Communication objectives

This Annual Report reviews The University of Queensland’s performance in 2008, compares it with previous years, and flags future intentions. It answers the interests of our diverse stakeholders by documenting our progress against the aims, aspirations and commitments stated in our five-year Strategic Plan 2008-2012.

The report outlines our operational and business framework, and describes the teaching and research highlights of the year. It reflects the strength of our community partnerships and demonstrates our efficient stewardship of public and other resources.

We have structured this information to serve a variety of readership styles, ranging from the casual to the more exacting. The index adds to the Report’s usefulness as a reference document.

Users of this report include members of State Parliament, members of the public, the University community (academics, administrators, graduates and students), business and media communities, benefactors and others, such as Australian and international visitors, and prospective staff and students.

They will find the report describes a range of initiatives, achievements and future plans – a sound basis for measuring our performance in 2008 and our prospects as a continuing leader among Australia’s 39 universities.

Sir Llewellyn Edwards, AC
Chancellor
At A Glance

In 2008, we advanced significantly towards the objectives and operational priorities outlined in The University of Queensland Strategic Plan 2008-2012, which is the basis for this Annual Report.

Our standing
The University of Queensland was founded in 1910 as the first university in Queensland and the fifth in Australia. It is now known internationally as a leader among Australia’s 39 universities.

The University ranks in the nation’s top two or three institutions by most performance measures. We are a founding member of the Group of Eight – a national coalition of leading research-intensive universities. Internationally, UQ is one of only three Australian founding members of Universitas 21, an international consortium of research-intensive universities dedicated to world’s best practice.

Our mission
The University’s mission is to create a community dedicated to achieving national and international levels of excellence in teaching, research and scholarship, one that makes significant contributions to the intellectual, cultural, social and economic life of Queensland and the Australian and international communities.

Our aims and commitments
We seek to honour our responsibilities to our community and the wider communities with which we interact. The University strives to:
- identify and develop new, appropriate strategic priorities in teaching and research;
- develop, manage and diversify our resource base;
- incorporate new technologies in leading-edge infrastructure;
- leverage new funding via our Strategic Initiatives Fund;
- establish new, world-class research institutes and centres; and
- develop innovative programs, courses and pedagogies with an abiding commitment to quality assurance and accountability.

Our operational priorities
The University’s critical operational priorities, backed by our Strategic Initiatives Fund, are to:

1. attract and retain the most able undergraduate and postgraduate students in the context of achieving equity and diversity in the student population and, in particular, to address under-representation of students from disadvantaged groups;
2. enhance all aspects of students’ learning experience with close attention to use of new technologies and enhancing levels of student/staff contact;
3. support research-rich teaching and learning culture and practice;
4. achieve a graduate student proportion of 25 percent, with increasing emphasis on research students;
5. internationalise all facets of the University’s endeavours;
6. improve research productivity and quality, focusing on areas of strategic priority;
7. maintain leadership in the transfer and commercialisation of intellectual property;
8. develop close faculty-based links with all UQ graduates, within Australia and internationally;
9. increase and diversify the University’s income base, especially from non-government sources;
10. implement best practice in managing people, resources and systems, ensuring equality of opportunity for all staff; and
11. enhance the physical environment and facilities of the University, particularly teaching and learning and research facilities.

Strategic Initiative funds will be applied preferentially in support of these priorities.
The single most important driver of UQ’s success in 2008 was its people: staff, students, Senators, philanthropists, alumni, friends and associates. Throughout the year, their contributions enabled the University to grow, reform and improve the execution of its mission.

For instance, after placing a higher priority on relationships with high schools, we introduced a comprehensive package of merit-based scholarships and a bonus entry points scheme to encourage the pursuit of advanced maths and languages throughout the school years.

To benefit our own students, there is now a sharper focus on enriching the UQ experience. This includes work in progress to make international study exchanges and internships more attractive, and the introduction of “summer research” scholarships open to undergraduates in all faculties.

While the benefits of these initiatives flow to undergraduates in the short-term, they will ultimately ripple through the postgraduate, research higher degree and alumni communities.

Thanks in part to strong relations with key Queensland and Australian government agencies, UQ completed or progressed work on important infrastructure in 2008. This encompasses landmark structures that will transform UQ Gatton into Australia’s best precinct for animal-related research and teaching: the Centre for Advanced Animal Science (completed) and the new and refurbished School of Veterinary Science facilities (under construction from late 2008). Greater attention to the agricultural and plant sciences at UQ Gatton will follow.

New State Government funding for the Queensland Centre for Advanced Materials Processing and Manufacturing will seed an ambitious engineering precinct redevelopment at St Lucia.

In 2008, we opened at St Lucia new teaching/research facilities in General Purpose North 4 and the Centre for Educational Innovation and Technology.

Ongoing planning and development in Health Sciences bridge all three pillars of our mission. For example, decisions taken to add Medicine/Surgery and Physician Assistant programs, as well as a new Healthy Communities Research Centre, continue to build a strong health hub at UQ Ipswich. A new Rural Clinical School Teaching and Learning Centre opened at Toowoomba, highlighting investment in the clinical schools model.

Throughout the year I held meetings and functions with alumni and with many partners and supporters in business, government, education and research. Besides attending significant events in Brisbane, I enjoyed renewing and establishing contacts in Bangkok, Beijing, Guangzhou, Hong Kong, Kuala Lumpur, Melbourne, Singapore, Shanghai and Sydney. The 2009 diary has “date claimers” for similar international and interstate gatherings, and tremendous opportunities will stem from the 2010 Centenary celebrations, for which planning is in progress.

The confidence with which UQ begins its second 100 years will be due to the work of the foundation builders of the first century, overlaid by the strategic vision of people carrying the institution forward.

Two stand-out identities of the last quarter of our first century, Sir Llew Edwards, AC, and Mr Douglas Porter, flagged in 2008 that they would retire early in 2009. Sir Llew, our long-standing and much-loved Chancellor, and Douglas, Secretary and Registrar of 22 years, leave the University priceless endowments of goodwill and sound business practice.

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I salute Sir Llew and Mr Porter for their unremitting service and loyalty, and I thank all the people whose efforts throughout 2008 bolstered the platform for future delivery of our mission.

Professor Paul Greenfield, AO
Vice- Chancellor
## Key Statistics

### Number of students

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<td>37,518</td>
<td>37,950</td>
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<td>55.1%</td>
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<td>12,839</td>
<td>13,657</td>
<td>13,657</td>
<td>13,590</td>
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<tr>
<td>% Female</td>
<td>56.1%</td>
<td>56.9%</td>
<td>55.6%</td>
<td>56.7%</td>
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### Student load (EFTSL)

| Total                | 29,329| 28,955| 29,066| 29,339| 29,803*|
| Undergraduate        | 23,061| 22,863| 22,862| 22,862| 23,407|
| Postgraduate         | 6,268 | 6,093 | 6,205 | 6,230 | 6,340 |

### Student load by funding type

| Commonwealth fully subsidised coursework places | 19,835 | 19,574 | 19,535 | 19,647 | 19,795 |
| Commonwealth Research Training Scheme          | 2,058  | 1,937  | 1,887  | 1,836  | 1,727  |
| Domestic full-fee paying (award and non-award)  | 2,319  | 2,138  | 2,123  | 1,969  | 1,833  |
| International full-fee paying                  | 4,950  | 5,047  | 5,216  | 5,339  | 6,098  |
| Other                                            | 166    | 260    | 305    | 349    | 349    |

### Award completions

| Total                | 9,010 | 8,643 | 8,747 | 8,681 | 9,029 |
| Undergraduate        | 5,971 | 5,766 | 5,759 | 5,706 | 5,691 |
| Postgraduate         | 3,039 | 3,077 | 3,088 | 3,175 | 3,338 |

### Staff (FTE)

| Total                | 5,081 | 5,251 | 5,474 | 5,661 | 5,814 |
| Academic             |       |       |       |       |       |
| Teaching and research| 1,273 | 1,550 | 1,509 | 1,482 | 1,437 |
| Research only        | 805   | 665   | 774   | 884   | 905   |
| Teaching focused     |       |       |       | 34    | 59    |
| Other                | 17    | 19    | 11    | 8     | 7     |
| Sub-total            | 2,096 | 2,224 | 2,293 | 2,408 | 2,407 |
| General              |       |       |       |       |       |
| Research             | 455   | 473   | 498   | 446   | 509   |
| Other                | 2,530 | 2,553 | 2,682 | 2,807 | 2,898 |
| Sub-total            | 2,985 | 3,026 | 3,180 | 3,253 | 3,407 |

### Operating revenue ($'000):

| Commonwealth Government | 212,282 | 250,741 | 266,612 | 275,681 | 285,228 |
| Other Commonwealth Grants (including CDP) | 16,522  | 3,376   | 21,348  | 42,903  | 90,295  |
| Special research assistance | 91,181 | 81,682  | 120,264 | 139,517 | 148,594 |
| Sub-total                | 319,985 | 335,799 | 408,224 | 458,101 | 524,177 |
| Other sources            |       |       |       |       |       |
| Consultancy and contract research | 41,325 | 52,700  | 65,333  | 66,398  | 81,503  |
| Other revenue            | 170,103| 190,032 | 234,465 | 249,600 | 260,542 |
| Student contribution charges | 92,241 | 108,210 | 111,160 | 118,713 | 127,301 |
| Tuition fees             | 111,467| 133,810 | 138,807 | 156,983 | 166,965 |
| Sub-total                | 415,136| 484,752 | 549,565 | 591,694 | 636,311 |
| All sources TOTAL        | 735,121| 820,551 | 957,789 | 1,049,795| 1,160,488|

Notes: * provisional data; EFTSL – equivalent full-time student load; FTE – full-time equivalent
Where we stand

The University of Queensland is one of only three founding Australian members of Universitas 21, an international network of 21 leading research-intensive universities in 13 countries. Members are:

- The University of Queensland,
- University of New South Wales,
- University of Melbourne (Australia);
- University of British Columbia,
- McGill University (Canada);
- Fudan University,
- Shanghai Jiao Tong University (China),
- University of Hong Kong,
- Delhi University (India);
- University College Dublin (Ireland);
- Waseda University (Japan);
- Technológico de Monterrey (Mexico);
- University of Auckland (New Zealand);
- National University (Singapore);
- Korea University (South Korea);
- Lund University (Sweden);
- University of Birmingham,
- University of Edinburgh,
- University of Glasgow,
- University of Nottingham (UK); and
- University of Virginia (USA).

Collectively, members enrol more than 650,000 students, employ more than 130,000 staff and have more than two million alumni. Their collective budgets amount to more than US$13 billion. The network’s purpose is to facilitate collaboration and cooperation between member universities and create opportunities for them on a scale none would achieve operating independently or through traditional bilateral alliances. Members are:

International recognition

The University is recognised internationally for research quality across a broad range of fields, and has a strong and growing reputation for excellence in teaching and learning. In recent years, this has led to a significant increase in the numbers of international staff and students attracted to the University, particularly at postgraduate level.

UQ ranks in the nation’s top two or three institutions by most performance measures. For instance:

- UQ remains the most successful Australian university in winning Australian awards for university teaching since the awards were established in 1997;
- UQ was among the highest scoring institutions on the Overall Satisfaction item according to the 2007 Course Experience Questionnaire data;
- UQ attracted $244 million of research income in 2007, ranking third in the nation;
- UQ had the third-highest PhD student load, with 2818 EFTSL in 2007; and
- in terms of Commonwealth HERDC publication points, UQ recorded 3582 publications in 2007, ranking third in Australia.

UQ has been independently ranked as one of Australia’s best universities and the best in Queensland for the 12th consecutive year. The 2009 edition of The Good Universities Guide awarded UQ the maximum five-star rating for five key performance indicators: getting a job, staff qualifications, research grants, research intensity and toughness to get in (St Lucia campus). UQ was the only Queensland university to receive the highest rating for research grants and research intensity.

UQ has been named one of the top 50 universities in the world in UK’s Times Higher Education-QS survey rankings since its establishment. In 2008, UQ was ranked 43rd and continues to be the only Queensland university named in the top 50.

UQ features in the Newsweek ranking of the world’s top 100 universities. The 2008 Academic Ranking of World Universities,

undertaken by the Institute of Higher Education at Shanghai Jiao Tong University, ranked UQ as the top university in Queensland and one of the top nationally.

Teaching profile

The University of Queensland continues to attract a dominant share of the most able Queensland Year 12 students to its undergraduate programs.

UQ graduates under the age of 25 and available for full-time work have again achieved outstanding employment rates and high graduate salaries. Graduate Careers Australia’s Australian Graduate Survey 2006, released in December, showed UQ graduates continued to be highly sought after by employers.

Research profile

UQ ranks consistently among Australia’s top universities for research funding.

UQ received $244 million in total research income in 2007, the most recent year for which figures are available. Research income has continued to grow in the past five years, with the 2007 result more than $28 million higher than the $215 million reported in 2006.

The University has increased its research income by more than 63 percent in the five years since 2003 ($155 million).

With seven faculties and six research institutes, the University maintains a portfolio of world-class research infrastructure to attract and retain the very best researchers.
How we rate

UQ is one of the Group of Eight, which comprises Australia’s leading universities. The Go8 works to ensure a consistent, sustainable policy environment that maximises the wide-ranging economic, social and cultural benefits to the Australian community of higher education and ensures Australian universities are recognised as among the best in the world.

Note: DEEWR-generated statistics for 2008 were not available at the time of printing. Go8 comparisons on these pages represent the most recent statistics available.

Our students

In 2008, projected graduations were 9029.

International enrolments from 123 countries made up 19.8 percent of the student population.

Enrolment levels

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<td>Doctorate by research</td>
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<td>3148</td>
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<tr>
<td>Doctorate by coursework</td>
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<td>99</td>
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<tr>
<td>Masters by research</td>
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<td>437</td>
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<td>Masters by coursework</td>
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<td>4765</td>
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<td>Graduate certificate</td>
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<td>Bachelors</td>
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<td>Associate degree</td>
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<td>Diploma/associate diploma</td>
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<td>108</td>
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<td>Non-award course</td>
<td>839</td>
<td>690</td>
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<td><strong>Total</strong></td>
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International enrolments

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<td>Doctorate by coursework</td>
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<td>Masters by research</td>
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<td>Non-award course</td>
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Projected 2008 awards

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<td>Diploma/associate diploma</td>
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Research higher degree students 2007*

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<th>UNSW</th>
<th>ANU</th>
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<td>3959</td>
<td>3666</td>
<td>3455</td>
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PhD completions 2007*

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<td>2007*</td>
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<td>490</td>
<td>452</td>
<td>382</td>
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<td>267</td>
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Total enrolments 2007/2008

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<tr>
<td>Part-time internal</td>
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<td><strong>Total</strong></td>
<td>37,950</td>
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<tr>
<td>Female</td>
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<tr>
<td>Male</td>
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Enrolment history

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<td>1977</td>
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<td>1970</td>
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</tbody>
</table>
The original University of Queensland Act was proclaimed in 1909, the 50th anniversary of Queensland’s separation from New South Wales. In 1910, The University of Queensland was gazetted as Australia’s fifth university, and teaching began in 1911.

Basis of authority
The University is governed by the University of Queensland Act 1998, which replaced a 1965 Act. The Act was amended in 2005 because of the Commonwealth Higher Education Support Act 2003.

In 2008, the Act was administered by the Honourable Rod Welford MLA, as Minister for Education and Training and Minister for the Arts.

Under sections 4-6 of the Act, the University is constituted as a body corporate with the usual powers of a body corporate. It has a seal, and it may sue and be sued in its corporate name.

Our functions
The University’s functions are to:
- disseminate knowledge and promote scholarship;
- provide education at university standard;
- provide facilities for and encourage study and research;
- encourage the advancement and development of knowledge and its application;
- provide courses of study or instruction (at levels of achievement Senate considers appropriate) to meet community needs;
- confer higher education awards;
- provide for the wellbeing of staff, students and others taking courses;
- exploit commercially, for the University’s benefit, university facilities and resources such as study, research or knowledge belonging to the University (or their practical applications), whether alone or with someone else; and
- perform other functions given to the University under this or another Act.

Our powers
The University has all the powers of an individual and they may be exercised inside or outside Queensland and Australia. For example, the University may:
- enter contracts;
- acquire, hold, dispose of and deal with property;
- appoint agents and attorneys;
- engage consultants;
- fix charges and other terms for services supplied; and
- do anything else necessary to or in connection with its functions.

The University’s powers are elaborated on by other parts of the Act. The Statutory Bodies Financial Arrangements Act 1982 sets out how its powers are affected by its status as a statutory authority in Queensland.

Our governing body
Under sections 7-10 of the Act, the University Senate is the governing body responsible for managing and controlling University affairs, property and finances. The Act defines financial responsibilities and specifies matters on which statutes can be made.
Commercialisation of intellectual property, via myriad independent operations established under the Corporations Law, advances UQ’s strong research tradition.

Under its constituting legislation, UQ has authority to establish companies that may further the University’s educational and research aims.

The activities of such limited liability companies can include fundraising for and commercialisation of intellectual property developed by the University. Financial statements are prepared by each company and audited by the Queensland Audit Office. They are then consolidated with those of the University (see Appendix A).

During 2008, UQ operated the following controlled entities:

**Med-E-Serv Group**
- Med-E-Serv Pty Ltd
- Health Insitu Pty Ltd

**UQ Holdings Group**
- UQ Holdings Pty Ltd

**CITR Group**
- CITR Pty Ltd
- CITR Incorporated

**IMBcom Group**
- IMBcom Pty Ltd
- Kalthera Pty Ltd
- Cyclagen Pty Ltd
- CCA Therapeutics Pty Ltd

**JKTech Pty Ltd**

**Uni Quest Group**
- UniQuest Pty Ltd
  - Activetorque Pty Ltd
  - Ausonex Pty Ltd
  - Bireme Pty Ltd
  - Dendright Pty Ltd
  - Herdvac Pty Ltd
  - Leximancer Pty Ltd
  - Lucia Publishing Systems Pty Ltd
  - Neurotide Pty Ltd
  - Pepfactants Pty Ltd
  - Polyvacc Pty Ltd
  - Rapisure Pty Ltd
  - Symbiosys Pty Ltd
  - Vacquel Pty Ltd
  - Wave Instruments Pty Ltd
- UATC Pty Ltd
- UWAT Pty Ltd

**University of Queensland Foundation Trust**
- UQ Investment Trust
  - JKTech Pty Ltd *

**UniQuest Asset Trust**
- Annotex Pty Ltd
- Aussie Colours Pty Ltd
- Bilexys Pty Ltd
- Corpison Pty Ltd
- Dendrimed Pty Ltd
- LanguageMap Pty Ltd
- Lightanate Pty Ltd
- Progel Pty Ltd
- Tenasitech Pty Ltd
- Xenimet Pty Ltd

**IMBcom Asset Trust**
(established 2008)
- * JKTech is controlled by UQ Holdings, not the UQ Investment Trust. The UQ Investment Trust holds a minority interest in JKTech.
A column of the Great Court, framed by jacaranda blossoms.
During 2008, The University continued to build on its long-standing commitment to accountability and transparency in managing its economic, social and environmental responsibilities.

Our leaders

The University is governed by a 22-member Senate representing University and community interests and is led by the Chancellor and the Deputy Chancellor.

The year 2008 was the third of the term of the 31st Senate, which began on January 1, 2006.

The University of Queensland Act 1998 grants Senate wide powers to:

- appoint University staff;
- manage and control University affairs and property; and
- manage and control finances to promote University interests.

Senate may delegate power to a Senator, a University staff member, or a committee with one or more Senators as members. Senate can nominate members and the chair of any committee and determine a quorum. Senate may not delegate its power to make University statutes or rules, adopt the University's annual budget, or approve spending of bequests, donations or special grants.

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

The Vice-Chancellor is supported by an Executive, comprising a:

- Deputy Vice-Chancellor (Teaching and Learning);
- Deputy Vice-Chancellor (Academic);
- Deputy Vice-Chancellor (International and Development);
- Deputy Vice-Chancellor (Research);
- Pro-Vice-Chancellor (Academic);
- Secretary and Registrar; and
- President, Academic Board.

The term of the current Vice-Chancellor, Professor Paul Greenfield, AO, began on January 1, 2008.

Our Senate

www.uq.edu.au/senate

National Governance Protocols

The National Governance Protocols were introduced by the Federal Government in 2004 and required higher education providers to demonstrate compliance with the protocols in order to qualify for funding increases from 2005. The University was initially required to provide documentary evidence of compliance, with a Statement of Certification provided annually thereafter. The University last provided a Statement of Certification to the Department in 2007.

In late 2008, the Federal Government advised the University that the National Governance Protocols had been repealed as a condition of additional funding. Universities Australia, the University Chancellors’ Council and the Joint Committee on Higher Education are working to develop a voluntary code to replace the protocols. The Minister advised that the protocols would still be considered a benchmark of good governance practice in the interim.

At its meeting in November 2008, the Senate resolved to reaffirm its commitment to compliance with the protocols.

Defining responsibilities

As part of its compliance with the protocols, Senate formally adopted a statement of duties and responsibilities. Senate, as the University’s governing body:

- appoints the Vice-Chancellor and monitors performance;
- approves the mission and strategic direction, annual budget and business plan;
- oversees and reviews overall management and performance;
- establishes policy and procedural principles, consistent with legal requirements and community expectations;
- approves and monitors systems of control and accountability, including a general overview of any controlled entities, as defined by the test of control in s50AA of the Corporations Act;
- oversees and monitors the assessment and management of risk University wide, including commercial undertakings;
- oversees and monitors academic activities in light of advice from the Vice-Chancellor and the Academic Board; and
- approves significant commercial activities undertaken by the University.

Key governance and management bodies

<table>
<thead>
<tr>
<th>BODY</th>
<th>COMPOSITION</th>
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<tbody>
<tr>
<td>Senate (governing body)</td>
<td>22 members</td>
</tr>
<tr>
<td>official members</td>
<td>3</td>
</tr>
<tr>
<td>appointed members</td>
<td>8</td>
</tr>
<tr>
<td>elected members</td>
<td>8</td>
</tr>
<tr>
<td>additional members</td>
<td>3</td>
</tr>
<tr>
<td>Vice-Chancellor and executive</td>
<td>8 members</td>
</tr>
<tr>
<td>Academic Board</td>
<td>125 members+</td>
</tr>
<tr>
<td>Faculties</td>
<td>7 units</td>
</tr>
<tr>
<td>Research institutes</td>
<td>6 units</td>
</tr>
<tr>
<td>Schools</td>
<td>32 units</td>
</tr>
<tr>
<td>Central services and divisions</td>
<td>10 units</td>
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</tbody>
</table>

+ may include individuals in dual roles and some vacancies
University committees

Senators formally adopted the following statement of their duties and responsibilities to:

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

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>CHAIR</th>
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<tbody>
<tr>
<td>Audit*</td>
<td>Adjunct Professor Robert Wensley, QC</td>
</tr>
<tr>
<td>Buildings and grounds*</td>
<td>Dr Mary Mahoney, AO</td>
</tr>
<tr>
<td>Finance*</td>
<td>Dr Norbury Rogers, AO</td>
</tr>
<tr>
<td>Honorary degrees</td>
<td>Chancellor</td>
</tr>
<tr>
<td>Legislative*</td>
<td>University General Counsel</td>
</tr>
<tr>
<td>Membership and Nominations</td>
<td>Chancellor Advisory Committee</td>
</tr>
<tr>
<td>Occupational Health and Safety</td>
<td>Dr John Desmarchelier AM, ED</td>
</tr>
<tr>
<td>Professorial promotions</td>
<td>Vice-Chancellor</td>
</tr>
<tr>
<td>Risk management*</td>
<td>Vice-Chancellor</td>
</tr>
<tr>
<td>Standing Committee of Equity, Diversity and the Status of Women</td>
<td>Dr Mary Mahoney, AO</td>
</tr>
<tr>
<td>Student Appeals</td>
<td>Deputy Vice-Chancellor (Academic)</td>
</tr>
</tbody>
</table>

*key Senate committees

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>CHAIR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Board Standing Committee</td>
<td>President, Academic Board</td>
</tr>
<tr>
<td>Committee for Academic Programs Policy</td>
<td>President, Academic Board</td>
</tr>
<tr>
<td>Programs sub-committee</td>
<td>Deputy President, Academic Board</td>
</tr>
<tr>
<td>Library Committee</td>
<td>Deputy President, Academic Board</td>
</tr>
<tr>
<td>Research Higher Degrees</td>
<td>Director, Graduate School</td>
</tr>
<tr>
<td>Research</td>
<td>Deputy Vice-Chancellor (Research)</td>
</tr>
<tr>
<td>Teaching and Learning</td>
<td>Deputy Vice-Chancellor (Teaching and Learning)</td>
</tr>
<tr>
<td>Central Confirmation and Promotions Committee</td>
<td>President, Academic Board</td>
</tr>
</tbody>
</table>
Freedom of Information

During 2008, the Freedom of Information Office processed 42 applications in accordance with the Freedom of Information Act 1992. Twenty-two applications were made by current or former students, 16 were from current or former members of staff, two were from members of the public and two were from organisations. (By contrast, only 22 applications in total were made in 2007.) Most of the applicants sought access to their personal information. Three applications for external review by the Office of the Information Commissioner (Queensland) of decisions made by the University were made during the year.

During the year, the University gave access to many documents (most of which were personal to the applicant) under the University’s administrative access scheme, which is not subject to formal Freedom of Information (FoI) procedures.

In August 2008, the Queensland Government made a commitment to replace the Freedom of Information Act and the Information Standard No 42 Information Privacy with two new Acts of Parliament, entitled the Right to Information Act 2009 and the Information Privacy Act 2009. The proposed legislation is intended to extend access to government information as far as possible and to make more information available simply.

Ethics Act

The University complies with the Public Sector Ethics Act 1994 through its Code of Conduct (as per Section 15 of the Act), which is available via the University website, which enables access by staff (Section 19) and inspection by people external to the University (Section 20). Compliance with the University’s Code of Conduct is an item in every position description within the organisation.

It is also referenced in letters of offer, forms part of an employee’s induction program and is incorporated into training and development programs, such as Workplace Ethics (Section 21). Given the high profile the University Code of Conduct has within the organisation, the University’s administrative procedures and management practices have regard to its objectives and requirements (Section 22).

Ethical standards

The University’s Code of Conduct (www.uq.edu.au/hupp/codeofconduct), launched in 1997, remains unchanged, but will be reviewed in 2009. It is required reading on the new staff induction checklist, discussed at all staff induction seminars and an integral part of the University’s mandatory management training for academic and general staff supervisors.

The University’s Animal Ethics Committee and its peripheral committees advise on animal welfare policies and procedures and consider applications requesting use of animals for scientific (research and teaching) purposes. All relevant activities must have animal ethics clearance from the Animal Ethics Committee and comply with all state and federal Acts and guidelines governing such activities.

The Animal Welfare Unit administers these requirements. The University is registered under the Animal Care and Protection Act 2001 as a scientific user of animals (user number 0020).

The Human Experimental Ethical Review Committee (a registered Human Research Ethics Committee) and its sub-committees advise on University policy on research and teaching involving human subjects or human-related materials. The policies are based on the National Statement on Ethical Conduct in Human Research (2007) and administered by the University’s Ethics Office.

The University’s Institutional Biosafety Committee reviews research involving genetically modified organisms, as prescribed by the Gene Technology Act 2000. It is also responsible for regulating:
- use of high-risk biological material that is not genetically modified;
- importation of quarantine material (regulated by the Australian Quarantine Inspection Service);
- export of high-risk material (regulated by the Department of Defence); and
- transport of biological material by air, post and road.

The committee secretary is a member of the University’s Occupational Health and Safety Unit.
Recordkeeping
The University has undertaken several actions to ensure compliance with the Public Records Act 2002 and Information Standard 40.

The scope of the University’s electronic records management system has been extended to capturing international student records and documents created in the student administration organisation unit. The system will be expanded further over the next 12 months.

Assurance and Risk Management Services
The major role of Assurance and Risk Management Services (ARMS) is to provide assurance to executive management and ultimately to the Senate that University operations are being managed as per established policies and procedures and good management practice and that identified risks are adequately managed and controlled.

The University has:
- included sessions on email, good recordkeeping practices, FoI and privacy in its annual training program for all staff;
- upgraded its corporate records management system application;
- participated in a review of the Queensland Universities Records Disposal Schedule;
- undertaken a review of the Records Management Policy; and
- undertaken an audit of University-wide records management practices and presented the subsequent report to the University Senate.

Whistleblowers
Reports on three matters carried over from 2007 were completed during the year. Six complaints were received under the Whistleblowers Act in 2008. All have been dealt with according to UQ policy, procedure and the law. Reports on outcomes have been completed for all but one matter, which will be completed in 2009.

The annual planning approach, or selection of areas to be reviewed, is responsive to the outcomes of UQ’s risk management planning, to ensure resources are directed to areas of greatest need. ARMS’s self-assessment questionnaire program is used as an educational tool and to ensure the broadest coverage across the University as possible is achieved.

ARMS staff completed 27 reports on audits of faculties, schools, centres, IT systems and University-wide areas; and eight investigation reports. Complex reviews included the following:
- crisis management and recovery;
- FBT compliance;
- Advancement Office;
- internet payment system;
- record keeping;
- educational services for overseas students legislation compliance;
- investments;
- traffic and parking system;
- revenue receipting system;
- Customs House;
- payroll verification;
- payroll system controls;
- School of Veterinary Science; and
- security of UQ websites.

ARMS is also responsible for supporting the Audit Committee of Senate and for liaising with UQ’s external auditors, the Queensland Audit Office, to ensure a properly coordinated, overall audit effort is performed.

The Forgan Smith Building, St Lucia campus, at dusk.
Enterprise Risk Management

The process of embedding an Enterprise Risk Management (ERM) structure across the University continued in 2008, however, it was at a somewhat reduced pace due to the departure of the Manager, Enterprise Risk Management Services, in January 2008.

Significantly, the Electronic Risk Management System (ERMS), commissioned in late 2007 and loaded with 2007 Operational Risk Management Plans (ORMPs) for 32 UQ organisational units (faculties, large institutes and central administrative divisions), was used as a training vehicle for these areas to load 2008 ORMPs and, later in the year, to create 2009 ORMPs.

While ERMS provides the means to maintain ORMPs, there remains a significant amount of further effort to educate ERMS users to ensure that:
- they use consistent and clear descriptors of risk;
- they can quantify the likelihood and consequence of risk;
- they can identify current risk mitigation (controls) in place and their effectiveness; and
- they can make an assessment of residual or uncontrolled risk.

The process of developing an effective ERM culture continued with:
- a review of the completed 2009 operational risk management plans;
- the Risk Management Committee meeting in November 2008;
- a broadening of the UQ areas participating in ERMS to include four additional organisational units (Institute of Social Science Research, University Art Museum, Diamantina Institute and UQ Bio Resources); and
- feedback from the ERM process into development of the 2009 ARMS Annual Work Program, ensuring the program is risk-based.

In addition to the above activities, the Director, Assurance and Risk Management Services, and Manager, Information Systems Assurance:
- provided risk management advice to several areas of the University;
- facilitated risk assessment processes for various organisational units; and
- produced 14 Enterprise Risk Assessment reports on major risk assessments.

The ERM framework involves coordinating risk management and reporting on its implementation and effectiveness through the Director, Assurance and Risk Management Services, to the Risk Management Committee. The committee then reports to Senate on the status of ERM and the effectiveness of management of significant business risk.

Risk Management Committee

The Risk Management Committee is a committee of Senate. Its membership comprises the Vice-Chancellor’s Executive and an external risk management authority, Kevin Knight, AM.

The committee provides advice and assurance to Senate on the effectiveness of UQ’s ERM framework and of the management of business risk.

During the year, the Risk Management Committee observed the terms of its charter. In particular, the committee, in cooperation with the Acting Manager, Enterprise Risk Management Services:
- received operational risk management plans from UQ organisational units;
- monitored and assessed the ERM framework;
- assessed the management of corporate and operational risk;
- reviewed the corporate risk management plan;
- considered emerging risks and legislative changes significantly impacting UQ; and
- reported to Senate.

Audit Committee

The Audit Committee is a committee of Senate. Its membership is 100 percent external and, as at the end of 2008, comprised the following:
- The Hon Sir Llewellyn Edwards, AC
- Tim Crommelin
- Dr Norbury Rogers, AO
- Dr Robert Wensley, QC (Chair)
- Judith Bell
- Neroli Withnall

The committee provides independent advice and assurance to Senate to assist in the effective discharge of its responsibilities outlined in the University of Queensland Act 1998 and as prescribed in the Financial Administration and Audit Act 1977, the Financial Management Standard 1997 and other relevant legislation and requirements.

It provides advice, where necessary, to Senate on processes that ensure good governance and it assists Senate in fulfilling its oversight responsibilities for the financial reporting process, internal control systems and audit process.

The committee’s scope includes all activities of The University of Queensland and its controlled entities.

During the year, the Audit Committee observed the terms of its charter and had due regard to Queensland Treasury’s Audit Committee guidelines.

In particular during 2008, the committee:
- reviewed the financial statements and accounting policies for appropriateness and compliance with prescribed accounting and other requirements, with reference to recommendations by the external auditor, before submission to the Finance Committee of Senate;
- reviewed, through the internal and external audit processes and reference to ERM outcomes, compliance with relevant policies and procedures and the adequacy of the internal control structure;
- reviewed, monitored and supported Assurance and Risk Management Services and reported on its functioning to Senate; and
- acted as a forum for considering external audit findings, recommendations and the response by UQ management.
SENIOR OFFICERS

The Honourable Sir Llewellyn Edwards, AC
MBBS Qld, Hon LLD Qld, Hon DLit QUT, Hon DLit Griff, FRACMA, FAIM
Chancellor
Leads the University Senate and presides at Senate meetings.
Member of Senate since 1984. Former chair and chief executive officer of World Expo ’88 Authority. Elected to Queensland Parliament as MLA (Lib) for Ipswich in 1972; served terms as health minister, deputy premier and treasurer before leaving Parliament in 1983. General Practitioner for 12 years.

Professor Paul Greenfield, AO
BE (Hons), PhD NSW, BEdon Qld, CEng, CPEng, CSSci, FTSE, FChemEng, FIEAust, FAICD, MAICHE
Vice-Chancellor
CEO, responsible for Senate for overall direction of strategic planning, finance and external affairs.
Appointed Vice-Chancellor in 2007.
Previously Senior Deputy Vice-Chancellor 2002–2007; Deputy Vice-Chancellor 2001; Deputy Vice-Chancellor (Research) 1997–2000; Executive Dean of the Faculty of Engineering, Physical Sciences and Architecture (est 1997); and Pro-Vice-Chancellor (Physical Sciences and Engineering) 1993–1996. Chair of the Scientific Advisory Group of the South East Queensland Healthy Waterways Partnership; and Hazardous Waste Technical Working Group (Basel Convention).
Directorships: NICTA Ltd; ANSTO Ltd.

The Honourable Justice Dr Margaret J White
LLB Adel, Hon LLD Qld
Deputy Chancellor
Acts as Chancellor in the absence of the Chancellor or when the office of Chancellor is vacant.

Professor Deborah Terry
BA, PhD ACT, FASSA, FAPS
Deputy Vice-Chancellor (Teaching and Learning)
Responsible for overseeing policies on teaching and learning, student recruitment and retention, quality assurance and preserving the University’s commitment to high-quality teaching and learning. Responsibilities include the Dean of Students Office, the Teaching and Educational Development Institute, Student and Administrative Services (in relation to academic policy issues) and preparation for the 2009 AUQA Audit.
The Chancellor and Deputy Chancellor lead the University Senate. The Vice-Chancellor is the University's chief executive officer. He is supported by senior officers, as detailed on these pages.

**Professor Trevor J Grigg**  
BE (Hons) Qld, BCom Qld, PhD Qld, CP Eng, FIEAust, FAIM, FAICD  
Deputy Vice-Chancellor (International and Development)  
Responsible for international development, policy and strategy, capital asset management, space planning and special projects.


Directorships: Cooperative Research Centre for Sustainable Tourism Pty Ltd (Deputy Chair, Member of the Audit & Finance Committee, Chair of the Governance Committee); Earthcheck Pty Ltd, trading as EC3 Global (formerly Sustainable Tourism Holdings Pty Ltd) and its joint venture with GPRM, Stratis Sustainable Tourism Development Pty Ltd; Green Globe Asia Pacific Pty Ltd; The Queensland Education and Training International Board; Carisgold Pty Ltd.

Member: Scientific and Technological Park Board of Universidad Catolica del Norte, Antofagasta, Chile; Executive Committee of the University of Da Nang-UQ English Language Institute, Da Nang, Vietnam (an unincorporated joint venture).

**Professor Professor David Siddle**  
BA (Hons), PhD Qld, FASSA, FAPS  
Deputy Vice-Chancellor (Research)  
Responsible for enhancement of the University’s research and research training profile and development of research collaborations.

Appointed Deputy Vice-Chancellor (Research) in 2002. Previously Pro-Vice-Chancellor (Research) 2001; University of Sydney Pro-Vice-Chancellor (Research) 1997–2001; and University of Queensland Dean, Postgraduate Studies 1993–97. Former chair ARC Social Sciences and Humanities Panel 1993–94 and deputy chair ARC Research Grants Committee 1994. He chaired the National Committee of DVCs/PVCs (Research) in 2001 and was convener of the Go8 DVCs(R) until December 2007.

Directorships: Australian Synchrotron Company; Australian Synchrotron Holding Company; AHURI Queensland Research Centre Ltd; CRC Mining; and Australian Genome Research Facility Ltd.

**Professor Professor Michael Keniger**  
AADip Lond, LFRAIA, RIBA, FTSE, FQA  
Deputy Vice-Chancellor (Academic)  
Responsible for the broad oversight of academic matters; overall strategic direction and general superintendence of the seven faculties. Areas under his direct management include the libraries, the Office of Marketing and Communications, the Advancement Office, the Aboriginal and Torres Strait Islander Studies Unit, Customs House, the Equity Office and the UQ Art Museum.


**Professor Professor Alan Rix**  
BA (Hons) ANU, PhD ANU, GACD  
Pro-Vice-Chancellor (Academic)  
Responsible for overall management and development of the UQ Ipswich campus and its external relationships, and management of the University’s academic employee relations.


Directorships: Chair, Board of Edmund Rice Flexible Learning Centres; Board of Ipswich Region Chamber of Commerce and Industry; Advisory Board of the Workshops Rail Museum (a branch of the Queensland Museum); and Board of Ipswich Arts Foundation.
Mr Douglas Porter  
BA (Hons) Durham, Hon DEcon Qld, FAIM  

**Secretary and Registrar**  
Leads and coordinates the work of central administrative divisions and information technology services; Secretary to the University Senate.  
Appointed Secretary and Registrar in 1986. Previously Deputy Registrar, University of Manchester; and University Planning Officer, University of Aston, Birmingham.  

**Directorships:** QTAC Board, Unimutual Ltd, Uniseed Pty Ltd Board; UniQuest Pty Ltd; Comquest Group Board; SARV Pty Ltd Board; CITR Pty Ltd; and Joint Company Secretary UQ Holdings. Member of the PeopleSoft International Customer Advisory Board (2002–2005); and the Governing Body of Queensland Studies Authority. Chair: QSA Finance Committee; QSA Tertiary Entrance Committee; and St John’s College Council. Secretary to the University Senate and Honorary Secretary to the Queensland Rhodes Scholarship Selection Committee.

Professor Alan Lawson  
BA (Hons) Newcastle, MA ANU, PhD Qld  

**Pro-Vice-Chancellor (Research and Research Training)**  
Responsible for overall policy and provision of services to research higher degree students and early career researchers.  

Appointed Pro-Vice-Chancellor (Research and Research Training) in 2008. Previously, Dean, UQ Graduate School (2006–2008); Director, Graduate School and Dean of Postgraduate Students (2001); Deputy Director, Graduate School and Dean of Postgraduate Students (1998–2001).  

Professor Max Lu  
BE ME Northeastern PhD Qld FTSE FIChemE  

**Pro-Vice-Chancellor (Research Linkages)**  
Responsible for enhancing the University’s research linkages with industry, business and international institutions and cross-disciplinary initiatives.  


**Directorships:** Chairman, IChemE Australia Board; the Australian Academy of Technological Sciences and Engineering; Research and Investment Committee, Centre for Low Emission Technology; CSIRO Flagship for Future Manufacturing; ARC Nanotechnology Network; and Queensland China Council.

Professor Mark Gould  
BSc (Hons) Adelaide, PhD Adelaide  

**President of the Academic Board**  
Chairs and coordinates the board’s work on policies relating to academic programs, teaching and learning, assessment, research, academic staff promotions, prizes and scholarships. Oversees reviews of academic schools, centres and other organisational units offering teaching and research programs.  

Membership: Australian Mathematics Society. Former member of the Postgraduate Committee of the Australian International Centre for Excellence for Education in Mathematics (ICE-EM) and former member of the Governing Board of the Australian Mathematical Sciences Institute and the International Association of Mathematical Physics.
The year 2008 was the third in the four-year term of the 31st Senate of the University. Senate met formally on six occasions in 2008.

Chancellor
The Honourable Sir Llewellyn Edwards, AC, MBBS Qld, Hon LLD Qld, Hon DUniv QUT, Hon DUniv Griffith, FRACMA, FAIM

Deputy Chancellor
The Honourable Justice Dr Margaret J White, LLB Adel, Hon LLD Qld

Official members
Chancellor
The Honourable Sir Llewellyn Edwards, AC, MBBS Qld, Hon LLD Qld, Hon DUniv QUT, Hon DUniv Griffith, FRACMA, FAIM

Vice-Chancellor
Professor Paul Greenfield, AO, BE (Hons), PhD NSW, BEcon Qld, CEng, CPEng, CSci, FTSE, FICHEM, FIEAust, FAICD, MAIChE

President of the Academic Board
Professor Mark D Gould, BSc (Hons) Adel, PhD Adel

Appointed members
Eight members appointed by the Governor-In-Council:
- Ms Judith Bell, BA Qld, BEd QUT
- Mr Timothy B Crommelin, BCom Qld, AdvMgmtProg Hawaii, FSIA
- Dr Norbury Rogers, AO, BCom, Hon DEcon Qld, AAUQ Qld, FCA, FAICD
- Mr Kenneth J Smith, BSW (Hons) NSW, MSW NSW
- Mr Nicholas W Stump, BAppSc (Hons) Aust, MAppSc Adel, FAusIMMM
- Ms Isabel Tarrago, BA, DipLegSt

Additional members
Three people appointed by the Senate
- Mr John D Story, BA Qld, LLB Qld, FAICD
- Dr Jane Wilson, MBBS Qld, MBA Harv, FAICD
- Ms Nerolle Withnall, BA Syd, LLB Syd, FAICD

Secretary
Mr Douglas Porter, BA (Hons) Durham, FAICD

In attendance but not members of Senate
Deputy Vice-Chancellor (Academic)
Professor Michael Keniger, AADip Lond, LFAIA, RIBA, FTSE, FQA

Deputy Vice-Chancellor (International and Development)
Professor Trevor J Grigg, BE (Hons) Qld, BEcon Qld, PhD Qld, CP Eng, FIEAust, FAICD, FAICD

Deputy Vice-Chancellor (Research)
Professor David Siddle, BA (Hons) Qld, PhD Qld, FASSA, FAPS

Deputy Vice-Chancellor (Teaching and Learning)
Professor Deborah J Terry, BA (Hons) ANU, PhD ANU

Pro-Vice-Chancellor (Academic)
Professor Alan Rix, BA (Hons) ANU, PhD ANU, GAICD

General Counsel
Ms Dorothy Collins, BJuris W Aust, LLB W Aust

Director, Office of Marketing and Communications
Mr Shaun McDonagh, BBus NE, AssocDipLaw, S Cross, GradCertAdEdTrng, NE, MMktMangt, S Cross, FAMI, CPM

President, UQ Union
Mr Joshua Young
STRATEGIC DIRECTION
The mission of The University of Queensland is to create a community dedicated to achieving national and international levels of excellence in teaching, research and scholarship, one that makes significant contributions to the intellectual, cultural, social and economic life of the State of Queensland and the Australian and international communities.

Strategic aims, aspirations and commitments

Throughout its history of almost a century, The University of Queensland has shared with the world’s great universities the enduring values of creating and transmitting knowledge, the passionate and disinterested pursuit of truth, maintaining the highest standards of teaching, research and scholarship and enhancing society’s core values.

As Queensland’s first and pre-eminent university, The University of Queensland is one of only three Australian foundation members of the multi-national Universitas 21 group of world-class, research-intensive universities. It offers programs across a wide range of disciplines and is committed to benchmarking its operations against appropriate international standards of best practice and to maintaining a diverse and principled scholarly community of outstandingly able and ethical staff and students.

In a situation of competition, uncertainty and change, The University of Queensland seeks to identify and develop new and appropriate strategic priorities in teaching and research, in the development, management and diversification of our resource base and in use of new technologies to provide leading-edge infrastructure. The University’s Strategic Initiatives Fund plays a crucial role in helping achieve new priorities across a wide range of activities by leveraging significant sources of new funding.

New, world-class research institutes and centres, the continuing development of innovative programs, courses and pedagogies and an abiding commitment to enhanced levels of quality assurance and accountability reflect some of the ways in which The University of Queensland seeks to honour its responsibilities both to its own community and to the wider communities with which it interacts.
Projected student load profile

The following table provides a summary of the University’s student load figures over the period 2004-2008, broken down by course type and funding source. The University will aim to achieve the target load figures for 2009-2011 as indicated in the table.

<table>
<thead>
<tr>
<th>STUDENT LOAD BY PROGRAM</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate and non-award (EFTSL)</td>
<td>23,053</td>
<td>22,863</td>
<td>22,862</td>
<td>23,109</td>
<td>23,462</td>
<td>23,500</td>
<td>23,600</td>
<td>23,700</td>
</tr>
<tr>
<td>Postgraduate research (EFTSL)</td>
<td>2,731</td>
<td>2,738</td>
<td>2,770</td>
<td>2,818</td>
<td>2,756</td>
<td>2,800</td>
<td>2,850</td>
<td>2,850</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29,241</strong></td>
<td><strong>26,955</strong></td>
<td><strong>29,066</strong></td>
<td><strong>29,339</strong></td>
<td><strong>29,803</strong></td>
<td><strong>30,000</strong></td>
<td><strong>30,250</strong></td>
<td><strong>30,450</strong></td>
</tr>
</tbody>
</table>

1. Commonwealth funded load comprises Commonwealth Grants Scheme (CGS) load, Research Training Scheme (RTS) load and extended enrolment domestic postgraduate research load.

EFTSL: Equivalent full-time student load

Key operational priorities

All actions will be influenced by the pressing need to attract substantially greater amounts of income from sources apart from the base Commonwealth Grant, to overcome prospective funding difficulties, provide adequate remuneration to staff, and remain dynamic and responsive to changing opportunities and demands into the future. The University’s long-term strategic objectives and immediate operational priorities for each of its key areas of activity are set out in full in later sections. However, the University Senate has determined that the most critical operational priorities for the immediate future are to:

1. attract and retain the most able undergraduate and postgraduate students, in the context of achieving equity and diversity in the student population and, in particular, to address under-representation of students from disadvantaged groups;
2. enhance all aspects of students’ learning experiences with close attention to use of new technologies and enhancing levels of student/staff contact;
3. support research-rich teaching and learning culture and practice;
4. achieve a graduate student proportion of 25 percent, with increasing emphasis on research students;
5. internationalise all facets of the University’s endeavours;
6. improve research productivity and quality, focusing on areas of strategic priority;
7. maintain leadership in the transfer and commercialisation of intellectual property;
8. develop close faculty-based links with all UQ graduates, within Australia and internationally;
9. increase and diversify the University’s income base, especially from non-government sources;
10. implement best practice in managing people, resources and systems, ensuring equality of opportunity for all staff; and
11. enhance the physical environment and facilities of the University, particularly teaching and learning and research facilities.

Strategic Initiative funds will be applied preferentially in support of these priorities.

In the St Lucia campus Library, from left, ATSISU staff member Georgina (Mary) Baira, Bachelor of Business student Joel Wright, Arts student Phillips Coral Fitz-Henry, Social Work student Edie Willmott and Library staff member Ryan Weymouth.
Teaching and learning

Strategic objectives

As the preferred university of the majority of Queensland’s most highly qualified students, whether school leavers, mature-age students or graduates returning for higher-level studies, as well as of outstanding international students, The University of Queensland is committed to excellence of learning experiences and outcomes and will:

- provide rewarding educational experiences that develop in graduates capacities for independence and creativity, critical judgement, effective communication and ethical and social understanding as well as in-depth knowledge of a field of study;
- deliver an enhanced and flexible approach to learning that meets curricula and pedagogic objectives by actively engaging students and providing the benefits of small group interactions;
- ensure effective, structured evaluation of teaching and learning quality and outcomes, informed through feedback from students, scholars, professions, industry and community;
- promote and encourage the relationship between excellence in teaching and learning and research and reinforce a commitment to the distinctiveness of a research-based culture for teaching and learning;
- support ways to build effective learning communities that encourage independent learning and peer interactions;
- review and enhance postgraduate coursework programs to renew and increase the postgraduate profile to assist in achieving a student body of which 25 percent is at postgraduate level;
- improve participation rates for students from disadvantaged backgrounds;
- deliver an international focus through curricula and through exposure of students to educational and cultural experiences at this University and overseas;
- recruit, develop and retain staff who have a commitment to encouraging collaborative learning through student-centred, high-quality teaching and learning environment;
- enhance the teaching and learning environment, particularly in relation to provision of high-quality infrastructure for flexible learning.

Operational priorities

- Increase use of smart technologies to make learning and teaching more effective for both students and teachers;
- develop more flexible teaching and learning spaces that encourage and reinforce improvements in the quality of teaching and learning;
- monitor and review the provision of curriculum and assessment to encourage and reinforce improvements in the quality of teaching and learning;
- build opportunities for undergraduate and coursework postgraduate students to engage with the University’s research environment through learning communities that provide the culture and experiences of research;
- support initiatives, including recruiting additional staff, to improve the student learning experience;
- identify examples of best practice in the support for first-year students and provide support to promote the dissemination of such practice throughout the University;
- support a system of curriculum development and review that focuses strongly on innovative and effective curriculum design;
- improve guidance and advice to students about program and course selection to assist students to identify potential career paths;
- seek and respond to student feedback about the quality of teaching and learning and of the teaching and learning environment;
- develop marketing and recruitment strategies to increase incentives for disadvantaged background students to seek entry to the University, particularly at UQ Ipswich, as it seeks to build enrolment numbers, including strategies to increase higher education study aspirations in communities with low existing participation rates;
- develop strategies to support internationalisation of programs and courses, including offering at least one program per faculty requiring a component of offshore study in collaboration with overseas university partners;
- develop strategies to increase the offshore mobility of domestic students to five percent of the student body by 2009;
- seek opportunities for enhanced collaboration and strategic partnerships in teaching and learning with other institutions in Australia and overseas;
- ensure that the teaching quality assurance program, the staff promotion process and other incentives, reward and promote school and individual achievement in teaching and learning excellence;
- provide staff development to support best practice approaches to teaching and learning and to encourage teaching and learning staff to be innovative, effective and reflective; and
- develop a program to enhance infrastructure to support flexible teaching and learning practices and to extend the development and use of collaborative teaching and learning spaces, including increasing the use of Collaborative Teaching and Learning Centre and Advanced Concept Teaching Space facilities.

UQ researcher and Bachelor of Psychological Science student Rebecca Rainbow, with Bachelor of Arts (Honours in Psychology) student Marianna Lemonis acting as her patient.
Research and research training

Strategic objectives
The University of Queensland is one of Australia’s premier, broad-based research-intensive universities. The University aims to achieve international excellence in all types of research and research training, from fundamental, curiosity-driven work that adds to the stock of knowledge through to applied research resulting in commercial innovation and translation. The University considers that excellence in research underpins both excellence in teaching and the ability to develop depth in its community partnerships. Its commitment to quality research is underpinned by a growing portfolio of world-class infrastructure. The University of Queensland Graduate School has positioned UQ as a graduate destination of the highest standards.

In seeking to develop its international reputation for research excellence, the University will:
- promote the importance and benefits of research to the wider community and champion the leadership role that the University plays in research and research training activities;
- achieve international distinction in a significant number of strategically prioritised areas of research;
- develop major research collaborations with government agencies, industry and the international community;
- increase research funding from state, national and international sources; and
- enhance the University’s role as one of Australia’s major providers of research training by providing innovative and flexible programs at honours, masters and doctoral levels.

Operational priorities
- Improve the University’s research performance by international and national standards;
- critically assess the amount and quality of research performed by faculties, schools and centres against relevant comparators;
- identify and create critical mass in strategically important areas of research;
- identify and direct support to areas of strength;
- recognise and reward the very best performance in research and research supervision;
- provide opportunities and encouragement for all staff to develop their research strategies and enhance their performance and supervisory skills, with targeted support for early career researchers;
- encourage all new staff to develop an active, externally focused research profile and to improve their supervision skills;
- attract, retain, educate and graduate a growing cohort of higher degree research students;
- provide appropriate support structures and facilities to foster outstanding performance at both higher degree and postdoctoral levels;
- improve the training and broaden the educational experiences of all higher degree research students;
- increase funding from external sources for the support of higher degree research students;
- develop and maintain an excellent research infrastructure capability to meet the needs of researchers and research students;
- maximise research collaborations with other universities and public agencies, research users and industry; and
- identify and support potential opportunities for the commercialisation of University-owned intellectual property through research contracts, licence agreements and spin-off companies.

Professor Mark Kendall was awarded the 2008 Amgen Medical Research Award for his work developing needle-free delivery devices for vaccines.
Community partnerships

Strategic objectives
Recognising that its activities and resources represent a remarkable state and national resource, the University will:

- develop closer and more numerous links with the wider community of which it is a part;
- establish strategic partnerships and identify priorities that mutually serve the interests of the University and its stakeholders;
- collaborate in strategic activities for community benefit with industry, business and professional groups and with instrumentality at city, state, national and international levels;
- champion the role of education and research in underpinning the economic health and social well-being of local, state, national and international communities;
- provide staff with the opportunity to contribute to the community while achieving educational and personal development outcomes;
- build on the University’s strengths in the services it is able to offer the community, helping to find and promote innovative and sustainable solutions to community challenges;
- maintain the University’s role as a provider of specialist services to the community through its libraries, museums, clinics, collections and other specialised scientific, cultural and public performance facilities; and
- ensure the University’s students and graduates are well-informed on the activities, aims, aspirations and commitments of the University as a basis for establishing and maintaining enduring, long-term relationships between the University and its alumni.

Operational priorities

- Play a leading role in stimulating intellectual debate within the community on cultural, economic and social issues, for the advancement of Queensland;
- increase recognition within Queensland and the wider national and international communities of the excellence of the University’s educational programs and research through a comprehensive community information program;
- develop and promote faculty-based alumni links and friendship-raising activities with support from the Office of University Development and Graduate Relations;
- in partnership with communities, business, government and non-profit organisations, identify community needs which the University is well-placed to service;
- facilitate community involvement in University decisions affecting the community;
- expand the professional contributions of staff in their specialised fields to the needs of government, business, health, rural and community organisations;
- maintain and extend activities in continuing professional education, as part of the mainstream teaching responsibilities of the University, by offering post-tertiary courses which reflect the latest developments in their fields and, wherever possible, are articulated to award courses; and
- enhance relationships with the University’s alumni through developing a domestic and international alumni strategy, in the latter case to grow international alumni networks and the number of active international alumni.

Relationship to Queensland Government social and fiscal objectives

The Queensland Government has identified a set of social and fiscal objectives to guide the planning of the state’s statutory authorities. A major focus of the University’s activities involves support for the community outcome Building Queensland’s economy. The University contributes strongly to the priorities for this outcome, particularly Realising the Smart State through education, skills and innovation and Growing a diverse economy and creating jobs and is a leading contributor helping to fulfil the strategy to Encourage world class research that builds on Queensland’s unique resources.

Through the direct contribution of its diverse teaching and research activities, and the leadership provided by its expert staff in community debate and policy development, the University also contributes strongly to priorities under the other outcomes identified by the Government – Strengthening Queensland communities and Protecting Queensland’s environment.
Management and resources

Strategic objectives

The University of Queensland will:
- ensure its academic aims and aspirations are supported by effective management structures, policies, practices and systems and that all aspects of the University are administered in a professional and client-focused manner;
- ensure the faculties and other principal organisational groups take responsibility for implementing the strategic objectives and operational priorities in this plan;
- devolve the management of resources to the most effective level;
- seek to enhance levels of funding from all sources, particularly sources independent of the base Commonwealth Grant;
- develop, maintain and implement effective policies and procedures for the recruitment, retention and development of high-quality staff;
- assist managers to lead and manage their staff more effectively and to support the effective implementation of change across the University;
- provide an appropriate physical environment and maintain it to high aesthetic, functional and safety standards, incorporating a culture of sustainable development;
- provide high-quality learning and teaching facilities, with particular attention to the changing needs of students, and improve utilisation by better management;
- develop UQ Ipswich as a campus of higher education for the western corridor and western suburbs, closely linked to the community and providing relevant degrees in both flexible and on-campus mode;
- develop UQ Gatton as the major centre for the Faculty of Natural Resources, Agriculture and Veterinary Science and a focus for teaching, learning and research in agriculture, use and management of land and water resources and as a co-location for external research providers;
- deliver customer-focused innovative information services integrated with the University’s teaching, learning, research and community service activities and provide the information infrastructure necessary for leading-edge research activity;
- deliver leading-edge information technology support services and infrastructure;
- ensure the capital budget framework supports sound strategic management of and planning for the University’s capital assets; and
- build and strengthen its profile and relationships with prospective students and staff, business, government, the professions, its alumni and the community at large through coordinated University-wide marketing, communication and development programs and activities.

Operational priorities

- Implement modern systems in support of teaching, learning and administration and provide access to these systems in flexible, user-friendly ways, particularly to connect students and staff with their learning environments and provide timely management information for institutional performance measurement and quality assurance and control;
- ensure that faculties, institutes, central services and the central administration develop and maintain operational plans to support the University Strategic Plan;
- ensure that faculties, institutes, central services and the central administration demonstrate their management effectiveness by operational benchmarking;
- rationalise activities to allow support to be provided for growth and development of strategic strengths and to ensure the University’s resources are used as effectively as possible in support of its strategic objectives;
- continue to increase load at UQ Ipswich, and assess options for new undergraduate and postgraduate programs, new facilities and location of schools and divisions/units at the campus;
- relocate the School of Veterinary Science to UQ Gatton; develop the Centre for Advanced Animal Studies at UQ Gatton and attract relevant business and social science programs to the Gatton campus;
- ensure that faculties prepare business plans for all new major academic activities, particularly those associated with the internationalisation of teaching and research endeavours, to demonstrate projected financial returns and resource commitments;
- encourage and support all parts of the University in efforts to attract an increasing proportion of funding from non-government sources;
- secure development funds from external sources of at least $100 million in the period 2008–2012 for projects based on sound business plans and associated with the University’s strategic objectives;
- by 2010, increase revenue from sources apart from the core Commonwealth Grants (Commonwealth Grant Scheme, Research Training Scheme, Institutional Grants Scheme and Research Infrastructure Block Grants) by at least 40 percent above the 2004 level of $492 million;
- provide development and training opportunities to assist staff in their professional development and improve the University’s organisational efficiency and effectiveness;
- promote equality of opportunity through a pro-active equity and diversity program;
- review the ongoing appropriateness of the current budget framework for management of the University’s capital assets and maintenance of its infrastructure;
- develop, implement and maintain a comprehensive development plan for the University; and
- develop, implement and maintain a comprehensive marketing and communications plan.
TEACHING AND LEARNING
The University strives to achieve excellence in teaching and learning through advanced teaching techniques, research-based study programs and a flexible and effective learning environment.

Objectives
- to provide rewarding educational experiences that develop graduate capacities for independence and creativity, critical judgement, effective communication and ethical and social understanding;
- to deliver an enhanced, flexible approach to learning that actively engages students and provides the benefits of small-group interactions;
- to promote and encourage a research-based culture for teaching and learning;
- to review and enhance postgraduate coursework programs to assist in achieving a student body of which 25 percent is at postgraduate level;
- to improve participation rates and support for students from disadvantaged backgrounds; and
- to enhance the teaching and learning environment, particularly in the provision of high-quality infrastructure for flexible learning, effective evaluations, quality infrastructure and quality staff.

Our students

Enrolments
The University of Queensland continues to attract a dominant share of the most able Queensland year 12 students to its undergraduate programs. The most attractive courses in 2008 for the highest achievers (the 337 OP 1 admissions) were engineering (85), medicine (61), law (56), science (37), pharmacy (21) and dental science (17). UQ maintained its share of OP1-3 students between 2007 and 2008. In the OP4–7 band, UQ also had the highest share: 41 percent or 985 of the 2408 students enrolling through QTAC.

There were 30,532 domestic students and 7518 international students enrolled with UQ in 2008, with new enrolments totalling 9029. UQ’s Faculty of Business, Economics and Law attracted the most new enrolments (2404), followed by Health Sciences (1435) and Arts (1118). Postgraduate enrolments accounted for 3338 students in total. International students representing 123 countries formed 19.8 percent of the UQ student body. Of the 7518 international students, the largest group (1903) was from China.

Destinations of OP 1-3 students 2008

<table>
<thead>
<tr>
<th>Destination</th>
<th>OP1</th>
<th>OP2</th>
<th>OP3</th>
</tr>
</thead>
<tbody>
<tr>
<td>USQ</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CQU</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JCU</td>
<td></td>
<td>25</td>
<td></td>
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<tr>
<td>GU</td>
<td></td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>QUT</td>
<td>125</td>
<td>250</td>
<td>50</td>
</tr>
<tr>
<td>UQ</td>
<td></td>
<td></td>
<td>750</td>
</tr>
</tbody>
</table>

Graduations
In 2008, more than 6052 of the University’s 8707 graduates attended 28 ceremonies in Australia and two overseas. The latter were in Singapore and Hong Kong. Graduation highlights included:
- awarding 292 Bachelor of Medicine and Bachelor of Surgery degrees;
- 132 health professionals awarded further qualifications in areas such as audiology, dentistry, human movement studies, medicine, nursing, pharmacy, physiotherapy, population health, occupational therapy and speech pathology;
- high proportions of graduates from the Faculties of Business, Economics and Law (25 percent of all graduates), Health Sciences (16 percent) and Arts (13 percent); and
- awarding 11 degrees honoris causa, including a Doctor of the University honoris causa to His Excellency Michael John Strachan Bryce, AM AE, and the Rt Hon Sir Peter Kenilorea, KBE PC, and a Doctor of Economics honoris causa to the retiring Secretary and Registrar Douglas Porter.
Graduate outcomes

UQ graduates under the age of 25 and available for full-time work have again achieved outstanding employment rates and high graduate salaries. Graduate Careers Australia’s Australian Graduate Survey 2008, released in December, showed UQ graduates continued to be highly sought by employers.

In national performance figures compiled by the Federal Government, the University achieved a full-time employment rate for bachelor degree graduates for 2007 of 86.6 percent against the national full-time employment figure of 85.2 percent.

Over an extended period, the University had only five percent of its graduates recorded as unemployed and seeking full-time employment in the Graduate Destination Survey.

UQ graduates reported high full-time employment rates in fields such as civil engineering, medicine, mining engineering, pharmacy, urban and regional planning, veterinary science, rehabilitation and dentistry. The figure for UQ bachelor degree graduates continuing on to further full-time study was 26.7 percent against a national figure of 19.0 percent.

UQ bachelor degree graduates under 25 years of age and in their first full-time employment reported median starting salaries of $45,000. Of those in their first full-time employment, the higher-end salaries included geology, dentistry, mining engineering, medicine, physical sciences, chemical engineering and aeronautical engineering.

Supporting learning

Scholarships

UQ has established a new academic scholarship program to attract high-achieving year 12 students. More than 350 academic scholarships, valued at more than $2 million, were awarded to Queensland and interstate year 12 students planning to start studies at UQ in 2009. A scholarship program for elite-level athletes across a range of sports was also established, with 18 scholarships, valued at $6000 each, awarded in 2008 to students studying at UQ in 2009.

In 2008, the University was again allocated one of the highest numbers of Commonwealth scholarships in Australia, with a total value of nearly $7 million. UQ awarded more than 1000 Commonwealth scholarships in 2008, which included more than 500 Commonwealth Accommodation Scholarships for regional/remote students needing to move away from home to attend the University.

More than 500 other students received financial assistance through Commonwealth Education Costs Scholarships. The University also awarded several Indigenous Access Scholarships to Aboriginal and Torres Strait Islander students.

UQ awarded 69 new UQ Excellence and five new Group of Eight scholarships to academically gifted students experiencing financial disadvantage. They are valued at $6000 a year for the normal duration of the program of study.

Twenty-seven UQ-Link Residential Support Scholarships, valued at $6000 each for the first year of study, were awarded to students who gained entry to the University via the UQ-Link Special Entry program. More than $40,000 in scholarships, backed by community funding, supported continuing UQ Ipswich students.

UQ scholarships, bursaries and prizes increased in 2008, with more than 2000 students receiving financial aid. Senate-approved scholarships and prizes increased from 474 in 2007 to 495 in 2008, worth $815,000.

New scholarships and bursaries included:

- Indigenous Science Scholarship – awarded to Indigenous Australian students studying in a specified field of science, valued at up to $20,000 for the duration of their programs;
- Haald Engineering Scholarship – awarded annually to a third-year Bachelor of Engineering (Mechanical) student for the final two years of their program, valued at $10,000 a year;
- Clem Jones and EW (Ted) Jones Scholarship in Business for Local Government – awarded annually to a first-year Bachelor of Business (Ipswich Campus) student who graduated from Ipswich Grammar School, valued at $2500 for one year;
- Diversified Construction Corporation Engineering Scholarships – awarded annually to two second or third-year Bachelor of Engineering (Mechanical) or (Civil) students for the final two or three years of their program, valued at $10,000 a year;
- Frank Finn Scholarships – awarded annually to students enrolled in a specified commerce program for the duration of their programs, valued at an amount determined each year; and
- Simon Anders Axelson Memorial Scholarship – awarded to a first-year student who completed year 12 at Boonah High School and enrolled in an undergraduate program administered at UQ Gatton, valued at an amount determined each year.

International scholarships

It was another year of growth in sponsored students at UQ – 1023 sponsored students were enrolled in 2008, an increase of 10.7 percent on 2007. The majority of the growth came from research higher degree students, who now account for 37 percent of sponsored students. Undergraduates accounted for 34 percent and postgraduate coursework students 29 percent.

In 2008, a significant new relationship that will see larger student numbers from Chile was negotiated with the Chilean government under its Human Capital Fund endowment. UQ was identified by AusAID as one of four national universities to accept natural resource students from Iraq.
Worldwide reach

International advances

In 2008, UQ was the only Queensland university included in the top 50 universities in the world in the annual top 200 ranking, produced by the UK’s Times Higher Education Supplement.

UQ was also ranked 38th of all the world’s universities for graduate employability by the 2008 Employer Review, a survey of 2000 international employers, which contributes to the Times Higher Education-QS survey analysis.

The rankings confirmed UQ’s reputation as the leading university in Queensland and one of the leading universities in Australia. At the end of 2008, UQ had 306 international partners in 49 countries with 507 signed and active agreements. Seventy-eight new agreements were signed in 2008, forming official linkages with 52 new partners. The year was marked by an unprecedented level of international activity, as reflected by the source country and the type of collaborative activities pursued with UQ’s new partnerships.

UQ’s international standing was reflected in achievements and partnerships in 2008 including:

- international enrolments greatly increased from several countries, including the Republic of Korea (up 34.52 percent), Canada (29.22 percent), Malaysia (19.65 percent) China (19.05 percent), India (12.81 percent) and Singapore (9.07 percent);
- Chinese students, numbering almost 1300, remained UQ’s largest international student group. They accounted for 17 percent of the international student population and studied mostly in the fields of business and engineering;
- Singapore is UQ’s second-largest source of international students. More than 870 Singapore students studied at UQ in 2008, a substantial increase from 2007;
- eight new partnerships were established with overseas private or government-related organisations and ministries to collaborate in research and scientific exchange or to provide assistance in programs to enhance specific, prioritised areas of development in country;
- UQ has six new partners in Latin America;
- 20 new student exchange partnerships were formalised in 2008. Half the new partners are in Europe and, for the first time, UQ students can go on exchange to South Africa and Taiwan through links with the University of Cape Town, National Taiwan University (College of Management) and National Taiwan University of Science and Technology;
- UQ appointed a consultant in China and Vietnam, adding to staff in Europe and consultants for Latin America and Indonesia; and
- Australian cricketer Michael Kasprowicz continued his role as UQ’s Goodwill Ambassador to India.

Study Abroad and exchange

UQ welcomed 563 students (mostly from the USA and Germany) as part of the Study Abroad program and exchange students from 104 partner institutions in 26 countries. Most students were from the United Kingdom (76), Canada (68), the United States (48) and France (24).

Student exchange figures are based on the number of individual students going on exchange, not the number of students enrolled each semester in "exchange programs" or the Australian Consortium for In-Country Indonesian Studies (ACICIS) program.

www.acicis.murdoch.edu.au/
In line with the revised UQ Equity and Diversity Plan, the University has encouraged development of strategic initiatives to improve opportunities for Aboriginal and Torres Strait Islander students, students with disabilities and those from low socio-economic backgrounds to enter University and succeed in their studies.

Several initiatives were supported with funding from the Commonwealth Government Higher Education Equity Support Program (HEESP).

HEESP funded projects initiated in 2008 included:
- improving recruitment of Indigenous and those from low socio-economic backgrounds, which included visiting remote communities and developing activities and materials to promote the accessibility of access to the University;
- enhancing recruitment of students from low socio-economic backgrounds and Aboriginal and Torres Strait Islander backgrounds from state schools into generalist arts and science degrees;
- developing a DVD to assist the transition to University for new students, particularly those from cultural and linguistically diverse backgrounds or rural and remote areas;
- providing guidelines for staff involved in developing accessible student learning resources for students with disabilities;
- providing support for outreach to the Pacific Islander community, aiming to enhance community engagement and access to University for prospective Pacific Islander community students;
- easing transition from secondary to tertiary education to address “culture shock” for students coming directly from a school environment into a degree program with a large enrolment, with a particular focus on students from disadvantaged and marginalised groups;
- assisting development of employment pathways for students with disabilities; and
- providing intensive career capacity-building training for students from low socio-economic backgrounds.

Creative Writing student Amy Vought Barker in the Great Court. Ms Barker received the 2008 Queensland Premier’s Literary Awards (Emerging Queensland Author category) for her novel Omega Park. The prize is $20,000 and a publishing contract with the University of Queensland Press for the novel. Ms Barker is a UQ-Link student and says the UQ-Link program gave her the opportunity to chase her dream to study literature at UQ.

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### Enrolments by program level

<table>
<thead>
<tr>
<th>Program Level</th>
<th>2006 Female</th>
<th>2006 Male</th>
<th>2007 Female</th>
<th>2007 Male</th>
<th>2008 Female</th>
<th>2008 Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctorate by research</td>
<td>49.5%</td>
<td>50.5%</td>
<td>49.5%</td>
<td>50.5%</td>
<td>50.8%</td>
<td>49.2%</td>
</tr>
<tr>
<td>Doctorate by coursework</td>
<td>74.0%</td>
<td>26.0%</td>
<td>68.5%</td>
<td>31.5%</td>
<td>70.7%</td>
<td>29.3%</td>
</tr>
<tr>
<td>Masters by research</td>
<td>48.8%</td>
<td>51.2%</td>
<td>48.7%</td>
<td>51.3%</td>
<td>47.6%</td>
<td>52.4%</td>
</tr>
<tr>
<td>Masters by coursework</td>
<td>56.8%</td>
<td>43.2%</td>
<td>57.4%</td>
<td>42.6%</td>
<td>58.0%</td>
<td>42.0%</td>
</tr>
<tr>
<td>Postgraduate / graduate diploma</td>
<td>56.7%</td>
<td>43.3%</td>
<td>58.6%</td>
<td>41.4%</td>
<td>56.3%</td>
<td>43.7%</td>
</tr>
<tr>
<td>Graduate Certificate</td>
<td>51.9%</td>
<td>48.1%</td>
<td>58.1%</td>
<td>41.9%</td>
<td>58.9%</td>
<td>41.1%</td>
</tr>
<tr>
<td>Bachelors</td>
<td>55.4%</td>
<td>44.6%</td>
<td>54.9%</td>
<td>45.1%</td>
<td>54.8%</td>
<td>45.2%</td>
</tr>
<tr>
<td>Diploma / associate diploma</td>
<td>55.6%</td>
<td>44.4%</td>
<td>61.2%</td>
<td>38.8%</td>
<td>62.0%</td>
<td>38.0%</td>
</tr>
<tr>
<td>Non-Award Course</td>
<td>58.8%</td>
<td>41.2%</td>
<td>59.8%</td>
<td>40.2%</td>
<td>57.2%</td>
<td>42.8%</td>
</tr>
<tr>
<td>Percent all levels</td>
<td>55.1%</td>
<td>44.9%</td>
<td>55.0%</td>
<td>45.0%</td>
<td>55.0%</td>
<td>45.0%</td>
</tr>
</tbody>
</table>

### Female enrolments by faculty

<table>
<thead>
<tr>
<th>Faculty</th>
<th>2006 Female</th>
<th>2006 Male</th>
<th>2007 Female</th>
<th>2007 Male</th>
<th>2008 Female</th>
<th>2008 Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts</td>
<td>66.3%</td>
<td>33.7%</td>
<td>5.6%</td>
<td>34.4%</td>
<td>66.1%</td>
<td>33.9%</td>
</tr>
<tr>
<td>Biological &amp; Chemical Sciences</td>
<td>53.7%</td>
<td>46.3%</td>
<td>53.5%</td>
<td>46.5%</td>
<td>53.9%</td>
<td>46.1%</td>
</tr>
<tr>
<td>Business, Economics &amp; Law</td>
<td>51.4%</td>
<td>48.6%</td>
<td>51.6%</td>
<td>48.4%</td>
<td>51.6%</td>
<td>48.4%</td>
</tr>
<tr>
<td>Engineering, Phys Sc &amp; Arch</td>
<td>23.2%</td>
<td>76.8%</td>
<td>23.3%</td>
<td>76.7%</td>
<td>25.2%</td>
<td>74.8%</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>63.4%</td>
<td>6.6%</td>
<td>63.2%</td>
<td>36.8%</td>
<td>62.9%</td>
<td>37.1%</td>
</tr>
<tr>
<td>Nat Res, Agric &amp; Vet Sciences</td>
<td>67.1%</td>
<td>32.9%</td>
<td>68.3%</td>
<td>31.7%</td>
<td>70.9%</td>
<td>29.1%</td>
</tr>
<tr>
<td>Social &amp; Behavioural Sciences</td>
<td>72.6%</td>
<td>27.4%</td>
<td>73.6%</td>
<td>26.4%</td>
<td>72.7%</td>
<td>27.3%</td>
</tr>
</tbody>
</table>
TEACHING AND LEARNING

Student entry and performance

Typically, UQ performs on par or above state and national figures for retention and success and below state and national figures for access (for DEEWR-defined student equity groups).

Summary of UQ student access, retention and success relative to state and national benchmarks

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>STATE</td>
<td>NATIONAL</td>
<td>STATE</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islander students</td>
<td>Below</td>
<td>Below</td>
<td>Same</td>
</tr>
<tr>
<td>Low SES (all ages) students</td>
<td>Below</td>
<td>Below</td>
<td>Above*</td>
</tr>
<tr>
<td>Low SES (under 25) students</td>
<td>Below</td>
<td>Below</td>
<td>Above*</td>
</tr>
<tr>
<td>Non-English speaking background students</td>
<td>Above</td>
<td>Below</td>
<td>Above*</td>
</tr>
<tr>
<td>Students with a disability</td>
<td>Below</td>
<td>Below</td>
<td>Below*</td>
</tr>
<tr>
<td>Regional students</td>
<td>Below</td>
<td>Below</td>
<td>Above</td>
</tr>
<tr>
<td>Remote students</td>
<td>Below</td>
<td>Below</td>
<td>Above</td>
</tr>
</tbody>
</table>

Source: Adapted from DEEWR data by the UQ Equity Office
Note: For entries marked * the UQ figure is marginally below or above (<=.03) the state or national average.

Indigenous Australian students

The University’s Aboriginal and Torres Strait Islander Studies (ATSIS) Unit continued to assist Indigenous Australian students with tertiary studies, including academic matters, tutoring, subject choices, literature, computers, other study resources and personal issues likely to impact on their studies.

Equity support for Indigenous Australian students in 2008 included:
- motivational and self-esteem building workshops for years 10 and 11 Indigenous students to encourage continuation with their schooling and consideration of university study as a future post-school option;
- information stalls at Indigenous job markets, National Aboriginal Islander Day of Celebration week, Technical and Further Education career days; and
- orientation specifically for Indigenous students focusing on meeting staff and other students, campus familiarisation and sessions on academic expectations, assignment writing, exam techniques, referencing, plagiarism and time management.

<table>
<thead>
<tr>
<th>Aboriginal and Torres Strait Islander enrolments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
</tr>
<tr>
<td>2006</td>
</tr>
<tr>
<td>2007</td>
</tr>
<tr>
<td>2008</td>
</tr>
</tbody>
</table>

Embracing diversity

Diversity Week – May 2008

The annual Diversity Week aims to:
- recognise and reward those who have made an outstanding contribution to equity and diversity at UQ;
- celebrate the diversity of the University community; and
- increase awareness and understanding of issues such as Indigenous Australian history and culture, disability, cultural and linguistic diversity, sexuality, religious diversity, gender identity and family and carer responsibilities.

In 2008, Diversity Week’s theme was The Spirit of Diversity. Activities included:
- a forum on internationalisation, featuring the DVC (International & Development) DVC (Teaching & Learning), academics from the Schools of Business and Engineering, an international student and staff from TEDI;
- a public forum, Diverse Perspectives, facilitated by the UQ Student Union, which discussed issues related to diverse sexualities and gender identities;
- a presentation by current and future peacemakers about their activates and plans for the future;
- an Islamic awareness stall; and
- a diverse radio broadcast jointly coordinated by the multi-faith chaplaincy, with discussion and interviews focusing on its 40th anniversary of service to students at UQ.

Indigenous student Nigel Messer graduates with a Bachelor of Engineering/Bachelor of Science.
Student Services
www.uq.edu.au/student-services

A range of new services and delivery methods was implemented in 2008 following a review of the service and the start of a new management team in late 2007. The new services are improving students’ experiences at the University, maximising their learning and personal development, and their potential for employment after University. Relationships with faculties, schools and residential colleges were developed and strengthened with many programs being delivered in conjunction with existing academic courses.

Student Equity Unit
Ensuring equity
In 2008 the activities of the Student Equity Unit were broadened to assist the University in conducting outreach programs with students from a wide range of target groups, such as rural and remote students, students from diverse cultural backgrounds and those who are the first in their family to attend University.

Activities and programs in 2008 included:
- continuing the UQ-Link program to support people from low income backgrounds with access to, and success at, the University. The UQ-Link program offers special entry admissions, access to UQ-Link Residential Scholarships or Equity Scholarships and transition support;
- strengthening ties with The Smith Family to better reach families from low-income backgrounds in south-east Queensland;
- establishing the BOOST program to assist rural and remote students new to UQ by providing guaranteed housing near the campus and associate membership to a residential college for social and academic support;
- extending the Jump Start Academic Preparation Program to all students on the Gatton campus, which has a high proportion of equity students;
- developing links with UQ-Link Alumni to provide mentors and support networks for existing UQ-Linkers; and
- establishing a pilot Tertiary Awareness and Transition Program on Ipswich and Gatton campuses with a school from each area. The program will target students from low income, culturally and linguistically diverse and/or rural and remote backgrounds.

Support for students with disabilities
In 2008, significant improvements were made to UQ’s disability program. They included:
- revising and implementing the University’s Disability Action Plan;
- implementing sections of the Disability Management System and trialing remaining sections with a view to full operation by 2009;
- contextualised outreach training to the academic community to enhance awareness and understanding of processes in disability support;
- seminars to assist students in the transition from study to employment;
- further enhancement of existing multipurpose and assistive technology spaces designed to cater for a greater range of needs and enhance the learning experiences of students with disabilities;
- continued refinement of participation assistance and peer note-taking programs that reflect greater use of communication technologies and more efficient recruitment processes; and
- developing guidelines for more equitable and accountable processes for providing academic adjustments.

Countering socio-economic setbacks
In 2008, the University, through UQ-Link, continued to offer special entry admissions, access to equity scholarships and specialised support across UQ’s three campuses to students from low socio-economic backgrounds.

UQ-Linkers receive specialised academic and other support through Student Services to assist their transition as first-year students and continued success at UQ.

Equity support services in 2008 included:
- developing student awareness-raising material aimed at improving the quality of student participation and experience on campus;
- a highly successful poster session run during Diversity Week to showcase various research, outreach and teaching and learning projects and facilitate sharing of experience; and
- the role of Manager, Student Equity, (previously Manager, UQ-Link) was expanded to provide advice and support and, through working collaboratively with faculties, enhance UQ’s outreach activities. The position is still responsible for the UQ-Link program and will continue to work within communities to raise aspirations toward higher education.

The Student Services directorate includes the following services:

Learning Hub
Within the hub, there are three teams that work collaboratively to facilitate optimum learning outcomes for students during their studies.

- Learning and Transition
  During 2008, the curriculum of the introductory academic programs and generic workshops was overhauled and increased. There is now a dedicated calendar of workshops across the 13-week semester to address differences in student readiness to learn, providing a host of academic study skills, such as writing, reading, studying, exam prep and time management. The workshops are available to all students and integrated into learning agreements across most faculties as part of an intervention plan for warned and/or excluded students.

- International Student Support
  The early 2008 launch of the international student handbook website increased the inclusive approach to support by providing enhanced online services for international students during their studies in Australia and enabling them to access information and guidance from anywhere in the world. Several international sessions evolved to become more faculty-embedded programs, allowing content and information to be tailored to more effectively target student needs.

- Disability Services
  New guidelines for special consideration documentation requirements were implemented to provide more consistent and equitable adjustments for students requiring academic adjustments. Large components of the Disability Management System (DMS) were implemented with full operation set for 2009. The system has seen increased facilitation of administration processes to support students with disabilities.

Careers and graduate employment
The unit continues to elicit repeat requests from academic areas, employers and residential colleges for the services offered. They include:
- career plan consultations, which provide information on careers, industry, vacation work, graduate work, volunteer work and internships;
- career development learning workshops;
- career development seminars, with interaction from employers and professional associations; and
- an online job board, UQ Careerhub, with a wide variety of information on careers, industry links, career FAQs, professional vacation work, graduate work, volunteer work, internships, employer seminars and events, and graduate employment vacancies from more than 3000 employers.
Accommodation assistance

Accommodation Services provides housing assistance through University properties and agreements with private housing providers. It also provides tenancy education, an online service to advertise vacant properties and rooms suitable for student accommodation and an online service for international students to arrange temporary accommodation and airport pick-up before they leave their home country.

In 2008, the service began a review of the housing portfolio at St Lucia with a view to providing a more targeted response to the housing needs of students whose circumstances mean they would have a decreased probability of finding and sustaining other housing options.

Counselling

In 2008, counselling staff continued to work with students to deal with issues affecting their studies. They are predominantly depression, anxiety and transition. About 33 percent of students attending counselling sessions did so when thinking of dropping out of University and 76 percent of those reported counselling was important to them in deciding to remain at UQ.

Relationships with University colleges were enhanced to facilitate cooperation in developing environments protective of mental health. Programs were piloted with interested schools to provide workshops on mental health issues. Street theatre and mini workshops performed by student volunteers were piloted at various locations around the campus and were well received.

Multi-Faith Chaplaincy

The UQ Multi-Faith Chaplaincy consists of a team of chaplains from various faiths who provide students and staff with support and advice on religious issues. The chaplains run activities within the chaplaincy precincts and contribute to activities on campus, such as O-Week and Market Day. They conduct services throughout the year, such as the combined Anglican/Catholic ecumenical service and a thanksgiving service commemorating individuals who donate their bodies to the University for research and teaching purposes.

Health Services

www.uq.edu.au/healthservice

In 2008, the Health Service provided 57,093 face-to-face consultations at St Lucia, Gatton and Ipswich campuses. Of those, 47,357 occurred on the St Lucia campus, compared to 40,990 in 2007. There were 7044 consultations at Gatton and 2692 at Ipswich, compared with 7607 and 2546 respectively in 2007. International students and their dependents represented 26 percent of all consultations on the St Lucia campus.

Demand on the Health Service was high in 2008 because more students wanted to access the bulk-billing medical practice and the continuing government-sponsored (free to Australian women from 12 to 26 years of age) cervical cancer vaccine program (Gardasil). Increasing mental health literacy among students and the availability of Medicare-funded psychological services, obtainable via referral from general practitioners, increased the number of people seeking assistance for mental health issues.

Highlights for 2008 included:

- refurbishing the St Lucia branch to increase the number of consulting rooms to improve the service’s ability to meet demand and to improve efficiency;
- investigating establishing an online health promotion and intervention site for use by students. The initial step, which is in progress, is to provide an interactive, online tool that will help reduce the level of damaging alcohol consumption among students; and
- the Gatton campus achieved accreditation again in 2008 in the triennial accreditation process conducted by Australian General Practice Accreditation Ltd to help ensure the quality of the service.
Our teaching

Evaluating up nationally

The Graduate Management Association of Australia (GMAA) again awarded UQ Business School’s MBA program the highest rating of five stars. GMAA is the nationally recognised professional association for graduates of MBA, DBA and other postgraduate business management qualifications in Australia.

UQ Business School was the only Queensland business school included in the Economist Intelligence Unit’s Which MBA? Asian regional rankings in 2008. Which MBA? lists the top 100 full-time MBA programs in the world, and is now in its seventh year.

Assessing ourselves

In 2008, the Teaching and Educational Development Institute (TEDI) continued to work on ways to better harness student survey data to inform improvements in practice. This included providing electronic reports of the iCEVAL and UQSES data.

A series of online survey tools has been trialled and is now available on request for academics wishing to survey students for standard surveys and evidence-based learning.

TEDI’s Evaluation Services Unit processed and reported more than 136,000 student feedback responses in 2007 to evaluate the quality of teaching and learning at UQ.

A further 4096 student surveys were processed in 2008. Of those, 1728 were institutional course evaluation surveys (ICEVALS) and 2368 were teaching evaluation surveys (TEVALS). The importance of evaluating teaching effectiveness is highlighted across several TEDI programs, such as workshops for sessional teachers convened on behalf of faculties and support for the tutor training program.

TEDI now offers academics support in gathering evidence through a range of strategies beyond standard quality assurance instruments. They include conducting focus groups, curriculum review activities and quantitative and qualitative data analysis. The 2008 staff development program continued to include a wide range of courses on aspects of curriculum design and assessment. Assessment workshops and consultations have been customised to the needs of course coordinators, tutors and program and coursework groups.

Quality teaching

New initiatives

The revision of UQ’s Teaching and Learning Enhancement Plan (TLEP) in 2007 has resulted in a year of significant achievement. It has seen the introduction of new schemes to assist students, including merit scholarships with a total funding of $4.5 million for five years, entry bonus ranks for school leavers who have completed languages other than English and maths C and an initiative to create coordinated summer research internships for undergraduates, which provide students with $3000 scholarships.

UQ’s Teaching and Learning Strategic Grant scheme (funded with $2.5 million of UQ’s Learning and Teaching Performance Fund allocation) continued in 2008 with $1.1 million allocated. The scheme is designed to support projects that promote excellence and innovation in teaching and learning. The two rounds have led to funding for 65 small and 13 large projects. The large projects require leverage funding to be contributed from internal or external sources. The scheme provides funding across all levels of the University to reinvigorate teaching practice and renew curricula. Funded projects span those that are intended to impact at the course, program, school, faculty and institutional level.

The Centre for Educational Innovation and Technology (CEIT) was established in 2008 with the appointment of the inaugural Director, Professor Phil Long. Through its role in the experimental and incubation stages of the innovation cycle, CEIT will work with TEDI, the faculties and Information Technology Services to strengthen the support provided for academic staff to work with emerging technologies. CEIT will initiate an Educational Innovation Faculty Fellows program, with the intent to encourage fellows to implement, at the end of their fellowship, substantive changes in at least one course they teach. The program is modelled after the Carnegie Academy of Scholarly Teaching and Learning fellowships.

Australian Learning and Teaching Council (formerly the Carrick Institute)

UQ continued its success in being recognised for having Australia’s best teachers, adding two more national teaching awards. The result brings the University’s national teaching awards and citations to 53, and cements UQ’s record of winning more national awards for teaching than any other Australian university since the national awards began in 1997.

UQ awards and grants included:

− five winners, including one group award, of Australian Learning and Teaching Council Citations for Outstanding Contributions to Student Learning; and
− three grants in the Priority Project Program, valued at $220,000.

Adjunct staff

UQ appointed 55 new adjunct professors in 2008, resulting in a total of 238 adjunct professors at the end of the year. UQ made 51 new appointments to the position of honorary professor, giving a total of 272 honorary professors by the end of 2008.

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Australian Learning and Teaching Council for Teaching Excellence Awards
- Dr Marie-Louise Dick, School of Medicine
- Category: Work Integrated Learning
- Dr Lisa Nissen, School of Pharmacy
- Category: Early Career

Grants
- Dr Craig Engstrom, School of Human Movement Studies
- Associate Professor Nancy Pachana, Dr Kate Solonoff and Dr Mia O’Brien, School of Psychology
- Associate Professor Julie Duck, Associate Dean (Teaching and Learning), Professor Susan Hamilton, Professor Sarah Derrington, Professor Merrilyn Goos, Associate Professor Peter Sutton, Dr Glen Coleman, Ms Maureen Bowen and Mr Keith Webster, Faculty of Social and Behavioural Sciences

Citations for Outstanding Contributions to Student Learning
- Dr Mehmet Kizil, School of Engineering
- Dr David Jenkins, School of Human Movement Studies
- Dr Clair Hughes, Teaching and Educational Development Institute
- Dr John Steen, School of Business
- Team nomination, Associate Professor Sylvia Rodger, Dr Gail Woodyatt, Dr Julie Marinac, Dr Pauline Watter and Associate Professor Jenny Ziviani, School of Health and Rehabilitation Services

TEDI: teaching our teachers
TEDI provides support services and staff development to enhance teaching, learning and other aspects of educational development at UQ. TEDI comprises four units that serve the following functions:

- Staff Development – administering the university’s staff development program;
- Higher Education Research and Scholarship (HERS) – providing academic development and support to enhance teaching scholarship and evidence-based teaching practice;
- Evaluation Services – gathering, interpreting and responding to feedback from students, staff and the community on teaching, programs, courses and other aspects of the UQ learning environment; and
- Educational Resources – working with UQ and external clients to design and develop educational resources in print and digital media.

In 2008, TEDI focused on its contribution to the strategic development of policy and innovation in teaching and learning, and more closely aligned its priorities with TLEP. The process involved appointing a new academic director of TEDI, Professor Merrilyn Goos, refocussing and reorganising the Educational Resources Unit, strengthening the HERS unit, and mapping TLEP sub-goals onto the functions of TEDI.

Strategies introduced in 2008 included:
- establishing a HERS/associate dean (academic) link within each faculty and development of joint projects designed to meet faculty goals in teaching and learning;
- formatting multi-functional teams across faculties and central units to initiate, implement and evaluate teaching and learning initiatives across UQ; and
- engaging with, and capability building of, staff across the University in competitively funded teaching and learning projects of strategic significance to the University and the higher education sector.

TEDI offers a range of courses in the teaching and learning area that are under constant review. Changes in 2008 included:
- new offerings in blended teaching and learning, leadership in teaching and learning and evidence-based teaching practice;
- expanding offerings to engage and support staff in their efforts to internationalise the curriculum and respond effectively to culturally diverse students’ needs; and
- revised offerings in the scholarship of teaching and learning to strengthen the support provided to teaching focused staff.

Between 2006 and 2008, the new-to-teaching program underwent a staged process of curriculum renewal and benchmarking with similar programs offered by other Go8 universities. The program now comprises a semester-long suite of modules and engages participants in a structured action-learning investigation within their disciplinary settings.

Focus on teaching standards
In 2008, UQ introduced the Curriculum and Teaching Quality Appraisal (CTQA) policy. The process supplements the regular academic program and school reviews by encouraging a focus on improvements that can be made to teaching and learning practice. The annual CTQA process requires schools to monitor and review the overall quality of their teaching programs, with specific attention being given to relevant internal benchmarks, specified expectations and Go8 benchmarks.

CTQA involves focused reviews of data on student demand, retention, success, satisfaction (among current students and graduates) and graduate destinations. As part of the CTQA process, schools are required to:
- summarise the outcomes of their review of their programs on the core teaching and learning indicators;
- identify the strengths of their teaching programs;
- identify areas for improvement;

Dr Marie-Louise Dick, an inspirational and innovative teacher in the School of Medicine, won a 2008 Australian Learning and Teaching Council Award for Teaching Excellence.
Bachelor of Biomedical Science students Nicholas Butt (left) and Charmaine Chew take tissue samples. Students of the new Bachelor of Biomedical Science gathered on campus for an introductory day of experimental science activities early in March 2008. They were the first to use the new world-class Science Learning Centre in St Lucia’s Priestley Building.

- outline the proposed strategies and timeline to address the identified areas for improvement;
- describe any other proposed teaching and learning initiatives; and
- report on any new program(s) or sequence(s) of study introduced in the past two years.

**Academic Program Review (APR)**

A major revision of the curriculum review process was approved in 2008. Every undergraduate program, every major or field of study in a large, generalist degree and every postgraduate coursework program will be subject to an APR every five years, with major generalist degrees being reviewed every seven years. In all cases, student and external input into the review process will be necessary. External membership of the review panel will be required for all undergraduate degree programs not subject to external accreditation.

The APR process comprises a comprehensive review of the quality, structure, distinctiveness and viability of the program. As part of the process, consideration will be given to the quality of assessment, curriculum design and content, graduate attributes, internationalisation and governance. Overall trends in student demand, retention, success, satisfaction and graduate destinations will also be reviewed.

An initial five-year schedule has been requested from associate deans by the DVC (Teaching and Learning), with annual updates and summaries of the outcomes of the previous year’s reviews, including any implementation plans, required early in each calendar year. Summaries of the major themes emerging from the APRs will be prepared, on an annual basis, for the Teaching and Learning Committee and reported to the Academic Board.

**Review of large, generalist degrees**

The majors or fields of study that make up UQ’s two major generalist degrees, the BA and the BSc, are reviewed annually at the school level (through the CTQA process) and will be subject to APRs every five years. A more comprehensive approach is necessary to ensure a regular holistic review of these multidisciplinary programs is undertaken. This is achieved through the requirement that these programs be comprehensively reviewed every seven years. As with the school reviews, national and international benchmarking is required in the septennial reviews of the BA and BSc. The members of the review team are primarily external with an external member as chair.

**Recognition of teaching excellence**

The high quality of teaching at UQ is well known throughout Australia. In addition to Australian Learning and Teaching Council Awards, UQ teachers, schools and faculties received the following recognitions in 2008:

- a UQ-QUT-Griffith Language Consortium project successfully secured a national $2.27m Diversity Fund grant, which will see the School of Languages and Comparative Cultural Studies become the major provider of languages other than English in the Brisbane region;
- Dr Helen Farley, a lecturer from the School of History, Philosophy, Religion and Classics, constructed a Studies in Religion Island in Second Life with funding provided by a UQ Strategic Learning Grant; and
- in November 2008, UQ teamed up with Moscow State University (MSU) to overcome language barriers and oceans through web videoconferencing. The collaboration involved UQ Professor of Applied Language Studies Roly Sussex, who presented a lecture via the web to the Australian Studies Group at MSU.

**Infrastructure**

**UQ Library**

In 2008, the Library continued to enrich teaching, learning and research through the work of specialist librarians, an outstanding collection, providing a range of learning spaces, and an array of tools and services that underpin e-learning and e-research.

Liaison librarians fostered information literacy among students, providing assistance, training, and access to course materials. Help was available in person and via email, online chat and telephone. New technologies, including blogs, RSS feeds and Blackboard tools, were used to communicate with clients.

Training continued to be a priority. Librarians delivered about 2600 information skills classes to more than 45,000 attendees. The Ask IT computer help and training service delivered about 200 training sessions to more than 2000 students. The training program complemented the help desk service.

Delivery of research skills training was provided face-to-face to almost 400 researchers and postgraduate students and complemented by Researchers and Postgraduates Information Discovery (RAPID), an online version delivered through Blackboard. Training was linked to UQ graduate attributes and its teaching programs.

**Activities**

The Library participated in UQ activities including Orientation Week, Research Week and Teaching and Learning Week. It also participated in Open Days. The Library was highly commended in the 2008 Vice-Chancellor’s Equity and Diversity Awards.

The Library ran a competition for current students, inviting them to create a short video for orientation and promotion. It presented the Library Excellence Award to three undergraduate students who demonstrated excellence in using the Library to enhance their studies.
UQ alumnus and Wotif.com co-founder Graeme Wood.

UQ alumnus and Wotif.com co-founder Graeme Wood was the 2008 Queenslander of the Year. Mr Wood was presented with his award by Premier Anna Bligh at a ceremony at Parliament House in June. Mr Wood and Wotif.com co-founder Andrew Brice have established the University of Queensland Endowment Fund, which supports academic initiatives such as scholarships and research programs.

Student achievers

Student achievers in 2008 included:

- Music Therapy Masters graduate Alissa Phillips was made UQ Young Alumnus of the Year for her work for YoungCare and at the Glenleighden school for children with speech language impairments. She devised a program to teach social skills to young people with intellectual impairments and autism;
- Rosalind Hoyte, an Arts/Science student, was awarded an Australia China Business Council (ACBC) Queensland Branch inaugural Tom Burns Scholarship. The travel scholarship program is an ACBC initiative to encourage young university students to learn the Chinese language and explore opportunities for business engagement with China;
- UQ Arts/Law graduate Caitlin Goss won the 2008 Rhodes Scholarship. Ms Goss is the fourth consecutive UQ Arts/Law graduate to win the Rhodes Scholarship; and
- EMSAH Creative Writing graduate and prominent poet Jaya Savige was awarded a 2008 Gates Cambridge Scholarship for his leadership potential and sustained academic achievement in the literary arts. Mr Savage, one of six Australians to receive the scholarship among the 100 scholar intake for 2008, will start a PhD in English in April 2009.

Other IT initiatives included:

- Scholarships: In 2008 QTAC took over responsibility for managing the equity scholarship (including Commonwealth Scholarships) application process for all Queensland tertiary institutions. Students can now apply for an equity scholarship using an online form available through QTAC’s website and receive notification of the outcome at the same time as the release of tertiary offers. The new process reduced the manual processing required and led to an increase in applicant numbers; and
- SI-net: The project to rebuild UQ’s programs and courses database as a module of SI-net began in July 2008. The project entails substantial changes to the present system and inclusion of several new enhancements. The project is expected to be completed in early 2009.

The Library continued to elicit feedback from users and benchmark its performance against other libraries. In 2008, it conducted its biennial staff satisfaction survey using the InSync Survey and, for the first time, the LibQual+ client survey, developed by the Association of Research Libraries, used by libraries in the UK and Europe and the US.

In 2008, the Library was visited by more than three million people (2.1 percent more than in 2007) across 14 branches. The Library recorded more than 117 million online requests for web pages. It developed virtual tours to assist clients with orientation to the branches.

The Library launched an Innovation Lab to work on projects to enhance the student experience and provide opportunities for collaboration with research groups from all over the University. Teams worked on developing content suitable for podcasting and the deployment of web content management systems.

IT advances

New initiatives to enhance use of information and communications technology for teaching and learning included:

- developing an enrolment link with QTAC to facilitate a smooth transition from application to enrolment, including provision of just-in-time information online;
- developing an enrolment website to provide online access to current enrolment-related information;
- Admissions created a website to provide round-the-clock access to advice and information leaflets for prospective students;
- student documents can now be scanned to student files on submission to the student centre; this has been rolled out for special examination applications and Academic Progression documents. This improves accountability and speeds the response time on decisions for students;
- UQ’s hard-copy orientation guide was phased out in 2008, with a small flyer directing students to the website. The website was reviewed, making searches and the orientation planner more intuitive for students. They can search by program and compulsory courses that appear on their planners are customised to their needs;
- online delivery of usernames and passwords was rolled out to domestic postgraduate coursework students; and
- RightNow was chosen as vendor for the University’s Customer Relations Management system, with FAQs being drafted. User acceptance testing occurred in December for implementation in early 2009.
Winners of the UQ Teaching and Learning Excellence Awards

Awards for Excellence in Teaching
- Associate Professor David Carrington, School of Information Technology and Electrical Engineering
- Dr Joseph Grotowski, School of Physical Sciences
- Dr Lydia Kavanagh, School of Engineering
- Dr Louise McCuaig, School of Human Movement Studies
- Dr Jane Stadler, School of English, Media Studies and Art History

Awards for the Enhancement of Student Learning
- Project Team: Associate Professor Leonie Callaway, Dr Jennifer Schafer, Patricia Rego, Associate Professor Ray Peterson, Professor David Wilkinson, School of Medicine
- Project Team: Dr Andrew Hindmoor, Professor Stephen Bell, Dr Richard Devetak, Dr Marianne Hanson, Cara Herington, Claire Pernery, Professor Emeritus Roger Scott, Dr Rae Wear, School of Political Science and International Studies
- Project Leader: Dr Bronwen Cribb, Centre for Microscopy and Microanalysis

Commendations for Excellence in Teaching
- Dr Andrew Fairbairn, School of Social Sciences
- Dr Katie Makar, School of Education
- Dr Greg Marston, School of Social Work and Human Services
- Dr Margaret Wegener, School of Physical Sciences

Winners of the 2008 Teaching and Learning Awards are pictured with (bottom row, from left) Professor Deborah Terry, Deputy Vice-Chancellor (Teaching and Learning), guest speaker Dr Mary Taylor Huber, award winner Dr Jennifer Schafer and Vice-Chancellor Professor Paul Greenfield. Dr Taylor Huber is a Senior Scholar from The Carnegie Foundation for the Advancement of Teaching, in Stanford, USA.
Sporting achievements

UQ encourages students to balance scholarship with leisure and make full use of its extensive cultural and sporting resources in their pursuit of excellence.

Sam Conrad was UQ Sportsman of the Year in 2008. He was a member of the Men’s 8 Australian team at the Beijing Olympic Games, which took fourth place. He won gold at the World Cup Regatta in Munich in June as part of the Men’s 8 Australian team, was ranked first sweep rower at the national selections in February and won silver in the Men’s 4 at the nationals in March.

Swimmer Melanie Schlanger was Sportswoman of the Year. In 2008, she was a gold medallist at the Beijing Olympic Games in the 4 x 200m freestyle relay and took bronze the 4 x 100 freestyle relay, achieving a personal best time of 53.8 seconds.

2008 UQ Olympic medallists:
- Leith Brodie – swimming, 4 x 100m relay (bronze), 4 x 200m relay (bronze);
- Suzie Fraser – water polo (bronze);
- Tanya Harding – softball (bronze);
- Amy Hetzel – water polo (bronze);
- Emma Moffatt – triathlon (bronze); and
- Melanie Schlanger – swimming, 4 x 100m relay (bronze), 4 x 200m relay (gold).

Club Coach of the Year was UQ Boat Club rower Lincoln Handley. He was Australian crew coach of the Men’s U23 4X Australia at the U23 World Championships in July, where the team ranked fifth. As head coach of UQ Boat Club, he oversaw seven athletes selected for the Australian team for the Beijing Olympics and a haul of nine gold, six silver and six bronze medals for UQ Boat Club at the National Championships.
RESEARCH AND RESEARCH TRAINING
The University strives to achieve excellence in research and scholarship and to make a significant contribution to intellectual, cultural, social and economic life at a state, national and international level.

Objectives
- to achieve international distinction in strategically prioritised areas of research;
- to expand UQ’s role in research and research training activities;
- to develop major research collaborations with government agencies, industry and the international community;
- to increase research funding from state, national and international sources;
- to enhance the University’s role as one of Australia’s major providers of research training; and
- to promote the importance and benefits of research to the wider community and champion the leadership role.

World-class facilities
With seven faculties and six research institutes, the University maintains a portfolio of world-class research infrastructure to attract and retain the very best researchers.

State-of-the-art infrastructure is based within dedicated research centres, thereby ensuring all researchers in UQ’s schools and institutes have access to the latest world-class technologies. This approach is a major contributor to building interaction and synergies among researchers based in schools and research institutes.

The University continued to develop its range of research facilities throughout 2008.

Centre for Advanced Animal Science
The new Centre for Advanced Animal Science (CAAS) at UQ Gatton, funded through Queensland Government and University sources, boasts world-class research facilities in the areas of animal growth, adaptation, welfare, health and vaccines. The $33 million CAAS opened in September and provides biosecurity containment rooms for disease and vaccine research, grouped and individual animal pens for nutrition trials, a feed processing shed and cattle handling yards.

CAAS researchers from UQ and the Queensland Department of Primary Industries & Fisheries will investigate ways to reduce greenhouse emissions in livestock, ensure greater beef supply through a tick vaccine and help develop improved biosecurity measures.

UQ Centre for Clinical Research
The $66 million UQ Centre for Clinical Research (UQCCR), next to the Royal Brisbane & Women’s Hospital, was completed and occupied in May. The UQCCR houses up to 350 researchers focusing on clinical trials, diagnosis of breast and prostate cancers, diagnosis and treatment of brain disorders and therapies for tissue inflammation and injuries.

The 8000sqm building has an outpatient facility for up to 500 patients a day and five floors of laboratories. It benefits from being co-located near the Queensland Institute of Medical Research and the Royal Children’s Hospital.

The new facility was funded by the Atlantic Philanthropies, the Queensland Government and UQ.
Centre for Organic Photonics and Electronics

A new $7 million Centre for OrganicPhotonics and Electronics (COPE) opened at UQ St Lucia in November. COPE, the first facility of its kind in Queensland, brings together almost 40 scientists from the disciplines of chemistry and physics. One of its aims is to develop cheaper materials, energy sources and manufacturing processes with consequent reductions in energy use and greenhouse emissions.

Diamantina Institute

UQ’s Diamantina Institute for Cancer, Immunology and Metabolic Medicine was officially opened in April at Brisbane’s Princess Alexandra Hospital. The institute has about 200 researchers and students in 11 research teams working in cancer cell biology, immunology and metabolic medicine, covering a range of hormone-related disorders, such as diabetes.

Centre for Mothers and Babies

The Queensland Government announced in December that it had chosen UQ researchers to lead a planned new centre of excellence, the Queensland Centre for Mothers and Babies. Research undertaken at the centre will form the basis of advice to the government on how to improve maternity services and care choices across the state. It will also provide up-to-date information and resources for mothers, babies and care givers.

Centre for Educational Innovation and Technology

The new Centre for Educational Innovation and Technology (CEIT) opened in November at UQ St Lucia, positioning the University at the forefront of research into online teaching and learning technologies. CEIT plans to have a core staff of five to seven full-time researchers and academics. Its inaugural director, Professor Phil Long, formerly of the Massachusetts Institute of Technology, has particular expertise in research and development of open source technologies and in restructuring delivery of support services for academic staff.

UQ Library

In 2008 the UQ Library continued to develop collections to support established and emerging research fields. The Library played a leading role in defining, creating and managing the University’s e-research infrastructure. The institutional digital repository UQ eSpace, developed and maintained by the Library, was launched officially in March by Vice-Chancellor Professor Paul Greenfield. During Research Week, the Library presented the open access seminar Make Your Mark in the e-Research World. It included presentations on open access by the University Librarian and Director of Learning Services Keith Webster and the Vice-President of Science, Science Commons, John Wilbanks. Webcasts of the talks were made available from a new Library web page about open access, developed for scholars and researchers.

AMPAM

A $15 million grant from the Queensland Government’s Smart State Innovation Building Fund helped kickstart development of the proposed Queensland Centre for Advanced Materials Processing and Manufacturing (AMPAM) at St Lucia. The planned $40 million centre, scheduled to open in 2011, will pioneer development of advanced materials and manufacturing processes for products as diverse as space rockets and heart stents. AMPAM has been designed to consolidate Australia’s best materials-processing research by combining scientists and engineers from UQ, the Australian Research Council Centre of Excellence for Design in Light Metals, the Defence Materials Technology Centre, and three co-operative research centres, the CAST CRC, the CRC for Advanced Composite Structures and the Polymers CRC.

Centre of excellence for Behaviour Support

Australia’s first Centre of Excellence for Behaviour Support, based at UQ Ipswich, opened in November. The centre will focus on research, training, professional development and workforce development for the disability services sector. Centre staff will work to build best-practice models of care that support people with intellectual or cognitive disabilities or challenging behaviours.
Research funding

UQ received $244 million in total research income in 2007, the most recent year for which figures are available. Research income has continued to grow in the past five years, with the 2007 result 13 per cent higher than the $215 million reported in 2006.

The University has increased its research income by more than 63 percent in the five years since 2003 ($155 million).

UQ continued to receive significant Federal Government research funding through bodies such as the ARC, the NHMRC and other departments and agencies. It also continued to secure invaluable financial support from the Queensland Government through various Smart State programs.

UO’s success in attracting research funding from governments, private industry and benefactors is acknowledgement that they share the University’s vision that excellence in research underpins excellence in teaching.

CRC funding

The University continues to perform well in its acquisition of Co-operative Research Centre funding, exceeding the national success rates of all other universities. The federally run CRC program provides funding to build critical mass in research ventures between end-users and researchers that tackle clearly articulated, major challenges for end-users. CRCs pursue solutions that are innovative, high impact and capable of being effectively deployed by the end-users.

ARC funding

UQ secured significant funding for new and ongoing research under ARC programs.

In the two rounds of ARC Linkage Projects grants awarded in 2008, UQ received a total of $15.02 million for 40 projects. That was 11 percent of the total funding awarded.

The ARC Linkage Projects scheme aims to develop long-term strategic research alliances between universities and industry, and businesses and community organisations.

Some projects to receive ARC Linkage funds included:

- $1.17 million for work in the School of Land, Crop and Food Sciences to investigate ways of improving starch and sugar extraction from sorghum for use as a biofuel;
- $540,000 for a project in the School of Human Movement Studies to ensure the validity and efficacy of simulator training designed to prepare plant personnel to respond to construction site hazards;
- $1 million for ABIN to work with Intel Corporation to develop a process for significantly reducing pattern defectiveness in integrated circuit manufacture;
- $475,000 for the ARC Centre of Excellence for Functional Nanomaterials for a project aimed at developing an integrated system for hydrogen-assisted electricity production using solar energy;
- $425,000 for a project in the School of Integrative Biology to determine the reforestation approach that maximises the native biodiversity found in rainforest regrowth, while profiting from the carbon market;
- $480,000 for the School of Physical Sciences to support work focused on the adaptation of coastal marine environments to climate impacts by studying the relationship between nutrient cycling and planthoppers;
- $674,345 for IMB to develop solar-powered bioreactor systems using microalgae to produce oil and hydrogen from sea water and carbon-dioxide;
- $390,000 for a project in the School of Information Technology and Electrical Engineering to develop a new approach to air traffic management to deliver significantly reduced environmental impact and system-wide efficiencies; and
- $318,674 for the School of Economics to study the impacts of different carbon abatement policies.

Mineral Characterisation Research Facility

Construction started during the year on a $7 million Mineral Characterisation Research Facility (MCRF) that will help develop new mineral processing technologies to increase the state’s metal production and cut electricity use in the mining sector. The facility is being established at the site of UO’s experimental mine in the Brisbane suburb of Indooroopilly, already home to the Julius Kruttschnitt Mineral Research Centre (JKMRC). The new three-storey MCRF will house research laboratories and office space for students and mining partners. The Queensland Government is contributing $6.1 million towards building costs with UQ providing $900,000.

Construction is expected to be completed in mid-2009. Commercial mining partners Xstrata Technology, Rio Tinto, BHP Billiton, Anglo Platinum, JKTech, Cytec Industries Inc and Metso Corporation together are contributing about $10 million for research projects.

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$357.2 million was distributed to more than biomedical, public health and health small teams of researchers undertaking the main avenue of support for individuals and the project grants scheme is NHMRC’s – –– totalling $67.2 million, included:

- The 92 grants and fellowships to UQ, institution. [image]

The funded projects span areas as diverse as music education, patent law, water recycling, robotics, database management, drug design, neurodegenerative processes and preventing genocide. Other projects to receive funding will investigate worker wellbeing, cancer prevention, marine systems, organic solar cells, hydrogen storage, clean coal technology and clean fuels. UQ gained one of the 14 ARC Federation Fellowships awarded in 2008. Professor Max Lu, director of the ARC Centre of Excellence for Functional Nanomaterials, will use the grant to support his work in the field of nanotechnology. UQ topped the country in funding for ARC Linkage International Fellowships, receiving more than 20 percent of the funding awarded nationally. The scheme aims to build collaborations among researchers, research teams and/or research centres of excellence in Australia and overseas.

NHMRC funding

The NHMRC operates the premier grant scheme for Australian health and medical research. In 2008, UQ again secured more than half the available grants and funds for Queensland institutions in NHMRC allocations for 2009, reaffirming its reputation as the state’s leading research institution.

The 92 grants and fellowships to UQ, totaling $67.2 million, included:

- 61 project grants – $31.5 million;
- two program grants – $12.1 million;
- one equipment grant – $717,032;
- 12 strategic grants – $10.6 million;
- one development grant – $203,000;
- two Australia Fellowships – $8 million;
- four Research Fellowships and one Practitioner Fellowship – $602,000; and
- nine Career Development Awards – $3.4 million.

The project grants scheme is NHMRC’s main avenue of support for individuals and small teams of researchers undertaking biomedical, public health and health services research. In 2008, a total of $357.2 million was distributed to more than 50 Australian universities and institutes.

While the total project grant funding made available by the NHMRC rose six percent from the previous year, UQ increased its share by 15 percent.

UQ was awarded 61 NHMRC project grants, worth a total of more than $31.5 million, placing it fourth on the list of grant recipients. The University of Sydney received the largest allocation of project grants (94 grants worth $52 million), followed by the University of Melbourne (94 grants, $48 million) and Monash University (62 grants, $32 million). UQ had the highest success rate of these universities, with 32 percent of its applications approved for funding.

NHMRC program grants aim to provide support for teams of high-calibre researchers to pursue broadly based collaborative research activities. Professor Thomas Marwick received $4,568,853 to determine the feasibility of a coordinated health-care team approach to the treatment of cardiovascular disorders.

Dr Perry Bartlett’s QBI group will use a $7.63 million grant to develop innovative approaches such as advanced imaging and cell-sorting to determine how new neurons are generated, how they travel to different parts of the brain and how they integrate into the existing brain.

Two UQ scientists were awarded prestigious NHMRC Australia Fellowships valued at a total of $8 million over five years. Professor Wayne Hall, of UQ’s School of Population Health, will use his funding to establish a world-class research program focusing on ethical implications of new treatments for drug use and addiction that are emerging from genetics and neuroscience. Professor Rob Parton, from IMB, will investigate a microscopic vehicle to deliver treatments directly into cells.

UQ research work receiving NHMRC funding for 2009 included:

- $1.8 million in project grant funding to SBMS’s Professor Rodney Minchin to investigate the potential for nanomaterials to have adverse effects on human health and formulate approaches to screen for potential health risks;
- $758,750 in a project grant for research into peptide-based drug delivery of influenza vaccines into the skin;
- a project grant worth $967,750 for investigating how health difficulties during pregnancy, such as high blood pressure, can affect foetal health. The research effort is led by Professor Steve Taylor, from the School of Biomedical Sciences;
- $491,250 awarded to Professor Mark Kendall, from the Australian Institute for Bioengineering and Nanotechnology, to investigate nanopatches for needle-free delivery of influenza vaccines into the skin;
- three project grants totalling more than $1 million for research by Dr Mark Bellgrove, from QBI, into behavioural, genetic and physiological mechanisms of higher cognitive functions, particularly the genetics of attention deficit hyperactivity disorder;
- a five-year Research Fellowship for research into peptide-based drug development by Professor David Craik, from IMB;
- a project grant to School of Pharmacy researcher Dr John Duley to support work on predicting if a patient will suffer serious side effects on fluoroouracil, a common chemotherapy drug; and
- $710,250 to Professor David Fairlie, at IMB, to create and evaluate new drugs for inflammatory diseases and cancers.

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- $491,250 awarded to Professor Mark Kendall, from the Australian Institute for Bioengineering and Nanotechnology, to investigate nanopatches for needle-free delivery of influenza vaccines into the skin;
- three project grants totalling more than $1 million for research by Dr Mark Bellgrove, from QBI, into behavioural, genetic and physiological mechanisms of higher cognitive functions, particularly the genetics of attention deficit hyperactivity disorder;
- a five-year Research Fellowship for research into peptide-based drug development by Professor David Craik, from IMB;
- a project grant to School of Pharmacy researcher Dr John Duley to support work on predicting if a patient will suffer serious side effects on fluoroouracil, a common chemotherapy drug; and
- $710,250 to Professor David Fairlie, at IMB, to create and evaluate new drugs for inflammatory diseases and cancers.
Smart State Fellowships

A UQ researcher who pioneered studies linking climate change projections with the deterioration of coral reefs, Professor Ove Hoegh-Guldberg, was named the 2008 Smart State Premier’s Fellow. Professor Hoegh-Guldberg, Director of UQ’s Centre for Marine Studies and Deputy Director of the Australian Research Council Centre of Excellence for Coral Reef Studies, will use the Fellowship to support research into the Great Barrier Reef. The government’s $1.25 million contribution is matched by UQ, with additional contributions from the Great Barrier Reef Foundation and the Reef and Rainforest Research Centre. The Great Barrier Reef Marine Park Authority is a co-sponsor.

UQ secured other Smart State Fellowships within the Queensland Government’s Smart State Innovation Funding Program. The fellowships support early or mid-career researchers undertaking innovative research. Recipients included:

- Dr Norelle Daly, IMB, $300,000 to help develop new anti-cancer drugs. She and her team will investigate using peptides, the building blocks of proteins, to form the basis of a new generation of cancer therapeutics;
- Dr Phillip Bond, from the Advanced Water Management Centre, $300,000 to research new technology for wastewater treatment. Dr Bond and his team are developing a sludge made up of bacteria which could be cheaper and more efficient than current treatments; and
- Dr Xiaoying Cui, from QBI, $300,000 to help determine if vitamin-D deficiency during pregnancy has an impact on dopamine function in adulthood. Her research is looking for a link between vitamin D, dopamine and schizophrenia.

UQ’s Associate Professor of Paediatrics and Child Health, Professor Anne Chang, was awarded a $300,000 Smart State Queensland Clinical Research Fellowship to support a three-year study aimed at improving the management of childhood cough.

Smart State PhD Scholarships

UQ secured eight of the available 18 Queensland Government Smart State PhD Scholarships announced in 2008 and worth up to $21,000 each. Successful applicants were:

- Robert McLeay to develop modelling software for different genetic regulatory networks as a tool to help biological research and speed development of new drugs to combat disease;
- Carol Kistler to research a new protein and its role in regulating fat in the human body and hormone secretion from the brain, a project that could help develop new ways to tackle obesity and related diseases, such as diabetes;
- Elizabeth Skippington to study the function of proteins and how they work as part of the molecular networks that control the inner workings of living cells;
- Leesa Wockner to develop sophisticated genetic analysis that can be applied to the diagnosis and study of cancer;
- Megan Auld to investigate upper-limb function in children with hemiplegia, a form of cerebral palsy where paralysis affects one side of the body;
- Elizabeth Leddy to investigate the regulation of iron stores in patients with haemochromatosis, a disorder that causes the body to absorb an excessive amount of iron;
- Rebecca Goulter to examine the physiological and chemical properties of food bugs as a means to help food producers modify their equipment and processes to reduce contamination of food products; and
- Marianne Diaz to investigate the effect on muscle and fat metabolism of a protein that switches a gene off and on and helps regulate muscle and fat mass, a project that could help predict the onset of type-2 diabetes and lead to improved prevention strategies.
Equity and diversity

Return to Research Scholarships were awarded to women re-entering an academic or research career. One full-time and two half-time UQ Postdoctoral Fellowships for Women were awarded in 2008 to start in 2009.

Promoting Women Fellowships, designed to increase the number of women in senior academic positions, were awarded to five academics to start in 2009. The fellowships release recipients from teaching and administrative duties for up to one semester to complete a project or undertaking academic work that will assist in strengthening their application for promotion.

Other research support

The Australian Cancer Research Foundation (ACRF) provided $5.7 million to establish two research facilities:

- $2.5 million for IMB to establish the ACRF Biology Imaging Facility allowing researchers to rapidly decipher gene and protein function and interaction within cells; and
- $3.2 million for the Diamantina Institute to establish the ACRF Comprehensive Cancer Genomics Facility, a unique, integrated genetics and genomics facility on the Princess Alexandra Hospital campus to boost and integrate cancer gene discovery, gene characterisation and translation to clinical practice.

The Australian Institute for Nuclear Science and Engineering (AINSE) awarded nearly $300,000 for 10 projects, including the AINSE Research Fellowship to Dr Lizhong He for a project to be based at AIBN and IMB that intersects several disciplines to guide drug design and the development of functionalised biomaterials.

The Cancer Council of Queensland awarded $494,820 to five projects, including:

- a project in UQCCR, led by Professor Frank Gardiner, focused on differentiating prostate cancers that are aggressive and likely to adversely affect patients from those that are not;
- Dr Sarah Roberts-Thomson’s work in the School of Pharmacy is investigating potential drug targets for breast cancer treatment; and
- work by the Diamantina Institute, led by Associate Professor Nigel McMillan, investigating ways of alerting the immune system to the presence of cancer.

Professor Annette Dobson, of the School of Population Health, was awarded $2.6 million in funding for 2009-12 to complete the latest phase of the Australian Longitudinal Study on Women’s Health. The project, funded by the Department of Health and Ageing and undertaken at UQ and the University of Newcastle, began in 1995 and seeks to advance understanding of the factors that enhance or inhibit good health in women.

Three projects were funded by the Diabetes Australia Research Trust, including:

- a project lead by Professor George Muscat, IMB, to investigate the role of a hormone receptor, known as RORalpha, in regulating glucose tolerance and insulin signalling;
- work by Associate Professor Jon Whitehead, Diamantina Institute, into a novel way to improve insulin sensitivity; and
- a study by Dr Karen Moritz, School of Biomedical Sciences, examining whether moderate prenatal alcohol exposure causes metabolic disease.

Bequest drives QBI research

A bequest from a self-made millionaire who lost his life to motor neurone disease funded a new research laboratory, officially opened in March at QBI. Peter Goodenough, who died in Cairns in 2004 aged 69, willed more than $6 million to QBI to help find a cure for the disease, which causes muscle wasting and the loss of nerve cells that control speech, swallowing and respiration.

Born in the UK, Mr Goodenough developed a major civil engineering contracting company with extensive interests in Papua New Guinea (PNG). The Peter Goodenough and Wantoks Research Laboratory at QBI houses the Molecular Genetics of Human Disease team led by Dr Robyn Wallace. Wantoks is PNG pidgin English for close friends or relatives, a reference to Mr Goodenough’s three pet dogs and “best mates” that he wanted recognised.

The inaugural Peter Goodenough Lecture was delivered in July by eminent scientist and former Australian of the Year, Sir Gustav Nossal. The Goodenough bequest also provides three fully funded scholarships for PNG students studying engineering, law and neuroscience.
two projects at the Diamantina Institute. The first, led by Dr Louise Hutley, will investigate regulating human fat cell development as a treatment for obesity. The second, led by Associate Professor Jon Whitehead, will investigate new ways to improve cardiovascular function by modulating hormones.

IMB Associate Professor Alpha Yap and three international collaborators were awarded a grant worth US$450,000 a year over three years from the French-based international Human Frontier Science Program. Dr Yap will join his collaborators, Dr Anna Akhmanova, from the Netherlands, Dr Nicholas Brown, from the UK, and Assistant Professor Ivan Maly, from the USA, in a project investigating cell-to-cell interactions.

A donation of books and journals by Springer Science+Business Media was announced to help re-establish UQ’s Heron Island Research Station following the March 2007 fire. Springer has supported restocking the station’s library by donating 26 volumes of the journal Coral Reefs and a selection of Springer books.

UQ Endowment Fund

The UQ Endowment Fund was launched in February, kickstarted by donations from two alumni, Graeme Wood and Andrew Brice, co-founders of online accommodation website www.wotif.com, committed $8 million of Wotif.com shares to the fund. Mr Brice pledged a further two million shares over the next two years and Mr Wood agreed to contribute an additional $2 million over the next five years.

The endowment fund provides an avenue for donors to support academic initiatives through scholarships, named professorial chairs, or contributions to specific research programs.

Significant outcomes

The year saw significant outcomes from UQ research projects in varied fields. They included:

- a team from UQ’s School of Integrative Biology traced the origins of one of the most important steps in animal evolution, the development of nerves, by looking for pre-cursors in marine sponges. Although sponges have one of the most ancient lineages and do not possess nerves, the team discovered sponges contained the building blocks for nerves;

- a study conducted through the School of Human Movement Studies identified key factors influencing an athlete’s performance, including funding, lifestyle and coaching. The research involved interviews with 35 elite athletes and 41 sports administrators around the world;

- hundreds of new molecules likely to be important for brain function, and ultimately human development, have been identified by scientists from IMB. The discovery provides a new understanding of how the brain works and could provide additional avenues for developing drugs to treat conditions such as Alzheimer’s disease and dementia;

- a team from the School of Molecular and Microbial Sciences identified a novel characteristic of the virus family to which West Nile virus and Dengue fever belong. The team, whose work could lead to new vaccines, found all flaviviruses produced a small molecule which, among other functions, controlled the host’s response to viral infection;
hairy caterpillars were found to be responsible for causing miscarriages in Australian mares. Researchers from the School of Animal Studies found mares ingesting processionary caterpillars were likely to miscarry. They believe ingestion changes the permeability of the intestinal wall, allowing bacteria to pass into the horse’s circulation and placenta;

researchers from the ISSR are making important contributions to Australian government policies on housing for older people. Under the banner of Australian Housing and the Urban Research Institute Queensland Research Centre, Associate Professor Andrew Jones is leading a team of researchers engaged in research helping to shape government policies and programs designed to meet the housing needs of older Australians and the challenges of an ageing society;

palaeontologist Dr Gilbert Price, from UQ’s Centre for Microscopy and Microanalysis, disproved a long-held view that modern koalas were a dwarf version of a giant animal that lived 30,000 to 700,000 years ago. Dr Price’s research into the fossil record of koalas did not support the theory and confirmed koalas are a separate species;

UQ researchers identified a gene critical for development of the lymphatic system in a discovery that will have implications for treating cancer, lymphatic disorders and other diseases. The team, led by Professor Peter Koopman and Dr Mat Francois, of IMB, found that a single gene triggered development of the lymphatic vessels;

UQ palaeontologist Dr Steve Salisbury was part of an international team of palaeontologists from the US, Argentina and Australia that identified a fossil that had previously been found only in South America. Dr Salisbury, from the School of Integrative Biology, said an upper-arm bone found at Dinosaur Cove, in southern Victoria, shares a suite of unique features with a medium-sized predatory dinosaur from Argentina called megaraptor; and

a UQ research project will enable Brisbane medical specialists to diagnose and treat indigenous children living hundreds of kilometres away by using patient images and information captured by a $1.5 million mobile health screening service. The mobile Health-e-Screen 4 Kids initiative of the University’s Queensland Centre for Online Health is expected to cut the incidence of preventable conditions. The project has been funded by the Royal Children’s Hospital Foundation.
Space studies

A new memorandum of understanding between UQ and NASA will facilitate research and study exchanges between the US space agency and the University’s Centre for Hypersonics.

ISSR plays vital role

Researchers from UQ’s Institute for Social Science Research are at the forefront of Queensland’s response to issues of water security and recycling. Managing water into the future has become a key challenge, and vital research is being undertaken to ensure our needs are met in a sustainable way into the future.

Professor Brian Head and Dr Kelly Fielding are part of a new strategic research alliance formed to address south-east Queensland’s emerging urban water issues through a $50-million, five-year partnership between UQ, the Queensland Government, CSIRO and Griffith University.

The Urban Water Security Research Alliance is undertaking 10 projects spanning the physical and social science aspects of water supply and water use.

Powerful partnerships

Irish connection

A new agreement between UQ and Queen’s University of Belfast will provide opportunities for undergraduates and postgraduates from both institutions to gain international experience through student exchanges. The objective is to formalise links between the universities, promote greater involvement in research projects and foster research in nanomaterials and biomaterials.

South American link

In September 2008, UQ and the Secretariat of Science, Technology and Higher Education (SECTES) in the Brazilian state of Minas Gerais signed a memorandum of understanding outlining procedures for establishing future collaborations in research to benefit the mining industry in both jurisdictions. Engagement with SECTES provides a great opportunity for UQ to raise its profile in Brazil and work with a large consortium comprising government, regional industry and universities.

Valuable resource

UQ and the peak body for the state’s resources sector, the Queensland Mining Council, formalised an agreement to build on existing links between the University and the industry. The agreement will bolster research and education to increase the number and quality of graduates available to the minerals and energy sector.

Korean alliance

UQ, the Australian sugar industry and a Korean research group have teamed up with the goal of “greening” the global chemical industry. The new Korea-Australia Bio-Product Alliance aims to help the chemical industry shift its dependence from fossil fuels to renewable biomass. Under the agreement, researchers from the Korea Advanced Institute of Science and Technology will work with UQ’s AIBN, the UQ-based Cooperative Research Centre for Sugar Industry Innovation through Biotechnology and CSR.

Safety simulator

Researchers from the School of Human Movement Studies, the industry-backed Construction Training Centre, and the Mining Industry Skills Centre have established a world-first simulator training

Mining information

Researchers from UQ’s Centre for Mined Land Rehabilitation (CMLR) and the Republic of Korea’s Mine Reclamation Corporation have struck an agreement enabling them to collaborate on research into environmental management, mine reclamation and planning for mine closures.

Chinese agreement

UQ Vice-Chancellor Professor Paul Greenfield signed a memorandum of agreement between the University and the China Coal Research Institute’s (CCRI) Tangshan Branch during a visit to China. The agreement will facilitate collaboration between UQ’s CMLR and CCRI, including research training for Chinese scientists.

Associate Professor Rowan Truss and Associate Professor Peter Halley work together on new polymers as part a memorandum of understanding between UQ and Queen’s University Belfast.

UQ postdoctoral researcher and PhD student Rowan Gollan, who is going to NASA to work for 12 months to research hypersonics under the new memorandum of understanding between UQ and NASA.

Dr Jennifer Tichon, from the School of Human Movement Studies, at the Construction Training Centre, Salisbury.
Research and Research Training

facility for the construction and mining industries in Brisbane. The research project will ensure the validity and efficacy of the simulator training program, which aims to prepare personnel to work safely in hazardous construction sites.

US partnership

IMB researchers working with the Cincinnati Children’s Hospital Medical Centre and Harvard University have generated the first comprehensive genetic blueprint of a developing mammalian organ, shedding light on the genetic and molecular dynamics of kidney formation. Their development of a detailed genome-based atlas will serve as a resource for understanding healthy and abnormal kidney development and disease.

Historical project

UQ researchers, in partnership with the Queensland Museum, are developing a project to generate a new Queensland Historical Atlas. It will be the first of its kind in Australia, offering a multidimensional record of the state’s development by drawing on disciplines covering the state’s history, environmental studies, archaeology, anthropology and cultural geography.

Genetic development

A new gene expression analysis platform, developed in collaboration between Australian scientists and US-based Invitrogen Corporation to help other researchers understand fundamental aspects of human development, was launched in the American market. IMB’s Professor John Mattick and Dr Marcel Dinger developed content that was exclusively licensed to Invitrogen.

Police response

The Australian Federal Police is funding work by PhD candidate Charles Hunt to evaluate the work of civilian police in peace operations. His research, through ISSR, aims to develop a framework for evaluating performance in the critical early phase of peace-keeping missions. The end product will feed into the United Nation’s mission-planning and evaluation processes.

Research Week

UQ celebrated outstanding research during Research Week in September. The week raises awareness about UQ research among current and prospective students, staff, graduates, schools, industry, government, the media and the wider community. Highlights of Research Week 2008 included a “three-minute thesis” competition, the UQ Federation Fellows Public Lecture and presentation of the 10th annual UQ Foundation Research Excellence Awards that featured the host of ABC Radio National’s Science Show, Robyn Williams, as guest speaker.

UQ Foundation Awards

Eleven UQ Foundation Research Excellence Awards supporting early career researchers were presented during Research Week. This year’s recipients, who received a total of $815,000, were:

- Dr Felicity Baker, School of Music, $70,000 to investigate how music therapy might help people caring for a partner with dementia;
- Dr Brett Collins, IMB, $85,000 for a project that will improve our understanding of diseases such as cancer by examining how material coming into and out of cells is sorted;
- Dr David Copland, School of Health and Rehabilitation Science, $80,000 to use state-of-the-art brain imaging techniques to better understand the brain mechanisms underpinning successful language treatment following stroke;
- Dr Lianzhou Wang, Professor Michael Jennings, Professor Bruce Murdoch and Dr Greg Marston, $80,000 for a project working on ways to reduce neuron loss in the brains of people with Alzheimer’s disease;
- Dr Elizabeth Coulson, $80,000 for a project working on ways to reduce calcium move in muscle fibres to regulate muscle function;
- Dr Ben Powell, School of Physical Sciences, $75,000 to use a technique called neutron scattering, revealing fine details of organic superconductors;
Dr Shizhang Qiao, AI-BN, $80,000 to develop a new technology to reduce the cost of producing drugs by investigating how silica nanoparticles self-assemble;

– Dr Andreas Schloenhardt, TC Beirne School of Law, $50,000 to provide the first comprehensive and comparative analysis of sexual exploitation and other forms of forced labour of foreigners in Australia and Canada; and

– Dr Lianzhou Wang, School of Engineering, $75,000 to examine a new type of efficient photocatalyst that can drive wastewater purification using solar power.

In addition, three UQ academics were honoured with Awards for Excellence in Research Higher Degree Supervision, each worth $10,000. The awards, recognising those who help foster the next generation of researchers, were presented to:

– Professor Michael Jennings, School of Molecular and Microbial Sciences;

– Professor Bruce Murdoch, School of Health and Rehabilitation Sciences; and

– Professor Halina Rubinsztein-Dunlop, School of Physical Sciences.

Two staff members were commended for their work as supervisors with Meritorious Research Higher Degree Supervision Certificates:

– Associate Professor Michael Emmison, School of Social Science; and

– Professor Paul Hodges, School of Health and Rehabilitation Sciences.

Other achievers

In October, Professor Ian Frazer, Director of UQ’s Diamantina Institute, was awarded the 2008 Prime Minister’s Prize for Science. Professor Frazer and his late research partner, Dr Jian Zhou, contributed to the development of a vaccine for cervical cancer. Professor Frazer received the prize from Prime Minister Kevin Rudd at a ceremony at Parliament House in Canberra. The prize included a $300,000 grant that Professor Frazer said would fund further research.

Professor Frazer also received the Ramaciotti Medal for Excellence in Biomedical Research. The $50,000 award will help fund the next stage of his work developing better delivery methods for vaccines, particularly in developing countries. The Ramaciotti Foundations are collectively among the largest private contributors to medical research in Australia.

Academy Fellows

Two University researchers have been acknowledged as being among the country’s top scientists after being elected Fellows of the Australian Academy of Science. Professor Peter Koopman and Professor John Mattick, AO, both from IMB, were recognised by the Academy for significantly advancing, and continuing to advance, the world’s scientific knowledge. Professor Koopman was elected for his work on mammalian embryonic development, while Professor Mattick was elected for his research into the structure of genetic systems in higher organisms.

Queen’s Birthday Honours

The research efforts of UQ staff were recognised by awards in the Queen’s Birthday Honours List announced in June, including:

– QMRF director and Conjoint Professor in the School of Population Health, Professor Michael Good, an Officer in the General Division of the Order of Australia (AO) for service to medical research, especially in the fields of infectious disease immunology and vaccine technology; and

– research fellow in the Centre for Indigenous Health, School of Population Health, Dr Janet Hammill, a Member in the General Division of the Order of Australia (AM) for service to the community through health services for indigenous women and children and research into the effects of foetal alcohol syndrome.

A collaborative project led by UQ into methods to cut the cost of sewer management won a major award in Singapore for applied research presented by the International Water Association (IWA). The three-year project, headed by UQ’s Advanced Water Management Centre, was named as recipient of a 2008 East Asia & Pacific Regional IWA Project Innovation Award during Singapore’s Water Week in June. The project, involving Gold Coast Water, the Sydney Water Corporation and the Advanced Water Management Centre, has developed modelling that helps the water industry predict pipe sections most vulnerable to corrosion or odour problems.

PhD student Marina Kvaskoff was awarded a top French prize for her research into skin cancer. She was one of only 10 academics to win a 2008 L’Oreal France-UNESCO for Women in Science Award worth €10,000. Ms Kvaskoff’s research uses a large French database.

Dr Trent Woodruff, from the School of Biomedical Sciences.

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School of Population Health PhD student Marina Kvaskoff, from France.

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Dr Keshab Sharma (left) and Dr Oriol Gutierrez are working on the sewer project that was awarded the East Asia and Pacific Regional IWA Project Innovation Award 2008.

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and Professor Andrew Griffiths won the prestigious award for their paper on organisational adaptation to extreme weather events, which they co-authored with Monika Winn, from the University of Victoria.

Dr Marc Hockings, of UQ’s School of Integrative Systems, was awarded the Kenton Miller Award for his research into nature conservation in national parks and reserves. The award, recognising individuals who have produced innovative research into the sustainability of protected areas, was presented at the International Union for Conservation of Nature World Conservation Congress in Barcelona.

Five science students were awarded scholarships worth $1000 each by UQ’s Moreton Bay Research Station to further research projects that will enhance knowledge of the bay environment. Kate Sprogis, Jessica Oliver, Daniel Salomone, Craig Chargaluf and Jennifer Batista are undertaking projects on topics as diverse as habitat use by dugongs, sediments in mangrove areas and the ecology of intertidal pools.

QBI’s Dr Michael Piper received an NHMRC Career Development Award, an Australian Government-funded program supporting early-career scientists. Dr Piper is a research fellow in the Richards Lab at QBI, where he specialises in brain development.

**NHMRC Awards**

Neurobiologist and deputy director of QBI, Professor Pankaj Sah, was one of only seven Australian health and medical researchers to receive a 2008 Excellence Award from the National Health and Medical Research Council. The awards recognise outstanding Australians for their contributions to health and medical research.

Professor Sah’s laboratory uses electrophysiology, imaging and molecular techniques to study the way the brain’s amygdala lays down emotional memory. Disorders of this region of the brain can lead to diseases such as anxiety and post-traumatic stress.

**Smart Women Awards**

Five UQ postgraduate students were highly commended in the Queensland Government’s 2008 Smart Women Smart State Awards, announced in September. Josie Carwardine, Carissa Klein and Eve McDonald-Madden were recognised in the Postgraduate Students (Science) category for their research using economic and mathematical methods to overcome challenges in conservation and natural resource management. Emily Khauth and Erin Ahern were successful in the same category for their work researching biohydrogen production in green algae.

From left, students Daniel Salomone, Jennifer Batista, Craig Chargaluf, Katie Sprogis and Jessica Oliver, who are working on projects at the Moreton Bay Research Station.

**Professor Pankaj Sah**
The announcement of 2008 recipients of the prestigious Fulbright Scholarships reinforced UQ’s status as a hub of international academic exchange.

David Liu, a PhD student in computer science, will study at the University of Utah and collaborate on a project developing software helping doctors monitor patients’ vital signs.

Jenny Giles, a PhD student with UQ’s School of Integrative Biology, will study at Nova Southeastern University, in Florida, where she will work in the world’s only laboratory specialising in shark DNA forensics.

The Fulbright program is the largest educational scholarship scheme of its kind and operates between the US and 150 countries.

UQ again showed itself as a desirable research destination with 2008 US Fulbright Scholar Maggie O’Haire choosing to study at the Centre for Companion Animal Health. Ms O’Haire will investigate the effects of animal-assisted therapy on adolescents with autism.

Monash Award winner

UQ engineering and science graduate Katie Quinn was one of only eight young Australians awarded a General Sir John Monash Award for 2009. The awards, announced in December, enable recipients to study at a top-level university in the US, the UK or Europe for up to three years.

Ms Quinn will use her award to undertake PhD studies in biotechnological responses to sustainability at the University of California or Massachusetts Institute of Technology.

The Monash Awards, first granted in 2004, are the only postgraduate study awards offered throughout Australia and in all disciplines.

Work recognised

Years of investigation into the effects of alcohol consumption earned UQ’s Dr Rosa Alati a National Drug and Alcohol Award for Excellence in Research.

An NHMRC Research Fellow with the School of Population Health, Dr Alati has a particular interest in the long-term studies of alcohol problems and indigenous health research.

She has also studied early causes of alcohol-related disorders, the link between maternal alcohol consumption during pregnancy and a child’s later risk of alcohol dependence and has worked on longitudinal studies on the predictors of early alcohol use in teens.
Commercialising IP

UniQuest Pty Ltd

www.uniquest.com.au

In 2008 UQ's main commercialisation company, UniQuest Pty Ltd, generated record revenues of $95.7 million and a dividend of almost $6.5 million for the University.

UniQuest’s consulting and research division facilitated 390 contracts. With UniQuest’s support, start-up companies raised more than $2.5 million collectively and secured $2.2 million in government grants.

About 500 inquiries were received from private and public organisations for expert opinion, consultancy and research, with more than 300 projects managed on behalf of UQ academics.

UniQuest responded to growing interest in its commercialisation services by recruiting 27 extra staff.

In 2008 UniQuest’s Pathfinder proof-of-concept funding program provided $1 million to 38 projects to help them demonstrate their feasibility to potential seed investors or licensees.

Two new companies acquired in 2008 will provide additional sources of funding for UQ research.

Acyte Biotech Pty Ltd commercialises tools used for producing protein-based drugs via a cell culture and protein expression process. Acyte has established a viable sales portfolio and is actively developing its platform technology for future commercial benefit.

The decision to acquire Symbiosis Group Ltd was based on independent advice on the life-sciences investment company’s projected value, its previous investments in UQ start-ups and its current links with UniQuest.

Several existing UniQuest companies achieved significant milestones:

- Platform software company Imprezzeo Pty Ltd launched into the global market with image-searching technology developed by researchers at UQ and the University of Wollongong;
- Astute Nanotechnology celebrated an impressive list of achievements for its first year in 2008. As a trading arm of UniQuest, Astute Nanotechnology creates opportunities for industry partners to access the expertise and resources of scientists at the ARC Centre of Excellence for Functional Nanomaterials. During the year it generated 18 discovery disclosures and nine patent applications;
- Leximancer Pty Ltd, the first start-up company arising from UQ’s Faculty of Social and Behavioural Sciences, became an international entity with more than 200 customers in the US, the UK, New Zealand, Denmark, Spain, Sweden, Russia, Norway, Taiwan, Germany, Italy and Australia. Its primary innovation is a text analytics software program offering unbiased critical business insight on customer feedback, email security breaches, business intelligence gathering, market research, call-centre analysis and strategic information profiling. Bank of America was its first customer when the company opened its US office in Colorado in May. Leximancer also signed partnership agreements with US-based Satmetrix and UK-based companies Polecat Ltd and OrbisIP Ltd and secured $1 million from private investors to support its international expansion; and
- TetraQ, established by UniQuest to commercialise the resources of UQ’s Centre for Integrated Preclinical Drug Development, attained good lab practice recognition for its acute and chronic toxicology services, after satisfying rigorous internationally benchmarked criteria set by the National Association of Testing Authorities.

In 2008, UniQuest joined pharmaceutical and vaccine companies Merck and CSL Ltd in waiving royalties on sales of Gardasil to 72 countries identified by the Global Alliance for Vaccine and Immunisation as being least able to afford vaccines.

Gary Dorr, from the Centre for Pesticide Application and Safety, working with the Particle Doppler Anemometer.
Cervical cancer vaccine Gardasil, developed by UQ’s Professor Ian Frazer and the late Dr Jian Zhou and patented by UniQuest in 1991, is now approved in 93 countries and has sold 38 million doses since its 2006 launch.

UniQuest water technology start-up, Bilexys Pty Ltd, won the 2008 $100,000 Enterprise competition run by the UQ Business School. Bilexys uses UQ’s Advanced Wastewater Management Centre to develop a highly efficient wastewater treatment technology.

Other achievements in the year included:

- signing commercialisation collaboration agreements with James Cook University, Townsville, and the University of Technology, Sydney;
- renewing a 2004 collaboration agreement with the University of Wollongong and a memorandum of understanding for reciprocal access to academics as expert consultants;
- shortlisting UniQuest’s international projects division for four Asian Development Bank technical assistance projects and winning a tender to assist Vanuatu with its project to expand access to financial services;
- negotiation by the international projects division of a contract with the Libyan Environment General Authority to provide capacity-building expertise and education programs;
- contract extensions for UniQuest’s education management information system projects in the Solomon Islands, Kiribati and Vanuatu;
- involvement of UniQuest’s consulting and research division in establishing UQ’s Climate Change Group as a resource for governments and industry to access expertise;
- research commercialisation workshops attracting 285 participants, including 127 research higher degree students; and
- signing an exclusive licence agreement with Australian vaccine and immunotherapy company Replikun Biotech Pty Ltd to commercialise a West Nile virus vaccine.

UniQuest’s successful Trailblazer ideas competition again helped identify and reward early-stage research projects with grants of $40,000. Winners in the 2008 open category were:

- Esteban Marcellin, AIBN, for a safer and cheaper form of hyaluronic acid for use in eye surgery;
- Dr Paul Masci, Faculty of Health Sciences, for venom-derived serum samples for biochemical testing to improve the quality of pathology results;
- Dr Cedryck Vaquette, AIBN, for a stronger implant to mimic the meniscus in the knee; and
- Dr Joanne Blanchfield, BACS, for innovative synthetic vaccine construction.

Winners in the Trailblazer student category included:

- Tarnya Cox, NRAVS, for an animal repellent based on tiger droppings to keep unwanted animals, such as goats or kangaroos, away from agricultural sites;
- Therese Seldon, BACS, for a test for early detection of rejection in organ-transplant patients; and
- Dr Helen Stallman, SBS, for a Triple P positive parenting program complement to support families following divorce.

IMBcom Pty Ltd

www.imbcom.com.au

IMBcom Pty Ltd is the University’s commercialisation company for IMB.

IMB continued its groundbreaking investigations of human and animal biology, with the work of IMB researchers and staff generating a wealth of ideas, many of which lend themselves to innovation and commercialisation. These can lead to new medical treatments, valuable health diagnostic products and novel biomedical and other technologies.

IMBcom is the value-adding innovation company for these ideas. It protects the discoveries of IMB researchers, builds alliances with organisations to develop them and enters partnerships with investors who help develop them into platforms for new enterprises.

IMBcom provides a range of commercialisation services to IMB, including:

- intellectual property management and development;
- sourcing and negotiating commercial contracts and grants;
- start-up company generation; and
- commercialisation education programs.

Since 2000, IMBcom has created 12 start-up companies that have received a total of more than $70 million in private and public investment.

During 2008, IMBcom continued to pursue four high potential projects it believes can be commercialised in 2009-10:

- cyclic conotoxin analogues: use of substances found in cone snails to help develop new pain relief therapies;
- caveospheres: drug delivery vehicles that can be targeted to specific tissues or cells;
- human growth hormone (hGH): developing a cell line providing cheaper, easier quality control processes for hGH manufacturers; and
- foetal cells: exploring new, low-risk, non-invasive genetic-testing techniques.

In 2008, IMBcom negotiated significant research and development contracts with national and international partners. The total revenue from collaborative R&D contracts in 2008 was more than $3.1 million.

Animal studies PhD student Tarnya Cox (left) and senior lecturer Dr Peter Murray.
IMBcom assisted with the submission of more than $8.5 million in industry-related grants during the year with a 2007 success rate of $4.65 million.

Mimetica Pty Ltd, an IMBcom spin-off company, raised more than $2.5 million in venture financing in 2008, and its lead product will seek US FDA investigational new drug approval by late-2009. Protagonist secured the next $6 million tranche of its 2006 investment round.

The IMB/IMBcom Proof of Concept Fund provided $62,000 for IP development of two early-stage projects in 2008.

IMBcom’s relationship management system, first implemented in 2006, has been extremely effective in the way IMBcom provides services to IMB. The company identified 26 new discoveries in 2008 that will generate four or more patent filings.

In 2008, IMBcom’s commercialisation education program continued to build on the success of previous years. Twenty-four final-year PhD students undertook three days of intensive training in commercialisation at the annual Biobusiness Retreat and 60 IMB research and administrative staff from all levels participated in a similar education program, the company’s third annual BioBusiness Day Out. More than 500 people have benefited from these programs in recent years.

JKTech Pty Ltd

www.jktech.com.au

In 2008 JKTech Pty Ltd, which provides software commercialisation and consultancy services to the mining industry, achieved record revenue. Key contributors were comminution consulting, flotation consulting, metallurgical testing services and training courses.

That performance, together with its growing list of customers in the global minerals industry, resulted in JKTech again being a finalist in the Premier of Queensland’s Smart Awards and the Premier’s Export Awards.

Another major milestone was the transition of staff members from UQ employment to direct employment by JKTech.

Major projects undertaken overseas during 2008 included:

- India: Hindustan Zinc Pty Ltd. The project was a major flotation optimisation study using JKMetLab’s vast range of testing resources;
- South Africa: Anglo-SEE. The Sustainability and Extraction Efficiency project established in 2007 continued to be an important strategic project in 2008;
- Portugal: Somincor. A large comminution and flotation optimisation project, which incorporated significant training components in Brisbane and at the mine site in Portugal; and
- USA: Kennecott Utah Copper. A major project for comminution in 2008, the Kennecott project delivered specialised high pressure grinding rolls evaluation to the client.

Software releases during the year included:

- JKSimFloat – the release of version 6.4, which included a model-fitting functionality to the already widely used flotation plant simulator;
- JKMultiBal – version 1 was released early in 2008 to assist mineral processing engineers in evaluating complex data using mass balance methods; and
- MLA DataView – significant advances in MLA software throughout 2008 saw the release of an upgraded DataView package, coinciding with an MLA user group meeting in August.

Several product releases also occurred in 2008.

JKTech has a 49 percent equity position in ALS Mineralogy Pty Ltd, a joint venture with Australian Laboratories Services Pty Ltd, wholly owned by listed company Campbell Brothers Ltd. The joint venture provides automated mineralogy services using JKTech’s MLA technology and has continued to meet performance targets. ALS has ordered MLA systems for its mineral laboratories in Johannesburg, Vancouver, and Lima as the start of a global service delivery.

JKTech continued to provide financial support for research activities at the Julius Kruttschnitt Mineral Research Centre (JKMRC) through:

- funding five PhD projects;
- significant capital expenditure for sophisticated measurement tools to support a joint initiative involving a new automated integrated mineralogy capability; and
- royalties from the commercialisation of IP developed at JKMRC.

The circuit conductor invented for Fultec.
Uniseed

www.uniseed.com

Uniseed is now a $61 million, early-stage venture capital investment fund that commercialises intellectual property at UQ, the University of Melbourne and the University of New South Wales. Western Australia’s largest non-government superannuation fund, Westscheme, is also a partner.

Uniseed has committed $27.5 million to 35 companies, with $22 million paid to date. Since its inception in 2000, Uniseed has secured a commitment of almost $216 million of external capital through leveraging. That represents an additional $7.84 investment for every dollar the fund has committed. Much of the total investment has flowed back to the universities through targeted research contracts, with UQ receiving back more funding than it contributed to Uniseed.

Uniseed has 11 active investments originating from UQ, five of which are biotechnology companies developing human therapeutics:

- Verva Pharmaceuticals;
- QRx-Pharma;
- Neurotide;
- Spinifex; and
- Dendrimed.

Of these, ASX-listed QRx-Pharma is the most advanced technology, completing a phase-three trial for its dual opioid pain therapy in 2008. Spinifex Pharmaceuticals also secured funding of $12 million, led by Brandon Capital and GBS Ventures, to support clinical trials of its neuropathic pain drug. Both technologies were developed by Professor Maree Smith, from UQ’s School of Pharmacy.

Other Uniseed-backed companies are developing a range of other technologies:

- Hydrexia, hydrogen storage;
- Xerocoat, protective glass coating;
- Active Torque, a torque sensor for combustion engines;
- Pepfactants, switchable surfactants; and
- Tenasitech, novel plastics.

Uniseed made or approved three new investments at UQ in 2008, all originating from AIBN:

- Dendrimed for delivery of drug-delivery technology;
- Tenasitech for its work using nanotechnology to develop stronger plastics without loss of flexibility; and
- Lightanate for developing a new generation of highly photoactive titanium-dioxide materials with potential in applications including photocatalysis, photovoltaics, sensors and hydrogen production.

Those investments followed Uniseed’s investment in AIBN Pepfactants technology in 2007.

During 2008, Uniseed investee Fultec Semiconductor Inc was sold to Bourns Inc, a leading worldwide supplier of circuit-protection solutions. Fultec’s world-first transient blocking unit (TBU) technology is specifically designed to protect telecommunication and data systems from over-voltage and over-current surges. The TBU was invented by Dr Richard Harris at UQ. Uniseed was originally the sole investor in Fultec in 2001. Subsequently, Australian venture fund Allen & Buckeridge co-invested with Uniseed, allowing the technology to develop to a stage where it attracted top-tier US venture funds.

Mayfield, Comventures and Crescendo Ventures invested in subsequent funding rounds to support the transition of the company to Silicon Valley and develop TBU to market, with the first sales generated in 2008. Uniseed invested more than $1.9 million in Fultec, with total funding of nearly $36 million received through co-investment from other funds, representing leverage of nearly 19 times Uniseed’s support.

Dr Darren Martin, who has developed a new plastic covering for golf balls that will not leave them scuffed after a few holes.

AIBN’s Dr Darren Martin says technology developed by Uniseed-backed TenasTech Pty Ltd is a breakthrough in materials science that increases the strength of thermoplastic polyurethane elastomers while maintaining their flexibility. Dr Martin and his team have identified commercial markets for the rubbery polymer-based materials, including footwear manufacturing, mining, wire and cable production, textiles, sporting and automotive equipment, toughened glass lamination, and medical and biomedical devices.
The University of Queensland

UQ Graduate School
www.uq.edu.au/grad-school

The UQ Graduate School plays a key role in promoting graduate study, fostering intellectual and professional academic growth, and developing initiatives to enhance the experience of research higher degree students.

It coordinates skills development programs for PhD and MPhil students and their advisers and focuses on initiatives to enhance the quality of UQ’s research training programs, such as travel, exchanges, internships and industry collaboration. In 2008, the Graduate School held the inaugural “three minute thesis” competition, designed to enhance the capacity of research higher degree candidates to communicate ideas effectively to a range of audiences inside and outside their field of study or discipline and to the wider community. Contestants had three minutes to give a compelling presentation on their thesis topic and its significance, using language appropriate to an intelligent but non-specialist audience.

UQ is a destination of choice for international doctoral students, having one of the largest cohorts of international PhD candidates in Australia. The proportion of international students in the research student population has remained above 20 percent for the past five years.

In that same five years, more than 600 graduate students have been funded by the UQ Graduate School to conduct cutting-edge research in overseas laboratories or libraries. There are international students in every school and institute at UQ and research students begin their careers with a ready-made international research network.

Supporting research higher degree candidates

Each year the Graduate School provides more than $300,000 in research travel grants to enable students to access research facilities elsewhere in Australia and overseas, improve the quality of their research and accelerate the realisation of their thesis.

The Postgraduate Academic Conference Scheme also provides financial assistance to candidates seeking to extend their collaborative networks and gain further experience in applying for research funding.

In late 2008, the Graduate School fully implemented a new, continuous system of scholarship and admission application for research students, giving them flexibility to apply for and start their degree at an appropriate time. UQ now offers the simplest application process in Australia for research higher degree students, which includes living allowance support from an annual budget of more than $20 million.

In 2008, 3144 PhD students enrolled at UQ. International students accounted for 721 PhD enrolments. A record total of 518 PhDs were awarded. The number of MPhil candidates was 437, including 65 internationals. In 2008 UQ provided 970 RHD stipend scholarships.

PhD student Mary D’Souza, who has won an international prize for her idea to move an asteroid away from potentially hitting the earth.

PhD student in Education Studies Mimi Mohamed won a Club Fours Championship at the Toowong Bowls Club.

UQ PhD graduate (School of Integrative Biology) and breast cancer sufferer Dr Amanda Niehaus holding her daughter, Nelle, who was born the day before Dr Niehaus’s original thesis submission date. The submission date was subsequently postponed.

PhD candidate Phillipa Diedrichs, who is doing research on poor body images in the mass media.
Some of the 170 works by 60 contemporary artists in the neo goth exhibition at the UQ Art Museum.
The University strives to share its intellectual and leisure resources while expanding mutually beneficial partnerships to enrich the wider communities of which it is a part.

Community links

Intellectual debate

The University aims to stimulate intellectual debate and make important cultural and social contributions to the community by staging public lectures, concerts, art exhibitions and other cultural and intellectual events. These and other events engage with business, government, alumni and the wider community.

Free public lectures and seminars offered opportunities for discussion and debate on a wide range of topics in 2008. They included:

- Dr Jo-Anne Everingham, from UQ’s Australasian Centre on Ageing, gave free seminars to help seniors work with the media to publicise events, activities and issues and build their media profile;
- Professor Graeme Clark, pioneer of the multiple-channel cochlear implant (bionic ear), spoke at the UQ Medical Society’s ES Meyers Memorial Lecture on Health Education;
- the UQ Art Museum invited Australian art specialist, academic and media commentator Dr Chris McAuliffe, to deliver the 2008 Mayne Centre Lecture;
- the Centre for Public, International and Comparative Law hosted the Global Development Network’s Ninth Annual Global Development Conference;
- the Brisbane Writers’ Festival, of which UQ is a major sponsor, provided a platform to showcase the University’s literary and creative scholars to the community;
- UQ Business School hosted the annual Engaging Business Conference. The free lectures were designed to introduce year 11 and 12 students to the world of business and university life; and
- the Strategic Indigenous Awareness Workshop allowed participants to increase their knowledge and appreciation of Australian Indigenous people, while highlighting problems and issues that continue to impact on Indigenous Australians.

The Brisbane Institute

The University continues as the primary sponsor of The Brisbane Institute, which fosters non-partisan discussion of issues about business, government, universities and the wider community. The institute is now in its ninth year of bringing prominent national and international speakers to Brisbane, primarily to Customs House. In 2008, luminaries such as author Clive Hamilton, international scholar Professor Margaret McMillan, cervical cancer vaccine co-creator Professor Ian Frazer and Brisbane Lord Mayor Campbell Newman gave illuminating talks. The institute continued to provoke discussion on major environmental issues confronting south-east Queensland, especially green space, transport, climate change, peak oil, Australia’s trading relationships and water.

UQ Art Museum

Established in 1976, the UQ Art Museum (UQAM) aims to encourage greater engagement with the Queensland community. The museum, located on the St Lucia campus, holds more than 2500 works by Australian and international artists, dating from the late 19th century to the present. To foster greater community ties, UQAM hosted the Global Development Network’s Ninth Annual Global Development Conference; the Brisbane Writers’ Festival, of which UQ is a major sponsor, provided a platform to showcase the University’s literary and creative scholars to the community; UQ Business School hosted the annual Engaging Business Conference. The free lectures were designed to introduce year 11 and 12 students to the world of business and university life; and the Strategic Indigenous Awareness Workshop allowed participants to increase their knowledge and appreciation of Australian Indigenous people, while highlighting problems and issues that continue to impact on Indigenous Australians.

Strategic objectives

- To develop closer, more numerous links with the wider community of which the University is a part;
- to establish strategic partnerships and identify priorities that mutually serve the interests of the University and its stakeholders;
- to collaborate in strategic activities for community benefit with industry, business and professional groups and with instrumentalities at city, state, national and international levels;
- to champion the role of education and research in underpinning the economic health and social wellbeing of local, state, national and international communities;
- to give staff the opportunity to contribute to the community while achieving educational and personal development outcomes;
- to build on the University’s strengths in the services it can offer the community, helping to find and promote innovative, sustainable solutions to community challenges;
- to maintain the University’s role as a provider of specialist services to the community; and
- to establish and maintain enduring, long-term relationships between the University and its alumni.
Communications

Informing our public

In 2007, the Vice-Chancellor's Executive endorsed a proposal by the Office of Marketing and Communications (OMC) for UQ Insight, a project involving substantial market research and analysis, including consultation with diverse stakeholders and prospective students.

During 2008, the project has offered empirical input to UQ's strategic and operational planning. With a focus on supporting UQ's interactions with stakeholders, results from the project's research are aimed at improving the University's long-term, sustainable national and international reputation. Research tools developed during the project will support the University's ongoing planning once UQ Insight has ended.

In addition to liaising with local, regional, national and international media representatives, OMC coordinated a wide range of activities to promote the learning, research and commercialisation opportunities offered by UQ to prospective undergraduate and postgraduate students, government agencies, non-government partners and the wider public.

Activities included:

- coordinating and promoting campus open days and advice nights;
- nearly 43 million visits to University websites, viewing 357 million pages (a 72 percent increase on 2007);
- developing a comprehensive programs and courses website with increased services for current students;
- developing comprehensive websites catering for the needs of prospective and enrolling international students;
- developing a website dedicated to the needs of UQ alumni and alumni associations;
- implementing a CRM system, integrated with key websites;
- developing online application forms for scholarships;
- in conjunction with AusCERT, developing a national e-security website and subscription service;
- upgrading Study Abroad websites and developing a social networking application to allow inbound and outbound students to exchange information on universities, including UQ;
- hosting an information event for high school guidance officers from NSW, Victoria and the Northern Territory;
- providing more than 400 publications, including undergraduate and postgraduate prospectuses, the Research Report, UQ Activities for Schools, a new UQ accommodation brochure, Undergraduate Scholarships at UQ, a new booklet on Research Higher Degree scholarships, and the 2007 Annual Report;
- developing a comprehensive scholarships website;
- coordinating official launches of key University infrastructure;
- distributing 724 media releases, representing a 16 percent increase on releases distributed in 2007 and maintaining the www.uq.edu.au/news website;
- publishing an online and printed UQ Experts Directory, primarily for journalists seeking informed comment;
- running student recruitment activities;
- collaboratively coordinating graduation ceremonies and overseas graduation celebrations, including speech and citation preparation;
- promoting UQAM's exhibitions and public programs;
- coordinating Research Week, Teaching and Learning Week and Diversity Week;
- coordinating UQ's liaison with visiting heads of state and other dignitaries;
- distributing podcasts, wireless editions and RSS headline news feeds;
- establishing UQ News Online presence on popular social networking site Twitter;
- establishing Comnet, the University communications officers' network, and establishing educational training sessions for communications officers;
- holding hands-on media awareness training sessions for University academic and general staff and postgraduates;
- publishing news magazines: UQ News (nine issues per year, 15,000 copies per edition) and Graduate Contact (bi-annual, 150,000 copies for alumni worldwide);
- maintaining a comprehensive image library; and
- producing UQ Update, a weekly staff e-newsletter.

Student communicators

A dream opportunity of reporting at the 2008 Beijing Olympics came true for 21 UQ Journalism students who were chosen as “flash reporters” to work for the Olympic News Service. The students were part of a volunteer internship program offered by The Beijing Organising Committee for the Games of the XXIX Olympiad. The budding scribes gathered responses from athletes directly after their competitions and rushed them to foreign journalists.

The cadetship was an opportunity for students to experience first-hand how the world’s biggest sporting event was organised and covered by the world’s media. The program was organised by School of Journalism and Communication head Professor Michael Bromley. Other student projects and activities in the School of Journalism and Communication included:

- launching JAC DIGITAL, an online news service, that included a weekly radio news magazine produced by students out of the radio production facilities in the School of Journalism and Communication; and
- a showcase of work produced by students in the visual journalism course. The event was attended by about 100
Students from Somerville House register for the Enhanced Studies program orientation.

people and displayed still photography and videography by students. Peer-learning processes used in the course won the teaching team an SBS Faculty teaching award.

Service learning projects in the postgraduate program in professional communication included:

- an on-campus public communication campaign encouraging smokers to dispose properly of cigarette butts: No Ifs, No Butts;
- a series of audio spots in various languages encouraging students to use facilities provided by Student Support Services;
- a fashion parade and fundraiser for the Salvation Army’s Pindari service for homeless women. The evening raised $1200 and 60 bags of clothes were donated; and
- an on-campus public education program designed to highlight the dangers of excessive sun exposure in winter, called “feel the burning in winter”. The campaign also raised funds for the Queensland Cancer Council.

School to University transitions

The University continued to provide opportunities for prospective students and their families to experience UQ’s campuses with a new parent information evening, a parent lounge at the St Lucia Open Day and campus tours.

The 2008 Enhanced Studies Program was the most successful to date. Applications doubled from 2007, with more participating schools and more successful students. An extensive range of activities and open days was held in 2008 to allow school students and potential undergraduates to taste University life. Overall attendance at events rose from 19,816 in 2007 to 20,662 in 2008.

Regional and interstate engagement continued to be a focus, with attendance at 41 career markets and expos, and school visits conducted in north and central Queensland and northern NSW.

Events included:

- a series of regional school visits in north and central Queensland and attendance at tertiary studies expos in Sydney and northern New South Wales;
- guided campus tours for more than 280 prospective undergraduate students;
- the inaugural UQ information evening for parents, which attracted more than 380 senior school students and their parents;
- UQ Gatton hosting 150 high-achieving years 11 and 12 students during its annual FEAST activities. Due to increased demand, two residential weeks were offered in 2008. The program allowed students to experience University life and educated them about the range of careers available in the agriculture, food and environment sectors;
- more than 600 senior school students attended the 2008 Engaging Business and Buzz with Business conferences;
- 220 years 11 and 12 students participated in the Faculty of Social and Behavioural Sciences’ Careers that Make a Difference Day;
- UQ support for the QSA Senior Schooling Conference; and
- The Vice-Chancellor attended principals’ functions in Brisbane, Toowoomba, Ipswich and on the Sunshine and Gold coasts.

Town and Gown

External relationships

The School of Engineering further strengthened its relationships with external partners during 2008 by renewing the following industry partnerships: Rio Tinto partnership; Xstrata Chair of Metallurgical Engineering; BHP Mitsubishi Alliance chairs in Mining Engineering and Minerals Processing; the Main Roads Chair of Civil Engineering, the P&H Chair of Mechanical Engineering, the DSTO Chair in Hypersonics and the Golder Chair of Geomechanics. Additional collaboration is ongoing with Boeing, NASA and Origin Energy.

The School of Information Technology and Electrical Engineering collaborated with Aviation Australia, which offers part of the Introduction to Aviation Systems course. Australia’s Information and Communications Technology (ICT) Centre, NICTA, relocated from the CBD to be co-located with the school at St Lucia. The ITEE School continued to offer robotics workshops to schools and community groups and expanded the offering to teachers as a professional development opportunity.

Indigenous students plan for the future

Indigenous students from around Brisbane visited UQ Gatton in December to participate in the University’s Urban Indigenous Student Camp. Over three days, students experienced lectures, tutorials, food, staff, assignments and even nightlife. The camp was a collaboration between the Education Department’s Aboriginal and Torres Strait Islander Learning and Engagement Centre and UQ’s Aboriginal and Torres Strait Islander student support officers.
In 2008, other activities associated with establishing strategic partnerships that mutually served the interests of the University and its stakeholders included:

- participating in the Queensland Minister for Trade’s Mission to Vietnam, culminating in a meeting with the Prime Minister of Vietnam at which the UQ Vietnam-Australia 35-Year Commemorative Research Higher Degree Scholarships were announced; and

- strengthening UQ’s on-going commitment to sustainable relationships in Vietnam and China with the appointment of business development representation in Beijing and Hanoi. This adds to the representation in Santiago, Chile.

Strategic partnerships
Through its membership of Universitas 21 and Go8, the University benchmarks its performance against other internationally recognised research universities. In 2008, the Office of the DVC (International & Development) and UQ International pursued the long-term aim of diversifying the University’s student population and linking with 27 new partners.

The University signed 14 new student exchange agreements, increasing the number of exchange places for students. Of those, seven were European universities, including Queen’s University, Belfast; Imperial College, London; and the University of Manchester. In 2008, UQ International established its first student exchange partners in South Africa (University of Cape Town) and Taiwan (National Taiwan University of Science and Technology and National Taiwan University, College of Management).

Eight new partnerships were established in 2008 with overseas private or government-related organisations and ministries, with the objective to provide assistance in specific, prioritised areas of development. Some examples were memorandum of understanding signed with State of Minas Gerais (Brazil), the Central Research Institute of Electric Power Industry (Japan), the Emirate of Sharjah (UAE), the Vietnam National Coal-Mineral Industries Group and Gyeonggi-do Institute of Health and Environment (Republic of Korea).

The University’s links with international sponsoring bodies grew in 2008 by 11 percent to 98 organisations from 39 countries. International students managed under those relationships increased 12 percent to 586 students. In addition, 455 Australian Government-sponsored students enrolled during 2008. While the Australian Government remained the single largest sponsoring body, the University continued to nurture relations with sponsoring institutions and agencies in south-east Asia and the Middle East. In 2008, new relationships were developed in Kazakhstan and South Africa.

UQ Library
The Library worked closely with other universities, cultural and heritage organisations and research agencies in 2008. It maintained strong links with other groups associated with the University, including secondary schools, alumni, hospitals and the wider community. The Library attracted many visitors in 2008 and provided tours of its spaces.

The UQL Cyberschool gives teachers and students in Queensland schools access to quality online resources for effective teaching and learning. Membership continued to expand in 2008, with more than 400 secondary schools using its services. The Library piloted a successful scheme to offer borrowing of books to years 11 and 12 students.

In 2008 the Library hosted several events. The Fryer Library held special literary events during the year, including:

- a lecture on Australian detective fiction writer Carter Brown was delivered by Fryer Library Award Fellow Dr Toni Johnson-Woods;

- inspired by the Fryer Library’s Burnside/ Durham collection of correspondence between Australian activists and refugees detained on Nauru, the Library held a Refugee Narratives seminar that brought together academics and community members to discuss refugee issues;

- a presentation on the history of the Brisbane Exhibition was delivered by Dr Ross Laurie (UQ) and Associate Professor Joanne Scott (University of the Sunshine Coast);

- the Fryer Library also sponsored a session at the Brisbane Writers’ Festival featuring barrister and author Julian Burnside in conversation with barrister Steven Keim; and

- the final literary event for the year was a talk by Dr Veny Armanno (UQ) who spoke about his novel Candle Life.

Together with AustLit, the Library co-hosted an event at Customs House in October. Acclaimed author David Malouf recalled his time as a student at UQ at a dinner to celebrate 80 years of the Fryer Library and launched the final volume of The Bibliography of Australian Literature.

UO’s Ipswich Library hosted a book launch for UQ Ipswich PhD candidate Toni Risson’s Batty Business. Author Hugh Lunn launched the book. UQ’s Ipswich Library was also the venue for the St Edmund’s College Mentoring Program Awards.

The Library held numerous displays throughout the year.
Making music
The School of Music continues to be highly active in the broader community, with free concerts at Customs House and on campus. The school holds two performances each year that are open to the public and held at the Queensland Performing Arts Complex. The School of Music values a connection with audiences in Brisbane and surrounding areas. In 2008, ensembles performed for numerous schools, enriching primary and high school music programs across Brisbane by involving students in unique, interactive educational workshops.

Seeking solutions

Partnering projects
UQ Boilerhouse Community Engagement Centre
Established in April 1999, the UQ Boilerhouse Community Engagement Centre (BCEC) continues to foster partnerships between the UQ Ipswich campus and the broader community. During 2008, Boilerhouse staff completed work on raising the aspirations of Pacific Islanders wishing to go into higher education. The project won a Vice-Chancellor’s Equity and Diversity award, which was presented during Diversity Week in May and has added to the centre’s reputation for innovative approaches to higher education community engagement.

Ongoing work in 2008 included a joint project with the School of Natural and Rural Systems Management investigating regional social resilience to contemporary environmental, social, economic and political challenges in the tropics in far north Queensland. It was one of only four case studies investigating Indigenous values towards water across Australia.

UQ Boilerhouse continued to work with the Australian Centre for Ageing, developing a collaborative approach to ageing well in the community. The study looked at the challenge presented by population ageing in communities and the role of collaboration and partnerships in forming and implementing human services policy.

Several studies began in 2008, including one that aimed to understand Ipswich’s public identity from the perspective of local leaders. The project stemmed from a perceived concern that rapid urban growth might adversely impact on the strong sense of community in the city.

During the first six months of 2008, UQ Boilerhouse staff conducted a series of literacy programs for girls in years 11 and 12 using an HSBC Community Development grant. Extra funding was awarded by the Office for Women to continue the program for a further 12 months. The program is in addition to the Stairway to Success course, which is offered to younger girls as part of the Three Sixty Degree after school hours care program and sponsored by the Zonta Club of West Moreton.

UQ Ipswich
The Ipswich Campus continues to work closely with Ipswich City Council, the Ipswich Chamber of Commerce & Industry and the West Moreton Regional Manager’s Coordination Network. The Pro-Vice-Chancellor (Academic) has taken an active role in the Ipswich Regional Centre Strategy Task Force, which is developing a master plan for revitalising the Ipswich city centre, and the State Schools of Tomorrow project for schools in eastern Ipswich, which has led to a decision to relocate Bremer State High School to a new site close to the campus.

The Ipswich campus provides facilities within the Boilerhouse for community groups to access meeting rooms on-campus and to assist smaller organisations and associations use rooms with modern computer and audio-visual provision. The campus has led the way in partnering with schools via an early offer scheme for students from a large number of state and private schools in the Moreton region and Brisbane’s western suburbs.

Sharing knowledge

Overcoming language barriers
The Institute of Modern Languages (IML) had 2749 people enrolled in 168 courses to learn 26 languages in 2008. That was an increase of more than 175 students over 2007. The 2008 figure included 223 people enrolled in personal language learning for individuals and organisations.

Organisations assisted by IML in 2008 included the Department of Education, the Canberra Language School, St Peter’s Lutheran College, Corporate Language Communications, GHD Hair Design, Gladstone Pacific Nickel Ltd, Intrepid Travel, Origin Alliance, QLC, Sedgman Ltd, Sinclair Knight Merz, Yale Australia, Volvo Australia, Xtratra Copper and Xtratra Technology.

Customs House
www.customhouse.com.au

Customs House is UQ’s city base in Brisbane’s CBD. In 2008, the heritage-listed riverside building continued as a high-demand venue for University, corporate and private meetings, seminars, cultural events and catered functions.

Regular users included the UQ-sponsored Brisbane Institute. The School of Music’s Sundays at Customs House series included nine free concerts presented by students and international guests, including UQ graduate Louise Cottone (violin/viola), Tim Byrne (cello) and Kathy Sander (piano). Each attracted capacity audiences of up to 300 people. The Customs House Art Gallery closed in 2005 but the Stuartholme-Behan Collection has remained on show for Sunday visitors. Free guided tours of the building continue each Sunday between 10am and 4pm.

The String Quartet and the University Chorale from the UQ School of Music at the Thanksgiving Service.
Community services

UQ’s IML provides translation and interpretation services to the Queensland community. During 2008, the institute conducted 727 translation jobs and 72 interpreting jobs for individuals, community groups, companies and government departments.

Services included:

Translations:
- Anvil Mining: feasibility study on mining into French;
- Ausenco: material specification notices from and into French;
- BHP Billiton: translation of excerpts of the Journal of Metallurgy from German;
- China Yunnan Copper Pty Ltd: reviews and documents from Spanish into English and English into Chinese;
- Clayton Utz: brochures into Chinese;
- Elisa Systems: food allergen residue test kit inserts into French, German, Italian and Spanish;
- Queensland Fire and Rescue: 000 emergency brochure into 11 languages;
- Techniplan: instruction manuals into French;
- Campbell Bros: quarterly newsletter into Czech, French and Spanish;
- State Library of Queensland: stories into Vietnamese for an exhibition;
- GHD Hair: website content into Japanese; and
- Griffith University: abstracts and editorial into French and Spanish.

Interpreting:
- Federal Magistrates’ Court of Australia: various hearings in Chinese, Indonesian and Vietnamese;
- ICTE-UQ: Japanese interpreting for various student programs;
- CPI Machinery: Korean interpreting of workings of printing machinery;
- Superior Coal Ltd: Chinese interpreting of company presentation;
- Minter Ellison Lawyers: Japanese interpreting for a court case; and
- UniQuest: Chinese interpreting for meetings and interviews.

ICTE-UQ

English language training and TESOL activities

www.icte.uq.edu.au

In July 2008, UQ’s Institute of Continuing & TESOL Education (ICTE-UQ) moved to new premises on five floors of the six-storey St Lucia campus General Purpose North 4 building. The move allows ICTE-UQ to expand program and service delivery beyond capacity constraints experienced in its previous premises.

The institute increased its active international and Australian Government, institutional and corporate partnerships from 151 to 173 through the delivery of TESOL (Teaching English to Speakers of Other Languages) regular, customised and teacher training programs and continuing education programs.

In 2008 the institute delivered:
- intensive English language training and semester abroad programs for 437 students from 34 university, government and corporate partners in seven countries;
- general, academic, business, ESP:TESOL and advanced communication skills English language training to 2219 individually enrolled students from 49 countries; and
- two English for Specific Purposes: Bridging English Program courses for 112 students.

The institute delivered a range of customised TESOL and teacher training professional development programs throughout the year.

ICTE-UQ also continued to deliver English language support to UQ degree program students.

Continuing Education

ICTE continued to expand and strengthen its offshore and domestic links. The extension studies international division of ICTE diversified its client institution and instrumentality base through delivery of a wide range of training courses and programs.

The extension studies domestic division of ICTE coordinated and managed delivery of a wide range of programs in 2008.
UQ recognised the outstanding achievements of its alumni, and 2008 graduates continued to show exceptional leadership.

Dr Ben Mullen was named the inaugural Alumni Equity and Diversity Award winner. A Bachelor, Master and PhD graduate of UQ, Dr Mullen was honoured for his work over 20 years helping disadvantaged farmers boost production and sustainability in Vanuatu, Papua New Guinea, Vietnam, Indonesia and Myanmar.

Governor General of Australia, Dr Quentin Bryce, was named Alumnus of the Year. Her illustrious career and, in particular, her commitment to human rights and equality made Dr Bryce an outstanding choice for the award.

The International Alumnus of the Year was Mr Path Heang, MIS (Adv), who is an international peace and conflict advocate and a representative of the United Nations Development Program. The award recognises his dedicated service to Cambodia as a peacemaker and acknowledges his work with disenfranchised communities in Cambodia.

UQ was proud to honour Ms Alissa Phillips (MMusThy) as Young Alumnus of the Year. She is the Founder/Director of Specialised Programs and Community Endeavours (SPACE), a centre for young people with disabilities.

Alumni connections

UQ Advancement Office
www.advancement.uq.edu.au

Vice-Chancellor Professor Paul Greenfield made external outreach a clear priority in 2008, with a renewed focus on building relationships with alumni, supporters and industry leaders. From the time students are enrolled, the University encourages lifelong links between students, alumni and the University.

The Advancement Office, formerly the Office of University Development and Graduate Relations, changed its name on January 1 to reflect a simpler, more holistic approach to nurturing relationships critical to the University. The UQ Alumni Program enables alumni to remain connected to each other and the University. Reunion events, professional development opportunities in Australia and internationally and University News are all ways UQ reaches out to alumni.

Highlights of 2008 included:
- a year-long series of reunions for graduates of the Faculty of Health Sciences;
- the UQ Law Graduates’ Association reception for participants of the Law School’s mentoring program;
- UQ Economics Alumni Seminar Series;
- UQ Business School reunion;
- Vet School reunion;
- launch of the School of Physical Sciences alumni network; and
- employment seminars for alumni in Singapore and Hong Kong. While the Faculty of Business, Economics and Law hosted the seminars, alumni from other disciplines participated.

The Chancellor and Vice-Chancellor hosted many events in 2008 providing opportunities for alumni, particularly those living outside Brisbane, to hear about UQ’s strategic direction and plans for the future, including celebrations for the University’s centenary in 2010.

International alumni events

The Vice-Chancellor hosted receptions for alumni in Singapore, Malaysia, China, Hong Kong and Thailand in 2008. In Malaysia, University representatives had the opportunity to celebrate with Datuk Dr Rosti Saruwono (BE) at a lunch to honour him as the 2007 International Alumnus of the Year.

In 2008, international receptions were hosted for alumni in Chile, China, Hong Kong, India, Malaysia, Singapore, Thailand and the United States. Seven international alumni presidents were sponsored by UQ to travel to Singapore in June to be a part of the Australian Universities International Alumni Convention. In Singapore, the International Alumni Officer hosted a one-day workshop for the international presidents to discuss their strategic priorities for 2009, with feedback incorporated into the UQ Alumni Relations Strategy 2009-2011 and the Handbook for UQ Alumni Networks and Associations.
Philanthropic support

Throughout 2008, philanthropic support to UQ from individuals and organisations supported teaching, research, professorial chairs, scholarships and award programs.

Launch of the Chancellor’s Society and 1910 Society

The University has established the Chancellor’s Society to recognise donors who make an annual gift of $1000 or more. Annual giving is fundamental to achieving UQ’s goals and the University is pleased to acknowledge these gifts. Donors who have provided $100,000 or more are recognised with lifetime membership of the 1910 Society. The donors’ extraordinary commitment, which often extends over decades, is particularly noteworthy.

Philanthropic leadership

Two UQ alumni, Andrew Brice, BCom, FCA, and Graeme Wood, BEcon, MInfmSystems, co-founders of Australia’s leading accommodation website, wotif.com, were recognised in 2008 for their philanthropic leadership. Mr Wood, who has donated more than 10 percent of his net worth to charity, was honoured as 2008 Queenslander of the Year. Deputy Prime Minister Julia Gillard recognised Mr Brice and Mr Wood with the Business Higher Education Round Table’s award for Outstanding Philanthropic Support of Higher Education.

Professor Ian Frazer prepares the Gardasil vaccine ready for injection.

The University of Queensland Endowment Fund, a prescribed private fund, supported student scholarships totalling $500,000 for PhD and Honours level research in the arts and humanities.

The Chancellor’s Fund Appeal

Nearly 1100 donors supported the annual Chancellor’s Fund Appeal, raising more than $420,000 for the scholarship endowment, emerging needs, research, the Interactive Pathology Learning Centre and other areas.

Major gifts

UQ received several significant gifts in 2008 from individual philanthropists. An anonymous donor gave $2 million to support medical research. Schizophrenia research will benefit from a $550,000 endowed scholarship. An anonymous donor pledged $1 million to support the relocation of the School of Veterinary Science to Gatton. The Centre for Youth Substance Abuse benefited from an $800,000 donation and an additional $1.2 million pledge. Professor Ian Frazer won the Balzan Prize for Preventive Medicine in 2008, worth more than $1 million and dedicated it to supporting young researchers in cancer immunology at the Diamantina Institute.

Bequests

Many alumni and supporters recognise their commitment to UQ through a planned gift or a bequest. These gifts are often endowed in perpetuity, leaving a lasting legacy for the donors and providing ongoing benefits to students and researchers.

Income from long-standing endowed bequests in 2008 totalled more than $4 million, which continued to provide the University with funding for scholarships, chairs and medical research. Income from the Mayne estate totalled $3.2 million, which supported work in the Faculty of Health Sciences.

In 2008, 15 new bequests matured, with a combined value of more than $1 million. Examples include:
- scholarships in architecture ($100,000), for financially disadvantaged students ($10,000) and the Scholarship Endowment Fund ($25,000);
- undergraduate scholarships in crop agronomy and soil conservation ($368,000);
- School of Veterinary Science ($79,000);
- Ophthalmology Clinic ($10,000);
- Small Animal Clinic ($100,000);
- RD Milns Classics and Ancient History Perpetual Endowment Fund ($46,000);
- Anatomy and Developmental Biology ($10,000); and
- Faculty of Health Sciences research project ($300,000).

In 2008, the University was officially informed of the intentions of 10 new bequestors to include the University in their will. Pledges in this sector total more than $16 million and include provision for the ES Meyers Lecture series, the UQ Library, the Fryer Library’s Edith Hanger Australian Original Playscript collection, improvements to wheelchair access at the St Lucia campus, the Queensland Brain Institute, the Centre for Companion Animal Health and scholarships in medicine, psychology, environmental science, history and health sciences and for female Indigenous students.

The bequest program of the Advancement Office currently stewards several hundred future benefactors, and works with many others who express an interest in supporting the University in their will.
MANAGEMENT AND RESOURCES
The University recorded a consolidated surplus of $55.5 million for 2008. Total expenditure on continuing activities was $1,193.2 million. Of that total, 52.8 percent was attributed to staff salaries and related on-costs. The University continued to invest significantly in major infrastructure during the year.

Strategic and operational planning
UQ is committed to a rolling strategic planning framework that incorporates a hierarchy of planning outcomes. The University’s Strategic Plan provides the overall direction to the planning outcomes. The five-year plan undergoes an annual process of review and approval that ensures input from the Queensland Minister for Education, Senate and senior staff. It is underpinned by a set of inter-dependent planning documents, an operational agenda and a series of portfolio plans and enabling operational plans.

The portfolio plans and enabling operational plans describe the practical initiatives to be implemented in support of the strategic objectives. That ensures the activities that will drive change are properly embedded at the appropriate level of the organisation. Implementation plans and annual reporting mechanisms track progress against goals. Each portfolio plan is revisited annually and is subject to a major review every three to five years to ensure currency and congruence with the University’s strategic direction.

The operational agenda is a key element of the new planning framework. It ensures the guiding objectives in the Strategic Plan and the more specific actions described in the portfolio and enabling operational plans are embedded in clear university-level targets and performance outcomes. Specifically, the operational agenda outlines near-term whole-of-university targets and identifies the broad performance indicators that are used to monitor the University’s progress. Progress on the operational agenda is reviewed annually and the outcomes of the review reported to, and reviewed by, Senate.

University finances
Result for 2008
A consolidated surplus of $55.5 million has been recorded for 2008, compared with a surplus of $93.6 million in 2007 (restated from $81.0 million because of changes to the way revenue is recognised in relation to non-reciprocal grants received from the University).

Underlying operating surplus
UQ is, for the first time, presenting a reconciliation of the University’s underlying operating surplus to that prepared under the relevant accounting standards (see page 71).

The underlying operating surplus for 2008 of $24.9 million provides an overall picture of the financial outcome of the 2008 operations of the University parent entity, after adjusting for tied capital income, fair value adjustments relating to Smart State loans, returns from the long-term investment portfolio, abnormal income/expenditure items, and restricted dividends and group funding transactions relating to the subsidiary operations of the University.

The underlying operating surplus supplements other external funds (from both government and philanthropic support) and Smart State borrowings, which enables the University to fund significant new infrastructure and supports the ongoing refurbishment of existing building stock.
Reconciliation of Operating Result (Income Statement In Published Financials) to Underlying Operating Result (Accrual Accounting)

<table>
<thead>
<tr>
<th></th>
<th>PARENT 2008 $'000</th>
<th>PARENT 2007 $'000</th>
<th>VARIATION $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net operating position as per University published financial statements ¹</td>
<td>63,207</td>
<td>73,124</td>
<td>12,154</td>
</tr>
<tr>
<td>Non-reciprocal Grants 2007 Restatement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net operating position of the University (AEIFRS)</td>
<td>63,207</td>
<td>85,278</td>
<td>(22,071)</td>
</tr>
<tr>
<td>Income tied to major capital projects ²</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clinical Sciences Building (Atlantic Philanthropies donation)</td>
<td>-</td>
<td>(10,000)</td>
<td>10,000</td>
</tr>
<tr>
<td>Clinical Sciences Building (Federal Government funding)</td>
<td>-</td>
<td>(7,500)</td>
<td>7,500</td>
</tr>
<tr>
<td>Clinical Sciences Building (State Government funding)</td>
<td>-</td>
<td>(7,600)</td>
<td>7,600</td>
</tr>
<tr>
<td>Centre for Advanced Animal Science (State Government funding)</td>
<td>(4,993)</td>
<td>(6,465)</td>
<td>1,472</td>
</tr>
<tr>
<td>Greenslopes Clinical School (Federal Government funding)</td>
<td>(11,700)</td>
<td>-</td>
<td>(11,700)</td>
</tr>
<tr>
<td>Better Universities Renewal Funding (Federal Government) ³</td>
<td>(30,203)</td>
<td>-</td>
<td>(30,203)</td>
</tr>
<tr>
<td>Learning and Teaching Performance Fund (Federal Government) ³</td>
<td>(500)</td>
<td>(8,050)</td>
<td>7,550</td>
</tr>
<tr>
<td>Accounting related items (AEIFRS Adjustments) ⁴</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Smart State Loans</td>
<td>(10,082)</td>
<td>(17,860)</td>
<td>7,778</td>
</tr>
<tr>
<td>Restricted Income ⁵</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managed Investment Portfolio</td>
<td>22,576</td>
<td>(6,286)</td>
<td>28,862</td>
</tr>
<tr>
<td>UQ third party share of commercialisation losses</td>
<td>6,970</td>
<td>971</td>
<td>5,999</td>
</tr>
<tr>
<td>Abnormal income items</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Discriminatory but generally allocated to the Asset Management Plan)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IELTS sale</td>
<td>(3,171)</td>
<td>-</td>
<td>(3,171)</td>
</tr>
<tr>
<td>Heron Island insurance recoveries</td>
<td>(9,226)</td>
<td>-</td>
<td>(9,226)</td>
</tr>
<tr>
<td>Student Services charge adjustment (write-back liability)</td>
<td>(516)</td>
<td>-</td>
<td>(516)</td>
</tr>
<tr>
<td>Abnormal expenditure items</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss on disposal of property plant &amp; equipment (Assets impaired through P &amp; L) ⁶</td>
<td>7,186</td>
<td>3,085</td>
<td>4,101</td>
</tr>
<tr>
<td>Restricted - Profit &amp; Loss from subsidiary operations ⁷</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UQ Holdings Pty Ltd (dividend received)</td>
<td>(8,100)</td>
<td>-</td>
<td>(8,100)</td>
</tr>
<tr>
<td>Group funding transactions (iMBCom Pty Ltd)</td>
<td>3,450</td>
<td>-</td>
<td>3,450</td>
</tr>
<tr>
<td>Underlying operating surplus/(deficit)</td>
<td>24,898</td>
<td>25,573</td>
<td>(675)</td>
</tr>
</tbody>
</table>

NOTES

1. The operating result calculated in accordance with the Financial Management Standard, applicable Australian equivalents to International Financial Reporting Standards, Urgent Issues Group Interpretations and the Financial Statement Guidelines for Australian Higher Education Providers. The 2007 result has been restated to correct an error in the previous year relating to the revenue recognition of non-reciprocal grants received by the University.

2. This category represents funding specifically provided by governments (federal and state) and philanthropic sources, for specified major capital projects. This funding is not available for general operating expenditure of the University. No adjustment is made in relation to Smart State Loans allocated to major capital projects as these loans are recognised in the balance sheet of the University in the year of receipt (subject to fair value adjustments allowed for above).

3. In 2008, 2007 and 2006, the University conducted a comprehensive stocktake of University assets. All subsidiaries of the University are managed by independent boards. Dividends are provided for according to the capital management policy of each individual entity subject to the present and future funding requirements of each entity. Until such time as dividends are declared and paid, the University does not consider that the proceeds earned by subsidiaries of the group are available to meet the general operating expenses of the University.

4. Funds invested in the managed investment portfolio are restricted funds set aside from corpus donations and bequests earmarked for purposes specified by the giver. The net earnings presented in the financial statements reflect the fair value movement of corpus investments using a “mark to market” methodology. UQ is entitled to one-third share of the net commercialisation returns generated by the UQH Group (referred to as the “splits arrangement”). Any movements in the underlying value of UQ’s share of the UQH Group investments (commonly illiquid equity investments in start-up companies) should not be considered part of the normal operating cycle of the University.

5. In 2008, the University conducted a comprehensive stocktake of University assets. A large number of assets were found to be impaired and the loss relating to these assets (which likely occurred over several accounting periods) was adjusted in the 2008 income statement. The 2007 balance includes the loss relating to the Heron Island Research Station fire. The 2007 balance includes the loss relating to the Heron Island Research Station fire.

6. All subsidiaries of the University are managed by independent boards. Dividends are provided for according to the capital management policy of each individual entity subject to the present and future funding requirements of each entity. Until such time as dividends are declared and paid, the University does not consider that the proceeds earned by subsidiaries of the group are available to meet the general operating expenses of the University.
Income
Income provided by the Australian Government amounted to $645 million, an increase of $65.3 million over the amount provided in 2007 (based on the restated 2007 result). The increase is mainly attributable to income received from the Department of Health and Ageing for construction of the Greenslopes Clinical School ($11.7 million), funding under the National Collaborative Research Infrastructure Strategy ($8.7 million) and a distribution from the Commonwealth’s Better Universities Renewal Funding ($30.2 million) to renew and build campus infrastructure.

Support from the Queensland and local governments continued to assist the operations of the University. Total funding of $57.1 million (2007, $43.1 million) was received in 2008.

Income derived from fees and charges, particularly tuition fees paid by international students, increased from $173 million in 2007 to $196.5 million in 2008.

Capital expenditure
The University has continued to invest significantly in major infrastructure and the amount capitalised on property, plant and equipment during 2008 totalled $118.1 million ($205.3 million in 2007 and $148.3 million in 2006). Depreciation and amortisation of $69.6 million was incurred in 2008. The decrease in capital expenditure was due to several major capital projects being completed in 2007.

Investment portfolio
The University has a total of $64.4 million in investment funds. They are primarily trust and bequest funds that have been built up over the years. To maintain the real value of the funds, they are managed in a long-term portfolio by external specialist fund managers. The fund managers are required to operate within designated asset allocation benchmarks and each of the eight managers has separate responsibilities for investments in:

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

The combined return by all fund managers for the year was -26.8 percent, compared with the benchmark return of -25.6 percent. The decline in the return is consistent with the global economic downturn for 2008.

Investment portfolio 2008
![Investment portfolio chart]

Improvements to financial management systems
Internal financial controls and structures used throughout the University continued to be enhanced in 2008 with the implementation of a new finance system. The software selected was PeopleSoft Financials version 9.0, an Oracle product that has been successfully implemented in large organisations, including other universities, all over the world.

Expenditure
Total expenditure on continuing activities was $1,097.3 million. Of that total, the amount attributed to staff salaries and related on-costs was $615.3 million (56.1 percent).

Consultancies
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>EXPENDITURE $</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
</tr>
<tr>
<td>Finance/Accounting</td>
<td>941,610</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>152,623</td>
</tr>
<tr>
<td>Information Technology</td>
<td>1,255,096</td>
</tr>
<tr>
<td>Management</td>
<td>3,775,894</td>
</tr>
<tr>
<td>Professional/Technical</td>
<td>18,078,965</td>
</tr>
<tr>
<td>Total</td>
<td>24,204,188</td>
</tr>
</tbody>
</table>

Smart State Research Facilities Funding
The Queensland Government Smart State Research Facilities Fund was established to promote research and infrastructure for science and development. To date, the University has received $74.2 million for various projects. During 2008, $15.7 million was received.

The 2008 funding was applied towards the following projects:
- Centre for Integrated Preclinical Drug Development (TetraQ), $2.8 million;
- Centre for Hypersonics, $1.1 million;
- Centre for Advanced Animal Studies, $8 million;
- MedTeQ, $0.85 million. MedTeQ is an international research partnership, led by UQ, to create the next generation of medical imaging and monitoring systems; and
- Bionano-products Development Facility (BnDF), $3 million.

Expenditure
Total expenditure on continuing activities was $1,097.3 million. Of that total, the amount attributed to staff salaries and related on-costs was $615.3 million (56.1 percent).
University staff

Recruitment
In 2008, a total of 493 professional staff and 312 academic staff positions were advertised externally by UQ. The primary medium for recruitment was online employment websites.

The majority of recruitment was required to replace voluntary resignations and retirements. Resignations, as a percentage of all staff, were 13.5 percent, representing 15 percent for professional staff and 11 percent for academic staff.

Staff survey
The University implemented its first staff engagement survey in 2008, with a response rate of 46 percent. Overall it showed UQ staff were proud to be part of a successful university with a reputation for quality research. They were also committed to and cooperative in the work they did.

Compared to other universities, UQ staff expressed slightly higher satisfaction with most management practices and systems, particularly in management of occupational health and safety.

As is the case in many other universities, UQ has opportunities for further development in the areas of leadership, involvement of staff in decision-making and communication between different sections of the University. The management of change within UQ is also an area identified for further enhancement.

Greater flexibility in remuneration and recognition of high-performing staff was also an issue raised in the survey. Staff reported they would like support to be more entrepreneurial and to further their careers within UQ.

External funded chairs

<table>
<thead>
<tr>
<th>CONTRIBUTOR</th>
<th>AMOUNT $</th>
<th>CHAIR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Queensland Department of Main Roads</td>
<td>196,000</td>
<td>Main Roads Chair in Civil Engineering</td>
</tr>
<tr>
<td>Golder Associates Pty Ltd</td>
<td>150,000</td>
<td>Chair in Geomechanics</td>
</tr>
<tr>
<td>Defence, Science and Technology Organisation, Department of Defence</td>
<td>197,000</td>
<td>Chair in Hypersonics</td>
</tr>
<tr>
<td>P&amp;H Mining Equipment Inc</td>
<td>169,000</td>
<td>Chair Mechanatronic Engineering</td>
</tr>
<tr>
<td>BHP Mitsubishi Alliance</td>
<td>250,000</td>
<td>Chairs in Minerals Processing</td>
</tr>
<tr>
<td>Xstrata</td>
<td>150,000</td>
<td>Chair in Metallurgical Engineering</td>
</tr>
<tr>
<td>Queensland Health</td>
<td>312,000</td>
<td>Chair of Adolescent and Child Psychiatry</td>
</tr>
<tr>
<td>Queensland Department of Primary Industries and Fisheries</td>
<td>90,000</td>
<td>Chair in Animal Welfare</td>
</tr>
<tr>
<td>Australian Vet Association</td>
<td>5,000</td>
<td>Chair in Animal Welfare</td>
</tr>
<tr>
<td>Leukaemia Foundation of Australia</td>
<td>187,000</td>
<td>Chair in Experimental Haematology</td>
</tr>
<tr>
<td>Queensland Department of Primary Industries and Fisheries</td>
<td>95,000</td>
<td>Chair in Crop Science and Innovation</td>
</tr>
<tr>
<td>Grains Research Development Corp</td>
<td>94,000</td>
<td>Chair in Crop Science and Innovation</td>
</tr>
<tr>
<td>AgResearch NZ</td>
<td>73,000</td>
<td>Systems Thinking Chair</td>
</tr>
<tr>
<td>Veolia Water Management</td>
<td>300,000</td>
<td>Chair in Water Recycling</td>
</tr>
<tr>
<td>Toowong Private Hospital</td>
<td>96,000</td>
<td>Kratzmann Chair in Psychiatry and Population Health</td>
</tr>
<tr>
<td>Queensland Skin and Cancer Foundation Inc</td>
<td>200,000</td>
<td>Chair in Dermatology</td>
</tr>
<tr>
<td>Queensland Department of Primary Industries and Fisheries</td>
<td>50,000</td>
<td>Chair in Rangelands Management</td>
</tr>
<tr>
<td>Land and Vegetation Services, Queensland Department of Natural Resources and Water</td>
<td>50,000</td>
<td>Chair in Rangelands Management</td>
</tr>
<tr>
<td>Queensland Department of Tourism, Regional Development and Industry</td>
<td>50,000</td>
<td>Chair in Rangelands Management</td>
</tr>
</tbody>
</table>

Staff development
The 2008 Staff Development Program provided more than 700 course offerings to more than 9600 participants. The range of courses was similar to previous years, focusing on development needs of professional, managerial and academic staff.

The program funded fellowships, educational opportunities and subsidies to attend workshops presented by Universities Australia and the Association for Tertiary Education Management.

A major initiative in 2008 was the significant implementation of the eight module Go8 Future Research Leaders’ Program.

Employee relations
Technical and legal advice, strategic direction and internal consultancy services on workplace agreements and employment issues was provided across the University.

Two new policies, Job Sharing and Telecommuting, were among several developed or amended throughout the year with the aim of delivering further flexibility in working arrangements and to strengthen a focus on equity within the University.

Several change-management initiatives were undertaken, including:

- the School of Dentistry’s introduction of a fee-paying clinical service;
- outsourcing services of the UQ Bookshop to the University Co-op, a not-for-profit organisation that operates campus bookshops throughout Australia;
- a decision to outsource the services of UQ Printery by early 2009;
- preparation for relocating of the School of Veterinary Sciences to UQ Gatton; and
- privatising JK Tech.

The Vice-Chancellor approved a four percent administrative increase in academic and professional staff salaries from January 1, 2009, as a revised enterprise agreement is yet to be negotiated.

Executive management structure
A new executive management structure was launched in 2008 involving changed reporting relationships, revised job design and a significant recruitment effort that will be completed in early 2009.

Director of HR
The year saw the arrival of Shard Lorenzo, the new Director of Human Resources. Ms Lorenzo joined UQ in March from the University of South Australia, in Adelaide.
Equity and diversity

www.uq.edu.au/equity

Programs for women

Through 2008, UQ continued its successful programs for women, including:

- New Horizons, a career advancement program for female professional staff;
- Promoting Women Fellowships designed to strengthen the research profile or leadership potential of academic women who are expected to apply for promotion within three years. In particular, women who have had career interruptions or impediments due to equity-related circumstances are given additional consideration; and
- the Senior Women Seminar Series with speakers including Professor Mara Olekans, of the University of Melbourne, and federal Sex Discrimination Commissioner and Commissioner for Ageing, Elizabeth Broderick.

In 2008, the University maintained its citation as an Employer of Choice for Women and, because of its consistently high performance, was waived from reporting for two years. It was reaccredited by the Australian Breastfeeding Association as a breastfeeding-friendly workplace.

Benchmarking

The Equity Office continued to maintain its International Equity Benchmarking Project involving selected partners representing the Go8, Universitas 21 and ATN, University of Western Australia, University of Melbourne, Queensland University of Technology, University of Auckland, University of British Columbia and University of Nottingham. At the invitation of Universitas 21, information about the project was included on the U21 website.

Staff contributions

Director of the Equity Office, Dr Ann Stewart, was elected as national co-convenor, with responsibility for student equity matters, to the Equal Opportunity for Practitioners in Higher Education, Australasia network. She was also invited to be a member of the Advisory Board for the new National Centre for Student Equity.

Other key equity and diversity achievements and activities in 2008 included:

- revision of policies relating to equity and diversity and integrating the concept “performance relative to opportunity” within UQ appointments and promotions policies;
- the Diversity Discussions series, which featured a conversation between Dr Jackie Huggins AM and Mary Graham on Aboriginal spirituality and relevance to sustainable living in a diverse world, and a seminar for senior staff on diversity leadership competencies; and
- two half-day workshops, facilitated by Grant Sarra, for UQ staff to increase awareness of Indigenous Australian issues. The workshop supported implementation of the Aboriginal and Torres Strait Islander Employment Strategy, the Statement of Education Principles on Indigenous Australian Matters and priorities in the UQ Equity and Diversity Plan.

The Equity Office continued to train and maintain UQ’s Discrimination and Harassment Contact Officer, Equity Contact Officer and Ally networks.
Occupational health and safety

The University’s Occupational Health and Safety Council met quarterly in 2008 to review and approve a range of new and updated OHS policies, procedures and guidelines and the operation of the University’s OHS management program. Policies approved for implementation included:
- workers’ compensation and rehabilitation;
- management of work in confined spaces;
- use of scheduled poisons and drugs;
- asbestos management; and
- workplace injury and illness.
During 2008, more than 2240 staff and students attended specific training courses conducted by the OHS Unit, a 10 percent increase over the previous year. Programs included:
- OHS for supervisors and managers;
- fire safety and evacuation;
- OHS risk assessment, including chemical risk assessment;
- managing safety in the laboratory;
- working in confined spaces;
- chemicals management;
- safe use of compressed gases;
- personal protective equipment;
- manual tasks risk assessment and control;
- Australian diver accreditation for occupational scientific diving;
- radiation safety;
- regulation of biological material in Australia;
- OHS representative training; and
- OHS officer training.
In 2007, the OHS Unit began a program to conduct OHS infrastructure audits for all laboratory spaces operated by the University. The audits were designed to ensure laboratories achieved best practice in terms of facilities and regulatory compliance to reduce the risk of incidents and injuries. The program was completed in 2008 and identified a range of improvement issues being actioned by faculties and institutes.

A new OHS online training program for all staff was launched in the first quarter of 2008 and was highly successful with more than 5000 staff completing the program in its first six months of implementation.
Minor incidents and near misses decreased slightly from 910 reported incidents in 2007 to 886 incidents in 2008. This is seen as a positive indicator of a general increase in OHS awareness across the University.

The OHS Minor Works Asset Management Fund continued throughout 2008. A total of 84 new projects was supported with a cost contribution of $400,000 from OHS combined with co-contributions of a further $553,000 from schools and faculties.

Major projects supported included:
- hydrogen reticulation and improved storage for Civil Engineering;
- Cement Box Theatre electrical installation safety upgrade;
- Heron Island kitchen safety infrastructure;
- automatic door safety modifications for the Chamberlin Building;
- a roof access safety system for the incinerator at Pinjarra Hills site;
- installing ergonomic operating and treatment tables for the Seddon Veterinary Clinic; and
- safety modifications and an upgrade at the waste chemical compound at UQ St Lucia.

The number of lost-time injuries for 2008 remained relatively steady with 29 recorded injuries to staff following the lowest-ever recorded number of injuries of 28 in 2007. However, of the 29 injuries in 2008, five occurred while travelling to or from work outside the control of the University.

From left: Fourth-year Occupational Therapy student Monica Dang, printery worker Alwyn Reid and Senior Clinical Educator in UQ Work Service, Clara Chan. This is a typical worksite visit for UQ Work Service therapists.
Workers’ compensation

The Work Injury Management (WIM) team manages the workers’ compensation operations of the University as a part of the OHS Unit under the regulatory provisions of the Workers’ Compensation and Rehabilitation Act and UQ’s self-insurance licence.

In 2008, a total of 178 statutory and damages workers’ compensation claims was managed, 10 percent fewer than 2007. Claim numbers have been relatively consistent since self-insurance was implemented and 2008 saw no real exception to that trend, other than a relatively small decrease in numbers and small increase in claim costs.

The increase was solely due to the settlement of several damages claims against the University over the year. Despite direct external cost increases, such as the medical schedule of fees and claimant wage increases, UQ has been able to contain costs. This is an indicator of the effectiveness of the University’s workers’ compensation and OHS programs in managing safety, injury management and rehabilitation. The intrinsic relationship between safety and workers’ compensation continues to be evidenced in the relatively low claim numbers and positive results and low operating costs.

The University’s compliance with the provisions of its self-insurance licence was audited internally and externally by the regulatory authority during 2008. The audits confirmed full compliance with the Workers’ Compensation & Rehabilitation Act 2003, its regulations, and all associated procedural and operational requirements.

Data and statistics provided by the regulator confirmed the University was exceeding industry benchmarks in virtually every set scheme-wide criterion. The data showed UQ continued to be one of the best performing of any of the 26 self-insured organisations in Queensland.

Campus developments

The University continued to improve its teaching and learning facilities for students and staff with several developments completed for the start of the 2008 academic year and work continuing on others throughout the year.

The new $54 million General Purpose North 4 (GPN4) building was officially opened at St Lucia in July. The V-shaped “smart” building, designed by Richard Kirk Architect in association with ML Design, incorporates a new interactive lecture theatre enabling students to give teachers instantaneous feedback.

The building has a range of environmental features, including energy-efficient lighting, solar panels and a strategic shading system. Its water-harvesting system incorporates underground tanks capable of holding up to 220,000 litres of rainwater and run-off for landscaping and non-potable needs. As well as new teaching and learning spaces, GPN4 is the new home of the Institute for Continuing and TESOL Education.

A $1.5 million refurbishment of the Abel Smith Lecture Theatre at UQ St Lucia was completed during the year, creating one of the campus’s most modern teaching facilities, with dual data projection facilities and improved seating and lighting. Originally built in 1967 at a cost of $120,000, the lecture theatre is named in honour of the then Governor of Queensland, Colonel Sir Henry Abel Smith.

Work continued during the year on a $9 million program to rebuild facilities at UQ’s Heron Island Research Station on the Great Barrier Reef following the destructive March 2007 fire.

Stage one, new student accommodation, with a capacity of 80 beds plus tutor dormitories, was opened during the year. Stage two, the rebuild of teaching and research facilities, was completed in February 2009. The replacement facilities include seven research laboratories, three teaching labs, two instrument rooms, extensive aquaria infrastructure and seminar and computer rooms.

A $1.7 million upgrade of the Alumni Court, near UQ St Lucia’s Parnell Building, was completed during 2008. The project involved providing disabled access into the adjacent Great Court and the adaptive re-use of a former physics laboratory with the installation of a pergola.

The Lectopia lecture recording system was rolled out across UQ campuses in all designated centrally controlled teaching spaces with seating capacities of more than 200. Implemented in lecture theatres at the St Lucia, Ipswich and Gatton campuses and the Herston site, the system allows academic staff to record lectures by either audio and screen content or audio and video. Students can then access recordings online for review. The project was supported by $500,000 from the Commonwealth Government’s Learning and Teaching Performance Fund.

The new UQ Alumni Court, which has had a $1.7 million renovation as part of the campus enhancement program.
Restoration work started on the landmark Blair Pavilion at UQ Ipswich. Initial stages of the $200,000 project involved cleaning, repairing and painting the two-storey building’s roof and distinctive ventilators and its upper-level stucco facade, windows, grills and soffits. A specific priority of the project is to ensure the prevention of water damage. The Blair Pavilion was built in 1908 as part of the then Sandy Gallop Lunatic Asylum.

Architects’ award

UQ’s efforts to create a high-quality built environment at all its campuses and research sites earned it the 2008 Australian Institute of Architects (AIA) President’s Prize, awarded by the institute’s Queensland chapter. Established in 1998, the chapter’s President’s Prize recognises the contribution by individuals or organisations to the architectural profession.

AIA president Bruce Medek congratulated UQ on recognising and appreciating the benefits of exceptional architecture. He said that, for more than a decade, the University had overseen an extensive capital works program that had emphasised the delivery of high-quality architecture.

Student numbers by campus

<table>
<thead>
<tr>
<th>Campus</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gatton</td>
<td>1644</td>
<td>1546</td>
<td>1479</td>
</tr>
<tr>
<td>Ipswich</td>
<td>2207</td>
<td>1933</td>
<td>1541</td>
</tr>
<tr>
<td>St Lucia</td>
<td>33,667</td>
<td>34,471</td>
<td>35,030</td>
</tr>
<tr>
<td>Total</td>
<td>37,518</td>
<td>37,950</td>
<td>38,050</td>
</tr>
</tbody>
</table>

Environmental performance

UQ’s journey towards environmental sustainability led to renewed commitment and action in 2008. A carbon footprinting consultancy provided a blueprint to build on in 2009. It will include further embedding environmental sustainability into teaching and research programs and operational activities.

Student and staff enthusiasm reinforced the University’s commitment to implement sustainability principles throughout UQ’s operations, and engagement with the UQ community will remain a focus in 2009. Highlights of 2008 included:

- purchase of 2.5 percent renewable energy;
- completing Energetics’ scoping report and the start of stage two to establish an overall plan for greenhouse gas emissions management across the University;
- opening the GPN4 building, which includes photovoltaic cells, two 110,000-litre rainwater tanks and other energy-saving features;
- the start by Property and Facilities Division of an ongoing audit to identify opportunities to conserve energy;
- engaging staff at a Climate Change Forum to obtain feedback on implementing sustainability practices on all UQ campuses;
- increased emphasis on biodiversity, with the University’s experimental mine site being declared a “Land for Wildlife” site;
- expanding the Green Office Program to support staff who are pursuing environmental sustainability practices in their work areas;
- increased green procurement initiatives, with more that 50 percent of paper supplied from the Property and Facilities store now having recycled content; and
- forming a Student Sustainability Working Group to incorporate environmental elements into the UQ Student Union complex.

Funding ‘surprise’

In December, the Federal Government announced funding of $69.9 million to help improve campus facilities during 2009. The one-off grant included $47.2 million to assist in completing the new $100 million UQ School of Veterinary Science facilities at UQ Gatton.

It also included an unexpected $22.7 million for enhancing other campus facilities, including teaching and learning spaces. The funds were made available through the government’s Teaching and Learning Capital Fund for Higher Education.
Environmental risk management

In 2008, the University continued its risk management approach to addressing the environmental performance of its operations. Though risks are constantly identified and addressed in day-to-day activities, a formal assessment process is undertaken annually. In this process, all the risks listed in 2007 were reassessed, and items identified by the University community and Environmental Services staff added. The year saw a 55 percent increase in the number of submissions from the University community and the inclusion of nine new risk items not previously considered in the process, for example, use and emission to atmosphere of CO₂ and dry ice in research work.

Minimising environmental impact

Projects accomplished in 2008 to meet the objective of zero environmental legislative breaches were:
- installing water-saving devices and water tanks for water restrictions;
- obtaining development approval for environmentally relevant activities at the new CAAS at Gatton; and
- responding to complaints and incidents to address environmental harm and nuisance.

Water consumption

Water consumption at most University sites continued to decline during 2008. The installation of water-saving fittings and fixtures was completed at all UQ sites in 2008, bringing about a further 14 percent water saving, compared to 2007.

Waste management

Audit results for 2008 showed a decrease in the total weight of waste going to general waste from all campuses. That probably meant recycling streams were being used more than in previous years, as the University does not currently measure recyclable streams. A Waste Management Plan will be developed in 2009 to help Property and Facilities manage and monitor waste and recycling streams from UQ more effectively. The goal is to reduce recyclables in the general waste stream to zero.

The University has implemented waste management programs wherever they are required by development approval conditions, in accordance with the Environmental Protection (Waste Management) Policy 2000, which is subordinate legislation to the Environmental Protection Act 1994.

Mine site restoration

Work on restoring elements of a native rainforest at UQ’s 7.5ha experimental mine site at Indooroopilly, in Brisbane, continued during the year. The site, originally a working silver and lead mine that the University acquired in 1967, houses the Julius Kruttschnitt Mineral Research Centre and its commercial offshoot JKTech. It is the only experimental mining site so close to a city university campus anywhere in the world. The University is two years into a seven-year landscape management plan for the site.
GLOSSARY

AC Companion of the Order of Australia
ACBC Australia China Business Council
ACICIS Australian Consortium for In-Country Indonesian Studies
ACIPA Australian Centre for Intellectual Property in Agriculture
ACRF Australian Cancer Research Foundation
AIBN Australian Institute for Bioengineering and Nanotechnology
AIFRS Australian equivalents to the International Financial Reporting Standards
AINSE Australian Institute for Nuclear Science and Engineering
AM Member of the Order of Australia
AMPAM Queensland Centre for Advanced Materials Processing and Manufacturing
ANU Australian National University
AO Order of Australia
APA Australian Postgraduate Awards
APR Academic Program review
ARC Australian Research Council
ARMS Assurance and Risk Management Services
ASX Australian Stock Exchange
ATLC Australian Teaching and Learning Council (formerly the Carrick Institute)
ATN Australian Technology Universities Network
ATSI Aboriginal and Torres Strait Islander
ATSS Unit Aboriginal and Torres Strait Islander Studies Unit
AUJAC Australian Universities International Alumni Convention
BACS Faculty of Biological and Chemical Sciences
BCEC Boilerhouse Community Engagement Centre
BEL Faculty of Business, Economics and Law
BnDF Bionano-products Development Facility
CAAS Centre for Advanced Animal Science
CARD Collaboration for Agriculture and Rural Development
CCRI China Coal Research Institute
CEIT Centre for Educational Innovation and Technology
CGS Commonwealth Grants Scheme
CICR Centre for Immunology and Cancer Research
CLS Commonwealth Learning Scholarships
CMLR Centre for Mined Land Rehabilitation
CMM Centre for Microscopy and Microanalysis
CMR Centre for Magnetic Resonance
CoE Centre of Excellence
Convocation Comprises all University graduates
COPE Centre for Organic Photonics and Electronics
Course formerly subject – part of a program
CPASE Centre for Physical Activity and Sport Education
CQU Central Queensland University
CRC Cooperative Research Centre – bodies funded competitively by the Federal Government and involving university, industry and other research groups
CTLC Collaborative Teaching and Learning Centre
DEEWR Federal Department of Education, Employment and Work Relations
DEST Former Federal Department of Education, Science and Training
DMS Disability Management System
EFTSL Equivalent full time student load
ELI English Language Institute
ELICOS English language intensive courses for overseas students
EMSAH English, Media Studies and Art History
EPSA Faculty of Engineering, Physical Sciences and Architecture
ERM Enterprise risk management
ERMS Electronic Risk Management System
ESOL English for Speakers of Other Languages
FAQ Frequently asked questions
FBT Fringe Benefits Tax
FEAST Future Experiences in Agriculture, Science and Technology program, Gatton
FLE Fluid analogies engine
Fol Freedom of Information
GMAA Graduate Management Association of Australia
Go8 Group of Eight – an alliance of eight research-strong, "sandstone" universities committed to ensuring Australian higher education institutions are world class
GPA Grade Point Average – a grading scale for University subjects ranging from one (the lowest) to seven (the highest)
GPN4 General Purpose North 4 Building
GU Griffith University
HEESP Higher Education Equity Support Program
HERS Higher Education Research and Scholarship
HR Human resources
HUPP Handbook of University Policies and Procedures
iCEVAL Institutional course evaluations
ICTE Institute for Continuing and TESOL (Teaching of English to Speakers of Other Languages) Education
IED International Education Directorate
IFRS International Financial Reporting Standards
IIBLP Institute for International Banking Law and Practice
IMB Institute for Molecular Bioscience
IML Institute of Modern Languages
ION Institute of Neuroscience
ISSR Institute for Social Science Research
IT Information technology
ITEE School of Information Technology & Electrical Engineering
IWA International Water Association
JCU James Cook University, Townsville
JKMRC Julius Krutschnitt Mineral Research Centre
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44 Heron Island
45 Low Isles

Seismograph Stations
46 Mount Nebo

Principal Campuses
St Lucia
35,030 enrolments
Telephone (07) 3365 1111
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