

MANAGEMENT AND RESOURCES

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 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 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 93.9 per cent and a continuing separation rate of 6.1 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.

University staffing FTE by function as at 31 March 2017 ¹							
Continuing and fixed-term staffing		2015		2016		2017	
		FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	Teaching and research	1206.6	15.5%	1145.0	14.9%	1133.7	14.9%
	Research focused	1452.2	18.7%	1460.1	19.0%	1455.3	19.2%
	Teaching focused	149.3	1.9%	138.6	1.8%	150.1	2.0%
	Other	26.3	0.3%	28.1	0.4%	27.3	0.4%
	ACADEMIC FTE	2834.4	36.4%	2771.7	36.0%	2766.4	36.4%
Professional	Research support	547.1	7.0%	490.4	6.4%	486.3	6.4%
	Other	3409.5	43.8%	3440.9	44.7%	3354.4	44.2%
	PROFESSIONAL FTE	3956.6	50.8%	3931.3	51.1%	3840.8	50.6%
CONTINUING AND FIXED-TERM FTE ²		6791.0		6703.0		6607.2	
Casual staffing		2015		2016		2017 ³	
		FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	437.9	5.6%	446.1	5.8%	446.1	5.9%	
Professional	552.2	7.1%	543.9	7.1%	543.9	7.2%	
CASUAL FTE		990.1		990.0		990.0	
Total university staffing		2015		2016		2017	
		FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	3272.2	42.1%	3217.8	41.8%	3212.5	42.3%	
Professional	4508.8	57.9%	4475.2	58.2%	4384.7	57.7%	
ALL FTE (CONTINUING, FIXED-TERM, CASUAL)		7781.1		7693.0		7597.1	
Unpaid appointments		2015 Headcount		2016 Headcount		2017 Headcount	
Honorary/Adjunct appointments		2061		2211		2387	
Academic titles		3269		3653		3826	
Conjoint appointments ⁴		136		139		147	
ALL UNPAID APPOINTMENTS		5466		6003		6360	

¹ The staffing function shown here aligns with the reporting requirements of data for the Department of Education.

² FTE represents full-time equivalent throughout table. University staffing as headcount (excluding casuals) as at 31 March 2017 is 7176. Total payment summaries produced in 2017 is 17,834.

³ 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.

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.

⁵ There may be slight changes in historical data due to improvements made in UQ's reporting systems.

Remuneration and benefits

In the 2016/17 financial year, 17,834 ATO PAYG 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 B, 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 injury management claim).

The Employee Assistance Program (EAP) counselling services (provided by Davidson Trahaire 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 St Lucia and Gatton. To date, more than 500 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 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 OHS 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 Equality Index Bronze Award, placing us in the top seven universities nation-wide.

UQ continued its participation in the Science in Australia Gender Equity (SAGE), a 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 practices, policies and processes 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 Awards.

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 2016/17 report.

Following 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 for disability inclusion; enhanced web accessibility; and an audit on rooms with hearing assistive technologies.

Workplace relations

Representation and advocacy were provided during 2017 on a range of matters, with the University continuing to experience individual litigation before Fair Work Australia and the Federal Court for alleged breaches of the General Protections provisions of the *Fair Work Act 2009*. 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.

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 Systems and Services 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 Clinical 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 line of sight to broader faculty initiatives
- **restructure of Legal Services (General):** the new structure effectively responds to and supports the strategic 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 future, with improvements in previously under-serviced areas, and material efficiency savings that will enable additional funds to be reinvested in the academic endeavour.

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 a restructure of the Information Technology Division, which realigned resources and brought in the skills required for the establishment of contemporary information technology practices. The 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 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
- launching the *UQ Health, Safety and Wellness Strategy 2017–2021*, establishing its priorities as risk management, systems and compliance, culture and capabilities, 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 commitment to protect the health and safety of people and the environment, by managing risks posed by work involving genetically modified organisms, imported biosecurity 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 Approved Arrangement facilities, certification of six new facilities, and assessing 103 research proposals for work involving gene technology and potentially hazardous biological material
- conducting the OHS management systems audits for 14 organisational areas and fieldwork and student placement audits for seven organisational areas
- monitoring and facilitating completion of audit corrective actions
- implementing the final phase of the radiation safety system restructure that has streamlined regulatory licensing and approval requirements and continued to assure effective radiation safety risk management
- overseeing radiation safety practices across all UQ radiation facilities
- delivering staff development OHS courses to 11,000 staff, including nearly 1100 face-to-face training sessions and more than 10,000 online course completions

- managing interactions with a range of OHS-related regulators
- managing the staff influenza vaccination program for 4445 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 1060 membership cards currently in distribution.

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.

Lost-time injury statistics (one or more working days lost, staff only)					
	2013	2014	2015	2016	2017
Number of workers' compensation claims ¹	183	158	216	157	109
Number of lost-time injuries ²	27	19 ³	18	12	10
Total employees ⁴	17,410	17,581	18,146	18,173	17,834
FTE employees ⁵	7816	7795	7816	7693	7597
Incidence rate (per 100 employees)	0.34	0.24 ³	0.23	0.16	0.13
Frequency rate (per million hours worked)	1.8	1.2 ³	1.2	0.8	0.7
Average cost per claim (\$) ^{6,7}	6301	3904	2565	4310	6287
Lost-time days	443	236 ³	142	120	99
Average time-lost rate (days/injury)	16	12 ³	8	10	10
Premium % of payroll	0.25	0.25	0.25	0.25	0.25

¹ Number of claims lodged. In 2017, 98 claims were accepted.

² Where there has been an absence from work for one day or more.

³ From 2014, journey claims are excluded from this measure.

⁴ Total number of payment summaries.

⁵ Source: *2017 Summary workforce profile All UQ*. FTE employees including all continuing and fixed-term staff as at 31 March 2016, plus projected casual staff for the year.

⁶ All claims.

⁷ Source: *Workers' compensation regulator SI report, Dec 2016*.

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 and damages claims, and managing the rehabilitation and return to work 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 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 was 2.3 days in 2017, compared to the Scheme average of 6.3 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 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.



Lambs help keep the grass down around UQ Gatton's solar array panel installation, saving on the fuel and labour costs that would be required for industrial mowers.

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 3365 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 130,000 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 Indooroopilly 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 to implement 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 *Warpit* 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 commenced 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:

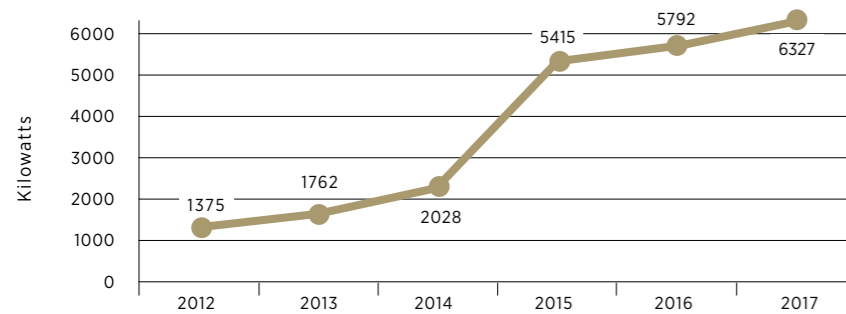
- providing more than 62,000 kilometres of charge to electric vehicles during the year, with over 90,000 kilometres of range provided to drivers since the installation of UQ's six public charging stations
- completing a year of operation for UQ's first fully electric fleet vehicle, with over 14,000 kilometres 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 51 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.



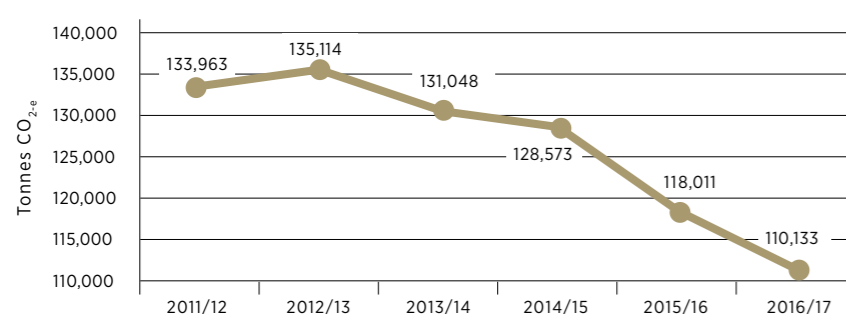
Top: volunteers helping out at Clean Up Australia Day; left: the Sustainability stall at Market Day; below left: lighting retrofit in the Pharmacy Australia Centre of Excellence (PACE); bottom: solar panels at PACE, Woolloongabba.



UQ Photovoltaic Generation Capacity 2012-2017



UQ greenhouse gas emissions 2011-2017





Drawings from Wilson Architects + Partners Hill depicting the proposed 1300-bed residence (SRP) that will help grow Queensland's share of Australia's \$19 billion education and training export market and allow more students from regional and remote areas to attend university.

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 (\$33.9 million)
- delivering the Sir William McGregor and Skerman refurbishment projects (\$13.668 million)
- completing a new 154-place childcare centre on the St Lucia campus (\$8.1 million)
- refurbishing 293 Queen Street for the Faculty of Business, Economics and Law (\$7.2 million)
- extending and refurbishing the JK Murray Library at UQ Gatton (\$6.9 million)
- delivering the Upland Road clinics through the conversion of 10 houses (\$6.3 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, Steele building (\$2.28 million)
- refurbishing building 69, level 4 for a medical student fitout (\$1.6 million)
- constructing a mock nursing hospital ward, Therapies building (\$1.18 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 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 (budget \$3.5 million).

Duhig 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.

Priestley and Physics annexe refurbishment

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

Centre for Microscopy and Microanalysis

Refurbishment of Levels 1, 2 and 5 of the Hawken building to cater for new microscopy equipment (budget \$4.35 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 intercultural competencies and team work, 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).

The Heron Island Research Station on the Great Barrier Reef is one of UQ's teaching and research facilities.



Gatton campus

Gatton Teaching and Research Pig Unit

Construction of a new teaching and research piggery will commence in 2018. This will involve a completely new compliant complex 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 Leo Hayes bequest (50th), Fryer Library (90th), and Alumni Friends of The University of Queensland Inc (50th). Higher Degree by Research theses, rare books supporting teaching and learning, audiovisual material, 19th and early 20th century correspondence

books, and photographs from the Daphne Mayo 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 turnaround of journal articles.

Student occupancy remained high. At St Lucia, the entrance/outdoor area of Duhig 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 JK 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.

The Library developed and improved UQ eSpace, which was ranked second in Oceania and 19th in the world's top institutional repositories in the Ranking Web of Repositories. The number of datasets and amount of open-access content in the repository grew.

The Library provided support for researchers in publishing, managing research data and metrics; and created 42 collaboration publication reports. It worked with the Office of the Deputy Vice-Chancellor (Research) to build the UQ Research Data Manager system and partnered with Publons to provide

recognition and visibility for academics' peer review and editorial activities, supporting online peer review training modules for early career researchers through the Publons Academy. It collaborated with Queensland University of Technology and Griffith University to run a seminar on Open Educational Resources.

Fellowships and awards included the Fryer Fellowship, Creative Writing Fellowship, Library Excellence Award for undergraduate students, Rae and George Hammer Memorial Visiting Research Fellowship, and the Taylor & Francis Group Library Excellence Award in Research. Alumni Friends provided two student prizes and donated \$50,000 towards creating a Fryer Library Collection Teaching Space to allow students, researchers and the community to experience original and rare cultural collections.

Friends of the Library events included an *Event to remember* function for author and painter Helen Haenke; 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 Jubilee; and the 2017 Fryer Lecture in Australian Literature.

Above: Address by University Librarian Bob Gerrity at the Marking the Rolls - Preserving Queensland's Architectural Heritage event in April.