Role and functions

Basis of authority
The University is a body corporate governed by the University of Queensland Act 1998, as amended (the ‘Act’). The University was founded in 1910.

Functions
The University:
- disseminates knowledge and promotes scholarship;
- provides education at university standard;
- performs other functions given to the University by virtue of the Act;
- exploits commercially, for the University’s benefit, all knowledge and other resources belonging to the University (or their successors in title);
- provides courses of study or instruction;
- encourages the advancement and dissemination of knowledge and its practical applications, whether alone or in conjunction with others;
- provides facilities for and encourages research;
- disseminates knowledge and promotes the advancement of knowledge;
- considers appropriate to meet the social, economic, educational and cultural needs of Queensland and the community;
- confers higher education awards;
- provides facilities and resources for the wellbeing of staff, students and others taking courses at the University;
- exploits commercially, for the University’s benefit, university facilities and resources such as study research or knowledge belonging to the University (or their practical applications), whether alone or in conjunction with others;
- performs other functions given to the University under the Act.

Powers
The University has powers outlined more fully in the Act.

Controlled entities
In accordance with the University of Queensland Act 1998, the University has established controlled entities that further the University’s educational and research aims. They are included as part of the consolidated result in the University’s annual financial statements.

At 31 December 2022, the University operated the following controlled entities:
- UQ Holdings Group
- JTech Pty Ltd
- UniQuest Pty Ltd
- UQ College Limited
- UQ Health Care Limited
- UQ Holdings Pty Ltd
- UQ Sport Limited
- UQ Residences Limited
- University Controlled Trusts
- UQ Foundation Trust
- UQ Investment Trust Group
- UQ Investment Trust
- IIMBCom Pty Ltd
- UniQuest Group
- Careviva Pty Ltd
- Cassowary Pharmaceuticals Pty Ltd
- Frontier Inflammase Therapeutics Pty Ltd
- Jeta Therapeutics Pty Ltd
- Lipatec Therapeutics Pty Ltd
- Neo-Rehab Pty Ltd
- Symbiosis Group Pty Ltd
- JTech Group
- SMI-ICE-CHILE SpA

Other Controlled Entities
- UQ Jakarta Office Pty Ltd

Our mission
Our core 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 vision
UQ’s Strategic Plan 2022–2025 outlines our objectives to achieve our vision of knowledge leadership for a better world.

Our values
What we strive for
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.

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.

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.

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.

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.

Q Queensland Public Service (QPS) values
The 6 QPS values, which encourage creativity, diversity, accountability and collaboration:
- Customers first – integrity
- Ideas into action – creativity
- Unashamed potential – excellence
- Be courageous – truth, courage
- Empower people – respect and inclusivity
- Own your actions, successes and mistakes

Integrity
Know your customers; deliver what matters; make decisions with empathy.

Ideas into action – creativity
Challenge the norm and suggest solutions; encourage and embrace new ideas; work across boundaries.

Unashamed potential – excellence
Expect greatness; lead and set clear expectations; seek, provide and act on feedback.

Be courageous – truth, courage
Own your actions, successes and mistakes; take calculated risks; act with transparency.

Empower people – respect and inclusivity
Lead, empower and trust; play to everyone’s strengths; develop yourself and those around you.

Economic, geopolitical and environmental factors
During 2022, the COVID-19 pandemic continued to impact the higher education sector and, while there have been signs of recovery following the re-opening of Australia’s international border to international students on 15 December 2021, the sector is yet to fully recover.

Demand for higher education rapidly declined during 2022, with the greatest drop among non-school leavers. This followed a significant spike during the pandemic, related to economic uncertainty. With strengthening economic conditions and unemployment declining to levels not seen in decades, it is likely that potential university applicants will work rather than study in 2022. However, within this environment of softening demand, UQ was able to grow its market share of undergraduate applications.

Strategic Plan 2022–2025 outlines UQ’s many functions and general powers, including its primary function: ‘to disseminate knowledge and promote scholarship’.

And our mission, as defined in the UQ Strategic Plan 2022–2025, is ‘to deliver for the public good through excellence in education, research and engagement with our communities and partners: local, national and global’.

As a University, we have a long and proud history of delivering on this purpose. From an initial intake of 83 students in 1911, UQ has grown to the point that we enrolled more than 55,000 students in 2022. Over the past 11 decades, more than 388,600 students have graduated from UQ and our research has contributed new knowledge and innovation across a diverse range of disciplines.

Nature and range of operations
UQ is a comprehensive university offering study and research opportunities across 6 faculties and 8 internationally acclaimed research institutes with specialised expertise in neuroscience, molecular bioscience, bioengineering and nanotechnology, agriculture and food innovation, sustainable minerals, medical science, and social science. We currently offer 352 programs and 3,140 courses, including tertiary preparation, non-award, diploma, undergraduate, postgraduate coursework and higher degree by research.

Our operating environment
Statutory obligations
The University of Queensland Act 1998 outlines UQ’s many functions and general powers, including its primary function: ‘to disseminate knowledge and promote scholarship’.

The University was established in 1910, with a long and proud history of delivering on this purpose. From an initial intake of 83 students in 1911, UQ has grown to the point that we enrolled more than 55,000 students in 2022. Over the past 11 decades, more than 388,600 students have graduated from UQ and our research has contributed new knowledge and innovation across a diverse range of disciplines.

We are committed to academic freedom and freedom of knowledge, and our deep commitment to academic freedom and freedom of knowledge leadership for a better world.

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In summary, operational challenges in the coming years include:
- rebuilding our international student demand and diversifying our international source markets in a competitive environment as governments around the world recognise the substantial impact international students have on the economy and workforce;
- maintaining our reputation as a university of choice in the local market;
- diversifying research income to meet the true costs of the research enterprise and respond to the increasingly competitive research funding environment;
- responding to the changes in pedagogical delivery methods and student expectations with increased demand for scaffolded, blended, and digital learning experiences and assessment;
- ensuring the University’s contribution and solutions-focused partner and reputation as a trusted, collaborative and maturing our proactive approach to strengthening our research systems, collaboratively to our strategic agenda,
- working closely with partners and maintaining our campuses and facilities in the context of continued demands for the rejuvenation of teaching and research spaces and technological infrastructure;
- addressing the need to continuously invest in core enterprise, IT and cybersecurity systems.

Considerable opportunities for the future include:
- translating and commercialising our exceptional research and innovation capabilities to help build a more resilient, knowledge-based economy – and to contribute innovative solutions to our shared global challenges;
- offering lifelong learning opportunities for education, training, upskilling and knowledge-sharing – in Australia and internationally;
- creating long-term solutions for educational inequality in Queensland and embedding 2-way partnerships with Queensland communities through the UQ Queensland Accord process to help develop a sustainable university sector that can meet Australia’s current and future needs;
- continuing to build our cultural capital and reputation as a trusted, collaborative and solutions-focused partner committed to enriching our community;
- harnessing the innovation, leadership and creativity of our talented and diverse workforce.

Key initiatives
See our Measures of success on pages 20–32.

Looking ahead
This global higher education outlook for 2023 continues to be uncertain and challenged by a number of external factors including the ongoing impacts of COVID-19, geopolitics and the economy. We will need to be adaptive and responsive as we continue to navigate this period of unprecedented change. In this context, we must provide leadership in education, research and innovation, and leverage the foundational work completed during the first year of our Strategic Plan 2022–2025. We are committed to working with our many partners – across government, industry, academia and community organisations – to respond to emerging societal, economic and workforce changes. We are well placed to meet changing expectations in a rapidly changing world. However, to support our aspirations of broadening our societal impact, we will need to continue to grow our research funding, increase the enrolment of higher degree research students, grow our research base, and maintain first-class infrastructure and resources.

We are focused on empowering researchers to excel broadly and contribute collaboratively to our strategic agenda, strengthening our research systems, and maturing our proactive approach to developing strategic partnerships.

We must also continue to adopt a student-centric focus that positions our graduates for future success. Our priorities in this area include building capability in our digital and physical environments; continuing to enhance student connection, enrolment and wellbeing; relinquishing curriculum assessment and pedagogies; expanding educational partnerships; and maturing lifelong learning and postgraduate opportunities.

Through The Queensland Commitment, we will focus on growing UQ’s endowment fund to enable all students who seek to study at UQ – regardless of personal, financial or geographic barriers – to pursue their passion.

We will continue to diversify our funding through greater philanthropic endeavours and industry partnerships, and seek opportunities for further efficiency across UQ’s operations so that we are in a position to maximise investment in our teaching, research, community engagement and global impact.

Our success as a university is determined by our ability to attract and retain highly talented, committed people who are leaders in their field. For this reason, we are investing in embedding a supportive and inclusive culture built around UQ’s values, where the many talents, passions and perspectives of our staff and alumni are encouraged and nurtured.

Key statistics

<table>
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<tr>
<th>Measure</th>
<th>2017</th>
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<th>2021</th>
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1 Figures for 2022 are preliminary. Data will be finalised in mid-2023.