As institutions that have historically created and applied knowledge, entrepreneurial activity is not new to universities such as UQ. What is changing internationally, is the frame for engaging a broader university community in the culture and practice of entrepreneurship, and in particular students throughout their studies.

Entrepreneurs can drive innovation, as they seek to develop new products, processes or markets and create value. Entrepreneurial activity can be applied in a range of settings, including social enterprise, within large organisations and for starting a business (McKenzie et al, 2016).

There are a range of enterprise behaviours that are applied within entrepreneurial learning, such as creativity, problem solving and design thinking. These applied behaviours contribute towards an entrepreneurial mindset, as entrepreneurs demonstrate traits of courage, curiosity, determination and resourcefulness.

Internationally, universities have a wide range of objectives for entrepreneurship – and diverse paths for achieving outcomes. Stanford University, ranked the most innovative university in the world by Reuters (Ewalt, 2017), has an established entrepreneurial ecosystem that includes multi-discipline collaboration and that supports involvement from students, teachers, and industry networks. The Technical University of Munich, also a world leader in entrepreneurship, has spent the past 20 years honing a focus on technology transfer, and on embedding entrepreneurial structures within the university culture.

With entrepreneurial initiatives ramping up globally, it is timely to address its place at UQ. Students, staff, and alumni are increasingly seeking entrepreneurial opportunities, and there is strong evidence that the escalating impacts of change and disruption are placing more need for entrepreneurial skillsets for student employability and leadership. Within this environment, external partnerships are key, both for university funding models and for ensuring impact from investments.

UQ has built an entrepreneurial ecosystem based on areas of research and teaching excellence. This paper has been developed to consult on the best ways to build on entrepreneurship at UQ, for the benefit of our students, staff, researchers and partners. New actions are explored through focus areas outlined on page seven of this document.

FOREWORD

The world is changing rapidly, with new knowledge, technologies and business models changing the way we live and work. Entrepreneurial activities play a strong role in ensuring the UQ community seizes the opportunities arising from this disruption and change to positively shape the future.
UQ is pursuing a vision of ‘knowledge leadership for a better world’. UQ has a strong record in translating research into impact, and is nationally and internationally recognised for areas of teaching, research and commercialisation excellence.

A range of entrepreneurial activities are already available at UQ to support formal and informal learning and entrepreneurship in practice – from ideation through to taking products and services to market and scaling a business or social enterprise. Building on these strengths, it is proposed that these activities are escalated and infused across the university to increase the support for UQ students, staff and alumni to be enterprising thinkers and leaders.

The current student body has shown a keen interest in entrepreneurship activities, and the importance of building these skills for students across faculties is recognised by the university. Entrepreneurial activities are incorporated and promoted within both the UQ student employability framework, and the Career Development Framework of the Graduate School.

So what is missing from this system? Indications are that there are a range of ways to extend impact. There is an opportunity to build a collective voice or narrative that promotes UQ entrepreneurship to students, staff, potential partners, investors and the community. This will increase awareness of, and engagement in, what is on offer in the space to meet entrepreneurial aspirations.

There is potential to scale existing efforts across UQ, particularly to inspire more students from a wider range of disciplines to participate in a range of formal and informal learning experiences. The initiatives and successes of other universities in scaling up engagement and partnerships also provides a range of ideas to build on the existing UQ entrepreneurial ecosystem.

Entrepreneurship at UQ will enable students, staff and partners to adapt in times of change, and to make an increasing contribution to solving challenges that provide benefits both locally and globally.
COMPANIES CREATED FROM UQ’S INTELLECTUAL PROPERTY PORTFOLIO
TOGETHER WITH UQ’S STARTUPS, UNIQUEST HAS RAISED MORE THAN
$600 million TO HELP TAKE UNIVERSITY TECHNOLOGY TO MARKET

MORE THAN
200
ACTIVE LICENCE AGREEMENTS MANAGED THROUGH UNIQUEST
UQ TECHNOLOGIES LICENSED BY UNIQUEST HAVE RESULTED IN MORE THAN
US$15.5 billion IN GROSS PRODUCT SALES

GRANTED US PATENTS
RETURNED MORE THAN
$435 million IN REVENUE TO UQ SINCE 2002

925 ENROLMENTS IN ILAB PROGRAMS:
• Germinate
• Incubator
• Mentor Blaze
• Startup Internships

828 ENROLMENTS IN UQ IDEA HUB PROGRAMS
• 500 students involved in events, including secondary school engagement
• 300 students: six week program
• 28 students: overseas Startup Adventures

380 INTERNATIONAL INSTITUTIONS IN 42 COUNTRIES INVOLVED IN RESEARCH COLLABORATIONS WITH UQ

2 MILLION UQX ONLINE COURSE ENROLMENTS FROM AROUND 200 COUNTRIES SINCE 2014

Figures for 2017 unless otherwise stated
UQ has created an ecosystem that continues to evolve, building on the university's core strengths. Operating as a system – and with a range of stakeholders including future and current students, staff, alumni, business and industry, investors and government – the key elements, outlined below, are interlinked.

**Research for impact**

UQ, including UniQuest, is well known for a strong, globally connected research community. Data from the National Survey of Research Commercialisation indicates UQ leads the nation in overall performance of earnings through industry consultancy, collaboration and contracts.

**Learning for expertise**

UQ has a clear focus on teaching excellence, and is increasing the number of courses that offer students strong industry connections and flexible delivery opportunities. UQ is also home to leading entrepreneurship research with global expertise and linkages.

**Entrepreneurship in practice**

UQ has support for entrepreneurs from ideation through to taking products and services to market. Idea Hub, iLab, and the new Startup Academy all support entrepreneurs in the discovery of appropriate business models, how to scale and fit into global markets.
LIFECYCLE OF ENTREPRENEURSHIP AT UQ

FUTURE STUDENTS

- Secondary School Programs Idea Hub
- State-wide Student Innovation Challenge
- Requests from Secondary Schools for entrepreneurial learning support

IDEAS DEVELOPMENT

- UQ at Qld Startup Precinct Valley
- UQIES, UQBSPA++ Student Initiatives
- Online Masterclasses
- Hackathons, Pitch Events etc.
- Motivation Speakers/Panels
- Weekend of Startups
- IMB CLIMB Startup Club
- Sustain Student Innovation Challenge Award
- Global Mobility Programs
- Idea Hub Programs
- iLab Intern Program++, Masterclasses
- iLab Bootcamps
- iLab Germinate Accelerators
- iLab Startup Builder (co-working)
- UQ Abroad Short-Term Program
- Startup Academy
- Entrepreneurship Courses
- PhD scholarship credit for entrepreneurship program participation
- UniQuest Commercialisation Workshop

EARLY STAGE STARTUPS

- External Events
- UQ Business School
- Entrepreneurship Courses
- Startup Academy
- Startup Academy
- CSIRO ON Prime
- UniQuest Commercialisation Workshop
- UniQuest IP Commercialisation

INVESTED STARTUPS

- External partnered programs e.g.: Hosted Hype Global Sports Accelerator
- UniQuest
- In planning
- Partnership Program
- UniQuest
## OBJECTIVES & KEY QUESTIONS

The thoughts provided in this section are presented to stimulate ideas and discussion, and have been drawn from research and consultation with members of the UQ entrepreneurial community.

### Inspire a culture of entrepreneurship across UQ

UQ entrepreneurial activity can increasingly contribute to the goal of strengthening a dynamic and enterprising culture that accelerates ideas to impact. Inspiring an entrepreneurial culture across the breadth of existing activity will require a multi-pronged approach, including efforts to support student-led entrepreneurship and recognition for research and teaching focussed staff.

**Key questions:**
- How can UQ increase efforts to inspire a culture of entrepreneurship across the University?
- What whole-of-university competitions and awards could promote and uncover entrepreneurial ideas, and reward excellence?
- How can industry and the UQ community deliver champions to promote and support UQ entrepreneurs?
- What is a creative way to label this activity to inspire more engagement?

### Infuse formal entrepreneurial teaching and learning opportunities across UQ

UQ strength in entrepreneurial teaching and learning is increasing, with additional undergraduate and postgraduate courses forthcoming. However, there is limited availability of formal learning opportunities across disciplines. A Coordinator for Enterprise and Innovation Education has been appointed to progress these opportunities collaboratively across UQ.

**Key questions:**
- How can UQ embed the teaching of entrepreneurial skills within the curriculum for all students?
- How can staff development and institutional mechanisms support and reward collaboration between faculties?

### Empower UQ entrepreneurs to take ideas to impact

There are several avenues that can be explored to help UQ foster the next generation of leaders including scaling existing activities, increasing the visibility of entrepreneurship, university seed funding, managing and commercialising Intellectual Property (IP), and student-led activities.

**Key questions:**
- How can UQ improve the visibility of entrepreneurship through spaces for hands-on learning? How will the use of workspace and facilities be managed as demand from the UQ community forms and grows?
- What partnership opportunities should be pursued to support new, collaborative co-location spaces?
- How could the establishment of a University seed fund, combined with other support, back more early-stage ideas and ventures, and contribute to a more vibrant culture of entrepreneurship at UQ?
- How can UQ make it easier to commercialise ideas and understand IP management?
- How can UQ help support the student body to promote the value of entrepreneurial skills?

### Build connections and collaborations with external partners

UQ has a strong commitment to building more formal and informal connections and collaborative partnerships that provide mutual benefits. This includes partnerships between students, researchers, industry, government, and alumni both locally and globally.

**Key questions:**
- How can UQ better communicate the collective efforts of UQ’s entrepreneurial system?
- How can existing promotional activity within the UQ entrepreneurial system be leveraged and promoted to showcase each element as part of a strong whole?
- How can UQ strengthen formal and informal connections with Queensland’s entrepreneurial community?
- How can future students be engaged in UQ activities that promote UQ as an entrepreneurial university?
- How can UQ play a greater role in working with Queensland schools in entrepreneurial learning?
- What existing global links can be extended to expand global startup adventures, increase student placements abroad, and attract global entrepreneurs and innovators to UQ?
LEADERSHIP AND GOVERNANCE

This paper invites the views of the UQ community, including our partners and stakeholders, on the development of a new entrepreneurship strategy for the University.

UQ values the thoughts of its students, staff, alumni, partners and broader community. Consultation is until the end of July 2018. To provide your views, please go to:

entrepreneurship.uq.edu.au

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