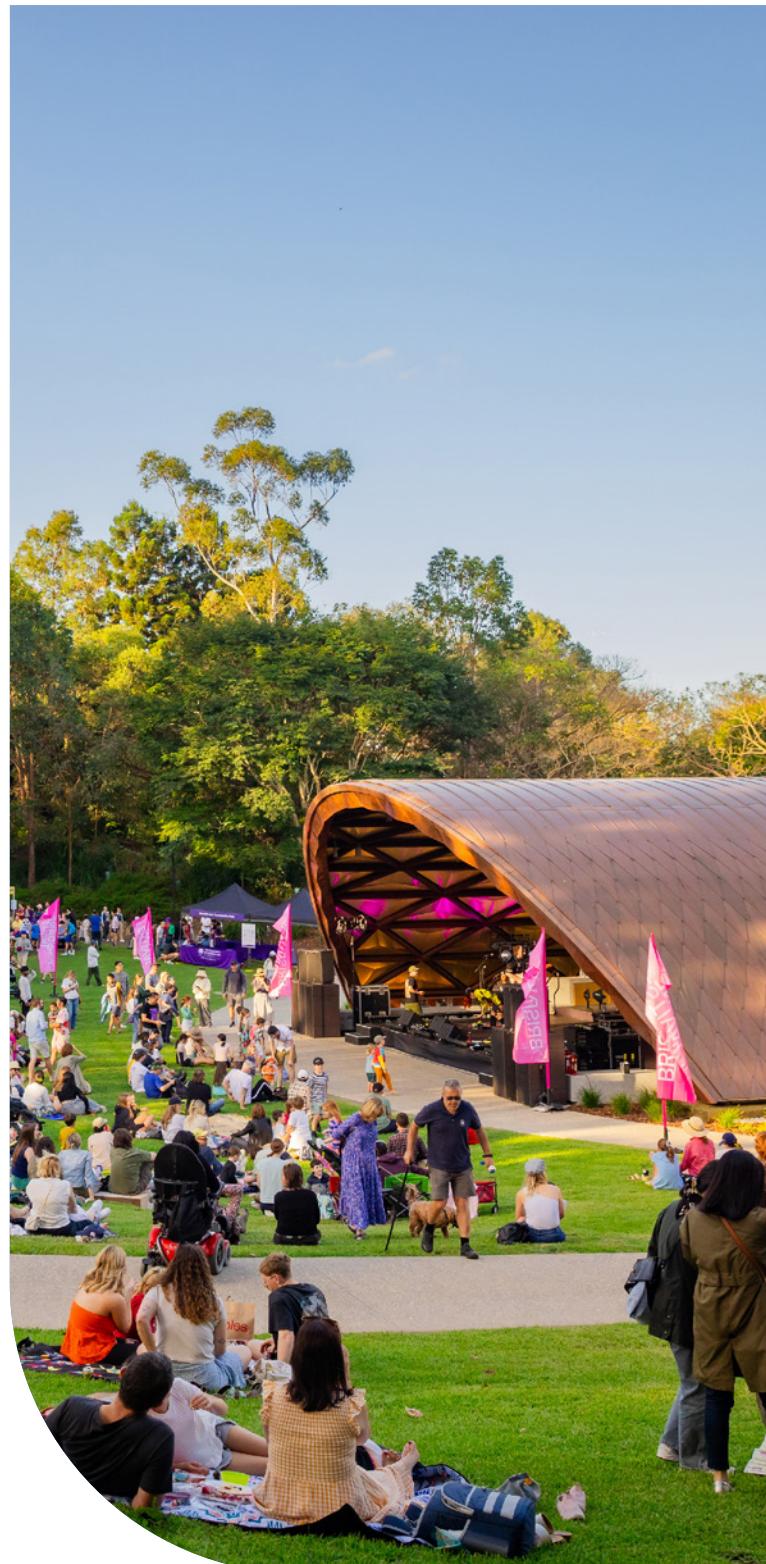
Looking to the future

We enter into this next 4-year strategic planning period from a position of strength. We are fortunate to have exceptional capability across our people, a robust culture, beautiful campuses, a track record of delivering widespread community benefit, and the resources to continue investing in our mission.

The achievements of our diverse community – staff, students, alumni and partners – demonstrate the impact a university can have when grounded in a commitment to serve the public good.

This Strategic Plan sets our course for 2026-2029 – as we work towards our longer term ambitions. By 2032, when the eyes of the world are focused on Queensland, UQ will be recognised for the many ways we deliver for the public good – preparing students for their future career, advancing discovery and innovation, enriching lives and cultures and strengthening the communities we serve.

Professor Deborah Terry AC
Vice-Chancellor and President



Vision, mission and values

Our vision, mission and values remain constant. Together, they provide the foundation for how we behave and what we aspire to achieve at UQ.



Our vision

Knowledge leadership for a better world.

Our mission

Our purpose is to deliver for the public good through excellence in education, research and engagement with our communities and partners: local, national and global.



Our values

WHAT WE STRIVE FOR

Excellence

We strive for excellence in everything we do. We apply the highest standards to our work to achieve the greatest impact for the benefit of communities everywhere.

Creativity

We apply our creativity as a way of seeking progress. We value new ideas, seek fresh perspectives and pursue game-changing innovations and opportunities.

CENTRAL TO WHAT WE DO

Truth

Truth is central to all that we do as a university. We seek truth through our focus on the advancement and dissemination of knowledge, and our deep commitment to academic freedom and freedom of expression.

HOW WE WORK TOGETHER

Integrity

We always act with integrity. As stewards of the University's resources and reputation, we are honest, ethical and principled.

Respect and inclusivity

We provide a caring, inclusive and empowering environment for all. We engage respectfully with one another and promote the value that our diversity brings to our whole community.

Courage

We are courageous in our decision making. We are ambitious, bold and agile. We demonstrate moral courage so that we are always guided by a sense of what is right.

About this plan



The 2026–2029 Strategic Plan is structured around 3 domains that encapsulate UQ's core purpose: delivering for the public good; teaching and learning; and research and innovation. Our people and sustainable operations enable the implementation and success of these domains.

Each domain and enabler includes objectives, the strategies that support them and clear measures of success to track progress and impact.

Delivering for the public good

Local, national and global impact

Teaching and learning

Education for leadership and future success

Research and innovation

From discovery to impact

Our people and sustainable operations

Enabling our mission

Together, our objectives and strategies drive progress toward 6 long-term ambitions that define the transformative impact UQ aims to deliver.

Our 2032 ambition

As the University **of, for and with Queensland**, UQ's ambition is to:

- Deliver highly sought-after graduates who are ready to succeed in the workforce, through diverse, future-focused educational experiences
- Contribute to Queensland's prosperity through The Queensland Commitment by reducing barriers to education and delivering social benefits
- Leverage the breadth and depth of our research strengths and innovation precincts to address pressing global challenges, including climate change, technological disruption and increasing societal complexity
- Be a trusted and agile partner, recognised as a leader in entrepreneurship, knowledge exchange and commercialisation
- Have an extensive global reach in education and research, with a strong commitment to capacity building in the Indo-Pacific and beyond
- Be values-led, committed to delivering for the public good, supporting our people, advancing reconciliation, driving sustainability and embracing diverse experiences and perspectives.

Delivering for the public good: our local, national and global impact



The University of Queensland exists to serve the public good – a purpose embedded in our founding legislation and carried forward in our mission. In an era of changing expectations, we reaffirm this commitment and continue to ask a simple yet powerful question: *What are we good for?* The answer lies in our identity as the University of, for, and with Queensland.

Our focus on expanding access to education through The Queensland Commitment, harnessing our research to benefit society and the economy, advancing reconciliation, and leading capacity-building and development projects across the Indo-Pacific and beyond all exemplifies the diverse ways in which we deliver for the public good.

We fulfil this purpose by engaging directly with our communities. Community engagement at UQ is a mutually beneficial and authentic partnership involving knowledge and resource sharing, joint decision-making, and co-created outputs. This partnership extends across Queensland, throughout Australia and internationally. Our engagement is inclusive, is responsive to cultural and social context, and values Aboriginal and Torres Strait Islander ways of knowing, being and doing.

Looking ahead, we will build on our strengths in teaching, research and partnerships to drive meaningful change – shaping a more equitable, sustainable and prosperous future that delivers lasting benefits for Queensland, Australia and the world.



Increase philanthropic support and launch a new comprehensive campaign



Deliver UQ's Stretch RAP targets

OUR MEASURES OF SUCCESS



Strengthen UQ's local, national and global leadership by:

- achieving the Carnegie Community Engagement Classification
- continuing to rank highly in global rankings of universities



Maintain UQ's standing as a leading Australian university for development impact in the Indo-Pacific



Advance The Queensland Commitment 2032 targets, including increasing the representation of:

- domestic undergraduate students from lower socio-economic, regional or remote backgrounds
- Aboriginal and Torres Strait Islander students



Grow major strategic partnerships that support government, industry and community organisations

Our objective is to create positive social impact across local, national and global communities.

To achieve this objective, we will:

- Deliver on the ambitions of The Queensland Commitment by expanding equitable access to higher education and strengthening engagement with communities across Queensland
- Cultivate civic responsibility among our students and staff by developing skills in public discourse, engaging with public policy, and encouraging connections with the wider community
- Expand international development programs throughout the Indo-Pacific and other regions to help build the capacity of individuals and organisations to achieve their development goals.

UQ is committed to creating positive social change through education, research and collaboration that improves social prosperity and contributes to a fairer, more inclusive and sustainable world.

Central to this purpose, The Queensland Commitment focuses on educational equity and engagement in Queensland. We are embedding these principles across UQ so they guide our work locally, nationally and internationally.

We will continue to implement The Queensland Commitment Roadmap by working with schools, communities and local organisations to strengthen academic aspirations and readiness from early secondary school. We will draw on local knowledge, expertise and experience to shape programs through alumni and community engagement initiatives central to The Queensland Commitment, embedding community engagement as a core part of our institutional mission.

We will promote civic responsibility among students and staff by developing skills in public discourse, policy engagement and community involvement. Opportunities for active citizenship and informed debate during their time at UQ will help graduates contribute thoughtfully and inclusively to society. Staff will be encouraged to share their expertise through public engagement and evidence-based policy development, strengthening UQ's reputation as a trusted civic voice.

As one of the region's leading development partners, we will continue to support regional stability and progress by expanding UQ's international development and capacity-building programs. Our focus will remain on the Pacific and Southeast Asia, while also looking towards South Asia, Africa and Latin America.





Our objective is to drive sustainable and responsible economic growth in Queensland and Australia, with a global impact.

To achieve this objective, we will:

- Leverage our teaching and research excellence, working collaboratively with government and other partners to attract and develop industries in our region
- Develop graduates with the capabilities to meet Australia's workforce priorities, including in regional and rural communities
- Strengthen global partnerships with strategically aligned institutions through joint degree programs and collaborative research initiatives.

As one of Australia's leading research and teaching institutions, UQ plays a central role in advancing the knowledge that underpins economic growth. Through our delivery of higher education programs, we develop graduates with the skills needed for Queensland and Australia's future workforce. Our research strengthens national capabilities and helps industries and communities adapt and grow. Strong partnerships with governments, businesses and universities around the world enhance our teaching and research.

Economic growth, driven by increased productivity, generates employment opportunities and improves living standards. We recognise that growth must be achieved responsibly by balancing productivity gains with the sustainable use of resources and reduced environmental impact. We will build on our broad disciplinary strengths to drive entrepreneurship, strengthen existing sectors and attract new industries to our region.

Building on the success of our Regional Medical Pathway programs, which expand access to medical education in the regions to address workforce shortages, we will explore opportunities to adapt this model across other disciplines to enhance capability and access in areas of national and regional priority.

Through deeper engagement with global partners, we will broaden academic and research collaboration in areas of shared strength. Flagship partnerships with institutions such as the Indian Institute of Technology Delhi, the Technical University of Munich and the University of Exeter demonstrate the mutual benefits of long-term institutional collaboration.

Our objective is to grow a flourishing UQ community built on connections across and beyond the University.

To achieve this objective, we will:

- Advance reconciliation through and beyond our Stretch Reconciliation Action Plan
- Deepen engagement with our global alumni and donor community by creating opportunities to connect, collaborate and extend their influence
- Highlight and promote UQ Arts and UQ Sport to encourage inclusive participation and strengthen connections across the University and with our wider communities.

The UQ community extends beyond the University's boundaries. Building and sustaining this community requires deliberate engagement, inclusive participation and strong partnerships.

The launch of the Stretch Reconciliation Action Plan (RAP) in 2025 marked an important milestone, but it is only the beginning of UQ's reconciliation journey. In partnership with Aboriginal and Torres Strait Islander communities, we aim to embed the Stretch RAP across our operations so that its principles shape our daily work and culture.

Alumni engagement is central to UQ's influence. With more than 350,000 alumni across 190 countries, our graduates form a global network connecting industries, ideas and opportunities. By deepening engagement, we will open new pathways for alumni to collaborate, contribute and grow, strengthening UQ's presence and reputation locally, nationally and globally.

Philanthropic partnerships bring communities together and accelerate progress. Donor support drives innovation, expands access and enables the delivery of education, research and community initiatives. Our next comprehensive campaign will invite alumni and donors to play an active role as advocates for education, innovation and The Queensland Commitment.

Through UQ Arts and UQ Sport, we will continue to champion wellbeing, creativity and social connection, bringing students, staff and communities together through shared experiences. These initiatives will also help position UQ, and Queensland, as a global hub for sport, culture and performance innovation in the lead-up to the 2032 Olympic and Paralympic Games.



Teaching and learning: education for leadership and future success



UQ's distinction in Australian higher education comes from our combined strength in teaching, student experience and research.

We have Australia's most awarded university educators delivering high-quality, research-driven programs designed to meet current and future societal needs. Our students enjoy a wide range of co-curricular and extra-curricular activities, including research internships, entrepreneurship initiatives, work-integrated learning and international exchanges. As a university distinguished by its on-campus experience – including diverse student accommodation – we offer a vibrant academic and social environment that supports immersive learning. Through The Queensland Commitment, we also work to ensure that students who wish to study at UQ, regardless of their circumstances or location, are supported throughout their university journey.

In a rapidly changing world, our teaching and learning must continue to evolve. We will deliver research-led curricula that engage with emerging technologies, invest in advanced teaching tools and expand opportunities for learning beyond the classroom. Our graduates develop deep disciplinary knowledge together with the mindset and capabilities needed to navigate complexity, adapt to change and contribute meaningfully to society.

We will prepare graduates to lead with integrity, empathy, creativity and courage, supported by learning environments that are safe, inclusive and enabling. By cultivating a community of learners who think critically, act ethically and engage constructively, UQ equips future leaders to create positive impact and thrive in an unpredictable world.

 **Maintain UQ's top position in Queensland for graduate employment outcomes 3 years after completion**

OUR MEASURES OF SUCCESS



Expand external recognition of UQ's teaching excellence



Exceed national and Queensland benchmarks for student satisfaction



Maintain strong retention rates among commencing domestic bachelor students



Grow the number of graduates who complete entrepreneurship, research or global experiences during their time at UQ



Strengthen the effectiveness of UQ's student wellbeing and support services

Our objective is to develop graduates who combine deep disciplinary knowledge with future-oriented skills, enabling them to lead and contribute meaningfully to society.

To achieve this objective, we will:

- Maintain a strong focus on teaching excellence by broadening our educators' expertise and supporting evidence-based innovative practice
- Embed emerging technologies across curricula to strengthen students' critical thinking, ethical judgment and adaptability
- Deepen research-led teaching by ensuring new knowledge is continually integrated into curricula and students have opportunities to engage with leading academics.

Generative AI is reshaping how we work, learn and engage with knowledge. The enduring value of a university education lies in a research-informed and human-centred learning experience. UQ provides research-based curricula that develop disciplinary expertise and critical thinking, supported by practical experiences in laboratories, placements, group projects, debates and creative studios. Through these experiences, students learn not only to acquire knowledge but to question, interpret and apply it responsibly, developing the ethical judgment and adaptability required for leadership.

Teaching excellence is central to preparing graduates for a complex future. Educators shape how students engage with knowledge, technology and each other. Their expertise underpins UQ's capacity to deliver transformative education. We will continue to invest in our educators to support a culture of innovation and collaboration, enabling them to share effective practice and shape future learning. By strengthening our staff capability, we reinforce UQ's capacity to deliver education that is engaging, relevant and deeply human.

At UQ, we integrate emerging technologies into teaching and learning to ensure graduates can use these tools responsibly and effectively. Students will deepen their disciplinary knowledge while applying new technologies critically and creatively to address complex issues. Through initiatives such as Lead Through Learning, we are preparing students to lead in their professions and communities by using AI with discernment while maintaining the integrity of the learning process.

As a research-intensive university, UQ ensures teaching is informed by discovery and innovation. Students learn within a research-based curriculum, have access to state-of-the-art facilities and benefit from opportunities to engage directly with leading academics.





Our objective is to provide a vibrant on-campus experience through immersive opportunities that support meaningful connection and academic, professional and personal growth.

To achieve this objective, we will:

- Enhance further our vibrant campuses and strengthen the sense of community through partnerships with UQ Union, student-led organisations, UQ Sport, colleges, residences and other partners
- Enrich our co- and extra-curricular learning experiences, including entrepreneurship, research experiences and global mobility and expand our lifelong learning offerings
- Ensure our student-focused physical and digital environments continue to reflect sector-leading practice, support active and collaborative learning and encourage social interaction.

UQ's on-campus experience is a major attraction for both international students and domestic undergraduates. We continue to improve our St Lucia, Gatton, Herston and Dutton Park campuses to create welcoming, inclusive and supportive environments that encourage students to fully participate in university life.

Our partners – including UQ Union, student-led groups, UQ Sport, colleges and residences – share this commitment. We will continue to collaborate with them to foster a deep sense of community and connection. In 2027, we will open our second student residence at St Lucia, providing over 1,000 new on-campus accommodation places to support students to live, learn and engage in a lively campus setting.

We will continue to enhance our co- and extra-curricular learning opportunities to ensure a holistic UQ experience that equips students with the knowledge, skills and networks needed for future success. Through entrepreneurship, research and global experiences, graduates will be prepared to thrive in the workforce, step into leadership roles or undertake higher degree research.

In response to Australia's changing workforce needs, we will expand our postgraduate and lifelong learning offerings, providing students with access to the knowledge and skills they need for career development and personal growth in a rapidly evolving world.

We will invest in thoughtfully designed and inclusive physical and digital environments that support learning, connection and student success, with digital experiences that complement face-to-face engagement.

Our objective is to ensure every student receives proactive, inclusive, strengths-based support that enables them to succeed academically and personally.

To achieve this objective, we will:

- Use our data assets to proactively identify students who may benefit from additional support
- Provide individualised guidance and support, particularly for students who have experienced educational disadvantage, in line with The Queensland Commitment
- Integrate safety and wellbeing services into a clear whole-of-university model, improving the quality and effectiveness of student support.

Through The Queensland Commitment, and in line with Australian Government priorities, we are increasing participation for domestic students from underrepresented backgrounds. This includes students from lower socio-economic, regional, or remote backgrounds, as well as Aboriginal and Torres Strait Islander students.

As our student population becomes more diverse, we are adapting our support so that all students are equipped to succeed at each stage of their learning journey.

Students expect proactive intervention and support, and we are committed to providing a more coordinated approach that helps each student participate fully and succeed in their studies. By using our extensive data resources, we have already begun adopting a data-informed approach to identifying students who may need additional support. The Early Intervention Support Initiative is one example. By integrating real-time learning analytics, student feedback, demographic and educational background indicators and engagement metrics, we can better anticipate student needs, tailor interventions and reduce equity gaps.

Identifying students who may need additional support is only the first step. We will enhance our processes, resources and capabilities to engage with students early, assess their needs and connect them seamlessly to the academic and wrap-around support that enables future success. Through an individualised approach that considers each student's circumstances, we will deliver effective discipline-specific academic, professional and personal support and advice.

A safe, supportive and inclusive environment is essential for both academic achievement and personal development. We will refine our current approach by implementing a university-wide model that promotes safety, respect and wellbeing. This model will coordinate prevention, intervention and response strategies to harmful behaviours, creating a culture grounded in care, accountability and inclusion.



Research and innovation: from discovery to impact



UQ is internationally recognised as a leading, comprehensive research-intensive university. We remain committed to excellence across the entire research and innovation pipeline.

Our aim is not only to create new knowledge but also to translate it in ways that enrich our communities and deliver tangible societal benefit. As the University of, for, and with Queensland – and guided by The Queensland Commitment – we aim to shape the state's future prosperity, address its most pressing challenges and work with partners to achieve outcomes that often have global significance.

We leverage the breadth and depth of our research capabilities, balancing 'blue-sky' exploration with research that delivers impact. Research excellence remains the foundation of our work, and we continue to focus on outstanding fundamental research. We also pursue applied research that translates discoveries into new ideas, improved services and innovative products for the benefit of society.

UQ has established itself as a leader in university commercialisation in Australasia, consistently ranking first in Australia for licence income and the value of equity held in spin-out companies. Our world-leading innovations – from the UQ-invented cervical cancer vaccine GARDASIL®, to ventures such as Protagonist Therapeutics and the landmark 2025 acquisition of a biopharmaceutical company commercialising our Molecular Clamp technology – demonstrate the global reach of UQ research. Building on these achievements, we will strengthen our innovation pipeline and expand the reach of our research and commercial endeavours. Strong partnerships with government, industry, non-government organisations and community groups are central to achieving these ambitions and delivering lasting public benefit.

World-leading researchers are at the heart of our ambitions. We are committed to attracting outstanding talent while supporting the next generation. Investing in the success of early- and mid-career researchers and HDR students is essential to sustaining a strong research culture. We are also investing in research infrastructure and strengthening a culture grounded in integrity, transparency and respect – ensuring our research upholds the highest standards of ethics and accountability, now and into the future.



Increase the proportion of early- and mid-career researchers who collaborate with non-academic partners and the proportion of HDR graduates who gain industry experience

OUR MEASURES OF SUCCESS



Increase in the reach of UQ's research through growth in the number and value of research partnerships



Expand UQ's impact and influence across all disciplines by:

- remaining Australia's leading University for commercialisation revenue and equity held in start-ups
- increasing the adoption of UQ scholarship and research in policy and decision-making, along with policy citations, patent citations and IP notifications



Attract a greater share of national funding for priority-driven research and significantly increase industry and philanthropic research funding



Grow inter- and transdisciplinary research activity across the University



Improve citation performance

Our objective is to pursue excellence in discovery-led research, recognising that it is the foundation of our innovation and impact.

To achieve this objective, we will:

- Recruit, retain and develop world-leading researchers, and optimise our disciplinary strengths to ensure our research excellence is enduring
- Strengthen UQ Research Networks and other mechanisms to drive inter- and transdisciplinary research that addresses local and global challenges
- Adapt and enhance our research infrastructure – including expanding our digital platforms and AI capabilities – to meet the evolving needs of UQ and the broader Queensland research community.

UQ's commitment to discovery-driven research excellence underpins our innovation, partnerships and impact. Our strength lies in deep disciplinary expertise, supported by a culture that encourages collaboration, creativity and the pursuit of knowledge for the public good.

We recognise that our research and innovation achievements rely on the exceptional contributions of UQ researchers, professionals and higher degree by research students. We will continue to attract, retain and develop outstanding and diverse talent who shape global ideas and push the boundaries of discovery, ensuring that excellence remains a defining feature of UQ research.

To extend the reach and relevance of our expertise, we will use networks and collaborations that connect our research community across disciplines. Through UQ Research Networks and other collaborative platforms, we will accelerate discovery at interdisciplinary intersections – where complex challenges and transformative opportunities often emerge.

Research infrastructure is key to our excellence. We will continue to invest in advanced facilities, digital tools and AI-enabled technologies that enable researchers to work more efficiently, collaborate more broadly and innovate more boldly. Specialist infrastructure also drives significant research partnerships, making UQ distinctive. In line with The Queensland Commitment, we will ensure UQ's infrastructure benefits the wider Queensland community and supports their needs.

Through these initiatives, UQ aims to strengthen its position as one of the world's leading research-intensive universities. We will not only create new knowledge but also translate it in ways that enrich our communities and deliver tangible societal benefit.





Our objective is to continue translating our research through policy, commercialisation, and societal uptake.

To achieve this objective, we will:

- Grow and broaden our well-curated research translation pipeline and ecosystem to drive ongoing commercialisation success and positive societal benefits
- Become the partner of choice for industry, public sector and not-for-profit organisations and identify, understand and expand the impact of our research
- Cultivate alliances and collaborations with research entities and philanthropic partners to grow our research profile and deliver greater impact.

As a globally connected research-intensive university, UQ has advanced knowledge and delivered innovative solutions that address globally significant challenges. Through UniQuest, our technology transfer company, UQ is a leader in research commercialisation.

Our entrepreneurial capacity is increasingly important as Queensland and Australia diversify their industries. We are committed to helping solve community challenges and contributing to Queensland's economic development. By translating research into impact, UQ directly contributes to safeguarding and promoting Australia's national interests and sovereignty.

Over the next 4 years, we will broaden our partnerships with industry, government, not-for-profit organisations, philanthropic foundations and individuals, and research collaborators to become the partner of choice. This relies on clear pathways and coordinated support systems, in addition to innovation excellence.

We will strengthen the translation pipeline by connecting researchers with industry, government, and community partners who transform ideas into practical solutions, market-ready innovations, and evidence-based policies. We will build a more integrated and responsive ecosystem to support researchers from discovery to deployment by developing skills in translation and entrepreneurship; deepening expertise in intellectual property, regulation and investment; and cultivating a culture that recognises and rewards impact in all its forms.

While our research is already highly trusted, we can enhance our agility and proactivity to seize emerging opportunities.

Our objective is to create an ambitious, inclusive and supportive research community with an open and ethical culture that champions diversity and empowers our researchers.

To achieve this objective, we will:

- Strengthen support for early- and mid-career researchers with a focus on research career planning, exposure to teaching and industry engagement
- Enhance our HDR offering to prepare graduates for diverse careers by expanding research, professional, entrepreneurial and transferable skills development, supported by industry and community placements
- Uphold responsible research practices by applying co-design where appropriate and ensuring the ethical use of emerging technologies.

A vibrant, ethical, supportive and inclusive research culture underpins integrity, innovation and excellence. Without such a culture, even highly talented researchers might not realise their full potential and research outcomes may fall short of their broader societal value.

UQ's research success has been built on the creativity, expertise and dedication of its staff. We will continue to build an environment in which researchers at all career stages feel valued and supported. To strengthen support for early- and mid-career researchers, we will emphasise research excellence, expand mentoring and provide opportunities to develop leadership, teaching and industry engagement capabilities. Structured programs will connect researchers across disciplines and career stages, guiding their progression within and beyond academia.

We will deliver a distinctive HDR experience that supports individual aspirations, removes barriers to success for underrepresented groups and prepares graduates for a wide range of careers. We will do this by embedding professional, entrepreneurial and transferable skills development within HDR programs and expanding industry and community placements, exchanges and secondments to build experience and collaboration.

Responsible research practices remain central to our mission. We will ensure that ethical and transparent approaches are embedded in all aspects of research design and implementation, including in the use of emerging technologies. By strengthening co-design and interdisciplinary collaboration, we will cultivate a culture of openness and accountability that reflects our commitment to research integrity, inclusion and social responsibility.



Our people and sustainable operations: enabling our mission



To succeed in a changing higher education environment and achieve our strategic objectives, we must maintain a strong and resilient financial foundation by aligning resources and investing purposefully in our people, infrastructure and systems.

Our success relies on the skills, creativity and dedication of our academic and professional staff. We will continue to invest in our people by developing leadership and other essential capabilities. As AI and other emerging technologies become more integrated into our work, we will support staff to engage with these thoughtfully and strategically. We aim to cultivate a workforce that reflects our diverse community, values different viewpoints and promotes cultural understanding, helping create a safe, respectful and inclusive environment where all staff feel a sense of belonging.

Strengthening our financial sustainability creates opportunities for innovation and long-term progress. Our structures, systems and governance will encourage collaboration, agility and effective decision-making, while ensuring compliance and efficient use of resources. This will allow staff to focus on excellent teaching, research and community engagement.

As teaching, research and technologies evolve, so must our campuses. We are committed to keeping our physical and digital environments safe, accessible, fit for purpose and ready for the future.

By building the right culture, investing in our people and maintaining suitable infrastructure and systems, we will navigate the complex, evolving higher education landscape and continue delivering teaching, research and public-good contributions.



Deliver infrastructure and technology plans, and increase the productivity of campuses and precincts

OUR MEASURES OF SUCCESS



Increase staff satisfaction, including positive perceptions of UQ as a great place to work and access to career development opportunities



Strengthen staff diversity and experience, including:

- Increase Aboriginal and Torres Strait Islander staff representation to reflect the Queensland population
- Ensure women hold at least 50 per cent of senior positions
- Eliminate the gender pay gap



Sustain a safe working environment



Meet enrolment targets, including diversification



Maintain financial sustainability

Our objective is to ensure our skilled, creative and committed people are supported to drive UQ's success and shape its future.

To achieve this objective, we will:

- Equip staff with the skills and confidence to navigate the opportunities and risks of digital and technological change
- Broaden career and leadership opportunities for all staff through targeted development that builds the capabilities needed for UQ's future success
- Address barriers to attracting, progressing and retaining underrepresented staff, and embed equity, diversity and inclusion into our systems and processes.

At UQ, our success depends on the talent, creativity and dedication of our people. We support staff by developing their skills and talents, encouraging personal and professional growth and creating opportunities for leadership and impact within and beyond the University. We aim to cultivate an environment that promotes equity, diversity and inclusion, where everyone is valued, respected and able to thrive.

As digital and technological change becomes more central to our work, we will equip staff with the skills, confidence and ethical frameworks needed to navigate both opportunities and risks. By strengthening capabilities such as critical thinking, creativity, empathy, intuition and ethical judgment, we will support staff to use AI strategically. This approach will be guided by responsible-use frameworks, strong governance and equitable access to tools and resources.

We are committed to developing career pathways and strengthening leadership skills for both academic and professional staff. Building on the initiatives such as our Leadership Framework, the Study for Staff program and the creation of Teaching Associate roles, we aim to build the capabilities required for UQ's future workforce.

We are also committed to ensuring that UQ reflects societal diversity and values the varied experiences, perspectives and knowledge of our people. We will apply an intersectional perspective to our equity, diversity and inclusion efforts to ensure no one is left behind, while fostering safe and supportive environments for all staff. Our priorities include increasing the representation of women and Aboriginal and Torres Strait Islander peoples – particularly in senior leadership roles, implementing anti-racism initiatives, eliminating UQ's gender pay gap, addressing psychological safety and removing barriers for people with disability and the neurodivergent community.





Our objective is to maximise resources in support of UQ's mission, enabling the University to move forward with confidence.

To achieve this objective, we will:

- Proactively manage our mix of international and domestic enrolments to maintain a diverse and balanced student profile
- Ensure professional services in our schools and institutes support the academic endeavour and facilitate compliance
- Optimise strategic and operational processes, with a focus on transparent budgeting, effective workforce management and strong governance.

We start the 2026-2029 planning period from a position of financial strength, secured through prudent management. Under the previous plan, we diversified our revenue base, improved operational efficiency, launched value-generating initiatives and directed capital investment to areas of greatest benefit. These achievements have positioned UQ to plan confidently for the future and invest in projects that support our mission.

Building on this foundation, we will continue to manage our resources responsibly and strategically to ensure UQ's long-term growth and sustainability. Managing the balance between international and domestic enrolments will remain a priority to enhance resilience, support long-term planning and maintain a diverse student body.

A key focus will be implementing a new budget allocation model that encourages informed decision-making and transparency. Introducing a standardised academic workload tool will help clarify expectations. Professional services will also evolve to provide more integrated and responsive support for academic activities.

Through sound governance, effective resource management and a culture of accountability, UQ will be well positioned to adapt to change and invest confidently in its mission.



Our objective is to provide the spaces, systems and infrastructure needed by our communities across our physical and digital campuses.

To achieve this objective, we will:

- Enhance our buildings, spaces and digital solutions to ensure our infrastructure is sustainable and continues to meet evolving needs
- Develop further the Gatton campus as a vibrant hub that focuses on regional, industry and community priorities
- Partner with government, industry and the not-for-profit sector to scale and diversify high-value industries in Queensland, playing a leading role in emerging innovation precincts.

Our physical and digital campuses are evolving to meet the changing needs of our communities, enabling students and staff to learn, discover and collaborate effectively. Two new rolling 5-year master plans – one focused on technology development and the other on future investment in physical spaces – will guide decisions to ensure our environments remain adaptable, accessible, inclusive and sustainable.

We will continue to use AI responsibly to improve UQ's operations – strengthening efficiency, supporting better decision-making, freeing staff time for higher value work and improving accuracy, consistency and service across the University.

The Gatton campus will remain a key focus. We will build on its strengths as a centre for regional engagement and applied research, working with industry partners to drive innovation, expand educational opportunities and create a vibrant campus experience that benefits students, staff and the wider community.

Beyond our campuses, we will strengthen partnerships with government, industry and the not-for-profit sector through active leadership in emerging innovation precincts. These precincts bring together researchers, industry and government to accelerate discovery, commercialisation and economic diversification. UQ's ongoing contribution to the Queensland Government's Boggo Road Innovation Precinct reflects our commitment to supporting growth and delivering public-good outcomes. By aligning our spaces, systems and technologies with our ambitions, UQ will continue to enable its community to succeed, innovate and contribute meaningfully to Queensland and beyond.