



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

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

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

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

### Master Plan

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

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

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

### Walking tours

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

### Customs House and 443 Queen Street development

UQ and Cbus Property agreed that Cbus Property would:

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



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

# MANAGEMENT AND RESOURCES

The University's academic aims and aspirations for staff and students are supported by effective management strategies, policies, practices and systems. All aspects of the University are administered in a professional and client-focused manner. UQ has a proactive approach to environmental management and sustainability and continues to develop modern facilities.

## University staff

### Recruitment and selection

UQ externally advertised 763 professional and 370 academic staff positions in 2016. The primary medium for recruitment was the *UQ Jobs* e-recruitment website, with several externally hosted recruitment websites also used extensively, particularly SEEK, UniJobs and Global Academy Jobs. From 31 March 2015 to 31 March 2016, the University's continuing and fixed-term workforce decreased by 1.3 per cent to 6703 FTE, with a permanent retention rate of 90.4 per cent and a permanent separation rate of 9.6 per cent.

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

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

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

<sup>1</sup> The staff classifications shown here align with the reporting of data to the Department of Education.

<sup>2</sup> FTE represents full-time equivalent throughout table. Total headcount (excluding casuals) as at 31 March 2016 is 7289. Total payment summaries produced in 2016 is 18,173.

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

<sup>4</sup> Conjoint appointments are clinical academics jointly appointed by the University and an external health partner, with only one of the partners having an employment relationship with the appointee. While recorded as unpaid appointments in University systems, UQ contributes towards the cost of the appointment in cases where the external health partner is the employer.

### Remuneration and benefits

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

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

### Academic promotions

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

### Organisational development

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

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

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

Programs and initiatives in 2016 included:

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

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

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

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

### Staff engagement

#### UQ Awards for Excellence

In 2016, 102 staff members were nominated across five categories in the second UQ Awards for Excellence, a 36 per cent increase from 2015. Acknowledging leadership behaviour and staff achievement across all levels of the University, regardless of position, the Awards provided an opportunity for the University to celebrate the achievements and successes of staff members who reflect and support its values.

#### Staff support

In-house staff support and rehabilitation services to staff members who have, or are at risk of, mental health issues were provided by the Staff Support and Rehabilitation Advisor (SSRA) to more than 100 University employees in 2016. In addition to the rehabilitation and return-to-work activities, the SSRA also provided short-term assistance in responding to work and personal issues, and in crisis management. The SSRA also, on occasion, provided advice to Human Resource managers and other management staff managing the rehabilitation and return to work of staff with non-Mental Health injury or illness (not covered by a Work Injury Management claim).

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

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

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

The University's accredited Mental Health First Aid (MHFA) program continued in 2016, with 11 courses being run at St Lucia, Gatton, Herston and the Translational Research Institute. To date, approximately 520 University staff have participated in the two-day training and are accredited to recognise and support mental health issues in their immediate workplaces.

A mental health awareness campaign was held in October during national Mental Health Week, with sessions well attended by both staff and students. The key event was an interview with Betty Kitchener, co-founder of MHFA. Human Resources staff worked with Student Counselling, the School of Psychology, the TC Beirne School of Law and UQ Wellness to conduct a diverse program of events throughout the week. An R U OK? campaign was run in September to coincide with the national R U OK? Day. The SSRA worked with Masters-level students from the UQ School of Psychology, running short training sessions open to staff and students to teach them skills to help them start an R U OK? conversation. About 200 people attended the training. R U OK? Day events were organised in local areas by local HR and OHS staff.

### Equity, diversity and inclusion

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

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

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

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

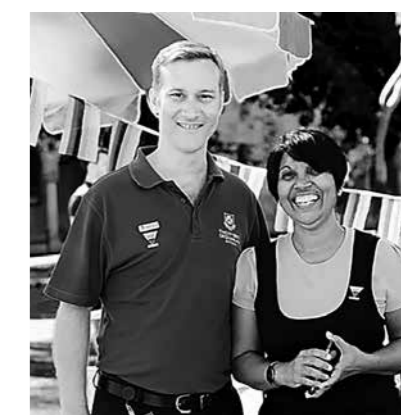
In 2016, The University of Queensland launched its *Aboriginal and Torres Strait Islander Employment Strategy 2016-2017*. The Strategy outlines the actions that the University will take to provide more opportunities for Aboriginal and Torres Strait Islander peoples, ensure UQ is an employer of choice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

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

### Workplace relations

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

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



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

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



### Workforce strategy and change

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

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

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

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

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

### Occupational health and safety

The Occupational Health and Safety (OHS) Division oversees OHS risk management and regulatory compliance for the University's diverse research, teaching and administrative operations, including more than 2000 laboratory spaces; boating and diving activities; work in remote locations; the use of hazardous substances—biological, chemical and radioactive; plant safety; and large animal handling activities. Key OHS Division achievements during the year included:

- facilitating, supporting and engaging UQ's OHS governance and consultative framework and broad OHS community
- developing a strategic plan for health, safety and wellbeing at UQ for the period 2017-2020: this strategy will establish health, safety and wellbeing principles and priorities, and determine where UQ intends to be positioned in 2020
- implementing a new corporate database *UQSafe-Incident* to record and manage OHS incidents at UQ
- supporting UQ's Institutional Biosafety Committee, which oversees UQ's commitment to protect the health and safety of people and the environment, by managing risks posed by work involving genetically modified organisms, quarantine material and hazardous biological material, and ensuring compliance with relevant legislative requirements
- completing biological safety inspections for 199 certified containment facilities and 85 Quarantine Approved Premises/ Approved Arrangements, and assessing 93 research proposals for gene technology and high-risk biological compliance
- implementing the new UQ radiation safety licensing arrangements to assure governance and streamline licensing processes
- overseeing radiation safety practices across all UQ radiation facilities, including Radiation Safety Officer activities for the Centre for Advanced Imaging (CAI)
- delivering staff development OHS courses to more than 38,000 staff, including nearly 4000 face-to-face training sessions and more than 34,100 online course completions
- managing interactions with a range of OHS-related regulators
- managing the staff influenza vaccination program for 4283 staff
- monitoring 261 staff in the Health Surveillance Program for animal allergens and hazardous chemicals work, and 247 staff in the Hearing Conservation Program.

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

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

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

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

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

The table below right shows lost-time injury statistics for the University.

### Workers' compensation self-insurance

All aspects of the University's workers' compensation operations are managed by the Work Injury Management team in the OHS Division according to the provisions of the regulatory licence issued under the *Queensland Workers' Compensation and Rehabilitation Act 2003*. These operations include managing statutory injury claims and damages claims, and managing the rehabilitation of injured workers. The University also manages the workers' compensation risk of seven of its controlled corporate entities.

UQ's self-insurance licence was renewed in 2015 for the maximum period of four years following the successful fulfilment of the workers' compensation regulator's stringent criteria. The current licence expires on 31 March 2019.

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



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

2016, compared to the Scheme average of 6.0 days.

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

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

<sup>1</sup> Number of claims lodged. In 2016, 143 claims were accepted.

<sup>2</sup> Where there has been an absence from work for one day or more.

<sup>3</sup> From 2014, journey claims are excluded from this measure.

<sup>4</sup> Total number of payment summaries.

<sup>5</sup> Source: *Annual UQ Workforce Profile Report, 2015*. FTE employees including all continuing and fixed-term staff as at 31 March 2015, plus projected casual staff for the year.

<sup>6</sup> All claims.

<sup>7</sup> Source: *Workers' compensation regulator SI report, Dec 2015*.



Installing solar panels at UQ's Pinjarra Hills site.

## Environmental performance

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

### Energy management

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

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

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

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

### Carbon emissions

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

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

### Environmental compliance

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

### Water management

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

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

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

### Waste minimisation

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

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

### Biodiversity

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

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

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

### Other initiatives

Other environmental performance initiatives in 2016 included:

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

kilometres of charge since their launch

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

### Infrastructure

To support the achievement of its strategic goals in Learning, Discovery and Engagement, UQ continued to develop and enhance its world-class facilities in 2016.

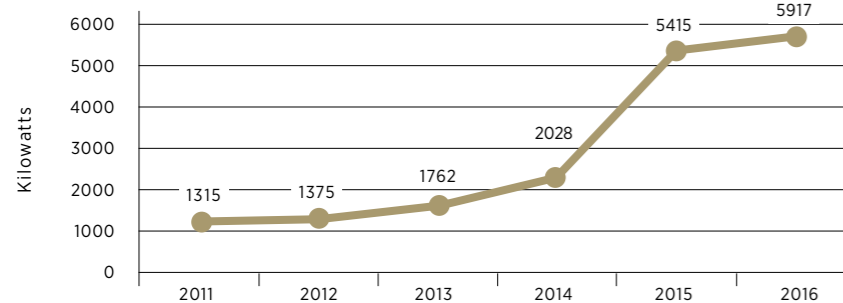
Key infrastructure projects delivered in 2016 included:

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

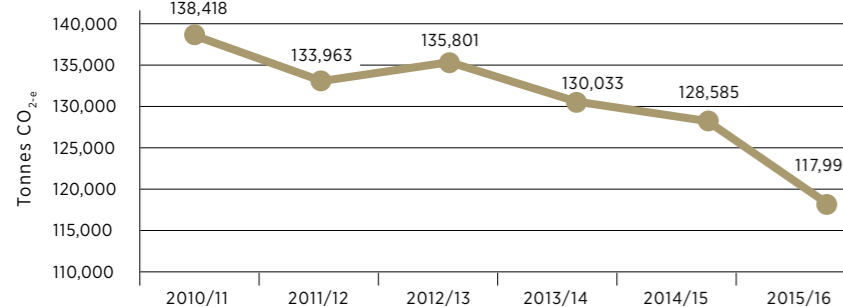


The Hon. Mark Bailey, MP, Minister for Main Roads, Road Safety and Ports and Minister for Energy, Biofuels and Water Supply launching Queensland's first solar powered electric vehicle fast chargers.

UQ Photovoltaic Generation Capacity 2010-2015



UQ greenhouse gas emissions 2011-2016



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



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



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



The Sir William McGregor teaching laboratory at UQ St Lucia.



The refurbishment of the Customs House restaurant.

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

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

### St Lucia campus

#### Law School refurbishment

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

#### New childcare centre

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

#### Upland Road houses

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

#### UQ Sports Ovals 2 and 3 amenities upgrade

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

#### UQ Aquatic Centre upgrade

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

#### Duhig North Library refurbishment

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

#### Earth Sciences teaching laboratories

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

#### Student Residences Project (SRP)

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

The SRP is designed to deliver a living and learning environment for 1300 students ready for Semester 1, 2020. Research has shown that on-campus living will be a key influence in supporting the University's strategic objectives around student engagement and retention, alumni and donor engagement, development of graduate attributes such as intercultural competencies and team work, and student recruitment.

### Gatton campus

#### Gatton teaching and research piggery

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

#### JK Murray Library extension

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

### Former Ipswich campus

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

## Library

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

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

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

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

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

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

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

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

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

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



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

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

