



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

ANNUAL REPORT



27 February 2017

The Honourable Kate Jones MP
Minister for Education and Minister for Tourism, Major Events and the
Commonwealth Games
PO Box 15033, City East Qld 4002

I am pleased to submit for presentation to the Parliament the Annual
Report 2016 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*
- the detailed requirements set out in the *Annual report requirements
for Queensland Government agencies*, April 2016.

A checklist outlining the annual reporting requirements can be found at
uq.edu.au/about/annual-reports.

Yours sincerely



Peter N Varghese AO
Chancellor

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Public availability note

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

The following information is also available online at [uq.edu.au/about/
annualreport](http://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 this
2016 Annual Report, 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: UQ Gatton's 3.275 megawatt Solar Research Facility
features sheep, which are also used by the Vet School for teaching purposes,
to help manage grass and reduce the need for mowing.

creating change

While various commentators understandably
judged 2016 a year of historic flux, at The University
of Queensland it was a year for facing up to the
challenges of change and, in many cases, directing
change towards more positive outcomes. Wherever
improvements have occurred, they are due to the
commitment of great people, and I thank all UQ
staff, students and alumni, as well as our partners in
government, the private sector, not-for-profits and
philanthropy. Together, you enable fact-based
knowledge leadership, which is increasingly
important to the future of society.

The immense value UQ brings to Queensland and
Australia is entwined with our global relationships
and stature. It was therefore very pleasing to see
our strength reaffirmed by many international
sources, including the Academic Ranking of World
Universities, where UQ rose 22 places to rank 55th
among more than 10,000 universities globally,
and the *Nature* Index, where we remained the top
Australian institution.

High ratings are among the factors that attract
discerning international students, who in 2016
contributed approximately \$385.5 million in
direct tuition fees. On top of that came their
spending on items such as accommodation, food
and entertainment, and their cultural, social and
reputational contributions.

Maintaining UQ's appeal to dedicated, ambitious
students requires judicious planning and vigilance
across our complex enterprise, and work is underway
on a 2018–2020 Strategic Plan. It will be a guide for
meeting various challenges and opportunities for
the higher education sector, including matters such
as the mix of international students and the rise of
online learning.

The Strategic Plan will be anchored in UQ's values,
and will support a 10-year statement of strategic
intent covering our future directions and focus.
It will be informed by master-planning for the
St Lucia campus, and particularly by our new
Student Strategy—launched in July after extensive
consultation with students, staff and alumni. Broadly,
the strategy is a guide for equipping students to be
game-changing graduates, and this annual report
documents some of the ways this is being realised.

An umbrella goal of the Student Strategy is an
integrated learning environment, which received
welcome impetus in May when the Queensland
Government agreed to lend UQ up to \$251 million to
create a 1300-bed residence on the St Lucia campus.

UQ's research edge is another must-have for students
at all levels of study. Many of our researchers are
exceptional in their fields, as reflected not only in the
rankings and in Excellence in Research for Australia,

VICE-CHANCELLOR AND PRESIDENT'S REVIEW

but also in our position as equal 42nd in the world on the highly cited researchers list. Our staff and students compete strongly for external funding and, for three years running, UQ has been Australia's first or second university as measured by total research income. Indeed, from a batch of Australia Research Council funding announced in May, UQ received more dollars than all universities in Western Australia, South Australia and the Australian Capital Territory combined.

UQ's significance to Queensland is underlined by our success in winning funding under Advance Queensland programs, including research fellowships, innovation partnerships, and PhD scholarships.

Despite downturns in key sectors such as resources, industry continues to invest in UQ, and we are on-target to double research income from industry between 2012 and 2020. Examples of major industry confidence have come from both Baosteel, which added a five-year extension to the Baosteel-Australia Joint Research and Development Centre (hosted by UQ), and Boeing, which will co-locate advanced research and development staff at the St Lucia campus—the only arrangement of its kind outside the United States and United Kingdom.

Fuelled significantly by excellent fundamental, applied and translated research, UniQuest has continued to perform as Australia's leading university commercialisation company. Among its 2016 transactions of note are one of the largest-ever series A raisings for Australian university intellectual property, and a licensing agreement that could lead to new therapies for patients in the aftermath of chemotherapy.

However, even great success in attracting funding does not inoculate a university from financial stresses afflicting the sector. UQ has been making difficult but necessary changes with the intention of not only stabilising, but also strengthening present and future academic endeavours and global reputation.

The University leadership greatly appreciates the patience and cooperation of staff—particularly those who have been directly affected, as well as people who have supported colleagues through change.

While our institution is global, we remain true to our roots as Queensland's 'people's university'. The people we serve are now increasingly diverse; for instance, the number of Aboriginal and Torres Strait Islander students who graduated in 2016 was more than twice the number of 2012. We need to make even more progress here, but the growth is encouraging.

Adding to the benefits for Queensland communities are partnerships in vital sectors such as health. One case in point is a new alliance with Metro North Hospital and Health Services, which will simultaneously give the community dental services, train dental professionals, and upskill the existing dental workforce.

UQ people have also continued to provide research and advice to facilitate government policies and targets in diverse areas—including domestic violence, renewable energy, and Great Barrier Reef water quality.

If still more evidence of the value of our community's work is needed, it is easily found among our alumni. Fast approaching a quarter of a million in number, alumni make durable contributions in perhaps every field of endeavour. Herein lies our most significant output as a leading educational institution. A mere glance across the sweep of alumni appointments announced in 2016 shows the Chair of the American Manufacturing Council, the Secretary of the Australian Department of Communication and Arts, a Director of the Reserve Bank of Australia Board (who joined two alumnae already on the board), Australia's first Small Business and Family Enterprise Ombudsman, the Chief Executive Officer of Trade and Investment Queensland, and Queensland's first Chief Entrepreneur.

In July a high-achieving alumnus, Mr Peter N Varghese AO, became the 14th UQ Chancellor. He has come full circle in his career, having spent almost four decades since graduation working interstate and internationally in the Australian Public Service. He held senior positions in foreign and trade policy and intelligence—including most recently as Secretary of the Department of Foreign Affairs and Trade.

Peter chairs a Senate of high calibre, as exemplified by Dr Jane Wilson, who acted as Chancellor for the first half of 2016. A UQ graduate in medicine and surgery, Jane



is highly sought-after in corporate circles and in November she took account of the demands on her time as a director of several companies, and resigned from Senate. Jane has served UQ in many capacities, including as a senator since 2006, and I thank her and all senators who generously devote their expertise to UQ's good governance.

Leadership is intrinsic to the University's progress, and we were sadly prompted to reflect on the influence of an outstanding and transformative Vice-Chancellor and President, Emeritus Professor John Hay AC. John, UQ's leader from January 1996 until December 2007, died in November. Although we mourned his loss, it was an honour to welcome Mrs Barbara Hay and their children back to UQ for a beautiful commemoration.

John was instrumental in positioning UQ as a 21st-century university with a tremendous professional and academic workforce, and a stream of fine students who evolve into wonderful alumni. These assets will serve the University handsomely, as we not only face our own challenges, but also help others respond to and anticipate challenges of state, national and global significance.

Professor Peter Høj
Vice-Chancellor and President

2016 UQ 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 244,000 graduates in at least 170 countries and the millions of people worldwide who have benefited from UQ innovations.

Governance

On 11 July 2016, former Secretary of the Department of Foreign Affairs and Trade **Peter N Varghese AO** took on the role of Chancellor, following John Story AO's retirement on 31 December 2015 after seven years of service. Deputy Chancellor Dr Jane Wilson acted as Chancellor from 1 January until 10 July, before resigning from Senate on 11 November 2016.

Global excellence

In 2016, 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.

In the *Times Higher Education World University Rankings*, UQ maintained its placing at 60th globally for the second year running, despite continued uncertainty in Australian higher education.

UQ gained 22 places to rank 55th globally and second in Australia in the prestigious Academic Ranking of World Universities (ARWU). This was UQ's best result since the annual ranking began in 2003.

In 2016, UQ ranked 51st globally in the QS World University Rankings, placed number one in Australia in the *Nature* Index of Top Academic Institutions, and was 52nd in the *U.S. News* Best Global University Rankings.

In the Performance Ranking of Scientific Papers for World Universities, UQ was ranked in the world's top 50, improving two places to rank 43rd globally and third in Australia.

UQ continued to be within the top 50 according to other measures, including 41st in the University Ranking by Academic Performance and 43rd in the CWTS Leiden Ranking (measured by impact indicator).

With a global ranking of 10, for the fifth consecutive year, *The Economist* ranked UQ's Master of Business Administration (MBA) as the number one MBA program in Australia and the Asia-Pacific 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. In November, it was announced that UQ's Vice-Chancellor and President **Professor Peter Høj** will be chair for 2017.

UQ is also one of only three Australian founding members of the global network of research-intensive universities, Universitas 21 (U21). During 2016, six UQ students were represented at U21 student experience events including the Undergraduate Research Conference in the UK, Summer School in China, Social Entrepreneur Corps in Ecuador and the Health Science Summer School in Chile.

Learning excellence

UQ maintained its position of having won more Australian Awards for University Teaching than any university in the country, with eight awards in 2016. Five UQ academics won Citations for Outstanding Contributions to Student Learning: **Dr Saïed Aminossadati**, **Dr Lance Newey**, **Dr Phil Orchard**, **Professor Kenneth Pakenham**, and **Dr Judith Seaboyer**. **Professor Paul Mills** won an Award for Teaching Excellence (Biological Sciences, Health and Related Studies); and the University won two Awards for Programs that Enhance Learning: the **Pro Bono Centre** in the Educational Partnerships and Collaborations with Other Organisations category, and **UQ Three Minute Thesis** in the Postgraduate Education category.

Paralympic Games athletics classifier and HealthFusion coach **Dr Emma Beckman**, from the School of Human Movement



Dr Judith Seaboyer from the School of Communication and Arts was one of five UQ academics to win a Citation for Outstanding Contributions to Student Learning in the Australian Awards for University Teaching.

and Nutrition Sciences, was one of two recipients of a Universitas 21 Teaching Excellence Award, recognising her outstanding work in inter-professional education and supporting the next generation of exercise physiologists.

UQx maintained a notable footprint in edX, one of the world's leading not-for-profit consortiums of Massive Open Online Courses (MOOCs):

- registrations for UQx courses recently passed 1.32 million
- the number of courses launched by UQx in the three years since establishment in 2013 has also increased significantly (from seven in 2014, to 13 in 2015, and 22 in 2016)
- among charter members, UQx has the fifth most entries in the edX catalogue
- three of the 10 most popular edX courses are UQx courses: *English Grammar and Style*, *The Science of Everyday Thinking*, and *IELTSx* (being seventh, eighth, and tenth respectively).

The Faculty of Business, Economics and Law's Student Employability Team (BEL SET) won the 2016 employability category of the *Australian Financial Review* Higher Education Award in December.

Award completions 2016 ¹	
Higher Doctorate	2
Doctorate by research	731
Doctorate by coursework	16
Masters by research	91
Masters by coursework	2452
Postgraduate/Graduate Diploma	379
Graduate Certificate	699
Bachelors (Honours)	2384
Bachelors	5182
Associate Degree	25
Diploma/Associate Diploma (pre-AQF)	89
TOTAL	12,050

¹ Figures for 2016 are preliminary. Data will be finalised in mid-2017.

Total enrolments ¹				
	2013	2014	2015	2016 ²
Full-time internal	39,908	41,867	41,958	42,105
Part-time internal	7153	7179	7244	7412
External	1743	1703	1628	1553
TOTAL	48,804	50,749	50,830	51,070
Female	55.4%	55.2%	55.0%	54.5%
Male	44.6%	44.8%	45.0%	45.3%

¹ Female and male percentages may not add up to 100 as persons classified as Other are not included.

² Figures for 2016 are preliminary. Data will be finalised in mid-2017.

Campus enrolments				
	2013	2014	2015	2016 ¹
St Lucia	41,737	43,599	44,474	45,128
Ipswich ²	1731	1931	878	410
Gatton	2088	2089	2092	2060
Herston	3248	3130	3386	3472
TOTAL	48,804	50,749	50,830	51,070

¹ Figures for 2016 are preliminary. Data will be finalised in mid-2017.

² UQ transferred the UQ Ipswich campus to the University of Southern Queensland (USQ) on 7 January 2015: see page 56 for more information.

Student excellence

UQ students, past and present, continued to succeed in the community. For example:

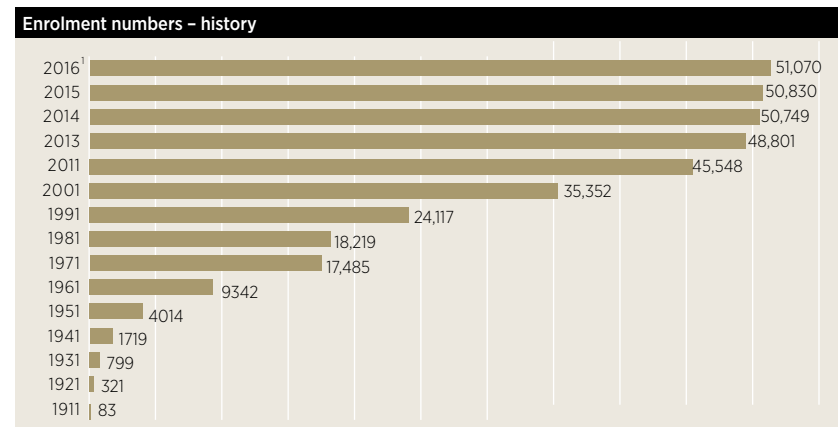
- Six undergraduate students from the School of Mathematics and Physics became the first Australian team to win entry into the International Physicists' Tournament, held in Paris in April.
- UQ Arts/Laws graduate **Abigael Mawby** won a 2016 General Sir John Monash Scholarship to study anti-corruption law at Columbia University in New York. **Timothy Delpport** and **Brett Parkinson** each won a 2017 General Sir John Monash Scholarship scholarship: they will be studying engineering science at the University of Oxford as part of their PhDs.
- Economics (honours) graduate **Belinda McEniery** won a Schwarzman Scholarship to study at the new Schwarzman College at Tsinghua University in Beijing. This inaugural and prestigious scholarship is designed to prepare its graduates to build stronger relationships between China and a rapidly changing world.
- UQ was the most successful university in the inaugural Westpac Future Leaders scholarships, with four students among



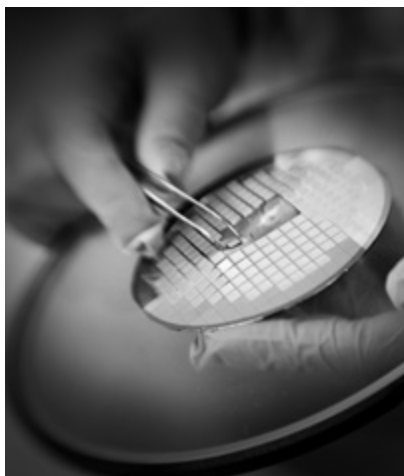
UQ's International Physicists' Tournament team with Vice-Chancellor and President Professor Peter Høj (centre), from left: Tomohiro Hashizume, Matthew Gray, Andrew Penton, Kwan Goddard Lee, Chris Chang and Ross Bennett.

Enrolment by program				
	2013	2014	2015	2016 ¹
Doctorate by research	3889	3975	4017	4063
Doctorate by coursework	85	75	68	47
Masters by research	472	472	523	509
Masters by coursework	6408	6735	7299	8327
Postgraduate/Graduate Diploma	844	868	747	707
Graduate Certificate	887	993	1146	1095
Bachelors	34,789	35,877	35,402	34,898
Associate Degree	92	65	102	103
Diploma/Associate Diploma	245	226	222	225
Enabling Course	259	318	336	335
Non-Award Course	834	1145	968	761
TOTAL	48,804	50,749	50,830	51,070

¹ Figures for 2016 are preliminary. Data will be finalised in mid-2017.



¹ Figures for 2016 are preliminary. Data will be finalised in mid-2017.



Needle-free Nanopatch technology developed at UQ was used to successfully deliver an inactivated poliovirus vaccine in 2016.

the 17 Australian recipients; four other UQ students also received \$10,000 Westpac Asian Exchange Scholarships to support their interest in Asia and help develop their global leadership skills.

International students

International enrolments from more than 141 countries made up 26.1 per cent of the student population in 2016, providing enhanced learning and cultural experiences for all UQ students and the broader community. International enrolments generated \$385.5 million in income for the University, including \$202.2 million from undergraduate students, \$139.1 million from postgraduate students, \$7 million from non-award students, \$12.7 million from Research Higher Degree students, and \$24.4 million from the Institute of Continuing and TESOL Education. The export business UQ generates supports the local economy, and the University has contributed greatly.

UQ is a university of choice for international students, being 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).

Discovery excellence

UQ maintained its strong reputation as one of Australia's top research-intensive universities in 2016.

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 55th global ranking in the Academic Ranking of World Universities—the most influential global university ranking. UQ again topped the nation in the prestigious *Nature* Index, which rates institutions and countries according to the number and quality of research publications.

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 2016, the life-saving Gardasil® and Cervarix™ cervical cancer vaccines developed at UQ are available in more than 130 countries, and more than 187 million doses of the HPV vaccines have been distributed worldwide. The Triple P – Positive Parenting Program has reached more than four million children and their families; it is used in 25 countries, having been translated from English into 19 other languages; and is ranked as the number one parenting program in the world by the United Nations. GroundProbe mine-safety

technology is used by some of the world's largest mining companies on more than 150 sites in 19 countries, and UQ image correction technology is used in two-thirds of the world's magnetic resonance imaging (MRI) machines.

In September, The Boeing Company announced that the Brisbane Technology Centre of Boeing Research and Technology will relocate to UQ's St Lucia campus in early 2017. 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 prestigious AusBiotech and Johnson & Johnson's Innovation Industry Excellence Awards recognised Protagonist Therapeutics as Australian Company of the Year. A clinical-stage biopharmaceutical company, Protagonist Therapeutics is founded on research from UQ's Institute for Molecular Bioscience and develops oral drugs for the treatment of gastrointestinal disorders such as Inflammatory Bowel Disease.

Needle-free Nanopatch technology developed at The University of Queensland has been used to successfully deliver an inactivated poliovirus vaccine. This breakthrough was done in collaboration with the World Health Organization, the US Centers for Disease Control and Prevention, and vaccine technology company Vaxxas.

In recognition of UQ's global plant breeding systems expertise, the Bill & Melinda Gates Foundation awarded a \$3.8 million grant to the Queensland Alliance for Agriculture and Food Innovation (QAAFI) and the School of Agriculture and Food Sciences to assess plant breeding programs in developing countries, in order to identify the best avenues to improve them.

An industry-supported \$10 million biopharmaceutical initiative will be established at The University of Queensland to train the next generation of scientists and enhance Australia's capabilities in the pharmaceutical sector. The Australian Research Council (ARC) Industrial Transformation Training Centre for Biopharmaceutical Innovation is the result of ARC funding, and cash and in-kind contributions from industry partners.

UQ was awarded two of the ARC's 16 Australian Laureate Fellowships commencing in 2016, and was second nationally on total funds awarded (\$5.8 million). UQ's new Australian Laureate Fellows are **Professor Alan Rowan** from the Australian Institute for Bioengineering and Nanotechnology, and **Professor Paul Burn** from the School of Chemistry and Molecular Biosciences. These prestigious fellowships support excellence in research by attracting

world-class researchers and research leaders to key positions in Australia.

This year, UQ officially commenced its participation in the Science in Australia Gender Equity (SAGE) Pilot. The Pilot aims to address the under-representation of women in science, technology, engineering, mathematics and medicine (STEMM) disciplines using a rigorous evidence-based accreditation framework.

Engagement excellence

In 2016, UQ continued to engage its alumni by keeping them connected through global alumni networks, keeping them informed about exciting new research developments, and maintaining their confidence in the intellectual standards and academic rigour of their alma mater.

UQ alumni 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 all making a difference around the world. Highlights in 2016 included:

- **The Honourable Dame Quentin Bryce AD CVO** was named a Queensland Great for her lifetime of public service, including as Governor of Queensland and as Australia's first female Governor-General.
- **Mark Sowerby** was announced as Queensland's first Chief Entrepreneur. The founder of Blue Sky Alternative Investments Ltd was appointed by Premier Anastacia Palaszczuk to the Advance Queensland role, which is the first of its kind in Australia.
- **Selena Uiibo**, an Indigenous community leader and 2010 UQ valedictorian, was elected as the Member for the Division of Arnhem. She was also the recipient of a 2016 Distinguished Young Alumni Award.
- **Dami Im** secured Australia second place in the Eurovision Song Contest in May. This is the latest in a line of accomplishments for Dami, who won the 2013 *X Factor* and went on to release an ARIA chart-topping single and album.
- **Tim Munro** took home his third Grammy when he won the 2016 award for best chamber music performance.
- **Kathryn Fagg** was appointed as the 16th President of Chief Executive Women (CEW).
- **Dr Heather Smith PSM** was appointed Secretary to the Australian Government Department of Communication and Arts.
- **Dr Andrew Liveris AO** was chosen by US President-elect Donald Trump to head the American Manufacturing Council—a private sector group that advises the US Secretary of Commerce.

- **Kate Carnell** became Australia's first Small Business and Family Enterprise Ombudsman.
- **Professor Ian Harper** was appointed to the Reserve Bank of Australia Board, bringing the number of UQ alumni currently serving on the nine-person Board to three.
- **Virginia Greville** was appointed as the new CEO of Trade & Investment Queensland.

The University's success in building relationships with alumni, industry and the community was productive for philanthropy this year, with \$37.3 million raised. In 2016, Annual Giving comprised more than 70 per cent of the total number of gifts to UQ: collectively these many small gifts provided vital support for students, teaching initiatives and research. The UQ telephone engagement campaign also resulted in more than 1000 gifts to the University, 53 per cent of which were from first-time donors.

2016 saw the launch of the UQ Global Strategy and Partnerships Seed Funding Scheme, along with a wide range of international initiatives such as conferences, visits, partnerships and symposiums.

Secondary school liaison remained a key feature of the University's strategy for influencing student choice for UQ. Open Days, school visits, scholarly programs, campus tours, teacher and guidance officer training, student mentoring and hands-on experience days were just some of the activities undertaken.

News dissemination also remained a key focus, with more than a million views of *UQ News* stories alone. Other media channels included the University's Facebook, Twitter, Snapchat and Instagram accounts, official speeches and letters, blogs, video news items and academic articles in *The Conversation*.



2010 UQ valedictorian graduate and 2016 Distinguished Young Alumni Award winner Selena Uiibo was elected as the Member for the Division of Arnhem in 2016.

Most popular UQ news stories for 2016		
Month	Story	Page views
January	Laundry founders named Young Australians of the Year	2490
February	Native grass could be key to super thin condoms	2064
March	Cream of the crop kickstart their careers at UQ	3001
April	Breakthrough may stop multiple sclerosis in its tracks	7167
May ¹	The world found Nemo, but can we save him?	9451
June	Barrier Reef rodent declared extinct due to climate change	12,725
July	New sports fields or car parks – how about both?	2245
August	Six new degree programs for 2017	5742
September	UQ triggers reef fish colour vision study	3622
October	Food vans here to help UQ students with exam study	2771
November	Vale Emeritus Professor John Hay AC (21 September 1942 – 3 November 2016)	16,386
December	UQ confirms Vitamin D link to autism traits	6093
TOTAL	(all stories for year)	1,099,656

¹ A guide to 'Stralyan-English', an opinion piece published on the UQ blog *Small change* (small-change.uq.edu.au), had 5694 views in May.

KEY STATISTICS

Key statistics						
Number of students	2011	2012	2013	2014	2015	2016¹
TOTAL	45,548	46,863	48,804	50,749	50,830	51,070
% Female ²	55.4	55.3	55.4	55.2	55.0	54.5
Commencing	16,288	16,377	17,649	18,395	17,426	17,802
% Female ²	57.0	56.9	56.8	57.0	56.5	55.8
Student load (EFTSL)³	2011	2012	2013	2014	2015	2016¹
TOTAL	36,289	37,022	38,416	39,963	40,029	40,217
Undergraduate and non-award	28,155	28,989	30,367	31,574	30,916	30,176
Postgraduate coursework	5065	4937	4920	5224	5829	6752
Postgraduate research	3069	3096	3129	3164	3283	3290
Student load by funding type (EFTSL)³	2011	2012	2013	2014	2015	2016¹
Commonwealth funded ⁴	25,216	26,061	27,361	28,311	28,056	27,561
Domestic full fee paying	1697	1771	1797	1849	1777	1743
International fee paying	9377	9190	9258	9802	10,196	10,913
Award completions	2011	2012	2013	2014	2015	2016¹
TOTAL	10,408	10,785	11,042	11,618	12,079	12,050
Undergraduate	6298	6623	6947	7221	7609	7680
Postgraduate	4110	4162	4095	4397	4470	4370
Staff (FTE)⁵ as at 31 March⁶	2011	2012	2013	2014	2015	2016
TOTAL	6548	6751	6892	6816	6791	6703
Academic						
Teaching and research	1331	1320	1265	1240	1207	1145
Research focused	1227	1320	1438	1436	1452	1460
Teaching focused	165	171	156	179	149	139
Other	20	25	24	28	26	28
SUB-TOTAL	2743	2836	2883	2883	2834	2772
Professional						
Research focused	623	642	633	593	547	490
Other	3182	3273	3376	3340	3410	3441
SUB-TOTAL	3805	3915	4009	3933	3957	3931
Operating revenue (\$'000)	2011	2012	2013	2014	2015	2016
Commonwealth Grant Scheme grants ⁷	248,294	286,185	298,314	304,775	309,946	322,135
HECS-HELP and HECS-HELP student payments ⁷	161,654	167,619	207,614	220,301	215,801	215,643
FEE-HELP and course fees and charges ⁸	293,498	306,423	322,446	358,041	388,106	431,488
Research block grants ⁹	119,581	130,925	132,981	137,466	144,480	149,136
Other government revenue ¹⁰	447,071	325,003	321,368	332,907	316,597	285,358
Consultancy and contract revenue ¹¹	171,529	174,431	180,405	148,796	170,865	152,973
Other revenue ¹²	195,777	192,103	208,443	186,387	167,017	194,377
TOTAL	1,637,404	1,582,689	1,671,571	1,688,673	1,712,812	1,751,110

¹ 1 Figures for 2016 are preliminary. Data will be finalised in mid-2017.

² There has been a reassessment of how gender figures have been 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 excluded.

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 FTE = full-time equivalent. Data excludes casuals.

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 deficit of \$15.5m for 2016. This compares to a consolidated surplus of \$58.5m in 2015.

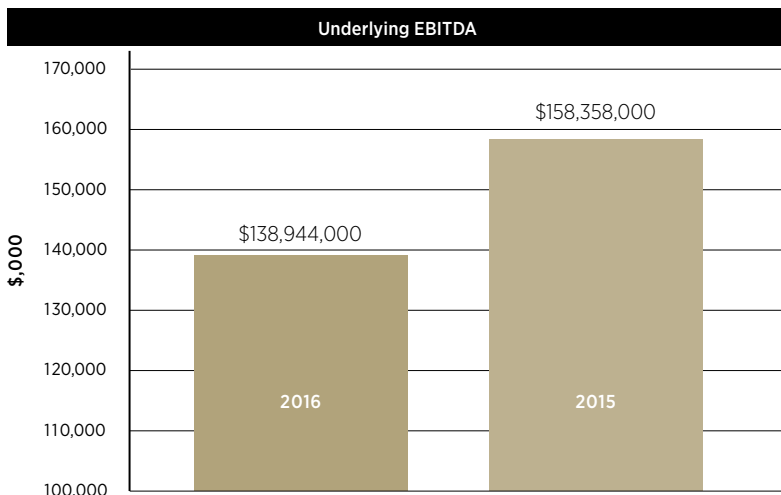
While the financial statements reflect a true and fair view of the financial position of the University and its consolidated entities in accordance with the applicable accounting standards, the University believes that the more relevant financial result is the underlying consolidated EBITDA (earnings 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 EBITDA* on page 8.

University finances

Underlying EBITDA

The underlying consolidated EBITDA moved from a surplus of \$158.5m in 2015 to a surplus of \$138.9m in 2016 – a decline of \$19.6m.

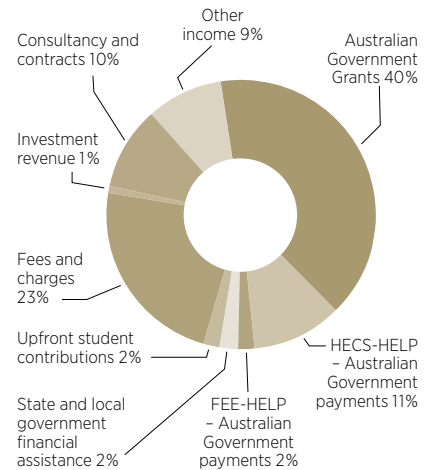


Underlying income

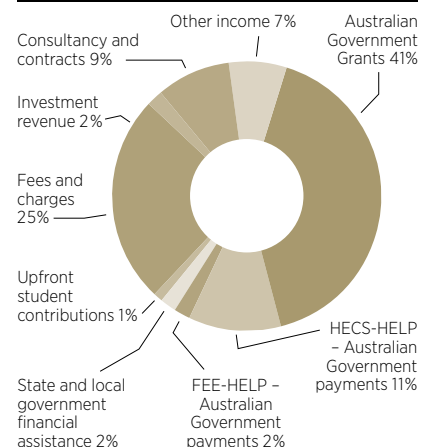
The University's underlying consolidated income increased by \$11.1m (or 1 per cent). This can be attributed to:

- An increase in course fees and charges of \$39.5m (or 10 per cent). The number of full-fee paying domestic and international students rose by 5.7 per cent from 11,973 EFTSL in 2015 to 12,656 EFTSL in 2016. Also contributing to the increase was fee band indexation of 4.0 per cent.
- An increase in the combined funding through the Commonwealth Grant Scheme (CGS), the Higher Education Loan Program (HELP), and HELP student contributions of \$12.0m (or 2 per cent). The number of Commonwealth-funded students fell by 1.8 per cent from 28,056 EFTSL in 2015 to 27,561 in 2016. Despite the drop, revenue increased slightly due to indexation and a refund of CGS funding previously withheld in the prior year.
- An increase in non-tied Research Block Grant funding of \$5.5m (or 3 per cent)

Revenue: University of Queensland parent 2015



Revenue: University of Queensland parent 2016



largely due to additional monies received through the Sustainable Research Excellence and Research Training Scheme programs.

- A decrease in tied research, scholarship and other major project income of \$17.5m (or 4 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.
- A decrease in the fair value gains from commercialisation investments of \$11.7m. This is largely the result of a \$16.5m gain in 2015 following the sale of an investment in Spinifex Pharmaceuticals Pty Ltd.
- A decrease in non-tied donations and bequests of \$10.0m (or 28 per cent).
- A decrease in insurance proceeds of \$3.2m due to one-off funds received in 2015 in relation to storm damage that occurred in November 2014.
- A decrease in the remaining revenue categories of \$3.5m (or 2 per cent) due to a small decrease in other activities.

Underlying expenditure

The University's underlying consolidated expenditure increased by \$30.7m (or 2 per cent). This can be attributed to:

- An increase in employee expenses of \$14.9m (or 2 per cent). This was driven by the following movements within the parent entity: a 0.6 per cent drop in the number of full-time equivalent (FTE) staff, salary and wage increases of 3.0 per cent on 1 January 2016 in accordance with the University's Enterprise Bargaining Agreement, and an increase in annual leave and long service leave taken.
- A decrease in non-employee expenditure on tied research, scholarship and other major project income of \$8.9m (or 5 per cent). Contributing to the decline was the completion of the Gatton Solar Flagships solar array in 2015.
- An increase in repairs and maintenance expense of \$10.4m (or 16 per cent) due to the timing of refurbishment works across the University.
- An increase in commissions paid of \$5.5m (or 19 per cent) due to an increase in international student numbers and an increase in students involved in the UQ-Ochsner Medical Program.
- An increase in the remaining expenditure categories of \$8.8m (or 2 per cent).

Reconciliation of Operating Result (Income Statement In Published Financials) to Underlying EBITDA

	Consolidated 2016 \$'000	Consolidated 2015 \$'000	Variance \$'000
Net operating result before income tax as per University's published financial statements ¹	(15,477)	58,479	(73,956)
Income tied to major capital projects ²	5856	(1922)	7778
Movement in unspent research, scholarship and major project income ³	(899)	(1112)	213
Fair value gain on TRI Investment	462	270	192
Interest expense on Smart State loans	-	47	(47)
Donations for managed investment portfolio ⁴	(12,406)	(10,405)	(2001)
Unspent investment portfolio losses/(gains) ⁴	(8970)	(15,443)	6473
UNDERLYING OPERATING RESULT BEFORE INCOME TAX	(31,433)	29,914	(61,348)
Depreciation and amortisation expense	160,681	125,365	35,316
Loss/(gain) on disposal of property, plant and equipment	17,666	3596	14,070
Donated assets	(7930)	(954)	(6976)
Interest revenue	(11,559)	(10,753)	(806)
Interest expense	11,554	11,280	274
Income tax expense	(34)	90	(124)
UNDERLYING EBITDA	138,944	158,538	(19,594)

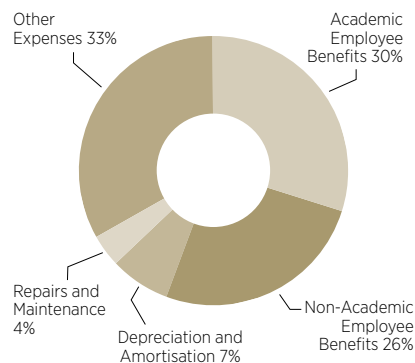
¹ This is the net operating result of the consolidated entity before income tax as per the University's statutory financial statements.

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.

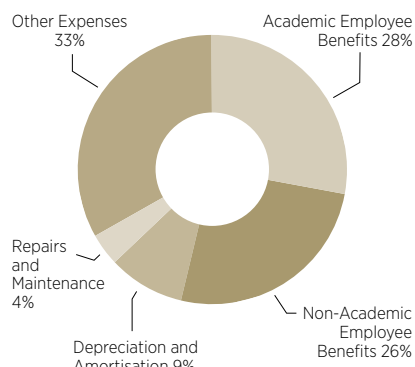
³ In accordance with Australian Accounting Standards, the majority of the University's tied research, scholarship and major project income is recognised as received (as opposed to when it is spent or earned). This mismatch can create significant fluctuations in the operating result. The increase/decrease 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 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.

Expenditure: University of Queensland parent 2015



Expenditure: University of Queensland parent 2016



Capital expenditure

The University has continued to invest in major infrastructure. The total amount capitalised on property, plant and equipment during 2016 was \$110.6m (2015: \$87.9m).

The two major capital projects undertaken in 2016 were the new Synthetic Fields Precinct and a major refurbishment of the Forgan Smith Building.

Investment Portfolio

UQ Investment Fund

The University has a total of \$176.7m in a long-term investment portfolio that is managed by external specialist fund managers. Known as the UQ Investment Fund, it holds portfolio trust and bequest funds 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 UQ Investment Fund 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 7.6 per cent for the year to 31 December 2016.

UQ Socially Responsible Investment (SRI) Green Fund

The University has a total of \$3.2m in another long-term investment portfolio managed by external fund managers. Known as the UQ Socially Responsible Investment (SRI) Green Fund, this fund was established in January 2016 through Dalton Nicol Reid. UQ has committed \$3 million to the establishment of this fund, which is seen as complementing its commitment to the United Nations-supported Principles for Responsible Investment initiative. The option to invest in this fund—as opposed to the general UQ Investment Fund—will be provided to donors.

UQ Investment Fund Performance			
	Return Of Portfolio (%)	Average CPI plus 6% (%)	Above/(Below) Target (%)
Return over past year	7.57	7.28	0.29
Return over past 3 years	9.95	7.75	2.20
Return over past 5 years	15.62	7.89	7.73
Return over past 7 years	9.50	8.23	1.27

UQ Socially Responsible Investing (SRI) Green Fund Performance			
	Return Of Portfolio (%)	Average CPI plus 6% (%)	Above/(Below) Target (%)
Return over past year	8.76	7.28	1.48

Externally funded chairs		
Contributor	2016 (\$)	Chair
Malcolm Broomhead	1,000,000	Malcolm Broomhead Endowed Chair in Finance
Arthritis Queensland	150,000	Chair in Rheumatology
Mount Isa Mines Ltd	50,000	Chair in Metallurgical Engineering
Paul Eliadis	76,000	Paul Eliadis Chair of Classics and Ancient History
Queensland Institute of Dermatology	150,000	Chair in Dermatology
Aegium Foundation	127,500	Masonic Chair in Geriatric Medicine
Mater Foundation	80,000	Chair in Perinatal Medicine
Leukaemia Foundation	200,000	Leukaemia Foundation Queensland Chair in Blood Cancer Research
Department of Transport and Main Roads	200,000	TMR Chair

The fund managers are required to operate within designated asset allocation benchmarks and each has responsibilities for investments in cash and fixed interest and Australian shares. The fund will not invest in companies involved with tobacco, armaments, gaming or pornography as they are not deemed socially responsible investments. Further, the fund will not invest in companies excluded from the FTSE All-World ex Fossil Fuels Index.

The investment strategy of the UQ SRI Green Fund 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 8.8 per cent for the year to 31 December 2016.

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



Professor Zhiguo Yuan from the Advanced Water Management Centre, whose work on sewer corrosion prevention—patented through controlled entities UniQuest Group/Cloevis Pty Ltd—could help solve an ongoing multi-billion-dollar problem worldwide.

Basis of authority

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

Functions

The University:

- disseminates knowledge and promotes scholarship
- provides education at university standard
- provides facilities for and encourages study and research
- encourages the advancement and development of knowledge and its application
- provides courses of study or instruction (at levels of achievement Senate considers appropriate) to meet community needs
- confers higher education awards
- provides facilities and resources for the wellbeing of staff, students and others taking courses at the University
- exploits 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
- performs 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 2016, 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

Cloevis 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

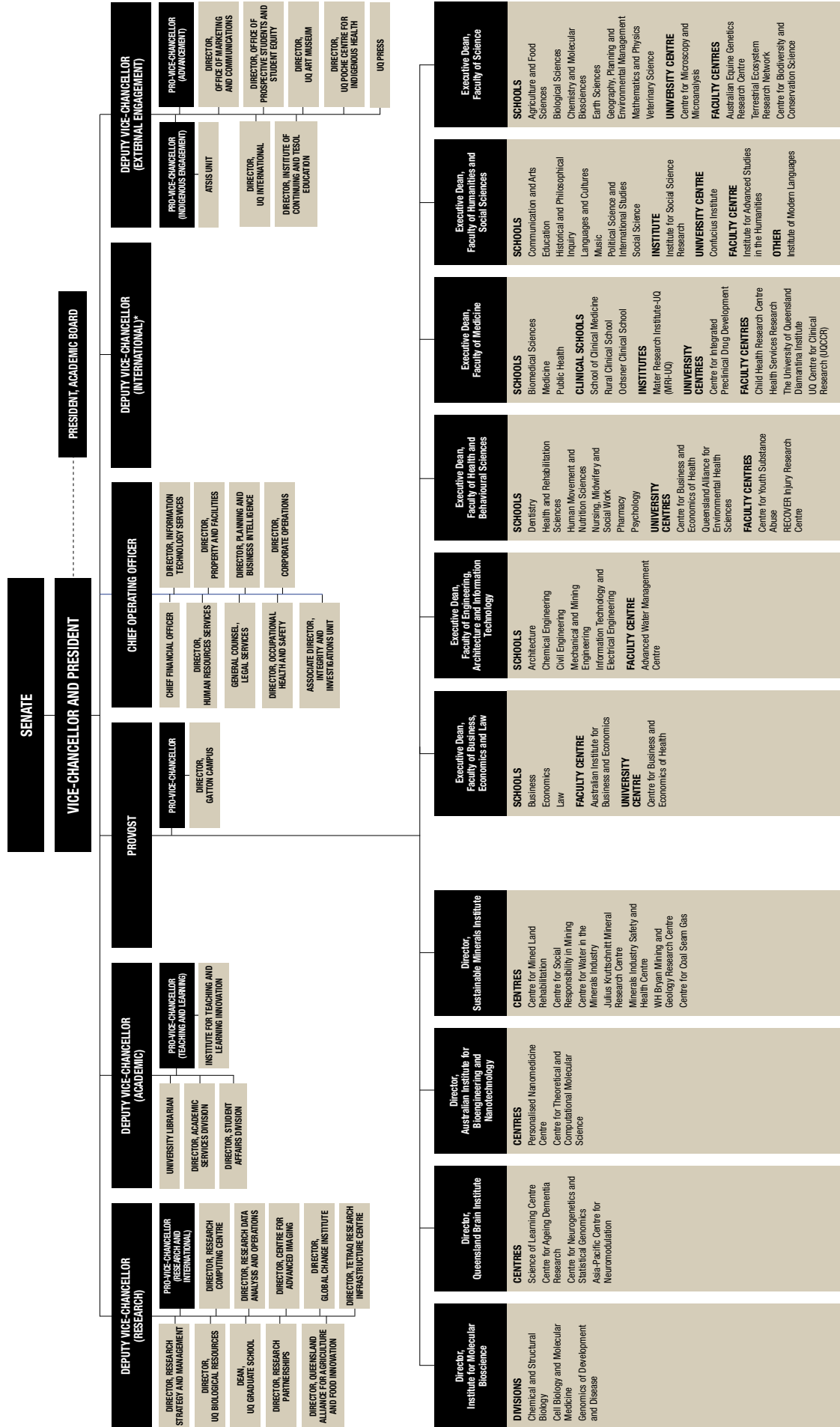
SUSOP Pty Ltd
JKTech South America SpA
JK Africa Mining Solutions Pty Ltd

IMBCom Group

IMBCom Asset Management Company Pty Ltd
Kalthera Pty Ltd

Other Controlled Entities

Global Change Institute Pty Ltd
UQ Jakarta Office Pty Ltd.



* The Deputy Vice-Chancellor (International) position is currently vacant

CORPORATE GOVERNANCE



Chancellor

(11 July – 31 December 2016)

Mr Peter N Varghese AO

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



Acting Chancellor

(1 January – 10 July 2016)

Deputy Chancellor

(1 January – 11 November 2016)

Dr Jane Wilson

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

University governing body

The governing body of the University is Senate, as constituted by the *University of Queensland Act 1998*. Senate has 22 Members, comprising official members, appointed members, elected members and additional members. Members serve a four-year term except for members who are students, who serve for two years. A four-year term of the 33rd Senate began on 1 January 2014. Members do not receive remuneration for undertaking this role. Senate met six times during 2016. The University complies with the Voluntary Code of Best Practice for the Governance of Australian Universities, approved by the Ministerial Council for Tertiary Education and Employment in 2011.

Senate membership

Official members

- Chancellor **Mr Peter N Varghese AO**, BA (Hons) *Qld*, H.DLitt *Qld* [Mr Varghese joined Senate on 11 July 2016, following the retirement of the previous Chancellor, Mr John Story AO, on 31 December 2015; Deputy Chancellor Dr Jane Wilson was Acting Chancellor from 1 January to 10 July 2016]
- Vice-Chancellor and President, **Professor Peter Høj**, MSc, PhD, DUniv (Honoris Causa) *Copenhagen* and *S.Aust*, FTSE
- President of the Academic Board, **Professor Fred D'Agostino**, BA (Hons) *Amherst*, MA *Prin*, PhD *LSE*, FAHA

Members appointed by the Governor-In-Council

- **Mr Timothy B Crommelin**, BCom *Qld*, AdvMgmtProg *Hawaii*, FSIA
- **The Hon Justice Martin Daubney**, BA *Qld*, LLB *Qld*

- **Mr Philip Hennessy**, BBusAcc *QUT*
- **Dr Zelle Hodge AM**, MBBS *Qld*, FRACGP, FAMA, FAICD
- **Mr Jamie Merrick**, BA (Laws), MSc [appointed 29 September 2016 to fill a vacancy]
- **Mr Grant Murdoch**, BCom *Cant*, MCom *Cant*, FCA, FAICD
- **Mr Charlie Sartain**, BE (Hons) *Melb*, FAusIMM, FTSE
- **Dr Jane Wilson**, MBBS *Qld*, MBA *Harv*, FAICD (Deputy Chancellor) [resigned 11 November 2016]

Elected members

- One Member of the Academic Board, **Associate Professor Greg Hainge**, BA (Hons) *Nott*, MA *Nott*, PhD *Nott*, GCELead *Qld*
- One Member of the full-time or part-time academic staff of the University, **Associate Professor Tony Roberts**, BSc (Hons I) *Qld*, MComm *Qld*, PhD *ANU*
- One Member of the full-time or part-time general staff of the University, **Mr Mark D Starkey**, BA *Qld*
- One postgraduate student, **Mr Thomas Mackay**, BSc *Qld*
- One undergraduate student, **Mr Dylan Kerr**

Three graduates of the University

- **Ms Kathy Hirschfeld**, BE (Chem) *Qld*, FTSE, FICHEM, FIEAust, GAICD
- **Dr Carla Tromans**, BEd *QUT*, MEdSt *Qld*, MEd *USQ*, EdD *QUT*, MAICD
- **Mr Michael Zivcic**, BE (Mining) *Qld*, BSc *Qld*, GAICD, GAusIMM

Appointed by Senate

- **Mrs Margaret Brown**, BA *Qld*, LLB (Hons) *Qld*, MAICD, MIPSANZ
- **Ms Tonianne Dwyer**, BJuris (Hons) *UWA*, LLB (Hons) *UWA*, GAICD
- **Ms Michelle Tredenick**, BSc *Qld*, FAICD.

Senate report

For a report of the Senate's 2016 activities, please visit uq.edu.au/about/year-ended-december-31-2016.

Executive management

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

The Vice-Chancellor* is supported by an Executive to whom most of the University's organisational units report. The Executive comprises:

- Provost and Senior Vice-President*
- Deputy Vice-Chancellor (Academic)*
- Deputy Vice-Chancellor (External Engagement)*

- Deputy Vice-Chancellor (Research)*
- Pro-Vice-Chancellor
- Pro-Vice-Chancellor (Advancement)
- Pro-Vice-Chancellor (Indigenous Engagement)
- Pro-Vice-Chancellor (Research and International)
- Pro-Vice-Chancellor (Teaching and Learning)
- Chief Operating Officer*
- President of the Academic Board.

* Members of the Vice-Chancellor's Committee.

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 Høj

2016 UQ Senate

Front row, from left: Mr Mark D Starkey, Dr Carla Tromans, Ms Kathy Hirschfeld, Mr Peter N Varghese AO, Professor Peter Høj, Ms Tonianne Dwyer, Ms Michelle Tredenick, Mr Timothy B Crommelin.

Back row: Associate Professor Tony Roberts, Dr Zelle Hodge AM, Associate Professor Greg Hainge, Mr Jamie Merrick, Mr Dylan Kerr, The Hon Justice Martin Daubney, Professor Fred D'Agostino, Mr Philip Hennessy, Mrs Margaret Brown, Mr Grant Murdoch.

Absent: Mr Michael Zivcic, Mr Thomas Mackay, Mr Charlie Sartain.



Executive management



Vice-Chancellor and President

Professor Peter Høj

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

Chief Executive Officer (CEO), responsible to Senate for UQ's strategic direction, performance and external affairs.

Deputy Vice-Chancellor (Academic)

(1 January – 20 March 2016 and from 4 October 2016)

Acting Provost and Senior Vice-President

(21 March – 3 October 2016)

Professor Joanne Wright

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

As Deputy Vice-Chancellor (Academic), 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.



Provost and Senior Vice-President

Professor GQ Max Lu

(1 January – 18 March 2016)

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

Professor Aidan Byrne

(from 4 October 2016)

BSc, MSc *Auck*, PhD *ANU*

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.

Deputy Vice-Chancellor (External Engagement)

Professor Iain Watson

(from 1 August 2016)

BA(Hons) *Ulster*, MSc *Ulster*, PhD *Ulster*

Responsible for leading the University's overall engagement strategy, with a particular focus on expanding the quality and scale of engagement with prospective students, industry, government, alumni, and Aboriginal and Torres Strait Islander communities.



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.



Chief Operating Officer

Mr Greg Pringle

BA *Natal*, LLB *Natal*, GradDip (Industrial Relations) *Natal*, MBA *Qld*, Advanced Management Program *Harv*

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

property and facilities, occupational health and safety, investigations, risk, internal audit and information technology functions. Advises the Senate on governance, and is the University Secretary and its Public Officer.*

Deputy Vice-Chancellor (International)

Professor Monique Skidmore

(1 January – 9 September 2016)

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

University-wide portfolio responsibility for International matters, including Global Engagement; International Marketing, Recruitment and Admissions; International Development; and the Institute of Continuing and TESOL Education.**





Pro-Vice-Chancellor

Professor Alan Rix

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

Responsible for overall management and development of both the Gatton campus and the Pinjarra Hills site, and management of the University's academic employee relations.

Pro-Vice-Chancellor (Research and International)

Professor Anton Middelberg

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

Responsible for leadership and oversight of policy development in research ethics and integrity, research quality, and impact analysis, and works with others to identify and develop international research partnerships.



Pro-Vice-Chancellor (Advancement)

Ms Clare Pullar

(1 January – 22 April 2016)

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

Pro-Vice-Chancellor (Teaching and Learning)

(1 January – 20 March 2016,
and from 4 October 2016)

Acting Deputy Vice-Chancellor (Academic)

(21 March – 3 October 2016)

Professor Doune Macdonald

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



Acting Pro-Vice-Chancellor (Advancement)

Ms Patricia Danver

(from 25 April 2016)

BS(Comms) *Syracuse*

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

Acting Pro-Vice-Chancellor (Teaching and Learning)

(21 March – 3 October 2016)

Professor Sarah Roberts-Thomson

BPharm (Hons) *Sydney*, PhD *Sydney*, GCELead *UQ*, GAICD



As Pro-Vice-Chancellor (Teaching and Learning), 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 centring on improving student learning outcomes.



Pro-Vice-Chancellor (Indigenous Engagement)

Professor Cindy Shannon

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

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

President of the Academic Board

Professor Fred D'Agostino

BA (Hons) *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.



* Mr Maurie McNarn AO announced his retirement as Chief Operating Officer in 2015 and, following a period of leave, concluded his employment with the University in July 2016. Mr Greg Pringle commenced in the role on 4 January 2016.

** With the resignation of Professor Skidmore, the University's international portfolio currently reports to the Deputy Vice-Chancellor (External Engagement).

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:

- implemented a staged rollout of the University's Electronic Document and Records Management System (EDRMS), including the issue of additional licences across the University
- enhanced online training resources to assist units to manage their own records and promote a paperless office
- commenced the transition of employee records to a digital format
- introduced automatic capture of records through linking network drives.

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 its 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 functions and activities:

- Enterprise Risk
- Occupational Health and Safety
- UQ Institutional Biosafety Committee
- Compliance
- Internal Audit
- Integrity and Investigations
- 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 2015/2016 financial year were:

- **Grant Murdoch**, BCom *Cant*, MCom *Cant*, FCA, FAICD (Chair)
- **Philip Hennessy**, BBusAcc *QUT* (as Chair of Finance Committee)
- **Kathy Hirschfeld**, BE (Chem) *Qld*, FTSE, FICHEM, FIEAust, GAICD
- **Michelle Tredenick**, BSc *Qld*, FAICD
- **Michael Zivcic**, BE (Mining) *Qld*, BSc *Qld*, GAICD, GAUSIMM
- **Peter N Varghese** AO, BA (Hons) *Qld*, H.DLitt *Qld* (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, and overseen by the Committee as follows:

- **First Line of Defence:** UQ's operational management has ownership, responsibility and accountability for identification, assessment and management of risk and ensuring compliance

- **Second 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
- **Third Line of Defence:** 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.

During 2016, the Committee provided direction and oversight of the following key initiatives:

- **risk appetite statements:** the methodology and underlying processes of risk appetite statements were approved, and formal discussions were held with senior executives and members of the Committee on risk tolerances and appetite statements
- **risk management policy and procedures:** these were reviewed and assessed internally using an external maturity model, the baseline was agreed, and management actions to further enhance the risk management function and culture were endorsed
- **top 10 risks:** for the first time, the University's top 10 academic risks were assessed separately to the top 10 non-academic risks, and management actions were endorsed to ensure effective management of those risks
- **IT strategy and management of IT risks**
- **safety risks and culture.**

Internal Audit

Internal Audit assists Senate and University management in the effective execution of their responsibilities by providing assurance about the effectiveness of governance, risk management and internal controls. Internal Audit completed 23 audits across the University during 2016, including four grant certifications, and also provided advisory services and ongoing input into several 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
- 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.

Government objectives for the community

Through its Research, Learning and Engagement activities as outlined in this report, The University of Queensland contributes to the Queensland Government's four key objectives for the community: creating jobs and a diverse economy; delivering quality frontline services; protecting the environment; and building safe, caring and connected communities.



External scrutiny

Two UQ researchers referred by the University to the Crime and Corruption Commission in 2014 after a research integrity investigation have now been dealt with by the courts.

In November 2016 the Office of the Information Commissioner (OIC) tabled a report in parliament, *Report No. 3 to the Queensland Legislative Assembly for 2016-17 (Follow-up of Report No. 2 of 2014-15: Review of universities' implementation of recommendations: Compliance with Right to Information and Information Privacy – Griffith University, Queensland University of Technology, University of Queensland and University of Southern Queensland)*. This report revealed that UQ had fully implemented all 10 recommendations made in the original review in order to meet its right to information (RTI) and information privacy (IP) obligations more efficiently and effectively.

STRATEGIC PLAN 2014–2017

Our vision

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

As the current Strategic Plan expires at the end of 2017, work has commenced to develop the University's new strategic direction and plan for 2018 and beyond.

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.



Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be Courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Queensland Public Service (QPS) values

The University of Queensland's values align neatly with the five Queensland Public Service values, guiding our behaviour and the way we do business:

Customers first ≈ Supporting our people

Ideas into action ≈ Creativity and independent thinking

Unleash potential ≈ Pursuit of excellence

Be courageous ≈ Honesty and accountability

Empower people ≈ Mutual respect and diversity.

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 its employment outcomes for 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 teachers and researchers and increasing research funds—including from non-government sources.

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 decisionmaking 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.



The UQ Oral Health Centre at the Herston campus, which received three awards at the National Architecture Awards in 2016, showcases the University's outstanding infrastructure.

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		2012	2013	2014	2015	2016
Share of OP 1–5 students (or equivalent rank) who have UQ as their first preference ¹	(Percentage)	43.6	44.5	41.9	40.0	40.3
Student retention (domestic commencing bachelor students) ²	(Percentage)	84.4	81.9	81.3	82.9 ⁵	na ⁶
Number of Aboriginal and Torres Strait Islander student completions	(Count)	35	36	57	61	77 ⁵
Course experience: overall satisfaction (domestic and international) ³	(Percentage)	85.3	83.0	83.8	83.8	80.1 ⁷
Percentage of graduates (bachelor) in full-time employment within four months of graduating (domestic) ⁴	(Percentage)	79.9	74.5	72.7	73.1	72.9 ⁷

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).

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 domestic and international graduates. Historical results reflect the current definition.

⁵ Figures for 2015 are preliminary. Data will be finalised in mid-2017.

⁶ Data not available until mid-2018.

⁷ Due to a change in data source and survey methodology, data from 2016 are not comparable with earlier years. For further information on these changes, please see qilt.edu.au.

Students

The Student Strategy was launched in July, setting out four goals:

- game-changing graduates
- student-centred flexibility
- dynamic people and partnerships
- an integrated learning environment.

Designed to deliver innovations and initiatives in graduate employability, personalised learning and student facilities, the Student Strategy spans the current and future UQ Strategic Plans. The Student Strategy will also focus on integrated digital learning technologies, more flexible study options, and broader support for students and graduates (including for those wishing to start their own business).

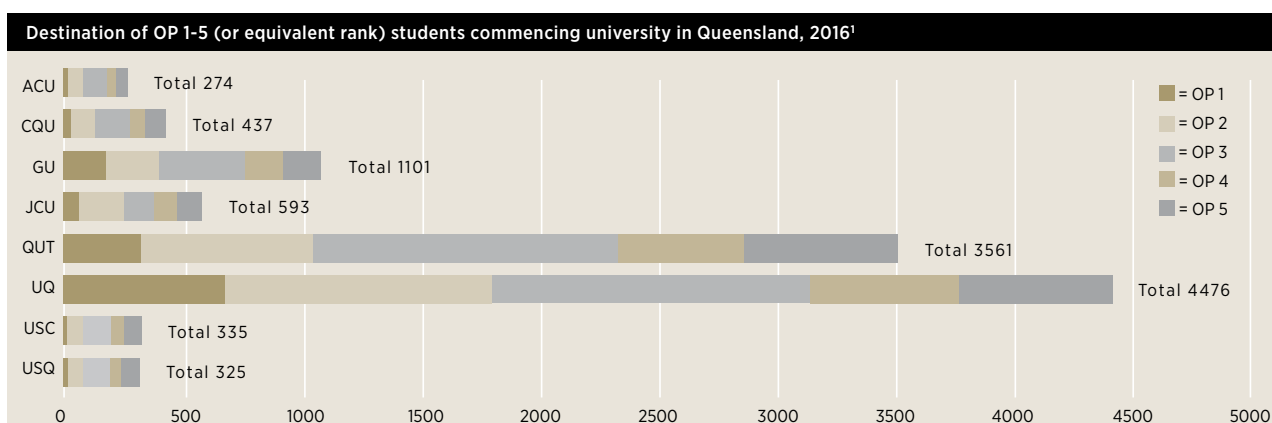
UQ committed to the Go8's key principles for enhancing transparency in admissions and published an online document setting out the entry requirements for each program from the 2016 main round of offers. This included OP cut-offs, minimum and maximum OPs, upper and lower quartiles, total number of offers, offers requiring bonus points or other criteria, and the number of places offered at the minimum OP.

UQ participated in the Universities Australia-Human Rights Commission *Respect. Now. Always.* survey, the first of its type to gain insight into the nature, prevalence and reporting of sexual assault and sexual harassment among university students. A working group was also established in May 2016 with a focus on refining UQ's response to sexual assault and harassment, to ensure UQ continues to be a safe environment.

2016 SECaT and SETutor survey response rates ¹					
Semester	Number of courses	Number of surveys	Number of responses	Response rates % – course averages	Mode
SECaT Semester 1	1547	139,510	48,832	42.20	Fully online—standard timing
SECaT Semester 2	1685	133,406	44,335	40.32	Fully online—standard timing and pilots of extended timing
SETutor Semester 1	2519	89,139	27,482	38.20	Fully online—QR codes only
SETutor Semester 2	2925	76,883	23,628	33.73 ²	Fully online—QR codes, pilots of direct emails and single link surveys

¹ New piloting changes to the management process introduced in order to implement SECaT Working Party recommendations means that the 2016 figures are not directly comparable to previous years.

² Response rate excludes single link surveys as there was no survey population.



¹ All domestic Semester 1 applicants.

Student recruitment and retention

Student recruitment

The bar graph above shows the destination of OP 1-5 students (or an equivalent rank) commencing university in Queensland in 2016. The University of Queensland attracted 40.3 per cent of such students.

Gender balance

The gender balance for students at UQ, overall and by faculty, is shown in the following tables.

Gender balance – students¹

Enrolments by program level	2012		2013		2014		2015		2016 ²	
	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male
Doctorate by research	52.1	47.9	52.5	47.5	52.4	47.6	51.8	48.2	51.8	48.2
Doctorate by coursework	75.0	25.0	71.8	28.2	76.0	24.0	80.9	19.1	89.4	10.6
Masters by research	46.4	53.6	51.1	48.9	52.1	47.9	48.2	51.8	47.9	52.1
Masters by coursework	60.0	40.0	60.7	39.3	60.8	39.2	58.2	41.8	57.7	42.2
Postgraduate/Graduate Diploma	57.9	42.1	56.0	44.0	56.9	43.1	56.9	43.1	58.0	42.0
Graduate Certificate	55.8	44.2	56.5	43.5	56.3	43.7	58.1	41.9	56.6	43.4
Bachelor	54.6	45.4	54.6	45.4	54.2	45.7	54.4	45.5	53.9	46.0
Associate Degree	63.9	36.1	52.2	47.8	44.6	55.4	37.3	62.7	32.0	68.0
Diploma/Associate Diploma	60.1	39.9	65.3	34.7	58.8	41.2	64.4	35.6	66.2	33.3
Enabling Course	61.5	38.5	60.9	39.1	55.7	44.3	54.2	45.8	51.3	48.7
Non-Award Course	60.3	39.7	55.8	44.2	58.5	41.5	60.5	39.5	63.2	36.7

Gender balance – enrolments¹

Enrolments by faculty	2012		2013		2014		2015		2016 ²	
	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male
Business, Economics and Law	52.5	47.5	52.6	47.4	51.6	48.4	52.3	47.6	52.4	47.6
Engineering, Architecture and Information Technology	22.1	77.9	22.9	77.0	24.4	75.6	25.0	74.9	25.5	74.4
Health and Behavioural Sciences	70.8	29.2	71.0	29.0	71.9	28.1	72.0	28.0	71.1	28.8
Humanities and Social Sciences	68.1	31.9	68.4	31.5	67.9	32.1	68.0	31.9	67.5	32.2
Medicine	50.6	49.4	51.0	49.0	51.8	48.2	51.1	48.9	51.0	49.0
Science	58.1	41.9	57.4	42.5	56.5	43.5	55.9	44.1	55.1	44.7

¹ Female and male percentages may not add up to 100 per cent as persons classified as Other are not included.

² Figures for 2016 are preliminary. Data will be finalised in mid-2017.



A proud Aboriginal man, Australian Law Awards Law Student of the Year finalist and UQ Commerce/Laws student Jordan English made the most of his opportunities while studying at UQ. Winning many scholarships and prizes, he achieved a 6.88 (on a 7-point scale) grade point average, attended two Study Abroad placements in Austria, volunteered at the Prisoners' Legal Service and Volunteer Refugee Tutoring and Community Support, worked as a research assistant, and was a student ambassador for the UQ Aboriginal and Torres Strait Islander Studies Unit.

HEPP funding

The University's funding allocation for the Higher Education Participation and Partnerships Program (HEPPP) in 2016 was \$4.26 million, which supported strategies outlined in UQ's three-year Access and Participation Plan. UQ also contributed to the evaluation exercise conducted by ACIL Allen Consulting in conjunction with Wallace Consulting.

Indigenous students

Completion rates for Indigenous Australian students at The University of Queensland have increased significantly since 2011, well exceeding the University's strategic key performance indicator for 2015 (61 completions; the target was 43). In 2016, the Aboriginal and Torres Strait Islander Studies (ATSIS) Unit introduced a range of new support initiatives for Indigenous students, including a new model of tutoring and learning support; greater engagement with faculties and schools in the case management of students; and a range of new scholarships, including scholarships for Indigenous RHD students, leading to increased student retention and academic success.

UQ Aboriginal and Torres Strait Islander enrolments ¹					
	2012	2013	2014	2015	2016 ²
Female	167	185	206	221	231
Male	124	122	135	154	167
TOTAL	291	307	341	375	399

¹ Female and male numbers may not add up to the total as persons classified as Other are not included.

² Figures for 2016 are preliminary. Data will be finalised in mid-2017.

Learning environment

UQ renewed its agreement with edX, the international online learning platform and MOOC (massive online open course) provider, for a further three years. UQ first produced MOOCs in order to grow its brand on a global scale, and the partnership with edX and its consortium of world-leading universities presented opportunities to explore pioneering online learning technologies. The next stage of development will focus on developing units of study comparable to the traditional, on-campus course offering, in order to deliver on the objectives of the Student Strategy. Some key examples reflecting this progress are outlined below:

- UQx received a US\$200,000 grant from Microsoft to develop *Deep Learning through Transformative Pedagogy* (in the School Leader Courses series).
- UQx is leading a project to flip one of UQ's largest on-campus courses (PSYC1030) through development of a series of four MOOCs, the first of which was launched in late 2016.
- UQ has joined a collaboration with five other edX member universities to develop a Virtual Exchange Program (VEP) that will enable students to complete MOOCs online at each other's institutions for credit at their home institution.

MicroMasters

UQ and edX announced two MicroMasters programs in September. MicroMasters are a series of credit-eligible MOOCs that build into the equivalent of one semester of full-time study (at AQF Level 8, or the same level as a Graduate Certificate). One

Summary of UQ student access, participation, retention and success, relative to state and national benchmarks^{1,2}

	2015 Access			2015 Participation			2015 Success			2014 Retention		
	% UQ	% State	% Sector	% UQ	% State	% Sector	% UQ	% State	% Sector	% UQ	% State	% Sector
Aboriginal and Torres Strait Islander students	1.26	2.69	1.88	1.01	2.28	1.59	82.18	73.11	73.72	78.29	72.53	71.15
Low SES – all students ³	13.37	21.64	17.89	12.94	20.08	16.61	88.44	82.54	83.51	82.83	77.23	77.83
Low SES – all UG students ⁴	9.83	18.35	17.07	9.66	17.33	15.90	87.20	82.12	82.89	82.53	77.26	78.17
Students with a disability	3.06	4.38	5.33	3.23	4.88	5.84	79.25	78.39	81.29	77.66	74.87	77.01
Regional students ⁵	13.80	28.29	21.07	14.03	26.92	19.62	90.70	83.76	85.72	84.60	77.02	76.85
Remote students ⁵	0.80	1.34	0.99	0.71	1.28	0.89	89.58	83.76	83.60	79.56	75.70	74.19

¹ Definition of terms (as proscribed by the Australian Government Department of Education and Training: docs.education.gov.au/node/41766):

Access: commencing domestic students in equity group as a share of all commencing domestic onshore students.

Participation: domestic students in equity group as a share of all domestic onshore students.

Success: success rate measures academic performance by comparing the effective full-time student load (EFTSL) of units passed to the EFTSL of units attempted (for domestic students only).

Retention: retention rate measures the proportion of domestic students who continue their studies at the same institution from the previous year.

² The data for this table is sourced from the Australian Government Department of Education and Training. 2016 data is not available until mid-2017.

³ Based on the postcode of the student's address.

⁴ Based on the Statistical Area Level 1 measure (with postcode as fallback) of the student's address.

⁵ Regional and Remote categories derived from Australian Statistical Geography Standard.

program (in supply chain management) is a partnership with MIT to grant #6 credits for its MicroMasters into a Master of Business (#24) at UQ. The second program (in leadership in global development) is part of a new hybrid MicroMasters/Masters program developed at UQ. Successful completion of the MicroMasters will be a prerequisite for entry into the Masters program.

Kiron

A UQx MOOC *Philosophy and Critical Thinking* was selected for an initiative between edX and Kiron, an educational service provider that enables refugees to access higher education. Selected courses will be listed on Kiron's learning platform for students, edX will issue verified certificates for Kiron students who successfully complete these courses, and these verified certificates will enable students to seek credit from Kiron's university campus partners.

Well-rounded graduates

Infrastructure

In order to achieve the objectives of the Student Strategy, UQ has committed to building additional student accommodation on its St Lucia campus (see page 56), and is planning a dedicated, purpose-built teaching and learning building, also at St Lucia. Such new infrastructure will provide state-of-the-art teaching spaces to meet the evolving learning needs of UQ's increasingly diverse student population, with a particular focus on collaborative and interactive teaching and learning spaces.

Entrepreneurship and innovation (E&I)

UQ is committed to a coordinated approach for developing students' enterprise skills, with the establishment of an E&I Steering Committee and agreement to transition ilab from a state government-funded operation to a program supported wholly by UQ. ilab is designed to find, foster and support UQ founders to create disruptive, high-growth businesses, to complement other E&I suites of experiences—including UQ Idea Hub, a six-week hands-on program that provides aspiring student entrepreneurs with the skills and knowledge needed to conceive a startup.

An ilab Advisory Board is currently being set up and a physical presence (an entrepreneurship hub) has been established on the St Lucia campus, in order to facilitate interest and engagement among students, staff, alumni, industry and employers in E&I at UQ.

Create Change masterclasses

To complement the federal government's National Innovation and Science Agenda, which highlights the need for new ideas in innovation and new sources of growth to deliver the next age of Australia's economic prosperity, UQ launched three Create Change masterclasses in 2016: *Ideas to impact*, *Power to change* and *Engage to innovate*. These one-hour online classes—focusing on innovation, entrepreneurship and advocacy—draw on the expertise of leading UQ academics, mentors and change-makers.

Innovative teaching practices

Australian Awards for University Teaching

In 2016, UQ staff were honoured in the Australian Awards for University Teaching (AAUTs), which recognise high-quality teaching and teachers and outstanding contributions to student learning (see table at right).

UQ Awards for Excellence in Teaching and Learning

UQ's annual Awards for Excellence in Teaching and Learning celebrated the University's excellent teaching and teachers, for developing high-quality teaching practices and creating inspirational learning environments for students (see table overleaf).

Fellowships, awards and grants

UQ staff received a number of fellowships, awards and grants in teaching and learning in 2016 (see tables at right and overleaf).

Quality assurance

The University of Queensland's re-registration as a higher education provider with the Tertiary Education Quality and Standards Agency (TEQSA) was approved. TEQSA is the independent national regulator of Australia's higher education sector and evaluates the performance of higher education providers against the Higher Education Standards Framework. All registered providers must comply with the *Higher Education Standards Framework (Threshold Standards) 2015*.

Following a successful pilot, the Curriculum and Teaching Quality and Risk Appraisal (CTQRA) process was approved to replace the Curriculum and Teaching Quality Appraisal (CTQA) and was deployed during Semester 2, 2016. The CTQRA process comprises a cyclical, focused, evidence-based reflection on the overall quality of UQ's teaching programs with attention to appropriate benchmarks to pre-determined risk.

2016 Australian Awards for University Teaching (AAUTs)

AAUT Awards for Teaching Excellence (Biological Sciences, Health and Related Studies)
Professor Paul Mills, School of Veterinary Science

AAUT Awards for Programs that Enhance Learning (Educational Partnerships and Collaborations with Other Organisations)

Pro Bono Centre, TC Beirne School of Law: Monica Taylor, Dr Francesca Bartlett, Associate Professor Peter Billings, Professor Heather Douglas, Jennifer Gibbons, Associate Professor Tamara Walsh

AAUT Awards for Programs that Enhance Learning (Postgraduate Education)

UQ Three Minute Thesis, UQ Graduate School: Professor Stephan Riek, Belinda Bern, Kate Swanson, Selina Weller, Amanda Lee, Claire Backhouse

AAUT Citations for Outstanding Contributions to Student Learning

Dr Saïed Aminossadati

For creating enhanced learning environments that engage engineering students in meaningful tasks which emphasise the link between education, research and industry.

Dr Lance Newey

For transforming business school students into agents of social change and impact: connecting business pedagogy with community wellbeing.

Dr Phil Orchard

For inspiring and engaging political science students with an experiential learning curriculum including simulations that are designed to prepare them for real world challenges.

Professor Kenneth Pakenham

For 'Caring for Self to Care for Others': scholarly leadership in integrating self-care into a psychotherapy curriculum that builds resilient clinicians able to relieve human suffering.

Dr Judith Seaboyer

For developing sustainable, feedback-rich, technology-assisted assessment strategies that markedly increase pre-class reading, engagement and learning, and foster pleasure in literary studies.

2016 Fellowships, awards and grants

2016 OLT National Teaching Fellow

Dr Deanne Gannaway, Institute for Teaching and Learning Innovation

2016 Higher Education Academy Fellowships

Associate Professor Susan Rowland SFHEA, School of Chemistry and Molecular Biosciences

Dr Christine Slade SFHEA, Institute for Teaching and Learning Innovation

2016 Universitas 21 Health Sciences Teaching Excellence Award

Dr Emma Beckman, School of Human Movement and Nutrition Sciences

2016 UQ Teaching Fellows

Dr Morgan Brigg, School of Political Science and International Studies

Dr James Fraser, School of Medicine

Russell Hinchy, School of Law

Associate Professor Tony Howes, School of Chemical Engineering

Dr Michaela Kelly, School of Medicine

Dr Margo Lane, School of Medicine

Associate Professor Blake McKimmie, School of Psychology

Dr Jennifer Schafer, School of Medicine

Dr Tammy Smith, School of Medicine

2016 UQ Awards for Excellence in Teaching and Learning

UQ Awards for Teaching Excellence

Dr Vincent Wheatley, School of Mechanical and Mining Engineering

The School of Psychology: Associate Professors Blake McKimmie, Barbara Masser and Mark Horswill

UQ Commendations for Teaching Excellence

Associate Professor Matt McDonald, School of Political Science and International Studies

UQ Drama, School of Communication and Arts: Drs Stephen Carleton and Bernadette Cochrane, Associate Professor Rob Pensalfini

UQ Awards for Programs that Enhance Learning

UQ Critical Thinking Project, School of Historical and Philosophical Inquiry: Associate Professor Deborah Brown, Peter Ellerton, Dr Dominic Hyde

First Year Chemistry Teaching Team, School of Chemistry and Molecular Biosciences; School of Agriculture and Food Sciences: Associate Professor Gwendolyn Lawrie, Dr Denise Adams, Dr Andrew Allsebrook, Fiona Arbutnot, Dr Sue Bennett, Associate Professor Joanne Blanchfield, Dr Bruce D'Arcy, Professor James De Voss, Tammie Fair, Professor Mary Garson, Husnaa Khan, Dr Efpraxia Kartsonaki, Associate Professor Ross McGeary, Katherine Raymont, Associate Professor Mark Riley, David Rosolen, Dr Philip Sharpe

UQ Three Minute Thesis, UQ Graduate School: Professor Stephen Riek, Belinda Bern, Kate Swanson, Selina Weller, Amanda Lee, Claire Backhouse.

UQ Citations for Outstanding Contributions to Student Learning

Dr Frederique Bracoud, School of Economics

Dr Lisa Fitzgerald, School of Public Health

Dr Nicole Hartley, UQ Business School

Dr Poh Wah Hillock, School of Mathematics and Physics

UQ Commendations for Outstanding Contributions to Student Learning

Dr Prasad Chunduri, School of Biomedical Sciences

Dr Sarah Kelly, UQ Business School

Dr Kristy Nicola, School of Health and Rehabilitation Sciences.

Cultural competencies

New Colombo Plan mobility program

In the 2016 round of the Australian Government's New Colombo Plan mobility program, UQ received \$471,900 to support 131 students to participate in semester-length and short-term study experiences in Hong Kong, India, Malaysia, Nepal, South Korea, Taiwan, Thailand, Timor-Leste, and Vietnam. Seven UQ students were also selected as recipients for the prestigious New Colombo Plan scholarships.

Australia Awards Scholarships

In 2016, UQ welcomed 93 new Australia Awards students, with a total of 358 students from 41 countries completing studies at UQ under the Australia Awards Scholarships program. UQ Global Engagement managed approximately \$19.3 million in funding for Australia Awards scholarship expenses in 2016.

Other scholarships

In 2016, UQ welcomed students from 16 new sponsorship bodies from 12 countries—Australia, Bhutan, Ghana, Indonesia, Jordan, Liberia, Maldives, Oman, Paraguay, Peru, Saudi Arabia, and Singapore. Overall, just under 1800 sponsored students from 76 countries were enrolled at UQ in 2016.

Institute of Continuing and TESOL Education (ICTE-UQ)

In 2016, ICTE-UQ delivered training at the St Lucia and Gatton campuses, as well as offshore, to more than 6980 students and professionals from more than 100 countries.

Often collaborating with other UQ faculties, schools, institutes and central divisions, ICTE-UQ's key achievements included:

- UQ English language pathway program training for 1642 students from non-English speaking backgrounds, English language training for a further 1195 students and professionals, and the expansion of the *Bridging English Program* (BEP) to include 10-, 15-, 20-, 25- and 30-week courses for 2017 delivery
- concurrent English language support programs for 1398 UQ students from non-English speaking backgrounds, including customised, discipline-specific programs
- English language and methodology training for 286 primary and secondary teachers, and university academic staff; 213 Content and Language Integrated Learning (CLIL) participants; and 137 undergraduate and postgraduate education students
- customised English language and Continuing Education training programs for more than 1848 students and professionals from China, Indonesia, Japan, Peru, Taiwan, the United States and Vietnam
- more than 270,000 enrolments since its 2015 launch in the UQx-facilitated IELTS Academic Test Preparation course —*IELTSx*—making it the tenth most popular edX course globally.

UQ student mobility

The UQ Advantage Office supported more than 1000 students in 2016 to broaden their world view by participating in a global experience. Key programs and achievements included:

- 650 students participating in the student exchange program to 142 exchange partners in 32 countries
- 300 students participating in one of more than 100 short-term programs during their university break
- 331 students being supported through the UQ Advantage Grant program to participate in international extra-curricular activities such as volunteering, internships, competitions and conferences
- six students representing UQ at international U21 workshops, summer schools and conferences.

More than 1000 UQ students participated in UQ's international exchange programs in 2016.



Early Career – Scholarship of Teaching and Learning Grants awarded in 2016			
Project title	Academic	School	Funding
A framework for journalism design	Skye Doherty	Communication and Arts	\$15,000
A small private online course (SPOC) to innovatively and flexibly deliver a human development module to first-year physiotherapy students	Dr Kristy Nicola	Health and Rehabilitation Sciences	\$14,900
Can multiple technologies be used to privilege Indigenous voices in the course materials for first-year courses in the Indigenous Studies major?	Dr Carlos Rivera-Santana	Aboriginal and Torres Strait Islander Studies Unit	\$15,000
Creating game-changing graduates in nutrition and dietetics through active learning, authentic assessment and student partnerships, using Entrustable Professional Activities	Dr Olivia Wright	Human Movement and Nutrition Sciences	\$14,830

Teaching Innovation grants ¹ (Tranche 1 and Tranche 2) awarded in 2016			
Project title	Project lead	School	Funding
Revitalising language assessment: Sustainable change through international benchmarking and knowledge transfer	Associate Professor Marisa Cordella	Languages and Cultures	\$117,200
Enhancing student learning with 3D radiology images	Dr Kristy Nicola	Medicine	\$95,950
Building capacity for interprofessional work-integrated learning through development of authentic assessment of interprofessional skills	Dr Anne Hill	Health and Rehabilitation Sciences	\$85,760
Doing digital humanities: Expanding AusArts @ AustLit functionality for program level change	Kerry Kilner	Communication and Arts	\$137,600
Strengthening the gateways: Building pathways to success through active learning	Associate Professor Karen Moni	Faculty of Humanities and Social Sciences	\$194,000
Developing a database of innovative assessment techniques to promote student engagement and deter academic misconduct	Dr Mair Underwood	Social Science	\$191,640
Developing entrepreneurs: An interdisciplinary, experiential learning approach to creating an innovative and entrepreneurial mindset	Associate Professor Martie-Louise Verreyne	Business	\$136,670
TeamAnneal Stage Two: A web service for purposeful student team creation	Associate Professor Peter Sutton	Faculty of Engineering, Architecture and Information Technology	\$76,281
Increasing student engagement in active learning through feedback on pre-reading quizzes	Professor Michael Drinkwater	Science	\$119,200

¹ The Technology-Enhanced Learning (TEL) grants were replaced in 2016 with Teaching Innovation grants.



2016 UQ Teaching and Learning Award winners with Provost Professor Aidan Byrne, Chancellor Mr Peter N Varghese AO, and Pro-Vice-Chancellor (Teaching and Learning) Professor Doune Macdonald.

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 ¹						
Discovery		2012	2013	2014	2015	2016 ³
Proportion of UQ research publications with an international co-author ²	(Percentage)	46.9	47.1	49.1	52.1	na
Number of Research Higher Degree completions	(Count)	621	757	835	749	824
Discovery						2016 projected ³
Total research income (excluding Commonwealth Research Block Grants) ⁴	(\$ million)	368.0	381.8	377.3	385.0	381.6
ARC income (Cat. 1) received ⁴	(\$ million)	89.2	96.3	99.4	80.3	79.6
NHMRC income (Cat. 1) received ⁴	(\$ million)	61.6	76.6	72.6	72.2	69.0
Industry income ^{4,5}	(\$ million)	103.4	122.1	129.0	150.1	149.7
International funding ⁴	(\$ million)	30.4	29.1	36.6	49.9	55.9

¹ In 2015, statistics on Higher Education Research Data Collections points for publications were included. As this is no longer measured, it has not been included this year.

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 Data not finalised until 31 October 2017.

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

International recognition

International university rankings highlight the excellence of the University's research performance. In 2016, UQ leaped 22 places to rank 55th globally in the prestigious Academic Rankings of World Universities (ARWU). UQ is one of only two Australian universities to be included in the global top 60.

UQ was also ranked as one of the top 50 universities in the world in the University Ranking by Academic Performance, CWTS Leiden Ranking and Performance Ranking of Scientific Papers for World Universities, and well within the top 100 in the *Times Higher Education* World University Rankings, *U.S. News* Best Global Universities Rankings, and QS World University Rankings. UQ again topped the nation in the prestigious *Nature* Index, with the *Nature* Index Rising Stars placing UQ second in the Asia-Pacific region.

Research funding

Research income remained strong, with UQ receiving \$385 million in total research funding income in 2015, the most recent year for which final figures are available (although the projected figure for 2016 is \$382 million). This included Australian competitive grants, industry and other funding, Cooperative Research Centres and other public sector research funding—a strong indication of the commitment and quality of UQ researchers.

Since 2011, the University has increased research income by 13.7 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.

For the last three years running—2013, 2014 and 2015—UQ has ranked first or second for research income in Australia.

Australian Research Council (ARC) funding

The University continued to perform well in attracting ARC funding commencing in 2016.

Discovery Projects

The University received \$30 million in new funding, ranking second nationally. The total number of new projects awarded was 78 (second nationally), with a success rate of 23.6 per cent (compared to the national average of 17.7 per cent).

Linkage Projects

The University received new ARC funding of \$9.9 million to commence in 2016, ranking second in the country. In addition, UQ will receive partner contributions of almost \$20.7 million over the life of these projects. Twenty-nine new projects were awarded (ranked third nationally), with a success rate of 42 per cent.

Linkage Infrastructure, Equipment and Facilities (LIEF)

The University received ARC funds of \$2.3 million, ranking fifth nationally. Three proposals were approved for 2016 (seventh nationally), with a success rate of 18.8 per cent.

Australian Laureate Fellowships

UQ was awarded two of the 16 Australian Laureate Fellowships commencing in 2016, with a total value of \$5.8 million (second nationally on total funds awarded). UQ's new Australian Laureate Fellows are **Professor Alan Rowan**, Australian Institute for Bioengineering and Nanotechnology, and **Professor Paul Burn**, School of Chemistry and Molecular Biosciences. 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 27 awards through the DECRA scheme, with a total value of \$9.7 million (ranking first nationally for both the number of awards, and 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 \$31.7 million awarded to support 45 new projects.

Equipment Grant

UQ received \$464,673 in 2016 to help purchase 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 \$5 million, for the Australasian Cerebral Palsy Clinical Trials Network and the Centre for Research Excellence in Stillbirth.

Program Grants

UQ was awarded one Program Grant valued at \$6.9 million.

Development Grants

UQ received four Development Grants to commence in 2016. These grants provide funding for early proof-of-principle- or preseed-stage research.

Early Career Fellowships

UQ received 13 new Early Career Fellowships to commence in 2016. These fellowships allow developing health and medical researchers of outstanding ability to undertake postdoctoral training. Of the 13 fellowships, 11 are based in Australia and two overseas. The latter enable Fellows to spend two years at an overseas institution before 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

11 Research Fellowships were awarded to commence in 2016. These fellowships provide support for outstanding health and medical researchers to undertake research of major importance in its field and of significant benefit to Australian health and medical research.

Practitioner Fellowships

UQ received two new Practitioner Fellowships for funding in 2016.

Translating Research into Practice (TRIP) Fellowships

One TRIP Fellowship was awarded to UQ to commence in 2016.

Other research funding

The University also continued to perform strongly in attracting funding from a variety of sources. In 2015 (the most recent year for which data is available), in addition to the \$185.8 million funded from Australian Competitive Grants (Category 1), the University received \$43.1 million in Other Public Sector Research Income (Category 2), \$149.5 million in Industry and Other Research Income (Category 3), and \$6.6 million in Cooperative Research Centre Research Income (Category 4).



Australian Laureate Fellow Professor Paul Burn.



Australian Laureate Fellow Professor Alan Rowan.

Research Block Grants

In 2016, UQ received \$176.6 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 (\$29.5 million)
- Joint Research Engagement Engineering Cadetships (\$0.5 million)
- Research Infrastructure Block Grant (\$29 million)
- Sustainable Research Excellence (\$25.8 million)
- Research Training Scheme (\$64.4 million)
- Australian Postgraduate Awards (\$25.4 million)
- International Postgraduate Research Scholarships (\$2 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 2016 included:

- **UQ Development Fellowships**, aimed at fostering promising early career researchers and retaining mid-career and senior academic staff of exceptional calibre
- **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 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
- **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 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
- **UQ Major Research Facility Fund**, supporting existing major research facilities within UQ, promoting sound planning strategies for the replacement and upgrade of infrastructure and maintaining competitive advantage in research capability through greater utilisation of existing major research infrastructure within the University
- The UQ Advantage Office's **Summer and Winter Research Programs** supported more than 650 undergraduate students to gain valuable research experience alongside UQ academics.

UQ also participated in schemes administered by Universities Australia, including the Universities Australia - DAAD: Australia-Germany Joint Research Cooperation Scheme that fosters research collaboration of the highest quality between Australian and German researchers.

The Ochsner Clinical School in New Orleans, US, one of UQ's partners in fostering transdisciplinary research between investigators.



Prestigious fellowships and awards

The University's global research positioning was highlighted with the election of several new Fellows to Australia's learned academies in 2016. Five 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 21. Five UQ staff were elected as Fellows of the Academy of the Social Sciences in Australia (ASSA), two were made Fellows of the Australian Academy of Science (AAS), two were elected to the Australian Academy of Technological Sciences and Engineering (ATSE), and two were elected to the Australian Academy of the Humanities (AAH).

More than 164 UQ staff (including honorary and adjunct appointments) and professors emeriti are Fellows of Australia's learned academies, which include AAS, AAHMS, ASSA, ATSE, and AAH. UQ excellence was further recognised with many staff securing a number of prestigious awards, including:

- **Professor Kirill Alexandrov:** Top-ranked Development Grant, 2016 NHMRC Research Excellence Awards
- **Dr Nasim Amarilian:** 2016 Women in Technology Awards (Life Sciences/ICT Rising Star)
- **Associate Professor Helen Cooper and Professor David Craik:** NHMRC 10 of the Best Research Projects 2015 (awarded 2016)
- **Professor Justin Cooper-White:** Marshall and Warren Award, 2016 NHMRC Research Excellence Awards
- **Mathilde Desselle:** 2016 Women in Technology Awards (ICT Professional)
- **Dr Barnaby Dixson:** 2016 Queensland Young Tall Poppy of the Year
- **Associate Professor Geoffrey Faulkner:** Australian Academy of Science 2016 Ruth Stephens Gani Medal
- **Laura Fenlon:** 2016 Women in Technology Awards (PhD Career Start)
- **Dr Alize Ferrari, Associate Professor Margaret Mayfield and Dr Eugenia Sampayo:** Women in Research Citation Awards
- **Dr Anna Hatton, Dr Luke Knibbs and Dr Shyuan Ngo:** 2016 Queensland Young Tall Poppy Awards
- **Professor Ove Hoegh-Guldberg:** 2016 Banksia International Award
- **Professor Mark Kendall:** 2016 CSL Young Florey Medal
- **Professor Hugh Possingham:** Elected as Foreign Associate of the US National Academy of Sciences (NAS)
- **Dr Joseph Powell:** Top-ranked RD Wright Career Development Fellowship – Level 1, 2016 NHMRC Research Excellence Awards, and Commonwealth Health Minister's Award for Excellence in Health and Medical Research for 2016
- **Professor Maree Smith:** Australian Academy of Technological Sciences and Engineering Clunies Ross Award
- **Associate Professor Kerrie Wilson:** 2016 Prime Minister's Prizes for Science – Frank Fenner Prize for Life Scientist of the Year.

Other performance measures

Following on from the December 2015 Excellence in Research for Australia (ERA) assessment affirming the exceptional quality of research at UQ, the University began preparing for the ARC Research Engagement and Impact Assessment that will be piloted in 2017. The first full assessment and reporting will run in 2018 alongside the next ERA assessment.

Research ethics and integrity

The University ensures its researchers are conducting studies to the highest ethical and regulatory standards through continuous improvement of processes and procedures. Significant operational advances in ethics and integrity were achieved in 2016.

In human ethics, two new multidisciplinary Human Research Ethics Committees (HRECs) were established and registered with the National Health and Medical Research Council (NHMRC). In order to facilitate the timely review of applications, the committees met on an alternating fortnightly basis. In conjunction with the establishment of the new HRECs, the University participated in the beta-testing and subsequent implementation of the NHMRC's Human Research Ethics Application (HREA) to replace the National Ethics Application Form (NEAF). The application assists researchers in considering and addressing the principles of the *National Statement on Ethical Conduct in Human Research* and provides the information that HRECs require to review research proposals.

In recognition of the diverse locations UQ researchers conduct their work, both the Animal Ethics and Human Ethics Units implemented electronic submission procedures for applications, and established electronic review, modification and reporting processes for UQ's five Animal Ethics Committees and two Human Research Ethics Committees.

A new policy and procedure, *Research Misconduct – Research Higher Degree candidates* (PPL 4.20.10), was completed and implemented. Resources to help the University's researchers understand how to conduct research responsibly were also developed, including the review and revision of the Research Integrity website, which now provides detailed information—including extensive links to useful external resources as well as clear instructions on



Associate Professor Kerrie Wilson won the Prime Minister's Prizes for Science – Frank Fenner Prize for Life Scientist of the Year.

Dr Alize Ferrari, Queensland Centre for Mental Health; Associate Professor Margaret Mayfield, School of Biological Sciences and Director of the Ecology Centre; and Dr Eugenia Sampayo, School of Biological Sciences and ARC Centre of Excellence for Coral Reef Studies, won Women in Research Citation Awards for their influential work in public health and plant and marine ecology.



how to report a concern. To promote an understanding of the responsible conduct of research across UQ campuses, a number of seminars and workshops were also delivered.

In collaboration with the University's Integrity and Investigations Unit, the Research Integrity Office identified the current risks around conflicts of interest at the University, particularly in relation to research and its commercialisation, and commenced leading a review of current management practice of conflicts of interest at the University. This review is due for completion in 2017.

The University was also a key participant in the Strengthened Exports Controls Pilot program, a national compliance framework for export controls, which came into effect in April 2016. UQ was one of eight organisations participating in the pilot program conducted by the Defence Export Control Office and the Australian Government Department of Industry. UQ's contribution to the drafting of the *Defence Trade Controls Amendment Bill 2015* was critical for the higher education sector to enable further development of international collaborations in key areas of research that are subject to security-related sensitivities.

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 demonstrable impact in research fields of national and international significance.

UQ's 2016 Research Week awards recognised 15 researchers and supervisors across three categories—UQ Foundation Research Excellence Awards (UQFREA), Partner in Research Excellence Awards (PIREA), and Awards for Excellence in Research Higher Degree (RHD) Supervision.



UQ has proactively worked beyond traditional government sources of funding to continue growing its research enterprise. To this end, a target was set to double industry-sourced research income by 2020, from a baseline of \$103 million in 2012. The total reported to the Australian Government for 2015 was \$150 million, representing a cumulative 45 per cent increase from 2012. This was maintained for 2016, despite a strong downturn in research support from the resources sector. 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

A number of selected partnerships were developed or renewed in 2016.

The collaborative research relationship with Boeing that has extended over 14 years was taken to a new level with the September announcement by the Chairman, President and CEO of The Boeing Company, Mr Dennis Muilenberg, that the Brisbane Technology Centre of Boeing Research and Technology Australia will relocate to UQ's St Lucia campus in early 2017. The facility, to be known as Boeing@UQ, will be housed in refurbished space in the Hawken Building with an initial 30 Boeing research staff. While the major focus of the relationship with Boeing involves collaborative research, Boeing also provides a wide range of support for undergraduate programs.

In March, the Vice-Chancellor and President signed an agreement with Shanghai-based Baosteel Group for an extension to the highly successful Baosteel-Australia Joint Research and Development Centre (BAJDC). With its headquarters at UQ, BAJDC has been funded by Baosteel for five years; and the further five years funding of up to \$10 million is a strong vote of confidence in UQ's R&D being able to deliver tangible benefits for Baosteel's operations in China.

UQ's world-class expertise in plant breeding was recognised with the Bill and Melinda Gates Foundation awarding a \$3.8 million grant to evaluate and improve breeding programs in developing countries. The project, to be undertaken by the School of Agriculture and Food Sciences and QAAFI, brings the total Gates Foundation funding for UQ research over the past five years to more than \$23 million.

In 2016, the University was proud to have established the Queensland Genomics Health Alliance, a \$25 million patient-centred and clinically led entity to develop and empower a community of genomics professionals who will drive interest, learning and dialogue in genomics and its clinical application.

Advance Queensland Innovation Partnerships

The Queensland Government Advance Queensland Innovation Partnerships (AQIP) program offers grants of up to \$1.5 million in support of collaborative research projects with industry or SMEs to a total of \$15 million annually. In 2016 UQ attracted \$4.87 million of this pool, almost a third of total funding.

- UQ with Children’s Health Queensland and the Merchant Charitable Foundation received \$1.5 million—the largest amount of funding received in the state—to advance early detection of cerebral palsy in babies.
- UQ with Boeing Research and Technology and QMI Solutions received \$1.22 million to develop opportunities arising from incremental sheet forming within manufacturing.
- An additional \$2.15 million was received by UQ and collaborators for other collaborative projects such as zero-energy sewage treatment systems, a koala genome bank, early detection of super-bugs, improving tick-resistance in beef cattle, and a cost effective solution to reliably plug abandoned coal seam gas wells.

UQ Partners in Research Excellence Awards

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

- **Professor Bernie Degnan**, Faculty of Science, with partner Mr Patrick Moase from Autore Pearling (Science category)
- **Professor Darren Martin**, Australian Institute for Bioengineering and Nanotechnology, with partner Mr Colin Saltmere from the Dugalunji Aboriginal Corporation (Engineering, Materials and Information and Communications Technology category)
- **Professor Kenneth Pakenham**, Faculty of Health and Behavioural Sciences, with partner Ms Karen Quaile from Multiple Sclerosis Queensland (Social Enterprise category)
- **Associate Professor Ingrid Winkler**, Mater Research Institute-UQ, with partner Dr John Magnani from GlycoMimetics (Health category).

Cooperative Research Centres

Cooperative Research Centres (CRC) Programme is a grant scheme designed to promote scientific research and collaboration between the private sector and public research bodies. UQ is an essential or supporting participant in 15 of the 32 CRCs currently active Australia-wide, receiving \$6.6 million in funding in 2015. This places UQ in the top four in the country.

In 2015, the Miles Review of the CRC Programme led to the implementation of the new CRC Projects scheme (CRC-P). Under this scheme, industry leads bids for projects up to \$1 million per year for three years to solve industry problems and improve competitiveness, productivity and sustainability of Australian industries. As lead research provider in three of the 11 projects awarded in the first round, UQ accounted for \$6 million of the total \$22.6 million awarded for commencement in 2016.

ICTE-UQ

In 2016, ICTE-UQ delivered a number of customised training programs to support UQ’s international research partnerships, including:

- five academic writing support courses, delivered in collaboration with the UQ Graduate School, for 178 Research Higher Degree (RHD) students
- an *English for Academic Communication: Science* course for 35 RHD students (course first offered in 2015)
- a 12-hour *Writing Research Reports* course for 155 students as part of the *English for Academic Communication* workshops designed to develop the English language skills required to write research reports
- a 20-hour course for seven CSIRO researchers over a five-week period, designed to improve participants’ written English skills to support their scientific writing
- a *Research Skills Program for International Researchers* for 25 participants from several Indonesian universities.

Research Week

Research Week was held in September to celebrate research excellence by showcasing research collaborations with government and industry, honouring preeminent early- and mid-career researchers, and recognising UQ’s most outstanding Research Higher Degree supervisors who are mentoring the next generation of researchers.

Highlights in 2016 included:

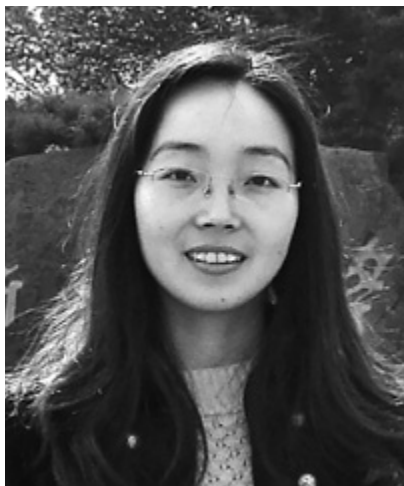
- an engagement event attended by 200 of the University’s research stakeholders
- the announcement and presentation of Partners in Research Excellence Awards, the UQ Foundation Research Excellence Awards, Awards for Excellence in Research Higher Degree supervision, and the UQ Three Minute Thesis (3MT®) final
- the hosting of the 7th Annual UQ Undergraduate Research Conference, providing 60 UQ students with an opportunity to share their research and undertake poster presentations.



The CRC for Polymers is one of the 13 Cooperative Research Centres in which UQ is an essential or supporting partner.



UQ Foundation Research Excellence Award winner Dr Cameron Parsell from the Institute for Social Science Research.



UQ Foundation Research Excellence Award winner Dr Chun-Xia Zhao from the Australian Institute for Bioengineering and Nanotechnology.



UQ Award for Excellence in Research Higher Degree Supervision winner Professor Amin Abbosh from the School of Information Technology and Electrical Engineering.

Fostering research leaders

Professional development

The University delivered a broad range of training and development opportunities to researchers in 2016.

Professional development programs targeted at early career researchers (ECRs) were again delivered in 2016, such as the *Research Communication Development* series, a suite of workshops to foster effective and engaging research communication skills, and the ECR Development Program, based on the Go8 Future Research Leaders program and designed to give ECRs the skills to establish and support excellent research management and leadership practice. A second iteration of *Masterclasses in Scientific Writing and Publishing*, presented and coordinated by Nature Publishing, were held at the University, offering targeted workshops to ECRs identified as future research leaders.

Further training and development opportunities to establish best practice in research management and support researcher engagement in industry and commercialisation activities were delivered by UniQuest, Staff Development, the Library, the UQ Graduate School, and external providers such as *The Conversation*, Wiley, ABC, and Australian Science Media Centre.

Other professional development activities and leadership events were held at faculties and institutes, including grant-writing and publication workshops, Q&A panels and leadership awards.

UQ Foundation Research Excellence Awards

The UQ Foundation Research Excellence Awards provide funds to advance and facilitate the research agendas of early- and mid-career researchers, and in 2016 were worth \$550,187.

Recipients were:

- Dr Arkady Fedorov, School of Mathematics and Physics: *Non-reciprocal quantum devices on a chip* (\$81,519)
- Dr Marta Garrido, Queensland Brain Institute: *Modelling a continuum of psychosis with brain imaging* (\$95,272)
- Dr Sumaira Hasnain, Mater Research Institute-UQ: *Targeting cellular stress in autoimmune diabetes* (\$95,921)
- Dr Cameron Parsell, Institute for Social Science Research: *Addressing deep and multiple exclusion: Human agency driving social welfare* (\$78,640)
- Dr Simon Smart, School of Chemical Engineering: *Production of CO₂-free iron and petrochemicals* (\$98,850)

- Dr Chun-Xia Zhao, Australian Institute for Bioengineering and Nanotechnology: *Tumour-on-a-chip: Next generation in vitro model for accelerating the translation of nanomedicines* (\$99,985).

UQ Awards for Excellence in Research Higher Degree Supervision

The UQ Awards for Excellence in Research Higher Degree (RHD) Supervision recognise outstanding performance in supervision, mentoring and training of RHD candidates. In 2016, excellence awards were presented to:

- Professor Amin Abbosh, School of Information Technology and Electrical Engineering: recognising that his students come from diverse research backgrounds with different skills sets prompted Professor Abbosh to establish the *Research Methods for RHD* course. Associate Professor Abbosh has been an advisor for 11 years and currently supervises 12 doctoral candidates.
- Professor Margaret Barrett, School of Music: embarking on a PhD is a long-term commitment and Professor Barrett ensures that from the outset, her students research a topic that they feel passionate about. Research methodology is also an area of great interest to Professor Barrett—designing a study is a creative, aesthetic and ethical act and she strives to help students understand that designing their study is more than a means to an end.
- Associate Professor Winnifred Louis, School of Psychology: students beyond UQ are benefiting from Associate Professor Louis's teaching, with her suite of online and offline tools to help students overcome scholarly challenges and develop as researchers, and her online resources being shared by thousands across the world.
- Professor Gregory Monteith, School of Pharmacy: a PhD in pharmacy research offers a range of career opportunities and Professor Monteith encourages his students to take on extra activities to improve their employability. This includes a student retreat where past PhD graduates talk about their own careers. As a supervisor, Professor Monteith has helped 22 students complete their candidature.

In addition, Associate Professor Jason Tangen, School of Psychology, was presented with the 2016 Early Career Advisor Award, recognising the special achievement of an early career staff member in supervising and mentoring RHD candidates.

Research and Aboriginal and Torres Strait Islander peoples

In 2016, UQ was successful in securing two ARC Indigenous Discovery Grants in the areas of photographic theory, anthropology and Native Title, and language and cultural knowledge in the Torres Strait. Dr Gary Osmond also received an ARC Future Fellowship and will lead a project in the area of Indigenous sport history.

The Poche Centre for Indigenous Health and the Institute for Urban Indigenous Health partnered in several research projects in 2016 in relation to building capacity in Indigenous communities, and health service delivery. The UQ Poche Centre—established in 2015 with the philanthropic support of Mr Greg Poche AO and Mrs Kay van Norton Poche—also introduced student scholarships for Indigenous research higher degree (RHD) students, with three applicants being awarded generous scholarships for the duration of their candidature.

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 several workshops and symposiums for Aboriginal and Torres Strait Islander students interested in RHD pathways.

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*.



Poche RHD scholarship recipient **Lee Sheppard**, who is researching the topic of 'Sports development in the extractive industries: an Australian case study'.

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, it provides centralised operational management for research higher degree (RHD) admissions, scholarships, candidature and thesis examinations.

The Graduate School also coordinates a number of initiatives aimed at developing the skills and career prospects of RHD candidates through mobility, transferable skills development and industry experiences.

In 2016, more than 1000 RHD candidates 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.

Recruitment and commencements

RHD candidate commencements remained stable overall in 2016 with 609 domestic and 405 international RHD commencements.

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 2016, more than 2100 RHD candidates participated in the program—500 more than in 2015. More than 135 RHD candidates were provided with mobility experiences; 103 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 2016, competitions were run in more than 350 institutions around the world. The UQ final attracted an audience of more than 300 global researchers, industry leaders, PhD candidates and alumni. The inaugural Asia-Pacific 3MT® final, sponsored by Springer Nature, saw finalists from 50 universities across Australia, New Zealand and Asia gather at UQ to compete. The competition was live-streamed across the globe.



2016 3MT® people's choice and overall competition winner **Anna-Liisa Sutt** from the School of Medicine, who spoke about 'Dying to talk'.

Research infrastructure

Major research infrastructure

In 2016, the University continued to maintain 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
- **TetraQ:** provides bioanalytical clinical trial and preclinical sample and metabolite analysis.

UQ has a number of NCRIS/EIF-funded national infrastructure initiatives including three NCRIS facilities where UQ is the lead Institute: Terrestrial Ecosystem Research Network (TERN), Research Data Services (RDS), and National Imaging Facility (NIF).

The University continued to invest strategic funding in research infrastructure—including more than \$4.3 million committed through the UQ Major Equipment and Infrastructure scheme—to 22 projects across the University to ensure research infrastructure remains at the cutting edge.

Commercialisation

UniQuest

UniQuest is UQ's main commercialisation company. Specialising in global technology transfer, it facilitates access for all business sectors to UQ's world-class expertise, intellectual property and facilities.

Since 1984, UniQuest has built, commercialised and managed an extensive intellectual property and asset portfolio, including more than 1500 patents and 70 companies resulting from University-based discoveries and expertise. Since 2000, UniQuest and its start-ups have raised over half a billion dollars to take UQ technologies to market. Net sales of products licensed by UniQuest total more than \$13 billion for the period 2007–2015.

UniQuest was responsible for the commercialisation of the HPV vaccine, Gardasil®; the Triple P – Positive Parenting Program; the imaging technology used in two-thirds of the world's MRI machines; and Spinifex Pty Ltd—a biopharmaceutical company acquired recently in one of Australia's largest ever biotech deals.

Commercialisation outcomes

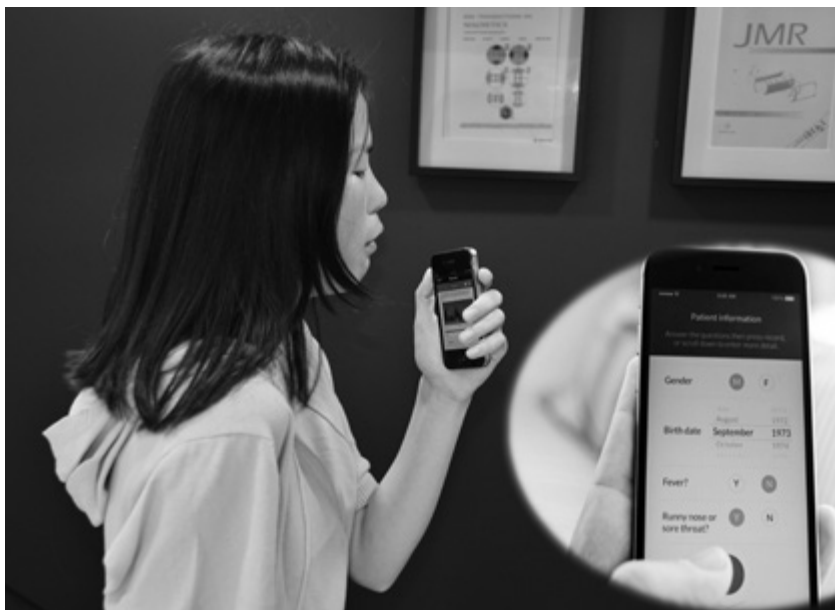
2016 saw a €15 million (AU\$22 million) Series A investment in Inflazome Ltd, a company founded on research from UQ and Trinity College Dublin, developing treatments for inflammatory diseases. The investment, co-led by Novartis Venture Fund and Fountain Healthcare Partners, is one of the largest biotech Series A investments for intellectual property originating from an Australian university. UniQuest commercialised the research related to the deal on behalf of UQ and Trinity College Dublin.



Researchers at work in a Queensland Emory Drug Discovery Initiative (QEDDI) laboratory.

Other highlights for the year included:

- The Queensland Emory Drug Discovery Initiative (QEDDI) became a fully equipped and operational drug discovery and development capability, with facilities and staff based at UQ's St Lucia campus. QEDDI was established in 2015 with support from UQ and the Queensland Government.
- UQ spin-out company Protagonist Therapeutics Inc listed on the NASDAQ stock market, raising US\$90 million (AU\$118 million) in its initial public offering. The company is developing peptide-based oral drugs for the treatment of gastrointestinal disorders such as Inflammatory Bowel Disease (IBD), and was recently recognised as the Australian Company of the Year at the AusBiotech and Johnson & Johnson's Innovation Industry Excellence Awards.
- A Memorandum of Understanding was signed with Redback Technologies, a start-up company developing low-cost solar energy solutions for residential and commercial users. Redback is based at UQ's ilab business accelerator and collaborates with UQ's research leaders in solar photovoltaic technology, energy distribution and software analytics.
- More than 100 people attended UniQuest's 2016 UQ Research Commercialisation Workshop, which provided an introduction to industry engagement for UQ researchers and staff.
- UniQuest hosted a number of tailor-made Industry Connect engagement events to showcase UQ's research capabilities and expertise to industry. Companies involved included Pfizer, Bayer, Merial, PepsiCo, PGG Wrightsons, Zoetis and CSL.
- UniQuest licensee ResApp Health Ltd was recognised as the Australian Emerging Company of the Year at the AusBiotech and Johnson & Johnson's Innovation Industry Excellence Awards. The company is developing a smartphone medical application for the diagnosis and management of respiratory disease, and has raised more than \$16 million since listing on the Australian Stock Exchange in 2015.
- Through UniQuest, UQ became the second Australian university to partner with Pfizer's Centres for Therapeutic Innovation (CTI). The collaboration provides UQ researchers with access to Pfizer's biologics drug discovery and development capabilities.
- An agreement was brokered with US-based company AngioStem Inc. for rights relating to a UQ-developed method for extracting large quantities of specialised stem cells from the placenta. The deal could result in new stem



cell-based treatments for patients with heart failure, peripheral artery disease or stroke.

- A licensing deal was finalised with US-based pest control company SpringStar Inc. for rights relating to the design of an environmentally friendly cane toad trap. The company will work with UQ researchers to refine the design with the aim of making the trap commercially available.
- On behalf of UQ, UniQuest joined the University Industry Demonstration Partnership, an international organisation focused on driving best practice university/industry partnerships. UQ is the first Australian institution to be invited to join the organisation.
- A treatment developed at UQ's Advanced Water Management Centre for the control of sewer odour and corrosion has been licensed to USP Technologies, an Atlanta-based provider of chemical treatment programs for water and wastewater applications.
- Three projects were selected for funding under an 'open innovation' collaboration between UniQuest and pharmaceutical company AstraZeneca. The collaboration aims to repurpose AstraZeneca's preclinical and clinical compounds and identify new medical uses for them. The first three projects could lead to new treatments for ovarian cancer, liver disease and lung and colorectal cancers.

UniQuest brokered a licence deal with Canada's Center for Commercialization of Regenerative Medicine for rights to a UQ-developed method for producing a therapeutic dose of white blood cells—the technology could benefit cancer patients at risk of life-threatening infections following chemotherapy.

ResApp Health Ltd was awarded for its work on developing a smartphone medical application for the diagnosis and management of respiratory disease.



UQ-developed Perkii drinks are now sold in outlets across the country, including Woolworths.

Uniseed

An early-stage investment fund, Uniseed commercialises intellectual property at UQ, the Universities of Melbourne, New South Wales and Sydney, and the CSIRO.

To date, Uniseed has invested \$20.8 million into 24 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 \$340 million of external funding to UQ start-ups from grants and other investment capital.

In 2016, Uniseed made further cash distributions to UQ from milestone payments relating to successfully exited start-up companies, including UQ start-up company Spinifex Pharmaceuticals, which is based on the work of Professor Maree Smith, and was acquired by Novartis International AG in 2015 for US\$1 billion; and Hatchtech Pty Ltd, which was awarded the Australian Venture Capital Association's Best Early Stage Deal of the Year for its head lice treatment deal with Dr Reddy's Laboratories in India, worth US\$200 million.

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 300 publications that have been collectively cited more than 4000 times.

UQ companies supported by Uniseed include:

- **Perkii Pty Ltd**, which raised \$4 million in 2016 to support the release of its low-calorie probiotic fruit juice and water-based drink
- **ProGel Pty Ltd**, which was formed to commercialise an encapsulation technology based on the work of **Professor Bhesh Bhandari**, raising \$400,000 from Uniseed and Brisbane Angels
- **Hydrexia**, which is developing hydrogen storage equipment based on the work of **Professor Arne Dahle** and **Associate Professor Kazuhiro Nogita**

- **Q-Sera Pty Ltd**, which raised further funds from Uniseed and the Medical Research Commercialisation Fund (MRCF) to continue work with leading serum tube manufacturers for improved blood collection (based on the work of **Dr Paul Masci**, **Professor Martin Lavin**, **Emeritus Professor John De Jersey AM** and **Dr Goce Dimeski**)
- **Nexgen Plants**, which continues to work with Syngenta on virus-resistant vegetables, and has produced its first virus-resistant plants, based on technology developed by **Professor Peer Schenk**
- **TenasiTech**, which is developing better plastics, acrylics and nylons based on the work of AIBN's **Professor Darren Martin**.

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 technical consulting and training services (in mining, metallurgy and processing), laboratory services, specialist testing equipment and simulation software products.

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

Significant activities and achievements during 2016 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
- significant international projects to further strengthen and support JKTech's globally diversified customer base, including:
 - Laos (PanAust's Phu Bia Mining Limited)
 - Australia (South32's Cannington Mine)
 - Chile (AngloAmerican, Los Bronces Mine).

JKTech operated throughout 2016 in the context of a broad 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 constantly evaluates JKTech's delivery model so that it continues to be aligned with market demand and client expectations.

Selected research highlights

- UQ marine biologists are helping fight **climate change** on the Great Barrier Reef in the wake of the worst mass coral bleaching event in recorded history. Researchers used their existing underwater survey images to map the extent of recent damage. The findings were, in turn, used to inform policy and management plans for the natural wonder.
- Researchers at UQ have demonstrated that newborn babies do not—as previously believed—have an inborn capacity to imitate adults. The research re-opens fundamental debates about whether universal human capacities are innate or learnt, questioning what makes **humans unique as a species**.
- A UQ researcher contributed to the curation of *Doi Moi: Journey of Dreams* at the National Museum of History, Vietnam, which celebrates 30 years since the introduction of a ‘socialist market-orientated economy’. *Doi Moi* captures the spirit of **innovation and change in Vietnam**, presenting the voices of politicians, scientists, farmers and historians, alongside ordinary men and women, who had the vision and foresight to build a better future for all.
- UQ scientists have identified the cause of a common **developmental brain disorder** called callosal agenesis—which affects 1 in 4000 people—and causes a range of physical, intellectual and social disabilities. In callosal agenesis, a cellular bridge fails to form preventing nerve fibres from making the normal connections between the brain hemispheres.
- UQ research has identified **sedentary workstyles** as a significant health hazard. A series of successful interventions to reduce prolonged sitting in the workplace is now informing a nationwide workplace initiative to encourage workers to stand up, sit less and move more, as well as UQ’s own choices in office design.
- UQ’s newly established **Centre for the Business and Economics of Health** (CBEH) has been made possible through generous philanthropic funding from an alumni family, together with internal strategic funding. CBEH will undertake evidence-based research and consultancies to evaluate strategic transformation within Australia’s healthcare sector.
- A UQ research team has shown, for the first time, that **photosynthesis** occurs deep within the seeds of wheat, as well as in the plant’s leaves. This



A diver investigates the coral bleaching at Heron Island in February 2016. Located close to the southernmost point of the Great Barrier Reef, this area was one of the first to bleach at Heron Island. Photo: The Ocean Agency / XL Catlin Seaview Survey.

- photosynthesis discovery has turned half a century of plant biology on its head. Wheat covers more of the Earth than any other crop, and the discovery may lead to better, faster-growing, better-yielding wheat crops in geographical areas where wheat currently cannot be grown.
- A major international study, jointly led by UQ researchers, has identified genetic factors associated with **low birth weight** in children. The research has also shown there is some genetic link between birth weight and ill health later in life. Further investigation is now underway to understand how this develops.
- UQ scientists have used **spider venom** to identify a specific protein involved in transmitting mechanical pain, which is the type of pain experienced by patients with irritable bowel syndrome. The discovery will pave the way for developing much-needed treatments.
- Researchers at UQ have discovered intervention enhancements that broke the cycle of chronic **homelessness** through integrated support systems that provided supportive housing and improved self-identification. The evaluation of the Brisbane Common Ground project also identified annual community savings of \$13,000 per tenant and reduction in acute services demand.
- UQ research has created new knowledge of genetic processes underlying **pearl formation** leading to an understanding of the relationship between gene expression and pearl characteristics. In a ten-year partnership with one of the largest South Sea pearl companies in the world, the result is improved farming practices and increased productivity in the sector.
- A new start-up company using technology developed at UQ aims to revolutionise how cellular experiments are conducted. Scaled Biolabs Inc uses credit-card sized microfluidic chips that can run more than 8000 experiments simultaneously, rapidly surveying cellular environments and responses to significantly reduce development cycles for **cell therapies** and biologics.
- Pioneering research by UQ has led to the discovery of more than 150 **hyperaccumulator plant species** new to science in Malaysia and New Caledonia. This represents the most substantial addition to the global inventory of such plants to date. Plant species that naturally accumulate nickel in their biomass have high potential for utilisation in phytomining, an emerging technology for extracting nickel from sub-economic mineral deposits or minerals wastes.

REVIEW OF ACTIVITIES

ENGAGEMENT

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

Engagement: Key indicators of performance					
	2012	2013	2014	2015	2016
Funds raised annually (philanthropic) (\$ million) ^{1,2}	37.47	24.65	47.61	66.0	37.3
Funds received annually (philanthropic) (\$ million) ^{2,3}	22.65	26.48	45.36	50.65	51.55
Number of living alumni for whom we have a current mail or email address	153,294	163,928	172,996	184,384	193,780

¹ Funds raised reports upon new funds secured within a reporting period. It includes one-off cash gifts, new pledges, new recurring gifts (at five years' value), stock, gifts-in-kind and realised bequests; it does not include payments toward existing pledges or recurring gifts. This methodology, which is used internationally within Advancement, is intended to reflect income resulting from activity during a reporting period, and therefore counts pledges and recurring gifts at the time that the commitment is made by the donor.

² Minor adjustments to the 2013, 2014 and 2015 figures are due to additional information becoming available during 2016.

³ Funds received reports upon cash received within a reporting period. It includes one-off cash gifts, payments toward existing pledges and recurring gifts, stock, gifts-in-kind and realised bequests; it does not include pledges or recurring gifts.



UQ alumnus and celebrity chef Ben Milbourne worked with UQ to educate television viewers on the science behind the food we eat.

Fostering partnerships and relationships

Engagement with alumni and the community in 2016 has allowed the University to foster important strategic relationships and partnerships that will help UQ create change locally and throughout the world.

An example of one such partnership was the creation of the new Malcolm Broomhead Chair in Finance, made possible by a \$3 million gift from alumnus, philanthropist and leading Australian businessman Malcolm Broomhead. The endowment of this chair is of strategic importance to UQ and will enable the University to extend programs, attract high-quality staff and offer transformative student experiences.

Another relationship of note was with 2016 Distinguished Young Alumni Award-winner and *MasterChef* finalist Ben Milbourne, who partnered with UQ to produce a new 'pop science' television series, *Food Lab by Ben Milbourne*. The series was filmed on location at the St Lucia, Herston and Gatton campuses, and UQ scientists were interviewed to explain the scientific principles being explored through cooking. The series is scheduled to air in 2017.

Alumni and community

With more than 10,000 graduates each year, engaging with alumni and the community to develop lasting relationships is a priority for the University. Connections were maintained through a number of engagement programs, including reunions, networking events and volunteering opportunities. Alumni and the community also received targeted communications about the University's local, national and worldwide impact.

Outstanding alumni were recognised for their achievements at the annual Courting the Greats ceremony in October. The 2016 Alumni Award recipients were:

Vice-Chancellor's Alumni Excellence Awards

- Anne Cross
- Emeritus Professor Ian Harper
- Greg Minton
- Marie Myers
- Greg Vickery AO

Distinguished Young Alumni Awards

- Dr Jackie Campbell
- Michael Fox
- Mike Knapp
- Benjamin Milbourne
- Selena Uibo

International Alumnus of the Year

- Professor Tadimety Chakrapani (TC) Rao

Indigenous Community Impact Award

- Associate Professor Gregory Phillips

Colleges' UQ Alumni Award

- Dr Heather Smith PSM, Emmanuel College

Awards founded and supported by Alumni Friends of The University of Queensland Inc.

UQ Alumnus of the Year

- Emeritus Professor Dr Mary Mahoney AO

UQ Graduate of the Year

- Gabriel Perry

UQ Sport Awards

UQ Sportsman of the Year

- Dane Bird-Smith

UQ Sportswoman of the Year

- Gabrielle Simpson.

The Global Leadership Series included eight events with more than 1300 attendees, while the UQ Young Alumni Ball attracted more than 500 guests. Forty-three class reunions were also held in 2016 and 15 global alumni networks were supported in countries including China, Vietnam and Chile.

The Future Leaders program welcomed another intake of graduating students who made a valuable impact through their leadership, volunteering, mentoring, academia and research. Thousands of graduating students were gifted their Class of 2016 t-shirts and encouraged to stay in touch with the University.

An extensive Annual Giving telephone campaign led to almost 10,000 conversations, allowing student callers to connect with alumni and keep them up to date with UQ news. The campaign also enabled UQ to add or update alumni records, and generated gifts for specific and general funds across the University.

The Alumni and Community Relations Centre, located at UQ's St Lucia campus, welcomed more than 1200 visitors this year and successfully launched the Tea and Tours program in June. Tea and Tours invites alumni back to campus to tour a different UQ facility each month, and more than 100 people attended the six programs held between June and November. The program allows alumni to reconnect with their fellow graduates and, for many, is their first return to UQ's St Lucia campus since graduation.

Participants enjoying a chat at one of the inaugural Tea and Tours visits to UQ St Lucia's Alumni Centre.

Philanthropy

UQ benefited from more than \$37.3 million in gifts in 2016, raised through the generosity of alumni, community and industry partners.

Examples included:

- a \$2.1 million pledge from The Stafford Fox Medical Research Foundation to support a Stafford Fox program dedicated to the prevention of ageing dementia
- a \$450,000 gift from the Lions Medical Research Foundation to support ovarian cancer research led by Dr Carlos Salomon
- a \$2 million commitment from The University of Queensland Endowment Fund to establish the TC Beirne School of Law Leadership, Excellence and Diversity (LEAD) Scholarship to support disadvantaged school leavers
- an additional \$105,000 from the estate of Cecil Hampshire English, bringing the total gifts from this estate to \$408,000, to support mental health research
- a \$1 million pledge from an anonymous donor to the UQ Spinal Cord Injuries Advancement Fund
- a \$750,000 bequest from the estate of Professor Philip Walker for two new funds, the Professor Philip Walker Ethics and Values in Medicine Fund and the Professor Philip Walker Surgery Research Fund
- the gift of a house, valued at \$1.25 million from the estate of the late Susan (Molly) Blake, the proceeds of which will be used to support the RD Milns Classics and Ancient History Perpetual Endowment Fund
- a \$1.3 million gift from the estate of Edna Dorothy Griffiths in memory of her daughter, Roslyn Griffiths, that will support scholarships and other activities within the School of Veterinary Science and the TC Beirne School of Law

Alumni ¹ by faculty	
Faculty	Number of alumni ²
Business, Economics and Law	64,492
Engineering, Architecture and Information Technology	29,730
Health and Behavioural Sciences	38,838
Humanities and Social Sciences	80,771
Medicine	22,316
Science	56,044

¹ Alumni includes graduates, Incoming Exchange students, Study Abroad students and honorary degree recipients and other alumni.

² Figures as at July 2016; includes deceased.

Alumni living overseas ¹ (Top 10 countries)		
Country	# living alumni	% of overseas total
USA	8060	19
Singapore	5524	13
China	5050	12
Malaysia	2974	7
UK	1771	4
Hong Kong	1741	4
Canada	1457	3
Indonesia	1381	3
Germany	1297	3
Japan	920	2

¹ Living alumni based on current address. Includes graduates, Incoming Exchange students, Study Abroad students and honorary degree recipients and other alumni.

² Figures as at July 2016.

Alumni living by location ¹		
Location	Number	%
Queensland	109,494	44
Overseas	42,695	17
Other Australian states	17,546	7
Unknown	80,406	32

¹ Living alumni based on current address. Includes graduates, Incoming Exchange students, Study Abroad students and honorary degree recipients.

² Figures as at July 2016.



- a \$300,000 pledge from The Helpful Foundation to support the Clem Jones Centre for Ageing Dementia Research (CJADR)
- a \$40,000 gift from the estate of the late Muriel Ellen Kangan, which will fund the Queensland Brain Institute's research into mental health.

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 2016. 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 more than US\$40,000 was raised for the UQ Rugby scholarship program. The foundation also received grants from Merck Sharp & Dohme Corp to benefit Dr David Muller's research in developing a vaccine to combat the dengue virus, and from the Silicon Valley Community Foundation to support the Animal Welfare Standards Project by the School of Veterinary Sciences.

In total, the foundation received more than US\$2.6 million in donations in 2016. 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 2016, the University also received \$14.9 million in charitable bequests. Staff giving raised \$1.5 million, while Annual Giving raised \$1.2 million for teaching priorities, research and student scholarships.

Sponsorships

UQ announced a major partnership with Netball Queensland and the Queensland Firebirds in 2016. This partnership delivers mutual goals of promoting higher education to women and girls, promoting athlete-friendly universities and pathways for elite athletes, pursuing excellence in sport through world-class sports science research, and promoting industry-ready graduates through quality internships. The partnership also provides UQ with access to a key domestic recruitment market of high school students who participate in many grassroots and state finals competitions run by Netball Queensland.

2016 saw UQ become an official academic partner for the World Science Festival, an annual week-long celebration and exploration of science. Involvement included a UQ stall for the street science event, hospitality—including tours—during the festival, and significant branding opportunities. This was the first year the event was hosted in Brisbane, with another five already planned.

UQ sponsored and developed a new category for the Queensland Young Achiever Awards, which aim to recognise, encourage and reward young people, and to make them role models for others. The new UQ Create Change category acknowledges young Queenslanders driving activities, programs and initiatives that promote or create change: Orange Sky Laundry was the inaugural winner.

UQ also continued its support of several long-running sponsorships, including the Brisbane Writers Festival, Queensland Literary Awards, Fulbright Scholars awards, Queensland Certificate of Education Achievement Awards and Business Higher Education Round Table, and the more recent Brisbane Broncos and Surf Life Saving Queensland partnerships.

Global engagement

2016 saw the launch of the UQ Global Strategy and Partnerships Seed Funding Scheme. Developed to support the successful implementation of the new Global Strategy Framework and assist faculties, institutes and units to pursue activities that would strengthen the impact of UQ's global network, the funding scheme has co-sponsored a diverse range of key initiatives across the priority countries of Brazil, the UK, Denmark, China, India, and the US.

Other key outcomes of 2016 included:

- UQ hosted more than 130 international delegations: the largest number of visits came from institutions in the UK, the US and China. Of the 115 delegations,



Pictured above, from left: Brisbane Broncos Chief Executive Officer Paul White, Broncos coach Wayne Bennett, Vice-Chancellor and President Professor Peter Høj and Broncos captain Corey Parker at the Broncos headquarters, Red Hill.

eight were visits by Australian heads of mission and 13 by heads of diplomatic missions in Australia. Notable visits included a public address by Australia's Ambassador to Belgium, Luxembourg, the European Union, and The North Atlantic Treaty Organization, His Excellency Dr Mark Higgin, and an Official Visit by Qi Xuchun, Vice-Chairperson of the National Committee of the Chinese People's Political Consultative Conference.

- 11 UQ researchers and PhD students travelled overseas, and 40 international researchers and students studied at UQ as part of the 2016 Endeavour Scholarships and Fellowships program.
- UQ maintained its 700 active agreements with 58 countries, including China (131 agreements), the US (71), Japan (60), Germany (37), and Indonesia (33).
- The global diplomatic community now includes nine UQ alumni serving as Australian ambassadors and high commissioners, one as chargé d'affaires, and one as deputy head of mission.

North Asia

- The Senior Executive Mission to China delegation—which included Vice-Chancellor and President Professor Peter Høj, Deputy Vice-Chancellor (External Engagement) Professor Iain Watson, and senior representatives—held meetings with senior representatives from Huawei Technologies and the South University of Science and Technology.
- The School of Languages and Cultures welcomed new Adjunct Professor and Consul-General of Japan in Brisbane, Hidehiro Hosaka, in May. The ceremony coincided with the launch of the 50th Anniversary of Japanese Languages and Cultures at UQ.

Latin America

- UQ hosted the 10th Annual UQ-Latin American Colloquium. Attended by more than 150 people, including ambassadors and representatives from nine Latin American Embassies, the program celebrated a decade of collaboration and innovation.
- UQ was the recipient of four Council on Australia Latin America Relations (COALAR) grants for 2016–17, which included establishing a Centre of Excellence in Sustainable Mining, building capacity for Zika virus control, healthy river catchment management training seminars, and organising the fourth Chilean Graduate Conference.

Europe

- The 2016 German Science and Innovation Day was held at UQ, in collaboration

with the Honorary Consul of the Federal Republic of Germany, as part of German Week. The event showcased joint research projects involving Queensland and German researchers.

- UQ became the first Australian university to sign an agreement with the new French mega-university, Université Paris-Saclay. UQ also joined forces with Paris-Saclay for a joint research symposium, building on existing research ties with the UQ Centre for Hypersonics.
- UQ and the Niels Bohr Institute at the University of Copenhagen established the Virtual Institute for Physics to promote education and applied fundamental physics research.

North America

- UQ, in partnership with Washington University in St Louis, hosted the McDonnell International Scholars Academy 6th International Symposium: Addressing global challenges through international collaboration in education and research (see page 42).
- Boeing and UQ announced an Asia-Pacific first at the McDonnell Academy Symposium. Boeing Research and Technology Australia will establish a presence at the St Lucia campus, where around 30 Boeing staff will work and collaborate with UQ researchers and students on topics including cabin disease transmission, autonomous systems, and environmental monitoring technologies.
- In collaboration with the World Bank Group's Integrity Vice-President, UQ established a new internship program. Open to Bachelor of Laws students, the recipient will work at the World Bank's headquarters in Washington, DC.
- UniQuest negotiated an exclusive licence agreement with USP Technologies to commercialise a treatment to control sewer odour and corrosion. USP expects to market the UQ-developed technology in North America, Australia, China, and Europe.
- UQ became one of only a select number of universities outside the US and the first in Australia to join the membership-based University-Industry Demonstration Partnership (UIDP). Cook Medical Australia will join UIDP as UQ's industry partner.

South-Central Asia

- UQ's Global Change Institute, along with Unity Water and Queensland Urban Utilities, led the Australian Water Mission to India. The Mission explored possibilities for collaborative water management projects and capability transfer with Indian partners.

South-East Asia

- Vice-Chancellor and President Professor Peter Høj led a senior delegation to Indonesia that met university partners, research agencies, government ministries, industry representatives and alumni. The Vice-Chancellor signed an agreement for joint research between UQ and the Indonesia Institute of Science (LIPI) that will address urban resilience and the sustainable development of small islands.
- The new UQ–Indonesia internship program will provide the opportunity for UQ students to work with Indonesian partners including Trade and Investment Queensland (Indonesia), LIPI, and the Judicial Commission of Indonesia.
- In April, Vice-Chancellor and President Professor Peter Høj hosted a partnership luncheon for Malaysian scholarship bodies and industry partners, as well as the first UQ Partner Briefing and Luncheon for Malaysian Sponsors in Kuala Lumpur.

McDonnell Academy International Symposium

In September, in partnership with the Washington University in St Louis, UQ hosted the McDonnell International Scholars Academy 6th International Symposium: Addressing global challenges through international collaboration in education and research.

The McDonnell International Scholars Academy, founded by Washington University in St Louis in 2005, is an elite international network of research universities and scholars comprising 32 university partners, including UQ. The biennial Symposium provides a valuable forum to explore the role of research universities in tackling significant global challenges, with broad objectives that are closely aligned with UQ's vision of knowledge leadership for a better world.

The 2016 Symposium brought together university presidents, researchers, and outstanding graduate students, as well as representatives from corporate, government and non-government organisations to focus on the interconnected themes of:

- energy, environment and sustainability
- ageing of the global population and public health
- food, water and agriculture.

Keynote speakers included Boeing Company Chairman, President, and CEO Dennis A Muilenburg and Australian Department of Industry, Innovation and Science Secretary Glenys Beauchamp.

Approximately 360 delegates attended the event from Ghana, Turkey, Thailand, China, Australia, Hungary, Brazil, Israel, Indonesia,

Hong Kong, Chile, Korea, Taipei, Japan and the Netherlands.

Confucius Institute

In 2016, the Confucius Institute at UQ (UQ CI) continued to develop programs and activities in teaching and research in Chinese language and culture at UQ—and in the broader Queensland community—as well as supporting UQ's China engagement.

Achievements included:

- hosting the Joint Conference of Oceanian Confucius Institutes in Brisbane to encourage regional Chinese teaching, research and learning cooperation
- consolidating cultural and language offerings to Queensland schools, promoting study opportunities particularly in rural areas
- conducting a well-publicised tourist safety campaign and cultural workshops to key government departments
- increasing promotion of the HSK Chinese Proficiency Test throughout Queensland
- facilitating a four-week in-country China study experience for UQ students.

UQ CI also received its first Australian Federal Police Certificate of Appreciation for its commitment to community service. Community engagement is a core component of UQ CI.

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 20 countries and the UQ community.

In 2016, ICTE-UQ delivered a number of short-term customised programs for partners around the world that enhanced UQ's international footprint, including:

- an English Immersion program for 20 BA and BEd in Language Education – English students from UQ partner, the University of Hong Kong (HKU)
- an intensive English Language and Engineering Studies program for 30 students from UQ partner Kyushu University, Japan
- the annual Joint English and Methodology for TESOL Purposes (JEMTP) program for 63 teachers from China, Japan, Korea and Macau
- an English language and professional development training course for 36 immigration and customs officials from Indonesia, Timor-Leste, Laos and Myanmar as part of an ongoing partnership with the Australian Department of Immigration and Border Protection (DIBP)

- a Rehabilitation Therapies Training Program for 10 students from National Taipei University of Nursing and Health Sciences, Taiwan
- an Australian Business Experience Program for nine students from UQ partner Universidad de Lima, Peru
- an open-date study abroad program called *Australia: Past, Present and Future* for 16 students from Universidad San Ignacio de Loyola, Peru, one student from Fudan University, China, and one student from Tunghai University, Taiwan
- three professional development programs in Public Administration and Public Policy, Leadership, and Agricultural Development Policy for 60 government officials sponsored under Monitoring Office of Program 165, Vietnam
- a new Political Science and International Relations study abroad program for 11 students from UQ partner Keio University, Japan
- a Student Leadership program for 30 students from Beijing Normal University
- Content and Language Integrated Learning (CLIL) programs for 35 key English lecturers/teachers in Vietnam as part of the Vietnamese Government's *National Foreign Languages 2020 Project*, delivered in conjunction with the South East Asian Ministers of Education Organization Regional Training Center (SEAMEO RETRAC); and 46 academics from Taiwan, Japan, Colombia, Saudi Arabia and Thailand.

ICTE-UQ also administered more than 7000 International English Language Testing System (IELTS) tests, Occupational English tests and Teaching Knowledge tests to candidates across South-East Queensland for academic pathway, immigration and professional purposes, and placed more than 2000 students and professionals with homestay accommodation hosts within the local Brisbane community.

UQ International Development

Becoming part of ICTE-UQ in 2016, UQ International Development continued to manage long-term development projects and deliver a wide range of short-course programs, both in Australia and across the globe. Key clients included the Department of Foreign Affairs and Trade (DFAT), and the Asian Development Bank (ADB), as well as other government agencies, managing contractors and the private sector.

Short-course topics included agriculture, public policy, public-private partnerships, infrastructure, journalism, business, governance and executive leadership. More than 400 awardees from 24 countries attended short-course training during 2016, with participants from Indonesia, Papua

New Guinea, Peru, Bhutan, Mongolia, Nepal and several African nations.

UQ International Development continued to draw on the expertise of UQ academics for course delivery and worked collaboratively with faculties, schools and institutes across program areas.

In addition to short-course delivery, UQ International Development continued to manage six long-term projects, including the Tonga Interim Skill Development Facility, which reached successful completion on 31 October 2016.

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 2016, IML had 2719 enrolments in 124 courses teaching 28 languages. This included 65 enrolments in customised language learning for individuals, small groups and organisations.

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

IML also conducted more than 1500 translation and interpreting jobs for UQ units, staff and students, the community, companies, government departments, schools, and universities.

Cultural and community activities

Customs House

One of UQ's CBD bases, the heritage-listed riverside building continued to be in high demand as a venue for University, corporate and private events in 2016, with many UQ alumni taking advantage of the restaurant's alumni discount.

In all, Customs House welcomed more than 76,000 guests and held 820 functions in 2016, including six School of Music concerts in The Long Room. Brisbane's Open House event in October attracted more than 900 visitors on the day.

The year also saw Customs House win the national and state awards for Caterer of the Year and Function / Convention Centre Caterer at the Savour Australia™ Restaurant & Catering HOSTPLUS Awards for Excellence.



Customs House hosted 76,000 guests at 820 functions in 2016.



Delivering workshops to high school and community choirs in Cairns.



Performing *Illuminae* at the State Library of Queensland during the Brisbane Writers Festival.



In 2016 UQ Art Museum celebrated its 40th anniversary with the exhibition *Beyond the Tower* UQ Art Museum – 40 years and counting. Photo: Simon Woods

School of Music

The UQ Symphony Orchestra and the UQ Chorale performed two concerts at the Queensland Performing Arts Centre Concert Hall in 2016. The May concert commemorated 400 years of Shakespeare, including Tchaikovsky's *Romeo and Juliet Fantasy Overture*, Shostakovich's *Hamlet Suite*, and Walton's *Belshazzar's Feast*, for which the UQ Chorale was joined by selected secondary school choirs from South-East Queensland. The October concert featured one of the School's ensembles-in-residence, White Halo Ensemble, performing Beethoven's *Triple Concerto* with the UQ Symphony Orchestra, alongside Rimsky-Korsakov's *Scheherazade*. Both concerts featured a world premiere composition by prize-winning undergraduate student John Rotar in May and Connor D'Netto in October.

As part of its ongoing partnership with the Queensland Music Festival, the School collaborated with the Brisbane Writers Festival to present *Illuminae*, a surround sound space opera composed by student duo Argo, and performed by students and staff members at the State Library of Queensland in September.

Staff and students travelled to North Queensland in July to continue to work with Indigenous Australian children from Aurukun, Hope Vale and Coen as part of the Cape York Instrumental Program, and again in October to deliver voice concerts and workshops with high school and community choirs in Cairns and Innisfail. Both activities were supported by the Paula and Tony Kinnane Bequest.

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

UQ Art Museum

UQ Art Museum exhibitions in 2016—its 40th anniversary year—included:

- *ephemeral traces: Brisbane's artist-run scene in the 1980s*, curator Peter Anderson
- *We who love: the Nolan slates*, curator Dr Chris McAuliffe, also toured to Heide Museum of Modern Art, Melbourne
- *Barjai and Miya Studio*, curator UQAM Associate Director (Curatorial) Michele Helmrich
- *Beyond the Tower: UQ Art Museum – 40 years and counting*, curators UQAM Director Dr Campbell Gray and UQAM Curator Samantha Littley
- *Over the fence: contemporary Indigenous photography from the Corrigan collection*, curator UQAM Project Manager Gordon Craig

- *Creative accounting*, curator Holly Williams, in conjunction with Hawkesbury Regional Gallery and toured by Museums & Galleries of NSW
- *Denise Green: beyond and between – a painter's journey*, curator UQAM Associate Director (Curatorial) Michele Helmrich.

The UQ Art Museum maintained visitor numbers of the previous year, welcoming more than 50,000 visitors during 2016.

The UQ Art Museum was grateful to be one of the recipients of the \$8 million Kinnane bequest. This generous gift allows the museum to provide education and opportunities for future generations in the Arts, both locally and in regional Queensland.

The UQ Art Museum continued to focus on public and educational programs relating to the 2016 exhibitions and others by engaging with various areas of the University, including the Aboriginal and Torres Strait Islander Studies Unit; the Schools of Biological Science, Economics, Historical and Philosophical Inquiry, Political Science and International Studies, and Geography, Planning and Environmental Management, as well as various Alumni groups and Brisbane community groups.

The University purchased 42 new artworks for The University of Queensland Art Collection, with 54 works acquired through donations. The Art Museum loaned 59 artworks to major public art institutions, including the National Gallery of Australia, Queensland Art Gallery | Gallery of Modern Art, Museum of Contemporary Art Australia, and the Heide Museum of Modern Art.

Indigenous engagement

UQ is committed to ensuring the University is a safe, culturally embracing environment for Indigenous students, staff and the community, and actively works towards forging strategic, respectful partnerships with Indigenous communities.

In 2016, UQ entered into a formal partnership with the Institute for Urban Indigenous Health (UIIH). The Institute leads the planning, development and delivery of comprehensive primary health care services to the Indigenous population of Queensland, with 18 multidisciplinary primary health clinics operating throughout the region. The partnership with UIIH will create opportunities for the University to contribute towards closing the gap in health disparity between Indigenous and non-Indigenous Australians, and pursue research, workforce development and outreach opportunities in the area of Indigenous health for Aboriginal and Torres Strait Islander people.

Student recruitment

The University continued to increase the numbers of Aboriginal and Torres Strait Islander students 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.

Programs and initiatives included:

- Five **InspireU camps** were held in 2016, with a total of 102 Aboriginal and Torres Strait Islander secondary students attending. 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, business, health and science. The week-long on-campus university experience gives students a practical insight into each of the disciplinary areas and the many opportunities available to them. InspireU is delivered in collaboration with community and industry partners, and UQ's faculties and schools. In recognition of the program's significant contribution towards increasing the participation of Aboriginal and Torres Strait Islander students at the University, the Outreach and Engagement team in the ATSIS Unit received a UQ Award for Excellence in Equity and Diversity in 2016.
- 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 Program. In 2016, 99 students enrolled.
- UQ's outreach and engagement activities were expanded in 2016 to include greater focus on building partnerships with Aboriginal and Torres Strait Islander communities in regional and remote areas. Areas of particular focus were the Torres Strait, Central Queensland and the Wide Bay Region, North Queensland, Toowoomba and the Darling Downs, and Gold Coast and Northern NSW. A tertiary aspiration building camp for secondary school students in the Toowoomba and Darling Downs region was held in September in partnership with the Department of Education and Training.



Sponsorship

UQ once again sponsored and supported the Under-15 Competition for the Queensland Aboriginal and Islander Health Council's Arthur Beetson Foundation Murri Rugby League Carnival, with a focus on health and education. UQ hosted an on-campus event for the approximately 400 under-15 players in 2016, including tours of campus facilities, and information sessions focused around UQ program offerings, financial and support opportunities for Indigenous students, and University application and admission processes.

Secondary students practising their robotic skills at one of the year's five InspireU camps for Aboriginal and Torres Strait Islander secondary students, held on-campus at St Lucia.

Student engagement

Engaging with current students

During 2016, the UQ Advantage Office continued to deliver a wide range of experiences, services and funding for UQ students, designed to enhance employability and maximise their student experience.

In supporting the new Student Strategy's game-changing graduates goal (launched mid-year), highlights included:

- launching UQ's Employability MOOC in January with more than 22,000 enrolments across 182 countries
- engaging with 5000+ undergraduate students in the Advantage Award program to enhance their employability through extra-curricular activities
- holding the annual UQ Careers Fair that attracted more than 3800 students and 95 employers, and the annual Volunteer Expo that attracted more than 1400 students who engaged with 60 not-for-profit organisations
- offering more than 250 volunteer positions to UQ students on campus, giving them the opportunity to develop leadership, presentation and networking skills
- supporting more than 1000 UQ students to broaden their world view



ATSIS Unit staff received a UQ Award for Excellence in Equity and Diversity for their work in boosting Indigenous enrolments: pictured from left are outreach and engagement officers Andrew Dillon, Belle Sanewski and Sid Domic with Vice-Chancellor and President Professor Peter Høj (second from left).



Student ambassador Madeleine Ryan talking to a prospective student at the Career and Employment Expo in May.

- by participating in a global experience such as student exchange, short-term programs or an extra-curricular international program
- selecting 32 student leaders to represent UQ at a range of domestic and international events, such as the National Student Leadership Forum in Canberra and the CISA National Education Conference in Darwin
 - supporting more than 650 students in the UQ Undergraduate Research Program, and hosting the annual UQ Undergraduate Research Conference.

Influencing student choice for UQ

During 2016, the Office of Prospective Students and Student Equity (OPSSE)—in conjunction with UQ faculty staff—engaged with secondary schools throughout Queensland, New South Wales, Victoria, South Australia and the Northern Territory, and worked in conjunction with UQ's International Office to engage with students, parents and key high schools throughout Australia and the Asia-Pacific region.

With Queensland's regional areas being a major recruitment focus, the team attended 20 regional career expos in 2016, and 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—hosted by UQ Student Ambassadors and designed to be interactive and fun—included visits to UQ facilities such as the University's archaeology dig site, the Gatton Dairy and Wildlife Centre, as well as discipline-based workshops including rehabilitation therapies and engineering workshops. The overall activities program 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.

With nearly 25,000 guests, UQ's Open Days at Gatton and St Lucia were well attended and provided an excellent opportunity for future students and their families to investigate post-school study options and pathways, learn about accommodation and support services, and experience campus life first-hand. In July, more than 1100 secondary students from 96 schools attended Careers that Shape the World, an annual event at St Lucia, where Year 11 and 12 students were introduced to the variety of career possibilities arising from studying at UQ.

Around 220 high-achieving Year 11 students participated in the UQ Young Scholars Program (YSP) in November. 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 125 secondary school students involved in 2016. 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.

Interest in the University's Enhanced Studies Program (ESP) remained strong, with almost 250 Year 12 students completing a first-year university subject in 2016. Demand for *WRIT999* was particularly high—a one-week summer-intensive course aiming to boost the critical thinking and writing skills of senior students attending selected schools in the Ipswich, Logan and north Brisbane 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.

Hosting future students, parents and key school contacts on-campus remained a focus for the team. This year, several new events were introduced to drive student choice for UQ. All events were well attended and included parent information evenings and inviting guidance officers from key interstate schools to the annual Guidance Officers Conference. Inaugural student leadership forums were held in August that leveraged UQ's relationship with celebrity chef Ben Milbourne, as well as UQ alumnus and social entrepreneur Lucas Patchett, co-founder of Orange Sky Laundry.

The team promoted UQ's new degrees to schools throughout Queensland, especially the Bachelor of Criminology and Criminal Justice, where 20 schools experienced a tailored, interactive, on-campus activity that highlighted the role criminologists play in addressing contemporary social order.

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 2016 following a trial in 2014. Incorporating teacher training and a 'booster' workshop,

the program helped prepare senior students for success in the QCS Test. More than 560 Year 11 and 12 students and 80 teaching staff from 15 schools attended the sessions and feedback was very positive. Two new schools from Brisbane's eastern suburbs also participated this year.

UQ's academic community was heavily involved in the recruitment of future students to UQ, attending almost 70 school speech nights, delivering discipline-based activities on-campus, providing advice at Open Days/Tertiary Studies Expos, and visiting various schools throughout the state.

OP SSE sponsored almost 120 school speech nights during October and November, generally awarding the 'Create Change' Prize of certificate and gift voucher to the Year 12 school dux or other high achiever.

The UQ Young Achievers Program (YAP) continued to support the tertiary study and career aspirations of motivated secondary school students from low-income families, with almost 120 being welcomed into the program in October. In 2016, 90 Young Achievers applied for a place at university and 65 students accepted one. Many of the Young Achievers who transitioned to UQ took advantage of tailored induction and support services to help them settle into university life.

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 20 past Young Achievers, generously volunteered their time to mentor the current cohort of Young Achievers throughout their senior years. The University's residential colleges also continued to be great supporters of the program, providing 26 discounted places for Young Achievers needing to relocate to study at UQ in 2016.

OP SSE's responsibilities included the newly established Future Students Contact Centre (FSCC), which reached a milestone of 10,000 enquiries early in 2016. Live chat, email responses, inbound calls and call-backs to future students all formed part of their enquiry management role. FSCC staff were also leveraged to convert student choice toward UQ by contacting YSP, YAP, ESP and deferred students throughout the year.

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 150 Academic Scholarships

were awarded to students commencing in 2016. A significant number of other scholarships, mostly discipline-specific, were also awarded to high-achieving continuing students.

More than 300 UQ Link scholarships, valued at \$3000 per annum for up to three years, were awarded to school leavers and gap-year students who had experienced educational disadvantage as a result of financial hardship.

More than 60 Young Achievers scholarships, valued at \$7000 per annum for up to four years, were awarded to YAP participants.

UQ College

UQ College was established in 2010 to provide students with pathways to success in higher education. Celebrating its first Awards of Excellence in August 2016, seven former students received an Outstanding Achievement Award and nine received Awards of Excellence, presented by Deputy Vice-Chancellor (Academic) Professor Joanne Wright and UQ College Chair the Honourable Dr David Hamill AM.

UQ College is very proud of its extensive diversity in terms of student background, teaching expertise and learning pathways. Enrolments in UQ College courses again surpassed 500 in 2016, with increased interest from both domestic and international students in the Associate Degree in Business. A large number of past students successfully completed UQ bachelor degrees and attended graduation ceremonies in July and December 2016.

UQ Sport

UQ Sport welcomed more than 750,000 participants—along with thousands of spectators—across St Lucia and Gatton during 2016.

This year, the following upgrades and enhancements of UQ Sport facilities were delivered:

- completing the synthetic fields precinct, which will allow more than 3000 additional hours of available play time each year (see page 55)
- repainting the UQ Sport Aquatic Centre 50-metre pool, installing new Olympic-standard starting blocks, and commencing construction of a new 25m pool
- upgrading the netball courts with new surfaces, goal posts, nets and pads
- resurfacing four tennis courts
- installing approximately \$100,000 worth of new cardio equipment at the UQ Sport Fitness Centre.



Attending UQ College's 2016 Awards of Excellence Evening were, from left: UQ College Chair the Honourable Dr David Hamill AM, past Tertiary Preparation Program student Anna Savory (Award of Excellence recipient) and Deputy Vice-Chancellor (Academic) Professor Joanne Wright.



The UQ Aquatic Centre 50-metre pool was refurbished in 2016.



Bachelor of Health, Sport and Physical Education (honours) student and 2016 UQ Sport Sportsman of the Year Dane Bird-Smith won a bronze medal in the 20-kilometre walk at the Rio Olympics.

New student-participation merchandise brand, Team UQ, commenced its roll-out via new uniforms for all UQ Sport-affiliated sporting clubs. One hundred and eighteen Team UQ student athletes attended the Australian University Games, held over five days in Perth in September 2016, winning 32 medals, finishing sixth against 42 competing universities and becoming the highest ranked Queensland university.

The UQ Sport Academy elite athlete program supported some 170 student athletes, including 47 scholarship recipients. Among the 2016 highlights were a number of world championship attendances and a strong contingent attending the 2016 Rio Olympics and Paralympics, including medals at both games.

UQ Sport was recognised as one of the best places to work in Australia, being awarded a bronze medal in a national HR Employer of Choice survey.

Master Plan

Early in 2016, work commenced on the preparation of a new Master Plan to provide the strategic framework for use and development of the University's main campus at St Lucia and its connected precincts. The St Lucia campus Master Plan will guide development for the next 15–20 years while ensuring that it aligns with the University's strategic objectives. It will enable UQ to adapt to the changing education and research landscape by capitalising on existing campus qualities and identifying future potential. The Master Plan will articulate a vision for the St Lucia campus to become a highly connected, vibrant destination that is an integral part of the community and the city. The University

recognises the traditional owners of the land it occupies and the cultural significance of the St Lucia area.

Extensive consultation with internal, community and government stakeholders has generated feedback and input on key issues for consideration in the planning process. A draft document will be released for further consultation prior to completion of the new Master Plan in the first half of 2017.

Walking tours

In collaboration with University Sculptor Dr Rhyl Kingston Hinwood AM, the Office of Marketing and Communications published *Carving a history: a guide to the Great Court*, a fully illustrated guide to the more than 1200 carvings within and around UQ St Lucia's Great Court in both print and app format. This complemented a range of walking tours available via app that had been developed earlier in the year to encourage visitors to explore and appreciate the campus.

Customs House and 443 Queen Street development

UQ and Cbus Property agreed that Cbus Property would:

- change the profile of its building by reducing their car park's size, so enabling the development to proceed whilst preserving important views of Customs House
- seek Brisbane City Council approval for pruning the fig tree in the grounds of Customs House and minimise any pruning.



University Sculptor Dr Rhyl Kingston Hinwood AM standing outside the Goddard Building with two of her favourite sculptures, Charles Darwin and Gregor Mendel.

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 763 professional and 370 academic staff positions in 2016. 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 2015 to 31 March 2016, the University's continuing and fixed-term workforce decreased by 1.3 per cent to 6703 FTE, with a permanent retention rate of 90.4 per cent and a permanent separation rate of 9.6 per cent.

The Aboriginal and Torres Strait Islander Employment Strategy continued to be widely promoted by Human Resources. In 2016, 15 trainees were recruited into the Indigenous Traineeship Program.

The table below shows University staff as at 31 March 2016.

University staff as at 31 March 2016							
Staff FTE by function (excluding casuals) ¹		2014		2015		2016	
		FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE
Academic	Teaching and research	1240.2	18.2%	1206.6	17.8%	1145	17.1%
	Research focused	1435.5	21.1%	1452.2	21.4%	1460	21.8%
	Teaching focused	179.1	2.6%	149.3	2.2%	139	2.1%
	Other	28.5	0.4%	26.3	0.4%	28	0.4%
	ACADEMIC TOTAL FTE	2883.2	42.3%	2834.4	41.7%	2772	41.4%
Professional	Research support	592.7	8.7%	547.1	8.1%	490	7.3%
	Other	3340.1	49.0%	3409.5	50.2%	3441	51.3%
	PROFESSIONAL TOTAL FTE	3932.8	57.7%	3956.6	58.3%	3931	58.6%
TOTAL FTE (excluding casuals)²		6816		6791		6703	
Casual FTE (per year)		2014		2015		2016 ³	
		FTE	% of Total FTE	FTE	% of Total FTE	FTE	% of Total FTE
Academic		492.9	14.6%	438	13.4%	438	13.6%
Professional		532.2	11.9%	552	12.2%	552	12.3%
TOTAL CASUAL FTE		1025.1	13.1%	990	12.7%	990	12.9%
Unpaid appointments		2014 Headcount		2015 Headcount		2016 Headcount	
Honorary/Adjunct appointments		1850		2061		2211	
Academic titles		2985		3269		3653	
Conjoint appointments ⁴		134		136		139	
TOTAL UNPAID APPOINTMENTS		4969		5466		6003	

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. Total headcount (excluding casuals) as at 31 March 2016 is 7289. Total payment summaries produced in 2016 is 18,173.

³ The projected Casual FTE for 2016 is the 2015 actual figure as per Department of Education estimate. Actual Casual FTE for 2016 will be available 30 June 2017.

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.

Remuneration and benefits

In the 2016 financial year, 18,173 payment summaries were issued.

More salary packaging options were introduced earlier in the year via the Queensland Government Salary Packaging Scheme, including novated leases, airport lounge memberships, financial advisor fees, and work-related items such as portable electronic devices and professional association membership fees.

Academic promotions

During the year, 128 academic staff members were promoted, comprising 34 promotions to Level B, 42 to Level C, 30 to Level D and 22 to Level E. UQ also appointed 105 new honorary and adjunct Professors.

Organisational development

In 2016 there was a continuing focus on developing leadership capability and a particular focus on supporting workplace change, given the number and scale of change processes initiated during the year.

The UQ Leadership Survey, a 360-degree feedback tool designed to support UQ leaders enhance their leadership skills and support their development, continued to be rolled out to all UQ senior managers, along with coaching, as appropriate.

Enhancing career development for both academic and professional staff was also a continuing priority, with a particular focus on supporting women and leadership development.

Programs and initiatives in 2016 included:

- the continuation of the Promoting Women Fellowships program, supporting academic women at Levels B to D to improve readiness for promotion
- a new Career Advancement for Senior Academic Women program for academic women at Level D actively pursuing careers within UQ

- the Career and Personal Development for Professional Women program completed by 20 professional women (HEW 1-7)
- a second *Leading UQ* program, specifically designed for academic and professional senior leaders
- support programs for staff and managers to assist in managing the impacts of organisational change
- career development workshops to assist staff in considering their career options and in applying for positions.

Targeted organisational development initiatives were delivered to support specific teams or groups to achieve identified goals or work through particular issues. In 2016, these included workshops supporting staff to positively influence culture and supporting teams undergoing change.

Overall, the staff development program provided 938 in-house courses to 9484 participants in 2016. A strong focus was applied to ensuring course offerings aligned with the University's strategic direction.

Staff engagement

UQ Awards for Excellence

In 2016, 102 staff members were nominated across five categories in the second UQ Awards for Excellence, a 36 per cent increase from 2015. 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 who 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 2016. In addition to the rehabilitation and return-to-work activities, the SSRA also provided short-term assistance in responding to work and personal issues, and in crisis management. The SSRA also, on occasion, provided advice to Human Resource managers and other management staff managing the rehabilitation and return to work of staff with non-Mental Health injury or illness (not covered by a Work Injury Management claim).

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

In the first three quarters of 2016, 6.8 per cent of UQ staff made use of this service, an increase on previous years. The main presenting issues were mental health and partner relationships, with close to 30 per

June saw the University honouring teams and individuals who had made significant and outstanding achievements to enhance leadership, service, innovation, equity and diversity, and wellness and safety of students, staff and the wider community in the annual UQ Awards for Excellence.



cent of people making use of the service for a mental health-related matter. Of those staff who accessed EAP, almost two-thirds did so for personal rather than work-related reasons and about half of all attendees felt that their situation was impacting on their ability to work in some way.

The University's accredited Mental Health First Aid (MHFA) program continued in 2016, with 11 courses being run at St Lucia, Gatton, Herston and the Translational Research Institute. To date, approximately 520 University 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. The key event was an interview with Betty Kitchener, co-founder of MHFA. Human Resources staff worked with Student Counselling, the School of Psychology, the TC Beirne School of Law and UQ Wellness to conduct a diverse program of events throughout the week. An R U OK? campaign was run in September to coincide with the national R U OK? Day. The SSRA worked with Masters-level students from the UQ School of Psychology, running short training sessions open to staff and students to teach them skills to help them start an R U OK? conversation. About 200 people attended the training. R U OK? Day events were organised in local areas by local HR and OHS staff.

Equity, diversity and inclusion

In recognition of the University's commitment to an inclusive workplace for sexuality and gender diversity, UQ was conferred the Australian Workplace Equality Index Bronze Award, placing us in the top four universities nation-wide. In accordance with Australian Government Guidelines, UQ successfully implemented gender-inclusive categories so that staff may identify as male, female or X (indeterminate/intersex/unspecified). A gender neutral salutation, Mx, also became available.

Science in Australia Gender Equity (SAGE) is a national program promoting gender equity and gender diversity in science, technology, engineering, mathematics and medicine (STEMM). Following on from the University's 2015 commitment as an inaugural Athena SWAN Charter Member, UQ commenced its participation in the second cohort of the SAGE Pilot of Athena SWAN Program. The UQ Self-Assessment Team (SAT), established in November 2016, will drive data gathering, analysis and action planning that will form the basis of the application for an Athena SWAN Institutional Award.

In addition to the Career Advancement for Academic Women and Career Advancement for Senior Women programs, the University continued to support the Promoting Women Fellowships. Evaluations demonstrate that this program enables recipients to successfully apply for promotion faster than non-recipients.

UQ was once again named compliant with the Workplace Gender Equality Act 2012 after submitting the 2015/16 report.

In 2016, The University of Queensland launched its *Aboriginal and Torres Strait Islander Employment Strategy 2016–2017*. The Strategy outlines the actions that the University will take to provide more opportunities for Aboriginal and Torres Strait Islander peoples, ensure UQ is an employer of choice for Aboriginal and Torres Strait Islander peoples, and is a safe, culturally embracing environment. The University also expanded the delivery of its Indigenous Traineeship Program to employ 16 trainees in 2016 and is on track to achieve a 60 per cent retention rate. UQ has also launched an Indigenous-specific temporary employment service, which will provide opportunities for employing Indigenous Australian people at all levels across the institution.

Early indications suggest good progress in the first year of the *UQ Disability Action Plan, 2016–2018* with achievements including the establishment of a Staff and Student Disability Consultative Group, development and delivery of the Supporting Students with Disability workshop for staff, review of recruitment, selection and onboarding processes for disability inclusion, development of guidelines on web accessibility and an audit on rooms with hearing assistive technologies.

Workplace relations

Representation and advocacy were provided during 2016 on a range of matters, with the University continuing to experience a relatively higher level of individual litigation before Fair Work Australia and the Federal Court for alleged breaches of the General Protections provisions of the Fair Work Act. Employee Relations staff continued to provide workplace relations advice and internal consultancy services on employment issues.

Employee Relations coordinated targeted workplace relations training through its employer association for human resources staff. Training for senior staff on issues associated with dealing with difficult workplace behaviour was also conducted.



UQ progressed well in 2016 in demonstrating its equity, diversity and inclusion practices, winning a bronze award for LGBTI inclusion, becoming a charter member of Athena SWAN, and continuing to encourage staff to adopt the role of Ally, a visible network of empathetic people who are allies of students and staff with diverse gender and sexuality.

Workforce strategy and change

In 2015, The University of Queensland received approval from the Australian Taxation Office to offer an Early Retirement Scheme (ERS) to eligible Academic staff. An ERS is a scheme approved by the Commissioner of Taxation that allows an employer to put in place arrangements that may assist in making changes to its workforce through providing a financial benefit to certain groups of employees to resign or to retire early.

The University offered this Scheme to provide an opportunity for regeneration of the Academic workforce to enable closer alignment with strategic goals, and to ensure that academics who may be considering retirement, or whose aspirations no longer align with those of the University, were able to consider early retirement. The University conducted two ERS rounds (permissible under the terms of the Ruling) with the first occurring June to August 2015 (52 retirees) and the second round occurring February to April 2016 (22 retirees). A total of 74 Academic staff members retired under the Scheme, with all retirees leaving the employ of the University by 29 July 2016.

Change processes that commenced in 2016 included changes to service delivery, and standardisation of roles and reporting lines within the Human Resources and Finance and Business Services sections—with the transformation of these services occurring under the umbrella of the ESS (Enhancing Services and Systems) program. A significant change also led to the restructuring of Information Technology Services. These change processes will continue into 2017, with redundancies an outcome of each.

Other areas also commenced reviewing their operating model across UQ. The Faculty of Medicine continued to progress through change, affecting both its academic structure and leadership roles and the organisation of professional services. A change proposal for the creation of the Oral Health Alliance between UQ and the Metro North Health and Hospital Services was approved for potential implementation in 2017. This will involve the transfer of the responsibility for operating the Dental Clinic from the University to Metro North and impacts approximately 80 mostly clinical staff who are being provided with the opportunity to apply for positions with Metro North.

UQ was in negotiation with Metro North Health and Hospital Services to create an Oral Health Alliance during the year.

Occupational health and safety

The Occupational Health and Safety (OHS) Division oversees 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
- developing a strategic plan for health, safety and wellbeing at UQ for the period 2017–2020: this strategy will establish health, safety and wellbeing principles and priorities, and determine where UQ intends to be positioned in 2020
- implementing a new corporate database *UQSafe-Incident* to record and manage OHS incidents at UQ
- 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 199 certified containment facilities and 85 Quarantine Approved Premises/ Approved Arrangements, and assessing 93 research proposals for gene technology and high-risk biological compliance
- implementing the new UQ radiation safety licensing arrangements to assure governance and streamline licensing processes
- overseeing radiation safety practices across all UQ radiation facilities, including Radiation Safety Officer activities for the Centre for Advanced Imaging (CAI)
- delivering staff development OHS courses to more than 38,000 staff, including nearly 4000 face-to-face training sessions and more than 34,100 online course completions
- managing interactions with a range of OHS-related regulators
- managing the staff influenza vaccination program for 4283 staff
- monitoring 261 staff in the Health Surveillance Program for animal allergens and hazardous chemicals work, and 247 staff in the Hearing Conservation Program.



UQ Wellness, the UQ staff wellness program, promotes and supports staff health and wellbeing using an evidence-informed approach across four key areas: lifestyle factors, psychological health, physical health and organisational engagement.

In 2016, approximately 2500 staff participated in the program, including interactive seminars about cycle safety, healthy and sustainable living, stress management and effective coping strategies for changing work environments; health assessment clinics for heart health, skin checks, back and posture screening and functional movement assessments; walking groups; and mind-body health programs such as tai-chi, meditation, pilates and yoga.

Notably, the UQ Fitness Passport program was officially launched with more than 800 staff and family members taking advantage of the initiative. The program provides staff and their families access to a wide variety of fitness facilities at a discounted membership rate.

To coincide with national Safe Work Month, 20 OHS and UQ Wellness events were held in October, providing a collective focus for the UQ community.

The OHS minor works fund continued in 2016, with total expenditure of nearly \$600,000 to address urgent OHS infrastructure issues across faculties, institutes and campuses.

The table below right 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 seven 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. The current licence expires on 31 March 2019.

The University accepted 143 statutory claims and received no damages claims in 2016. Claims involved a range of injuries including orthopaedic, neurological and psychological injuries. The average time to evaluate and admit a claim was 2.7 days in



UQ staff attending tai-chi classes as part of the UQ Wellness program.

2016, compared to the Scheme average of 6.0 days.

UQ continued to maintain a high level of customer service to injured workers, with emphasis on early intervention, efficient claims and medical management, combined with an effective rehabilitation program to return injured workers to full employment. In 2016, 100 per cent of workers who lodged a claim were successfully returned to work, with the claim resolved. No court appeals were made against any decision the Work Injury Management team made in 2016.

Lost-time injury statistics (one or more working days lost, staff only)					
	2012	2013	2014	2015	2016
Number of workers' compensation claims ¹	222	183	158	216	157
Number of lost-time injuries ²	30	27	19 ³	18	12
Total employees ⁴	17,304	17,410	17,581	18,146	18,173
FTE employees ⁵	7704	7816	7795	7816	7693
Incidence rate (per 100 employees)	0.39	0.34	0.24 ³	0.23	0.16
Frequency rate (per million hours worked)	2.16	1.8	1.2 ³	1.2	0.8
Average cost per claim (\$) ^{6,7}	1916	6301	3904	2565	4310
Lost-time days	485	443	236 ³	142	120
Average time-lost rate (days/injury)	16	16	12 ³	8	10
Premium % of payroll	0.25	0.25	0.25	0.25	0.25

¹ Number of claims lodged. In 2016, 143 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*.



Installing solar panels at UQ's Pinjarra Hills site.

Environmental performance

The University continued to embed sustainability across its campuses and sites and across all areas of Learning, Discovery and Engagement throughout 2016. Environmental performance is managed by the University's Energy and Sustainability Office, which is part of the Property and Facilities Division.

Energy management

UQ's commitment to reducing energy usage continued through 2016. Energy usage across UQ's major electricity accounts decreased by 5.2 per cent between 2015 and 2016. This equates to almost \$1 million of cost savings, and a reduction of 6750 tonnes of carbon dioxide equivalent. These reductions have been driven by a focus on energy management initiatives within the estate including:

- re-commissioning and optimising air conditioning controls within buildings
- optimising mechanical plant such as chillers and pumps
- reviewing humidity control methods for critical spaces, including the installation of heat pump technology at the UQ Art Museum
- continued roll-out of lighting retrofits, with 6000 lights changed to LED technology during 2016
- roll-out of technology to reduce energy usage from laboratory fume cupboards.

The continued growth of UQ's solar portfolio has also contributed to this reduction. In 2016, a further 1278 solar photovoltaic (PV) panels were installed across five buildings, totalling 377 kilowatts of capacity. UQ's total solar capacity now stands at 5.92 megawatts, and is continuing to grow. In 2016, this resulted in 8.85 million kilowatt-hours (kWh) of clean energy being generated. This is equivalent to the energy used by more than 1500 average Queensland homes, and an emissions saving equivalent to taking 3100 cars off the road.

During its first full year of operation, the 3.275 megawatt solar research facility at UQ Gatton generated 6.46 million kWh of clean energy. This resulted in the net energy usage of the Gatton campus reducing by 38 per cent.

Carbon emissions

UQ submitted its eighth report under the *National Greenhouse and Energy Reporting Act 2007* (Cwlth), which detailed energy production, energy consumption and carbon dioxide emissions over the 2015-16 financial year. During this period, UQ consumed 616,724 gigajoules (GJ) of energy, with 30,495 GJ (4.9 per cent) of this being sourced from UQ's solar arrays. Greenhouse gas emissions totalled 117,999 tonnes of carbon dioxide equivalent. This represents a reduction of 8.2 per cent from 2014-15, and 14.8 per cent since 2010-11.

UQ's largest source of carbon emissions continues to be from electricity consumption, which represented 98 per cent of the total carbon footprint.

Environmental compliance

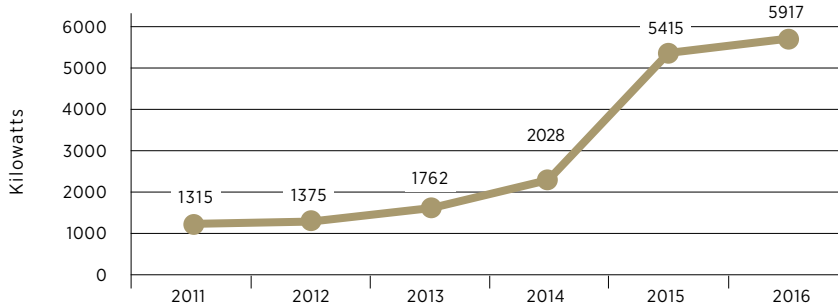
Two environmental incidents required notification to the relevant authority in 2016. Both related to failures of the sewage rising main at the Gatton campus. No environmental harm was caused by either incident. One of the incidents has been finalised, while the second remains under review by the Department of Environment and Heritage Protection (DEHP). Implementation of the actions from the Site Management Plan regarding the contaminated soil at the Indooroopilly mine site continued throughout the year.

Water management

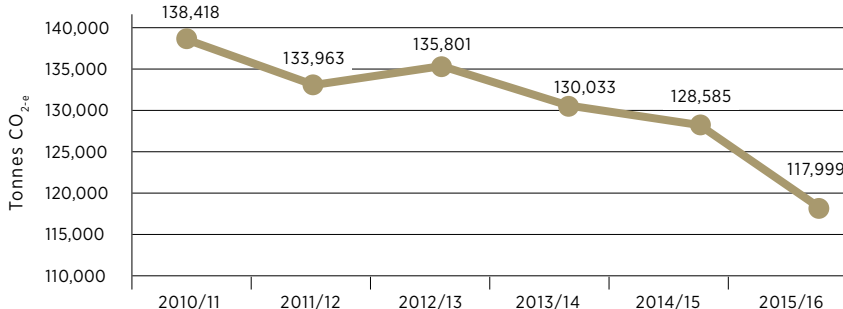
UQ continues to monitor and report water consumption, and to implement water conservation measures. 2016 saw an 8.2 per cent decrease in town water consumption from 2015 levels. To help minimise the University's reliance on town water supplies, alternative water sources continue to play a significant role. The use of storm water, rainwater and recycled water accounted for around 25 per cent of water use across all campuses and sites.

New rainwater tank installations at the Gatton and St Lucia campuses in 2016 also

UQ Photovoltaic Generation Capacity 2010-2015



UQ greenhouse gas emissions 2011-2016



increased rainwater harvesting capacity by 412,000 litres. Water-efficient fittings continued to be integrated across all new and refurbished University buildings.

Waste minimisation

UQ's waste management program continued to target the diverse range of waste streams generated by the University's operations. A waste audit conducted on the St Lucia campus during 2016 found that recycling rates have improved significantly from 2002 when the first audit was conducted. This has helped achieve a 29 per cent reduction in the volume of waste sent to landfill from general waste wheelie bins. Despite these results, additional work is still required to reduce contamination rates within co-mingled recycling bins.

In 2016, UQ implemented *Warpl*, an online redistribution network to reduce landfill waste and costs by avoiding the unnecessary purchase of new furniture and resources. The University also became a signatory to *EXITCYCLE*, a Queensland Government initiative for recycling emergency lighting batteries.

Biodiversity

Around 4000 native seedlings were planted on the banks of Lockyer Creek at the Gatton campus in March by 30 staff and student volunteers. This project was undertaken in partnership with West Moreton Landcare and Seqwater, and was made possible through a grant from the Queensland Government's Everyone's Environment program. This native vegetation will restore biodiversity and help to prevent erosion. The last of 15,000 seedlings were also planted as part of the final stage of the St Lucia riverbank restoration project, with a further 500 planted as part of events held during UQ Sustainability Week in August.

In late 2016, the St Lucia campus Bush Tucker Garden was enhanced with the addition of 19 new species and the installation of 28 interpretive signs to help visitors understand the culinary and cultural significance of the plants.

The installation of bird boxes in partnership with the Biodiversity Research Group also continued in 2016. The new bird boxes at the Long Pocket and Pinjarra Hills sites are part of a program to link field research with biodiversity enhancement.

Other initiatives

Other environmental performance initiatives in 2016 included:

- installing Queensland's first solar powered electric vehicle DC fast chargers at the St Lucia and Gatton campuses—delivering over 28,000

- kilometres of charge since their launch
- installing a further four Level 2 AC electric vehicle chargers at the St Lucia and Gatton campuses
- purchasing the first fully electric vehicle for UQ's fleet, to be used as a regular pool vehicle as well as for specialised research
- working in partnership with the School of Veterinary Science to introduce sheep to the Gatton solar research facility to reduce mowing requirements
- doubling the number of water bottle refill stations available, with 23 new locations installed during 2016, taking the total to 48 locations and now covering all campuses and major sites
- hosting the fourth annual UQ Sustainability Week with record involvement from the student community and external partners across 35 events including workshops, seminars, film screenings and tours
- continuing the Green Office, Green Labs, Living Laboratories, and Community Garden and Resource Recovery Centre programs.

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 2016.

Key infrastructure projects delivered in 2016 included:

- completing the new synthetic sports precinct (\$24.35 million)
- refurbishing the Centre for Digital Scholarship and Fryer Library (\$3.155 million)
- refurbishing Axon and Hawken Building teaching rooms (\$2.3 million)
- completing the Darbalara Farm's new cattle-teaching facility at Gatton as part of the relocation of the School of Veterinary Science's teaching activities to the farm (\$2.014 million)



The Hon. Mark Bailey, MP, Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply launching Queensland's first solar powered electric vehicle fast chargers.

Representatives from West Moreton Landcare, Seqwater and UQ at the Gatton volunteer tree planting event.





The remodelled Building 33, a central hub for athletes, supporters and function guests, overlooking the new synthetic sports fields for hockey and soccer, and constructed on a podium over a 500 car/350 bike-space covered carpark at UQ St Lucia. Photo: Christopher Frederick Jones.



The Darbalara Farm's new cattle teaching facility at UQ Gatton.



The Sir William McGregor teaching laboratory at UQ St Lucia.



The refurbishment of the Customs House restaurant.

- replacing the Duhig North and Mayne Centre roofs with increased roof pitch, larger gutters and additional downpipes to prevent water ingress from high-intensity storm events (\$2.4 million)
- completing the Sir William McGregor Level 3 teaching laboratories (\$2.3 million)
- relocating QAAFI to Queensland Biosciences building (\$2.25 million)
- refurbishing Customs House restaurant (\$2 million)
- completing UQ Gatton's clinical studies laboratory (\$1.5 million)
- refurbishing Connell building human performance laboratories (\$1.34 million)
- refurbishing GP South computer lab (\$1.1 million)
- refurbishing Hartley Teakle laboratory and office (\$1.1 million)
- completing St George rural dental clinic (\$900,000).

UQ's capital development program for 2017 will continue to support its strategic priorities. Major (approved) capital projects that will progress in 2017 are outlined in the next sections.

St Lucia campus

Law School refurbishment

The TC Beirne Law School's refurbishment of levels 2, 3 and 4 of the Forgan Smith building, which commenced in November 2015, will be completed in January 2017. The project budget is \$33.9 million.

New childcare centre

A new childcare centre will be constructed in the University's Riverside Precinct adjacent to the Keith Street carpark on Sir Fred Schonell Drive. The project has a budget of \$8 million and is expected to be completed in August 2017.

Upland Road houses

Work has commenced on the project to convert a number of adjacent houses on Upland Road for use as clinics run by the Schools of Human Movement Studies and Health and Rehabilitation Sciences. The \$4.27 million project will be completed in July 2017.

UQ Sports Ovals 2 and 3 amenities upgrade

A complete upgrade of the existing Oval 2 and 3 infrastructure to replace the aged telephone pole lighting, renovate the playing surfaces and develop a joint amenities facility between the two ovals will be undertaken with a project budget of \$3.5 million.

UQ Aquatic Centre upgrade

A new 25-metre pool will be constructed, along with refurbished plant filtration for the Learn-to-Swim pool and associated landscaping works. The project has a budget of \$2.6 million and will be complete in May 2017.

Duhig North Library refurbishment

The floor will be refurbished to form a multifunctional student space for 24/7 access to students. The project budget is \$4 million.

Earth Sciences teaching laboratories

The Level 2 Steele building earth sciences laboratories will be refurbished for expanded teaching capacity. The project budget is \$2.28 million.

Student Residences Project (SRP)

In April 2016, the Queensland Government approved a Queensland Treasury Corporation loan for the construction of the Student Residences Project (SRP) at UQ St Lucia. In June, UQ appointed a consultant team led by Wilson Architects Partners Hill, and in November, the Buildings and Grounds Committee approved SRP Schematic Design for specific public consultation and also agreed to recommend to Senate that SRP be constructed in accordance with drawings presented.

The SRP is designed to deliver a living and learning environment for 1300 students ready for Semester 1, 2020. 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.

Gatton campus

Gatton teaching and research piggery

Construction of a new teaching and research piggery will commence in 2017. This will involve a completely new compliant complex for teaching and research. The project budget is \$12 million.

JK Murray Library extension

This project comprises an extension and refurbishment of the upper level, including the installation of a lift that will resolve the current accessibility issues. The project budget is \$6.9 million and is scheduled for completion in October 2017.

Former Ipswich campus

The final cohort of UQ Paramedic Science students and some UQ Nursing and Midwifery students were taught by a small number of UQ staff at the University of Southern Queensland (USQ) Ipswich campus. By year's end, all UQ students finished their studies at Ipswich and staff were withdrawn. The UQ Healthcare Clinic and Dietetics Clinic will remain at the USQ Ipswich Campus for the foreseeable future, but teaching activities will cease.

Library

In 2016, the Library again provided well-used collections, services and spaces to support Learning, Discovery and Engagement.

In building collections, the Library pursued an e-preferred policy, acquired print formats when suitable, and developed its special collections, with 16 architectural drawings added to the Conrad and Gargett Collection and correspondence and drafts added to the papers of Frank Moorhouse. Records of Indigenous Elder Lilla Watson were another significant acquisition. More than 100 new records to support the celebration of Shakespeare were digitised, along with primary sources describing the Australian experience during the First World War. Large-scale digitisation of architectural plans and oral histories from the collections commenced. An interactive textbook for parasitology was developed with the School of Veterinary Sciences.

The Library implemented the Ex Libris® Alma® resource management solution and the Primo® discovery solution, bringing streamlined and efficient back-office operations, improved analytics and better search and discovery tools. It released a new interface for *My Library* and moved to UQ StudentHub for managing training bookings. It partnered with UQ's Student Services section to integrate essential academic and student support services.

Student occupancy of library spaces remained high. More group and 24/7 spaces were provided, and a new Postgraduate Study Centre opened. Additional resources to support mobile access included recharge stations, laptop display screens and power points. The Duhig North roof was replaced. Collections and services from the Law Library were relocated to the Social Sciences and Humanities Library during the Forgan Smith building refurbishment.

The Hon. Leeanne Enoch, MP, Minister for Innovation, Science and the Digital Economy and Minister for Small Business, opened the Centre for Digital Scholarship. Service

delivery from the Ipswich campus ceased. Work commenced on extending the JK Murray Library at UQ Gatton.

Strong engagement with secondary schools continued. The annual UQL Cyberschool seminar focused on research into the adolescent brain and developing entrepreneurial skills, and Cyberschool received the 2016 Citation of the Queensland School Library Association.

UQ eSpace was ranked first in Oceania and 12th in the world's top institutional repositories in the Ranking Web of Repositories. The number of datasets and amount of open access content available in the repository continued to grow. The Library provided support for researchers in publishing, managing research data and metrics, and created 77 collaboration publication reports. A pilot program with Publons helped UQ researchers get credit for peer review and provided a picture of institutional contributions. The Library collaborated with Queensland University of Technology and Griffith University to run a seminar during Open Access Week on making openness in research a reality, and ran seminars for early career researchers on peer reviewing and publishing.

Friends of the Library events included an event for Shakespeare 400; book launches for alumni Nick Earls, Ian Callinan AC and Naida Haxton AM; a walking tour of the Great Court; an in-conversation session with Tom and Meg Keneally (Brisbane Writers Festival); an insight into Wikipedia; events to celebrate the acquisition of special collections; and the Fryer Lecture in Australian Literature on author Thea Astley.

Undergraduate students Sarah Duncan, Yao Fang and Matthew Tsai received the Library Excellence Award for demonstrating excellence in the use of the Library to enhance their studies. The \$20,000 Fryer Fellowship was presented to Dr Roger Osborne to explore the short story market in Australia and the *Australia Journal* during the editorship of Ronald Campbell from 1926 to 1955.



The Hon. Leeanne Enoch, MP, Minister for Innovation, Science and the Digital Economy and Minister for Small Business, opening the Centre for Digital Scholarship.



Above: Fryer Library manager Simon Farley pictured with Emeritus Professor John Pearn AO RFD and holding Della generazione dell'Uomo, a book written by Venetian Doctor of Philosophy and Medicine, Giovambattista Paitoni, first published in 1722. They were attending the Vesalius' Fabrica of the human body—a medical milestone event held on 14 September 2016.

Below: Fryer Library's FW Robinson Reading Room was refurbished in 2016, in conjunction with the construction of the Centre for Digital Scholarship, which is located above the Fryer Library in the Duhig Tower. The Centre provides infrastructure and support for students and researchers from across the University working with big data.



GLOSSARY

3MT* Three Minute Thesis

AAHMS Australian Academy of Health and Medical Sciences

AAH Australian Academy of the Humanities

AAS Australian Academy of Science

AAUTs Australian Awards for University Teaching

ACU Australian Catholic University

AIBN Australian Institute of Bioengineering and Nanotechnology

AQF Australian Quality Framework

ARC Australian Research Council

ARWU Academic Ranking of World Universities

ASSA Academy of the Social Sciences in Australia

ATSE Australian Academy of Technological Sciences and Engineering

ATSIS Unit Aboriginal and Torres Strait Islanders Studies Unit

CAI Centre for Advanced Imaging

CDF Career Development Framework

CEO Chief Executive Officer

CFO Chief Finance Officer

CGS Commonwealth Grant Scheme

CLIL Content and Language Integrated Learning

CPI Consumer Price Index

CQU Central Queensland 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 Researcher Awards

DEHP Department of Environment and Heritage Protection

DTC Davidson Trahaire Corpsych

EAP Employee Assistance Program

ECR Early Career Researcher

edX—an online learning destination and MOOC provider, offering high-quality courses from the world's best universities and institutions to learners everywhere

EDRMS Electronic Document and Records Management System

EFTSL equivalent full-time student load

ERA Excellence in Research for Australia

ESP Enhanced Studies Program—a program for Year 12 students to complete a university course while still at secondary school

ESS Enhancing Services and Systems project

FEAST Future Experiences in Agriculture, Science and Technology—camp held at the Gatton campus

FEE-HELP—a loan scheme that assists eligible fee paying students to pay all or part of their tuition fees

FSSC Future Students Contact Centre

FTE Full-time equivalent

Go8 Group of Eight—a coalition of leading Australian universities intensive in research and comprehensive in general and professional education

GU Griffith University

HealthFusion—a team of health academics committed to inspiring and motivating health students and professionals to learn together for better patient outcomes

HECS-HELP—a student loan and student discount scheme

HEPP Higher Education Participation Program

HR Human Resources

ICTE-UQ Institute of Continuing and TESOL Education

IELTS International English Language Testing System

IML Institute of Modern Languages

JCU James Cook University KPI Key Performance Indicator

MHFA Mental Health First Aid

MIT Massachusetts Institute of Technology

MOOCs Massive Open Online Courses

MRI-UQ Mater Research Institute-UQ

NCRIS National Collaborative Research Infrastructure Strategy

NHMRC National Health and Medical Research Council

OHS Occupational health and safety

OLT Office for Learning and Teaching

OP Overall Position—a state-wide order of ranking students from 1–25 (1 highest) based on achievement in Year 12 subjects

OPSSE Office of Prospective Students and Student Equity

PPL Policies and Procedures Library (UQ)

Q&A Question and Answer

QAAFI Queensland Alliance for Agriculture and Food Innovation

QCS Queensland Core Skills (Test)

QEDDI Queensland Emory Drug Discovery Initiative

QR code Quick Response code—a machine-readable optical label containing information about the item it is attached to

QS Quacquarelli Symonds World University Rankings

QTAC Queensland Tertiary Admissions Centre

QUT Queensland University of Technology

RHD Research Higher Degree—generally either a PhD or MPhil

SAGE Science in Australia Gender Equity

SECaT Student Evaluation of Course and Teaching (survey)

SETutor Student Evaluation of Tutor survey

SMI Sustainable Minerals Institute

SMI ICE Chile SMI International Centre of Excellence in Chile

SRI Socially Responsible Initiative

SRP Student Residences Project

SSRA Staff Support and Rehabilitation Advisor

T&L Teaching and Learning

TEQSA *Tertiary Education Quality and Standards Agency Act 2011*

The Act *University of Queensland Act 1998*

TRI Translational Research Institute

Universitas 21 (U21) International alliance of research-intensive universities

UQ CI Confucius Institute at UQ

UQx—UQ's participation in edX, developing MOOCs, researching online learning, and collaborating with partner institutes

USC University of the Sunshine Coast

USQ University of Southern Queensland

YAP Young Achievers Program—a program that supports the tertiary study and career aspirations of motivated secondary school students from low-income families

YSP Young Scholars Program—a 'live-in' academic experience for high-achieving Year 11 students

Qualifications/Honorifics

AD Dame of the Order of Australia, **AdvMgmtProg** Advanced Management Program, **AM** Member of the Order of Australia, **AO** Officer of the Order of Australia, **BA** Bachelor of Arts, **BBA** Bachelor of Business (Accountancy), **BCom** Bachelor of Commerce, **BE** Bachelor of Engineering, **BEducation** Bachelor of Education, **BHMS** Bachelor of Human Movement Studies, **BJuris (Hons)** Bachelor of Jurisprudence (Honours), **BPharm** Bachelor of Pharmacy, **BS(Comms)** Bachelor of Science (Communications), **BSc** Bachelor of Science, **Dip Ed** Diploma of Education, **DLitt** Doctor of Letters, **DSocSci** Doctor of Social Science, **DSocSci** Doctor of Social Science, **DUniv (Honoris Causa)** Doctor of the University (honorary degree), **EdD** Doctor of Education, **GCELead** Graduate Certificate (Executive Leadership), **Grad Dip** Graduate Diploma, **Grad Dip Ed** Graduate Diploma of Education, **H** Honorary, **Hons** Honours, **LLB** Bachelor of Laws, **MA** Master of Arts, **MBA** Master of Business Administration, **MBBS** Bachelor of Medicine/Bachelor of Surgery, **MCom** Master of Commerce, **MComm** Master of Communications, **ME** Master of Engineering, **MEducation** Master of Education, **MEducation** Master of Education Studies, **MLitt** Master of Letters, **MPhil** Master of Philosophy, **MSc** Master of Science, **PhD** Doctor of Philosophy

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LEARNING AND DISCOVERY SITES

As at 31 December 2016

Campuses

- 1 St Lucia campus
- 2 Gatton campus
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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



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Feedback: If you have any suggestions about how we can improve this annual report, please visit the *Get involved* website at qld.gov.au/annualreportfeedback and complete the survey form.

Image: The new synthetic sports fields for hockey and soccer at UQ St Lucia.

