

Annual Report **2015**



25 February 2016

The Honourable Kate Jones MP
Minister for Education and Minister for Tourism and Major Events
Level 22, Education House, 30 Mary Street Brisbane Qld 4000

I am pleased to present the Annual Report 2015 and financial statements for The University of Queensland.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*; and
- the detailed requirements set out in the *Annual Report Requirements for Queensland Government Agencies*, June 2015.

A checklist outlining the annual reporting requirements can be accessed at www.uq.edu.au/about/annualreport

Yours sincerely



Dr Jane Wilson
Acting Chancellor

CONTENTS

Vice-Chancellor and President's review	1
2015 snapshots	2
Key statistics	6
Summary of financial information	7
Organisation	10
– Basis of authority	10
– Lines of responsibility	11
– Controlled entities	11
Corporate governance	12
– University Senate	12
– Senior officers	16
Strategic plan 2014–2017	18
Review of activities – Learning	20
Review of activities – Discovery	27
Review of activities – Engagement	39
Management and resources	49
Glossary	57
Index	58
Learning and Discovery sites (map)	60
Our campuses, faculties and institutes	inside back cover
Annual Financial Statements	separate volumes
Public availability note	

This volume and the Annual Financial Statements (Volumes 1 and 2) are available from the Office of Marketing and Communications (see inside back cover) or online at www.uq.edu.au/about/annualreport

The following information is also available online at uq.edu.au/about/annualreport

- Consultancies
- Overseas travel

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Interpreter Service Statement

The University of Queensland (UQ) is committed to providing



accessible services to people from all culturally and linguistically diverse backgrounds. If you have difficulty understanding the *Annual Report 2015*, please contact UQ's Institute of Modern

Languages on (07) 3346 8200 to arrange an interpreter to effectively communicate this report to you.

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Front cover image: The UQ Oral Health Centre is Australia's largest and most advanced tertiary oral health facility, bringing together renowned academics and researchers, leading practitioners and top-tier students who are united by their passion to improve the lives of everyday Australians through better dental care.

I am delighted to report that 2015 has been another very strong year for The University of Queensland, with exceptional outcomes across all pillars of Learning, Discovery and Engagement. Credit is owed to our tremendous staff, students and alumni, and friends in government, industry, philanthropy and at all levels of communities. I would like to thank all of you up-front, because your efforts enable UQ to make valuable contributions to society.

A series of global rankings released during the year reaffirmed UQ's distinction among more than 10,000 universities. We are well within the top 100 of the main rankings and in the top 50 on several of those, with areas including agriculture and ecology placing in the top 20 (or better) of some more granular global rankings.

The independent national assessment of research quality, Excellence in Research for Australia, showed even stronger results for UQ in 2015 than in the two previous rounds (2012 and 2010). Ninety-five per cent of UQ's broad fields are now above or well-above world standard, and none are below. At the two-digit disciplinary level, 55 per cent have the highest possible rating of "well above world standard". It is rare for an Australian university to be noted for such comprehensive excellence across all disciplines, including those in the humanities and social sciences.

Overall, we are one of the country's top two universities for direct funding to research, with sustained high levels of success in the intense competition for grants from key commonwealth bodies. For instance, for a cumulative five-year period, UQ leads Australia in income from both the Discovery and Discovery Early Career Researcher Awards schemes of the Australian Research Council.

The federal government has called for sharper thinking around innovation and research translation, and UQ is one of the best-placed universities to address these purposes, with commercialisation license income readily exceeding that of all other Group of Eight universities combined.

The capacity of our commercialisation experts in partnership with UQ staff was vivid in the 2015 sale of start-up Spinifex to global pharmaceutical company Novartis. One of the biggest deals in Australian biotechnology history (reportedly worth close to AU\$1 billion), it stemmed from years of high-calibre research by Professor Maree Smith and colleagues, who discovered the first new class of painkiller in over two decades.

Our commercialisation record gave the stature and funding to form the Queensland Emory Drug Discovery Initiative (QEDDI) with a global leader in translating biological discoveries into treatments,

VICE-CHANCELLOR AND PRESIDENT'S REVIEW

Emory University. Supported by the Queensland Government, QEDDI is creating a new therapeutics pipeline to combat diseases such as Ross River virus.

High-quality research and its conversion into useable products, services and policies are essential to the University's vision of knowledge leadership for a better world – but they by no means complete the picture. Students are our starting point. We partner with them to see that they succeed at university, and then graduate to be prized by employers worldwide, and to achieve their dreams of contributing to society.

UQ students model excellence in a multitude of ways. Some win prestigious state, national and international scholarships and prizes; some lend their skills to not-for-profits and social enterprises; and others achieve in sport, the arts – and much more. Those with strong entrepreneurial instincts can access iLab, the incubator provided jointly with the Queensland Government, which offers accelerator, intern and mentoring programs.

This year, 11,693 students (including more than 660 PhD candidates) became new graduates. Talented teachers have geared them for future success, and it is always pleasing to see UQ teachers achieve recognition and funding from external bodies such as the national Office for Learning and Teaching.

Although students' changing demands in no way diminish the centrality of teachers, the fact is that students now expect and deserve much more than pure academic strength from their university. As UQ strives to address and anticipate their evolving needs, we have published a Student Strategy Green Paper and invited ideas from students, staff and alumni. Feedback, including 7005 student responses to an in-depth survey, will inform the Student Strategy White Paper to be released in 2016.

New technologies, and new applications of established technologies, will almost certainly mean that students enrolled at UQ today will work in careers that have not yet been imagined. Already, they learn and share knowledge in ways that differ radically from those of students at

the turn of the century. Not content to be passengers on the innovation express, they want some control. Part of UQ's role is to put the means of control within their reach.

With technology becoming omnipresent in learning, UQ's beautiful campuses will grow in importance as comparative advantages. On-campus living typically enriches the all-round student experience; it is no coincidence that residences are a hallmark of many of the world's most prestigious universities.

Learning from the example of UQ's colleges, and referencing 21st century best practice, the University has plans for new campus accommodation at St Lucia. The University Senate has given in-principle approval for a new facility, and the TC Beirne School of Law has already identified scholarships with an accommodation component as a priority for the school's new fundraising campaign. Philanthropists will be increasingly influential in the University's future, and we are extremely appreciative of all the donors who collectively made 2015 a record year.

When used cleverly, technology can enhance the on-campus experience, and we will continue deploying information gained from our membership of the edX Massive Open Online Courses consortium to benefit the campus community. Enrolments in the UQx-branded edX courses rose to 640,000 in 2015, and in 2016 we will explore how to derive more comprehensive benefits from the platform.

Our alumni community continues to grow and become more awe-inspiring, with over 232,000 graduates now creating positive change in their communities and globally.

While alumni are present in almost every nation, we take great pride in UQ's impact in Queensland and Australia-wide. A quantum of this is due to international students, who bring cultural and economic benefits, and graduate to become lifelong friends and ambassadors for Australia. Despite sharpening global competition, a growing number of international students have come to UQ, bringing \$342 million to South-East Queensland solely in tuition fees in 2015 (among many other contributions).



Even in the stellar graduate network, few have a record to match that of John Story AO who, as Chancellor, had a hand in many of the successes noted in this annual report. John now retires after seven years as UQ's "chairman of the board", but will continue to serve the University in other capacities, as he and his wife Georgina have done for decades.

I thank John and all members of the UQ Senate, who give terrific service on an honorary basis, for their wonderful work throughout the year. The Deputy Chancellor, Dr Jane Wilson, has agreed to act as Chancellor pending arrival of the Chancellor designate, Peter Varghese AO, in July 2016. Like John and Georgina, Peter and Jane are UQ graduates – further testament to the continuum of excellence.

Countless others have performed diligently to ensure that "knowledge leadership for a better world" is transformed from vision to reality. You have positioned The University of Queensland to continue producing immeasurably important outcomes for generations of people in your own communities and worldwide.

Thank you.

Professor Peter Høj
Vice-Chancellor and President

2015 SNAPSHOTS

The University of Queensland (UQ) is one of Australia's leading teaching and research universities. For more than a century, UQ has educated and worked with outstanding people to deliver knowledge leadership for a better world. UQ's successes are embodied in a global network of more than 232,000 alumni and the millions of people worldwide who have benefited from UQ innovations.

Governance

On 31 December 2015, John Story AO concluded his term as Chancellor after seven years in the role. The Deputy Chancellor, Dr Jane Wilson, has agreed to act as Chancellor pending arrival of the Chancellor designate, Peter Varghese AO, in July 2016.

Global excellence

In 2015, the excellence of UQ's performance was again confirmed by its high placement in global university rankings. UQ continued to rank well inside the world's top 100 universities in all key rankings and made important progress to rank inside the top 50 in several of those.

UQ held its position among the world's top 50 universities in the QS World University Rankings, ranking 46th globally.

In the *Times Higher Education* World University Rankings, UQ climbed five places to rank 60th globally.

UQ gained eight places to rank 77th globally in the prestigious Academic Ranking of World Universities (ARWU). This was the strongest improvement of any of the four Australian universities in the top 100, and UQ's best result since the annual ranking began in 2003.

Excluding the award component, UQ is now ranked 45th in the world in the ARWU, and is one of only two Australian universities to be included in the global top 50.

In the *U.S. News* Best Global Universities Rankings, UQ ranked 52nd.

In the Performance Ranking of Scientific Papers for World Universities, UQ is ranked in the world's top 50, gaining 11 places to rank 45th globally and fifth in the Asia-Pacific region.

UQ continues to be world-leading in many subjects. In two separate rankings, UQ is ranked in the top 10 in the world for Ecology and Environmental Science.

For the fourth consecutive year, *The Economist* ranked UQ's Master of Business Administration (MBA) as the number one MBA program in Australia and outside Europe and North America.

UQ is a member of the Group of Eight (Go8), a coalition of leading Australian universities, intensive in research and comprehensive in general and professional education.

UQ is also one of only three Australian founding members of the global network of research-intensive universities, Universitas 21 (U21). Highlights in 2015 included the Business School's involvement in the inaugural U21 Global Ingenuity Challenge, and the University's participation in the U21 Three Minute Thesis (3MT®) event, which is modelled on UQ's original and world-first initiative.

Learning excellence

UQ continued to achieve a standard of excellence in graduate outcomes for 2015. The University achieved the highest five-star rating for student demand, staff qualifications and getting a job in the *Good Universities Guide 2016*, released in 2015.

Over 73 per cent of UQ Australian Bachelor degree graduates available for full-time work had secured full-time employment within four months of completing courses, comparing favourably to the national average of 68.8 per cent, according to Graduate Careers Australia's *2015 Australian Graduate Survey*.

UQ has a strong focus on teaching excellence, having won more Australian Awards for University Teaching than any other Australian university.

In 2015, Dr Allison Mandrusiak from the School of Health and Rehabilitation Sciences was one of only two global recipients of a Universitas 21 Teaching Excellence Award, recognising her outstanding work advancing inter-professional and international teaching and learning.

In 2015, UQ's School of Psychology, School of Communication and Arts and School of Anthropology repeated their Massive Open Online Courses (MOOCs) due to popular demand. UQ's MOOC provider, UQx, has registered more than 640,000 enrolments from 219 countries since releasing its first course on edX in March 2014.

Student excellence

In 2015, Bachelor of Engineering/Bachelor of Commerce student Lucas Patchett and his business partner were named 2016 Queensland Young Australian(s) of the Year for creating change in the community through their free mobile clothes washing service for the homeless, Orange Sky Laundry.

UQ humanities student Tasman Bain was also a finalist for the Queensland award for his role in founding a youth-led women's rights initiative in Papua New Guinea and serving as a youth ambassador to UNICEF.

Four UQ postgraduate students – Leela Dilkes-Hoffman, Michael Hall, Carrie Sims and Gemma Clayton – were among 17 Australian recipients of the inaugural Westpac Future Leaders Scholarships announced in December – the highest number of students from any one university. The \$120,000 scholarships are designed to support exceptional postgraduate students who have the potential to shape Australia's future.

High-achieving UQ law students Sidney Sneddon and Samuel Bullen were chosen to attend the UN Commission on International Trade Law's working group session on electronic commerce, held in New York in May.

Ten journalism students won the Communication and Media Achievement Award at the Queensland Multicultural Awards in August for a magazine they produced in collaboration with Woodridge State High School.

In July, Courtney Kelly became the first female Indigenous student to graduate from UQ's Mining Engineering program.

International students

International enrolments from more than 140 countries made up 24.9 per cent of the student population in 2015, providing enhanced learning and cultural experiences for all UQ students and the broader community. International enrolments generated \$342.1 million in income for the University, including \$197.7 million from undergraduate students, \$96.7 million from postgraduate students, \$10.2 million from non-award students, \$14.3 million from Research Higher Degree students, and \$23.1 million from the Institute of



In 2015, Courtney Kelly became the first female Indigenous student to graduate from UQ's Mining Engineering program.



UQ student Lucas Patchett (left) and his business partner Nicholas Marchesi were named 2016 Queensland Young Australian(s) of the Year in 2015 for their free mobile clothes washing service for the homeless. Image: Orange Sky Laundry.

Continuing and TESOL Education. The export business UQ generates supports the local economy, and the University has an impressive record in this regard.

UQ is a university of choice for international students, being one of only three Australian universities in the top 100 of the four most influential global rankings (Academic

Ranking of World Universities, QS World University Rankings, *Times Higher Education* World University Rankings, and *U.S. News Best Global Universities Rankings*).

Award completions 2015¹

Higher Doctorate	1
Doctorate by research	665
Doctorate by coursework	21
Masters by research	83
Masters by coursework	2605
Postgraduate/Graduate Diploma	402
Graduate Certificate	693
Bachelors (Honours)	2224
Bachelors	5290
Associate Degree	9
Diploma/Associate Diploma (pre-AQF)	86
TOTAL	12,079

¹ Figures for 2015 are preliminary. Data will be finalised in mid-2016 and published in UQ Reportal.

Total enrolments¹

	2012	2013	2014	2015 ²
Full-time internal	38,172	39,908	41,867	41,958
Part-time internal	6859	7153	7179	7244
External	1832	1743	1703	1628
TOTAL	46,863	48,804	50,749	50,830
Female	55.3%	55.4%	55.2%	55.0%
Male	44.7%	44.6%	44.8%	45.0%

¹ There has been a reassessment of how attendance type has been classified. As such, the data has been recomputed to reflect these changes retrospectively.

² Figures for 2015 are preliminary. Data will be finalised in mid-2016 and published in UQ Reportal.

Campus enrolments

	2013	2014	2015 ¹
St Lucia	41,737	43,599	44,474
Ipswich	1731	1931	878 ²
Gatton	2088	2089	2092
Herston	3248	3130	3386
TOTAL	48,804	50,749	50,830

¹ Figures for 2015 are preliminary. Data will be finalised in mid-2016 and published in UQ Reportal.

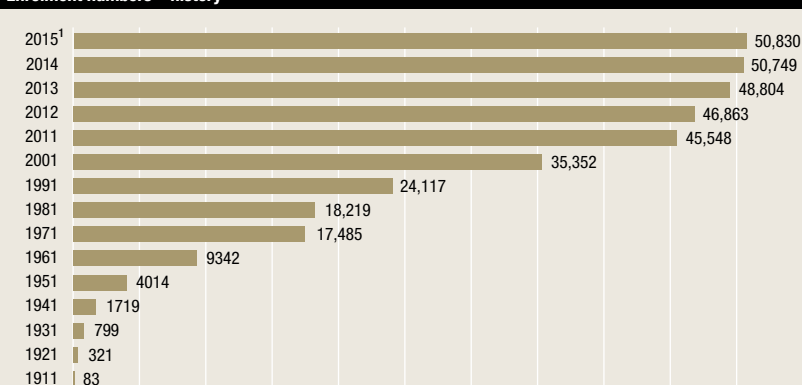
² UQ transferred the UQ Ipswich campus to the University of Southern Queensland (USQ) on 7 January 2015. See page 55 for more information.

Enrolment by program

	2012	2013	2014	2015 ¹
Doctorate by research	3890	3889	3975	4017
Doctorate by coursework	92	85	75	68
Masters by research	440	472	472	523
Masters by coursework	6486	6408	6735	7299
Postgraduate/Graduate Diploma	817	844	868	747
Graduate Certificate	908	887	993	1146
Bachelors	33,149	34,789	35,877	35,402
Associate Degree	144	92	65	102
Diploma/Associate Diploma	158	245	226	222
Enabling Course	109	259	318	336
Non-Award Course	670	834	1145	968
TOTAL	46,863	48,804	50,749	50,830

¹ Figures for 2015 are preliminary. Data will be finalised in mid-2016 and published in UQ Reportal.

Enrolment numbers – history



¹ Figures for 2015 are preliminary. Data will be finalised in mid-2016 and published in UQ Reportal.

Discovery excellence

UQ maintained its strong reputation as one of Australia's top research-intensive universities in 2015.

The third Excellence in Research for Australia (ERA) assessment, conducted in 2015, reaffirmed the exceptional quality of research at UQ, with 100 per cent of UQ's research – evaluated across all 22 broad fields of research and 97 specialised fields of research – rated as being at world standard or above. Ninety-five per cent of UQ's broad fields of research were rated above or well above world standard, with 55 per cent receiving the highest rating – well above world standard.

UQ was awarded the maximum five-star rating for research grants and research intensity in the *Good Universities Guide 2016*, with the University's reputation for research excellence underpinned by its 77th global ranking (and 45th excluding the awards component) in the Academic Ranking of World Universities – the most influential global university ranking.

Internationally, UQ's research community continued to excel in quality and impact, contributing solutions to some of the great challenges of our time. Innovators have made genuinely life-changing advances. As of 2015, the life-saving Gardasil® cervical cancer vaccine invented at UQ is approved for use in more than 120 countries and is expected to save 250,000 lives annually. The Triple P – Positive Parenting Program has reached more than four million children and their families. GroundProbe mine-safety technology is used by some of the world's largest mining companies, and UQ image correction technology is used in two-thirds of the world's magnetic resonance imaging (MRI) machines.

In June, former Australian of the Year Professor Ian Frazer AC and his late Chinese colleague Dr Jian Zhou won the prestigious European Inventor Award in the Popular Prize category for developing Gardasil. The awards acknowledge inventions that have made major contributions towards social, technological and economic progress globally.

UQ again topped the nation and was one of the strongest Asia-Pacific institutions in the prestigious *Nature Index*, which rates institutions and countries according to the number and quality of research publications. UQ performed particularly well in the life sciences, which is reflected in the increasingly successful commercialisation of UQ's biomedical research by its leading commercialisation company, UniQuest.



Professor Ian Frazer AC and Xiao Yi Sun, widow of Gardasil co-inventor Dr Jian Zhou, receiving the European Inventor Award (Popular Prize category) in Paris.

Spinifex Pharmaceuticals, a company founded by UniQuest and based on the neuropathic pain research of Professor Maree Smith from the School of Pharmacy, was acquired by global pharmaceutical company Novartis International AG in July for an upfront cash payment of US\$200 million, plus additional clinical development and regulatory milestone payments which reportedly are in the order of AU\$1 billion. The deal is thought to be one of the largest in the history of the Australian biotechnology industry. At the Johnson & Johnson 2015 Industry Excellence Awards, Professor Smith received the Industry Leadership Award and Spinifex was recognised as Company of the Year.

UQ and UniQuest announced the establishment of the Queensland Emory Drug Discovery Initiative (QEDDI), with support from the Queensland Government and in-kind support from Emory University in the US. QEDDI aims to translate UQ's research excellence in biology and human diseases into a pipeline of new drug candidates for cancer, diabetes,

inflammatory disorders, infectious diseases and other unmet medical needs.

UQ has partnered with industry and government to build Australia's largest solar photovoltaic systems research facility, which was officially opened in 2015. Located at UQ's Gatton campus, the 3.275 megawatt facility comprises more than 37,000 thin-film photovoltaic panels and is providing evidence for business models for large-scale solar generation in Australia.

UQ was awarded three of the Australian Research Council's 15 Australian Laureate Fellowships commencing in 2015, and was first nationally on total funds awarded (\$8.7 million). UQ's new Australian Laureate Fellows are Professor David Craik, Institute for Molecular Bioscience; Professor Philip Hugenholtz, School of Chemistry and Molecular Biosciences; and Professor Brad Sherman, TC Beirne School of Law. These prestigious fellowships support excellence in research by attracting world-class researchers and research leaders to key positions in Australia.



Diplomatic leaders from 60 countries attended the UQ Ambassadorial Reception and Dinner in August.

Engagement excellence

In 2015, the University hosted diplomatic leaders from 60 countries at an Ambassadorial Reception and Dinner at the National Arboretum in Canberra. The event showcased UQ's global reach and provided an opportunity for ambassadors, high commissioners and diplomatic representatives to meet UQ's Senior Management Group to discuss opportunities for global collaborations.

UQ alumni have continued to epitomise the University's vision of knowledge leadership for a better world, with leaders in government, law, science, sport, commerce and the arts making a difference around the world. Alumni highlights in 2015 included:

- Premier of Queensland the Honourable Anastacia Palaszczuk MP became the fourth consecutive UQ alumnus to be elected to the role. During her time at UQ, Ms Palaszczuk won the prestigious Chevening Scholarship, a global scholarship program funded by the Foreign and Commonwealth Office of the United Kingdom. After graduating, Ms Palaszczuk continued her affiliation with UQ, serving as an Arts Representative for the University and as a member of the UQ Academic Board and UQ Senate.
- Mr Mark Hutchinson was appointed President and CEO of General Electric (GE) Europe. Mr Hutchinson was previously the Vice-President, GE-Alstom Integration Planning and former CEO of GE China.
- Ms Ann Sherry AO was named Australia's most influential woman as the overall winner of the *Australian Financial Review* and Westpac 100 Women of Influence Awards. Ms Sherry is the CEO of Carnival Australia, the leading cruise operator in Australasia and the South Pacific.
- Mr Andrew Brice AM was named a 2015 Queensland Greats recipient. A co-founder of online tourism company Wotif.com, Mr Brice has been a generous donor to UQ, including to the Young Achievers Program that supports the tertiary study and career aspirations of senior secondary school students who might not otherwise have access to university as a post-school option.
- The Honourable Justice Catherine Holmes was named the Chief Justice of Queensland. She is the first woman to hold the position.
- Ms Virginia Greville was appointed Australia's Ambassador to Spain.
- Ms Yassmin Abdel-Magied, Queensland's 2015 Young Australian of the Year, was a finalist in the national awards announced in January for founding Youth Without Borders, among other accomplishments.

UQ alumni also proved to be inspirational role models in the areas of literature and sports. World-renowned author Ms Kate Morton's latest novel *The Lake House* debuted at number six on *The New York Times* Best Sellers list, while Mr Stephen Moore captained the Australian Wallabies rugby union team to the final of the 2015 Rugby World Cup in England.

The University's success in building relationships with alumni, industry and the community resulted in a record year for philanthropy, with \$65.81 million raised. This included a \$6.4 million bequest from the estate of Paula Ruth Kinnane to establish two endowment funds: the Kinnane UQ School of Music Endowment Fund for the purposes of the School of Music, and the Kinnane UQ Art Endowment Fund for the purposes of the UQ Art Museum.

KEY STATISTICS

Key statistics					
Number of students	2011	2012	2013	2014	2015²
TOTAL	45,548	46,863	48,804	50,749	50,830
% Female ¹	55.4	55.3	55.4	55.2	55.0
Commencing	16,288	16,377	17,649	18,395	17,426
% Female ¹	57.0	56.9	56.8	57.0	56.5
Student load (EFTSL)³	2011	2012	2013	2014	2015²
TOTAL	36,289	37,022	38,416	39,963	40,029
Undergraduate and non-award	28,155	28,989	30,367	31,574	30,917
Postgraduate coursework	5065	4937	4920	5224	5829
Postgraduate research	3069	3096	3129	3164	3283
Student load by funding type (EFTSL)³	2011	2012	2013	2014	2015²
Commonwealth funded ⁴	25,216	26,061	27,361	28,311	28,056
Domestic full fee paying	1697	1771	1797	1849	1777
International fee paying	9377	9190	9258	9802	10,196
Award completions	2011	2012	2013	2014	2015²
TOTAL	10,408	10,785	11,042	11,617	12,079
Undergraduate	6298	6623	6947	7220	7609
Postgraduate	4110	4162	4095	4397	4470
Staff (FTE)⁵ as at 31 March	2011	2012	2013⁶	2014⁶	2015⁶
TOTAL	6548	6751	6892	6816	6791
Academic					
Teaching and research	1331	1320	1265	1240	1207
Research focused	1227	1320	1438	1436	1452
Teaching focused	165	171	156	179	149
Other	20	25	24	28	26
SUB-TOTAL	2743	2836	2883	2883	2834
Non-academic					
Research support	623	642	633	593	547
Other	3182	3273	3376	3340	3410
SUB-TOTAL	3805	3915	4009	3933	3957
Operating revenue (\$'000)	2011	2012	2013	2014	2015
Commonwealth Grant Scheme grants ⁷	248,294	286,185	298,314	304,775	309,946
HECS-HELP and HECS-HELP student payments ⁷	161,654	167,619	207,614	220,301	215,801
FEE-HELP and course fees and charges ⁸	293,498	306,423	322,446	358,041	388,106
Research block grants ⁹	119,581	130,925	132,981	137,466	144,480
Other government revenue ¹⁰	447,071	325,003	321,368	332,907	316,597
Consultancy and contract revenue ¹¹	171,529	174,431	180,405	148,796	170,865
Other revenue ¹²	195,777	192,103	208,443	186,387	167,017
ALL SOURCES TOTAL	1,637,404	1,582,689	1,671,571	1,688,673	1,712,812

¹ In response to the Australian Government Guidelines on the Recognition of Sex and Gender, there has been a change to how gender can be classified. As such, the data has been recomputed to reflect these changes retrospectively.

² Figures for 2015 are preliminary. Data will be finalised in mid-2016 and published in UQ Reportal.

³ EFTSL figures may not add up to totals due to rounding. EFTSL = equivalent full-time student load.

⁴ Commonwealth funded load comprises Commonwealth Grant Scheme (CGS) load, Research Training Scheme (RTS) load and extended domestic postgraduate research load.

⁵ Data excludes casuals. Note that Total Staff FTE (including estimated casuals) for 2015 is 7816.1. FTE = full-time equivalent.

⁶ The staff classifications shown here align with the reporting of data to the Department of Education.

⁷ Revenue received for the teaching of the undergraduate student load.

⁸ Revenue received from fee-paying students.

⁹ Revenue consists of funding through Joint Research Engagement Program, Research Training Scheme, Research Infrastructure Block Grants, and Sustainable Research Excellence in Universities.

¹⁰ Revenue includes capital grants and research funding from Australian Research Council and National Health and Medical Research Council.

¹¹ Revenue includes non-government competitive grant research funding.

¹² Revenue includes investment income, donations and scholarships, other fees and charges, and sales of goods and services.

SUMMARY OF FINANCIAL INFORMATION

As per the financial statements, the University recorded a consolidated surplus of \$58.5m for 2015. This compares to a consolidated surplus of \$42.8m in 2014.

While the financial statements reflect a true and fair view of the financial position of the University and its consolidated entities in accordance with the applicable accounting standards, the University believes that the more relevant financial result is the underlying consolidated EBITDA (earnings before interest, tax, depreciation and amortisation). This represents the total funding available for debt servicing, major capital projects, and operational property, plant and equipment.

A breakdown of the items adjusted for as part of the underlying consolidated EBITDA is contained in the table "Reconciliation of Operating Result to Underlying EBITA" on page 8.

University finances

Underlying EBITDA

The underlying consolidated EBITDA moved from a surplus of \$128.1m in 2014 to a surplus of \$158.5m in 2015 – an improvement of \$30.4m.

Underlying income

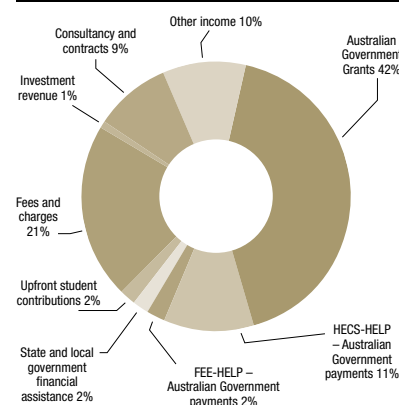
The University's underlying consolidated income increased by \$51.3m (or 3 per cent). This can be attributed to:

- An increase in the fair value gains from commercialisation investments of \$18.4m. This is largely the result of a \$16.5m gain following the sale of an investment in Spinifex Pharmaceuticals Pty Ltd.

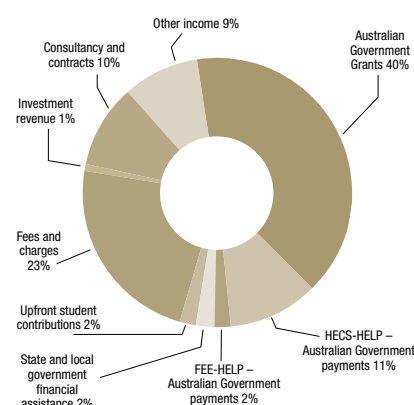
- An increase in the combined funding through the Commonwealth Grant Scheme (CGS), the Higher Education Loan Program (HELP), and HELP student contributions of \$4.1m (or 1 per cent). The number of Commonwealth-funded students fell by 0.9 per cent from 28,311 EFTSL in 2014 to 28,058 in 2015. Despite the drop, revenue increased slightly due to indexation and a refund of \$6.2m in CGS funding previously withheld.
- An increase in course fees and charges of \$30.5m (or 9 per cent). The number of full-fee paying domestic and international students rose by 2.8 per cent from 11,651 EFTSL in 2014 to 11,974 EFTSL in 2015. Also contributing to the increase was fee band indexation of 3.5 per cent and an increase in revenue derived from courses charged in US dollars due to the relative depreciation of the Australian dollar.
- A decrease in tied research, scholarship and other major project income of \$32.3m (or 7 per cent). As the underlying result does not recognise such revenue until it is expended, this decrease is due to a related decrease in research expenditure.
- An increase in non-tied Research Block Grant funding of \$6.9m (or 5 per cent) due to additional monies received through the Sustainable Research Excellence, Research Infrastructure Block Grants, and Research Training Scheme programs.
- An increase in non-tied donations and bequests of \$6.9m (or 155 per cent).
- An increase in insurance proceeds of \$3.8m due to funds received in 2015 in relation to storm damage that occurred in November 2014.

- An increase in the remaining revenue categories of \$13.0m (or 5 per cent) due to price rises and a general increase in activity.

Revenue: University of Queensland parent 2014



Revenue: University of Queensland parent 2015



Reconciliation of Operating Result (Income Statement In Published Financials) to Underlying EBITDA			
	Consolidated 2015 \$'000	Consolidated 2014 \$'000	Variance \$'000
Net operating result before income tax as per University's published financial statements ¹	58,482	42,766	15,716
Income tied to major capital projects ²	(1922)	(15,811)	13,889
Movement in unspent research, scholarship and major project income ³	(1112)	22,735	(23,847)
Fair value gain on TRI Investment ⁴	270	(22,629)	22,899
Fair value gains on receipt of Smart State loans ⁵	-	(5212)	5212
Interest expense on Smart State loans ⁵	47	2069	(2022)
Donations for managed investment portfolio ⁶	(10,405)	(15,025)	4620
Unspent investment portfolio losses/(gains) ⁶	(15,443)	(4122)	(11,321)
UNDERLYING OPERATING RESULT BEFORE INCOME TAX	29,917	4771	25,146
Depreciation and amortisation expense	125,365	121,291	4074
Loss/(gain) on disposal of property, plant & equipment	3596	3553	43
Donated assets	(954)	(1250)	296
Interest revenue	(10,753)	(11,331)	578
Interest expense	11,280	11,026	254
Income tax expense	90	-	90
UNDERLYING EBITDA	158,541	128,060	19,070

¹ This is the net operating result of the consolidated entity before income tax as per the University's statutory financial statements.

² This category represents funding provided by governments and other sources for specific major capital projects. This funding is not available for the general operating expenditure of the University. A summary of this income is contained in the table below.

³ In accordance with Australian Accounting Standards, the majority of the University's tied research, scholarship and major project income is recognised as received (as opposed to when it is spent or earned). This mismatch can create significant fluctuations in the operating result. The increase/decrease in unexpended tied research, scholarship and major project income is therefore excluded from the underlying operating surplus as it is not available for the general operating expenditure of the University and must be refunded if not spent or earned in future years.

⁴ In 2013, the University was granted a 30 year lease for space in the Translation Research Institute building. As it met the definition of a finance lease but no consideration was payable, the University recognised grant revenue of \$95.3m (representing the current fair value of the leased premises). This was offset by a \$45.9m reduction in the fair value of the University's equity accounted interest in the Translational Research Institute Trust (which fell in value on granting the lease). In 2014, the University recognised additional grant revenue of \$22.7m as a result of additional space within the leased premises which it now controls.

⁵ Since 2003, funding has been received from the Queensland Government's Smart State Research Facilities Fund (SSRFF) in the form of interest-free loans repayable over periods that vary between 30 and 35 years. While these loans were interest-free, Australian Accounting Standards required a fair value gain to be recognised on receipt of a new loan and then an interest expense recognised over the loan's duration. The majority of this funding was spent on capital projects. Following an agreement reached with the Queensland Government in 2014, these loans have now been fully repaid.

⁶ Funds invested in the managed investment portfolio are restricted funds set aside for corpus donations and bequests earmarked for purposes specified by the giver. Such donations are not available for the general operating expenditure of the University nor is the unspent increase/decrease in the fair value of the portfolio.

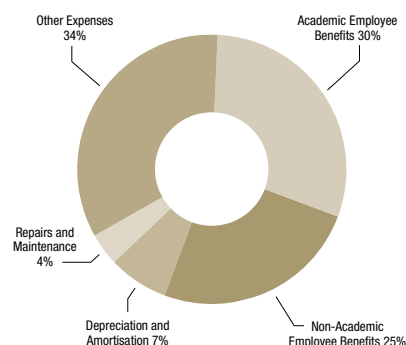
Income received tied to major capital projects			
	Consolidated 2015 \$'000	Consolidated 2014 \$'000	Variance \$'000
Gatton Solar Photovoltaic Research Facility (Commonwealth Government funding)	700	9500	(8800)
Oral Health Centre (Commonwealth Government funding)	-	5600	(5600)
Medical centres & super clinics (Commonwealth Government and non-Government funding)	(262)	349	(611)
Advanced Engineering Building (Commonwealth Government funding and non-Government donations)	244	322	(78)
UQ Lakes Access Pedestrian Link Walkway (non-Government grants)	750	-	750
Other tied funding	455	(19)	474
Interest tied to major capital projects	35	59	(24)
TOTAL	1922	15,811	(13,889)

Underlying expenditure

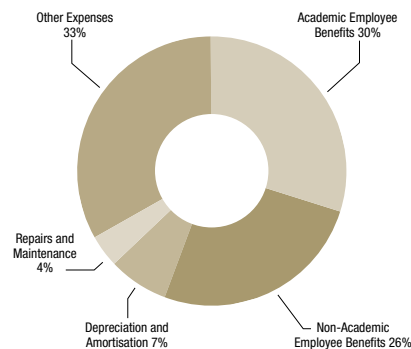
The University's underlying consolidated expenditure increased by \$20.9m (or 1 per cent). This can be attributed to:

- An increase in employee expenses of \$32.3m (or 4 per cent). This was driven by the following movements within the parent entity: a 1.1 per cent drop in the number of full-time equivalent (FTE) staff, salary and wage increases of 3.0 per cent on 1 January 2015 in accordance with the University's Enterprise Bargaining Agreement, and an increase in early retirement scheme payments.
- A decrease in non-employee expenditure on tied research, scholarship and other major project income of \$16.8m (or 8 per cent). Contributing to the decline was the completion of the Research Data Storage Infrastructure project and the Gatton Solar Flagships solar array in 2015.
- An increase in the remaining expenditure categories of \$5.4m (or 1 per cent).

Expenditure: University of Queensland parent 2014



Expenditure: University of Queensland parent 2015



Capital expenditure

The University has continued to invest in major infrastructure. The total amount capitalised on property, plant and equipment during 2015 was \$87.9m (2014: \$116.7m).

Major capital projects undertaken in 2015 included the UQ Lakes Access Pedestrian Link Walkway, the synthetic sports fields, an upgrade of facilities at the Long Pocket campus, an upgrade of the Plant Industries Building at the Gatton campus, and the Gatton Solar Flagships solar array.

Investment Portfolio

The University has a total of \$154.4m in a long-term investment portfolio that is managed by external specialist fund managers. The portfolio consists of trust and bequest funds that have been received in past years. The fund managers are required to operate within designated asset allocation benchmarks and each has responsibilities for investments in:

- cash and fixed interest;
- listed property;
- Australian shares;
- overseas shares;
- tactical asset allocation; and
- private equity.

The investment strategy of the portfolio is to achieve a long-term return of the Consumer Price Index (CPI) plus an additional 6 per cent. The portfolio produced a return of 14.22 per cent for the year to 31 December 2015.

Investment Portfolio Performance			
	Return Of Portfolio (%)	Average CPI plus 6% (%)	Above / (Below) Target (%)
Return over past year	14.22	7.50	6.72
Return over past 3 years	16.37	8.14	8.23
Return over past 5 years	12.33	8.30	4.03
Return over past 7 years	11.34	8.31	3.03

Externally funded chairs		
Contributor	2015 (\$)	Chair
Arthritis Queensland	150,000	Chair in Rheumatology
BMA Coal Operations Pty Ltd	150,000	BMA Chair of Minerals Processing
BHP BMA	150,000	BMA Chair in Mining Engineering
Mount Isa Mines Ltd	150,000	Xstrata Chair in Metallurgical Engineering
P&H Mining Equipment	163,005	Chair of Mechanical Engineering
The Eliadis Foundation	73,000	Paul Eliadis Chair of Classics and Ancient History
Children's Hospital Foundation	500,000	Chair in Cerebral Palsy
Qld Institute of Dermatology	150,000	Chair in Dermatology
Leukaemia Foundation	110,000	Leukaemia Foundation Queensland Chair in Blood Cancer Research
Professor Christopher Chen	750,000	Chair in Reproductive Medicine
Geriatric Medical Foundation Qld	212,500	Masonic Chair in Geriatric Medicine
Mater Foundation	160,000	Chair in Perinatal Medicine
Toowong Private Hospital	13,750	Chair in Psychiatry
The Garnett Passe and Rodney Williams Memorial Foundation	75,000	Chair in Otorhinolaryngology Head & Neck Surgery (Rhinology)

CFO Statement

In preparing the financial statements, the UQ Chief Financial Officer has fulfilled the reporting responsibilities as required by the *Financial Accountability Act 2009*. He has provided the accountable officer with a statement that the financial internal controls of the University were operating efficiently, effectively and economically in accordance with section 57 of the *Financial and Performance Management Standards 2009*.

ORGANISATION

Basis of authority

The University is a body corporate governed by the *University of Queensland Act 1998*, as amended (the "Act"). The University was officially founded in 1910.

Functions

The University's functions are to:

- disseminate knowledge and promote scholarship;
- provide education at university standard;
- provide facilities for and encourage study and research;
- encourage the advancement and development of knowledge and its application;
- provide courses of study or instruction (at levels of achievement Senate considers appropriate) to meet community needs;
- confer higher education awards;
- provide facilities and resources for the wellbeing of staff, students and others taking courses at the University;
- exploit 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 with someone else; and
- perform other functions given to the University under the Act or another 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.

Financial statements are prepared by each entity and audited by the Queensland Audit Office. They are then included as part of the consolidated result in the University's annual financial statements.

At 31 December 2015, the University operated the following controlled entities:

UQ Holdings Group

JKTech Pty Ltd
UniQuest Pty Ltd
UQ College Limited
UQ Health Care Limited
UQ Holdings Pty Ltd
UQ Sport Limited
UQH Finance Pty Ltd

University Controlled Trusts

IMBCom Asset Trust
UQ Foundation Trust
UQ Investment Trust

UQ Investment Trust Group

IMBCom Pty Ltd

UniQuest Group

Clovis Pty Ltd
Dendright Pty Ltd
Leximancer Pty Ltd
Lucia Publishing Systems Pty Ltd
Metallotek Pty Ltd
Neo-Rehab Pty Ltd
Pepfactants Pty Ltd
Symbiosis Pty Ltd
UWAT Pty Ltd

JKTech Group

SUSOP Pty Ltd
JKTech South America SpA
JK Africa Mining Solutions Pty Ltd

IMBCom Group

Cyclagen Pty Ltd
IMBCom Asset Management Company Pty Ltd
Kalthera Pty Ltd

IMBCom Asset Trust Group

CCA Therapeutics Pty Ltd

Other Controlled Entities

Global Change Institute Pty Ltd
UQ Jakarta Office Pty Ltd

CORPORATE GOVERNANCE

Senate

Senate is the governing body of the University, as constituted by the *University of Queensland Act 1998* (the "Act"). It comprises 22 members who represent University and community interests and is led by the Chancellor. A four-year term of the 33rd Senate began on 1 January 2014. The term of the Chancellor concluded at the end of 2015. A new Chancellor was elected by Senate in November, to commence a five-year term in July 2016. The Deputy Chancellor will be Acting Chancellor in the interim. Senate met seven times during the period under review.

The Act empowers Senate to fulfil its functions, including to:

- appoint staff;
- manage and control the University's affairs and property; and
- manage and control the University's finances.

Senate must act in the way that appears most likely to promote UQ's interests. Senate may delegate its powers under the Act to:

- an appropriately qualified member of the Senate; or
- an appropriately qualified committee that includes one or more members of the Senate; or
- an appropriately qualified member of the University's staff.

Senate may not delegate its power to make University statutes or rules; adopt the University's annual budget; or approve spending of funds available to the University by way of bequests, donations or special grants. Senate has specific responsibilities to:

- appoint the Vice-Chancellor and President as the Chief Executive Officer of the University and monitor the Vice-Chancellor and President's performance;
- approve the University's mission and strategic direction, and the annual budget and business plan;
- oversee and review management of the University and its performance;
- establish policy and procedural principles, consistent with legal requirements and community expectations;
- approve and monitor systems of control and accountability, including general overview of any controlled entities, as defined by the test of control in s50AA of the *Corporations Act 2001*;
- oversee and monitor the assessment and management of risk across the University, including commercial undertakings;
- oversee and monitor the University's academic activities in the light of advice from the Vice-Chancellor and President and Academic Board; and
- approve significant commercial activities undertaken by the University.

Members of Senate have duties and responsibilities to:

- act in the University's best interests;
- act honestly and in good faith;
- disclose relevant third-party interests and avoid conflicts of interest;
- exercise a duty of care, skill and diligence;
- exercise a duty of confidence;
- familiarise themselves with Standing Orders and understand operating protocols for the conduct of business;
- understand the work of the University;
- observe confidentiality protocols;
- develop linkages and use networks on behalf of the University to assist in achieving its goals; and
- be able and willing to participate in the work of Senate and its boards and committees through regular attendance at meetings.

UQ Senate members do not receive remuneration from the University for undertaking their Senate role.

Academic Board and Senate Committees

The Academic Board is established in terms of the Act. The President of the Academic Board is a member of Senate.

Senate's Committees are:

- Buildings and Grounds;
- Equity, Diversity and the Status of Women;
- Finance;
- Honorary Awards;
- Legislative;
- Membership and Nominations Advisory Committee;
- Risk; and
- Student Appeals.

The University's Vice-Chancellors

1938–1960	John Douglas Story
1960–1969	Sir Fred Schonell
1970–1977	Sir Zelman Cowen
1978	Professor George Neville Davies (Acting)
1979–1995	Professor Brian G. Wilson
1996–2007	Professor John A. Hay
2008–2011	Professor Paul Greenfield
2011–2012	Professor Deborah Terry (Acting)
2012–	Professor Peter Hej



The University of Queensland Senate. Back row (left to right): Mr John Pickering; Mr Charlie Sartain; Professor Fred D'Agostino; Mr Philip Hennessy; Dr Zelle Hodge AM; Ms Michelle Tredenick; Mr Grant Murdoch; Mr Michael Zivcic; Mr Elliott Johnson, The Hon Justice Martin Daubney. Front row (left to right): Ms Tonia Dwyer; Dr Carla Tromans; Mr Mark D Starkey; Dr Jane Wilson; Mr John Story AO; Professor Peter Høj; Professor Jenny Strong; Mrs Margaret Brown. Absent: Mr Timothy Crommelin; Ms Kathy Hirschfeld; Associate Professor Tony Roberts; Dr Jim Watterston.

Senate Members

Chancellor Mr John D Story AO, BA *Qld*, LLB *Qld*, FAICD [Term as Chancellor ended on 31 December 2015]

Deputy Chancellor Dr Jane Wilson, MBBS *Qld*, MBA *Harv*, FAICD

Vice-Chancellor and President Professor Peter Høj, MSc, PhD, DUniv (Honoris Causa) *Copenhagen* and *S.Aust*, FTSE

Mrs Margaret Brown, BA *Qld*, LLB (Hons) *Qld*, ALL

Mr Timothy B Crommelin, BCom *Qld*, AdvMgmtProg *Hawaii*, FSIA

Professor Fred D'Agostino, BA (Hons) *Amherst, MA Prin*, PhD *LSE*, FAHA

Hon Justice Martin Daubney, BA *Qld*, LLB *Qld*

Ms Tonia Dwyer, BJuris (Hons) *UWA*, LLB (Hons) *UWA*, GAICD

Mr Philip Hennessy, BBusAcc *QUT*

Ms Kathy Hirschfeld, BE (Chem) *Qld*, FTSE, FICHEM, FIEAust, GAICD

Dr Zelle Hodge AM, MBBS *Qld*, FRACGP, FAMA, FAICD

Mr Elliott Johnson [Concluded two-year term on 31 December 2015]

Mr Grant Murdoch, BCom *Cant*, MCom *Cant*, FCA, FAICD

Mr John Pickering, BPsySc (Hons) *Qld* [Concluded two-year term on 31 December 2015]

Associate Professor Tony Roberts, BSc (Hons I) *Qld*, MComm *Qld*, PhD *ANU*

Mr Charlie Sartain, BE (Hons) *Melb*

Mr Mark D Starkey, BA *Qld*

Professor Jenny Strong, BOccThy *Qld*, MOccThy *Qld*, PhD *Qld* [Resigned as a Senate Member with effect from 31 December 2015]

Ms Michelle Tredenick, BSc *Qld*, FAICD

Dr Carla Tromans, BEd *QUT*, MEdSt *Qld*, MEd *USQ*, EdD *QUT*, MAICD

Dr Jim Watterston, EdD *WA*, MEd *Curtin*, PGDipEdAdmin *Curtin*, BEd *Edith Cowan*, DipTch *WA*, FACEL, MACE [Resigned as a Senate Member with effect from 21 August 2015]

Mr Michael Zivcic, BE (Mining) *Qld*, BSc *Qld*, GAICD, GAusIMM

Executive Management

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

The Vice-Chancellor and President is supported by an Executive comprising:

- Provost and Senior Vice-President;
- Chief Operating Officer;
- Deputy Vice-Chancellor (Academic);
- Deputy Vice-Chancellor (International);
- Deputy Vice-Chancellor (Research);
- Pro-Vice-Chancellor;
- Pro-Vice-Chancellor (Advancement);
- Pro-Vice-Chancellor (Indigenous Education);
- Pro-Vice-Chancellor (Research and International);
- Pro-Vice-Chancellor (Teaching and Learning); and
- President of the Academic Board.

Information systems and recordkeeping

The University continues to promote compliance with the *Public Records Act 2002, Information Standard 40: Recordkeeping* and *Information Standard 31: Retention and Disposal of Public Records*.

This year, records management made the following improvements:

- realigned Records and Archives Management Services with Information Technology Services, and UQ Archives with the Library;
- developed online educational resources for clients;
- collaborated with Internal Audit to produce recordkeeping self-assessments for units;
- upgraded the University's Electronic Document and Records Management System (EDRMS); and
- consolidated systems so staff can more easily view student files.

The Strategic Information Management Committee also approved a Records and Information Management Strategy.

In 2016, the University plans the following initiatives:

- expanding early disposal of digitised records beyond student documents;
- transitioning employee records to a digital format;
- assisting units to manage their own records;
- introducing automatic capture of records through linking network drives;
- rolling out more EDRMS licences across the University; and
- promoting a paperless office and encouraging a "born digital" strategy.

Public Sector Ethics Act

In terms of its obligations under the *Public Sector Ethics Act 1994*, the University has a Code of Conduct that sets out the expectations for University staff in relation to professional conduct. To support staff in understanding how the Code of Conduct applies to them, the University has introduced an online course, including an assessment component, which is mandatory for all continuing and fixed-term staff. Casual staff are also strongly encouraged to complete the course.

The 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 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 offers of appointment, forms part of employee induction programs, and is incorporated into relevant training and development programs.

Integrity and Investigations Unit

The Integrity and Investigations Unit is responsible for the management and conduct of investigations into breaches of policies, activities directed against the University and/or its people, misuse of public money and public interest disclosures. The unit also leads the delivery of misconduct prevention strategies, including training, information and advice.

The Associate Director, Investigations and Integrity, reports administratively to the Chief Operating Officer and has direct access to the Vice-Chancellor and President, Chair – Senate Risk Committee, and Chancellor, as required.

Risk management

The University has a Senate Risk Committee, which assists Senate in discharging risk management and internal compliance and control oversight responsibilities.

The role of the Senate Risk Committee is to exercise oversight for risks, including potential risks to the University, and ensure that management has strategies in place to effectively manage risks. The committee receives advice and assurance from senior management via the Vice-Chancellor's Risk and Compliance Committee across the following activities:

- Enterprise Risk;
- Occupational Health and Safety;
- UQ Institutional Biosafety Committee;
- Compliance;
- Internal Audit;
- Integrity and Investigations; and
- Research Integrity.

To assist the Senate Risk Committee gain further insights into the operational risks of the University, Executive Deans, Institute Directors and others are invited to speak on a rotating roster about risks faced within their areas of responsibility.

All members of the Senate Risk Committee are independent from management and appointed by Senate. The members during the financial year were as follows:

- Mr Grant Murdoch, BCom *Cant*, MCom *Cant*, FCA, FAICD (Chair);
- Mr Philip Hennessy, BBusAcc *QUT* (as Chair of Finance Committee);
- Ms Kathy Hirschfeld, BE (Chem) *Qld*, FTSE, FICHEM, FIEAust, GAICD;
- Ms Michelle Tredenick, BSc *Qld*, FAICD;
- Mr Michael Zivcic, BE (Mining) *Qld*, BSc *Qld*, GAICD, GAusIMM; and
- Mr John D Story AO, BA *Qld*, LLB *Qld*, FAICD (ex officio).

Senate Risk Committee members are not remunerated for their roles.

The University has adopted a “three lines of defence” assurance model as part of its governance, risk and compliance frameworks. The Senate Risk Committee has oversight of the three lines of defence, as follows:

- UQ’s operational management has ownership, responsibility and accountability for identification, assessment and management of risk and ensuring compliance (First Line of Defence);
- Enterprise Risk, Occupational Health and Safety, Compliance and other relevant risk-oversight functions are responsible for facilitating, monitoring and supporting effective risk management and compliance practices by operational management (Second Line of Defence); and
- Internal Audit, Integrity and Investigations and other internal and external audit and review functions are responsible for providing review and assurance about the effectiveness of controls and identifying breakdowns and systemic issues in risk and compliance (Third Line of Defence).

During 2015, the committee participated in the following key initiatives:

- continued discussions to formalise the University’s risk appetite statement;
- reviewed the safety and general risk culture;
- initiated a review of information technology (IT) strategy and IT risk management;
- approved a new internal audit approach; and
- participated in the Queensland Audit Office “Area of control focus – risk management in universities”.

Internal Audit

Internal Audit assists Senate and management in the effective execution of their responsibilities, by providing assurance about the effectiveness of governance, risk management and internal controls. Internal Audit completed 44 audits across the University during 2015, including 24 grant certifications, and also provided advisory services and ongoing input into various projects.

In accordance with the three lines of defence model, Internal Audit’s scope of work is to determine whether the University’s Enterprise Risk Management Framework is adequate to ensure:

- risks are appropriately identified and managed;
- interaction between the various governance groups occurs as needed;
- significant financial, managerial and operating information is accurate, reliable and timely;
- employees act in compliance with policies, standards, procedures and applicable laws and regulations;
- resources are acquired economically, used efficiently and managed adequately; and
- quality and continuous improvement are fostered in the organisation’s control processes.

Internal Audit operates under an approved Internal Audit Charter. An annual risk-based planning process is undertaken and annual plans are approved by the Senate Risk Committee.

Internal Audit activities are cognisant of key legislative requirements, such as the *University of Queensland Act 1998*, the *Financial Accountability Act 2009*, and *Tertiary Education Quality and Standards Agency Act 2011* (TEQSA Act). The activities were also undertaken with due regard to the *Queensland Treasury Audit Committee Guidelines 2012*.

Internal Audit is an advisory service with an independent status within UQ and, as such, has no direct responsibilities for, or authority over, any of the activities it audits. The Associate Director, Internal Audit, reports operationally to the Chief Operating Officer and has direct access to the Vice-Chancellor and President, Chair – Senate Risk Committee, Chair – Vice-Chancellor’s Risk and Compliance Committee, and Chancellor.

External scrutiny

Two UQ researchers referred by the University to the Crime and Corruption Commission in 2014 after a research integrity investigation are now the subject of court proceedings.

Government objectives for the community

The University contributes to the Queensland Government’s four key objectives for the community.

Senior officers

The Chancellor and Deputy Chancellor lead the University Senate. The Vice-Chancellor and President is the University's Chief Executive Officer. He is supported by the Executive.



Chancellor

Mr John Story AO

BA *Qld*, LLB *Qld*, FAICD

The Chancellor leads the University's governing body, the Senate.

Deputy Chancellor

Dr Jane Wilson

MBBS *Qld*, MBA *Harv*, FAICD

Acts as Chancellor in the absence of the Chancellor, or if the office of the Chancellor is vacant.



Vice-Chancellor and President

Professor Peter Høj

MSc, PhD, DUniv (Honoris Causa) *Copenhagen* and *S.Aust*, FTSE

CEO, responsible to Senate for UQ's strategic direction, performance and external affairs.

Provost and Senior Vice-President

Professor G.Q. Max Lu

BE *Northeastern (China)*, ME *Northeastern*, PhD *Qld*, FAA, FTSE, FICHEM

Standing deputy to the Vice-Chancellor and President of the University, providing leadership for the University's overall strategic planning, academic quality, budget and infrastructure management. Provides executive leadership of the academic, research and financial performance of six faculties and four research institutes, and is supported by the PVC in relation to management of the UQ Gatton campus and the UQ Art Museum.



Chief Operating Officer

Mr Maurie McNarn AO

BA (Hons) *NSW*, MBA *SQld*, MDefStuds *Deakin*, GDipTSM *Swinburne UT*, GDipManSt *Defence*, FAICD, FAIM, FADC

Coordinates management of the University's finance, business, human resources, legal, management information, corporate operations,

property and facilities, marketing and communication, occupational health and safety, investigations, risk, internal audit and information technology functions. Advises the Senate on governance, and is the University Secretary and the University's Public Officer. Assists the Vice-Chancellor and President with strategic planning and aspects of the University's research commercialisation and technology transfer activities.

Deputy Vice-Chancellor (Academic)

Professor Joanne Wright

Joint Honours *Kent*, MLitt *Aberdeen*, PhD *ANU*

Responsible for preserving the University's commitment to high-quality learning and teaching, including promoting a culture of excellence in learning and teaching, student recruitment and retention, providing a distinctive student experience, and quality assurance.



Deputy Vice-Chancellor (International)

Professor Monique Skidmore

BSc *ANU*, BA (Hons) *ANU*, MA *McGill*, PhD *McGill*, GAICD

University-wide portfolio responsibility for international development, policy and strategy at UQ. Functions under direct management of the Deputy Vice-Chancellor include

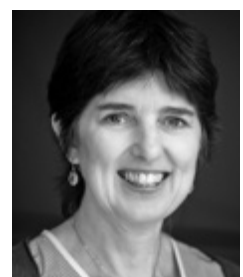
UQ International, International Development and the Institute of Continuing and TESOL Education.

Deputy Vice-Chancellor (Research)

Professor Robyn Ward AM

MBBS (Hons) *UNSW*, PhD *UNSW*, FRACP, FAHMS

Responsible for enhancing the University's performance and reputation in research, research training, and research collaboration with external stakeholders, nationally and internationally.





Pro-Vice-Chancellor

Professor Alan Rix

BA (Hons) *ANU*, PhD *ANU*, GAICD

Responsible for overall management and development of the UQ Gatton campus and the Pinjarra Hills site, and management of the University's academic employee relations. Also has management responsibility for the UQ Art Museum.

Pro-Vice-Chancellor (Advancement)

Ms Clare Pullar

BA *La Trobe*, DipEd *La Trobe*, MACE

Responsible for the University's philanthropic agenda that incorporates extensive community engagement and public relations.



Pro-Vice-Chancellor (Indigenous Education)

Professor Cindy Shannon

BA *Qld*, GradDipEd *DDIAE*, MBA *USQ*, DSocSci *UQ*

Responsible for leading the development, implementation and monitoring of the University's approach to Indigenous Learning, Discovery and Engagement.

Pro-Vice-Chancellor (Research and International)

Professor Anton Middelberg

BE (Hons) *Adel*, PhD *Adel*, MA *Cantab*, FICHEM, FTSE

The Pro-Vice-Chancellor (Research and International) is responsible for policy, funding and professional development programs for early career researchers; research integrity and research quality assessment; and links with overseas agencies and universities with potential to partner with UQ, especially in research.



Pro-Vice-Chancellor (Teaching and Learning)

Professor Doune Macdonald

BHMS (Ed) (Hons) *UQ*, PhD *Deakin*, FNAK, FAIESEP, GAICD

Responsible for achieving teaching and learning objectives, including innovation in teaching and learning, digital learning, development and recognition

of excellent teaching, quality assurance and enhancement, curriculum reform and renewal, and research in teaching and learning centering on improving student learning outcomes.

President of the Academic Board

Professor Fred D'Agostino

BA *Amherst*, MA *Prin*, PhD *LSE*, FAHA

Oversees the business of the Academic Board and its committees and provides independent advice to the Vice-Chancellor and President and Senate on matters relating to the academic functions of the University.



STRATEGIC PLAN 2014–2017

Our vision

UQ's *Strategic Plan 2014–2017* outlines our objectives over the next four years to achieve our vision of knowledge leadership for a better world.

Our mission

UQ positively influences society by engaging in the pursuit of excellence through the creation, preservation, transfer and application of knowledge.

UQ helps shape the future by bringing together and developing leaders in their fields to inspire the next generation and to advance ideas that benefit the world. UQ strives for the personal and professional success of its students, staff and alumni.

Our values

Pursuit of excellence

We strive for excellence, seeking to apply the highest standards to benefit our communities.

Creativity and independent thinking

We welcome new ideas from our staff and students as well as from our alumni and our external partners. We support intellectual freedom, courage and creativity. We encourage the pursuit of innovation and opportunities.

Honesty and accountability

We act with integrity and professionalism and uphold the highest ethical standards. We are committed to transparency and accountability. Our decisions ensure responsible stewardship of the University's resources, reputation and values. We lead by example in all areas including our approaches to sustainability.

Mutual respect and diversity

We promote diversity in the University community — through our people, ideas and cultures. We create a vibrant, inclusive environment in which ideas flourish and future generations, regardless of background, are empowered. We respect our colleagues and work together for shared success.

Supporting our people

We ensure the safety and wellbeing of our people. We create an inclusive and supportive university community in which achievements are celebrated and rewarded. Our people have the opportunity to enrich their lives and pursue their goals.

Strategic objectives

Our strategic objectives are defined around the three pillars of Learning, Discovery and Engagement, along with a group of Enablers (people and culture, resources and governance) that provide critical support to these pillars.

Learning

UQ has an outstanding reputation for the quality of its teachers, its educational programs and employment outcomes for its students. We will build on this by ensuring students remain at the heart of what we do.

The UQ experience — or the UQ Advantage — will be distinguished by a research-enriched curriculum, international collaborations, industry engagement, and opportunities that nurture and develop future leaders.

We will deploy technologies in ways that improve the learning environment and outcomes for students, and continue to engage our alumni. Our ambition is to be internationally renowned for high-quality graduates.

Our Learning objectives focus on achieving this ambition, while acknowledging the challenges of rapidly changing learning environments, increasing international competition, fluctuating demand in some areas, and resource constraints.

Discovery

While UQ is already recognised as an international leader in research, we aim to further improve our performance. We will do this by focusing on quality — both of people and research outputs.

We will work on attracting and developing the best researchers and Research Higher Degree (RHD) candidates to increase our research performance, and to undertake internationally competitive research.

We will build on our global reputation in key areas of national and international significance, such as energy, sustainability, water, health, food security and social equity, through an emphasis on high-quality, interdisciplinary global collaboration with public and private organisations.

Through our research, we will address national and global cultural, economic and social challenges.

Our ambition is to be consistently ranked as one of the world's top 50 universities. To achieve this, UQ will continue to address the challenges of attracting and retaining world-class researchers and increased competition for research funds — including from non-government sources.



UQ positively influences society by engaging in the pursuit of excellence through the creation, preservation, transfer and application of knowledge.

Engagement

Key to the UQ Advantage, and UQ's continued success as a knowledge leader, is our global connectivity and the forging of strategic partnerships with people and organisations across the world.

UQ works hard to ensure that all its relationships are mutually beneficial. In particular, the University has much to offer its alumni who have a strong stake in continuing to enhance the University's national and international esteem.

UQ also has an important role to play in contributing to the intellectual, social and economic advancement of Aboriginal and Torres Strait Islander people and the University will continue to strengthen and deepen its relationships with these communities.

Our ambition is to positively influence society. Our Engagement objectives focus on achieving this ambition, while acknowledging the challenges of building and sustaining relationships with a diverse and growing number of local, national and international stakeholders.

Enablers

Great universities achieve their status through the excellence, commitment and diversity of their staff, a positive culture, outstanding infrastructure, sustainable finances, efficient systems and transparent governance structures. As well as supporting the realisation of UQ's Learning, Discovery and Engagement objectives, the enablers work to ensure that the University operates as "One UQ".

A unity of purpose guides UQ's decision-making and operations. UQ operates in a complex, internationally competitive and compliance-driven environment, subject to rapid change.

By promoting an ethical culture, and adopting a common-sense approach to managing risk and uncertainty, UQ will ensure greater success in achieving its objectives.

REVIEW OF ACTIVITIES

LEARNING

The University aims to achieve the highest levels of excellence in all aspects of learning and teaching, and to secure its position as a genuinely world-class higher education institution that is the destination of choice for the very best domestic and international students.

Learning: Key indicators of performance

Learning		2011	2012	2013	2014	2015
Share of OP 1–5 students (or equivalent rank) who have UQ as their first preference ¹	(Percentage)	43.1	43.6	44.5	41.9	40.0
Student retention (domestic commencing bachelor students) ²	(Percentage)	84.4	84.4	81.9	81.4 ⁵	na ⁶
Number of Aboriginal and Torres Strait Islander student completions	(Count)	38	35	36	57	61 ⁵
Course experience: overall satisfaction (domestic and international) ³	(Percentage)	83.6	85.3	83.0	83.8	83.8
Percentage of graduates (bachelor) in full-time employment within four months of graduating (domestic) ⁴	(Percentage)	83.5	79.9	74.5	72.7	73.1

¹ There may be slight changes in historical data due to improvements made in UQ's reporting systems.

² Proportion of commencing bachelor degree students who return to study in the year following their commencing year. This figure excludes those who complete their studies.

³ Proportion of bachelor degree graduates responding positively (4 or 5) to the Overall Satisfaction scale, based on the national Course Experience Questionnaire (CEQ).

These figures have been prepared using the My University methodology.

⁴ The percentage of domestic graduates (bachelor) in full-time employment within four months of graduating. Prior to 2015, this key indicator measured the full-time employment rate for both domestic and international graduates. Historical results reflect the current definition.

⁵ This figure is preliminary. Data will be finalised in mid-2016 and published in UQ Reportal.

⁶ Data are not available until mid-2016.

A renewed focus on the student

The *UQ Strategic Plan 2014–2017*

acknowledges student success and the importance of developing highly sought-after graduates as foremost among the six foundations for UQ's future success. Building on this essential groundwork, further planning occurred in 2015 around UQ's response to current and future challenges facing the higher education environment, noting the social, economic and technological disruptions already impacting the status quo.

Recognition of the need for a student-focused teaching and learning strategy grew out of a working party that was established following the March 2014 Vice-Chancellor's Management Conference. Initial ideas were developed and presented at the March 2015 Vice-Chancellor's Management Conference, and further discussions with targeted groups of staff and students occurred during the year.

From those discussions, as well as the results of the 2015 Staff Engagement Survey and extensive background research and consultation, a number of common themes important to both staff and students emerged. These ideas were synthesised into a draft Green Paper, which was presented to the Vice-Chancellor's Committee and the University Senior Management Group before being

released more broadly in late October for consultation and feedback.

The student voice

The Australian Government launched the Quality Indicators for Learning and Teaching (QILT) website in September 2015. QILT presents results from three different surveys highlighting various aspects of the student experience at university:

- the Student Experience Survey (SES), formerly the University Experience Survey, which includes commencing and final year undergraduate higher education students who are onshore in Australia;
- the Graduate Outcomes Survey (GOS), which replaces the Australian Graduate Survey, includes undergraduate and postgraduate students who completed their qualification in the six months prior as either an international or domestic onshore student; and

- the Employer Satisfaction Survey (ESS), which is currently in development and includes all employment supervisors of GOS graduates.

The QILT website enables users to compare up to six institutions or study areas on a range of measures such as median salary, full-time study, employment outcomes, experience of newly qualified graduates, skills development and student support. This follows the practice overseas where a number of university league tables include various measures based on students' experience and engagement with their programs.

In 2015, both the Student Evaluation of Course and Teaching (SECaT) and Student Evaluation of Tutor (SETutor) surveys were available online. Although there was a decline in response rates with the move to fully online surveys (see table below), UQ's numbers are still comparable with, or greater than, the averages of other Australian universities.

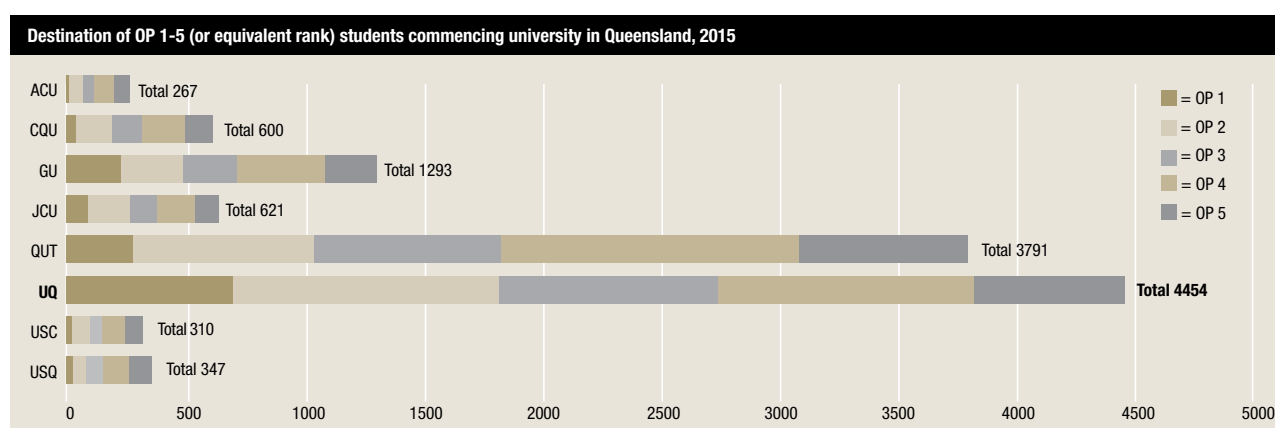
SECaT and SETutor survey response rates

Semester	Number of courses	Number of surveys	Number of responses	Response rates % – course averages	Mode
Semester 2, 2015	1735	132,933	41,289	38.39	Fully online
Semester 2, 2014	1649	131,264	46,370	42.26	SECaT online, SETutor paper-based
Semester 2, 2013	1352	118,984	51,567	56.25	Fully paper-based

Student recruitment and retention

Student recruitment

The following bar graph shows the destination of OP 1–5 students (or an equivalent rank) commencing university in Queensland in 2015. The University of Queensland attracted 38.1 per cent of such students.



Gender balance

The gender balance for students at UQ is shown in the following table.

Gender balance – students¹

Enrolments by program level	2011		2012		2013		2014		2015	
	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male
Doctorate by research	51.3	48.7	52.1	47.9	52.5	47.5	52.4	47.6	51.8	48.2
Doctorate by coursework	71.4	28.6	75.0	25.0	71.8	28.2	76.0	24.0	80.9	19.1
Masters by research	48.3	51.7	46.4	53.6	51.1	48.9	52.1	47.9	48.2	51.8
Masters by coursework	60.4	39.6	60.0	40.0	60.7	39.3	60.8	39.2	58.2	41.8
Postgraduate/Graduate Diploma	54.7	45.3	57.9	42.1	56.0	44.0	56.9	43.1	56.9	43.1
Graduate Certificate	57.8	42.2	55.8	44.2	56.5	43.5	56.3	43.7	58.1	41.9
Bachelors	54.7	45.3	54.6	45.4	54.6	45.4	54.2	45.7	54.4	45.5
Associate Degree	71.0	29.0	63.9	36.1	52.2	47.8	44.6	55.4	37.3	62.7
Diploma/Associate Diploma	62.8	37.2	60.1	39.9	65.3	34.7	58.8	41.2	64.4	35.6
Enabling Course	53.3	46.7	61.5	38.5	61.0	39.0	55.7	44.3	54.2	45.8
Non-Award Course	59.3	40.7	60.3	39.7	55.8	44.2	58.5	41.5	60.5	39.5

¹ In response to the Australian Government Guidelines on the Recognition of Sex and Gender, there has been a change to how gender can be classified. As such, the data has been recomputed to reflect these changes retrospectively. Female and male percentages may not add up to 100 per cent as persons classified as Other are not included in the table.

The gender balance for enrolments at UQ by faculty is shown in the following table.

Gender balance – enrolments¹

Enrolments by faculty	2011		2012		2013		2014		2015	
	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male
Business, Economics and Law	53.1	46.9	52.5	47.5	52.6	47.4	51.6	48.4	52.3	47.6
Engineering, Architecture & Info Tech	21.4	78.6	22.1	77.9	22.9	77.1	24.4	75.6	25.0	75.0
Health and Behavioural Sciences	71.1	28.9	70.8	29.2	71.0	29.0	71.9	28.1	72.0	28.0
Humanities and Social Sciences	67.9	32.1	68.1	31.9	68.4	31.5	67.9	32.1	68.0	31.9
Medicine and Biomedical Sciences	51.9	48.1	50.6	49.4	51.0	49.0	51.8	48.2	51.1	48.9
Science	58.6	41.4	58.1	41.9	57.4	42.5	56.5	43.5	55.9	44.1

¹ In response to the Australian Government Guidelines on the Recognition of Sex and Gender, there has been a change to how gender can be classified. As such, the data has been recomputed to reflect these changes retrospectively. Female and male percentages may not add up to 100 per cent as persons classified as Other are not included in the table.



Television presenter Phil Breslin, author Anita Heiss and musician William Barton were key presenters at a three-day Solid Pathways event in 2015. Image of William Barton: Douglas Kirkland.

Under-represented cohorts

HEPP funding

A revised Higher Education Participation Programme (HEPP) was in place in 2015, replacing the Higher Education Participation and Partnerships Programme (HEPPP). The University's allocation for the HEPP in 2015 was \$4.1 million, which supported strategies outlined in UQ's three-year Access and Participation Plan.

Solid Pathways

The Solid Pathways program was developed by academic staff in the School of Historical and Philosophical Inquiry, with support from the Queensland Government. The program aims to support Queensland's high-achieving Indigenous Australian students, as well as students in foster care or living independently, to transition from school to university and into fulfilling careers. Activities focus on academic excellence and higher-order critical thinking skills and involve students from an early age (including from primary school). A particular focus involves small-group critical-thinking classes taught online by highly-trained Education Queensland teachers.

Following a successful pilot in Brisbane in 2013, UQ received further funding in 2015 to continue working with the Department of Education and Training to extend the Solid Pathways program into other areas of South-East Queensland.

UQ Aboriginal and Torres Strait Islander enrolments					
	2011	2012	2013	2014	2015
Female	173	167	185	206	221
Male	91	124	122	135	154
TOTAL	264	291	307	341	375

Summary of UQ student access, participation, retention and success, relative to state and national benchmarks ¹												
	2014 Access			2014 Participation			2014 Success			2013 Retention		
	% UQ	% State	% Sector	% UQ	% State	% Sector	% UQ	% State	% Sector	% UQ	% State	% Sector
Aboriginal and Torres Strait Islander students	1.07	2.36	1.75	0.90	2.07	1.52	79.75	72.37	73.02	76.38	72.36	70.97
Low SES – all students ²	15.02	21.98	17.67	13.70	20.14	16.43	88.16	82.53	83.54	82.62	76.71	77.73
Low SES – all UG students ³	11.06	18.21	16.71	10.10	17.17	15.70	87.47	82.61	82.98	83.07	76.84	78.47
Students with a disability	3.11	4.37	4.98	3.14	4.68	5.46	80.56	78.84	81.68	79.26	74.84	76.79
Regional students ⁴	15.72	28.59	21.23	15.00	27.17	19.72	90.28	83.73	85.87	83.84	76.61	77.10
Remote students ⁴	0.85	1.47	1.04	0.79	1.33	0.91	88.63	83.00	83.61	81.76	75.24	73.29

¹ The data for this table is sourced from the Australian Government Department of Education and Training. 2015 data was not available at the time of publishing.

² Based on the postcode of the student's address.

³ Based on the Statistical Area Level 1 measure (with postcode as fall back) of the student's address.

⁴ Regional and Remote categories derived from Australian Statistical Geography Standard.

Postgraduate coursework

Curriculum innovation

Following a review of postgraduate coursework (PGCW) awards in 2010 and discussions at the 2014 Vice-Chancellor's Management Conference, work continued in 2015 around the University's PGCW offerings. A workshop was held in June, led by University senior management, where key principles were developed to underpin reviews of existing programs and the design of new programs. These principles focus on quality, financial sustainability, responsiveness and flexibility, strategic imperatives, and strong support systems. Further work will take place to continue reviewing existing PGCW offerings, with a view to possible consolidation, aggregation or discontinuation.

Flagship masters programs

Following the June workshop, a call for Expressions of Interest to develop flagship interdisciplinary PGCW Masters programs resulted in three applications being approved to proceed to the next stage of development:

- Master of Data Science (Faculty of Engineering, Architecture and Information Technology);
- Masters in Global Development and Leadership (Institute for Social Science Research and Faculty of Humanities and Social Sciences); and
- Master of Environmental Health (Faculty of Medicine and Biomedical Sciences).

Funding will be allocated to each of the program teams to develop individual business cases, with a view to develop and deliver the programs throughout 2016 and 2017.

Innovative teaching practices

Australian Awards for University Teaching

The Australian Awards for University Teaching (AAUTs) recognise high-quality teaching and teachers and outstanding contributions to student learning. The following UQ staff were acknowledged in 2015:

Awards for Teaching Excellence

- Dr Craig Engstrom, School of Human Movement and Nutrition Sciences; and
- Mr Michael Jennings, School of Mathematics and Physics.

Citations for Outstanding Contributions to Student Learning

- AIM High (Associate Professor Ann Peterson, Dominic McGrath, Dr David Neil, Associate Professor Clive Warren); School of Geography, Planning and Environmental Management; Institute for Teaching and Learning Innovation; and UQ Business School;
- Associate Professor Julie Ballantyne, School of Music;
- Associate Professor Timothy McIntyre, School of Mathematics and Physics; and
- Dr Jack Wang, School of Chemistry & Molecular Biosciences.



Accepting their Citations for Outstanding Contributions to Student Learning at the Office for Learning and Teaching Queensland Citations ceremony were (from left): Associate Professor Ann Peterson (for AIM High), Associate Professor Timothy McIntyre, Dominic McGrath (for AIM High), Dr Jack Wang and Associate Professor Julie Ballantyne.



The recipients of the 2015 UQ Awards for Teaching Excellence and UQ Citations for Outstanding Contributions to Student Learning (back, from left): Dr Jonathan Prangnell, Dr Greg Birkett, Mr Carl Sherwood, Dr Lance Newey and Dr Saïed Aminossadati; and (front, from left): Dr Judith Seaboyer, Professor Kenneth Pakenham, Dr Anne Hill (second from right) and Ms Jacqueline Bond, pictured with (front centre) Deputy Vice-Chancellor (Academic) Professor Joanne Wright and Provost and Senior Vice-President Professor Max Lu.

UQ Awards for Excellence in Teaching and Learning

UQ also celebrates excellent teaching and teachers through the UQ Awards for Excellence in Teaching and Learning.

In 2015, the following staff were recognised:

UQ Awards for Teaching Excellence

- Dr Greg Birkett, School of Chemical Engineering
- Ms Jacqueline Bond, School of Pharmacy
- Dr Anne Hill, School of Health and Rehabilitation Sciences
- Dr Jonathan Prangnell, School of Social Science
- Mr Carl Sherwood, School of Economics

UQ Commendation for Programs that Enhance Learning

- Geology in the Field. Professor Paulo Vasconcelos, Professor Joan Esterle, Professor Gregory Webb, Mr Kevin Welsh, Associate Professor Gideon Rosenbaum, Dr Charlie Verdel, Associate Professor Massimo Gasparon, Dr Steve Hearn, Dr Gilbert Price, School of Earth Sciences

UQ Citations for Outstanding Contributions to Student Learning

- Dr Saïed Aminossadati, School of Mechanical and Mining Engineering
- Dr Lance Newey, School of Business
- Professor Kenneth Pakenham, School of Psychology
- Dr Judith Seaboyer, School of Communication and Arts

UQ Commendation for Outstanding Contributions to Student Learning

- Dr Nicole Hartley, School of Business

Fellowships and grants

OLT grants Round 1, 2015

The Office for Learning and Teaching (OLT) administers the Promotion of Excellence in Learning and Teaching in Higher Education program, and UQ was awarded one of the nine grants offered nationally in Round 1, 2015:

- Title: Transforming exams across Australia: processes and platform for e-exams in high stakes, supervised environments
Project Leader: Dr Mathew Hillier, Institute for Teaching and Learning Innovation
Funding: \$500,000

UQ was a participant in two other projects funded in Round 1, 2015:

- Title: Enhancing student employability skills through virtual field trips in the hospitality industry
Lead institution: Griffith University
- Title: VetSetGO: a collaborative outcomes and assessment framework building employability, resilience and veterinary graduate success
Lead institution: Murdoch University

TEL grants

The following Technology-Enhanced Learning Grants were awarded in 2015 to support new technology-enabled learning innovation and signature projects:

Title: Concept videos for BCom students
Project Lead: Professor Karen Benson
School: UQ Business School
Funding: \$198,925

Title: The Internet of things for smart science and agriculture education
Project Lead: Associate Professor Kim Bryceson
School: Agricultural and Food Sciences
Funding: \$200,448

Title: Training students in effective communication strategies via telehealth
Project Lead: Dr Emma Finch
School: Health and Rehabilitation Sciences
Funding: \$50,283

Title: VMF (Vertical Modular Framework) for learning and assessment in the clinical sciences
Project Lead: Dr Justine Gibson
School: Veterinary Science
Funding: \$143,460

Title: Technology-enhanced learning strategies for real-world mathematics
Project Lead: Dr Madan Gupta
School: Agriculture and Food Sciences
Funding: \$200,000

Title: *Help!* – A Blackboard-linked quality assured student communication and response system
Project Lead: Associate Professor Lydia Kavanagh
Faculty: Engineering, Architecture and Information Technology
Funding: \$54,200

Title: Developing Digital Humanities student capabilities through the AustLit Resource
Project Lead: Kerry Kilner
School: Communication and Arts
Funding: \$121,974

Title: Technology-enabled creative music making: targeting future works skills 2020 in music technology curriculum design
Project Lead: Dr Eve Klein
School: Music
Funding: \$100,000

Title: Dynamic, interactive simulations for enhancing student learning
Project Lead: Associate Professor Tim McIntyre
School: Mathematics and Physics
Funding: \$98,233



Australian Minister for Foreign Affairs the Honourable Julie Bishop MP with UQ law student Zoe Brereton, who was selected as Australia's 2015 New Colombo Plan Fellow to India.

Title: A flexible ePortfolio platform for work-integrated learning
Project Lead: Professor Sarah Roberts-Thomson
Faculty: Health and Behavioural Sciences
Funding: \$199,069

Title: Interactive practical manual for the analysis of biological data
Project Lead: Dr Patrick Ward
School: Biological Sciences
Funding: \$50,000

Quality assurance

The University of Queensland's registration as a higher education provider with the Tertiary Education Quality and Standards Agency (TEQSA) will expire on 30 March 2016. TEQSA's assessment of renewal of registration applications is based on seven Provider Registration Standards. In April 2015, Dr Karen Treloar, TEQSA Regulation and Review Director and UQ's TEQSA case manager, presented an information session at the St Lucia campus on the TEQSA provider re-registration process.

The preparation of the University's renewal of registration application was overseen by a Project Board established under the sponsorship of the Deputy Vice-Chancellor (Academic) and the Academic Registrar, and chaired by the Director, Academic Administration. A Project Officer was

appointed to support the development of the application submission and a communication plan was put in place to ensure all members of the University community were proactively informed and engaged. The University's renewal of registration application was lodged by the due date of 30 September 2015.

Cultural competencies

New Colombo Plan mobility program

In the 2015 round of the Australian Government's New Colombo Plan mobility program, UQ received \$287,900 to support 119 students to participate in semester-length and short-term study experiences in China, India, Indonesia, Sri Lanka and Vietnam. Three UQ students were also selected as recipients for the prestigious New Colombo Plan scholarships.

Australia Awards Scholarships

In 2015, UQ welcomed 177 new Australia Awards students, with a total of 416 students from 37 countries completing studies at UQ under this scholarship program during the year. UQ Global Engagement managed approximately \$24.4 million in funding for Australia Awards scholarship expenses in 2015.



In 2015, ICTE-UQ celebrated 30 years of delivering English language programs in partnership with Komazawa University in Japan.

Other scholarships

In 2015, UQ welcomed students from 19 new sponsorship bodies from 11 countries – Australia, Singapore, Malaysia, Vietnam, Mongolia, Indonesia, Thailand, India, Kuwait, Saudi Arabia and the United Arab Emirates. Overall, more than 2000 sponsored students from 87 countries were enrolled at UQ in 2015.

Institute of Continuing and TESOL Education

In 2015, the Institute of Continuing and TESOL Education (ICTE-UQ) strengthened its more than 165 institutional, government and corporate partnerships in 21 countries, and delivered training at the St Lucia and Gatton campuses and offshore to more than 6200 students and professionals from 107 countries.

Key program achievements included:

- UQ English language pathway program training for 1190 students from non-English speaking backgrounds, English language training for a further 1398 students and professionals, and the expansion of the Bridging English Program to include a 20-week course;
- concurrent English language support programs for 1119 UQ students from non-English speaking backgrounds, including customised, discipline-specific programs delivered in collaboration with six UQ schools;

- English language and methodology training for 308 primary and secondary teachers and university academic staff, 183 Content and Language Integrated Learning participants, and 123 undergraduate and postgraduate education students from China, Hong Kong, Japan, Korea, Macau, Taiwan, Thailand and Vietnam;
- customised English language and Continuing Education training programs for more than 1680 students and professionals from the African Union, China, Hong Kong, Indonesia, Japan, Macau, Mongolia, Papua New Guinea,

- South Korea, Taiwan, Thailand, the United States and Vietnam, with collaborative content input from UQ faculties, schools, institutes and central divisions; and
- the development and launch of the IELTS Academic Test Preparation course with UQx, available on the edX platform for students from around the world.

ICTE-UQ also continued to manage UQ's interests in its collaborative regional capacity-development English Language Institutes in Danang (Vietnam) and Antofagasta (Chile).



The UQ Taiko Drumming Team performing at the ICTE-UQ Coming of Age ceremony, which is held annually to celebrate Japanese students who will reach the age of maturity (20 years) during the current school year.

REVIEW OF ACTIVITIES

DISCOVERY

The University of Queensland is a truly global research powerhouse. UQ is a leading source of expertise in local, national and international communities in many strategically important areas of research. UQ is also a pacesetter in research translated into commercial uses across a broad spectrum of disciplines, ranging from bioscience, nanotechnology and engineering, to social science and humanities.

Discovery: Key indicators of performance						
Discovery		2011	2012	2013	2014	2015
Higher Education Research Data Collection points for publications, minus conference proceedings	(Unweighted HERDC points)	3442.64	3798.21	4231.32	4272.20	na ¹
Proportion of UQ research publications with an international co-author ²	(Percentage)	46.2	46.9	47.1	49.1	na ¹
Number of Research Higher Degree completions	(Count)	559	621	757	835	749 ³
Discovery						2015 projected ¹
Total research income (excluding Commonwealth Research Block Grants) ⁴	(\$ million)	338.6	368.0	381.8	377.3	382.0
ARC income (Cat. 1) received ⁴	(\$ million)	79.8	89.2	96.3	99.4	79.2
NHMRC income (Cat. 1) received ⁴	(\$ million)	53.0	61.6	76.6	72.6	71.9
Industry income ^{4,5}	(\$ million)	93.1	103.4	122.1	129.0	132.3
International funding ⁴	(\$ million)	26.8	30.4	29.1	36.6	39.6

¹ Data has not been finalised.

² This data is sourced from Incites, a commercial product. This product underwent considerable development in 2014/2015. As such, historical data may differ from those previously published.

³ This figure is preliminary.

⁴ There may be slight changes in historical data due to improvements made in UQ's reporting systems.

⁵ Industry income includes Australian Research Council Linkage Project Partner Cash, Australian contracts, Australian grants, Australian donations, international funding, and non-Commonwealth Cooperative Research Centres funding.

Research performance

Excellence in Research for Australia

The third Excellence in Research for Australia (ERA) assessment, conducted in 2015, rated 100 per cent of UQ's research – evaluated across all 22 broad fields of research and 97 specialised fields of research – as being at world standard or above. Ninety-five per cent of UQ's broad fields of research were rated above (4) or well above (5) world standard, with 55 per cent receiving the highest rating – well above world standard.

UQ topped the nation in five fields: environmental engineering, environmental biotechnology, industrial biotechnology, tourism, and social work. The University was also rated equal first in 58 broad and specialised fields, including engineering, medical and health sciences, statistics, business and management, and cultural studies.

These results reaffirm that UQ clearly is one of Australia's leading research-focused institutions, offering world-class research-led education across all fields.

ERA is administered by the Australian Research Council (ARC), and is a comprehensive and rigorous assessment of research in Australian universities that uses a combination of indicators and expert review. The 2015 ERA round evaluated research undertaken between 2008 and 2013.

International recognition

International university rankings highlight the excellence of the University's research performance. In 2015, UQ gained eight places to rank 77th globally in the prestigious Academic Rankings of World Universities (ARWU). Excluding the award component, UQ is now ranked 45th in the world in the ARWU, and is one of only two Australian universities to be included in the global top 50.

UQ was also ranked as one of the top 50 universities in the world in the QS World University Rankings and the Performance Ranking of Scientific Papers for World Universities, and well within the top 100 in the *Times Higher Education* World University Rankings and *U.S. News* Best Global Universities Rankings. UQ again topped the nation and was one of the strongest Asia-Pacific institutions in the prestigious *Nature* Index.

Research funding

Research income has remained steady, with UQ receiving \$377.3 million in total research funding income in 2014, the most recent year for which final figures are available.

Since 2009, the University has increased research income by 24.4 per cent. Governments, industry and private benefactors are acknowledged for sharing in the University's vision for research excellence and its success in attracting research funding.

In 2012, 2013 and 2014, UQ ranked second, first and second for research income in Australia.



UQ's 2015 ARC Australian Laureate Fellows (from left): Professor David Craik, Professor Philip Hugenholtz and Professor Brad Sherman.

Australian Research Council funding

The University continued to perform strongly in attracting ARC funding commencing in 2015.

- **Discovery Projects.** The University received \$27.99 million in new funding, ranking second nationally. The total number of new projects awarded was 79 (second nationally), with a success rate of 24.7 per cent (compared to the national average of 18.0 per cent).
- **Linkage Projects.** The University received new ARC funding of \$8.2 million to commence in 2015, ranking third in the country. In addition, UQ will receive partner contributions of almost \$14.0 million over the life of these projects. A total of 22 new projects were awarded (ranked third nationally), with a success rate of 32.8 per cent.
- **Linkage Infrastructure, Equipment and Facilities.** The University received ARC funds of \$1.5 million, ranking sixth nationally. A total of four proposals were approved for 2015 (sixth nationally), with a success rate of 26.7 per cent. UQ researchers were also involved in another nine proposals led by other institutions.
- **Australian Laureate Fellowships.** UQ was awarded three of the 15 Australian Laureate Fellowships commencing in 2015, with a total value of \$8.7 million (first nationally on total funds awarded). UQ's new Australian Laureate Fellows are Professor David Craik, Institute for Molecular Bioscience; Professor Philip Hugenholtz, School of Chemistry and Molecular Biosciences; and Professor Brad Sherman, TC Beirne School of Law.

These prestigious fellowships support excellence in research by attracting world-class researchers and research leaders to key positions in Australia.

- **Discovery Early Career Researcher Awards (DECRA).** UQ received 23 awards through the DECRA scheme, with a total value of \$8.17 million (ranking equal first nationally by number of awards, and second nationally on funding dollars awarded).

National Health and Medical Research Council funding

The University's health and medical research benefited from significant funding from the National Health and Medical Research Council (NHMRC).

- **Project Grants.** UQ ranked third nationally with a total of \$43.09 million awarded to support 61 new projects.
- **Equipment Grant.** UQ received \$493,908 in 2015 to support the purchase of equipment to support medical research. The funding is awarded on a pro-rata basis, based on the proportion of competitive NHMRC funding awarded each year.
- **Centres of Research Excellence.** UQ was awarded two Centres of Research Excellence totalling \$4,655,131.
- **Program Grants.** UQ was awarded one Program Grant valued at \$8,268,140.
- **Development Grants.** UQ received two Development Grants to commence in 2015. These grants provide funding for early proof-of-principle or pre-seed-stage research.
- **Early Career Fellowships.** UQ received eight new Early Career Fellowships to commence in 2015. These fellowships

allow developing health and medical researchers of outstanding ability to undertake postdoctoral training. Of the eight fellowships, four are based in Australia and four are based overseas. The latter enable Fellows to spend two years at an overseas institution prior to returning to UQ for the final two years.

- **Career Development Fellowships.** UQ received seven new Career Development Fellowships (ranking third nationally) to enable outstanding early-to mid-career researchers to develop their capacity for independent research.
- **Research Fellowships.** Six Research Fellowships were awarded to commence in 2015. These fellowships provide support for outstanding health and medical researchers to undertake research that is of major importance in its field and of significant benefit to Australian health and medical research.
- **NHMRC-ARC Dementia Research Development Fellowships.** UQ was awarded six new NHMRC-ARC Dementia Research Development Fellowships as part of the "Building the workforce" component of the Boosting Dementia Research Initiative. Fellowships will be provided over four years and include a project component of up to \$250,000, funded by the ARC, to support research costs.

Other research funding

The University also continued to perform strongly in attracting funding from a variety of sources.

In 2014 (the most recent year for which data is available), in addition to the \$204.6 million funded from Australian Competitive Grants (Category 1), the University received \$46.3 million in Other Public Sector Research Income (Category 2), \$117.1 million in Industry and Other Research Income (Category 3), and \$9.3 million in Cooperative Research Centre Research Income (Category 4).

Research Block Grants

In 2015, UQ received \$171.1 million through the Australian Government's Research Block Grants, awarded on the basis of research performance. This placed UQ third nationally, behind the University of Melbourne and the University of Sydney.

The funding comprised:

- Joint Research Engagement (\$30.3 million);
- Research Infrastructure Block Grant (\$28.4 million);
- Sustainable Research Excellence (\$23.1 million);
- Research Training Scheme (\$62.2 million);
- Joint Research Engagement Engineering Cadetships (\$489,868);
- Australian Postgraduate Awards (\$24.6 million); and
- International Postgraduate Research Scholarships (\$2.0 million).

UQ Internal Research Support schemes

The University continued to invest heavily in human and physical research capacity through several internal research support schemes. These foster early career researchers, seed research initiatives, promote linkages and partnerships, and support collaborative infrastructure.

Internal research support schemes with funding commencing in 2015 include:

- UQ Postdoctoral Research Fellowships to early career researchers of exceptional calibre wishing to conduct full-time research at UQ.
- UQ Postdoctoral Research Fellowships for Women, assisting women in re-establishing academic careers after a career break or interruption.
- UQ Collaboration and Industry Engagement Fund, supporting the development of highly competitive ARC Linkage Projects, ARC Industrial Transformation Research Hubs, ARC Industrial Transformation Training Centres, NHMRC Development Grants

or NHMRC Partnerships for Better Health Grants by funding pilot research that will facilitate establishing new or emerging linkages with partner organisations.

- UQ Travel Awards for International Collaborative Research, providing funds to enable distinguished overseas researchers to travel to UQ to collaborate with colleagues.
- UQ Early Career Researcher Grants Scheme, to encourage research by new members of staff, provide limited seed funding as a means of generating external research support, and support high-quality projects of modest financial cost from early career researchers.
- UQ Foundation Research Excellence Awards, recognising demonstrated excellence and promise of future success in research and the leadership potential of individual young researchers.
- UWA–UQ Partnership Research Collaboration Awards, fostering collaborative research projects between The University of Western Australia and UQ, and supporting joint workshops and information exchange that will assist in developing joint proposals for external research funding.
- UQ–Ochsner Seed Fund for Collaborative Research, fostering transdisciplinary research between eligible investigators based in UQ's Ochsner Clinical School (New Orleans, US) and those in other UQ schools, institutes and centres.
- UQ Academic Title Holders Research Fund, enhancing the important contributions that Academic Title Holders make to the overall research productivity and excellence of the University.
- UQ Major Equipment and Infrastructure Grants, supporting the acquisition of major research infrastructure and equipment items, particularly where access to similar equipment is limited and there is demonstrable collaborative gain through its use.
- Vice-Chancellor's Research and Teaching Fellowships and Vice-Chancellor's Research Focused Fellowships, advancing UQ's strategic objectives of retaining internationally recognised researchers and continued excellence in research and teaching innovation.

UQ also participates in schemes administered by the Go8 Australia:

- Go8 European Fellowships facilitate further research collaboration between Australia and Europe with the intention that Fellows will continue to collaborate when they return to their home institutions.
- Go8 Germany Joint Research Cooperation Scheme fosters exchanges between Australian researchers at Go8

universities and collaborating German researchers (a joint initiative by the Go8 universities and the German Academic Exchange Service). 2015 was the final year of this scheme, with a revised version to be administered by Universities Australia for funding commencing in 2016.

Research strengths

UQ has developed a strategy to expand the quality and scale of mutually beneficial engagement with industry, focusing on its top 30 key research strengths.

Proclaiming these research strengths makes it easier for industry to identify areas of potential interest and future opportunities to work with UQ's top researchers — who demonstrate outstanding track records of research excellence and innovation capacity.

UQ's top 30 research strengths are:

- Agriculture and Food Sciences;
- Applied and Theoretical Economics;
- Biological Sciences;
- Business, Management and Finance;
- Cancer Studies;
- Chemical Engineering;
- Chemical Sciences and Materials Engineering;
- Clinical Sciences and Experimental Medicine;
- Communication, Media and Cultural Studies;
- Ecology and Environmental Science;
- Education;
- Environmental Engineering and Water Management;
- Genetics and Genomics;
- Human Movement and Sports Science;
- Immunology and Infectious Diseases;
- Information Systems and Data Management;
- Law;
- Literary Studies;
- Mathematics and Statistics;
- Mechanical Engineering;
- Medicinal Chemistry and Pharmaceutical Sciences;
- Mining and Minerals Processing;
- Molecular and Cellular Biosciences;
- Nanotechnology and Bioengineering;
- Neurosciences;
- Performing Arts and Creative Writing;
- Physics;
- Psychology and Cognitive Science;
- Public Health and Health Services; and
- Social and Political Science.



2015 CSL Florey Medal recipient Professor Perry Bartlett (right) with CSL Chief Scientific Officer and R&D Director Dr Andrew Cuthbertson. The CSL Florey Medal is awarded biennially to an Australian biomedical researcher for significant achievements in biomedical science and/or human health advancement. Image: Lorna Sim.



Professor Maree Smith (centre) with Johnson & Johnson Medical CEO Gavin Fox-Smith and AusBiotech CEO Dr Anna Lavelle at the Johnson & Johnson Innovation 2015 Industry Excellence Awards (presented at the AusBiotech 2015 Conference).

Prestigious fellowships and awards

The University's global research positioning was highlighted with the election of new Fellows to Australia's learned academies in 2015. Twelve new Fellows of the Australian Academy of Health and Medical Sciences (AAHMS) are UQ academics, bringing the number of UQ Fellows of this new academy to 15. Five UQ staff have been made Fellows of the Australian Academy of Science (AAS), one has been elected as Fellow of the Academy of the Social Sciences in Australia (ASSA), and one has been elected to the Australian Academy of Technological Sciences and Engineering (ATSE).

More than 152 UQ staff (including honorary and adjunct appointments) and professors emeriti are Fellows of Australia's learned academies, which include AAS, AAHMS, ASSA, ATSE and the Australian Academy of the Humanities. UQ excellence was further recognised with staff securing a number of prestigious awards, including:

- Professor Pery Bartlett, 2015 CSL Florey Medal and 2015 Research Australia Lifetime Achievement Award;
- Dr Jack Clegg, Dr Paul Pounds and Dr Matthew Thompson, 2015 Queensland Tall Poppy Awards;
- Professor David Craik, 2015 Vincent du Vigneaud Award, American Peptide Society;
- Professor Ian Frazer AC, 2015 European Inventor Award, Popular Prize;
- Professor Sunil Lakhani, 2015 Distinguished Pathologist Award, Asia Pacific International Academy of Pathology;
- Professor Clive Moore, 2015 John Douglas Kerr Medal of Distinction;
- Professor Jason Roberts, 2015 European Society of Clinical Microbiology and Infectious Diseases Young Investigator Award;
- Professor Maree Smith, Life Sciences Queensland 2015 Hall of Fame Inaugural Inductee and Johnson & Johnson Innovation 2015 Industry Leadership Award;
- Associate Professor Gene Tyson, Australian Society for Microbiology 2015 Frank Fenner Award;
- Associate Professor Christine Wells, 2015 Metcalf Prize for Stem Cell Research;
- Associate Professor Kerrie Wilson, Women in Technology Life Sciences Research Award; and
- Professor Zhiguo Yuan and Dr Leigh Ward, 2015 ATSE Clunies Ross Award.

Other performance measures

The University continued to improve its publication performance, increasing its Higher Education Research Data Collection points for publications, minus conference proceedings (unweighted), to 4272.2 in 2014, which is the latest year for which data is available (up from 4231.32 in 2013).

The Australian Bureau of Statistics *Higher Education Research and Development Survey* conducted in 2015 (on 2014 data) concluded the University is spending \$682.3 million on research and development.

Research integrity

The Pro-Vice-Chancellor (Research and International) has continued to lead the implementation of the 2014 Review of Research Integrity, Ethics and Compliance recommendations, with assistance from staff in the Research Integrity Office. A number of policies and procedures have been reviewed and changes implemented.

The Pro-Vice-Chancellor (Research and International) commenced providing research

integrity reports to the Vice-Chancellor's Risk and Compliance Committee in 2015. In conjunction with Enterprise Risk and Internal Audit, the Research Integrity Office has demonstrated that management of research integrity and promotion of responsible conduct of research is compliant with the "three lines of defence" assurance model adopted by the University.

A further six Research Integrity Advisors representing each of the University's research institutes were appointed in 2015 to assist researchers with concerns about the responsible conduct of research, ensuring excellent discipline and campus coverage. Researchers are encouraged to seek assistance from a Research Integrity Advisor in the first instance where practicable. The University now has 16 experienced senior academic staff in these important voluntary roles.

The Research Integrity Office continues to actively promote responsible conduct of research, delivering seminars and workshops regularly by invitation and in conjunction with Staff Development and the Graduate School. The online Research Integrity Module is now available to all staff.

Research collaboration

The University continues to focus on building and maintaining strong relationships with national and international industry and research organisations. These partnerships are strongly valued, bringing UQ researchers together with leading researchers and organisations across the globe to achieve important outcomes in research fields of national and international significance.

UQ needs to actively look beyond traditional government sources of funding to continue growing its research enterprise. To this end, a target has been set to double industry-sourced research income by 2020, from a baseline of \$103 million in 2012. This will require an average nine per cent increase per annum. The total reported to the Australian Government for 2014 was \$129 million, representing a cumulative 25 per cent increase from 2012. Industry-sourced income includes partner organisation cash support for ARC Linkage Projects, industry funding of Cooperative Research Centres, industry research contracts (national and international), and philanthropic support.

Research partnerships

The following selected partnerships were developed or renewed in 2015:

- The collaborative research relationship with Boeing that has extended over more than a decade was reinvigorated with a series of joint research workshops to give focus to Boeing's strategic research priorities. The Boeing UQ Research Alliance PhD Scholarship Scheme was launched with an initial 10 scholarships involving many disciplines ranging from information technology and materials engineering, to human factors and systems management. While the major focus of the relationship with Boeing primarily involves collaborative research, Boeing also provides a wide range of support for undergraduate programs.
- The Fangyuan Company in Shandong, China, and CODELCO Chile, the world's largest copper producer, joined forces to fund a research professorship at UQ for five years, commencing in January 2015. This is an extension of the prior research fellowship funded by Fangyuan and demonstrates their confidence in the quality of innovative copper smelting-related research at UQ.
- UQ has entered into a new three-year scientific collaboration with Leo Pharma Denmark that includes exploratory clinical trials, basic research and contract research in the search for a better understanding and treatment for skin cancer. This relationship has provided the impetus for the development of new tools to characterise cancer.



Boeing UQ Research Alliance PhD Scholarship recipient Jesse Kresevic (standing) and research assistant Kim Aske conduct an eye-tracking study in the School of Human Movement and Nutrition Sciences laboratories.



Recipients of the Partners in Research Excellence Awards (from left): Dr Chris Stowers (The Dow Chemical Company), Dr Esteban Marcellin, Associate Professor Martie-Louise Verreynne, Steve Moorhouse (Department of Science, Information Technology & Innovation, Queensland Government), Professor Victor Rudolph, Chris Dunks (Synergen Met Pty Ltd), Dr Daniel Grant (Pfizer Australia) and Professor David Craik.

- Through UniQuest, UQ entered into its third commercial research collaboration with the pharmaceutical company Johnson & Johnson (J&J). In this program, UQ researchers will collaborate with J&J immunology scientists over three years to discover and develop a new treatment for ankylosing spondylitis.
- UQ is one of eight organisations participating in the Strengthened Export Controls Pilot Program conducted by the Defence Export Control Office and the Australian Government Department of Industry. The program has developed a national compliance framework for export controls, to be implemented by April 2016. UQ's contribution to the drafting of the Defence Trade Controls Amendment Bill 2015 was critical to enable further development of international collaborations in key areas of research that are subject to security-related sensitivities.

Four outstanding UQ-industry collaborative partnerships received UQ Partners in Research Excellence Awards (co-sponsored by UniQuest) for their significant impact to industry:

- Professor Victor Rudolph, School of Chemical Engineering, with partner Synergen Met Pty Ltd (Engineering, Materials and Information and Communications Technology category);
- Professor David Craik and Professor David Fairlie, Institute for Molecular Bioscience, with partner Pfizer (Health category);

- Dr Esteban Marcellin, Australian Institute for Bioengineering and Nanotechnology, with partner The Dow Chemical Company (Science category);
- Associate Professor Martie-Louise Verreynne, UQ Business School, with partner Queensland Government (Social Enterprise category).

Cooperative Research Centres

The University is an Essential Participant in the Optimised Resource Extraction Cooperative Research Centre (CRC), which will receive \$34.5 million from the Australian Government to fund its ongoing activities in improving the efficiency and cost-effectiveness of mineral extraction to 30 June 2021.

The University is an essential or supporting participant in an additional 14 CRCs awarded in previous rounds.

ICTE-UQ

In 2015, ICTE-UQ delivered a number of customised training programs to support UQ's international research partnerships.

Programs included a "Research Skills Program for International Researchers" for 30 participants from universities across Indonesia, including Hasanuddin University, State University of Makassar and Walisongo State Islamic University. The program was designed for international researchers undertaking research higher degrees and included activities such as:

- using research methodologies and

methods for research degrees in the food sciences fields;

- conducting literature reviews and developing research reports and manuscripts for publication; and
- participating in advisory sessions with an advisor.

A free, part-time "English for Academic Communication: Science (Research Higher Degrees)" course was also held for 16 research candidates to improve their academic writing skills for scientific publications.

Research Week

Research Week was held in September to celebrate outstanding research achievements and highlight and acknowledge the importance of research collaborations with key national and international universities, public agencies, end users and industries.

Highlights in 2015 included:

- an engagement breakfast with hospital and health service providers and Queensland Government stakeholders;
- a social data forum with federal and state government representatives and university and other external stakeholders, held at Parliament House, Canberra;
- the UQ Partners in Research Excellence Awards; and
- the presentation of six UQ Foundation Research Excellence Awards and two Awards for Excellence in Research Higher Degree supervision.

Fostering research leaders

Professional development

The University delivered a broad range of training and development opportunities to researchers in 2015.

Professional development programs targeted at early career researchers (ECRs) were again delivered in 2015, such as the Go8 Future Research Leaders Program and the Early-Career Academic Development Program, which is focused on planning career progression both within and outside academia.

ECRs were also enabled to demonstrate their leadership capabilities through ECR-managed events such as the UQ Early Career Researcher Symposium in December. For the first time, *Nature Masterclasses* for ECRs in Scientific Writing and Publishing were held at the University, offering targeted training to those already identified as achieving excellence.

Further training and development opportunities to support researcher engagement in industry and commercialisation activities were delivered by UniQuest, Staff Development and the UQ Graduate School.

Other professional development activities and leadership events were held at the faculty level, including grants writing and publication workshops, Q and A panels and leadership awards.

The new continuing appointment in 2015 of a Researcher Development and Research Impact Officer will collaboratively and strategically coordinate and enhance researcher training and development across the University.

UQ Foundation Research Excellence Awards

The UQ Foundation Research Excellence Awards nurture early career researchers, and in 2015 were worth \$515,182.

Recipients were:

- Dr Alice Hayward, Queensland Alliance for Agriculture and Food Innovation. Dr Hayward hopes to improve the propagation of difficult-to-root tree species through a GMO-free approach termed MICROpropogator, and so give the Australian horticultural industry a global competitive advantage (\$95,733).
- Dr Ian Hesketh, Institute for Advanced Studies in the Humanities. Dr Hesketh will be exploring the origins of Big History and evaluating its prospects



Recipients of UQ's annual Foundation Research Excellence Awards and Awards for Excellence in Research Higher Degree Supervision (back row, from left): Dr Bing-Jie Ni and Dr Eve McDonald-Madden; (middle row, from left): Elizabeth Worrall on behalf of Dr Alice Hayward, Danielle Shanahan on behalf of Associate Professor Richard Fuller, and Dr Zhongfan Jia; and (front row, from left): Dr Joseph Powell, Professor Penelope Sanderson, Dr Ian Hesketh and Professor Linda Worrall.

for success. It is the first major research project to analyse critically the promises and possibilities of this new forward-looking form of history (\$52,660).

- Dr Zhongfan Jia, Australian Institute for Bioengineering and Nanotechnology. Dr Jia aims to develop a totally plastic, rechargeable battery that is flexible and can be fabricated into various shapes to fit and power new electronic devices that are currently being developed (\$79,283).
- Dr Eve McDonald-Madden, School of Geography, Planning and Environmental Management. Dr McDonald-Madden aims to develop methods to detect when climate predictions are failing to capture how the climate is actually changing, thereby helping to improve policy interventions (\$99,796).
- Dr Bing-Jie Ni, Advanced Water Management Centre. Dr Ni aims to develop a highly innovative platform for storing and transporting liquid bioproducts that could ultimately replace non-renewable petroleum as a fuel source (\$90,500).
- Dr Joseph Powell, Institute for Molecular Bioscience. Dr Powell plans to develop a method of critically examining the role that genetic polymorphisms play in the regulation of genes that can then be implemented through software and assist in evaluating the genetic burden of disease (\$97,210).

UQ Awards for Excellence in Research Higher Degree Supervision

The UQ Awards for Excellence in Research Higher Degree (RHD) Supervision acknowledge outstanding levels of performance in supervision, mentoring and training of RHD candidates. In 2015, excellence awards were presented to:

- Professor Penelope Sanderson, Schools of Information Technology and Electrical Engineering, Psychology, and Medicine. As leader of UQ's Cognitive Engineering Research Group, Professor Sanderson has received several awards and honours, most notably the 2012 Human Factors and Ergonomics Society's Paul M Fitts Education Award for which her PhD students nominated her. Since 2002, she has graduated 13 PhD students as Principal Advisor, and currently advises five doctoral students.
- Professor Linda Worrall, School of Health and Rehabilitation Sciences. Over 25 years, Professor Worrall has shared her passion for research that is meaningful to the lives of people with aphasia after stroke to an ever-expanding circle of RHD candidates. She is the top-ranked researcher in aphasia rehabilitation (Web of Science) and leader of the National Health and Medical Research Council-funded Australia-wide Centre for Clinical Research Excellence in Aphasia Rehabilitation.

In addition, Associate Professor Richard Fuller, School of Biological Sciences, was Highly Commended for his RHD supervision skills.

Research and Aboriginal and Torres Strait Islander peoples

In 2015, the Pro-Vice-Chancellor (Indigenous Education) portfolio made significant contributions to UQ's research capacity related to Aboriginal and Torres Strait Islander peoples.

The UQ Poche Centre for Indigenous Health and the Institute for Urban Indigenous Health conducted a bi-faculty workshop exploring each of the Poche Centre's three key focus areas: Healthy Pregnancy, Healthy Baby; Healthy Transition to Adulthood; and Healthy Living, Healthy Ageing. In October, the Poche Centre hosted "Grant writing for NHMRC: planning for Indigenous participation in your research".

During Research Week, Pro-Vice-Chancellor (Indigenous Education) Professor Cindy Shannon and Associate Professor Jon Willis led a workshop on "Research Ethics: Important requirements, principles and practices in research involving Aboriginal and Torres Strait Islander peoples".

The Office of the Pro-Vice-Chancellor (Indigenous Education) also made submissions to reviews on human and animal ethics.

Dr Katelyn Barney from the Aboriginal and Torres Strait Islander Studies Unit continued work on her National Teaching Fellowship "Pathways to Postgraduate Study for Indigenous Australian Students: Enhancing the Transition to Research Higher Degrees", holding a workshop for Aboriginal and Torres Strait Islander students interested in postgraduate studies.

UQ Graduate School

Research training

The UQ Graduate School has overall responsibility for the strategic direction, quality assurance and policy development supporting research training at the University. In addition, the school provides centralised operational management for RHD admissions, scholarships, candidature and thesis examinations.

The school also coordinates a number of programs aimed at developing the skills and career prospects of RHD candidates through mobility, skills training and experiences.

Recruitment and commencements

RHD candidate commencements remained strong in 2015. There were 674 domestic RHD commencements, an increase of seven per cent over 2014, while international RHD commencements remained stable compared to 2014 at 373.

Research and integrity

In 2015, more than 2500 RHD candidates had successfully completed UQ's online research integrity training module. All RHD candidates are required to complete this training before their confirmation milestones. Online training is complemented by face-to-face workshops throughout the year.

Career Development Framework

The Career Development Framework (CDF) is a Graduate School initiative that provides a skills- and personal-development-based approach to research training.

The CDF ensures that graduates are well-rounded, with the leadership, professional

and research skills that will enhance their career prospects and help shape them into future knowledge leaders. In 2015, more than 1600 RHD candidates participated in the program. More than 100 RHD candidates were provided with mobility experiences; 160 participated in networking breakfasts with industry; and the RHD placements program was extended to include social enterprise, as well as industry and government.

Three Minute Thesis

The Three Minute Thesis (3MT[®]) is a competition developed at UQ that challenges RHD students to communicate the significance of their projects to a non-specialist audience in just three minutes.

In 2015, competitions were run in more than 200 institutions around the world. The UQ final attracted an audience of more than 300 global researchers, industry leaders, PhD candidates and alumni. The Trans-Tasman final returned to UQ and, with strong sponsorship support from Springer Publishing, was expanded to include some Asia-Pacific participants.



UQ 3MT 2015 Runner-Up and People's Choice Winner Shaun Chen (School of Mechanical and Mining Engineering) and UQ 3MT 2015 Winner Teegan Green (School of Business).

Research infrastructure

Major research infrastructure

The University has a number of core research infrastructure facilities, including:

- **UQ Biological Resources.** Provides modern, best-practice laboratory animal service and facilities to support UQ's major investment in biomedical and biomolecular research;
- **Centre for Advanced Imaging.** Provides access to state-of-the-art research imaging instruments;
- **Marine Research Stations.** Provide access and support for researchers at three island-based research stations and an aquaculture facility;
- **Centre for Microscopy and Microanalysis.** Promotes, supports and initiates research and teaching in the applications of microscopy and microanalysis;
- **Research Computing Centre.** Provides coordinated management and support of the University's sustained and substantial investment in supercomputers, tera-scale data archives, visualisation and network connections, together with coordinated research user support;
- **Glassblowing Services.** Provides scientific glass instrumentation and laboratory glassware for teaching and research at UQ;
- **Glasshouse Services.** Provides a range of centralised plant-growing facilities using Quarantine, Physical Containment Level 2, temperature controlled and

evaporative cooled glasshouses, as well as services associated with the growing of plants;

- **Radiogenic Isotope Facility.** Provides isotopic and elemental analyses;
- **Protein Expression Facility.** Provides a full-service protein production and training capability with state-of-the-art infrastructure; and
- a number of NCRIS/EIF-funded national infrastructure initiatives.

The University has continued to invest strategic funding in research infrastructure – including more than \$4.7 million committed through the UQ Major Equipment and Infrastructure scheme – to 21 projects across the University to ensure research infrastructure remains at the cutting edge.

Commercialisation

UniQuest

UniQuest Pty Limited is UQ's main technology transfer and commercialisation company. UniQuest operates with an independent board and reports to UQ through UQ Holdings Pty Ltd. UniQuest commercialises the expertise and intellectual property of UQ and is supported by an aligned overarching industry engagement strategy that focuses on UQ's research strengths.

UniQuest's business and commercialisation strategy is built around two key objectives: adding demonstrable value to UQ, and achieving financial sustainability.

The UniQuest business model is decentralised, with a flexible, market-facing approach to the choice-of-

commercialisation pathway. This model echoes the University's Strategic Plan and Global Strategy, which focus on further extending engagement with industry, attracting additional research funding around significant industry partnerships, and ensuring UQ's research remains relevant to industry. UniQuest commercialises UQ's innovation and expertise by marketing a range of offerings through four channels to market: Engineering, Materials and ICT; Health; Science; and Social Enterprise.

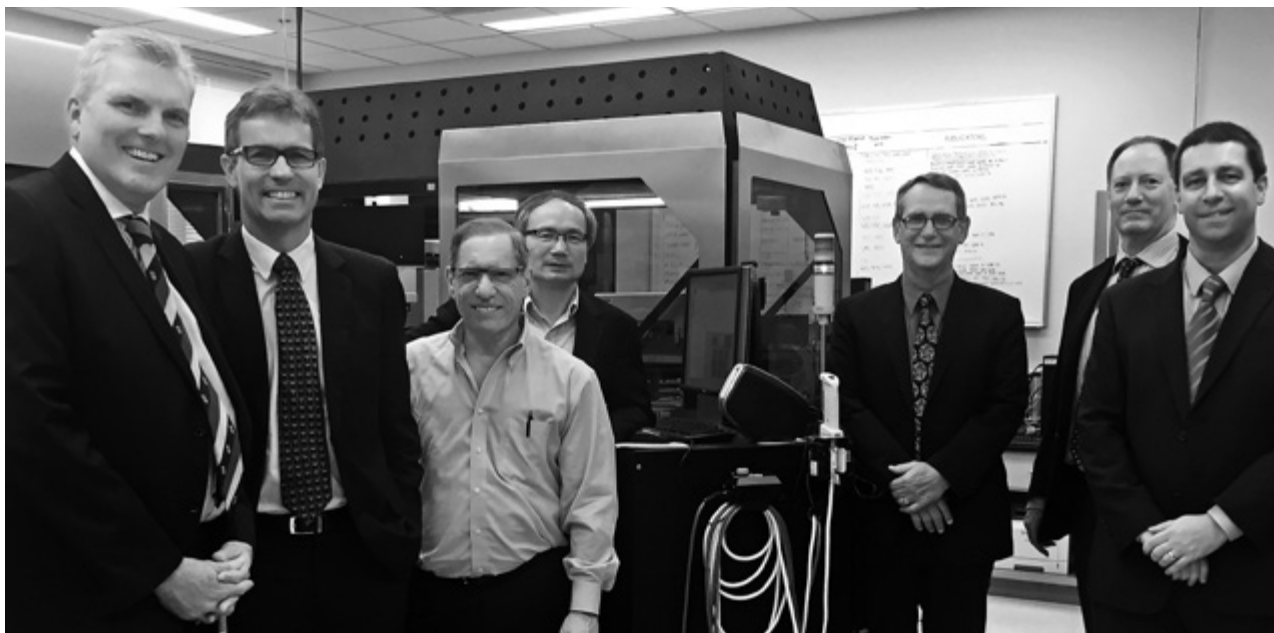
Commercialisation outcomes

In 2015, UniQuest achieved a number of commercialisation outcomes for the University, including the following:

- Global pharmaceutical company Novartis International AG acquired Spinifex Pharmaceuticals, a UniQuest start-up company, for an upfront cash payment of US\$200 million, plus additional clinical development and regulatory milestone payments. The deal is thought to be one of the largest in the history of the Australian biotechnology industry.
- UniQuest and UQ established the Queensland Emory Drug Discovery Initiative (QEDDI), with support from the Queensland Government and in-kind support from Emory University in the US. QEDDI aims to translate UQ's research excellence in biology and human diseases into a pipeline of new drug candidates for cancer, diabetes, inflammatory disorders, infectious diseases and other unmet medical needs.
- UniQuest licensee ResApp Health Limited listed on the Australian Stock Exchange, with an oversubscribed capital raising of \$4 million. The company is developing a telehealth technology solution that delivers a medical diagnostic tool for respiratory diseases via smartphone.
- Vaxxas, a UniQuest start-up company that is commercialising the novel Nanopatch™ vaccine delivery technology, secured \$25 million in a Series B capital raising from new and existing investors.
- More than 400 research contracts and consultancies for collaborative engagements were organised with industry, with a total value in excess of \$18 million.
- UniQuest collaborated with global pharmaceutical company AstraZeneca in a drug repurposing “open innovation” program, giving UQ researchers access to the company's drug compounds to redirect them to new areas of unmet medical need.



UQ's Centre for Advanced Imaging provides state-of-the-art research imaging instruments.



Meeting in the US to discuss the Queensland Emory Drug Discovery Initiative (from left): UniQuest CEO Dr Dean Moss; UQ Vice-Chancellor and President Professor Peter Høj; Executive Director of the Emory Institute for Drug Development Professor Dennis Liotta; Director of the Emory Chemical Biology Discovery Center Dr Haian Fu; Head of UQ's Molecular Virology Unit Professor Paul Young; Director of UQ's Institute for Molecular Bioscience Professor Brandon Wainwright; and UniQuest's Executive Director of IP Commercialisation Dr Mark Ashton.

- A research and development and licence agreement was established with Janssen Cilag Pty Limited to identify, develop and commercialise small molecule modulators of a biological target identified by UQ as being important for the treatment of ankylosing spondylitis and potentially psoriasis and inflammatory bowel disease.
- ilab, the UniQuest-managed Queensland Government technology incubator, welcomed its 100th start-up company to its Incubate and Germinate programs, which have been running since 2012.
- UniQuest hosted the inaugural UQ Future Food Innovation Showcase (Making Smarter Foods), bringing together UQ's top food innovators with nearly 30 key companies in Australia's food and beverage market to foster collaborative relationships.
- The UQ Partners in Research Excellence Awards, co-sponsored by UniQuest, recognised researchers who have made a significant contribution to UQ's commercial efforts by fostering enduring collaborative partnerships with industry.
- More than 120 people attended the 2015 UQ Research Commercialisation Workshop, which provided an introduction to industry engagement for UQ researchers.
- The Health-e-Regions project, funded by natural gas developer QGC and delivered by the Centre for Online

Health, was expanded to provide a greater range of telehealth services in new regions.

- A five-year partnership between UniQuest and UQ's Culture and Heritage Unit, the University's commercial heritage consultancy business, has generated more than 100 cultural heritage consultancies worth more than \$6 million since 2010.
- A national project establishing baseline information on toxic brominated flame retardants in a range of environments including homes, workplaces and transport vehicles was undertaken by UniQuest and Entox for the Australian Government's Department of the Environment.
- A partnership between UniQuest, UQ Materials Performance and Macmahon Contractors helped the mining and construction sector improve haul truck safety by identifying how to maximise safe wheel life on mining haul trucks.
- UniQuest worked with engineering partner KBR, Queensland Urban Utilities, and international partners in Singapore and the US to apply UQ's unique SeweX modelling tool for sewerage networks in a range of national and international contexts.

Uniseed

Uniseed is an early-stage investment fund that commercialises intellectual property at UQ, the University of Melbourne and the University of New South Wales.

To date, Uniseed has invested \$19.5 million into 23 UQ start-up companies and facilitated start-up formations at UQ more often than any other investor (around one-third of UQ start-ups formed since 2000). Uniseed's investment has secured commitments of more than \$330 million of external funding to UQ start-ups from grants and other investment capital.

In 2015, Uniseed investee and UQ start-up company Spinifex Pharmaceuticals was acquired by Novartis International AG for US\$200 million, plus additional clinical development and regulatory milestone payments. Spinifex Pharmaceuticals was founded on the neuropathic pain research of Professor Maree Smith from the School of Pharmacy and TetraQ, the commercial arm of UQ's Centre for Integrated Preclinical Drug Development. This deal was recognised as the Australian Private Equity and Venture Capital Association Limited (AVCAL)'s Best Early Stage Deal of the Year in 2015.

Uniseed investee Hatchtech Pty Ltd signed a deal worth US\$200 million with Dr. Reddys Laboratories in India for its human head lice treatment.

UQ received significant returns from these two deals, with additional payments expected.

UQ's investment in Uniseed is showing a positive return, with total distributions plus the value of investee companies exceeding the funds UQ has contributed to Uniseed.

When indirect benefits are included (such as the value of UQ’s founding equity in Uniseed start-ups and research funding to UQ labs from Uniseed start-ups), UQ’s net position is about \$50 million in the positive.

Much of the investment received by UQ companies has flowed back to the University through targeted research contracts, with UQ receiving more in research funding to university laboratories than it has contributed to the fund. Research supported by Uniseed companies has led to more than 130 publications that have been collectively cited more than 2000 times.

Highlights and achievements for Uniseed’s UQ companies in 2015 included the following:

- Spinifex Pharmaceuticals was named “Company of the Year” at the Johnson & Johnson Innovation 2015 Industry Excellence Awards.
- ProGel Pty Ltd released a low-calorie probiotic fruit juice and water-based drink, which is now sold in 15 stores in Brisbane, 10 stores on the Sunshine Coast and two Woolworths stores in Sydney. The company, which was formed to commercialise an encapsulation technology based on the work of Professor Bhesh Bhandari, raised \$400,000 from Uniseed and Brisbane Angels.
- Hydrexia completed its first sale to Air Liquide France and passed all

customer specifications, with ongoing engagement with a number of other customers. Hydrexia is developing hydrogen storage equipment based on the work of Professor Arne Dahle and Associate Professor Kazuhiro Nogita.

- Q-Sera Pty Ltd raised a further \$300,000 from Uniseed and the Medical Research Commercialisation Fund (MRCF) and continued to work with leading serum tube manufacturers. Q-Sera is developing improved blood collection tubes, based on the work of Dr Paul Masci, Professor Martin Lavin, Emeritus Professor John De Jersey AM and Dr Goce Dimeski.
- Nexgen Plants continued to work with Syngenta on virus-resistant vegetables, based on technology developed at UQ by Professor Peer Schenk.

JKTech

JKTech is recognised as a leader in the supply of innovative products and services to the global resources industry. JKTech’s core business covers consulting services (in mining, geometallurgy and processing), laboratory services, specialist testing equipment and simulation software products, as well as education and training services.

JKTech is wholly owned by UQ via UQ Holdings Pty Ltd, as the technology transfer company for all centres within the University’s Sustainable Minerals Institute (SMI).

Significant activities and achievements during 2015 included:

- continued work to operationalise an International Centre of Excellence in Chile (SMI ICE Chile), in conjunction with SMI and the University of Concepción (Chile);
- commencement of activities under a five-year agreement with Metso Minerals (Chile) in relation to the “Next Generation Mine to Concentrator” project being run through SMI ICE Chile; and
- significant overseas projects to further strengthen and support JKTech’s globally diversified customer base, including:
 - Botswana (Debswana Diamond Company (Pty) Ltd);
 - Zambia (Konkola Copper Mines PLC);
 - Laos (PanAust’s Phu Bia Mining Limited);
 - Saudi Arabia (Ma’aden Gold); and
 - Papua New Guinea (Ok Tedi Mining Limited).

JKTech operated throughout 2015 in the context of a broader minerals industry slowdown, caused primarily by reduced commodity prices, environmental factors which significantly impacted client operations, and significant cost reduction activities and targets imposed within key clients’ operations. In response to the tightening market conditions, JKTech’s Board and Management are constantly evaluating JKTech’s delivery model so that it continues to be aligned to market demand and client expectations.



ProGel Pty Ltd’s low-calorie probiotic fruit juice and water-based drink “Perkii” was released in 2015 and is now sold in Brisbane, the Sunshine Coast and Sydney.



High-potential leaders from OK Tedi Mining Limited in Papua New Guinea participated in JKTech’s flagship Mining Leaders’ Program in 2015, which included a one-day self-discovery tour around Brisbane (pictured).

Selected research highlights

- UQ has partnered with industry and government to build Australia's largest solar photovoltaic (PV) systems research facility. Located at the Gatton campus, the 3.275 megawatt facility comprises more than 37,000 thin-film PV panels. It produces enough energy to power 450 homes and is providing evidence for the business model for large-scale solar generation in Australia.
- A UQ-led study has found Brazilian steel industry strategies to reduce carbon dioxide emissions have failed spectacularly, actually resulting in a doubling of emissions. The researchers suggest adopting “wall-to-wall” carbon accounting to capture all carbon sources and sinks across landscapes, ensuring that emissions reductions do not lead to increased emissions elsewhere.
- UQ's Asia-Pacific Centre for the Responsibility to Protect (AP R2P) secured a third phase of funding from the Department of Foreign Affairs and Trade (DFAT). The centre is the leading research hub on human protection in the Asia-Pacific, with a 2015 independent review commissioned by DFAT noting that its high-quality research, networking and advocacy has generated outcomes regarding civilian protection.
- An antibody produced by UQ researchers is being used in collaboration with Queensland Health to conduct world-first clinical trials in humans against the Hendra virus. The treatment is being tested for the rare but deadly virus that passes from bats to horses, and from horses to humans.
- UQ scientists have found that a non-invasive ultrasound technology can be used to treat Alzheimer's disease and restore memory in mice. Researchers at the Queensland Brain Institute's Clem Jones Centre for Ageing Dementia Research discovered that the innovative, drug-free approach breaks apart the neurotoxic amyloid plaques that result in memory loss and cognitive decline.
- Cardiovascular researchers at UQ are closer to regenerating damaged blood vessels and developing treatments for cardiovascular disease. The researchers were studying zebrafish when they uncovered unexpected genetic pathways that control the formation of the cardiovascular system; a discovery that could allow scientists to prompt the body to grow new blood vessels.
- A UQ law researcher was commissioned by the federal Attorney-General to write



UQ's 3.275 megawatt solar photovoltaic systems research facility, located at Gatton campus. Image: Adam Harper.

- a national bench book on domestic violence to inform legal practitioners and key stakeholders such as the Family Court of Australia, Federal Circuit Court of Australia, Australian Institute of Criminology, the Department of Social Services, and the departments of each state and territory Attorney-General.
- UQ researchers have discovered that a Dengue virus protein acts as a toxin in the body, in a similar manner to the way bacterial cell wall products lead to septic shock in bacterial infections. The research paves the way for the repurposing of well-studied experimental drugs that target bacterial infections for use in the treatment of Dengue fever.
- UQ physicists have discovered a new state of matter, providing deep insights into novel electronic materials with the potential to drive technological advances comparable to the invention of digital electronics. They found that the interplay of the interactions between electrons and their motion can cause a novel insulating state.
- A team of UQ researchers has demonstrated for the first time that breast milk interacts with infant saliva to boost the baby's immune functioning. The research identified a unique bacterial component of infants' saliva that interacts in a previously unidentified way with breast milk, to inhibit dangerous bacteria while stimulating the growth of beneficial bacteria.
- Using the combined expertise of social scientists, botanists, and engineering and architectural researchers, along with Aboriginal knowledge of ecology and sustainable harvesting, UQ has found spinifex grass to be eminently suitable for blending with other biomaterials (such as polymers) to create new bio-composites.
- Researchers from the Mater Research Institute–University of Queensland (MRI-UQ) have discovered that a protein produced by immune cells (IL-22) relieves stress in the beta cells in the pancreas which produce insulin. Researchers believe that stress in beta cells is central to the inability to produce enough insulin to control blood glucose. This finding is significant because it means diabetics could potentially replace insulin injections with less frequent injections of IL-22.
- UQ researchers have developed a world-first vaccine-style therapeutic approach to treat rheumatoid arthritis. Unlike current therapies, which only treat the symptoms, this new treatment targets the underlying cause of disease and has the potential to provide long-lasting relief to patients.

REVIEW OF ACTIVITIES

ENGAGEMENT

Engagement with alumni, industry and the broader community is a priority for the University. UQ has consolidated its reputation as a leading global university, in part through forging strong connections globally with individuals and with philanthropic, government and industry partners.

Engagement: Key indicators of performance					
	2011	2012	2013	2014	2015
Funds raised annually (philanthropic) (\$ million) ^{1 2 3 4}	33.68	37.47	24.68	47.62	65.81 ⁷
Funds received annually (philanthropic) (\$ million) ⁵	32.96	22.65	26.49	45.36	50.62
Number of living alumni for whom we have a current mail or email address	na ⁶	153,294	163,928	172,996	184,384

¹ These figures include annual disbursements from bequests received by the University prior to 2010 (not previously included).

² These figures do not include sponsorships (previously included).

³ These figures have been adjusted to reflect the date The University of Queensland in America Inc. (TUQIA) gifts were transferred to the University (previously reported as the date received by TUQIA).

⁴ Funds raised reports on new gifts secured in a reporting period (cash gifts (excluding pledge payments), pledges and gifts-in-kind). This method of reporting, which reflects a donor's commitment to an organisation at the time the commitment is made, has been adopted by Australian universities in recent years in line with international Advancement reporting standards.

⁵ Funds received reports on funds received in a reporting period (cash gifts, pledge payments and gifts-in-kind).

⁶ Comparable end-of-year figures not available.

⁷ Funds raised in 2015 included pledges totalling \$20.8 million from the Mater Foundation and a \$2 million pledge from Mater Misericordiae Health Services Brisbane Limited to support the Mater Research Institute-UQ's research activities.

Fostering partnerships and relationships

Engagement with alumni and the community in 2015 built upon strong foundations to foster important relationships and partnerships that will help UQ create change locally and around the world.

An example of such a partnership is the new UQ Centre for the Business and Economics of Health, which has been made possible by a \$1.25 million gift from alumnus and Fidelity Worldwide Investments Head of Australian Equities Mr Paul Taylor and his wife, Sue. Bringing together researchers and resources from the Faculty of Business, Economics and Law, the Faculty of Health and Behavioural Sciences, Mater Health Services and the Mater Research Institute-UQ, the centre will focus on one of Australia's most pressing problems: providing affordable and sustainable healthcare.

UQ welcomes more than 10,000 graduates to the alumni community each year. The University maintains connections with alumni through a number of engagement programs, including reunions, networking events and opportunities to volunteer. Alumni and the community receive regular communications regarding the University's local, national and worldwide impact.



Vice-Chancellor and President Professor Peter Hoj with alumnus and donor Mr Paul Taylor.



Chancellor Mr John Story AO (far left) and Vice-Chancellor and President Professor Peter Høj (far right) pictured with the recipients of the 2015 Vice-Chancellor's Alumni Excellence Awards (from left): Ms Catherine Tanna, Dr Jeffrey Dawes, Dr James Morton AM and Mr Mark Sowerby. Absent: His Excellency the Honourable Paul de Jersey AC and Professor Peter Donnelly.

Alumni and community

Engaging with alumni and the community to develop lasting relationships is a priority for the University, as evidenced by 2015 activities and programs.

Outstanding alumni were recognised for their achievements at the annual Courting the Greats ceremony in October. The 2015 Alumni Award recipients were:

Vice-Chancellor's Alumni Excellence Awards

- His Excellency the Honourable Paul de Jersey AC
- Ms Catherine Tanna
- Dr Jeffrey Dawes
- Professor Peter Donnelly
- Dr James Morton AM
- Mr Mark Sowerby

Distinguished Young Alumni Awards

- Ms Yassmin Abdel-Magied
- Mr Mike Boyd
- Mr Nicholas Veltjens
- Ms Kathryn Zealand
- Mr Jeromy Moore

International Alumnus of the Year

- Professor Dato' Dr Rahmah Mohamed

Indigenous Community Impact Award

- Mr Michael Aird

Colleges' UQ Alumni Award

- Mr Steven Skala AO, International House

Alumni Friends of The University of Queensland Inc. Awards

Alumnus of the Year

- Dr Russ Morrison AM

Graduates of the Year

- Mr Nicholas Doyle
- Mr Kianoosh Soltani Naveh
- Mr Julian Tonino

The Global Leadership Series included nine sold-out events with almost 1500 attendees, while the Young Alumni Advisory Board hosted UQ's first Young Alumni Ball with more than 400 guests. Twenty-seven class reunions were also held in 2015.

The Future Leaders program welcomed another intake of graduating students who made a valuable impact through their leadership, volunteerism, mentoring, academia and research. Thousands of graduating students were gifted "Class of 2015" shirts and encouraged to stay in touch with the University, and 15 global alumni networks were supported in countries including China, Vietnam and Chile.

An extensive annual giving telephone campaign led to almost 8000 conversations that allowed student callers to connect with alumni and keep them up to date with news about the University. The campaign also enabled UQ to add or update alumni records, and generated gifts for specific and general funds across the University.

The new Alumni and Community Relations Centre opened on the ground floor of the JD Story Building, providing a gathering place for alumni visiting the St Lucia campus. Since the Alumni and Community Relations team moved into their new office in May 2015, they have had more than 1200 visitors to the space. Students are also recognising the team's presence, helping to establish the importance of the alumni community earlier in the alumni lifecycle.

Alumni* by faculty	
Faculty	Number of alumni**
Business, Economics and Law	61,422
Engineering, Architecture and Information Technology	28,360
Health and Behavioural Sciences	36,949
Humanities and Social Sciences	78,304
Medicine and Biomedical Sciences	21,477
Science	53,829

* Alumni includes UQ Graduates, Incoming Exchange Students, Study Abroad Students and Honorary Degree recipients.
** Includes deceased.

Alumni living overseas* (Top 10 countries)		
Country	# living alumni	% of overseas total
USA	7513	20
Singapore	4688	12
China	4409	12
Malaysia	2660	7
Hong Kong	1615	4
UK	1599	4
Canada	1302	3
Indonesia	1228	3
Germany	1226	3
Japan	834	2

* Living alumni based on current address. Includes UQ Graduates, Incoming Exchange Students, Study Abroad Students and Honorary Degree recipients.

Alumni living by location*		
Location	Number	%
Queensland	106,211	44.4
Overseas	38,278	16
Other Australian states	16,400	6.8
Unknown	78,593	32.8

* Living alumni based on current address. Includes UQ Graduates, Incoming Exchange Students, Study Abroad Students and Honorary Degree recipients.

Philanthropy

UQ benefited from more than \$65.81 million in gifts in 2015, raised through the generosity of alumni, community and industry partners. Examples included:

- a \$6.4 million bequest from the estate of Paula Ruth Kinnane to establish two endowment funds: the Kinnane UQ School of Music Endowment Fund for the purposes of the School of Music, and the Kinnane UQ Art Endowment Fund for the purposes of the UQ Art Museum;
- a further \$600,000 commitment from Trevor and Judith St Baker to foster closer connections between engineers and clinicians working on new technologies around the early identification, diagnosis and treatment of skin cancer;
- pledges totalling \$20.8 million from The Mater Foundation and a \$2 million pledge from Mater Misericordiae Health Services Brisbane Limited to support the Mater Research Institute-UQ's research activities;
- a \$750,000 gift to support the Arthritis Queensland Chair in Rheumatology, held by Professor Ranjeny Thomas at the UQ Diamantina Institute;
- a \$3.9 million bequest from the estate of Maureen Gilmartin for research fellowships at the Queensland Brain Institute;
- a \$1 million award from the Clive and Vera Ramaciotti Foundations and trustee Perpetual to establish the Clive and Vera Ramaciotti Facility for Producing Pharmaceuticals in Plants at the Institute for Molecular Bioscience;
- a \$738,000 bequest from the estate of Alexander Gordon Ewing for scholarships in agricultural science, horticulture and veterinary science;
- a \$1.2 million gift from the estates of Douglas Horton Slatter and Elizabeth Chambers for the School of Veterinary Science, for veterinary science research, the clinical skills laboratory, and mental health education for veterinary science students;
- an \$836,000 bequest from the estate of Elaine Frances Meehan for melanoma research at the UQ Diamantina Institute; and
- a prestigious \$100,000 Bill & Melinda Gates Foundation Grand Challenge grant awarded to Professor Paul Young for mosquito control.

The University of Queensland in America Inc., a 501(c)(3) foundation under the leadership of Andrew Liveris AO, continued to develop and engage in North America in 2015. The Board of Directors led a variety of engagement activities that attracted more than 350 alumni, including the UQ Rugby Benefit Dinner in New York, where over

US\$40,000 was raised for the UQ Rugby scholarship program. The foundation also received grants from Merck Sharp & Dohme to benefit Dr David Muller's Nanopatch research, and the Charles & Margaret Levin Family Foundation to support Parkinson's disease research.

In total, the foundation received AU\$3,494,408 in donations in 2015. This included a US\$2 million donation from The Dow Chemical Company, as part of a five-year pledge to support The Dow Centre for Sustainable Engineering Innovation at UQ.

In 2015, the University received \$16.3 million in charitable bequests. Staff giving raised \$2,660,891, while Annual Giving raised \$960,143 for research priorities, students and scholarships.

Sponsorships

UQ announced major sponsorship partnerships with two new partners in 2015: the Brisbane Broncos and Surf Life Saving Queensland (SLSQ).

UQ's partnership with the Brisbane Broncos builds on an existing educational partnership between the two organisations, offering students internships, exclusive practicum placements and research opportunities. The partnership also offers UQ significant marketing exposure at games and events.

UQ's partnership with SLSQ involves a wide range of initiatives, including surf safety education for international students, collaborative research opportunities for UQ staff, and the development of a surf league program to introduce secondary

school students to surf lifesaving skills and competition.

UQ is also the naming rights sponsor of the UQ SLSQ Excellence Program, which provides active senior members of surf lifesaving clubs (aged 18–30) who have been identified as future leaders the opportunity to develop their leadership skills.

As part of an ongoing commitment to the arts in Queensland, UQ continued its long-running sponsorship of the Brisbane Writer's Festival in 2015. As Principal Partner, the University hosted four events at the St Lucia campus, and a large number of UQ staff participated as panel members and moderators across the festival's schedule of events.

Global engagement

UQ continued to strategically engage with priority countries and partners, further enhancing the University's reputation and profile as one of the top 50 universities in the world:

- In 2015, 14 UQ researchers and PhD students travelled overseas and 38 international researchers and students studied at UQ as part of the 2015 Endeavour Scholarships and Fellowships program. Funded by the Australian Government, the internationally competitive, merit-based scholarships support high-achieving individuals to undertake study, research and professional development and further their knowledge and skills overseas. In 2016, 11 UQ researchers



The Honourable Malcolm Turnbull MP, Prime Minister of Australia, and UQ paediatrics and child health researcher Dr Katherine Benfer at the Endeavour Scholarships and Fellowships Dinner in November. Dr Benfer received a prestigious Endeavour Queen Elizabeth II Diamond Jubilee Scholarship to travel to Bangladesh in 2016 to improve the diagnosis and treatment of cerebral palsy in infants.



Delegates pictured at the Latin American Colloquium (back row, from left): His Excellency Mr Luis Felipe Quesada Inchaustegui (Peru), His Excellency Mr Nelson Davila-Lameda (Venezuela), His Excellency Mr Rubem Corrêa Barbosa (Brazil), Mr Pablo Esteban R. Bedoya G. (Paraguay), His Excellency Mr Daniel Carvallo (Chile), Vice-Chancellor and President Professor Peter Høj, His Excellency Mr Pedro Raul Villagra Delgado (Argentina), His Excellency Mr Armando Alvarez Reina (Mexico).

(Front row, from left): His Excellency Dr Ricardo Javier Varela Fernández (Uruguay), His Excellency Mr José Manuel Galego Montano (Cuba), Her Excellency Dr Clemencia Forero-Ucrós (Colombia), Her Excellency Ms Connie Taracena Secaira (Guatemala), Mr William Herrera Molina (El Salvador), Deputy Vice-Chancellor (International) Professor Monique Skidmore.

- and PhD students will travel overseas and 40 international students will study at UQ under the Endeavour program.
- The University hosted diplomatic leaders from 60 countries at an Ambassadorial Reception and Dinner at the National Arboretum in Canberra in August. The event showcased UQ’s global reach and provided an opportunity for ambassadors, high commissioners and diplomatic representatives to meet UQ’s Senior Management Group to discuss opportunities for global collaborations.
- UQ, with support from the Council on Australia Latin America Relations (COALAR), hosted the Latin American Colloquium in October. Attended by more than 200 people, including 11 ambassadors, the expanded full-day program was guided by the theme “Powering Future Economic Development: Australia and Latin American Partnerships and Innovation”.
- The inaugural Technical University of Munich (TUM)–UQ Research Symposium on “Water, Environment and Sustainability” was held in Munich in June. The event brought together UQ and TUM scientists and students engaged in identifying solutions to global challenges.
- Australian Ambassador to Denmark Damien Miller hosted a UQ dinner for representatives of 11 Danish foundations in June. Vice-Chancellor and President Professor Peter Høj outlined the breadth and depth of UQ’s research and commercialisation expertise and success. Opportunities to collaborate with the foundations were also explored.
- UQ participated in the sixth Australia-Germany Science Circle at the Australian Embassy in Berlin, where Vice-Chancellor and President Professor Peter Høj delivered a speech titled “Excellence is essential but not enough: How to get to Excellence plus!” to representatives from German universities, government, media and industry.
- Eleven UQ academics, including Provost and Senior Vice-President Professor Max Lu, participated in the second Chinese Academy of the Social Sciences (CASS)–UQ Forum, which was held in Beijing in October. The theme for this year’s forum was “Enhancing Asian and Pacific Cooperation: The Roles of Australia and China”.
- UQ co-hosted a joint research workshop with the Indonesian Institute of Science (LIPI) to expand research collaboration in the areas of Sustainable Small Islands Development and Urban Resilience.
- Vice-Chancellor and President Professor Peter Høj attended Tianjin University’s 120th anniversary celebrations and Presidents’ Roundtable in October. Pro-Vice-Chancellor (Research and International) Professor Anton Middelberg was conferred an Honorary Professorship by Tianjin University during a visit to the university in May.
- Vice-Chancellor and President Professor Peter Høj led a senior executive mission to Chile in May. During the visit, Professor Høj was presented with the Distinguished Visitor Award by the University of Concepción and UQ renewed its agreement with the Pontifical Catholic University of Chile.
- Premier of Queensland the Honourable Annastacia Palaszczuk MP announced the establishment of the Queensland Emory Drug Discovery Initiative (QEDDI). QEDDI will see the development of a pipeline of potential new drugs to meet existing and future global health challenges.

- A joint project between the UQ Energy Initiative, the Princeton Environmental Institute, the Southern Company and WorleyParsons Engineering was awarded funding by the National Energy Technology Laboratory (part of the U.S. Department of Energy). The objective of the project is to produce “greener” jet fuel.
- UQ signed an agreement with Neusoft, the largest information technology solutions and services provider in China. The partnership ranges across student articulation, student internship, research collaboration and research commercialisation.

In 2015, UQ hosted 121 international delegations, with the majority from the US and China. Notable visits and events included a public address by the Australian Deputy High Commissioner to India and UQ alumnus Bernard Phillip; a public address by the High Commissioner of India in Australia, His Excellency Mr Navdeep Suri; and a visit from the Austrian Ambassador to Australia, Dr Helmut Böck.

The global diplomatic community includes seven UQ alumni serving as Australian ambassadors and high commissioners and one as deputy head of mission.

UQ International Development

UQ International Development (UQID) achieved significant success in its first full year of operation as part of the UQ International portfolio. UQID is one of the leading university development groups in the Asia-Pacific region and is recognised for excellence in development through the provision of technical expertise and program management leadership.

In 2015, UQID delivered programs across the globe for clients including the Australian Department of Foreign Affairs and Trade (DFAT), the Asian Development Bank and the World Bank, as well as other government agencies and the private sector.

Highlights included:

- managing and delivering more than 10 short-course programs for DFAT’s Australia Awards programs for Indonesia, Africa, Pakistan, Mongolia and Nepal in partnership with a number of UQ academic units and ICTE-UQ;
- working with the School of Political Science and International Studies to deliver intensive-mode Graduate Certificate programs in Governance and Public Policy tailored specifically

for government officials from Papua New Guinea; and

- coordinating UQ’s aid advisory services to DFAT under eight standing offer contracts: Climate Change, Conflict and Fragility, Design, Economics, Education, Humanitarian, Monitoring and Evaluation, and Social Development.

UQID continued to deliver a number of major projects including:

- improving competitiveness in tourism for the Philippines (funded by the Asian Development Bank);
- establishing improved communication to aid Mongolian herder communities in knowledge exchange (funded by the Swiss Agency for Development and Cooperation and implemented by the UQ Centre for Communication and Social Change);
- managing and implementing an interim Skills Development Fund in Tonga aimed at improving vocational skills (funded by DFAT); and
- providing professional and contract management services for the Vale Malaysia Minerals’ corporate social responsibility program.



Australia Awards Fellowship–PNG recipients who graduated in 2015 with a tailored Graduate Certificate in Governance and Public Policy, developed by the School of Political Science and International Studies in partnership with UQ International Development.

Confucius Institute

The Confucius Institute at UQ (UQ CI) continued its commitment to consolidating collaborative opportunities with China in the fields of Science, Engineering and Technology (SET), as well as supporting UQ's China-focused engagement.

2015 achievements included:

- ongoing partnership with the Queensland Curriculum and Assessment Authority to recognise Hanyu Shuiping Kaoshi Chinese language proficiency testing in the Queensland Certificate of Education;
- expanding language and cultural learning in Queensland schools, particularly in rural areas, with a focus on the Confucius Classroom network;
- strong community engagement, including a public presentation by Chinese Consul-General (Brisbane) and UQ Adjunct Professor Dr Zhao Yongchen, public safety initiatives with the Queensland Police Service, and key cultural events including an inaugural UQ CI Chinese Cinema Showcase;
- facilitating a workshop for research higher degree (RHD) students and researchers in SET, connecting with Chinese Scholarship Council recipients; and
- organising a student study tour to China.

The Institute continued to support a range of formal academic, teaching and learning initiatives at UQ.

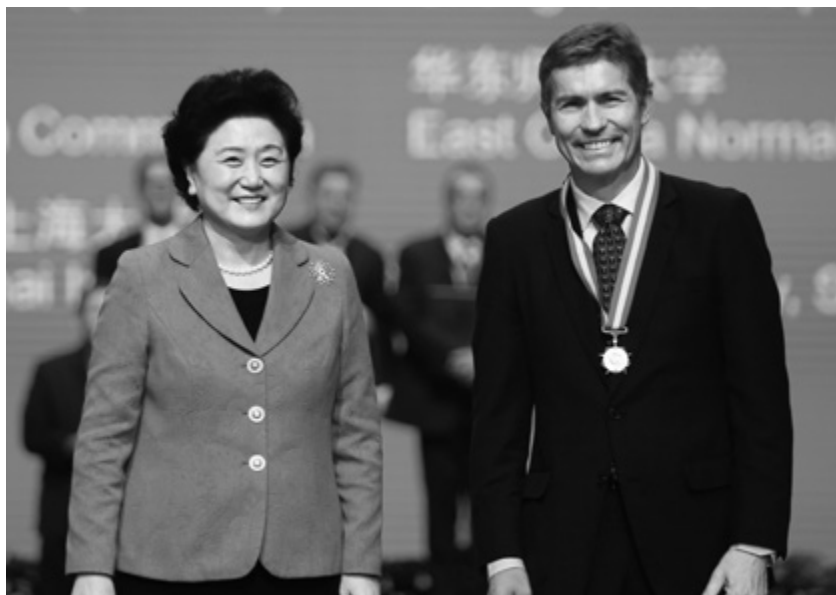
In 2015, Vice-Chancellor and President Professor Peter Høj received a prestigious Outstanding Individual of the Year Award from Hanban, the Confucius Institute headquarters. The award recognises Professor Høj's active approach to integrating UQ CI into the University and the local community, and his contribution, guidance and support to UQ CI and the Confucius Institute global network. Professor Høj is one of 16 senior consultants to Hanban globally.

ICTE-UQ

In addition to providing English language pathway and support programs for UQ's international students, ICTE-UQ forms an important outreach link between the Institute's more than 165 institutional, government and corporate partners in 21 countries and the UQ community.

In 2015, ICTE-UQ delivered a number of programs including:

- an organisational and human resource management professional development program for 19 professionals from the Ministry of Home Affairs – State Bank of Vietnam;



Chinese Vice-Premier and Hanban Chair Madam Liu Yandong with Vice-Chancellor and President Professor Peter Høj, who was named by Hanban as an Outstanding Individual of the Year in 2015.

- a professional development program for 24 secondary physical education teachers from the Hangzhou Municipal Bureau of Education, China;
- the International Academic Exposures program for 24 students from the Universitas Gadjah Mada, Indonesia;
- the Overall Reform of Higher Education and Academic Innovation in Australia program, in partnership with the UQ Business School, for 24 students from Guangdong University of Foreign Studies, China;
- a bioresource science program for 36 students from Nihon University, Japan;
- a three-week International Business in Australia program for 18 students from the University of Minnesota Duluth, United States;
- English teaching and curriculum skills development programs for 104 participants from Vietnam as part of the Vietnamese Government's National Foreign Languages 2020 Project;
- the annual ICTE-UQ Joint English and Methodology for TESOL Purposes (JEMTP) program for 71 teachers from China, Japan, Korea and Macau;
- a summer program in Entrepreneurship and Electronic Commerce, in partnership with the UQ Business School, for 22 students from Yuan Ze University, Taiwan;
- an English Language and Engineering program for 18 students from Kyushu University, Japan;
- the Content and Language Integrated Learning (CLIL) Higher Education program for 13 lecturers from five universities in China, Japan and Taiwan; and
- an English language training course for 16 immigration officials from Indonesia, Timor-Leste, Laos and Myanmar as part of a joint partnership with the Australian Department of Immigration and Border Protection.

The University of Danang–University of Queensland English Language Institute in Vietnam and the University of Queensland–Universidad Católica del Norte English Language Institute in Chile delivered regular and customised English language training to 2000 students and professionals.

ICTE-UQ administered more than 8200 International English Language Testing System (IELTS) tests, Occupational English Tests, Teaching Knowledge Tests and Association of Chartered Certified Accountants tests to candidates across South-East Queensland for academic pathway, immigration and professional purposes, and placed more than 2600 students and professionals with homestay accommodation hosts.

Institute of Modern Languages

The Institute of Modern Languages (IML) continues to play an important role in providing staff, students, alumni and the community with language skills and cultural knowledge that contribute to a global perspective.

In 2015, IML had 2916 enrolments in 114 courses teaching 31 languages. This included 98 enrolments in customised language learning for individuals, small groups and organisations.

Language course development, delivery and assessment services were provided for the Australian Defence Force in 22 languages.

IML also conducted more than 1000 translation and interpreting jobs for UQ units, staff and students, the community, companies, government departments, schools and universities.

Cultural and community activities

Customs House

Customs House is one of UQ's CBD bases. In 2015, the heritage-listed riverside building continued to be a high-demand venue for University, corporate and private events, with many UQ alumni taking advantage of the alumni discount available in the restaurant.

Customs House welcomed more than 68,000 guests and held 710 functions in 2015. Six School of Music concerts were held in The Long Room. Participation in Brisbane's Open House attracted more than 900 visitors to the building on the day.

In 2015, Customs House was the winner of the "Contemporary Australian Restaurant – Formal" award at the Savour Australia™ Restaurant & Catering HOSTPLUS Awards for Excellence (Queensland and Northern Territory).

School of Music

The UQ Symphony Orchestra and the UQ Chorale performed two concerts at the Queensland Performing Arts Centre Concert Hall in 2015. The May concert included the *Symphonic Dances* from Bernstein's *West Side Story* and Orff's *Carmina Burana*, for which the UQ Chorale was joined by selected secondary school choirs from South-East Queensland. The October concert celebrated the life of Australian composer Peter Schulthorpe by featuring his most famous work, *Kakadu*, alongside Vaughan Williams's *The Lark Ascending* and Elgar's *Symphony No. 1 in A-flat major*.

As part of its ongoing partnership with the Queensland Music Festival, the School presented *Twilight in the Red Box*, a series of chamber music performances by student ensembles and staff members, at the State Library of Queensland in July.

Staff and students travelled to North Queensland in September to continue to work with Indigenous Australian children at Aurukun, Hope Vale and Coen as part of the Cape York Instrumental Program.

The School maintained a regular concert series at Customs House, the UQ Art Museum, Brookfield Hall, and the Nickson Room in the Zelman Cowen Building.



Twilight in the Red Box curator Patrick Murphy (centre) with members of the UQ Pulse Chamber Orchestra.

Master classes provided additional opportunities for distinguished visitors, including the Tinalley String Quartet, Paul Dean and Daniel de Borah, to share their expertise with students and the wider community.

UQ Art Museum

Exhibitions at the UQ Art Museum in 2015 included:

- *Lindy Lee: The dark of absolute freedom*;
- *Hung out to dry: Space, memory and domestic laundry practices*, in collaboration with Dr Naomi Stead and Dr Kelly Greenop, Research Centre for Architecture Theory Criticism History, School of Architecture;
- *Peter Hennessey: Making it real*, in collaboration with Professor Michael Smart, Centre for Hypersonics, School of Mechanical and Mining Engineering;
- The JUMPstart Pilot Intern Program, in collaboration with the Art History Program, School of Communication and Arts;
- *Cross Pose: Body language against the grain*, in collaboration Dr Sally Butler, School of Communication and Arts;
- *Wunderkammer: The strange and the curious*, in collaboration with Dr Dolly McKinnon, School of Historical and Philosophical Inquiry, and the Australian and New Zealand Association of Medieval and Early Modern Studies 10th Biennial Conference;
- *Capital and country: the Federation years 1900–1914*, a National Gallery of Australia Travelling Exhibition;

- *Light Play: Ideas, Optics, Atmosphere*, in collaboration with Dr Margaret Wegener, School of Mathematics and Physics;
- *2015 National Self-Portrait Prize*; and
- *Pat Brassington: À Rebours*, an Australian Centre for Contemporary Art Touring Exhibition.

Visitor numbers at the UQ Art Museum totalled 51,246 in 2015, which was slightly lower than in 2014. This was likely due to the closure of the upper level galleries from January to April for building maintenance and the construction of the Alumni Friends of UQ Collection Study Room, which opened in April. Providing staff and students with an opportunity to study artworks from The University of Queensland Art Collection on request, the room was funded entirely through donations, the largest of which was made by Alumni Friends of The University of Queensland Inc.

The student-led UQ Society of Fine Arts donated funds to establish the UQ Society of Fine Arts Bursary, which provides a UQ student of Art History or Museum Studies with the opportunity to undertake professional experience at the Art Museum. Twenty-one students volunteered at the Art Museum in 2015, working across a range of areas including curatorial, collections, exhibitions, public programs and education, events, marketing, finance, and advancement.

The 2014 pilot course in curatorship resulted in five student-curated exhibitions, which were displayed on Level 3 as part of the JUMPstart Pilot Intern Program.



Students studying artworks at the new Alumni Friends of UQ Collection Study Room. Image: Sam Scoufos.

In 2015, an active calendar of public and educational programs was presented, involving academics, students, secondary schools and members of the public. A highlight was a series of concerts performed by staff and students from the School of Music, including the Riverside Guitar Ensemble (with the Queensland Conservatorium of Music, Griffith University); Pulse Chamber Orchestra (*Capital and country*); and Argo (*Light Play*). Other popular events included hologram workshops associated with *Light Play*; a *Living with Dementia* panel discussion and pilot program; and the annual public lecture, co-hosted with the Australian Research Council Centre of Excellence for the History of Emotions (Europe 1100–1800).

The University acquired 79 new works for The University of Queensland Art Collection, with 33 works acquired through donations. The Art Museum loaned 77 works to major public art galleries, including the National Gallery of Victoria, Queensland Art Gallery | Gallery of Modern Art, Museum of Contemporary Art Australia, and the National Taiwan Museum of Fine Arts.

Indigenous engagement

UQ is committed to Aboriginal and Torres Strait Islander matters across its pillars of Learning, Discovery and Engagement, as outlined in the *UQ Strategic Plan 2014–2017*.

In 2015, UQ contributed to knowledge leadership through a number of public lectures related to Aboriginal and Torres Strait Islander matters, including:

- *Race Relations in Colonial Queensland Re-visited* by Professor Kay Saunders;
- *Sand, Song, Sign and Language* –

Narrative Traditions from the Central Desert by Dr Jennifer Green;

- E.S. Meyers Memorial Lecture – *An International and Domestic Law Perspective on the Health and Wellbeing of Australia's Aboriginal and Torres Strait Islander People* by UQ alumnus and member of the United Nations Permanent Forum on Indigenous Issues Professor Megan Davis; and
- *Native title rights and the resource extraction industry: trends and problems* by Professor Marcia Langton.

The Office of the Pro-Vice-Chancellor (Indigenous Education) supported the symposium *South-South dialogues: situated perspectives in decolonial epistemologies*, in which Professor Martin Nakata from the University of New South Wales provided the keynote address.

The University continues to increase the numbers of Aboriginal and Torres Strait Islander students who are enrolling at and graduating from UQ, supported by the Aboriginal and Torres Strait Islander Studies (ATSIS) Unit, which engages in a number of initiatives to increase the proportion of Indigenous Australian students at UQ.

2015 programs and initiatives included the following:

- Approximately 150 students attended the Indigenous Youth Sports Program, a five-day program of physical and cultural activities and classroom-based sessions. The program aims to inspire Aboriginal and Torres Strait Islander school students to attend university and become leaders and role models for their communities, by providing them with a campus experience and knowledge of the benefits of and pathways into higher education.

- Five InspireU camps were held, with a total of 90 Aboriginal and Torres Strait Islander secondary school students attending all camps. Established in 2013 as part of a global education partnership between Rio Tinto and UQ, the InspireU camps expanded beyond Engineering in 2015 to include Law, Health and Science. The week-long on-campus University experience gives students a practical insight into each disciplinary area and the many opportunities available to them.
- The Deadly Choices Pathways to Success program was developed to encourage and support secondary school students to transition into university. Focusing on the benefits of higher education and encouraging students to undertake the OP pathway to increase their opportunities for entry into university, the program uses an incentivised model to attract students, with academic improvement and an improved aspiration to attend university as the desired outcomes. Funding for the program is provided by UQ and the Australian Government's Higher Education Participation Programme.
- UQ once again sponsored and supported the Under 15 Competition for the Queensland Aboriginal and Islander Health Council Arthur Beetson Foundation Murri Rugby League Carnival, with a focus on health and education. In order to participate in the carnival, the approximately 400 under-15 players were required to meet a 90 per cent school attendance rate and attend an education-focused session delivered by ATSSIS Unit staff.
- Thirty Indigenous Australian secondary school students got a taste of university life at the three-day Yalari Horizons Leadership Camp, held at the St Lucia campus in July. Now in its fifth year, the camp, sponsored by the Faculty of Business, Economics and Law, allows Indigenous Australian students to explore their tertiary study options and learn from others who have overcome obstacles to become high achievers in their field.

Engaging with future students

During 2015, the Office of Prospective Students and Student Equity (OPSSE) managed an active and tailored program of engagement with secondary schools throughout Queensland. The team also worked alongside UQ's International Office to engage with students from Melbourne, Sydney and Adelaide at various interstate events.

Open days provided an opportunity for future students and their families to investigate post-school study options and pathways, find out about accommodation and support services, and experience campus life first-hand. In July, more than 1100 secondary students from 62 schools attended Careers that Shape the World, an annual event at the St Lucia campus, where they were introduced to a variety of career possibilities arising from studying at UQ.

More than 200 high-achieving Year 11 students participated in the UQ Young Scholars Program in December. This “live-in” academic enrichment experience, facilitated by UQ staff and student volunteers, helps to develop participants’ leadership skills through discussions and debates about some of the biggest societal challenges. The program has proven to be a highly effective recruitment activity, with close to 75 per cent of Young Scholars applying for a place at UQ.

The popularity of the annual Future Experiences in Agriculture, Science and Technology (FEAST) camp held at the Gatton campus continued, with almost 100 secondary school students involved in 2015. The program, which also includes an experience day at the St Lucia campus, introduces participants to some of the many exciting and rewarding careers in Agriculture, Science and Technology.

In late 2014, UQ’s Massive Open Online Courses (MOOCs) provider, UQx, and Brisbane Grammar School began a collaboration to develop a MOOC to inspire students entering secondary school to study Science, Technology, Engineering and Maths (STEM) subjects. This MOOC was developed throughout 2015 and will be launched in early 2016.

UQx developed a further two MOOCs during 2015, which launched in November: META101x Philosophy and Critical Thinking, with more than 13,000 enrolments, and



Students at the InspireU engineering camp participating in a fire tornado experiment.

IELTSx IELTS Academic Test Preparation, which had received more than 108,000 enrolments as at 31 December 2015. Both MOOCs were part funded through edX’s High School Initiative, which produces MOOCs aimed at secondary school students from around the world.

Interest in the University’s Enhanced Studies Program remained strong, with 246 Year 12 students completing a first-year university subject in 2015. Demand for WRIT1999, a summer-intensive course delivered by the Faculty of Humanities and Social Sciences, was particularly high. This one-week course aims to boost the critical thinking and writing skills of senior students attending selected schools in the Ipswich and Logan regions.

The University’s partnership with the Brisbane School of Distance Education was further strengthened, with the school delivering two UQ Enhanced Studies courses (in a blended-learning format) to students across Queensland.

UQ’s Integrated Pathology Learning Centre, an advanced health education facility, hosted students with an interest in Health Sciences from 30 Queensland schools. The centre houses a large collection of human tissue specimens and offers a

two-hour interactive workshop in which pathology case studies, health promotion and disease prevention are discussed. During the workshop, students are exposed to the ethical issues surrounding the use of human tissue specimens, and are encouraged to think critically about personal and peer attitudes to contemporary health issues. Feedback from students who have visited the centre has been very positive and demand for this hands-on experience continues to grow.

The Queensland Core Skills (QCS) Test booster program, a capacity-building initiative for state schools in the Ipswich and Logan regions, was again delivered in 2015 following a trial in 2014. Incorporating teacher training and a “booster” workshop, the program was facilitated by the Faculty of Humanities and Social Sciences and helped prepare senior students for success in the QCS Test. More than 550 Year 11 and Year 12 students and 80 teaching staff from 16 schools attended the sessions held at the St Lucia and Ipswich campuses. Feedback from both students and teachers was very positive, and school representatives have indicated an interest in students participating in the program again in 2016.



More than 200 high-achieving Year 11 students participated in the UQ Young Scholars Program in 2015.

The UQ Young Achievers Program continued to support the tertiary study and career aspirations of motivated secondary school students from low-income families. In 2015, 95 per cent of Young Achievers applied for a place at university. Of these, 97 per cent accepted a tertiary offer and 71 per cent accepted the offer of a place at UQ. Many of the Young Achievers who transitioned to UQ took advantage of tailored induction and support services to help them settle into university life. In October, almost 100 new Young Achievers were welcomed into the program.

Student mentoring is a critical success factor for the Young Achievers Program. Mentors serve as friendly and accessible points of contact for Young Achievers, helping to build their confidence and educational aspirations. Forty passionate and committed UQ students, including 15 past Young Achievers, generously volunteered their time to mentor the current cohort of Young Achievers throughout their senior years. The University's residential colleges continued to be great supporters of the program, providing many discounted places for Young Achievers needing to relocate to study at UQ in 2015.

Throughout the year, OPSSE staff delivered a range of complementary in-school and university experiences aimed at raising the educational aspirations of students attending secondary schools in Ipswich and the Lockyer Valley.

These experiences — which are hosted by UQ Student Ambassadors and designed to be interactive and fun — included a range of discipline-based workshops, along with visits to UQ facilities including the University's archaeology dig site and the Gatton Dairy and Wildlife Centre. The overall program of activities helps to demystify university life and break down perceived barriers to tertiary study.

Survey data have consistently shown that close to 90 per cent of students who participate in an on-campus experience day become more interested in university as a future option.

Scholarships

UQ's Academic Scholarship program attracted more than 1350 applications from high-achieving Queensland and interstate students, making it a highly competitive field. More than 130 Academic Scholarships were awarded to students commencing in 2015. A significant number of other scholarships, mostly discipline-specific, were also awarded to high-achieving continuing students.

More than 350 UQ Link scholarships, valued at \$3000 per annum for up to three



Chancellor John Story AO (far left) and UQ Sport CEO Bryan Pryde (far right) pictured with UQ Sport's 2015 Sportswoman and Sportsman of the Year, Holly Ferling and Brenden Hall, at the Courting the Greats ceremony in October.

years, were awarded to school leavers and gap-year students who had experienced educational disadvantage as a result of financial hardship.

More than 50 Young Achievers scholarships, valued at \$6000 per annum for up to four years, were awarded to Young Achievers Program participants.

UQ College

Established in 2010 to provide alternate pathways into tertiary education, UQ College celebrated its five-year anniversary in 2015 and successfully transitioned its operations from the University's former Ipswich campus to the St Lucia campus.

Enrolments in UQ College courses surpassed 500 in 2015, with increased interest from both domestic and international students in the Associate Degree in Business.

A number of past students successfully completed UQ bachelor degrees in 2015 and attended graduation ceremonies in December. More than 100 students who completed UQ College courses in 2015 applied for degree programs at UQ in 2016, with another large number applying for places at other universities.

UQ Sport

A number of key projects to upgrade and enhance UQ Sport's facilities were finalised in 2015:

- Upgrades to the lighting on the University's netball and tennis courts

has taken the facilities to competition standard and extended the hours they can be used.

- A three-year lease for William Dart Park was secured, which will allow more diverse sports and activities to be provided, both formally and informally.
- The change rooms and Martial Arts Gym within the UQ Sport Fitness Centre were completely renovated, creating much improved spaces for users. The Martial Arts Gym is now enclosed to ensure it is a multi-purpose space.

Work also commenced on the synthetic sports fields at the St Lucia campus that will be operational in 2016. The fields have been designed specifically to be multi-use and will include social spaces for use by both the UQ and broader communities.

Social sport and junior sport achieved substantial growth in 2015, thanks in part to improved facilities that allow for greater efficiency of use during peak times.

UQ's Australian University Games team enjoyed a greatly improved performance in 2015, achieving medals in men's hockey, judo, swimming and table tennis; women's rugby 7s, softball and swimming; and mixed touch football. UQ Sport is three-quarters of the way through a four-year plan to improve performance at the games.

During 2015, significant foundation work took place to ensure UQ Sport is a truly digital and data-driven organisation, in line with its strategic focus on performance.

MANAGEMENT AND RESOURCES

The University's academic aims and aspirations for staff and students are supported by effective management strategies, policies, practices and systems. All aspects of the University are administered in a professional and client-focused manner. UQ has a proactive approach to environmental management and sustainability and continues to develop modern facilities.

University staff

Recruitment and selection

UQ externally advertised 823 professional and 310 academic staff positions in 2015. The primary medium for recruitment was the UQ Jobs e-recruitment website, with several externally hosted recruitment websites also used extensively, particularly SEEK, UniJobs and Global Academy Jobs. From 31 March 2014 to 31 March 2015, the University's continuing and fixed-term workforce decreased by 0.37 per cent to 6791 FTE, with a permanent retention rate of 92.5 per cent and a permanent separation rate of 7.5 per cent.

The Aboriginal and Torres Strait Islander Employment Strategy continued to be widely promoted by Human Resources. In 2015, nine trainees were recruited into the Indigenous Traineeship Program.

The table below shows University staff as at 31 March 2015.

Continuing appointments and promotions

During the year, 134 academic staff members were promoted, comprising 24 promotions to Level B, 49 to Level C, 38 to Level D and 23 to Level E. UQ also appointed 74 new honorary and adjunct Professors.

Organisational development

In 2015 there was a continuing focus on developing leadership capability and building a constructive workplace culture across all areas and levels of the University.

The UQ Leadership Survey, a 360-degree feedback tool designed to help UQ leaders enhance their leadership skills and support their development, is being progressively rolled out to all UQ senior managers, along with associated coaching.

Enhancing career development for both academic and professional staff is a

University staff as at 31 March 2015							
Staff FTE by function (excluding casuals) ¹		2013		2014		2015	
		FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE
Academic	Teaching and research	1264.9	18.4%	1240.2	18.2%	1206.6	17.8%
	Research focused	1438.2	20.9%	1435.5	21.1%	1452.2	21.4%
	Teaching focused	155.9	2.3%	179.1	2.6%	149.3	2.2%
	Other	24.0	0.3%	28.5	0.4%	26.3	0.4%
	ACADEMIC TOTAL FTE	2883.0	41.8%	2883.2	42.3%	2834.4	41.7%
Professional	Research support	632.7	9.2%	592.7	8.7%	547.1	8.1%
	Other	3375.9	49.0%	3340.1	49.0%	3409.5	50.2%
	PROFESSIONAL TOTAL FTE	4008.6	58.2%	3932.8	57.7%	3956.6	58.3%
TOTAL FTE ²		6891.6		6816.0		6791.0	
Casual FTE (per year)		2013		2014		2015 ³	
		FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE
Academic		473.4	14.1%	492.9	14.6%	492.9	14.8%
Professional		506.0	11.2%	532.2	11.9%	532.2	11.9%
TOTAL CASUAL FTE (*Note 2015 estimated casuals)		979.3	12.4%	1025.1	13.1%	1025.1	13.1%
Unpaid appointments		2013 Headcount		2014 Headcount		2014 Headcount	
Honorary/Adjunct appointments		1747		1850		2061	
Academic titles		2492		2985		3269	
Conjoint appointments ⁴		178		134		136	
TOTAL UNPAID APPOINTMENTS		4417		4969		5466	

¹ The staff classifications shown here align with the reporting of data to the Department of Education.

² FTE represents full-time equivalent throughout table. Data excludes casuals. Note that Total Staff FTE (including estimated casuals) for 2015 is 7816.1.

³ The projected Casual FTE for 2015 is the 2014 actual figure as per Department of Education estimate.

Total headcount (excluding casuals) as at 31 March 2015 is 7385. Total payment summaries produced in 2015 is 18,146. Figures with two decimal points are rounded up to one decimal point.

⁴ Conjoint appointments are clinical academics jointly appointed by the University and an external health partner, with only one of the partners having an employment relationship with the appointee. While recorded as unpaid appointments in University systems, UQ contributes towards the cost of the appointment in cases where the external health partner is the employer.

continuing priority, with a particular focus on assisting women and leadership development.

Programs and initiatives in 2015 included the following:

- The Promoting Women Fellowships program continued, supporting academic women at Levels B to D to improve readiness for promotion.
- A new Career Advancement for Senior Academic Women program was developed for academic women at Level D who are actively pursuing careers within UQ.
- 41 professional women (HEW 1–7) completed the Career Advancement for Professional Women program in 2015.
- A new Leading UQ program was launched. This program is specifically designed for academic and professional senior leaders.
- An online Code of Conduct course was introduced to support the new Code of Conduct. All staff are required to complete the course and online assessment.

Targeted organisational development initiatives were delivered to support specific teams or groups to achieve identified goals or work through particular issues. In 2015, these included workshops supporting staff to positively influence culture, supporting teams undergoing change and assisting work units to respond to the Staff Engagement Survey.

Overall, the staff development program provided 876 courses to 9494 participants in 2015. A strong focus was applied to ensuring course offerings align with the University's strategic direction.

Staff engagement

Staff Engagement Survey

A Staff Engagement Survey was conducted in 2015 and provided a wealth of information about staff members' experiences and perceptions of working at UQ. Almost 4850 staff completed the survey, giving a 65 per cent response rate compared to 57 per cent in 2011. The 2015 results were compared to UQ's performance in the 2011 and 2008 surveys and also benchmarked against 37 other universities in Australia and New Zealand. Overall, the results in 2015 were positive when compared to the sector. Staff engagement and job satisfaction have remained steady over time, with most staff believing in the purpose and work of the University, enjoying their jobs and the collegial environment, and proud to work at UQ.

UQ Awards for Excellence

In 2015, 75 staff members were nominated across five categories in the inaugural UQ Awards for Excellence. Acknowledging leadership behaviour and staff achievement across all levels of the University, regardless of position, the awards provided an opportunity for the University to celebrate the achievements and successes of staff members that reflect and support its values.

Staff support

In-house staff support and rehabilitation services to staff members who have, or are at risk of, mental health issues were provided by the Staff Support and Rehabilitation Advisor (SSRA) to more than 100 University employees in 2015. Services included short-term assistance in responding to work and personal issues, and crisis management.

Staff were encouraged to seek out the Employee Assistance Program (EAP) services (provided by Davidson Trahaire Corpsych (DTC)) for counselling.

In the first half of 2015, 5.64 per cent of UQ staff utilised this service, consistent with 2014 figures. This rate is higher than for related education providers and all DTC organisations. Almost two-thirds of UQ staff accessed the EAP for personal rather than work-related reasons.

The University's accredited Mental Health First Aid program continued in 2015. To date, 378 staff have participated in the two-day training and are accredited to recognise and support mental health issues in their immediate workplaces.

A mental health awareness campaign was held in October during national Mental Health Week, with sessions well attended by both staff and students. An R U OK? campaign was run in September to coincide with the national R U OK? Day, with short training programs to equip staff with the skills to start a conversation.

Equity, diversity and inclusion

UQ was deemed compliant with the *Workplace Gender Equality Act 2012* (Cwth) for the 2014–15 reporting period. The Senate Committee for Equity, Diversity and the Status of Women continued to focus on strategic equity, diversity and inclusion matters.

UQ Ally and Discrimination and Harassment Contact Officer networks continued to operate, and online resources for staff filling these roles were improved.

In 2015, the University concluded its consultative process for a proposed Disability Action Plan to run for the next three years. The University also pledged

its commitment to the Australian Human Rights Commission's "Racism. It Stops With Me" campaign.

The Aboriginal and Torres Strait Islander Employment Steering Committee was re-established in 2015 with a broader membership base drawn from professional and academic staff. The Committee is chaired by the Pro-Vice Chancellor (Indigenous Education) and performs an advisory role in support of strategic initiatives relating to the recruitment and retention of Aboriginal and Torres Strait Islander people.

A revised Aboriginal and Torres Strait Islander Employment Strategy was developed through this Committee and endorsed by the Vice-Chancellor's Committee and Academic Board for implementation in 2016 and 2017.

Employee relations

The Employee Relations function continued to provide workplace relations advice and internal consultancy services on employment issues. Representation and advocacy was provided during 2015 on a range of matters, with the University experiencing a relatively higher level of individual litigation before Fair Work Australia compared to previous years.

Change processes undertaken within the University in 2015 included restructures within the Institute for Molecular Bioscience, the Office of the Deputy Vice-Chancellor (International), and the Faculty of Humanities and Social Sciences, with limited retrenchments in each. A change proposal for change to the academic organisational arrangements within the Faculty of Medicine and Biomedical Sciences was approved by Senate for implementation in 2017.

Occupational health and safety

The Occupational Health and Safety (OHS) Division has oversight of OHS risk management and regulatory compliance for the University's diverse research, teaching and administrative operations, including more than 2000 laboratory spaces; boating and diving activities; work in remote locations; the use of hazardous substances (biological, chemical and radioactive); plant safety; and large animal handling activities.

Key OHS Division achievements during the year included:

- facilitating, supporting and engaging UQ's OHS governance and consultative framework and broad OHS community;
- achieving high-level results from an external OHS management systems audit as part of UQ's workers' compensation self-insurance renewal process;
- supporting UQ's Institutional Biosafety Committee, which oversees UQ's commitment to protect the health and safety of people and the environment, by managing risks posed by work involving genetically modified organisms, quarantine material and hazardous biological material, and ensuring compliance with relevant legislative requirements;
- completing biological safety inspections for 211 certified containment facilities and 81 Quarantine Approved Premises, and assessing 76 research proposals

for gene technology and high-risk biological compliance;

- facilitating the regulatory and operational approvals for the UQ Centre of Advanced Imaging (CAI) and its commercial partner, Global Medical Solutions, in their joint operation of the UQ CAI cyclotron and radiochemistry facility, and overseeing and monitoring radiation safety practices and protection for the CAI;
- delivering staff development OHS courses to more than 50,000 staff (and RHD students), including 1350 face-to-face and more than 48,800 online course completions;
- managing interactions with a range of OHS-related regulators;
- managing the staff influenza vaccination program for 3055 staff; and
- monitoring 238 staff in the Health Surveillance Program for animal allergens and hazardous chemicals work, and 250 staff in the Hearing Conservation Program.

UQ Wellness, the UQ staff wellness program, contributes to the University's commitment to promoting and supporting staff health and wellbeing. UQ Wellness has an evidence-informed approach that involves four key areas: lifestyle factors, psychological health, physical health and organisational engagement. In 2015, approximately 2280 staff participated in the program, which included wellbeing seminars; an online health assessment; health kiosks; walking challenges; mind-

body health programs such as Tai Chi, pilates and yoga; skin checks; and back and posture screening. In 2015, the UQ Wellness Advisory Committee was established to provide guidance, direction and overall governance of the UQ Wellness program.

To coincide with national Safe Work Month, 44 OHS events were held in October, providing a collective focus for the UQ community.

The OHS minor works fund continued in 2015, with total expenditure of nearly \$600,000 to address urgent OHS infrastructure issues across faculties, institutes and campuses.

The table below shows lost-time injury statistics for the University.

Workers' compensation self-insurance

All aspects of the University's workers' compensation operations are managed by the Work Injury Management team in the OHS Division, according to the provisions of the regulatory licence issued under the Queensland *Workers' Compensation and Rehabilitation Act 2003*. These operations include managing statutory injury claims and damages claims, and managing the rehabilitation of injured workers. The University also manages the workers' compensation risk of eight of its controlled corporate entities.

UQ's self-insurance licence was renewed in 2015 for the maximum period of four years following the successful fulfilment of the workers' compensation regulator's stringent criteria. During the renewal process, the workers' compensation regulator expressed extremely favourable views on UQ's performance. The current licence expires on 31 March 2019.

The University accepted 197 statutory claims and received no damages claims in 2015. Claims involved a range of injuries including orthopaedic, neurological and psychological injuries. The average time to evaluate and admit a claim was 1.9 days in 2015, compared to the Scheme average of 6.1 days.

UQ continued to maintain a high level of customer service to injured workers, with an emphasis on early intervention, efficient claims and medical management, with an effective rehabilitation program to return injured workers to full employment. In 2015, 100 per cent of workers who lodged a claim were successfully returned to work, with the claim resolved. There were no court appeals against any decision made by the Work Injury Management team in 2015.

Lost-time injury statistics (one or more working days lost, staff only)					
	2011	2012	2013	2014	2015
Number of workers' compensation claims ¹	199	222	183	158	216
Number of lost-time injuries ²	36	30	27	19 ³	18
Total employees ⁴	17,306	17,304	17,410	17,581	18,146
FTE employees ⁵	7447	7704	7816	7795	7816
Incidence rate (per 100 employees)	0.48	0.39	0.34	0.24 ³	0.23
Frequency rate (per million hours worked)	2.46	2.16	1.8	1.2 ³	1.2
Average cost per claim (\$) ⁶	3190	1916	6301	3904	2565 ⁷
Lost-time days	542	485	443	236 ³	142
Average time-lost rate (days/injury)	15	16	16	12 ³	8
Premium % of payroll	0.25	0.25	0.25	0.25	0.25

¹ Number of claims lodged. In 2015, 197 claims were accepted.

² Where there has been an absence from work for one day or more.

³ From 2014, journey claims are excluded from this measure.

⁴ Total number of payment summaries.

⁵ Source: Annual UQ Workforce Profile Report, 2015. FTE employees including all continuing and fixed-term staff as at 31 March 2015, plus projected casual staff for the year.

⁶ All claims.

⁷ Source: Workers' compensation regulator SI report, Dec 2015.



Volunteers planted more than 10,000 seedlings during biodiversity events held at the St Lucia and Gatton campuses in 2015.



Bird boxes were installed at the St Lucia and Gatton campuses as part of a project that links field research with biodiversity enhancement.

Environmental performance

The University continued to embed sustainability across its campuses and sites and across all areas of Learning, Discovery and Engagement throughout 2015. Environmental performance is managed by the University's Sustainability Office, which is part of the Property and Facilities Division.

Carbon strategy

A 3.275 megawatt solar photovoltaic (PV) array was completed at the Gatton campus in March, generating 4546 megawatt hours in the nine months from March to December. The solar facility includes more than 37,000 thin-film PV panels, a data hub, battery storage and a research facility.

The University's total installed solar PV generation capacity is now over 5.5 megawatts, and is continuing to increase. A total of 6716 megawatt hours of renewable energy was generated in 2015, enough to power 1160 average Queensland homes, and is expected to avoid the equivalent of 6180 tonnes of carbon dioxide emissions.

In 2015, the UQ carbon strategy also included:

- installing nine smaller PV arrays on six buildings at the St Lucia campus, on the Oral Health Centre at the Herston campus and on ilab at the University's Long Pocket site;
- retrofitting energy-efficient lighting systems in 20 buildings across all campuses;
- replacing electric heater units with solar hot water and heat pump units at the UQ Gatton Halls of Residence;

- completing works on a demonstration dual technology ground source heat pump as part of the University's geothermal research activities;
- improving the energy efficiency of the air-conditioning system of the JK Murray Library at the Gatton campus, and continuing to undertake air-conditioning tuning programs in other buildings for energy efficiency; and
- trialling new technologies to reduce energy use of fume cupboards in laboratories.

The Transport Systems Office through Fleet Services also retired older and inefficient fleet vehicles and replaced them with hybrid and energy-efficient models as part of a long-term strategy to reduce greenhouse gas emissions.

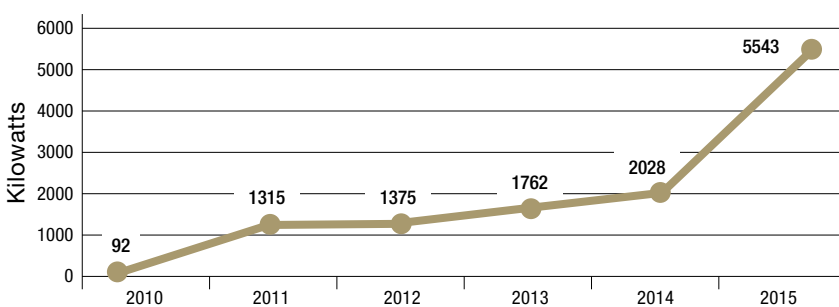
Carbon emissions

UQ continues to develop carbon monitoring and measurement systems. For the 2014–15 financial year, UQ's carbon footprint decreased by approximately 0.3 per cent to an estimated 218,101 tonnes of carbon dioxide equivalence (Scope 1, 2 and 3 emissions). UQ's largest source of emissions continues to be from electricity consumption.

Compliance

There were no environmental incidents that required notification to the relevant authority in 2015. The University did notify the Department of Environment and Heritage Protection (DEHP) of an incident with a third party clearing UQ land. This matter is still being investigated.

UQ Photovoltaic Generation Capacity 2010–2015



In 2014, DEHP was notified by the University of contaminated soil at the Indooroopilly mine site. A Site Management Plan was developed and approved by DEHP. The remaining actions within the plan will be completed in 2016.

National Greenhouse and Energy Reporting Compliance

UQ submitted its seventh report under the *National Greenhouse and Energy Reporting Act 2007* (Cwith), which detailed energy production, energy consumption and carbon dioxide emissions over the 2014–15 financial year (see table below). During this period, UQ consumed 605,509 gigajoules (GJ) (including 13,597 GJ produced by UQ's solar array) and emitted 128,586 tonnes of carbon dioxide equivalence (Scope 1 and 2 emissions only).

Water management

UQ continued to monitor and report water consumption and implement water conservation measures. The 2014–15 financial year saw a five per cent drop in overall consumption from 2013–14 levels. The University's Water Management Program sets out a target of less than 1.1 kilolitre per square metre (kL/m²) of gross floor area (GFA) for town water consumption. In the 2014–15 financial year, UQ collectively achieved its overall target of 1.1kL/m² GFA.

Waste minimisation

In May 2015, a Resource Recovery Centre commenced operations at the Gatton campus to consolidate waste for recycling or landfill. Paper, cardboard, glass, aluminium and plastic is recycled through VISY Recycling and Anuha, a local community organisation. Manure is recycled through a local turf company where it is turned into a valuable compost material. Further investigation of resource recovery options at the Gatton campus was undertaken in 2015, with more initiatives expected to be implemented in 2016.

Waste is treated via landfill, recycling streams or, in the case of clinical waste, incineration.

Biodiversity

Biodiversity events held at St Lucia and Gatton campuses saw volunteers plant more than 10,000 seedlings during 2015. More than 160 volunteers planted 9500 seedlings during planting events held in July and September to revegetate the riparian areas of the Brisbane River at the St Lucia campus. The project was funded by the Queensland Government and undertaken in partnership with the Society for Conservation Biology Brisbane – UQ Chapter and the Property and Facilities Division. A further 550 seedlings were planted at St Lucia and Gatton as part of events held during UQ Sustainability Week.

Bird boxes were installed at the St Lucia and Gatton campuses in a project that links field research with biodiversity enhancement. The project is managed and funded by the UQ Sustainability Office and the Biodiversity Research Group.

Other initiatives

Other environmental performance initiatives in 2015 included:

- hosting the third annual UQ Sustainability Week, which included 35 events ranging from workshops and seminars to classes on living sustainability;
- increasing cycling facilities across all campuses and sites, including a new end-of-trip facility at the Herston campus;
- initiating a Green Residents survey to assist UQ colleges to evaluate their environmental performance and identify opportunities for improvement;
- launching a cycle safety campaign to raise awareness of road rules and improve safety for pedestrians, cyclists and motorists; and
- hosting a Group of Eight (Go8) Universities Sustainability Meeting and Energy Management Workshop and contributing to a Go8 publication on Living Laboratories.

Built environment

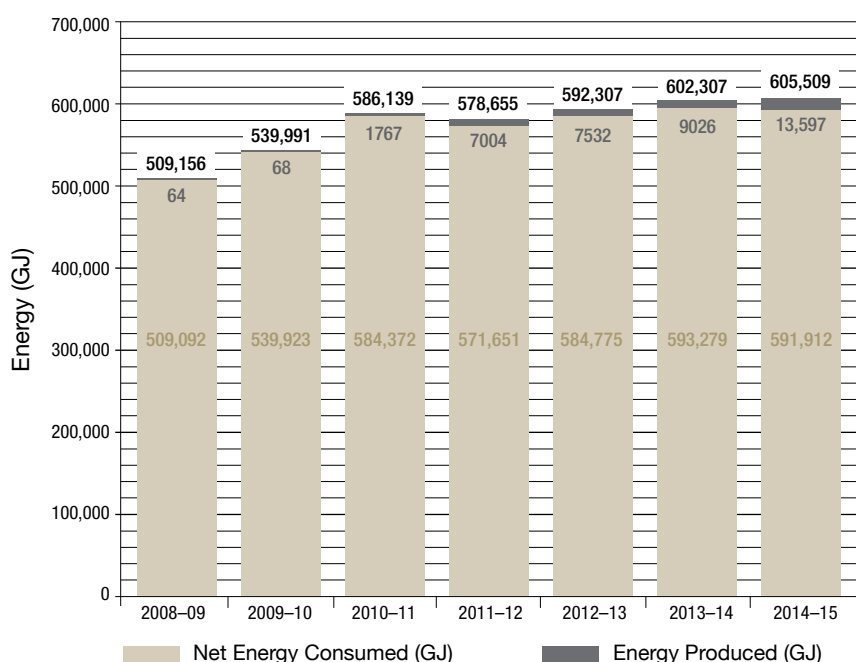
The University's Living Laboratories program continues to provide valuable infrastructure, building assets and landscaping that enhance sustainability and support organisational objectives.

At the Gatton campus, the 3.275 megawatt Solar Research Facility, a multi-disciplinary, collaborative research facility, is providing renewable energy in excess of campus needs at peak performance. The Community Garden and Resource Recovery Centre are providing new community and teaching spaces, incorporating a campus-wide solution that minimises waste to landfill.

At the St Lucia campus, the Advanced Engineering Building achieved a 5 Star Green Star – Education As Built v1 Certified Rating from the Green Building Council of Australia.

Also at the St Lucia campus, grants from the Queensland Government funded riverbank stabilisation and revegetation activities that will provide a green corridor linking the campus to the surrounding suburb.

UQ NGER Energy Consumption and Production 2008–09 to 2014–15¹



¹ Note that UQ's student numbers grew from 38,050 in 2008 to 50,830 in 2015, and UQ's gross floor area (GFA) increased from 680,761m² in 2008 to 788,269m² in 2014.

Infrastructure

To support the achievement of its strategic goals in Learning, Discovery and Engagement, UQ continued to develop and enhance its world-class facilities in 2015.

Key infrastructure projects delivered in 2015 included:

- completing the Gatton Solar Flagships 3.275 megawatt solar array in March 2015 (\$24.8 million);
- relocating the Institute for Social Science Research to Long Pocket in August 2015 (\$14 million);
- refurbishing the Chemistry Building Levels 1, 3 and 4 in April 2015 (\$12.8 million);
- refurbishing the Plant Industries Building at the Gatton campus in July 2015 (\$5.7 million);
- completing the UQ Lakes Access Pedestrian Link Walkway in June 2015 (\$5.1 million);
- completing the Hawken and Axon Electrical Engineering laboratories in April 2015 (\$2.32 million);
- refurbishing the Chamberlain Building Level 3 in March 2015 (\$2.23 million);
- completing the Queen Elizabeth II Jubilee Hospital teaching and support space in September 2015 (\$1.995 million);

- completing the UQ/Mater Redlands Clinical School in August 2015 (\$1.25 million);
- refurbishing the Therapies Annex and Rehabilitation Sciences teaching spaces in March 2015 (\$1.1 million);
- completing the Goddard Building Room 388 collaborative teaching space in March 2015 (\$400,000);
- refurbishing Boyce House Toowoomba in April 2015 (\$380,000); and
- refurbishing the Alumni and Community Relations Centre in the JD Story Building in April 2015 (\$308,000).

UQ's capital development program for 2016 will continue to support its strategic priorities. Major capital projects that will progress in 2016 are outlined in the next sections.

St Lucia campus

Student housing

In 2015, Senate approval was received to proceed with the construction of additional on-campus student accommodation to enable a further 1300 of the student population to live at the St Lucia campus. The St Lucia campus has limited accommodation, with the 10 existing residential colleges providing beds for 2600 students. Research has shown that

on-campus living will be a key influence in supporting the University's strategic objectives around student engagement and retention, alumni and donor engagement, development of graduate attributes such as intercultural competencies and team work, and student recruitment.

In late 2014, a Project Control Group was established to oversee the design, delivery and operation of the student housing project. The Group, chaired by the Chief Operating Officer, has been informed by relevant stakeholders and a User Group comprising staff and student representatives and chaired by the Deputy Vice-Chancellor (Academic).

Law School refurbishment

The TC Beirne School of Law's current home in the Forgan Smith Building will undergo a major refurbishment over Levels 2, 3 and 4, which will respect the building's heritage-listing while delivering a modern, high-quality fit-out. The project has a budget of up to \$33.9 million.

New childcare centre

A new childcare centre will be developed in the University's Riverside Precinct on the eastern side of the Keith Street car park on Sir Fred Schonell Drive. The project has a budget of \$6.6 million.



UQ Lakes Access Pedestrian Link Walkway.



Levels 2, 3 and 4 of the Forgan Smith Building will undergo a major refurbishment in 2016.

Synthetic sports fields and car park project

Construction has commenced on two synthetic sports fields for hockey and soccer, adjacent to the UQ Centre. Both fields will be designed for multiple sports and will include new changing facilities and a club canteen. The fields will be constructed on a podium over a new 500-space covered car park. The project budget is \$24.35 million.

Upland Road houses

The project will convert a number of adjacent houses on Upland Road for use as clinics run by the School of Human Movement and Nutrition Sciences and the School of Health and Rehabilitation Sciences. The project budget is \$4.27 million.

UQ Sports Ovals 2 and 3 amenities upgrade

Existing infrastructure for Ovals 2 and 3 will be completely upgraded, including replacing the aged telephone pole lighting, renovating the playing surfaces and developing a joint amenities facility between the two ovals. The project budget is \$3.5 million.

UQ Aquatic Centre upgrade

A new 25-metre pool will be constructed, as well as refurbished plant filtration for the Learn to Swim pool and associated landscaping works. The project has a budget of \$2.6 million.

Duhig and Mayne Centre roof redesign and replacement

The Duhig Building and James and Mary Emelia Mayne Centre roofs will be replaced with increased roof pitch, larger gutters and additional downpipes to prevent water ingress from high-intensity storm events. The project budget is \$2.6 million.

Gatton campus

JK Murray Library extension

This project comprises an extension and refurbishment of the upper level of the JK Murray Library, including the installation of a lift that will resolve the current accessibility issues. The project budget is \$6.9 million.

Darbalara cattle teaching yards

A new cattle teaching yard complex and small seminar building will be constructed at Darbalara Farm at Gatton as part of the relocation of the School of Veterinary Science's teaching activities to the farm. The project budget is \$1.7 million.

Former Ipswich campus

UQ transferred the UQ Ipswich Campus to the University of Southern Queensland (USQ) on 7 January 2015. The transfer was motivated by a desire to strengthen access to higher education in the region and to reflect the strategic objectives of each university.

UQ will continue to have access to the Ipswich campus during a two-year Teach-Out period in 2015 and 2016. This will enable most UQ students currently enrolled in Ipswich-based programs to complete their study with UQ at the USQ Ipswich campus.

UQ will also continue to have a longer-term presence on the campus with the UQ Health Care GP Super Clinic and the Dietetics Clinic. UQ will thereby meet its obligations to the Australian Government, relevant to the Ipswich campus.

As part of the transfer of the campus to USQ, the Bachelor of Paramedic Science program transferred to USQ in 2015, and UQ students are being taught by USQ while completing their UQ program.

At the end of 2015, teaching of the medical program at the campus ceased and those students will transfer to the St Lucia campus in 2016.

In 2016, UQ Paramedic Science students and some UQ Nursing and Midwifery students will be taught at the USQ Ipswich campus.

Library

The Library continued to provide resources, services and spaces to support Learning, Discovery and Engagement, which were well used online and in person in 2015.

Students benefited from access to spaces that are accessible 24 hours a day, seven days a week, including a new space and energy pods in the Biological Sciences Library.

Three Assistive Technology Rooms in the Duhig Building were relocated and improved. Preparations began for replacing the roof of Duhig North, as well as building a Centre for Digital Scholarship and new Postgraduate Study Space.

Lesser-used materials were moved into the purpose-built warehouse at the Gatton campus, and an upgrade and expansion of the UQ Gatton Library commenced. Management of the Princess Alexandra Hospital Library transferred from UQ to the hospital.

The Library's biennial Client Satisfaction Survey showed improvements in all areas. A new service ensured clients received the help they needed immediately or within 24 hours, and a new version of My Library was released for mobile and desktop.

The Library Excellence Award recognises undergraduate students who demonstrate excellence in the use of Library facilities and resources to enhance their studies. Recipients in 2015 were David Innes, Kathryn Mephem and Michael Wellington.

Strong engagement with secondary schools continued in 2015. The Library

ran a seminar on social media and school libraries, and students from selected schools received free access to e-resources for a year as part of the UQL Cyberschool outreach program. Five of these schools also participated in an on-campus experience.

The Fryer Library Award was presented to Dr Damien Williams (Monash University), who will look at the ways Roman Catholics in Queensland adjusted to a rapidly changing post-World War II world.

The Library acquired a significant collection belonging to notable British painter Margot Hutcheson.

A number of World War I materials were digitised, including the diary of Turkish soldier Refik Bey, diaries of Major Allan Nash, and an album of Australian naval ships and crew (1916–19). Funding from the Queensland Anzac Centenary Grants Program supported the digitisation of primary documents relating to John Denis Fryer's wartime service.

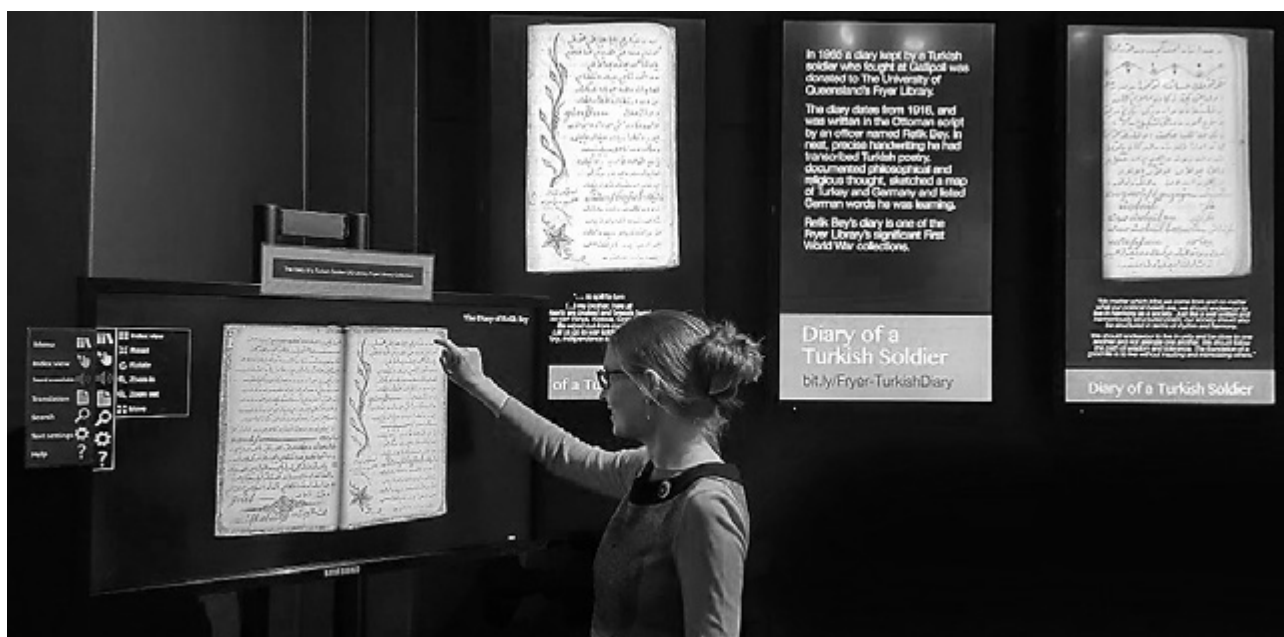
Another significant digitisation project was the completion of the Indigenous Voices of Queensland website. Developed in consultation with Indigenous Australian communities, the website makes available rare archival recordings of Indigenous languages which were recorded as part of Elwyn Flint's landmark Queensland Speech Survey of the 1960s.

The Library provided publishing advice and data management advice, assisted with open access options and organised seminars during international Open Access Week. The Library also provided training

and support throughout the lifecycle of UQ research projects, and began work on establishing a library-led publishing program that will offer tools to help manage and streamline the production and editorial work involved in producing research outputs by the UQ community.

The Library continued to manage and develop UQ eSpace, and was actively involved with the University's Excellence in Research for Australia submission and Higher Education Research Data Collection publication collection. UQ eSpace was ranked second in Oceania in the Ranking Web of Repositories at the end of 2015, and the amount of open access content available in the repository continues to grow. A new UQ Author Statistics application helped UQ authors analyse their publication output and impact, and a pilot program with Publons will help UQ researchers get credit for their peer review and provide a picture of institutional contributions.

A number of successful engagement events were held under the revitalised Friends of the Library program, including: *A Window into History: The Hume Family Collection*; *Brisbane Writers Festival at UQ: Kate Grenville; Diary of a Turkish Soldier; James George Drake (1850–1941); International Open Access Week UQ*; the launch of the online exhibition *JD Fryer: Student and Soldier*; and the inaugural Fryer Lecture in Australian Literature, presented by writer Frank Moorhouse AM.



The Library digitised a number of World War I materials in 2015, including the diary of Turkish soldier Refik Bey.

GLOSSARY

- 3MT®** Three Minute Thesis
- AHMS** Australian Academy of Health and Medical Sciences
- AAS** Australian Academy of Science
- AAUTs** Australian Awards for University Teaching
- ACU** Australian Catholic University
- ARC** Australian Research Council
- ASSA** Academy of the Social Sciences in Australia
- ATSE** Australian Academy of Technological Sciences and Engineering
- BCom** Bachelor of Commerce
- CAI** Centre for Advanced Imaging
- CASS** Chinese Academy of Social Sciences
- CDF** Career Development Framework
- CEQ** Course Experience Questionnaire
- COALAR** Council on Australia Latin America Relations
- CQU** CQ University
- CRC** Cooperative Research Centre – bodies funded competitively by the federal government and involving university, industry and other research groups
- CwIth** Commonwealth
- DECRA** Discovery Early Career Research Awards
- DEHP** Department of Environment and Heritage Protection
- DFAT** Department of Foreign Affairs and Trade
- DTC** Davidson Trahaire Corpsych
- EAP** Employee Assistance Program
- ECR** Early Career Researcher
- EDRMS** Electronic Document and Records Management System
- EFTSL** Equivalent Full-Time Student Load
- ERA** Excellence in Research for Australia
- ESS** Employers Satisfaction Survey
- FEAST** Future Experiences in Agriculture, Science and Technology camp held at the Gatton campus
- FTE** Full-time equivalent
- GE** General Electric
- GFA** Gross floor area
- GJ** Gigajoules
- Go8** Group of Eight – a coalition of leading Australian universities intensive in research and comprehensive in general and professional education
- GOS** Graduate Outcomes Survey
- GU** Griffith University
- HELP** Higher Education Loan Programme
- HEPP** Higher Education Participation Programme
- HEPPP** Higher Education Participation and Partnerships Programme
- HERDC** Higher Education Research Data Collection
- Hons** Honours
- ICTE-UQ** Institute of Continuing and TESOL Education
- IELTS** International English Language Testing System
- IML** Institute of Modern Languages
- JCU** James Cook University
- kL** Kilo litre
- MOOCs** Massive Open Online Courses
- MRI-UQ** Mater Research Institute-UQ
- NHMRC** National Health and Medical Research Council
- OHS** Occupational health and safety
- OLT** Office for Learning and Teaching
- OPSSE** Office of Prospective Students and Student Equity
- PGCW** Postgraduate coursework
- PhD** Doctor of Philosophy
- PV** Photovoltaic
- QCS Test** Queensland Core Skills Test
- QILT** Quality Indicators for Learning and Teaching
- QS** QS World University Rankings
- QTAC** Queensland Tertiary Admissions Centre
- QUT** Queensland University of Technology
- RHD** Research Higher Degree
- SECaT** Student Evaluation of Course and Teaching survey
- SET** Science, Engineering and Technology
- SETutor** Student Evaluation of Tutor survey
- SMI** Sustainable Minerals Institute
- SMI ICE Chile** SMI International Centre of Excellence in Chile
- TEQSA** *Tertiary Education Quality and Standards Agency Act 2011*
- The Act** *University of Queensland Act 1998*
- TUM** Technical University of Munich
- QEDDI** Queensland Emory Drug Discovery Initiative
- Universitas 21 (U21)** International alliance of research-intensive universities
- UQ CI** Confucius Institute at UQ
- UQID** UQ International Development
- USC** University of the Sunshine Coast
- USQ** University of Southern Queensland

INDEX

A

Aboriginal and Torres Strait Islander Employment Strategy	49, 50
Aboriginal and Torres Strait Islander enrolments	22
Academic Board	12
Academic Ranking of World Universities	2, 27
Academic scholarship programs	48
Access and Participation Plan	22
Accident statistics	51
Alumni awards	40
Alumni and community	40
Alumni statistics	40
Annual Giving Program	41
Australia Awards scholarships	25
Australian Awards for University Teaching (AAUTs)	23
Australian Graduate Survey	2
Australian Research Council funding, grants	28
Award completions	3, 6

B

Basis of authority	10
Biodiversity	53
Built environment	53

C

Campuses list	inside back cover
Carbon strategy, emissions	52
Code of Conduct	14, 50
Commercialisation	35–37
Confucius Institute	44
Continuing appointments and promotions	49
Controlled entities	10
Cooperative Research Centres	32
Corporate governance	12–17
<i>Corporations Act 2001</i>	12
Cultural and community activities	45–46
Cultural competencies	25
Curriculum innovation	23
Customs House	45

D

Destination of OP 1–5 students 2015	21
Discovery	18, 27–38
Discovery excellence	4

E

Early career researchers	33
edX	2
Employee relations	50
Enablers	19
Engagement	18, 39–48
Engagement excellence	5
Engaging with future students	47–48
Enrolment statistics	3
Enterprise risk management	15
Environmental performance	52–53
Equity, diversity and inclusion	50
Excellence in Research for Australia	27
Executive management	13
External scrutiny	15

F

Faculties list	inside back cover
Fellowships and grants	24
Financial information summary	7–9
Financial statements	separate volumes
Fostering partnerships and relationships	39
Fostering research leaders	33–34
Functions of the University	10

G

Gatton campus	47, 52–53, 54–55, 56
Gender balance statistics	21
Global engagement	41–43
Global excellence	2
Glossary	57
<i>Good Universities Guide 2015</i>	2, 4
Governance and management bodies	12–13
Governing body	12–13
Government objectives for the community	15
Graduate Outcomes Survey	20
Group of Eight (Go8)	2, 53

H

Herston campus	52, 53
Higher Education Participation Programme (HEPP) funding	22, 46

I

Income	3, 4, 6–9, 27–29, 31
Indigenous engagement	46–47
Indigenous enrolments	22
Indigenous Traineeship Program	49
Information systems and recordkeeping	14
Infrastructure projects	54–55
Innovative teaching practices	23
Institute of Continuing and TESOL Education (ICTE–UQ)	26, 32, 44
Institute of Modern Languages	44–45
Institutes list	inside back cover
Internal audit	15
International recognition	27
International students	2–3
Integrity and Investigations Unit	14
Ipswich campus	55

J

JKTech	37
--------------	----

K

Key indicators of performance, Discovery	27
Key indicators of performance, Engagement	39
Key indicators of performance, Learning	20
Key statistics	6

L

Law School refurbishment	54
Learning	18, 20–26
Learning and Discovery sites	60
Learning excellence	2
Library	56
Lines of responsibility	11
Lost-time injury statistics	51

M

Management and resources.....	49–56
Mission.....	18
Music, School of.....	45

N

<i>National Greenhouse and Energy Reporting Act 2007</i>	53
National Health and Medical Research Council funding, grants.....	28
New Colombo Plan mobility program.....	25

O

Occupational health and safety (OHS).....	51
Operating revenue.....	6
Organisation.....	10
Organisational chart.....	11
Organisational development.....	49–50

P

Partners in Research Excellence Awards	32
Performance Ranking of Scientific Papers for World Universities.....	2, 27
Philanthropy.....	41
Postgraduate coursework.....	6, 23
Prestigious fellowships and awards.....	30
Promotion of Excellence in Learning and Teaching in Higher Education.....	24
<i>Public Sector Ethics Act 1994</i>	14

Q

QS World University Rankings.....	2, 27
Quality assurance.....	25
Quality Indicators for Learning and Teaching.....	20

R

Recruitment and selection, staff.....	49
Research and Aboriginal and Torres Strait Islander peoples.....	34
Research Block Grants.....	29
Research collaboration.....	31–32
Research commercialisation.....	35–37
Research funding.....	27–29
Research Higher Degree recruitment and commencements.....	34

Research highlights.....	38
Research infrastructure.....	35
Research institutes list.....	inside back cover
Research integrity.....	31, 34
Research partnerships.....	31–32
Research performance.....	27, 31
Research strengths.....	29
Research support schemes.....	29
Research training.....	34
Research Week.....	32
Revenue.....	6, 7
Risk and Compliance Committee.....	14–15
Risk management.....	14–15

S

Scholarships.....	25–26, 48
SECaT and SETutor surveys.....	20
Senate.....	12–13
Senate committees.....	12
Senate members.....	13
Senior officers.....	16–17
Snapshots, 2015.....	2–5
Sponsorships.....	41
St Lucia campus.....	6, 54–55
Staff appointments and promotions.....	49
Staff engagement.....	50
Staff statistics.....	6, 49
Staff support.....	50
Strategic Plan 2014–2017.....	18–19
Student access statistics.....	22
Student evaluations.....	20
Student excellence.....	2
Student housing.....	54
Student load statistics.....	6
Student mobility.....	25–26
Student numbers.....	3, 6
Student participation statistics.....	22
Student performance/success.....	22
Student recruitment.....	21, 47–48
Student retention.....	21, 22
Student satisfaction.....	20

T

Technology-enhanced learning grants.....	25
<i>Times Higher Education World University Rankings</i>	2, 27
Three Minute Thesis (3MT®).....	35

U

Under-represented cohorts.....	22
UniQuest.....	35–36
Uniseed.....	36–37
Universitas 21.....	2
University authority, function, powers.....	10
<i>University of Queensland Act 1998</i>	10, 12, 15
UQ Art Museum.....	45–46
UQ Awards for Excellence in Research Higher Degree Supervision.....	33
UQ Awards for Excellence in Teaching and Learning.....	24
UQ College.....	48
UQ Foundation Research Excellence Awards.....	33
UQ Graduate School.....	34
UQ International Development.....	43
UQ Sport.....	48
<i>U.S. News Best Global Universities Rankings</i>	2, 27
UQx.....	2

V

Values.....	18
Vice-Chancellor and President's Review.....	1
Vision.....	18

W

Water management.....	53
Waste minimisation.....	53
Women, programs for.....	50
Workers' compensation.....	51

Y

Young Achievers Program.....	48
Young Scholars Program.....	47

LEARNING AND DISCOVERY SITES

As at 31 December 2015

Campuses

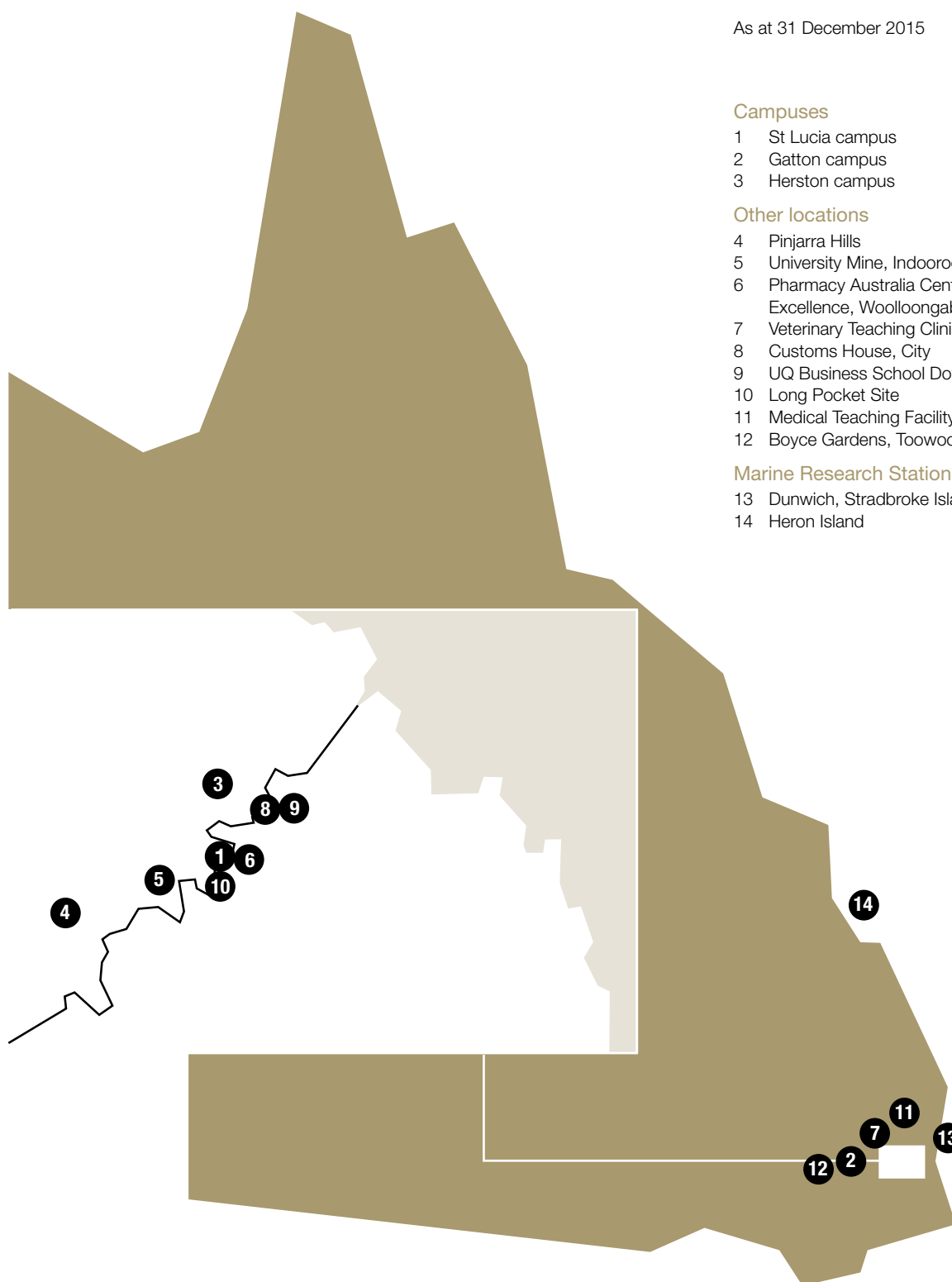
- 1 St Lucia campus
- 2 Gatton campus
- 3 Herston campus

Other locations

- 4 Pinjarra Hills
- 5 University Mine, Indooroopilly
- 6 Pharmacy Australia Centre of Excellence, Woolloongabba
- 7 Veterinary Teaching Clinic, Dayboro
- 8 Customs House, City
- 9 UQ Business School Downtown, City
- 10 Long Pocket Site
- 11 Medical Teaching Facility, Nambour
- 12 Boyce Gardens, Toowoomba

Marine Research Stations

- 13 Dunwich, Stradbroke Island
- 14 Heron Island



Our campuses

UQ St Lucia

44,474 enrolments

Telephone (07) 3365 1111
International +61 7 3365 1111
Facsimile (07) 3365 1199
International Facsimile +61 7 3365 1199
Email admissionsenquiries@uq.edu.au
(domestic & postgraduate coursework enquiries)
admissions@gradschool.uq.edu.au
(research higher degree enquiries)
www.uq.edu.au/international-students/enquire-online
(international student enquiries)
Internet www.uq.edu.au

UQ Gatton

2092 enrolments

Telephone (07) 5460 1201
International +61 7 5460 1201
Facsimile (07) 5460 1170
International Facsimile +61 7 5460 1170
Email gatton.director@uq.edu.au
Internet www.uq.edu.au/gatton

UQ Herston

3386 enrolments

Telephone (07) 3365 5342
International +61 7 3365 5342
Facsimile (07) 3365 5533
International Facsimile +61 7 3365 5533
Email mbs.reception@uq.edu.au
Internet
www.uq.edu.au/about/herston-campus

Our faculties

Faculty of Business, Economics and Law (BEL)

Telephone (07) 3365 7111
International +61 7 3365 7111
Facsimile (07) 3365 4788
International Facsimile +61 7 3365 4788
Email bel@uq.edu.au
Internet www.bel.uq.edu.au

Faculty of Engineering, Architecture and Information Technology (EAIT)

Telephone (07) 3365 4777
International +61 7 3365 4777
Facsimile (07) 3365 4444
International +61 7 3365 4444
Email enquiries@eait.uq.edu.au
(student and course enquiries)
or www.uq.edu.au/international-students/enquire-online
(international students)
Internet www.eait.uq.edu.au

Faculty of Health and Behavioural Sciences (HABS)

Telephone (07) 3365 7487
International +61 7 3365 7487
Facsimile (07) 3346 9136
International Facsimile +61 7 3346 9136
Email habs@uq.edu.au
Internet www.habs.uq.edu.au

Faculty of Humanities and Social Sciences (HASS)

Telephone (07) 3365 1333
International +61 7 3365 1333
Facsimile (07) 3365 2866
International Facsimile +61 7 3365 2866
Email hass@uq.edu.au
Internet www.hass.uq.edu.au

Faculty of Medicine and Biomedical Sciences (MABS)

Telephone (07) 3365 5342
International +61 7 3365 5342
Facsimile (07) 3365 5533
International Facsimile +61 7 3365 5533
Email mbs.reception@uq.edu.au
Internet www.mabs.uq.edu.au

Faculty of Science

Telephone (07) 3365 1888
International +61 7 3365 1888
Facsimile (07) 3365 1613
International Facsimile +61 7 3365 1613
Email science.enquiries@uq.edu.au
Internet www.science.uq.edu.au

Our institutes

Institute for Molecular Bioscience (IMB)

Telephone (07) 3346 2100
International +61 7 3346 2100
Facsimile (07) 3346 2101
International Facsimile +61 7 3346 2101
Email imb@imb.uq.edu.au
Internet www.imb.uq.edu.au

Australian Institute for Bioengineering and Nanotechnology (AIBN)

Telephone (07) 3346 3877
International +61 7 3346 3877
Facsimile (07) 3346 3973
International Facsimile +61 7 3346 3973
Email reception@aibn.uq.edu.au
Internet www.aibn.uq.edu.au

Sustainable Minerals Institute (SMI)

Telephone (07) 3346 4003
International +61 7 3346 4003
Facsimile (07) 3346 4045
International Facsimile +61 7 3346 4045
Email reception@smi.uq.edu.au
Internet www.smi.uq.edu.au

Queensland Brain Institute (QBI)

Telephone (07) 3346 6300
International +61 7 3346 6300
Facsimile (07) 3346 6301
International Facsimile +61 7 3346 6301
Email qbi@uq.edu.au
Internet www.qbi.uq.edu.au

The University of Queensland Diamantina Institute (UQDI)

Telephone (07) 3443 6999
International +61 7 3443 6999
Facsimile (07) 3443 6966
International Facsimile +61 7 3443 6966
Email di.enquiries@uq.edu.au
Internet www.di.uq.edu.au

Institute for Social Science Research (ISSR)

Telephone (07) 3346 7471
International +61 7 3346 7471
Facsimile (07) 3346 7646
International Facsimile +61 7 3346 7646
Email issr@uq.edu.au
Internet www.issr.uq.edu.au

Global Change Institute (GCI)

Telephone (07) 3443 3100
International +61 7 3443 3100
Facsimile (07) 3343 3101
International Facsimile +61 7 3343 3101
Email gci@uq.edu.au
Internet www.gci.uq.edu.au

Queensland Alliance for Agriculture and Food Innovation (QAIFI)

Telephone (07) 3346 0551
International +61 7 3346 0551
Facsimile (07) 3346 0555
International Facsimile +61 7 3346 0555
Email qaafi@uq.edu.au
Internet www.qaafi.uq.edu.au

Mater Research Institute–UQ (MRI–UQ)

Telephone (07) 3163 2555
International +61 3163 2555
Facsimile (07) 3163 2550
International Facsimile +61 3163 2550
Email reception@mmri.mater.org.au
Internet www.research.mater.org.au

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Produced by
The Office of Marketing and Communications
The University of Queensland
Brisbane Qld 4072 Australia
Telephone (07) 3365 3367
International +61 7 3365 3367
Facsimile (07) 3365 1488
International Facsimile +61 7 3365 1488
Internet www.uq.edu.au
Email omcadmin@uq.edu.au

CRICOS Provider Number 00025B



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