

2.7 Develop flexible models to effectively utilise the institution's intellectual property.

UniQuest

UniQuest is Australia's leading university commercialising entity, managing UQ's intellectual property. It consistently benchmarks in the world's top five per cent for university-based technology transfer offices.

Since 1984, UniQuest has built, commercialised and managed an extensive intellectual property portfolio, including more than 1500 patents and 100 companies resulting from university-based discoveries. In August, UniQuest celebrated 100 startups with an award ceremony at Customs House.

Since 2002, UniQuest and its spin-out companies have raised more than \$700 million to help take UQ technologies to the market. More than \$625 million in commercialisation revenue has been generated by UniQuest for UQ. Gross sales of products using UQ technology licensed by UniQuest total more than US\$17 billion since 2007.

Among others, UniQuest was responsible for commercialising the HPV vaccine Gardasil®.

the Triple P – Positive Parenting Program, the image correction technology used in most of the world's MRI machines, and a potential new treatment for pain through spin-out company Spinifex Pharmaceuticals Pty Ltd—a biopharmaceutical company acquired recently in one of Australia's largest ever biotech deals. At present, UniQuest has four molecules and two devices in clinical trials.

JKTech

As the technology transfer company for the University's Sustainable Minerals Institute (SMI), JKTech provides technical consulting and training services (in mining, geometallurgy and processing), laboratory services, specialist testing equipment, specialised laboratory tests and simulation software products.

Significant activities and achievements during 2018 included:

- JKSimMet software increasing its client numbers to more than 60 per cent of the global market
- JKTech's team completing client work in more than 17 countries
- executing a substantial Rio Tinto global contract covering 17 mine sites to roll out a new blast movement model (Value Based Ore Control) that JKTech is commercialising from SMI research.



The prestigious 2018 Clarivate Analytics 'Highly Cited Researchers' list featured UQ researchers 28 times, with one UQ researcher, Professor David L Paterson, featuring twice. This placed the University second in Australia and on par with prestigious international institutions such as California Institute of Technology and Princeton University. Researchers on the list—including Professor Naomi Wray from UQ's Institute for Molecular Bioscience and Queensland Brain Institute, pictured above—have been identified as the world's most influential and impactful scientists and social scientists through consistently producing top-cited papers within Essential Science Indicators research fields.



UQ's Triple P – Positive Parenting Program has been delivered in 28 countries around the world, in 22 languages – including Farsi, Japanese and Mandarin (photo: Getty Images/GlobalStock).

REVIEW OF ACTIVITIES

3. Building engaged and strategic partnerships with a broad range of local and global networks

Engaging and collaborating with the community, industry, government and other research innovators is critical to UQ's capacity to meet the rapidly changing needs of society. We aim to enhance our approach to external engagement with a partnership framework, customer relationship management system, deeper international connections, diverse income sources and ongoing commercialisation interests.



Research is a vital aspect of the University's business—pictured here is Associate Professor Yasmina Sultanbawa from the Queensland Alliance for Agriculture and Food Innovation working on the commercial potential of food preservation through the Kakadu Plum.

3.1 Build a centralised resource to support, develop and manage significant partnerships guided by a clear partnership framework.

New partnerships committee

In 2018, UQ introduced a new Partnership Framework that adopts a 'One UQ' approach to the development of strategic industry partnerships. Building on the current Partner Engagement Strategy for international higher education institutions, the new framework seeks to ensure a more coordinated approach to building and strengthening collaborations with industry partners and ensuring that UQ maximises opportunities for the whole institution. For UQ's valued industry partners, the framework will streamline the process of engaging with UQ (particularly with first contact), support delivery of services, and ensure that UQ provides a comprehensive, consolidated offering to match to each partner's unique needs. Under the new framework, a Strategic Engagement and Partnerships Committee was established to help coordinate activity related to UQ's strategic industry partnerships. The Committee includes senior representatives from UQ's research, teaching and engagement portfolios to ensure broad representation and connectivity between all functional areas.

KEY PERFORMANCE INDICATORS

PARTNERSHIPS

Rank first in Australia for attracting research income from industry

| UQ research income ¹ | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|------|------|------|------|------|------|
| UQ's national rank on research income from industry | 1 | 2 | 1 | 2 | 2 | 1 |

An increase in the proportion of our publications that are co-authored with external international or industry partners

| UQ publications with external co-authors ² | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 ³ |
|---|------|------|------|------|------|-------------------|
| UQ's rank within the Go8 for the percentage of publications with an international co-author | 4 | 6 | 5 | 6 | 6 | 4 |
| UQ's rank within the Go8 for the percentage of publications with a non-academic co-author | 7 | 7 | 7 | 7 | 5 | 5 |

¹ Industry includes research income from the following sources: non-Commonwealth schemes, rural R&D, Australian and international organisations, and Cooperative Research Centre (CRC) R&D income received from non-government sources.
² Source: Incites Dataset within Web of Science and is based on a single full year only; the document types included in this metric are Article, Review or Note.
³ Figures for 2018 are preliminary. Data will be finalised in mid-2019.

► Related initiatives for 3.1

| | |
|---|-------|
| 1.1 Entrepreneurship and Innovation Strategy | pg 16 |
| 1.3 IT capital investment | pg 18 |
| 2.5 Industry cohort PhD program | pg 23 |
| 5.3 ExCom business transfer from UniQuest | pg 33 |
| 6.2 Research pipelines | pg 36 |

3.2 Strengthen and grow international research collaborations to ensure we leverage the breadth of our research to make significant contributions to global research activity.

Development of collaborative PhDs with key partners

Research training is a key aspect of many international partnerships and agreements and provide higher degree by research candidates with a global experience as well as facilitate a deeper research relationship with key partners for UQ. 2018 saw the second intake of the prestigious QUEx Joint PhD program, a joint initiative of the University of Exeter and The University of Queensland.

New initiatives in 2018 also included joint supervision agreements signed with Technical University Munich and the launch of a new Joint Research Academy, UQID-CoR, between UQ and the Indian Institute of Technology-Delhi, featuring a joint PhD program to commence in January 2019.

| ▶ Related initiatives for 3.2 | |
|-------------------------------|-------|
| 2.2 Research networks | pg 22 |
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| 2.3 Joint PhDs | pg 22 |
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| 6.3 Enhancing capability | pg 36 |

3.3 Develop a University-wide and consistent approach to external and internal messaging and representation.

Brand refresh project

In October 2018, UQ launched a refresh of its brand. This was a significant program of work focused on developing a contemporary brand for the University and bringing consistency to the way UQ is presented to its many diverse audiences. A consultative committee with representation from across UQ helped inform the direction of the new corporate identity, along with market research insights and concept testing with key audiences.

Extensive brand guidelines were released in October to provide clear direction for the consistent application of the brand and all the visual identity elements. While implementation commenced in late 2018, it is expected to take more than 12 months to fully roll out the new brand.

Own the Unknown

In addition to the refresh of UQ's corporate identity, we also launched a new creative campaign to support student recruitment activity in 2018. *Own the Unknown* delivered a clear point of difference, challenging the belief that the future is predictable or that career paths are linear. It reinforced that the skills UQ has championed for more than 100 years—creativity, critical thinking and problem-solving—will be more important than ever. The new campaign launched in July across a range of media, including television, cinema, radio, outdoor, digital and social.

3.4 Improve the management of future-student enquiries and communications with key partners, alumni and the broader community.

Customer Experience (CX) implementation

The CX program commenced in 2018 and aims to deliver a host of benefits to UQ through the provision of technology platforms, policies and processes to enable an enterprise-wide, coordinated and personalised engagement experience for all UQ's key stakeholder groups. The tangible benefits can be broken down into three main categories: uplift in stakeholder experience, increased effectiveness of marketing and communications, and streamlined operations.

Future student journey—mapping

In 2018, the Domestic Student Recruitment team began mapping the future student journey—from first point of contact to application at UQ. This mapping will contribute to a better understanding of students and highlight the complexities and challenges involved in dealing with UQ.

The project will continue in partnership with the Office of Marketing and Communications and International Marketing, Recruitment and Admissions. Its overall aim is to create a pain-free and seamless future student experience that will enhance student satisfaction and influence student choice for UQ. Further mapping is to be completed in the future.



Imagery used in the *Own the Unknown* student recruitment campaign.



More than 25,000 people attended UQ Open Days to explore different facets of university, from programs and career options to student life, including taking part in student ambassador-led campus tours.

A cultural legacy:

UQP 70th anniversary celebrations

2018 was a particularly significant year for UQP as it marked 70 years of publishing great Australian writing. To celebrate this milestone, UQP delivered a range of special activities:

- limited edition anthology *Reading the Landscape: A Celebration of Australian Writing*, a unique collection of fiction, poetry and memoir featuring new work from 25 authors who share a publishing history with UQP
- a Gala Event at UQ's Customs House with publishing industry peers, UQ representatives, arts and cultural leaders, past and present authors and staff, and literary media gathering
- a launch event for *Reading the Landscape* at the State Library of Queensland, with literary editor of *The Australian* Stephen Romei convening a panel of UQP authors, Julie Koh, Melissa Lucashenko and Matthew Condon, to discuss their unique writing careers, the challenges and pleasures of writing across form, and their publishing relationship with UQP
- UQ's annual Fryer Lecture featuring UQP author Nicholas Jose, who charted UQP's history across Australia's cultural and publishing landscape—this coincided with the Fryer Library's exhibition of UQP memorabilia
- a social media campaign with weekly 'flashbacks' to significant moments in UQP's history.

UQP authors and books received significant recognition in national literary and specialist awards, with an additional 26 short-listings. Award highlights for 2018 included:

- Samuel Wagan Watson (Patrick White Literary Award)
- Peter Carnavas (QLA: Griffith University Children's Book, and CBCA Children's Book of the Year Award shortlist for *The Elephant*)
- Pip Harry (CBCA Children's Book of the Year Award shortlist for *Because of You*)
- Jackie Ryan (QLA: Queensland Premier's Award for a Work of State Significance and QLA: University of Southern Queensland History Book Award for *We'll Show the World*).

UQP authors were invited guests at national and international literary festivals and conferences. Staff attended Frankfurt Book Fair to promote UQP books to an export market, and negotiations continued on film and television options for a number of UQP titles.

The year concluded with a dynamic 2019 publishing list and planning underway for a website redevelopment, to future-proof UQP's digital sales platform.

▶ Related initiatives for 3.4

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|---------------------------------------|-------|
| 4.1 NAIDOC Music Culture Art Festival | pg 28 |
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Longstanding UQP author David Malouf, UQP Publishing Director Madonna Duffy, and former UQP Managing Director Laurie Muller (1983–2003).