Engagement with alumni, industry and the broader community remains a priority for UQ. The University has consolidated its reputation as a leading world university, in part through forging strong connections globally with individuals and with philanthropic, governance and industry partners.

### Internationally
- **PhD Maorong Sun**
- **Professor Philip Walker**
- **Professor Tadimety Chakrapani (TC) Rao**
- **Professor Alexander McLean**

### Australian
- **Professor Tadimety Chakrapani Rao**
- **Professor Alexander McLean**

### Alumni Awards
- **Emeritus Professor Ian Harper**
- **Emeritus Professor John Whitley**
- **Professor Philip Walker**
- **Professor Ann Cross**
- **Dr Jackie Campbell**
- **Benjamin Milbourne**
- **Selena Uibo**

### Alumni Giving
- A $2.1 million pledge from The Stafford Fox Medical Research Foundation to support a Stafford Fox program dedicated to the prevention of ageing dementia
- A $450,000 gift from the Lion’s Medical Research Foundation to support ovarian cancer research led by Dr Carlos Salmon
- A $2 million commitment from The University of Queensland Endowment Fund to establish the TC Beirne School of Law Leadership, Excellence and Diversity (LEAD) Scholarship to support disadvantaged school leavers
- An additional $105,000 from the estate of Ceci Hampshire English, bringing the total gifts from this estate to $4,080,000, to support mental health research
- A $1 million pledge from an anonymous donor to The UQ Spinal Cord Injuries Advancement Fund
- A $750,000 bequest from the estate of Professor Philip Walker for two new funds, the Professor Philip Walker Ethics and Values in Medicine Fund and the Professor Philip Walker Surgery Research Fund
- The gift of a house, valued at $1.25 million, belonging to the estate of Ceci Hampshire English, bringing the total gifts from this estate to $4,080,000, to support mental health research
- A $1 million gift from the estate of Edna Dorothy Griffths in memory of her daughter, Roslyn Griffths, that will support scholarships and other activities within the School of Veterinary Science and the TC Beirne School of Law

### Alumni Living Overseas

<table>
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<td>Others</td>
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</tr>
</tbody>
</table>

**Note:**
1. Living alumni based on current address. Includes graduates, incoming exchange students, Study Abroad students and honorary degree recipients.
2. Figures as of July 2016.
The University of Queensland in America Inc. (UQ in America) is a 501(c)(3) Foundation under the leadership of Andrew Liversidge AO, to develop and engage in North America in 2016. The Board of Directors led a variety of engagement activities that attracted more than 350 alumni, including the UQ Rugby Dinner in New York, where more than US$40,000 was raised for the UQ Rugby scholarship program. The foundation also received grants from Merck Sharp & Dohme Corp to benefit Dr David Muller’s research in developing a vaccine to combat the dengue virus, and from the Silicon Valley Community Foundation to support the Animal Welfare Standards Project by the School of Veterinary Sciences.

In total, the foundation received more than US$2.6 million in donations in 2016. This included a US$2 million donation from The Dow Chemical Company as part of a five-year pledge to support the Dow Centre for Sustainable Engineering Innovation at UQ. In 2016, the University also received $14.9 million in charitable bequests. Staff giving raised $15 million, while Annual Giving raised $12 million for teaching priorities, research and student scholarships.

**Sponsorships**

UQ announced a major partnership with Netball Queensland and the Queensland Firebirds in 2016. This partnership delivers mutual goals of promoting higher education to women and girls, promoting athlete-friendly universities and pathways for elite athletes, pursuing excellence in sport through world-class sports science research, and promoting industry-ready graduates through quality internships. The partnership also provides UQ with access to a key domestic recruitment market of high school students who participate in many grass-roots and state finals competitions run by Netball Queensland.

2016 saw UQ become an official academic partner for the World Science Festival, an annual week-long celebration and exploration of science. Involvement included a UQ stall for the street science event, hospitality—including tours—during the festival, and significant branding opportunities. This was the first year the event was hosted in Brisbane, with another five already planned.

UQ sponsored and developed a new category for the Queensland Young Achiever Awards, which aim to recognise, encourage and reward young people, and to make them role models for others. The new UQ Create Change category acknowledges young Queenslanders engaging in activities, programs and initiatives that promote or create change. Orange Sky Laundry was the inaugural winner.

UQ also continued its support of several long-running sponsorships, including the Brisbane Writers Festival, Queensland Literary Awards, Fulbright Scholars awards, Queensland Certificate of Education Achievement Awards and Business Higher Education Round Table, and the more recent Brisbane Broncos and Surf Lifesaving Queensland partnership.

**Global engagement**

2016 saw the launch of the UQ Global Strategy and Partnerships Seed Funding Scheme. Developed to support the successful implementation of the new Global Strategy Framework and assist faculties, institutes and units to pursue activities that would strengthen the impact of UQ’s global network, the funding scheme has co-sponsored a diverse range of key initiatives across the priority countries of Brazil, the UK, Denmark, China, India, and the US.

Other key outcomes of 2016 included:

- UQ hosted more than 160 international delegations, the largest number of visits came from institutions in the UK, the US and China. Of the 167 delegations, eight were visits by Australian heads of mission and 15 by heads of diplomatic missions in Australia. Notable visits included a public address by Australia’s Ambassador to Belgium, Luxembourg, the European Union, and The North Atlantic Treaty Organization, His Excellency Dr Mark Higgins, and an Official Visit by Qi Xianchun, Vice-Chairperson of the National Committee of the Chinese People’s Political Consultative Conference.
- 11 UQ researchers and PhD students travelled overseas, and 40 international researchers and students studied at UQ as part of the 2016 Endeavour Scholarships and Fellowships program.
- UQ maintained its 700 active agreements with 58 countries, including China (35 agreements), the US (77), Japan (40), Germany (37), and Indonesia (33).
- The global diplomatic community now includes nine UQ alumni serving as Australian ambassadors and high commissioners, one as Chargé d’affaires, and one as deputy head of mission.

**North America**

- The Senior Executive Mission to China delegation—which included Vice-Chancellor and President Professor Peter Høj, Deputy Vice-Chancellor (External Engagement) Professor Ian Watson, and senior representatives from Huawei Technologies and the South University of Science and Technology—ended a decade of collaboration and celebrated a decade of collaboration and innovation.
- UQ hosted the 10th Annual UQ-Latin America Colloquium, Attended by more than 150 people, including ambassadors and representatives from Latin American Embassies, the program celebrated a decade of collaboration and innovation.
- UQ was the recipient of four Council on Latin America Relations (COLALAR) grants for 2016-17, which included establishing a Centre of Excellence in Sustainable Mining, building capacity for Zika virus control, healthy river catchment management training seminars, and organising the fourth Chilean Graduate Conference.
- The 2016 German Science and Innovation Day was held at UQ in collaboration with the Honorary Consul of the Federal Republic of Germany, as part of German Week. The event showcased joint research projects involving Queensland and German researchers.
- UQ became the first Australian university to sign an agreement with the new French mega-university, Université Paris-Saclay. UQ also joined forces with Paris-Saclay for a joint research symposium, building on existing research ties with the UQ Centre for Hydraulics.
- UQ and the Niels Bohr Institute at the University of Copenhagen established the Virtual Institute for Physics to promote education and applied fundamental physics research.

**South-Central Asia**

- UQ’s Global Change Institute, along with Unity Water and Queensland Urban Utilities, led the Australian Water Management Project in India. The Mission explored possibilities for collaborative water management projects and capability transfer with Indian partners.
South-East Asia
- Vice-Chancellor and President Professor Peter Høj led a senior delegation to Indonesia that met university partners, research agencies, government ministries, industry representatives and alumni. The Vice-Chancellor signed an agreement for joint research between UQ and the Indonesia Institute of Science (LIPI), the LPP, and the judicial Commission of Indonesia.
- In April, Vice-Chancellor and President Professor Peter Høj hosted a partnership luncheon for Malaysian scholarship bodies and industry partners, as well as the first UQ Partner Briefing and Luncheon for Malaysian Sponsors in Kuala Lumpur.

McDonnell Academy International Symposium
In September, in partnership with the Washington University in St Louis, UQ hosted the McDonnell International Scholars Academy 6th International Symposium: Addressing global challenges through international collaboration in education and research. The McDonnell International Scholars Academy, founded by Washington University in St Louis in 2005, is an elite international network of research universities and scholars comprising 32 university partners, including UQ. The biennial Symposium provides a valuable forum to explore the role of research universities in tackling significant global challenges, with broad objectives that are closely aligned with UQ’s vision of knowledge leadership for a better world.

The 2016 Symposium brought together university presidents, researchers, and outstanding graduate students, as well as representatives from corporate, government and non-government organizations to focus on the interconnected themes of:
- energy, environment and sustainability
- ageing of the global population and public health
- food, water and agriculture

Keynote speakers included Boeing Company Chairman, President, and CEO Dennis A Muilenburg and Australian Department of Infrastructure, Industry, Innovation and Science Secretary Glenys Beauchamp.

Approximately 360 delegates attended the event from Ghana, Turkey, Thailand, China, Australia, Hungary, Brazil, Israel, Indonesia, Hong Kong, Chile, Korea, Taipei, Japan and the Netherlands.

Confucius Institute
In 2016, the Confucius Institute at UQ (UQ CI) continued to develop programs and activities in teaching and researching in Chinese language and culture at UQ—and in the broader Queensland community—but also supporting UQ’s China engagement.

Achievements included:
- hosting the Joint Conference of Oceanian Confucius Institutes in Brisbane to encourage regional Chinese teaching, research and learning cooperation
- consolidating cultural and language offerings to Queensland schools, promoting study opportunities particularly in rural areas
- conducting a well-publicised tourist safety campaign and cultural workshops to key government departments
- increasing promotion of the HSK Chinese Proficiency Test throughout Queensland
- facilitating a four-week in-country China study experience for UQ students
- UQ CI also received its first Australian Federal Police Certificate of Appreciation for its commitment to community service.

Community engagement is a core component of UQ CI.

ICTE–UQ
In addition to providing English language pathway and support programs for UQ’s international students, ICTE-UQ forms an important outreach link between the Institute’s more than 165 institutional, government and corporate partners in 20 countries and the UQ community. In 2016, ICTE-UQ delivered a number of short-term customised programmes for participants around the world that enhanced UQ’s international footprint, including:
- an English Immersion program for 20 BA and BISS in Language Education – English students from UQ partner, the University of Hong Kong (HKU)
- an intensive English Language and Engineering Studies program for 30 students from UQ partner Kyushu University, Japan
- the annual Joint English Language and Methodology for TESOL Purposes (JELTP) program for 65 teachers from China, Japan, Korea and Macau

An English language and professional development training course for 31 immigration and customs officials from Indonesia, Timor-Leste, Laos and Myanmar as part of an ongoing partnership with the Australian Department of Immigration and Border Protection (DIBP)
- a Rehabilitation Therapies Training Program for 10 students from National Taipei University of Nursing and Health Sciences, Taiwan
- an Australian Business Experience Program for nine students from UQ partner Universidad de Lima, Peru
- an open-date study abroad program called Australia, Past, Present and Future for 11 students from the Universidad San Ignacio de Loyola, Peru, one student from Fudan University, China, and one student from TungHai University, Taiwan
- three professional development programs in Public Administration and Public Policy, Leadership, and Agricultural Development Policy for 60 government officials sponsored under Monitoring Office of Program IIE5, Vietnam
- a new Political Science and International Relations study abroad program for 11 students from UQ partner Keio University, Japan
- a Student Leadership program for 30 students from Beijing Normal University
- Content and Language Integrated Learning (CLIL) programs for 35 key English lecturers/teachers in Vietnam as part of the Vietnamss Government’s National Foreign Languages 2020 Project, delivered in conjunction with the South East Asian Ministers of Education Organization Regional Training Center (SEAMEO RETRAC), and 46 academics from Taiwan, Japan, Colombia, Saudi Arabia and Thailand.

ICTE-UQ also administered more than 7000 International English Language Testing System (IELTS) tests, Occupational English Testing System (OET) tests and Teaching Knowledge tests to candidates across South-East Queensland for academic pathway, immigration and professional purposes, and placed more than 2000 students and professionals with homestay accommodation-hosts within the local Brisbane community.

UQ International Development
Become part of ICTE-UQ in 2016. UQ International Development continued to manage long-term development projects and deliver a wide range of short-course programs, both in Australia and across the globe. Key clients included the Department of Foreign Affairs and Trade (DFAT), as well as the Asian Development Bank (ADB), as well as other government agencies, managing contractors and the private sector.

Short-course topics included agriculture, public policy, public-private partnerships, infrastructure, journalism, business, governance and executive leadership. More than 400 awards from 24 countries attended short-course training during 2016, with participants from Indonesia, Papua New Guinea, Peru, Bhutan, Mongolia, Nepal and several African nations.

UQ International Development continued to draw on the expertise of UQ academics for course delivery and worked collaboratively with faculties, schools and institutes across program areas.

In addition to short-course delivery, UQ International Development continued to manage six long-term projects, including the Tonga Internship Development Facility, which reached successful completion on 31 October 2016.

Institute of Modern Languages
The Institute of Modern Languages (IML) continues to play an important role in providing staff, students, alumni and the community with language skills and cultural knowledge that contribute to a global perspective.

In 2016, IML had 2798 enrolments in 124 courses teaching 28 languages. This included 65 enrolments in customised language learning for individuals, small groups and organisations.

Language course development, delivery and assessment services were again provided for the Australian Defence Force in 22 languages.

IML also conducted more than 1500 translation and interpreting jobs for UQ units, staff and students, the community, companies, government departments, schools, and universities.

Cultural and community activities
Customs House
One of UQ’s CBD bases, the heritage-listed riverside building continued to be in high demand as a venue for University, corporate and private events in 2016, with many UQ alumni taking advantage of the restaurant’s alumni discount.

In all, Customs House welcomed more than 76,000 guests and held 820 functions in 2016, including six School of Music concerts in The Long Room, Brisbane’s Open House event in October attracted more than 900 visitors on the day.

The year also saw Customs House win the national and state awards for Caterer of the Year and Function / Convention Centre Caterer at the Savour Australia™ Restaurant & Catering HOSTPLUS Awards for Excellence.
School of Music

The UQ Symphony Orchestra and the UQ Choirs performed two concerts at the Queensland Performing Arts Centre Concert Hall in 2016. The May concert commemorated 400 years of Shakespeare, including Tchaikovsky’s Romeo and Juliet and Fantasy Overture, Shostakovich’s Hamlet Suite, and Walton’s Beethoven’s Piano Concerto. The UQ Symphony Orchestra, alongside Rimsy-Korsakov’s Scheherazade, both concerts featured a world premiere composition by prize-winning undergraduate student, John Rotar, in May and Connor D’Netto in October.

As part of its ongoing partnership with the Queensland Music Festival, the School collaborated with the Brisbane Writers Festival to present Iluminae, a surround sound opera composed by student duo Argo, and performed by students and staff members at the State Library of Queensland in September.

Staff and students travelled to North Queensland in July to continue to work with Indigenous Australian children from Aurukun, Hope Vale and Coen as part of the Cape York Instrumental Program, and again in October to deliver voice concerts and workshops with high school and community choirs in Cairns and Innisfail. Both activities were supported by the Paula and Tony Kinnane Bequest.

The School maintained its regular concert series at Customs House, the UQ Art Museum, Brookfield Hall, and the Nickson Room in the Zelman Cowen Building.

UG Art Museum

UG Art Museum exhibitions in 2016—its 40th anniversary year—included:
- ephemeral traces: Brisbane’s artist-run scene in the 1980s, curator Peter Anderson.
- We who love: the Nolan slates, curator Dr Chris McAlepsie, also toured to Heide Museum of Modern Art, Melbourne.
- Banga and Maja: Studio, curator UQAM Associate Director (Curatorial) Michele Hel NICHE.
- Beyond the Tower: UQ Art Museum — 45 years and counting, curators UQAM Director Dr Campbell Gray and UQAM Curator Samantha Littley.
- Over the fence: contemporary Indigenous photography from the Corrigan collection, curator UQAM Project Manager Gordon Craig.
- Creative accounting, curators Holly Williams, in conjunction with Hawkesbury Regional Gallery and toured by Museums & Galleries of NSW.
- Delhi Green: beyond and between — a painter’s journey, curator UQAM Associate Director (Curatorial) Michele Hel NICHE.

The UQ Art Museum maintained visitor numbers of the previous year, welcoming more than 50,000 visitors during 2016.

The UQ Art Museum was grateful to be one of the recipients of the $8 million Kinnane bequest. This generous gift allows the museum to provide education and opportunities for future generations in the Arts, both locally and in regional Queensland.

The UQ Art Museum continued to focus on public and educational programs relating to the 2016 exhibitions and others by engaging with various areas of the University, including the Aboriginal and Torres Strait Islander Studies Unit; the Schools of Biological Sciences, Economics, Historical and Philosophical Inquiry, Political Science and International Studies, and Geography, Planning and Environmental Management, as well as various Alumni groups and Brisbane community groups.

The University purchased 42 new artworks for The University of Queensland Art Collection, with 54 works acquired through donations. The Art Museum loaned 19 artworks to major public art institutions, including the National Gallery of Australia, Queensland Art Gallery | Gallery of Modern Art, Museum of Contemporary Art Australia, and the Heide Museum of Modern Art.

Indigenous engagement

UQ is committed to ensuring the University is a safe, culturally embracing environment for Indigenous students, staff and the community, and actively works towards forging strong, respectful partnerships with Indigenous communities.

In 2016, UQ entered into a formal partnership with the Institute for Urban Indigenous Health (IUIH). The Institute leads the planning, development and delivery of comprehensive primary health care services to the Indigenous population of Queensland, with 10 multidisciplinary primary health care centres operating throughout the region. The partnership with IUIH will create opportunities for the University to contribute towards closing the gap in health disparity between Indigenous and non-Indigenous Australians, and pursue research, workforce development and outreach opportunities in the area of Indigenous health.

Student recruitment

The University continued to increase the number of Aboriginal and Torres Strait Islander students enrolling at and graduating from UQ, supported by the Aboriginal and Torres Strait Islander Studies (ATSIS) Unit, which engages in a number of initiatives to increase the proportion of Indigenous Australian students at UQ.

Programs and initiatives included:
- Five InspiranU camps were held in 2016, with a total of 102 Aboriginal and Torres Strait Islander secondary students attending. Established in 2015 as part of a global education partnership between Rio Tinto and UQ, the InspiranU camps expanded beyond engineering in 2015 to include law, business, health and science.
- The week-long on-campus university experience gives student a practical insight into each of the disciplinary areas and the many opportunities available to them. InspiranU is delivered in collaboration with community and industry partners, and UQ faculties and schools. In recognition of the program’s significant contribution towards increasing the participation of Aboriginal and Torres Strait Islander students at the University, the Outreach and Engagement team in the ATSIS Unit received a UQ Award for Excellence in Equity and Diversity.

- The Deadly Choices Pathways to Success program was developed to encourage and support secondary school students to transition into University. Focusing on the benefits of higher education and encouraging students to undertake the OP pathway to increase their opportunities for entry into university, the program uses an incentivised model to attract students, with academic improvement and an improved aspiration to attend university as the desired outcomes. Funding for the program is provided by UQ and the Australian Government’s Higher Education Participation Program. In 2016, 99 students enrolled.
- UQ’s outreach and engagement activities were expanded in 2016 to include greater focus on building partnerships with Aboriginal and Torres Strait Islander communities in regional and remote areas. Areas of particular focus were the Torres Strait, Central Queensland and the Wide Bay Region, North Queensland, Toowoomba and the Darling Downs, and Gold Coast and Northern NSW. A tertiary aspiration building camp for secondary school students in the Toowoomba and Darling Downs region was held in September in partnership with the Department of Education and Training.

Student engagement

Engaging with current students

During 2016, the UQ Advantage Office continued to deliver a wide range of experiences, services and funding for UQ students, designed to enhance employability and maximise their student experience.

In support of the new Student Strategy’s game-changing graduates goal (launched mid-year), highlights included:
- launching UQ’s Employability MOOC in January with more than 22,000 enrolments across 182 countries
- engaging with 5000 undergraduate students in the Advantage Award program to enhance their employability through extracurricular activities
- holding the annual UQ Careers Fair that attracted more than 3800 students and 95 employers, and the annual Volunteer Expo that attracted more than 1400 students who engaged with 60 not-for-profit organisations
- offering more than 250 volunteer positions to UQ students on campus, giving them the opportunity to develop leadership, presentation and networking skills
- supporting more than 1000 UQ students to broaden their world view

Sponsorship

UQ once again sponsored and supported the Under 15 Competition for the Queensland Aboriginal and Islander Health Council’s Arthur Beetson Foundation Mungi Rugby League Carnival, with a focus on health and education. UQ hosted an on-campus event for the approximately 400 under-15 players in 2016, including tours of campus facilities, and information sessions focused around UQ program offerings, financial and support opportunities for Indigenous students, and University application and admission processes.
by participating in a global experience such as student exchange, short-term programs or an extra-curricular international program.

- selecting 12 student leaders to represent UQ at a range of domestic and international events, such as the National Student Leadership Forum in Canberra and the CSA National Education Conference in Darwin.
- supporting more than 650 students in the UQ Undergraduate Research Program, and hosting the annual UQ Undergraduate Research Conference.

Influencing student choice for UQ
During 2016, the Office of Prospective Students and Student Equity (OPSSE) in conjunction with UQ faculty staff—engaged with secondary schools throughout Queensland, New South Wales, Victoria, South Australia and the Northern Territory, and worked in conjunction with UQ's International Office to engage with students, parents and key high schools throughout Australia and the Asia-Pacific region.

With Queensland's regional areas being a major recruitment focus, the team attended 20 regional career expos in 2016, and delivered a range of complementary in-school and university experiences aimed at raising the educational aspirations of students attending secondary schools in Ipswich and the Lockyer Valley.

These experiences—hosted by UQ Student Ambassadors and designed to be interactive and fun—included visits to UQ facilities such as the University’s archaeology dig sites, the Gatton Dairy and Wildlife Centre, as well as discipline-based workshops including rehabilitation therapies and engineering workshops. The overall activities program helps to de-mythify university life and break down perceived barriers to tertiary study.

Survey data have consistently shown that close to 90 per cent of students who participate in an on-campus experience day become more interested in university as a future option.

With nearly 25,000 guests, UQ’s Open Days at Gatton and St Lucia were well attended and provided an excellent opportunity for future students and their families to investigate post-school study options and pathways, learn about accommodation and support services, and experience campus life first-hand. In July, more than 1,000 secondary students from 96 schools attended Career Week that Shapes the World, an annual event at St Lucia, where Year 11 and 12 students were introduced to the variety of career possibilities arising from studying at UQ.

Around 220 high-achieving Year 11 students participated in the UQ Young Scholars Program (YSP) in November. This two-in-one academic enrichment experience, facilitated by UQ staff and student volunteers, helps to develop participants’ leadership skills through discussions and debates about some of the biggest societal challenges. The program has proven to be a highly effective recruitment activity, with close to 75 per cent of Young Scholars applying for a place at UQ.

The popularity of the annual Future Experiences in Agriculture, Science and Technology (FEAST) camp held at the Gatton campus continued, with almost 125 secondary school students involved in 2016. The program, which also includes an experience day at the St Lucia campus, introduces participants to some of the many exciting and rewarding careers in Agriculture, Science and Technology. Interest in the University’s Enhanced Studies Program (ESP) remained strong, with almost 250 Year 12 students completing a first-year university subject in 2016. Demand for W17999 was particularly high—a one-week summer intensive course aiming to boost the critical thinking and writing skills of senior students attending selected schools in Ipswich, Logan and north Brisbane regions.

The University’s partnership with the Brisbane School of Distance Education was further strengthened, with the school delivering two UQ Enhanced Studies courses (In a Blended-learning format) to students across Queensland.

Hosting future students, parents and key school contacts on-campus remained a focus for the team. This year, several new events were introduced to drive student choice for UQ. All events were well attended and included parent information evenings and inviting guidance officers from key interstate schools to the annual Guidance Officers Conference. Inaugural student leadership forums were held in August that leveraged UQ’s relationships with celebrity chef Ben Milbourne, as well as UQ alumni and social entrepreneur Lucas Patchett, co-founder of Orange Sky Laundry.

The team promoted UQ’s new degrees to schools throughout Queensland, especially the Bachelor of Criminology and Criminal Justice, where 20 schools attended a tailored, interactive, on-campus activity that highlighted the role criminologists play in addressing contemporary social order.

The Queensland Core Skills (QCS) Test booster program, a capacity-building initiative for state schools in the Ipswich and Logan regions, was again delivered in 2016, following a trial in 2015. Incorporating teacher training and a ‘booster’ workshop, the program helped prepare senior students for success in the QCE Test. More than 560 Year 11 and 12 students and 80 teaching staff from 15 schools attended the workshops, which feedback was very positive. Two new schools from Brisbane’s eastern suburbs also participated this year.

UQ’s academic community was heavily involved in the recruitment of future students to UQ, attending almost 70 school speech nights, delivering discipline-based activities on-campus, providing advice at Open Day/Typary Studios Expos, and visiting various schools throughout the state. OPSEE sponsored almost 120 school speech nights during October and November, generally awarding the ‘Create Change’ Prize of certificate and gift voucher to the Year 12 school due or other high achiever.

The UQ Young Achievers Program (YAP) continued to support the tertiary study and career aspirations of motivated secondary school students from low-income families, with almost 120 being welcomed into the program in October. In 2016, 90 Young Achievers applied for a place at university and 65 students accepted one. Many of the Young Achievers who transitioned to UQ took advantage of tailored induction and support services to help them settle into university life.

Student mentoring is a critical success factor for the Young Achievers Program. Mentors serve as friendly and accessible points of contact for Young Achievers, helping to build their confidence and educational aspirations. Forty passionate and committed UQ students, including 12 past Young Achievers, generously volunteered their time to mentor the current cohort of Young Achievers, increasing their educational journeys.

Influencing student choice for UQ — Student Leadership Forum in Canberra.

Student ambassador Mathewine Ewan talking to a prospective student at the Career and Employment Expo in May.

Student Achievement Awards
More than 200 UQ Link scholarships, valued at $3,000 per annum for up to three years, were awarded to school leavers and gap-year students who had experienced educational disadvantage as a result of financial hardship.

More than 60 Young Achievers scholarships, valued at $7,000 per annum for up to four years, were awarded to YAP participants.

UQ College
UQ College was established in 2010 to provide students with pathways to success in higher education. Celebrating its first Awards of Excellence in August 2016, seven former students received an Outstanding Achievement Award and nine received Awards of Excellence, presented by Deputy Vice-Chancellor (Academic) Professor Joanne Wright and UQ College Chair the Honourable Dr David Hamill AM.

UQ College is very proud of its extensive diversity in terms of student background, teaching expertise and learning pathways. Enrolments in UQ College courses again surpassed 500 in 2016, with increased interest from both domestic and international students in the Associate Degree in Business. A large number of past students successfully completed UQ bachelor degrees and attended graduation ceremonies in July and December 2016.

UQ Sport
UQ Sport welcomed more than 750,000 participants—along with thousands of spectators—across St Lucia and Gatton during 2016.

This year, the following upgrades and enhancements of UQ Sport facilities were delivered:
- completing the synthetic fields precinct, which will allow more than 3000 additional hours of available play time each year (see page 55)
- repainting the UQ Sport Aquatic Centre 50-metre pool, installing new Olympic-standard starting blocks, and commencing construction of a new 25m pool
- upgrading the netball courts with new surfaces, goal posts, nets and pads
- resurfacing four tennis courts
- installing approximately $100,000 worth of new cardio equipment at the UQ Sport Fitzness Centre.

Scholarships
UQ’s Academic Scholarship program attracted more than 1150 applications from high school students in Queensland and interstate students, making it a highly competitive field. More than 150 Academic Scholarships were awarded to students commencing undergraduate studies in 2016, with a number of these scholarships, mostly discipline-specific, were also awarded to high-achieving continuing students.

More than 300 UQ Link scholarships, valued at $3,000 per annum for up to three years, were awarded to school leavers and gap-year students who had experienced educational disadvantage as a result of financial hardship.

More than 60 Young Achievers scholarships, valued at $7,000 per annum for up to four years, were awarded to YAP participants.

Attending UQ College’s 2016 Awards of Excellence Evening were, from left: UQ College Chair the Honourable Dr David Hamill AM, Deputy Vice-Chancellor (Academic) Professor Joanne Wright, Scholarships Director (Academic) Dr Michelle Stimpson (Awardee) and Alumni Relations & Development Director (Academic) Dr Tony Su. Scholarships Director (Academic) Dr Michelle Stimpson (Award-of-Excellence recipient) and Deputy Vice-Chancellor (Academic) Professor Joanne Wright.
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 athletes program supported some 170 students 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 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 Rhyll 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 Obus Property agreed that Obus Property would:
- change the profile of its building by reducing its 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.

The University’s academic aims and aspirations for staff and students are supported by effective management strategies, practices, policies 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 530 academic staff positions in 2016. The primary modus 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 continues 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.

<table>
<thead>
<tr>
<th>Staff FTE by function (excluding casuals)</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>% of total FTE</td>
<td>FTE</td>
<td>% of total FTE</td>
</tr>
<tr>
<td>Academic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching and research</td>
<td>2416.2</td>
<td>34.5%</td>
<td>2292.7</td>
</tr>
<tr>
<td>Research focused</td>
<td>1429.5</td>
<td>21.0%</td>
<td>1452.2</td>
</tr>
<tr>
<td>Teaching focused</td>
<td>3799</td>
<td>5.6%</td>
<td>1482</td>
</tr>
<tr>
<td>Other</td>
<td>281</td>
<td>0.4%</td>
<td>26</td>
</tr>
<tr>
<td>ACADEMIC TOTAL FTE</td>
<td>3135.2</td>
<td>45.5%</td>
<td>3014.4</td>
</tr>
<tr>
<td>Professional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research support</td>
<td>558.7</td>
<td>8.1%</td>
<td>5471</td>
</tr>
<tr>
<td>Other</td>
<td>3204.5</td>
<td>46.0%</td>
<td>5461</td>
</tr>
<tr>
<td>PROFESSIONAL TOTAL FTE</td>
<td>3763.2</td>
<td>54.5%</td>
<td>5999</td>
</tr>
<tr>
<td>TOTAL FTE (excluding casuals)</td>
<td>6898</td>
<td>100%</td>
<td>6613</td>
</tr>
</tbody>
</table>

University staff as at 31 March 2016

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>2014</td>
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</tr>
<tr>
<td>Casual FTE (per year)</td>
<td></td>
</tr>
<tr>
<td>FTE</td>
<td>% of total FTE</td>
</tr>
<tr>
<td>Academic</td>
<td>402.9</td>
</tr>
<tr>
<td>Professional</td>
<td>552.2</td>
</tr>
<tr>
<td>TOTAL CASUAL FTE</td>
<td>955.1</td>
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</table>

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<thead>
<tr>
<th>DfP appointment</th>
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<tbody>
<tr>
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<td>382</td>
<td>363</td>
<td>358</td>
</tr>
<tr>
<td>Academic titles</td>
<td>295</td>
<td>320</td>
<td>301</td>
</tr>
<tr>
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<td>154</td>
<td>186</td>
<td>155</td>
</tr>
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1 The staff classifications shown here align with the reporting of salaries to the Department of Education.

2 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.

3 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 on 30 June 2017.

4 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.

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