Elected members

– One member of the Academic Board, **Professor Greg Hainge**, BA (Hons), MA, PhD *Nott*, GCELead *Qld*, FAHA, SFHEA

– One member of the full-time or part-time academic sta of the University, **Professor Kristen Lyons**, BEnvSc, BSc (Hons), PhD *Qld*

– One member of the full-time or part-time general sta of the University, **Dr Dino Willox**, BA (Hons), MA, PhD, *Cardi* , PFHEA

– One postgraduate student, **Richard Lee**, BA, BEd (MidYsSch), MEdSt *Qld*, JP (Qual)

– One undergraduate student, **Emily Scott**, JP (Qual)

Three (elected) graduates of the University

– **Sallyanne Atkinson AO**, BA *Qld*, HonDUniv *Gri th, ACU*

– **Dr Lee Du eld**, BA, BEdSt, GDipJ *Qld*, MA *Syd*, PhD *JCU*

– **Dr Mellissa Naidoo**, BSc (Hons), MBBS

Professor Craig Franklin, BSc (Hons), PhD *Cant*

Senate meeting attendance and remuneration					
Position	Name	Meeting attendance	Approved annual fee	Approved sub-c'tee annual fees	Actual* fees received
Official members	Peter N Varghese AO (Chancellor) *Chair*	6 of 6	$80,000	Nil	$80,000
	Professor Deborah Terry AO (Vice-Chancellor)	6 of 6	Nil	Nil	
	Professor Craig Franklin (President of the Academic Board)	6 of 6	Nil	Nil	
Governor-in-Council appointed members	Julieanne Alroe	6 of 6	$25,000	Nil	$195,000
	Charmaine Chalmers	6 of 6	$25,000	Nil	
	Philip Hennessy AO	5 of 6	$25,000	$10,000	
	Rob Jones	6 of 6	$25,000	Nil	
	Grant Murdoch	3 of 6	$25,000	$10,000	
	Adjunct Professor Dr Sally Pitkin AO	5 of 6	$25,000	Nil	
	Cecile Wake	5 of 6	$25,000	Nil	
Elected members	Sallyanne Atkinson AO	6 of 6	$25,000	Nil	$200,000

Executive management

While the Chancellor and Deputy Chancellor lead the University Senate, the Vice-Chancellor and President is the University's Chief Executive Officer, responsible to Senate for overall strategic planning, finance and external affairs direction.

The Vice-Chancellor and President was supported in 2022 by the Senior Executive Team comprising:

– Provost and Senior Vice-President
– Deputy Vice-Chancellor (Academic)
– Deputy Vice-Chancellor (Global Engagement)
– Deputy Vice-Chancellor (Research and Innovation)
– Chief Operating Officer
– Executive Dean, Faculty of Business, Economics and Law
– Executive Dean, Faculty of Engineering, Architecture and Information Technology
– Executive Dean, Faculty of Health and Behavioural Sciences
– Executive Dean, Faculty of Humanities and Social Sciences
– Executive Dean, Faculty of Medicine
– Executive Dean, Faculty of Science
– Institute Director, AIBN (representing the research institutes).

The Senior Executive Team has responsibility for advising the Vice-Chancellor on whole-of-university management, strategic direction, budget setting, oversight of risk and assurance, and organisational culture.

Public Sector Ethics

In 2022, the University reviewed and implemented a new Sta Code of Conduct, which aligns with the *Public Sector Ethics Act 1994*, UQ's Model Code for the Protection of Freedom of Speech and Academic Freedom, and the requirements under the *Human Rights Act 2019*. The new Sta Code of Conduct sets out the expectations for university sta in relation to professional conduct.

A revised version of our mandatory online course, aligned to the new Sta Code of Conduct, was developed during the year and launched in December. Completion of the Sta Code of Conduct module remains mandatory for all continuing, fixed-term and casual sta .

The revised online training is consistent with the University's obligations under the *Public Sector Ethics Act 1994*, which requires the University to provide appropriate education about public sector ethics. Given the high profile of the Sta Code of Conduct, administrative procedures and management practices across the University reflect the objectives and requirements set out. It is also referenced in position descriptions and o ers of appointment, forms part of employee induction programs, and is incorporated into relevant training and development programs.

Freedom of speech and academic freedom*

On 30 November 2022, the University Senate approved a new, standalone Academic Freedom and Freedom of Speech policy, ensuring visibility of the University's commitment to the Principles.

Prior to the establishment of the standalone policy, the University had adopted a Model Code for the Protection of Freedom of Speech and Academic Freedom, which was embedded in the University's Governance and Management Framework.

In the drafting of policies and procedures, UQ has regard for the adopted Principles for the Protection of Freedom of Speech and Academic Freedom.

The policies intersecting most closely with the Principles were reviewed to ensure consistency with the University's commitment to the protection of freedom of speech and academic freedom.

During the year, UQ supported a culture committed to freedom of speech and academic freedom.

All proposed policy amendments were reviewed to ensure they give e ect to the commitment to the Principles for the Protection of Freedom of Speech and Academic Freedom. Throughout the policy review process, advice was o ered to policy reviewers about opportunities to strengthen provisions related to the Principles, and amendments were requested in cases where a risk was identified that may restrict freedom of speech or academic freedom at UQ. A statement from this process of review accompanied all policies that were submitted for approval.

As part of the process for reviewing policies for alignment with the Principles, a range of feedback was provided to policy owners for consideration prior to approval. As an example, amendments were made to the Grants, Prizes and Scholarships Policy to note that when entering any agreement supporting an Award, UQ will protect freedom of speech, academic freedom, and institutional independence by ensuring that all Awards are consistent with its values, priorities and policies.

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Information systems and recordkeeping

The University continues to promote compliance with the *Public Records Act 2002, Information Standard 18 (2018)* and the *ISO27001* information security management system.

In 2022, UQ made key system improvements to recordkeeping, information management, and security and information systems to support University objectives and priorities, including:

– The next phase of the Human Capital Management System (human resources) transformation began, focusing on implementing modern, integrated payroll and time and attendance capabilities. This will enhance the consistency and accuracy of key staff and pay-related information, and allow the decommissioning of legacy systems.
– A new customer relationship management platform was implemented, enabling more effective communications with prospective students and the decommissioning of legacy solutions.
– Multi-factor authentication was applied to all student user accounts, adding an important layer of security to key University systems.
– A 5-year Technology Master Plan was developed to ensure UQ's investment in information systems is considered and coordinated at an enterprise level and aligns with and enables UQ's Strategic Plan. The consultative plan will be submitted for approval in 2023.

UQ continued to deliver components of the Information Governance and Management Framework, encapsulating the whole of the University's strategic intent for information governance. Activities included:

– The University's Information Governance and Management Framework and Information Management Policy are undergoing a comprehensive review to ensure legislative alignment, clarify roles and responsibilities, clarify connections with records management, incorporate principles of data ethics and further streamline the framework. These aspects will now enter a consultation phase before being submitted for approval in 2023.
– Data awareness campaigns and staff development training are continuing. These aim to increase the data literacy of all UQ stakeholders
– A structured data scoping process is being implemented as part of the governance of IT projects with data requirements.

– Domain-specific data governance operating models are being finalised, outlining specific data governance and management expectations and decision rights for data within both the research and teaching and learning information domains.
– The data governance program is being transitioned to an ongoing operational team within the Information Technology Services division.
– A new *Keeping Records at UQ* procedure was developed. It focuses on the key systems of record keeping. The procedure has been implemented across the University, including through the delivery of awareness sessions for staff and business areas on the new procedure.

UQ also conducted a comprehensive cyber security improvement program that:

– continued delivering a cyber security awareness campaign, aiming to reduce information security risks through changed behaviour. This included implementation of a new cyber security training platform
– enhanced protections from malicious phishing through implementing a 'report a phish' button in Outlook and a friendly phishing campaign
– extended detection and response (XDR) capability to provide security enhancements across prevention, detection, investigation, and response domains
– commenced implementation of UQ processes to meet requirements under the *Security of Critical Infrastructure Act 2018*, including in relation to registering critical assets, notifying suppliers dealing with UQ's business critical data, and reporting cyber security incidents
– transitioned the cyber security program to an ongoing operational team under a new Director of Cyber Security, combining teams responsible for security architecture, cyber security operations, cyber risk and assurance, cyber culture and security improvements projects.

Human rights

The *Human Rights Act 2019* has been in operation since 1 January 2020, with its main objectives being to:
– protect and promote human rights
– help build a culture in the Queensland public sector that respects and promotes human rights
– help promote a dialogue about the nature, meaning and scope of human rights.

The University is committed to ensuring all decisions and actions taken are compatible with human rights. During 2022, the University continued to embed processes to ensure new or revised policies and procedures were compatible with human rights. Further decision-making training and resources were made available to UQ staff, which included tailored training in making decisions consistent with human rights.

UQ received no human rights complaints in 2022. Of the 2 complaints that raised human rights concerns in 2020, one matter was settled and discontinued in 2021, while the other was dismissed in 2022.

External scrutiny

No significant findings or issues about The University of Queensland were identified by a State entity in 2022.

Summary of

Financial information

As per the financial statements, the University recorded a consolidated deficit of $310.8 million in 2022. This compares to a consolidated surplus of $341.9 million in 2021.

The significant difference when comparing the 2 years (a decrease of $652.7 million) is largely due to:

– A $430.0 million movement in investment revenue. In 2021, the University recorded investment revenue of $220.7 million as rising global stock markets created positive returns for the medium and long-term portfolios. In 2022, the University recorded an investment loss of $209.3 million due to the change in market conditions resulting in global stock markets falling.
– A $143.9 million timing difference related to the one-off additional Commonwealth Government Research Support Program revenue. In 2021, $99.5 million in revenue was received and $16.6 million expended (creating a surplus of $82.9m). In 2022, no additional revenue was received and $61.0 million was expended (creating a deficit of $61.0m). The remaining $21.9 million will be expended in 2023.