

increase ORCID uptake by HDR candidates and academic staff.

Progressing towards conclusion, the HDR Candidate Management System project made candidate requests fully automated and online. This resulted in HDR candidates and advisers having greater visibility over requests, applications, approvals, milestones and submissions, and with accelerated timeframes for administrative processing.

The UQ-designed Research Data Manager is an integrated data management system providing accessible, secure, collaborative data storage, designed to support the entire research data lifecycle. Following a thorough stakeholder engagement process, the Research Data Manager system had strong uptake by researchers in 2018, resulting in more than 3000 active users. Work continued on other RMBT projects, with timelines staggered to ensure appropriate resourcing, including investigations relating to the Research Management System, Research Infrastructure Management System, and Digital Research Notebooks.

► **Related initiative for 5.3**
3.3 Brand refresh pg 26

5.4 Review our delivery model for student services and administration to maximise effectiveness and efficiency and enhance the student experience.

Student administration

A collaboration between central administration, schools and faculties, this project aims to improve the student experience and reduce staff effort by digitising a number of paper-based forms and processes around student administration. Following a delayed start midway through 2017, progress accelerated in 2018 with additional strategic funding provided. To date, 13 student administration processes have been digitised and are available to students, with more than 22,000 student submissions lodged through the system. User feedback has been largely positive and processing times have decreased. The current focus is on enhancing integration with other university systems such as SI-net and the data warehouse in order to further automate some aspects of some processes and to develop reporting tools. This will further decrease processing times for the benefit of students and will provide UQ policymakers with useful data.

Implement change to HDR administration

In 2018, a ‘whole of institution’ approach to research training was adopted at UQ. This transformation was driven by the desire to provide high-quality and consistent support to all higher degree by research (HDR) students and their advisers across the University. Clear and consistent roles for staff were introduced to improve efficiency and deliver best practice in HDR administration, and HDR Liaison Officers were created. Along with the reorganisation of administrative staff into portfolio teams, a stronger focus on student support and efficiency gains was enabled, with a partnered approach to administration and advisory functions.

These changes have positioned UQ as a leader in the sector for research training. Its professional and coordinated approach to HDR administration enables effective facilitation of candidate development and industry engagement, as well as the ability to respond to changing national expectations.

Website updates

Workflow automation and consolidating siloed websites into two primary digital assets—the my.UQ and Current Staff web portals—provided tangible outcomes, while aligning with UQ’s principles of Accessible Value, Personalisation and Context.

2018 delivered new and upgraded core UQ websites—including Future Students, Starting at UQ, and Teaching and Learning—to support accessibility, and make best use of the newly designed information architecture and visual style.

UQ’s Information Technology Section continued to partner with the Human Resources, School Administration, Finance and Student Administration units to apply a systems approach across all identified student and staff-related processes. The workflow automation program delivered major upgrades and integrations for 30 existing processes and delivered 17 new processes. Unitask processed 38,000 requests in 2018.

Overhauling legacy web content also continued throughout 2018 to make the University’s online services clear, accessible and well maintained. Content from legacy web pages was updated and migrated into the my.UQ and Current Staff websites, and the Customer Relationship Management (CRM) system was used to provide contextual support information on these new pages. The CRM was also used to manage page-level enquiries; students and staff can now submit questions to the most relevant service queue directly from the relevant content page. The consolidation of service information with support information and inquiry management

pointers provides a clear pathway for users to find the information they need and will improve the user experience.

Review of student disciplinary proceedings

At the request of UQ’s Senate, a review of student disciplinary proceedings was undertaken in June 2018, with an expert panel comprising senior academic and professional staff (external to UQ), a representative of the Administrative Appeals Tribunal Brisbane Registry, and a UQ student representative. The report of the review panel is under consideration.

Academic Integrity and Grievance Management System

Replacement of the current, obsolete system commenced in 2017, with the aim of supporting a critical part of the University’s quality assurance. The new system and database was introduced in three phases, with Releases 1 and 2 focusing on student grievances and appeals, and Release 3 focusing on student misconduct. Release 1 became available from July and requires central processes to check and test basic configuration of forms, and the initial process-flows to decision-makers. Release 2 became available in mid-November, and Release 3 is due early 2019.

Strategic Program Office (SPO)

The Strategic Program Office was established in 2018 with enhanced capability to deliver a fit-for-purpose framework to identify, maximise and safeguard value for strategic programs within SPO’s portfolio. Key programs currently within its scope include feasibility of the Student Residence Program, Student Hub, Fitness and Wellness Centre, and Human Capital Management System programs. The primary aim of the value framework is to evaluate opportunities and ensure their effective implementation.

Stewardship through a structured stage-gate process clearly defines the value, cost and benefits of initiatives and ensures that investments made are aligned with the University’s long-term strategic goals.

Significant progress has been made with all programs and will continue to progress to final business cases and approval in 2019.

► **Related initiatives for 5.4**
1.7 Program Architecture Review pg 20
3.4 CX implementation pg 26
4.2 Childcare pg 29

REVIEW OF ACTIVITIES

6. Diversifying our income streams and managing our resources to establish a sustainable financial base

Competing in a world market where government funding is declining in relative terms, UQ needs to achieve a more sustainable financial base to pursue our strategic agenda. We are doing this by opening up more places for international students, increasing non-government research funding from industry and international sources, boosting income from philanthropy, and improving our management of costs with a stable financial budget.



International students comprised 33.7 per cent of the University’s student population in 2018, with the three top source countries being China, Malaysia and Singapore.

6.1 Increase our international student revenue.

Lead acquisition for diversity

A digital strategy aimed at improving UQ’s acquisition of prospective international students through targeted digital marketing campaigns progressed through its first year of implementation in 2018. This three-year strategy will see increased campaign activity in key diversity markets and is aimed at raising brand awareness of UQ and its programs. It also aims to generate prospective student leads for nurturing through to enrolment. India was the first campaign to launch, followed by Canada and Singapore. The campaigns also promoted a diverse range of programs to spread the international student enrolment base across different study areas.

International students

In September, a historic agreement was signed with The Indian Institute of Technology-Delhi (IIT-D) to launch their first international joint PhD program through the establishment of The Academy of Research (UQIDAR).

A four-member strong, India-based team was recruited to enhance UQ’s on-ground representation that delivers recruitment and marketing activities in India, supported by a Brisbane-based India-focused development role.

Market research was undertaken to understand program demand and inform future program development for the Indian market. The research provided insights into top programs of interest for Indian students, taking into account industry employment trends and government priority areas.

KEY PERFORMANCE INDICATORS

SUSTAINABLE FINANCES

An improvement in source country diversity among our international students

Proportion of international students from a single source country						
	2013	2014	2015	2016	2017	2018 ¹
Per cent	29.1	29.4	30.9	36.1	42.5	49.2

Growth in philanthropic income to \$500 million

Philanthropic income 2013–2020, aligned with <i>Not if, when</i> campaign						
	2013	2014	2015	2016	2017	2018
Cumulative philanthropic income (\$million)	61	121	210	256	325	379

Sustainable financial performance in line with our strategic ambitions

Financial performance						
	2013	2014	2015	2016	2017	2018
Underlying EBITDA as a percentage of underlying revenue	8.3%	7.8%	8.1%	7.4%	11.4%	9.8%
Statutory accounting result (\$million)	116.285	42.646	35.550	-12.124	51.318	74.500

¹ Figures for 2018 are preliminary. Data will be finalised in mid-2019.

The second UQ in India Week was held, targeting prospective Indian students and their influencers in Delhi and Mumbai. Initiatives included agent training workshops, school guidance counsellor professional development seminars, relationship-building initiatives with partner institutions, industry workshops, and UQ Open Day fairs.

New activities aimed at diversifying Chinese student enrolments across programs were rolled out, including faculty in-country workshops and online streaming to introduce new UQ programs and academic lectures. Institutional collaboration and cohort recruitment remained at the forefront of the China recruitment strategy with a focus on programs of diversity.

Steps to improve UQ's digital accessibility in China were made through conducting research on the student journey and identifying the digital asset requirements that will deliver cut-through in a very competitive market. This will build UQ's brand awareness among prospective Chinese students and promote specific study areas of expertise.

Through increased school recruitment initiatives, increased activity with the onshore recruitment market was also conducted, together with faculty representatives profiling the diversity of programs available to students and guidance officers.

6.2 Increase research funding from industry.

New opportunities

During 2018, UQ explored new opportunities and reviewed existing partnerships to further attract research funding from industry partners and collaborators. The ability to engage with external partners was also emphasised in the recruitment, appraisal and promotion of research staff. A review of consultancy management is now underway to ensure this research work is supported and rewarded. One outcome was the Queensland Government awarding 16 Advance Queensland industry research fellowships of \$180,000 or \$300,000 each to UQ researchers in the fields of agriculture, engineering, mining, electronics and health management.

Building research-industry scheme application pipelines

UQ used a number of mechanisms to strengthen its pipelines of research-industry applications. This included using internal Expression of Interest processes to identify prospective applications for multiple forthcoming rounds. UQ expanded its suite of supporting information sessions, workshops, and strategy panels to bolster the quality of research-industry proposals, and launched new materials to assist in early-stage partner engagement. This included the *Partnering with UQ* brochure

series on ARC Linkage Projects and the ARC Industrial Transformation Research Program, alongside helpful troubleshooting resources on the Innovation Connections industry scheme.

▶ Related initiative for 6.2
1.3 IT capital investment pg 18

6.3 Increase research funding from international sources.

Enhancing capability and performance in international research funding

This three-year initiative was implemented in response to fluctuations in the international competitive research income stream. In 2018, a specialist team was appointed within the Office of Sponsored Research to focus on international competitive funding. This team offers tailored presentations, individual coaching sessions and online resources to support researchers in their funding applications. Additionally, a US grants consultancy firm was engaged to grow the funding pipeline of US Federal international proposals and increase the success rate and income generated from international competitive grants.

▶ Related initiative for 6.3
2.3 UQID-CoR pg 22

6.4 Build philanthropic support through a dedicated campaign.

Philanthropic support

In 2017, UQ officially launched *Not If, When – The Campaign to Create Change*, its first comprehensive philanthropic campaign, with the aim of raising \$500 million between 2013 and 2020. The campaign seeks to attract support for empowering student success, transforming teaching and learning, and driving discovery and impact.

Following a successful launch, the goal for 2018 was to establish and implement a comprehensive public phase strategy, build momentum through the major gifts program, and raise \$60 million over the course of the year. These objectives were achieved, with a total of \$65.82 million being raised, of which \$43.15 million went towards driving discovery and impact, \$8.32 million towards empowering student success and \$14.35 million towards transforming teaching and learning.

During the year, the University also sought to steward and recognise major donors and key philanthropic partnerships around the world, which was achieved as part of the extended public rollout of the *Not if, when* campaign across major international and domestic locations.

More than 75 per cent of the total \$500 million target has been achieved to date. Gifts recognised in 2018 included:

- a \$13.5 million gift from UQ alumnus **Andrew N Liveris**, and **Paula Liveris**, with a pledge to raise an additional \$26.5 million (see photo on page 36)
- a gift of more than \$2.5 million from the estate of **John Dugald Adams**, which will go towards accommodation scholarships for talented students in need of financial assistance and housing—particularly those from rural and regional areas
- a \$1.5 million gift from the **Trevor and Judith St Baker Family Foundation** to establish a visiting fellowship in environmentally friendly transport options known as 'e-mobility' at UQ
- a gift of \$1 million and commitment of significant time and expertise towards establishing a Professorial Chair in Ethics at UQ from global business leader **Mark Hutchinson**
- a \$1 million gift from leading funds manager and alumnus **Matt McLennan** to provide students with collaborative learning spaces in the UQ Law School
- a gift of \$500,000 from the **John and Myriam Wylie Foundation** to continue the Rodney Wylie Eminent Visiting Fellowship program, which has brought world-leading researchers, a Nobel Laureate and other distinguished business leaders to UQ since 2009.



Professor Ian Frazer, AC, and his wife, Caroline, are the patrons of UQ's Not if, when philanthropic campaign.

▶ Related initiative for 6.4
3.4 CX implementation pg 26

6.5 Manage our resources through a capital asset plan and sustainable budgeting.

UQ Solar Farm

The University of Queensland is set to become the first major university in the world to offset 100 per cent of its electricity usage through its own renewable energy asset. UQ will be energy neutral by 2020 with the establishment of a \$125 million solar farm near Warwick to offset its annual electricity needs.

The 64 megawatt solar farm will provide research, teaching and engagement

opportunities in addition to its environmental and financial benefits.

UQ is already the largest solar generator among Australian universities and this initiative will complement the 50,000 existing solar panels on our campuses.

The project will leverage UQ's existing clean energy strengths and provide the potential to venture into emerging research and industry partnerships.

Construction will commence in early 2019 with completion expected in early 2020.

▶ Related initiatives for 6.5
2.1 Research infrastructure model pg 21
Financial information pg 38



An artist's impression of the Warwick Solar Farm that the University took official ownership of in November.



UQ alumnus Andrew N Liveris (pictured at right alongside Vice-Chancellor and President Professor Peter Høj) and wife Paula donated \$13.5 million to help establish the Liveris Academy in the University's Faculty of Engineering, Architecture and Information Technology (EAIT), as well as pledging to raise an additional \$26.5 million dollars to support UQ's Not if, when philanthropic campaign.