



2024 Mission-Based Compact Between the Commonwealth of Australia and The University of Queensland

Purpose

This compact is an agreement between the Commonwealth and the University. Entering into a Compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003 (HESA)* as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a Mission-Based Compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

Mission and Strategic Planning

UQ's mission is to deliver for the public good through excellence in education, research and engagement with our communities and partners – both locally and globally. [The University of Queensland Strategic Plan 2022-2025](#) outlines how we will continue to fulfil this mission as we seize new opportunities and meet the challenges of the future. Our strategic priorities for 2022–2025 are framed around the three domains that address our core purpose: learning and student experience, research and innovation, and enriching our communities. These are underpinned by three enablers: our global profile, our people, and securing our future. We measure our success using the [UQ Performance Indicators](#). Progress against our key performance indicators is monitored by the University Senior Executive Team and Senate. We also report on our strategic plan progress via the [annual report](#).

UQ's long term aspirations outlined in the strategic plan align with national priorities to produce skilled graduates to enable Australia's future economic prosperity, provide greater opportunities to access higher education, develop solutions for major global challenge through world-class research and innovation and harness research through commercialisation and collaboration. Our aspirations include:

- Delivering highly sought-after graduates, who are prepared for future success through rich and broad educational experiences
- Leading as a premier provider of high-quality postgraduate and lifelong learning opportunities
- Leveraging the breadth and depth of its research capabilities and vibrant precincts to address the world's most pressing challenges
- Being a trusted and agile partner widely regarded as a leader in entrepreneurship, knowledge exchange and commercialisation
- Having an extensive global reach in education and research with a strong commitment to capacity building in the Indo-Pacific
- Breaking down barriers to education through the targeted and effective Queensland Commitment
- Being values-led, deeply committed to delivering for the public good and supporting our people, leading reconciliation, and embracing different life experiences and perspectives.

As outlined in the [Strategic Framework and Action Plan for Sexual Misconduct Prevention and Response](#), UQ is committed to ensuring its campuses are safe and respectful environments where all members of its community are supported to participate in research, teaching and learning. The Framework will be refreshed during 2024.

UQ's [Foreign Influence Disclosure Procedure](#) requires all academic staff to disclose any registrable activities which fall under the *Foreign Influence Transparency Scheme Act 2018* (Cth). The foreign influence disclosure is part of the suite of registers in UQ's disclosure and management of interests, including the [Sensitive Research Register](#) and Conflict of Interest Disclosure. These disclosures are connected to policies and procedures designed to effectively manage and align the interests of UQ staff, align UQ as a whole with community standards and expectations, and comply with all applicable laws.

Actions to counter foreign interference and support trusted research practice and compliance are also strengthened by cybersecurity risk management. The UQ Technology Master Plan 2024-2024 guides UQ's approach to managing its data and protecting against cyber threats, in addition to other technology-related priorities.

UQ's commitment to freedom of speech and academic freedom is outlined in the [Freedom of Speech and Academic Freedom Policy](#). The [University of Queensland Enterprise Agreement 2021-2026](#), which came into effect on 25 January 2024, reaffirmed the commitment to academic freedom for all employees.

Strategies for Improving Equality of Opportunity in Higher Education

The [Queensland Commitment](#) is a core enabling strategy within [The University of Queensland Strategic Plan 2022-2025](#). This commitment aims to uplift educational attainment for the most underrepresented groups, with an immediate focus on students from low socio-economic backgrounds, regional or remote areas, and those identifying as Aboriginal and Torres Strait Islander.

Our 2032 measures of success in relation to improving equality of opportunity, as set out in the [UQ Strategic Plan](#), are:

- 30 per cent of our domestic undergraduate students will come from a low socio-economic or regional/remote background
- The proportion of domestic students identifying as Aboriginal and/or Torres Strait Islander will reflect the representation of people identifying as Aboriginal and/or Torres Strait Islander in Queensland.

To achieve these goals:

- We are working closely with a range of external stakeholders, including alumni, our donor base, and local communities across the state and the schooling system.
- We have recently reviewed our admission schemes and will be introducing automated ATAR adjustments for school leavers from regional/remote or low socio-educational schools, removing the barrier of complex application processes.
- A set of objectives and recommendations is currently being developed as part of The Queensland Commitment. The recommendations will be structured into phases, with an initial focus on the next four years.
- A new UQ Stretch Reconciliation Action Plan will be launched during 2024.

UQ already has an extensive portfolio of initiatives that support students throughout every phase of study, from pre-access to attainment. Examples include:

- The [Young Achievers Program](#) (YAP) supports the tertiary aspirations of senior secondary school students with academic potential from underrepresented groups. Participants benefit from mentoring, on-campus experiences, financial assistance during senior secondary school, and a scholarship when they enrol in a UQ undergraduate program.
- [InspireU](#) provides enriching experiences for Aboriginal and/or Torres Strait Islander secondary school students through week long on-campus camps. Students participate in activities led by UQ academics and our industry and community partners.
- The [UQ Link Scholarship](#) provides an annual scholarship of \$3,000 and five adjustment ranks to all new domestic undergraduate students who have experienced educational disadvantage as a result of financial hardship.
- The [Aboriginal and Torres Strait Islander Studies Unit](#) supports Indigenous students from pre-enrolment through to graduation by providing academic assistance through the Indigenous Tutorial Assistance and Retention (ITAR) program, and advice on employment, scholarships, financial support, and social, sporting and professional events.
- UQ's [Diversity, Disability and Inclusion Advisors](#) provide advice, support, referrals and assistance to students who have a disability, and for those with significant responsibilities caring for a person with a disability.

An Equity Initiatives Register has recently been established at UQ to provide greater visibility of initiatives and assist in the coordination of our efforts.

Strategies for Improving Teaching and Learning

[The University of Queensland Strategic Plan](#) sets an ambition for our university to deliver highly sought-after graduates, who are prepared for future success through rich and broad educational experiences. Our Learning and Student Experience Roadmap, which will be released in the first half of 2024, locates rich educational experiences at the core of our priorities. Success of all graduates remains a priority for UQ and we are committed to:

- 1. Providing inspirational experiential curriculum opportunities for all students**, through:
 - embedding revised [Graduate Attributes](#), which include a renewed focus on cultural capability, and a new UQ Graduate Statement across all of our programs
 - supporting students through financial assistance to undertake rural and remote placements, particularly students from low socio-economic status backgrounds and those that identify as Aboriginal and/or Torres Strait Islander
 - deploying [My Career Advisor](#) online resources to support the embedding of career development learning within the curriculum and student engagement in experiential learning.
- 2. Building a digital and personalised student experience that evolves to meet changing student and industry expectations**, through:
 - embracing the opportunities of [generative artificial intelligence](#) to shape student learning, transform approaches to assessment, and personalise student support
 - enhancing personalised support for International and culturally and linguistically diverse students through improved [English language proficiency support](#) strategies and [connections with UQ College](#).
- 3. Supporting more diverse cohorts of students, and fostering a sense of belonging and wellbeing for all learners**, through:
 - the [Young Achievers Program](#), with a renewed focus on supporting students from underrepresented groups to transition to higher education and attain a degree
 - creating safe campuses and relationships supported through delivering compulsory [UQ Respect](#) learning modules which form part of a primary, secondary, and tertiary level response to gender based violence and sexual assault
 - implementing UQ's Early Intervention Support Initiatives which flag 'at-risk' students through measures of engagement and progression, and then connects with them to encourage participation and success.

UQ remains committed to continuing to partner with industry in teaching and learning, and providing diverse opportunities for work integrated learning and extra-curricular student experiences. Our 2032 measures of success for teaching and learning, as set out in the [UQ Strategic Plan](#), are:

- No. 1 in Queensland for graduate employment outcomes three years after completion
- Top 5 in Australia for sense of belonging, overall quality of teaching, overall student experience among undergraduate students (as measured in the national Student Experience Survey)
- 50 per cent of bachelor's graduates will have completed an entrepreneurship, global, volunteering or leadership experience
- Double our domestic postgraduate coursework commencements to 5,000
- 10,000 participants per year completing an executive education or short course offering
- 45% market share of domestic undergraduate first preferences for students with an ATAR rank above 90.

Strategies for Improving Research, Research Training, and Innovation

UQ's [Research Roadmap 2023-2032](#) outlines UQ's decadal ambition to create change across the varied dimensions of research and innovation. The Roadmap identifies priorities and actions to enhance UQ's research leadership and impact across four pillars:

- 1. Researchers and Research Culture:** UQ's success has been built on the talent of its staff and their creativity. Our development programs will support our academic researchers and research professionals to grow their capabilities, so they are equipped to exploit new opportunities. Truth and inclusivity are critical elements of UQ's values and we will build on UQ's commitment to research integrity and data management to develop our responsible research culture and commitment to open research. We will continue to embed UQ's new Academic and Development Framework that emphasises academic success can be gained through industry engagement and commercialisation.
- 2. Research and Innovation Enabling Capabilities and Commercialisation:** UQ is recognised for the impact of its research and has had outstanding success in commercialisation. Our UQ Research Roadmap emphasises high quality research, knowledge exchange and end-user impact. As a leading public research university, UQ also has a major role to play in working collaboratively at the state and national level to address complex challenges facing Australia. An impact focus enables researchers to engage productively with partners to develop research collaborations, co-create new knowledge and solutions, and translate ideas into products.

In the immediate term, UQ is working towards launching a commercialisation investment fund at scale. It will be professionally managed in collaboration with [UniQuest](#). The fund will attract significant external investment into start-up companies initiated from UQ research, students and alumni.

- 3. Research Infrastructure, Systems and Precincts:** To ensure that UQ stays at the leading edge in research we must provide our researchers with the tools, systems and support that they need to excel. We will nurture the skilled research specialists who underpin research infrastructure capabilities through implementing clear career pathways and development opportunities. UQ will make major investments in research infrastructure through collaboration with the new 5-year cycle of the NCRIS scheme across a range of infrastructure capabilities.

UQ is committed to building our translational research capabilities and industry partnerships through leadership and participation in innovation precincts. In 2024, we will expand our translational partnerships at Dutton Park campus to underpin the Queensland Government's vision for the Boggo Road Innovation Precinct.

- 4. Research Investment and Cross-disciplinary Collaboration:** UQ has the most comprehensive discipline profile of any University within Australia. This positions us extremely well to deliver cross-sectoral mission-driven research that is aligned with industry, government, and community priorities, and UN Sustainable Development Goals through implementation of our new [Research Centres and Research Networks Policy](#) that incentivises cross-disciplinary collaboration.

Our 2032 measures of success for research, as set out in the [UQ Strategic Plan](#), are:

- No. 1 in the national research excellence, impact and engagement assessments
- Top 50 in the Aggregate Ranking of Top Universities
- Number 1 nationally in commercialisation and top 5 per cent globally for commercialisation of university IP.

Strategies for Engaging with Industry

UQ seeks to build partnerships with industry that incorporate long-term research programs, higher degree by research (HDR) student supervision, staff exchange, and teaching programs. These partnerships seek to drive value (impact) into our industry, government, and community partners.

UQ's central Research Partnerships function drives major research partnerships and supports further development of demand driven research at UQ through development of portfolios of work, building partnerships with industry, government, and other universities, and through the development of major initiatives such as the Trailblazer, AEA and CRC programs. Portfolios include minerals and resources, defence, national security and space, advance manufacturing technologies, food and agriculture, health and medical sciences, energy transitions, climate change and environment and Brisbane 2032 (Olympics and Paralympics).

UQ is implementing new tools, reporting and training to better support cross organisational collaboration with industry partners. In particular, we will complete the implementation of a client management system for industry partnerships that will enable business development professionals to collaborate across the University to better support our research engagement with industry.

UQ is now positioned to better recognise the entrepreneurial and industry engaged activities of higher degree by research students and researchers and will review annual performance and development appraisal processes. We will integrate data from [UniQuest](#) on invention disclosures and the progress of commercialisation projects into an academic's electronic portfolio of achievement.

As part of the progress reporting for HDR students, each student will be specifically asked to consider an industry placement as part of their first progress report. This will enable the required placement plans to be in place by 18 months into candidature.

Our 2032 measures of success for research partnerships with industry, as set out in the [UQ Strategic Plan](#), are:

- Attract at least 10 per cent of national funding for priority driven research and double industry and philanthropic research funding
- 75 per cent of HDR graduates to complete a career development experience or industry placement
- Lead the development of 10 new research partnerships that provide at least \$10 million of investment per year.

SIGNED for and on behalf of
THE COMMONWEALTH OF AUSTRALIA

by

Madonna Morton

Full name (please print)

First Assistant Secretary

Position

of the Department of Education



Signature

29/05/2024

Date

SIGNED for and on behalf of
The University of Queensland

by

Professor Deborah Terry AC

Full name (please print)

Vice-Chancellor and President

Position



Signature

In the presence of:

Sarah Thomas

Witness (please print)

Senior Executive Assistant

Position or profession of witness (please print)



Signature