



# All Staff Forum

Professor Deborah Terry AO  
Vice-Chancellor and President  
25 May 2023



Tomorrow: **National Sorry Day & 6<sup>th</sup> anniversary of the Uluru Statement from the Heart** (26 May)

Next week: **National Reconciliation Week** (27 May–6 June)

Digital reproduction of  
*A Guidance Through Time*  
by Casey Coolwell and Kyra Mancktelow

# A landmark year for Indigenous Australians and Reconciliation

Over the coming weeks, UQ will host a series of conversations on the Indigenous Voice to Parliament, ahead of the referendum



Photo: Union of Australian Women

Joe McGinness, Charles Perkins and others campaigning at UQ, ahead of the 1967 Referendum

## UQ Senate Statement

*“UQ’s Senate reaffirms its support for the Uluru Statement from the Heart and its call for Indigenous people to have a Voice. On this basis, UQ’s Senate welcomes the 2023 referendum to enshrine a Voice in the Constitution.*”

*“As an institution of higher education and learning, we are committed to playing our role in ensuring the community is well-informed about the referendum and what enshrining a Voice in the Constitution, in the form proposed, means. We will do this in a way that aligns with our commitment to public dialogue and respectful debate and freedom of expression, enabling individuals to express their views through the referendum. At the same time, we reaffirm our commitment to the broader project of reconciliation through the many priorities outlined in our Reconciliation Action Plan.”*

# Overview of today's session

- Recent news and highlights
- Campus developments
- External updates
- How are we tracking?
- Project 2025
- Other developments



# Recent news and highlights



# Australian Awards for University Teaching 2023

## University Teacher of the Year



**Dr Poh Hillock, Senior Lecturer, in the UQ School of Mathematics and Physics,** receiving her award for 2023 University Teacher of the Year from Education Minister Jason Clare MP, and Professor John Dewar, Chair of Universities Australia.

## Other AAUT Award recipients



**Associate Professor Jodie Copley**  
School of Health & Rehabilitation Sciences



**Mr Mark Tanner**  
UQ Business School



**Associate Professor Hassan Khosravi**  
Institute for Teaching and Learning Innovation



**Mr Nick Joseph**  
Institute for Teaching and Learning Innovation

# Advance Queensland Fellowships

**Eleven UQ researchers awarded ~\$3.1 million in the 2022 Advance Queensland Industry Research Fellowships**

Funding to support collaboration with industry on original research that delivers tangible benefits across Qld industry and the workforce



*The 11 UQ 2022 Advance Qld Industry Fellows, pictured with the Honourable Minister Stirling Hinchliffe MP at the presentation of the Fellowships*

## Australian Academy of Science



**Professor Pankaj Sah FAA**  
Director, QBI  
Elected a Fellow of the AAS – announced today!

## AAS Honoric Awards



**Professor David Craik, IMB**



**Professor Catherine Lovelock, Faculty of Science**



**Professor Di Yu, Faculty of Medicine**



**Associate Professor Teresa Ubide Garralda, Faculty of Science**

# ARC Industry Fellows 2023

## Early Career Industry Fellowships:

UQ topped the nation with 8 Fellowships, with a value of \$3.4m



**Dr Aimee Brownbill,**  
HASS Faculty



**Dr Haoran Duan,**  
EAIT Faculty



**Dr Loan Nguyen,**  
QAAFI



**Dr Azhar Potia,**  
QBI



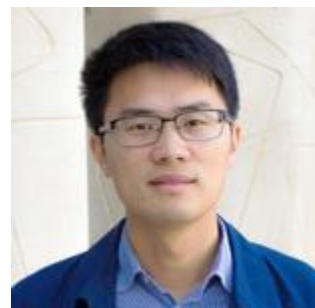
**Dr Adnan Sufian,**  
EAIT Faculty



**Dr Andrew Ward,**  
EAIT Faculty



**Dr Dongxue Zhao,**  
QAAFI



**Dr Min Zheng,**  
EAIT Faculty

## Mid-Career Industry Fellowships



**Professor  
Cameron Parsell,**  
HASS Faculty



**Dr Julie Pearce,**  
EAIT Faculty



**Associate  
Professor Shihu Hu,**  
EAIT Faculty



# Advancement wins CASE Awards

UQ won two major awards for alumni engagement at the Council for Advancement and Support of Education 'Circle of Excellence' Awards



**UQ Young Alumni  
'Party with a Purpose'**

Global Silver Award in the  
'Special Events' category



**A Story of Giving at UQ**

Asia-Pacific Regional  
Award for Best Publication

Recent philanthropic gifts

**McCusker Charitable Foundation  
donates \$1 million**

- \$500,000 for circRNA team
- \$500,000 for QBI Dementia research



**The estate of Robert Larter  
donated nearly \$400,000 to UQ**

- For the awarding of 4 'Jean & Robert Larter Writing Studies Scholarships' each year

# Launching Australia's Food and Beverage Accelerator (FaBA)



**FaBA** 

- FaBA is dedicated to working with industry partners to amplify innovation across Australia's food and beverage sector
- Officially launched on 4 May
- One of six industry-specific innovation programs funded by the Federal Gov't under the Trailblazer Universities program
- Led by UQ – with the support of QUT and UniSQ

## Launch of the Net Zero Australia project findings



## Opening of the new EQUS Quantum laboratories



# Progress to proof-of-concept for two major UQ initiatives



## Proof-of-concept clinical trial for Molecular Clamp 2.0

CEPI contributing up to \$8.5m for further development of the vaccine platform for use in the response to future disease outbreaks



QBI safety study of ultrasound device for treatment of people with Alzheimer's disease

# Re-engaging globally

China & Hong Kong SAR visit: UQ was very well-received as the first high-level university delegation from Australia



Chinese University of Hong Kong



Chinese Academy of Engineering



Guangdong University of Foreign Studies (GDUFS)



Southern University of Science & Technology (SUSTech)

## Delegation to India with Minister Clare



- Visit focused on promoting institutional partnerships and boosting collaboration
- Renewed the MOU between UQ and IIT Delhi to extend our joint UQ-IITD Academy of Research for a further five years
- Further opportunities for collaboration will need to be explored

# Successfully hosted the Universitas 21 annual meetings



- Sessions held at St Lucia and UQ Brisbane City – from 26–28 April
- U21 Annual General Meeting & Presidential Symposium
- Senior Leaders & Presidential ‘peer-to-peer’ meetings

## Congratulations to Dr Miriam Moeller



Prof Jenny Dixon (U21 Provost) presents Dr Miriam Moeller (UQ Business School) with the U21 Award for International Teaching



# Strengthened industry partnerships & govt relations

- Led the 2022 ARC Linkage rounds & Round 1, 2023
- \$280m agreement for Sanofi Translational Hub finalised (UQ major partner, with Queensland Govt & Griffith Uni)
- \$50m critical minerals bid associated with Townsville vanadium plant (approx. \$9m to UQ)
- Key partner in \$92m Grains Research & Development Corporation project (approx. \$12m to UQ)
- Other key partnerships that are progressing:
  - Therapeutics (Emory University)
  - Quantum computing (PsiQuantum)
  - Hypersonics (Lockheed Martin & US Defense)
  - LanzaJet (sustainable aviation fuel)
  - Proposed advanced battery industry hub in SE Qld

# Making a difference locally

Regional Roadshow: Winton & Longreach last weekend



This year's Regional Roadshows are being supported by an 'Inspiring Australia Grant' worth \$223,000

Gladstone & Heron Island  
in mid-March



# Enriching the community



UQ Ventures ilab Pitch Night 2023



UQ Art Museum: *We Are Electric*



UQ Open Day, St Lucia: *Won 'Corporate Event of the Year', Qld MEA Awards*



UQ Alumni Friends 2023 Book Fair & Rare Book Auction



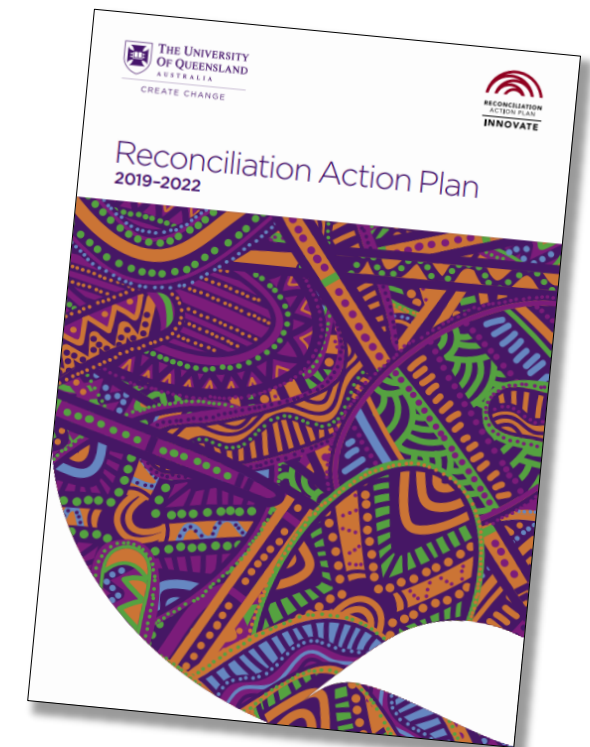
# Strengthening our culture & updating our work practices



- New Freedom of Speech and Academic Freedom policy
- New Flexible Work policy and procedures
- New Disability Action Plan 2023-2025

## A new Reconciliation Action Plan for UQ

Building on the progress made under our first 'Innovate' RAP, we have started to develop a new 'Stretch' RAP



# Campus developments

An aerial photograph of a university campus during the golden hour of sunset. The scene is dominated by a mix of architectural styles, from traditional stone buildings with arched windows to modern, multi-story structures with glass and metal facades. A prominent feature is a large, modern building with a distinctive, angular, metallic facade. The campus is interspersed with lush green trees and a winding river or lake. In the background, a dense urban area and distant hills are visible under a sky filled with soft, golden clouds. The overall atmosphere is serene and highlights the campus's integration with its natural and urban surroundings.

# Avalon Theatre restoration



- Works commenced in early 2023
- Theatre will include two modern performance spaces
- Initially used for teaching drama program and student-led performances
- The Avalon is expected to open in early 2024

## Union Complex redevelopment



- Will be redeveloped over the coming years through a series of projects
- Retaining most of the existing Complex and village-style design
- Lyons appointed to further develop the design. They have decades of expertise in student-focused projects and refurbishments
- Schonell Theatre remains closed for early works

# Plant Growth Facility



## Topping-out ceremony held in December 2022

- A world-leading facility for research into food, fibre and fuel production
- Features highly technical, controlled environment rooms
- The facility will include high-specification glass house capacity on the roof
- Commissioning of the building to commence in early 2024

## Update on Glasshouses



- Feasibility study underway for additional glasshouses at St Lucia on a raised podium above flood level
- Existing glasshouses on ground level will be refurbished for teaching and some research
- Additional high-specification glasshouses have been approved for Gatton

# Paralympic Centre of Excellence



- Provide more equitable access to sport for people with disabilities, from grassroots to the Paralympics
- Qld Government has committed \$44m of funding support
- Further funding to be sought from the Federal Government

## Health and Recreation Precinct (HARP)



- Brings together our sport, health and wellness offerings
- Design team appointed to develop a master plan for the precinct that integrates with the Paralympic Centre of Excellence

# UQ Lake and amphitheatre



- Restore water health, sustain flora and fauna, and improve community amenity
- Planting 8,000 trees and shrubs, and 66,000 wetland plants
- Main lake and part of the amphitheatre will reopen in August 2023
- Work on the amphitheatre stage is ongoing and will open in mid-2024

## Brisbane Metro – UQ Lakes bus station upgrade



- Turn-up-and-go public transport link between UQ St Lucia and RBWH, via the CBD
- Stage 1: Completion in late May, with ES Bridge dedicated bikeway reopening
- Stage 2: Platform 1 closed temporarily, with all bus services departing from platform 2



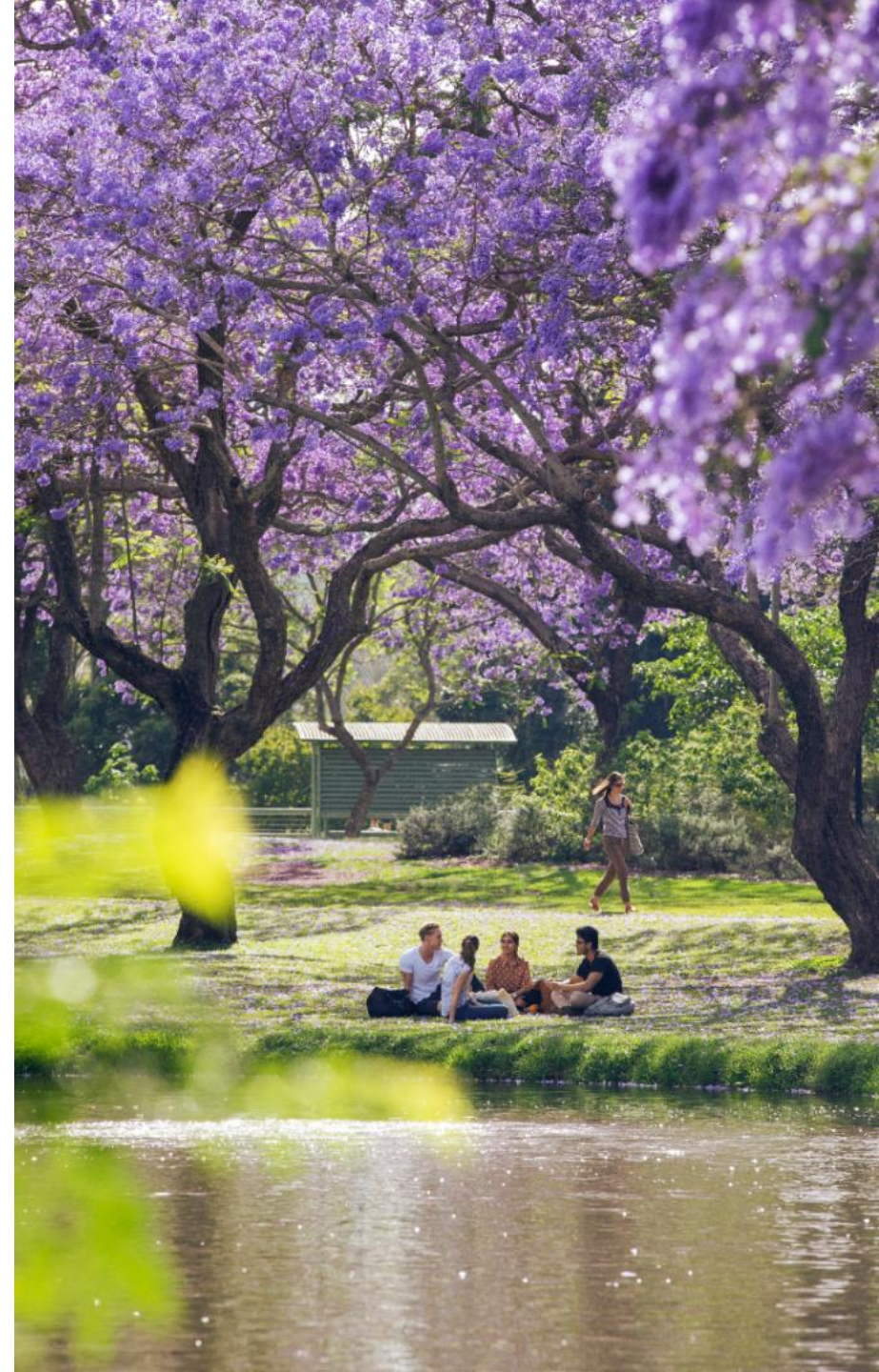
**External updates**

# Universities Accord

University Accord Discussion Paper released in February – encouraged the sector to think ‘big’ in relation to both short-term and long-term issues

UQ contributed to UA & Go8 responses, and we also submitted a UQ response. Key themes include:

- Establish a more integrated and holistic tertiary system
- Design a re-balanced and sustainable Commonwealth Grant Scheme (to replace JRG – the Job-Ready Graduates scheme)
- Support greater differentiation between higher education institutions
- Create a more sustainable research and innovation system & break reliance on international fee revenue
- Put in place targeted long-term strategies to address barriers to equity in education







# Other updates from the Sector

**ARC Review:** Released & being considered by the Minister

**Australia's Economic Accelerator:** Seed Grants (TRL 3 to 5)

- Tranche 1 (Medical Science, and Renewables and Low Emissions Technologies) - 19 UQ applications
- Tranche 2 (Value-add in Resources & Agriculture, Fisheries & Forestry) - 29 UQ applications

**Federal Budget - key announcements:**

- Increases in income support for students: \$40 per fortnight
- Additional \$17.7m for the Higher Education Disability Support Program
- Extended post-study work rights of international students
- \$91.3m for additional psychology placements and a redesign of psychology higher education pathways
- \$50.2m for Primary Care and Midwifery Scholarships; \$10.7m to boost primary care nursing workforce & \$31.6m to support medical students working in rural and remote locations



How are we tracking?

# A move to aggregate rankings

Ranking	World	Aust
2022 Aggregate Ranking of Top Unis ( <i>THE, QS &amp; ARWU</i> )	<b>42</b>	<b>2</b>
2022 Rankometer ( <i>THE, QS, ARWU, Leiden &amp; webometrics</i> )	<b>40</b>	<b>2</b>
BlueSky Rankings of World Universities ( <i>THE, QS, ARWU &amp; US News</i> )	<b>37</b>	<b>3</b>

## 2023 QS World University Rankings by Subject

UQ ranked in 50 out of 54  
subjects; #1 nationally

### In top #50 globally:

- Sports-related Subjects (#2)
- Mineral & Mining Engineering (#5)
- Agriculture & Forestry
- Environmental Sciences
- Pharmacy & Pharmacology
- Psychology
- Hospitality & Leisure Mgt
- Chemical Engineering
- Civil & Structural Engineering
- Petroleum Engineering
- Biological Sciences
- Nursing
- Anatomy & Physiology
- Education & Training
- Sociology
- Development Studies
- Vet Science
- Statistics & Operational Research



# Supporting students from enrolment to employment

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## Demand (2023)

**39%**

share of ATAR  
90+ first  
preferences

**1st**

in Qld for  
ATAR 90+ first  
preferences

**1st**

in Qld for ATAR  
70+ first  
preferences

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## Retention (2022)

**81.3%**

for 2021  
commencing  
domestic bachelors

## Grad F/T Employment (2022)

**94.1%**

for domestic  
bachelors 3 years  
after completion

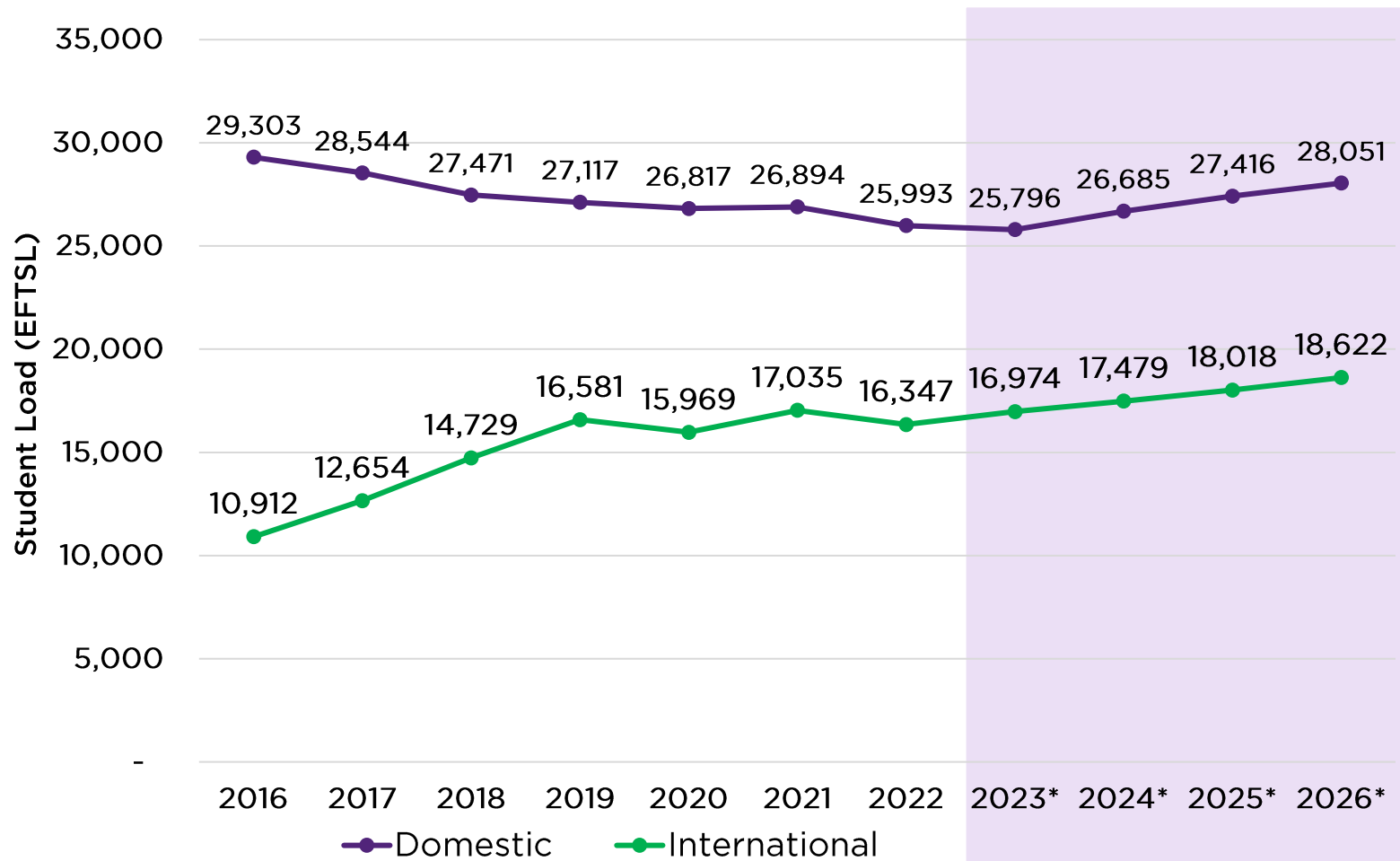
# Student experience survey 2020-2022: undergraduate results

Measure	2020 Result %	2021 Result %	2022 Result %	2020 Rank*	2021 Rank*	2022 Rank*
Overall Quality of Educational Experience	66%	74%	79%	24 <sup>th</sup>	13 <sup>th</sup>	National data not yet available
Overall Teaching Quality	74%	80%	83%	23 <sup>rd</sup>	7 <sup>th</sup>	
Sense of Belonging	37%	40%	47%	25 <sup>th</sup>	18 <sup>th</sup>	
Skills Development Scale	77%	77%	79%	17 <sup>th</sup>	23 <sup>rd</sup>	
Learning Resources Scale	79%	84%	88%	9 <sup>th</sup>	6 <sup>th</sup>	
Learner Engagement Scale	44%	49%	58%	19 <sup>th</sup>	18 <sup>th</sup>	
Student Support Scale	67%	68%	71%	31 <sup>st</sup>	28 <sup>th</sup>	

\*UQ's rank after accounting for statistically significant differences between UQ's results and those of other universities.

# Student load profile

UQ's student load by citizenship, 2016-2026\*



\*2023 onwards as per 2023 Load Model (Q1 Projections)

# 40%

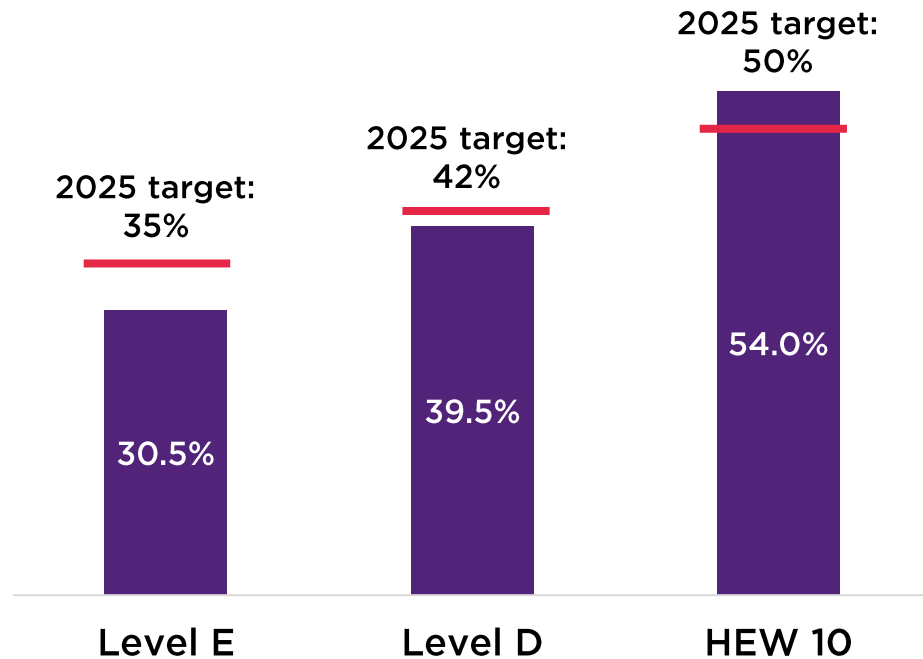
international load in 2023

International intakes have returned to pre-pandemic levels and are expected to exceed the Semester 2 target

# Diversity & Inclusion

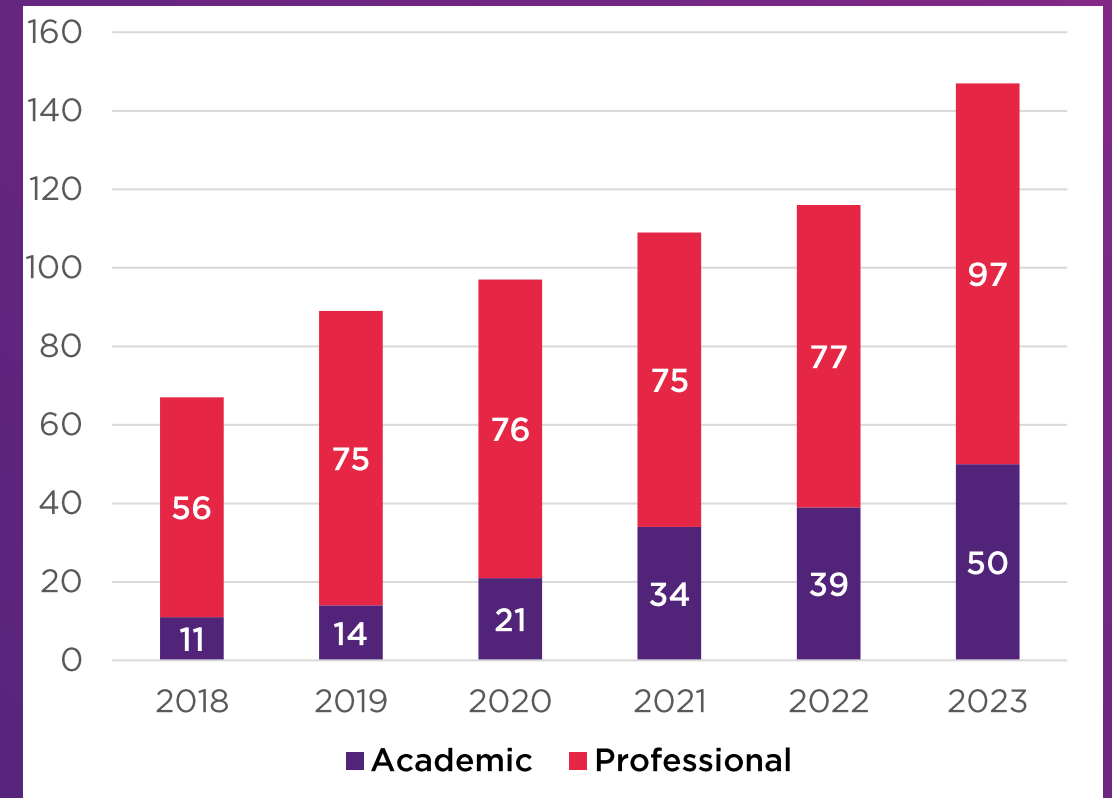
The representation of women in UQ leadership roles continues to improve

Percentage of senior positions held by women, against our 2025 targets (Latest 2023 data, as at 31 March)



83% of women who applied for promotion in the latest professorial confirmation round were successful

The number of Aboriginal and Torres Strait Islander staff at UQ continues to increase (Headcount excludes casuals)



# Philanthropy and alumni engagement

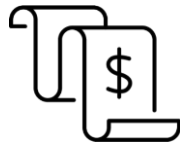
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## Advancement & Community Engagement impact (year-to-date, as at 30 April 2023)



**23,443**

Alumni engaged



**\$11.9m**

Raised



**578**

Donors

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## The Queensland Commitment Match

Impact since launch in August 2022

- Over \$3.5m funds raised, to be matched
- Over 25 scholarships supported (via both new and existing scholarship funds)





# Project 2025:

Achieving financial  
sustainability





# How is 2023 shaping up?

## Domestic load

- No. 1 institution for QTAC first preference applicants with ATAR >70 and >90
- Overall domestic full-time load is down by 2% (approx. 250 FT students) on budget – due to strong labour market

## International load

- Semester 1 load 5% (approx. 360 FT students) lower than budget – due to COVID-related volatility
- However, acceptances for Sem 2, 2023 are currently strong

## Research Block Grant

- \$11.7m less than anticipated largely due to cyclical variation in HDR completions and research revenue

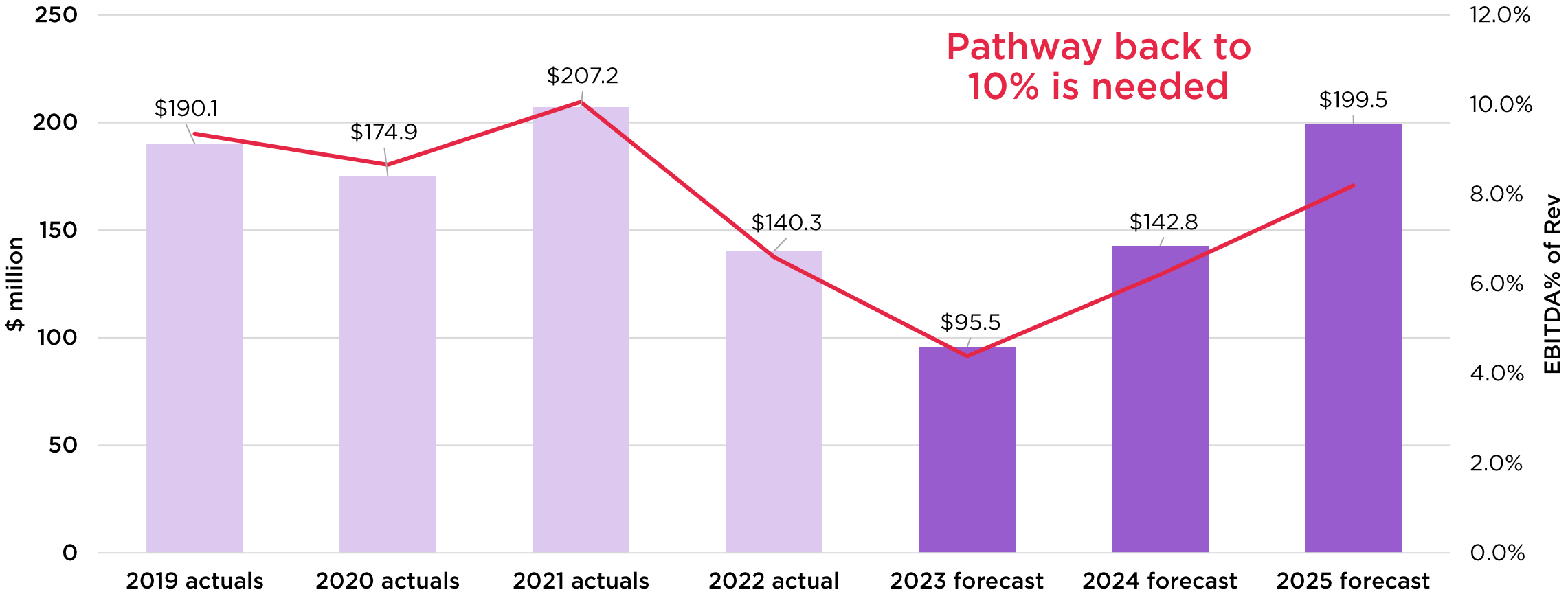
# How is 2023 shaping up?

## Financial implications:

- Q1 census update showed a reduction of \$36.5m in coursework revenue against budget in addition to the reduction of \$11.7m in Research Block Grant funding
- Together, this means that our forecast 2023 budget is **\$48.2m less than we anticipated**
- Taking this into account, the latest forecast for 2023 anticipates an EBITDA of \$95.5m which is only 4.4% of revenue
- UQ is committed to delivering a normalised EBITDA equal to 10% of revenue, in order to cover our non-operating and capital cash flow requirements



# Normalised EBITDA (before investment revenue)



In order to get back to 10% EBITDA, an improvement of \$100m needs to be realised over the next 3 years.

# Why is 10% EBITDA necessary?

**A healthy surplus is needed to re-invest in UQ and our people**

- 55,000 students and 15,000 staff requiring modern facilities
- 700 buildings across our estate, with an average age of 40 years, requiring continual maintenance and refurbishment
- Our digital campus is our most extensive campus – and it needs investment in new and updated capability and cybersecurity
- Major capital expenditure needed to sustain excellence (e.g. new buildings and research infrastructure)
- Debt repayments and lease costs

**For the long-term sustainability and improvement of UQ, we need to earn sufficient surplus funds, so that we can re-invest in our infrastructure, equipment and people**

## Current capital projects



Plant Growth Facility



Avalon Theatre



Lake Renewal & Ampitheatre



# ‘Project 2025’: Our pathway back to 10% EBITDA

A 3-year plan to ensure we realise \$100m of savings and return to a normalised EBITDA of 10% of revenue by 2025

It has 4 key priorities:

1. **Efficiency savings:** Finalise agreed efficiency savings through the mid-year review budget meetings
2. **Staff recruitment:** Continue to require approval (through the Provost and COO) for all roles that exceed agreed FTE caps in budgets
3. **New revenue:** Focus on growing and diversifying our sources of revenue
4. **Targeted initiatives:** Introduce 7 initiatives to unlock long-term value and efficiencies across UQ. These initiatives will have assigned leadership and governance



# Project 2025 principles

- Maintain UQ's position as a comprehensive Top 50 university that delivers an outstanding student experience
- Continued commitment to leading reconciliation, embracing diversity, and breaking down educational barriers through The Queensland Commitment
- Avoid changes that create added pressure on workloads
- A willingness to do things differently and to cease activities or initiatives that are no longer strategically-aligned or cost effective
- Adopt a 'shared leadership' model that draws heavily on faculty, institute and school engagement
- A consistent commitment to being values-led, while communicating with transparency, clarity and empathy





# Project 2025 initiatives

INITIATIVES	FOCUS	PROJECT LEADERS
1. Optimisation of procurement spend	Progress the current procurement review that is seeking to (a) identify categories of purchasing where pricing can be further reduced; and (b) ensure that the savings can be realised	CFO
2. Academic workforce	Ensure our academic workforce is optimally configured & enabled; review T/F roles; minimise barriers for R/F staff to be involved in teaching; ensure appropriate workload models and workforce plans are in place in all schools	Deputy Provost/ Provost
3. Re-engineered admissions platform	Roll-out a new admissions system that supports both postgraduate domestic and international admissions, and improves the user experience and efficiency for both staff and applicants	DVCA/DVCGE
4. Support for Institutes	Explore ways in which UQ's research institutes can continue to be supported strategically at the same time as looking for potential savings in support structures, particularly through a shared services model	Provost
5. Targeted review of functions	Conduct focused reviews of professional service areas where our staffing profiles exceed the sector average	COO/DVCA
6. Research support	Ensure infrastructure is operated efficiently with consistent cost recovery; implement the new overhead charge for research contracts of 50% (previously 40%); and review our research support arrangements	DVCRI/PVCRI
7. Program/course rationalisation	Ensure an ongoing focus on the viability of UQ's program and course offerings	DVCA/Director, PBI



# Our procurement project will deliver better outcomes for UQ

## Co-ordinating purchasing power across the University

Purchasing segment	Annual Spend	Key opportunities
 ICT & telecoms	<b>\$90m</b>	Plans and hand-set choice reflecting business needs
 Lab equipment & consumables	<b>\$77m</b>	Aggregated purchasing for generic products & services
 Facilities management	<b>\$65m</b>	Benchmarking industry pricing to ensure best value
 Library services	<b>\$35m</b>	Understanding future needs to secure appropriate services

## Project approach

- UQ working as one. Combining volumes and best practice procurement
- Selecting the best products and services for UQ staff and students
- Environmental impact and ethical choices are part of each project initiative
- Using technology to improve how we buy our goods and services



Other  
developments

# Student Residences Project (Stage 2)



- Opposite Kev Carmody House, on Walcott Street
- Quality student accommodation, with facilities similar to Kev Carmody House
- Will double UQ-owned accommodation at St Lucia, adding to the options provided by our 10 residential colleges
- Designed to improve student experience and alleviate rental market pressures
- Expected to be open for Semester 1, 2026



# Faculty and school changes

## Renaming of two schools in the EAIT Faculty

- The School of Information & Electrical Engineering has been renamed the: School of Electrical Engineering and Computer Science
- The School of Architecture has been renamed the: School of Architecture, Design and Planning

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## Two new schools in the Faculty of Science, from 1<sup>st</sup> July

1. School of the Environment
2. School of Agriculture and Food Sustainability

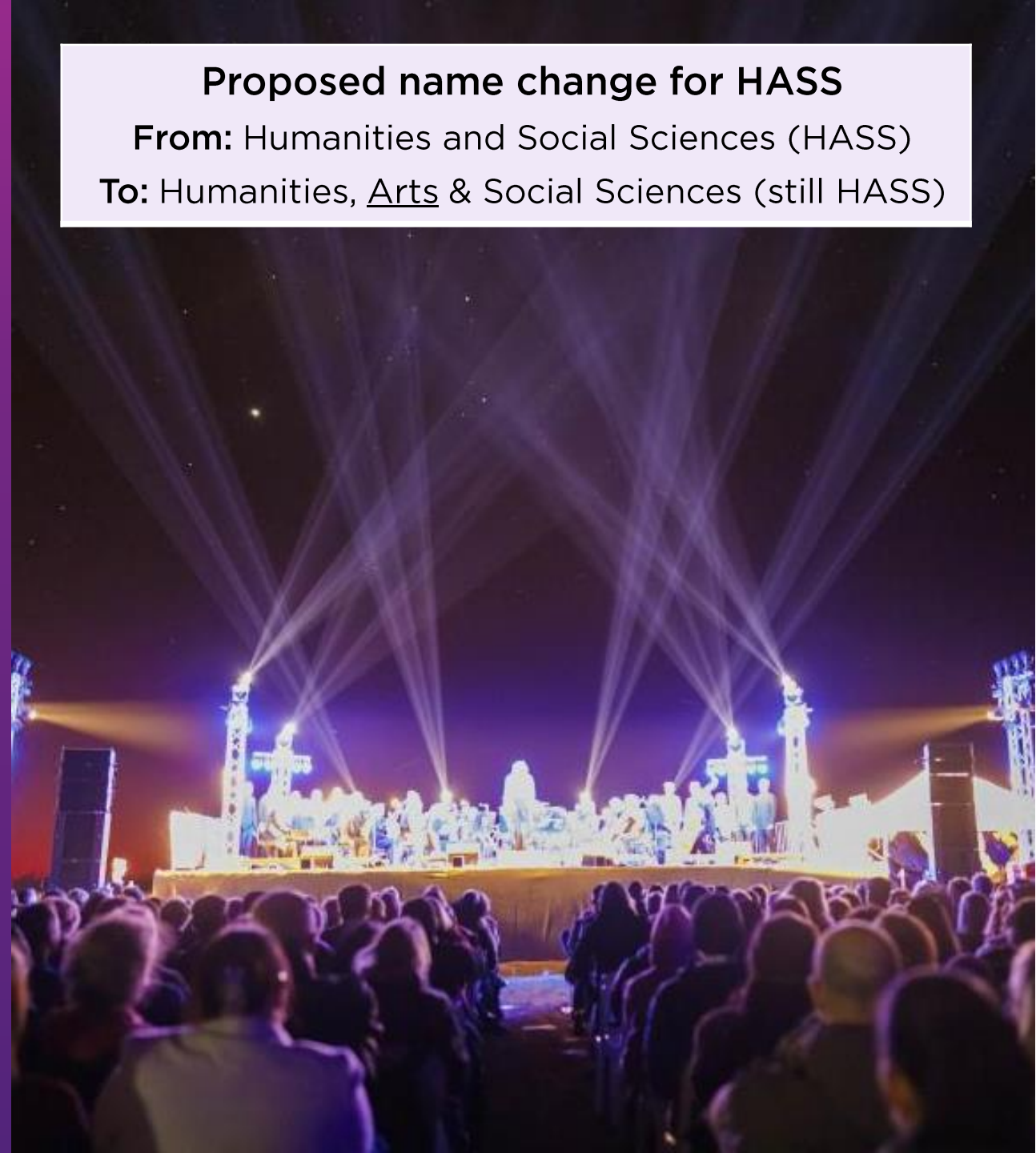
### Will replace three existing schools:

1. School of Biological Sciences
2. School of Agriculture and Food Sciences
3. School of Earth and Environmental Sciences

## Proposed name change for HASS

**From:** Humanities and Social Sciences (HASS)

**To:** Humanities, Arts & Social Sciences (still HASS)



Professor Bruce Abernethy  
to stand down as Executive  
Dean of HaBS in Feb 2024



- Bruce will have served two 5-year terms as the founding Executive Dean of HaBS
- He will continue to lead UQ's engagement with the 2032 Olympic & Paralympic Games

# Consultation on an integrated Faculty of Health

- A timely opportunity to review our health-related faculties
- An aligned and interprofessional approach to education, research and advocacy is now seen to be necessary to address the opportunities and challenges in health care
- Increasing pressure to ensure the capacity, capability and distribution of the health professional workforce
- All other Go5 universities have a single health faculty
- For these reasons, we will launch a consultation process to explore whether UQ should move to a single Faculty of Health or remain with the current structure
- A representative Steering Committee with members drawn from both faculties will be chaired by the Provost

# New Enterprise Agreement

Most matters have now been agreed with the unions and we expect to announce a high-level 'heads of agreement' shortly, prior to seeking formal approval

## Salary increases

- \$1500 uplift in salaries upon the successful ballot for the new EA
- Then, increases of 2%, every 6 months, from Jan 2024 until Feb 2026

## Casual academic conversion

- We will advertise at least 50 continuing teaching associate roles every year for the term of the agreement

## Changes to leave arrangements

- **New:** Gender affirmation leave;  
Reproductive health & well-being leave
- **Increased:** Family & domestic violence leave;  
Indigenous cultural leave
- **Changes to existing leave:** Greater flexibility for Australia Day; Special & unpaid leave extended to epidemic/pandemic or emergency/disaster



*The Progress Pride  
Flag will be flown  
across UQ campuses*





# The bigger picture ...

- Finalising the new Enterprise Agreement & payroll review
- Consulting in relation to the development and launch of our Stretch RAP
- Hosting a series of conversations about The Voice between Reconciliation Week and NAIDOC Week
- Continuing to respond to the cyber risk environment
- Ongoing focus on assessment and standards, particularly with the rise of generative AI
- Remaining focused on responding to the 2022 Pulse Check outcomes
- Delivering on our 2023 Plan on a Page
- While working collaboratively on Project 2025 – the sooner we act, the less pressure there will be on latter years



Questions?