Development opportunities

During the year, we began embedding APD, a new performance framework and criteria for academic performance into our processes for promotions, qualifications, and opportunities; and also revised the Academic staff special studies program (the new Academic Enabler Program). We relaunched the annual performance discussion process for academic, professional and executive staff, including additional learning being designed and delivered with the aim of supporting our people to effectively lean into or lead this process.

Related achievements and initiatives

- In 2022, Workday Learning recorded more than 14,000 course completions (digital and instructor-led training).
- HR’s Learning and Development team produced periodical newsletters that were used to update content creators and learning partners on improvements and changes in Workday Learning.
- Equivalencies were created for several courses in Workday, with a focus on continuous improvement to functionality.
- After reviewing the academic employment categories and supporting professional staff roles, 2022 saw us establish Industry Professor and Industry Affiliate roles to support education, research translation and deeper connections with industry.

Related achievements and initiatives

- The Faculty of Medicine reviewed all teaching roles with the aim of balancing teaching and learning development for teaching staff.
- The Faculty of Business, Economics and Law developed and strengthened career pathways and roles that support our strategic priorities in digital education, industry engagement, and research translation.

Alumni engagement

We aim to deliver alumni engagement programs that build affinity, connection and partnership to extend the value of the UQ experience and strengthen our community.

How we are achieving this

In July, we launched the global Changemakers Platform, an online community that builds on the UQ Changemakers program, for alumni to connect, provide or seek mentoring support; volunteer in a local chapter or alumni board; share job opportunities; and host or attend meet-ups and flagship events around the world. It also offers business discounts, networking opportunities and access to special-interest groups, and provides general news about the University’s activities and achievements. For the first time this year, the program included a Back to UQ reunion as part of the St Lucia Open Day, offering free talks, tours, meet-ups and sunset drinks for UQ alumni.

Key performance indicators

Achieve annual EBITDA as a percentage of underlying revenue change (below development revenue)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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</thead>
<tbody>
<tr>
<td>Annual EBITDA</td>
<td>9.4</td>
<td>8.7</td>
<td>10.1</td>
<td>13.3</td>
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</tbody>
</table>

Value of endowment fund (excluding matched funds and UQ Future Fund-related) ($ million)

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<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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</thead>
<tbody>
<tr>
<td>Value of endowment fund</td>
<td>275.6</td>
<td>325.7</td>
<td>427.5</td>
<td>542.7</td>
</tr>
</tbody>
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Number of philanthropic donors

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<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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</thead>
<tbody>
<tr>
<td>Number of philanthropic donors</td>
<td>4,024</td>
<td>4,683</td>
<td>4,599</td>
<td>4,294</td>
</tr>
</tbody>
</table>

Recognised as a beyond carbon-neutral university

- We achieved 111% of the 2022 postgraduate student admission target.

- We achieved 111% of the 2022 international student admission target, with 41% of commencing international students from diversity markets.

6. Securing our future

To achieve our mission of ‘delivering for the public good’, we need to first ensure that UQ is securely positioned for the future. That involves diversifying the University’s revenue base, building an endowment fund, and investing purposefully in the infrastructure, systems, people and partnerships that will enrich the student experience and broaden the impact of our research.

Measures of success

Diversified revenue base

We aim to diversify and increase our revenue base by increasing domestic postgraduate enrolments, recruiting students from a broader range of international markets, and attracting greater investment in translating our research.

How we are achieving this

By implementing a new operating model within the International Admissions team, we were able to sharpen our focus on enhancing efficiencies, and effectively managing business continuity and compliance risks. We saw improved and specialised service models for diverse priority markets; and maintained an immigration risk rating of one or below. Those efforts, including a refreshment of the University’s recruitment strategy, resulted in a 75 percentage point increase in the proportion of commencing international students coming from diverse markets between 2021 and 2022.

The University is successfully targeting commercial development contracts to secure customised training programs and long-term global development projects, which bring direct revenue through a range of donors and funders including the Department of Foreign Affairs and Trade, the New Zealand Ministry of Foreign Affairs and Trade, and the private sector.

Related achievements and initiatives

- We achieved 93% of the combined undergraduate and postgraduate student admission target.

- We achieved 111% of the 2022 international student admission target, with 41% of commencing international students from diversity markets.
Related achievements and initiatives

- Work began on developing a physical Long Pocket site is in progress. Driven by a vision statement for the establishment of a Sustainable Futures Innovation Precinct.

- Planning commenced for new precincts – Work began on developing a physical Long Pocket site is in progress. Driven by a vision statement for the establishment of a Sustainable Futures Innovation Precinct.

- The Queensland Government’s Safer Buildings Program and work commenced to replace the facades on many of them.

- A new recreation space located between Hood Street and Services Road, St Lucia, was opened for the UQ community to enjoy.

- We registered 60 buildings as part of the Queensland Government’s Safer Buildings Program and work commenced to replace the facades on many of them.

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- UQ also aims to become a beyond carbon-neutral university by reducing energy consumption and investing in carbon offsets to achieve this goal long-term.

- We are streamlining our operations by reducing duplication and ensuring the effectiveness of our governance structures and approval processes.

- Related achievements and initiatives – The Faculty of Science established assessment communities of practice to improve the quality, effectiveness and integrity of its systems, processes and communication of assessment procedures.

- Capital infrastructure

- We will invest in capital infrastructure and digital capabilities to enhance our vibrant and sustainable campuses, and meet growing expectations for digital engagement, online delivery and improved efficiency.

- How we are achieving this

- Investments in the capital and digital space in 2022.

- Related achievements and initiatives

- Work began on the Research Infrastructure and Investment Strategy, with plans developed for clinical trials and minerals characterisation.

- We created a designated space for civil engineering students, as well as upgrading much of EAT’s teaching and informal learning spaces.

- Restoration of the Avalanche Theatre began mid-year.

- Construction of a UQ Plant Growth Facility continued throughout the year, with an anticipated completion date of September 2023.

- The UQ Amphitheatre and Lake Renewal project began at St Lucia to create a self-sustaining ecosystem to offer both habitat for wildlife, and more opportunities for people to enjoy the area.

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- Patina Restaurant at Alumni Court opened to the public in February.

- Work began on developing a physical learning environments roadmap that included a teaching space quality audit, and a benchmarking survey.

- Related achievements and initiatives

- Our fourth annual Giving Day in October attracted 1,381 donors, who collectively donated more than $375,000 to support more than 30 causes across the University.

- In November 2022, we officially announced The Queensland Commitment Match, through which the University doubled gifts of $50,000 or more directed to endowed, need-based scholarships.

- Related achievements and initiatives

- We partner with individuals and organisations to create impact through philanthropic investment in research, teaching, and community enrichment. We aspire to grow our endowment fund, enabling our donors to create impact in perpetuity. In 2022, we set a stretch goal to exceed $80 million in philanthropic funds raised, supported by trusted and responsive relationship building. A focus on building UQ’s endowment fund remains critical in an increasingly unpredictable environment for universities, and in response to growing need from both students and researchers.

- Philanthropic investment

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- Streamline operations

- We are streamlining our operations by reducing duplication and ensuring the effectiveness of our governance structures and approval processes.

- Related achievements and initiatives – The University of Queensland established the Office of the Ombudsman in 2022 to provide an independent and external mechanism for hearing and investigating complaints from members of the public and the University community regarding the University’s operations, policies and processes.

- Related achievements and initiatives

- Our teaching-focused grade point average (GPA) for 2022 was 2.97, with 34% of students achieving a First Class honours degree, compared to 32% in 2021.

- The team successfully placed a number of high-profile roles, resulting in considerable cost savings for the University.

- Recruitment and selection

- From 1 January to 31 December 2022, UQ advertised more than 1,900 jobs and placed 500+ academic and 1,400+ professional staff positions, along with an additional 1,350+ direct appointments. The University received more than 52,000 applications.

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