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.
- UQ was rated above world standard in more 98 4-digit Fields of Research, assessed in 2018, we were added to the list of the top 100 institutions globally.
- We continued on implementing a Researcher Development Framework to empower and support diverse career pathways for academics and professional staff. This included the development of the New 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.
- UQ 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.
- UQ developed a tissue bank for use in research, and developed a protocol for its use.
- 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 $32,100 from January 2023.

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 highest number nationally.
- Our Interdisciplinary Tobacco Endgame Research Network received a $3 million grant under the NHMRC’s Synergy scheme to reduce smoking.
- In order to meet secure obligations on research, we developed a plan for addressing related research projects, we applied for institutional membership of the Defense Industry Security program.
- QAAFI staff completed the GRDC-funded Sughum 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 equity and inclusion policies.
- We 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.

Trusted research
We want 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 begin take place in 2024-2025. In the latest ERA assessment in 2018, we were assessed in 98 of the 217 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
- 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.
- 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 QC LINK 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.
- We strengthened the UQ College Relations Office within the University.
- 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 QC LINK 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.
- We delivered the InspiredU 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 QC LINK 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.
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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

<table>
<thead>
<tr>
<th>Percentage of domestic undergraduate students from a low socio-economic or regional/remote background</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>STARS sustainability performance score³</td>
<td>61.77</td>
<td>61.77</td>
<td>61.77</td>
<td>61.77</td>
</tr>
</tbody>
</table>

³ Each STARS report and rating is valid for 3 years from the date of publication.

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 report on 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 Innovative Reconciliation Action Plan (RAP) successfully implemented, work began on developing the 2023-2026 Stretch RAP further embedding
reconciliation in the day-to-day business of the University. We also established an Aboriginal and Torres Strait Islander Collections and Services team to identify and catalogue Indigenous knowledge held in the Library and to create open educational resources, as well as to start Indigenising the curriculum.

Related achievements and initiatives
• UQ will be hosting the first ever Indigenous-led ARC Centre of Excellence – Indigenous Futures – using Indigenous knowledge to transform the life chances of Indigenous Australians and enhance understanding of the complex nature of intergenerational inequity.
• We launched Campuses on Countries: Aboriginal and Torres Strait Islander Design Framework in June to incorporate Indigenous design principles for UQ’s physical spaces and built environment.
• Through the Ventures Strong Spirit program, we increased the participation of female-identifying First Nations persons in UQ entrepreneurial activities.
• We grew the number of Aboriginal and Torres Strait Islander scholarships to 20, thanks to several high-profile sponsors.
• In September, we held the third Aboriginal and Torres Strait Islander Research and Innovation Forum, focusing on Indigenous health and wellbeing.
• Work began on implementing the AATISI Code of Ethics for Aboriginal and Torres Strait Islander Research and we continued to implement the Aboriginal and Torres Strait Islander Research and Innovation Strategy.
• Along with cultural awareness training, OBE offered Indigenous summer scholarships and cultural experiences.
• 100% of the profit made from sales of RAP merchandise was committed to Aboriginal and Torres Strait Islander student scholarships.
• The Faculty of Medicine increased the number of Indigenous staff members in the Faculty by 25% in 2022.
• New Indigenous health modules were incorporated into HLTH5002, a mandatory course for all Faculty of Health and Behavioural Sciences (HABAS) students.
• The Faculty of Science began designing a VET Certificate in Cultural Heritage Management that would be open to all students.

Indo-Pacific
Our goal is to harness UQ’s expertise to support Australia’s commitment to capacity building across the Indo-Pacific.

How we are achieving this
Following the launch of the UQ Global Development Impact Plan 2021-2025, we secured a range of contracts for the design and delivery of tailored short course programs, customised graduate certificate courses and long-term development initiatives in South Asia, Mongolia, Bangladesh, Sri Lanka, Vietnam, Indonesia, Thailand, Papua New Guinea (PNG) and the Pacific. In addition, the Global Development Hub hosted its Global Development Dialogue 2022 event – Strengthening partnerships with the Pacific – with UQ academic and professional staff engaging with Pacific counterparts in the areas of development practice, government and industry engagement, research collaboration, and teaching.

Related achievements and initiatives
• We secured 21 new development projects, bringing the total value of projects under management of UQ’s International Development Unit to $23.1 million. A range of short courses and development projects were delivered for Indonesia, Vietnam, Sri Lanka, Vietnam, Bangladesh, PNG, the Pacific and ASEAN region.
• We delivered the Department of Foreign Affairs and Trade (DFAT) co-hosted Pacific Telecommunications Expert Forum in November, bringing together telecommunications and cyber security experts from UQ and the Pacific to address existing challenges and future opportunities to guide future investments and initiatives in the critical technologies and cyber security sectors in the Pacific.
• The Faculty of Science continued to pursue external funding to implement training in the environment and agriculture in Indonesia.

Sustainability
The Strategy is fully aligned with the UN Sustainable Development Goals. We established a Project Control Group to drive implementation of the Sustainability Strategy, with several working parties responsible for developing action plans for key commitment areas. In 2021, we achieved a high silver STARS rating, with a score of 61.37, and are now actively working towards gold level (65 points) before February 2024 when the current rating expires.

Related achievements and initiatives
Through the UQ Sustainability Office, we created low-carbon guidelines for managing events, and progressed WellLab initiatives to enhance wellbeing.

Public debate
We aim to nourish intellectual vitality through inclusive access to debates and public lectures, cultural events, and UQ’s museums and libraries.

How we are achieving this
We extended access to our facilities, bringing the community onto campus through an extended program of in-person and digital events such as Back to UQ Day, UQ Alumni Book Fair and the ChangeMakers series, among others. In particular, we profited the role of the arts (visual arts, music writing, drama, museums) in connecting the University to the broader community.

Related achievements and initiatives
• We held more than 50 public lectures, discussions and debates during the year.
• We conducted Strategic Roundtable discussions with community leaders across the state, as part of our Regional Roadshows, to gain insights into the key regional challenges and opportunities.
• In May, Music and Country was held in the UQ Centre with didgeridoo player and composer William Barton joining the UQ Symphony Orchestra to create Bush Fire Requiem.
• In the Anthropology Museum, the Kimberley, Heart of the Channel Country exhibition provided Mikirak perspectives, recent archaeological discoveries, as well as historic and contemporary photographs and artifacts.
• The Herston campus increased its visitor rate with several functions and lectures hosted in the Maclean events space.
• UQ Gatton held its 125th anniversary celebrations in July, attracting hundreds of visitors to the campus.
• The Vice-Chancellor’s Concert series continued at the Queensland Performing Arts Centre.

Measures of success
4. Our global profile

It is implicit in our vision, ‘knowledge leadership for a better world’, that UQ seeks to have a global impact. In collaboration with a range of international partners, we offer our students a global educational experience, undertake development initiatives and research that has international impact, and deliver a UQ education to learners from broad and diverse backgrounds.

Key performance indicators
Grow co-publications, joint PhDs, collaborative teaching and externally funded research

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of source countries where the percentage of international students is at least 10%</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>15% of UQ’s international students will study offshore</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</table>

Be a leading university in Australia for development impact in the Indo-Pacific

<table>
<thead>
<tr>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
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<tbody>
<tr>
<td>Projects in Indonesia</td>
<td>13</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Projects in PNG</td>
<td>12</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>Projects in the Pacific</td>
<td>22</td>
<td>24</td>
<td>26</td>
</tr>
</tbody>
</table>

Our goal is to strengthen the University’s global impact through our network of premier international partnerships to build scale and impact across both research and education.

How we are achieving this
In 2022, we visited several countries as part of the Global Engagement Senior Executive Mission schedule, with trips to the UK, India, Vietnam and Indonesia, and specific partner visits in a number of other priority countries. In 2023, we will again expand our post-pandemic engagement including key international research collaborations in South America through SMH-ICE-Chile, and visits to strategic partners including TTO (Indonesia), Technical University of Munich (Germany), UNESP (Brazil), SUSTech (China), DTU (Denmark), Esterbar University (UK), ICB (Canada) and Emory University (USA).

Related achievements and initiatives
• We supported teaching, research and student experience at UQ through our growing international academic and student partnerships.
• The Future Students International unit participated in 801 recruitment events in 33 countries, in both virtual and physical modes, hosted by UQ and other agencies and partner institutions. In addition, we maintained our market presence and engaged with key stakeholders through international travel to over 21 countries.
• We welcomed 363 commuting students from key international partners under a Global Connect Scholarship scheme to build student diversity.
• UQ Ventures partnered with the Vietnam Institute for Science, Technology and Innovation to develop a business model for an Innovation Centre in Hanoi. The institutions collaborated with support from the Australian Government’s AusInnovation Program, delivered by CSIRO. This collaboration increased UQ’s engagement with the Vietnamese Ministry of Science and Technology and is planned to continue in 2023, with a delegation visiting Queensland.