The University’s academic aims and aspirations for staff and students are supported by accountable, effective management strategies, policies, practices and systems. All aspects of the University are administered with integrity in a professional and consultative, 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 829 professional and 391 academic staff positions in 2017. The primary channel 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 2016 to 31 March 2017, the University's continuing and fixed-term workforce decreased by 1.4 per cent to 6607.2 FTE, with a continuing retention rate of 95.9 per cent and a continuing separation rate of 4.1 per cent.

The Aboriginal and Torres Strait Islander Employment Strategy continued to be widely promoted by Human Resources. In 2017, 12 trainees were recruited into the Indigenous Traineeship Program. Of these, nine have been retained post-traineeship. The table below shows University staff numbers as at 31 March 2017.

<table>
<thead>
<tr>
<th>University staffing FTE by function as at 31 March 2017</th>
<th>2016</th>
<th>% of all FTE</th>
<th>2017</th>
<th>% of all FTE</th>
<th>2018</th>
<th>% of all FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching and research</td>
<td>1306.6</td>
<td>19.5%</td>
<td>1489.0</td>
<td>14.9%</td>
<td>1553.7</td>
<td>14.9%</td>
</tr>
<tr>
<td>Research and return</td>
<td>1916.2</td>
<td>28.7%</td>
<td>2146.0</td>
<td>21.1%</td>
<td>2195.2</td>
<td>21.2%</td>
</tr>
<tr>
<td>Teaching focused</td>
<td>193.9</td>
<td>2.9%</td>
<td>198.6</td>
<td>1.9%</td>
<td>200.0</td>
<td>1.9%</td>
</tr>
<tr>
<td>Research focused</td>
<td>28.3</td>
<td>0.4%</td>
<td>28.1</td>
<td>0.3%</td>
<td>27.9</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic FTE</td>
<td>2854.4</td>
<td>42.4%</td>
<td>2771.7</td>
<td>36.0%</td>
<td>2768.4</td>
<td>36.4%</td>
</tr>
<tr>
<td>Research support</td>
<td>547.0</td>
<td>7.9%</td>
<td>490.6</td>
<td>6.8%</td>
<td>488.2</td>
<td>6.7%</td>
</tr>
<tr>
<td>Other</td>
<td>5493.5</td>
<td>80.6%</td>
<td>3511.7</td>
<td>47.4%</td>
<td>3560.4</td>
<td>47.6%</td>
</tr>
<tr>
<td><strong>Continuing and fixed-term</strong></td>
<td>3990.9</td>
<td>60.0%</td>
<td>6607.2</td>
<td>100.0%</td>
<td>6607.2</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Casual/staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic</td>
<td>441.9</td>
<td>5.2%</td>
<td>466.5</td>
<td>5.5%</td>
<td>466.7</td>
<td>5.5%</td>
</tr>
<tr>
<td>Professional</td>
<td>352.2</td>
<td>4.4%</td>
<td>514.9</td>
<td>6.0%</td>
<td>543.9</td>
<td>6.2%</td>
</tr>
<tr>
<td><strong>Total university staff</strong></td>
<td>953.1</td>
<td>13.7%</td>
<td>978.6</td>
<td>14.6%</td>
<td>966.5</td>
<td>12.6%</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic</td>
<td>4318.8</td>
<td>65.1%</td>
<td>4775.3</td>
<td>72.0%</td>
<td>4822.9</td>
<td>72.5%</td>
</tr>
<tr>
<td>Research support</td>
<td>447.2</td>
<td>6.7%</td>
<td>453.0</td>
<td>6.7%</td>
<td>461.3</td>
<td>6.8%</td>
</tr>
<tr>
<td>Other</td>
<td>3864.0</td>
<td>58.5%</td>
<td>3339.0</td>
<td>50.0%</td>
<td>3350.4</td>
<td>40.7%</td>
</tr>
<tr>
<td><strong>Unpaid appointments</strong></td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 unposted</td>
<td>851</td>
<td>878</td>
<td>982</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 paid</td>
<td>227</td>
<td>271</td>
<td>313</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 administrative</td>
<td>539</td>
<td>678</td>
<td>792</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 casual</td>
<td>185</td>
<td>109</td>
<td>97</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 unpaid appointments</td>
<td>1600</td>
<td>1857</td>
<td>2070</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 casual</td>
<td>227</td>
<td>271</td>
<td>313</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 unpaid appointments</td>
<td>1358</td>
<td>1600</td>
<td>1857</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Remuneration and benefits**

In the 2016/17 financial year, 17,834 ATO payment summaries were issued. Salary packaging options were expanded in July to include the TransLink Bus Travel Benefit card, which provides staff with a sustainable way to travel to and from work and home.

**Academic promotions**

During the year, 148 academic staff members were promoted, comprising 38 promotions to Level R, 46 to Level C, 43 to Level D and 21 to Level E. UQ also appointed 110 new honorary and adjunct professors.

**Organisational and leadership development**

In conjunction with HR Policy and Strategy, a major review of Professional Staff Performance Appraisal was undertaken, with the intent of streamlining this process and implementing a stronger future focus. New policies, procedures and supporting resources were piloted in preparation for full implementation in 2018. A Professional Services Capability Framework was also developed in order to articulate the behaviours and attributes that underpin the new operating models in UQ's professional divisions. The framework will be piloted in 2018, with application in recruitment and selection, performance conversations and career development.

Enhancing leadership and career development continued to be a significant focus, providing significantly improved outcomes, particularly for female academic staff who have engaged with these programs. Of the 20 participants in the 2016 Career Progression for Women program, five applied for promotion to Associate Professor in 2017 and all five were successful. Additional support was also provided to a range of organisational change processes occurring across the University.

Overall, the staff development program provided 742 courses to 8194 University staff and affiliates in 2017.

**Staff engagement**

UQ Awards for Excellence

In 2017, 86 staff members were nominated across five categories in the third UQ Awards for Excellence. Acknowledging and celebrating the achievements and behaviours of staff across all levels of the University, regardless of position, the Awards reflect and support the UQ values.

Staff support

In-house staff support and rehabilitation services continued to be provided to staff members who have, or are at risk of having, mental health issues. The Staff Support and Rehabilitation Adviser (SSRA) assisted more than 100 University employees in 2017, encompassing rehabilitation and return-to-work activities, short-term assistance in responding to work and personal issues, and in crisis management. Some assistance was provided in managing the rehabilitation and return to work of staff with non-mental health injury or illness (not covered by a work-related injury claim).

The Employee Assistance Program (EAP) counselling services provided by Davidson Trairane Corpsych (DTC) continued to be well accessed. The main presenting issues were mental health and partner relationships, and were mainly for personal rather than work-related reasons.

The University’s accredited Mental Health First Aid (MHFA) program continued in 2017, with courses being run at 51 Lucia and Gatton. To date, more than 500 UQ 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 again held in October during National Mental Health Week, with sessions well attended by both staff and students. R U OK? Day events were organised in local areas by local HR and DSS staff.

**Equity, diversity and inclusion**

In recognition of the University’s commitment to an inclusive workplace for sexuality and gender diversity, UQ was again conferred the Australian Workplace Equity Index Bronze Award, placing us in the top seven universities nation-wide.

UQ continued its participation in the Science in Australia Gender Equity (SAGE), national program promoting gender equity and gender diversity in science, technology, engineering, mathematics and medicine (STEMM). The Self-Assessment Team (SAT) began reflecting on UQ’s policies, processes and strategies to develop an action plan and to apply for a bronze award in the SAGE Pilot of Athena SWAN (Scientific Women’s Academic Network) 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.

**Notes**

1. Data represents full-time equivalent headcount. University staffing as headcount (excluding casuals) as at 31 March 2017 is 7176.

2. The projected Casual FTE for 2017 is the 2016 actual figure as per Department of Education estimate. Actual Casual FTE for 2017 will be available 30 June 2018.

3. 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. When 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.

4. There may be eight changes in historical data due to improvements made in UQ's reporting systems.

5. The staffing function shown here aligns with the reporting requirements of data for the Department of Education.
UQ was once again named compliant with the Workplace Gender Equality Act 2012 after submitting the 2016/17 report.

Followed by the launch of UQ’s Aboriginal and Torres Strait Islander Employment Strategy 2016–2017 last year, the University continued to provide more opportunities for Aboriginal and Torres Strait Islander peoples and to make UQ a safe, culturally embracing environment. The Indigenous-specific temporary employment service, also launched in 2016, continued to provide opportunities for employing Indigenous Australian people at all levels across the institution.

Early indications suggest excellent progress in the second 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; and standardisation of workplace relations training through its Employee Relations coordinated targeted advice and internal consultancy services on employment issues.

Employee Relations coordinated targeted workplace relations training through its Employee Relations workshop for staff; review of recruitment, selection and onboarding processes; and standardisation of workplace relations training through its Employee Relations coordinated targeted advice and internal consultancy services on employment issues.

Workforce strategy and change

In 2017, the University implemented 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 Enhancing Services and Systems program.

Other change processes Human Resources undertook in 2017 included:

– School of Veterinary Science, Animal Genetics Laboratory (AGL); UQ and Neogen reached an agreement to divest the AGL business to Neogen

– Faculty workshop, Faculty of Engineering and Information Technology; this restructure will allow for better management of resources into the future, emphasising how the workshop contributes to faculty goals and has clear direction and focus on UQ’s three strategic pillars of Learning, Discovery, and Engagement.

– Restructure of the professional services, Rural Medical School, Faculty of Medicine; the new structure is fit for purpose in the rural context and will alleviate some of the previous issues, particularly around communication and a line of sight to broader faculty initiatives.

– Restructure of Legal Services (General); the new structure effectively responds to and activities that require advice and operational demands of UQ in a constantly changing landscape. The general legal team will have the requisite depth and breadth of skills and experience, as well as a strong collaborative team culture with strong client focus. The new organisational structure has been designed to reflect this, as well as embody the vision and key objectives for Legal Services.

Enhancing Systems and Services (ESS)

To ensure that UQ’s professional support services are as responsive and effective as possible—especially in a time of increased competition and reduced government funding—the University embarked on a project, Enhancing Services and Systems (ESS), to simplify, streamline, standardise and—when justified—automate administrative processes. More consistent ‘One UQ’ service delivery will be achieved in five areas of work including, under-serviced areas, and materials efficiency savings that will enable additional funds to be directed to strategic priorities. In 2017 saw projects finalised in human resource management and finance processing as part of the Business Services review. Structural and service changes were also implemented in the Facilities Management, Legal, Occupational Health and Safety, and Information Technology Services divisions during the year.

Information Technology

In February 2017 the newly appointed Chief Information Officer (CIO) completed Phase 1 of the restructuring of the Information Technology Division, which realigned resources and brought in the skills required for the establishment of contemporary information technology practices. This restructure also resulted in a significant reduction in the ongoing operational cost of information technology delivery at the University. The CIO subsequently published the Information Technology Governance Framework and Information Technology Roadmap that align the information technology function with the University’s Strategy, and established key IT programs that support the University’s priorities in research, teaching and learning.

Occupational health and safety

The Occupational Health and Safety (OHS) Division continues to drive 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, and plant safety; and large animal research. Key OHS Division achievements during the year included:

– facilitating, supporting and engaging UQ’s OHS governance and consultative framework and broad OHS community

– launching the UQ Health, Safety and Wellness Strategy 2017–2021; establishing its priorities as risk management, systems and compliance, culture and capability, innovation, and enhancing wellbeing

– implementing a new corporate database: UQSafe—Risk to assist workers in developing and maintaining risk assessments for work conducted at UQ

– coordinating UQ’s Institutional Biosafety Committee, which oversees UQ’s arrangements with the Office for Research and Enterprise for managed imported biological material and potentially hazardous biological material, and ensuring compliance with relevant legislative requirements.

– completing biological safety inspections for 200 certified containment facilities and 90 Department of Agriculture and Water Resource Agrosecurity Arrangements facilities, certification of six new facilities, and assessing 405 research proposals for work involving gene technology and potentially hazardous biological material.

– conducting UHS management systems audits for 14 organisational areas and 2000 staff of UHS staff and assets, including use of X-ray technology, as well as equipment and materials.

– monitoring and facilitating completion of audit corrective actions

– implementing the full phase of the radiation safety system structure that has streamlined regulatory licensing and approval requirements and continued to assure effective radiation safety management

– overseeing radiation safety practices across all UQ radiation facilities delivering staff development training courses to 11,000 staff, including nearly 100 face-to-face training sessions and more than 10,000 online course completions


– managing the staff influenza vaccination program for 4444 staff

– monitoring 146 staff in the Health Surveillance Program for workplace allergens and hazardous biological and chemical exposure, and 242 staff in the Hearing Conservation Program.

UQ Wellness, the UQ staff wellness program, continued to promote and support staff health and wellbeing using an evidence-informed approach across the four key areas of lifestyle factors, psychological health, physical health and organisational engagement. As part of this program, in 2017, 1128 staff participated in the Bupa Modifiable Health Risk Clinics program that offered heart health, back and posture, and skin check services.

In addition to the health clinics, a range of other health and wellbeing opportunities were provided to 765 staff, including online health assessments, cycling safety seminars and cycle set-up workshops, seminars on high-performing teams, walking groups, and mind-body health programs such as meditation, pilates and yoga.

The UQ Fitness Passport program, providing staff and their families with access to a wide variety of fitness facilities at a discounted membership rate, continued to grow, with more than 1050 membership cards currently in circulation.

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

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of lost-time injuries</td>
<td>443</td>
<td>236</td>
<td>142</td>
<td>120</td>
<td>99</td>
</tr>
<tr>
<td>Incidence rate (per 100 employees)</td>
<td>0.34</td>
<td>0.24</td>
<td>0.23</td>
<td>0.16</td>
<td>0.13</td>
</tr>
<tr>
<td>Frequency rate (per million hours worked)</td>
<td>1.8</td>
<td>1.2</td>
<td>1.2</td>
<td>0.8</td>
<td>0.7</td>
</tr>
</tbody>
</table>

In 2017, 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 2017.

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 licencing issued under the Queensland Workers’ Compensation and Rehabilitation Act 2003. These operations include managing statutory injury and damages claims, and managing the rehabilitation and return to work of injured workers.

The current licence expires on 31 March 2019. The University accepted 98 statutory claims and received one damages claim in 2017. This is a significant improvement on our experience in previous years as UQ incurred the lowest number of claims in 2017 since the commencement of self-insurance in 2001.

Claims involved a range of injuries including orthopaedic, neurological and psychological. The average time to evaluate and admit a claim and average time to final payment was compared to the average time of 6.3 days.

UQ continued to maintain a high level of customer service to injured workers, with continued improvements on early intervention, efficient claims and medical management, combined with an effective rehabilitation program to return injured workers to full employment. In 2017, 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.

Environmental performance

The University continued to embed sustainability across its campuses and sites and across all areas of Learning, Discovery and Engagement throughout 2017. 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 2017. Energy usage across UQ’s major electricity accounts decreased by 3.5 per cent between 2016 and 2017. Energy usage across these sites is now 12.7 per cent below its peak in 2014. This equates to almost $3 million of annual cost savings, and a reduction of 17,000 tonnes of carbon dioxide equivalent. These reductions have been driven by a focus on energy management initiatives within the estate including:

- recommissioning and optimising air conditioning controls within buildings
- retrofitting and optimising mechanical plant such as pumps and fans
- continued roll-out of lighting retrofits, with more than 7500 lights changing to LED technology during 2017
- the rationalisation and replacement of chiller plant pump technology
- participation in innovative ‘demand response’ programs to reduce load during critical times.

The continued growth of UQ’s solar portfolio has also contributed to this reduction. In 2017, a further 1227 solar photovoltaic (PV) panels were installed across three buildings, totalling 410 kilowatts of capacity. UQ’s total solar capacity now stands at 6.33 megawatts, and is continuing to grow. In 2017, this resulted in more than 9.5 million kilowatt-hours (kWh) of clean energy being generated. This is equivalent to the energy used by around 1700 average Queensland homes, and an emissions saving equivalent to taking 1365 cars off the road.

Work commenced in late 2017 on an initiative to install a solar power plus battery storage energy system to power the Heron Island Research Station. When completed by the end of 2018, this system is expected to provide well over 85 per cent of the site’s energy needs and save over 150,000 litres of diesel fuel every year.

Carbon emissions

UQ submitted its ninth report under the National Greenhouse and Energy Reporting Act 2007 (Cwlth), which detailed energy production, energy consumption and carbon dioxide emissions over the 2016-17 financial year. During this period, UQ consumed 558,604 gigajoules (GJ) of energy, with 36,496 GJ (6.5 per cent) of this being sourced from UQ’s solar arrays. Greenhouse gas emissions totalled 110,133 tonnes of carbon dioxide equivalent. This represents a reduction of 6.7 per cent from 2015-16, and over 20 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

An environmental incident regarding a failure of the sewage rising main at the Gatton campus was closed by the Department of Environment and Heritage Protection in early 2017. No new environmental incidents required notification to the relevant authority in 2017. A project was completed to remove contaminated material and remediate an area of the Indooropilly Mine site. Monitoring wells were also installed at the Gatton campus in order to improve testing associated with the operation of the Sewage Treatment Plan.

Water management

UQ continues to monitor and report water consumption, as well as its implementation of water conservation measures, with a focus on reducing reliance on mains water. The use of stormwater, rainwater and recycled water was just one strategy adopted. A major project was completed in mid-2017 to upgrade the furnace cooling system located in the Frank White building at the St Lucia campus. This initiative is on track to save around 60 million litres of potable water per annum. New rainwater tanks totalling 92,000 litres of capacity were installed for use in bathrooms and laundries at the Gatton Halls of Residence.

Finally, a range of additional water efficiency measures also saved around 17 million litres of potable water compared to ‘business as usual’.

Waste minimisation

UQ’s waste management program continued to target the diverse range of waste streams generated by the University’s operations. New educational signage was developed and trialled, with rollout commencing in late 2017. Several new recycling streams were also introduced, including soft plastics and polystyrene. The Waput furniture recycling platform continued to grow, with over 620 items having now being recycled since its launch. The platform has also now been expanded to partner with several charity organisations.

Biodiversity

The planting of around 5000 native seedlings at the St Lucia campus continues as part of environmental offset requirements associated with the Student Residences Project. The diversity of the St Lucia Bush Tucker Garden continues to expand, with an event held in partnership with the Aboriginal and Torres Strait Islander Studies Unit during Sustainability Week 2017 that showcased the many uses of the species found in the garden.

Other initiatives

Other environmental performance initiatives in 2017 included:

- providing more than 62,000 kilometres of charge to electric vehicles during the year, with over 90,000 kilometres of range provided to drivers since the installation of UQ’s six public charging stations
- completing a year of operation for UQ’s first fully electric fleet vehicle, with over 14,000 kilometres travelled avoiding around 1500 litres of fuel and 2.6 tonnes of greenhouse gas emissions
- commencing work on the design of a community garden for the St Lucia campus
- installing three new water bottle refill stations across the St Lucia campus, taking the total to 31 locations
- hosting the fifth annual UQ Sustainability Week with record involvement from the student community and external partners across 40 events including workshops, seminars, film screenings and tours
- continuing the Green Office, Green Labs and Living Laboratories 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 2017. Key infrastructure projects delivered in 2017 included:
- completing the TC Beirne Law School’s refurbishment of levels 2, 3 and 4 of the Forgan Smith building ($13.9 million);
- delivering the Sir William McGregor and Skeram refurbishment projects ($15.688 million);
- completing a new 154-place childcare centre on the St Lucia campus ($81 million);
- refurbishing 293 Queen Street for the Faculty of Business, Economics and Law ($72.1 million);
- extending and refurbishing the J K Murray Library at UQ Gatton ($6.9 million);
- delivering the Listerland Road clinics through the conversion of 10 houses ($6.1 million);
- constructing a new healthy ageing clinic at Toowong ($4.4 million);
- adding a new 25-metre swimming pool for the Aquatic Centre ($2.8 million);
- repairing the Otto Hirschfeld facade ($2.6 million);
- refurbishing the Hawken building level 2 BR&T-Australia Technology Centre ($2.6 million);
- refurbishing earth sciences teaching laboratories on level 2, Steel building ($2.28 million);
- refurbishing building 69, level 4 for a medical student foyer ($1.6 million);
- constructing a mock nursing hospital ward, Therapies building ($118 million);
- refurbishing Hawken building’s 201 teaching room ($0.726 million).

UQ’s capital development program for 2018 will continue to support its strategic priorities. Major (approved) capital projects that will progress in 2018 are outlined as follows:

**St Lucia campus**
- UQ Sports Oval 2 and 3 amenities upgrade
  - A complete upgrade of the existing Oval 2 and Oval 3 infrastructure to replace the aged telephone pole lighting, renovate the playing surfaces and develop a joint amenities facility between the two ovals (budget $15 million).
- Bighi Complex Library refurbishment
  - Refurbishment of a number of floors to form multifunctional student spaces for 24/7 access to students (budget $5.6 million).

**Sustainable Futures building**
- Proposal for a new building for the School of Chemical Engineering that will also provide teaching and research spaces.

**Prestley and Physics annex refurbishment**
- Complete refurbishment of Prestley levels 3-7, building 69 levels 3, 7 and 8, and level 5 of the Physics annex for the School of Mathematics and Physics (budget $14.89 million).

**Student Residences Project (SRP)**
- The SRP is designed to deliver a living and learning environment for approximately 1300 students. 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 interpersonal competencies and teamwork, and student recruitment. This project is planned to commence construction in 2018.

**Heron Island**
- Seawater pipeline and solar/battery project
  - This project will facilitate the construction of a new seawater intake line and install a solar and battery system as an energy conservation measure (budget $6.05 million).

**Gatton campus**
- Gatton Teaching and Research Pig Unit
  - Construction of a new teaching and research piggery will commence in 2018. This will receive a completely new, compliant facility for teaching and research (budget $12 million).
- Gatton infrastructure upgrade
  - This project comprises an upgrade of the electrical connection to the campus and the installation of a central chilled-water precinct as an energy conservation measure. Total budget for the project is $20 million and is scheduled for completion in 2019.

**Library**
- In 2017, the Library developed a ‘future directions’ paper to initiate consultation ahead of developing a five-year Strategic Plan. In building collections, the Library pursued an electronic-preferred policy, and acquired print formats when suitable. Added to special collections were architectural archives (Robin Gibson, AO and Robert Riddel), drafts of works by David Malouf, and rare books from the 16th to 19th centuries.
- Displays and online exhibitions using digitised works from the collection
  - Celebrated the late Professor Dorothy Hill and anniversaries of the Father Edward Lee Hayes bequest (UQ Fryer Library, 90th), and Alumni Friends of The University of Queensland Inc. (50th): ‘Higher Degrees by Research Theses’, rare books supporting teaching and learning, audiovisual material, 19th and early 20th century correspondence books, and photographs from the Daphne Mayes collection were also digitised.
  - The Library began creating a highly focused physical collection supporting current teaching, learning, and research, and moving lower-use items to its warehouse. On the website, the launch of proactive chat provided help at point of need. The Library joined a consortium of North American and Asian research libraries to provide 24-hour turn-around of journal articles.
- Student occupancy remained high. At St Lucia, the entrance/outer area of Dafila North was improved and work began to redevelop levels 1 and 2. The refurbished Walter Harrison Law Library was opened with 24/7 access to the space and collection. At Gatton, the J K Murray Library was refurbished and extended. Engagement with secondary schools continued. Speakers from secondary and higher education and business addressed ‘digital disruption’ at the Cyberschool seminar.

**Marking the Rolls – Preserving Queensland’s Architectural Heritage event in April**

**Festival; an event to celebrate the Alumni Friends of the Library**
- Friends of the Library events included an Event to remember function for author and poet Helen Hierski; a presentation by 2016 Fryer Fellow Dr Roger Osborne; a panel discussion about legal, educational and artistic responses to the plight of refugees and the role of libraries and archives in preserving their narratives; an event to celebrate the late Professor Dorothy Hill; a conversation with Min Jin Lee in conjunction with the Brisbane Writers Festival; an event to celebrate the Alumni Friends’ Golden Editions; and the 2017 Fryer Lecture in Australian Literature.

**Above:** Addressed by University Librarian Bob Gerber at the Marking the Rolls – Preserving Queensland’s Architectural Heritage event in April.