4.1 Develop and implement a Reconciliation Action Plan that ensures UQ builds respectful relationships and opportunities between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

Indigenous engagement
Following the launch of UQ’s (Innovate) RAP in December 2018, several initiatives were implemented during the year, including:
- launching UQ’s inaugural Indigenous Alumni Network and a program of future engagement
- hosting a number of events with a reconciliation focus across the University
- conducting the Aboriginal and Torres Strait Islander Research Capability Showcase during UQ’s Research Week
- launching UQ’s Indigenous Employment Strategy 2019–2022, which incorporated a number of high-level appointments including Associate Deans (Indigenous)
- establishing the John Flynn Professorship of Medicine and Humanities and Social Sciences
- appointing Reconciliation Action Coordinators and/or faculty committees to ensure RAP outcomes are delivered
- continuing inspired outreach activities
- signing a Memorandum of Understanding with the Quandamooka People of Moreton Bay
- continuing a robust reconciliation focus across the University
- registering regular institutional and facultyousy with Australian, indigenous and Torres Strait Islander communities
- hosting a range of events during the year
- continuing to implement the UQ Aboriginal and Torres Strait Islander workforce action plan
- offering new research scholars and other support mechanisms for Indigenous students.

UQ NAIDOC Music Culture Art Festival
The second NAIDOC Music Culture Art Festival was held at the St Lucia campus in August. Featuring several Aboriginal and Torres Strait Islander performers, artists and dancers— including Yirmal, Balari and Ziggy Roach—the festival acknowledged the theme of ‘Voice, Treaty, Truth. Let’s work together for a shared future’ and recognised the culture and history of Aboriginal and Torres Strait Islander peoples. Art, crafts, language and writing workshops, the screening of Blue Water Empire, and the weaving the way exhibition, held at the UQ Art Museum, were other highlights that honoured indigenous culture. The event included an academic program of discussions and panels. Events were also held at UQ Gatton and Herston.

4.2 Significantly improve the gender and cultural balance within the workforce at all levels, within all disciplines and organisational areas.

Gender and cultural balance
UQ has managed to increase the percentage of Level E and above academics who are female from 19.3 per cent in 2015 to 24.4 per cent in 2019. The number of full-time and part-time Indigenous staff overall has also risen, from 50 in 2015 to 89 in 2019.

AWEI Silver Employer Award
Following an annual audit of all LGBTIQ+ inclusion work undertaken in the previous year, UQ was awarded Silver Employer status in the Australian Workplace Equality Index (AWEI), a national LGBTIQ+ inclusion benchmarking process led by Pride in Diversity. As well as hosting several events to raise awareness of LGBTIQ+ days of significance, UQ can Ally workshops, trained senior managers on LGBTIQ+ inclusion, and refined several organisational policies and procedures to be more inclusive of UQ’s sex, gender and sexuality diverse communities, including the UQ Guide to gender affirmation in the workplace and UQ Guide to inclusive language documents. In addition, the UQ Ally Network grew from 170 in August 2018 to 476 over the course of 2019, and now represents roughly seven per cent of the UQ staff cohort.

3.3 RAP artwork

An increase in the representation of Aboriginal and or/ Torres Strait Islander students within UQ

UQ Aboriginal and Torres Strait Islander entrants^1

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation ratio of domestic students who identify as Aboriginal and/or Torres Strait Islander</td>
<td>0.23</td>
<td>0.25</td>
<td>0.27</td>
<td>0.28</td>
<td>0.30</td>
</tr>
</tbody>
</table>

^1 Source: The University of Queensland

4.3 Invest in the capacity of our research workforce by prioritising the development of our high-performing early-career and middle-career academics.

Researcher development program
Alongside existing professional development and training offerings, 2019 initiatives included:
- a series of workshops on Reproductivity and Responsible Research Conduct
- funded career training for UQ early-career academics through the Postdoc Career Success program
- the UQ Early and Mid-Career Researchers Committee delivered events that recognised research achievements, facilitated network building, and drove engagement with university leadership.
- The committee also launched a career development support Roadmap and Action Plan for 2019–2021.

Internal research schemes
The University continues to build research capacity and capability through investing in a range of internal research support schemes, including:
- UQ Laureate Fellowships Scheme: which was established to leverage investment and incentivise continued commitment towards attracting Australian Laureate Fellows
- UQ Early Career Researcher Grants Scheme: which encouraged research by new members of staff provided limited seed funding as a means of generating external research support, and supported high-quality projects of modest financial cost from early-career researchers
- UQ Foundation Research Excellence Awards: which recognised demonstrated excellence and promise of future success in research and the leadership potential of individual young researchers.
- One UQ Research Infrastructure Investment Scheme: which supported the strategic acquisition of research infrastructure.
4.6 Attract and develop a high-achieving cohort of students through enriched learning and personal development experiences.

Ventures

Following the launch of UQ’s Entrepreneurship Strategy 2018–2022, Ventures was introduced in March to bring together UQ’s entrepreneurship initiatives including Idea Hub (Grow your idea), the Startup Academy (Test the market) and lab (Make it a reality).

Ventures provides extracurricular programs, networking opportunities, 24/7 secure space, and mentoring to enable students to think and act like entrepreneurs – from idea generation through to market validation, and from launching a startup or social enterprise to scaling it up. Highlights include the Startup Adventures program, which provides a unique experience for UQ students to be based at some of the world’s leading startup hotspots – including Shanghai, Tel Aviv, San Francisco and Singapore – and also the lab accelerator program, which provides intensive support for entrepreneurs to grow a startup or social enterprise, including equity-free grants, seminars, tailored mentoring and introductions to investors. UQ’s Chief Student Entrepreneur and Ventures entrepreneurs-in-residence are available to provide support, and a wide range of hackathons, competitions and challenges are held throughout the year. Ventures programs support the next generation of entrepreneurs to challenge convention and thrive through times of change, either within existing organisations, or in the creation of new ones.

Western Civilization

A Memorandum of Understanding and a workshrinkagreement were signed with the Ramsay Centre for Western Civilization in August, enabling a major in Western Civilisation to be introduced in two programs, specialist staff to be appointed, and a range of new student scholarships to be offered.

4.5 Significantly increase the representation of students from under-represented backgrounds, including those from rural, regional and interstate locations as well as those facing socio-economic disadvantage.

Scholarships

For many talented students, the cost of attending university can be a barrier to pursuing their higher education goals. To inspire donors to support these aspiring students needing to transform their lives, UQ is investing $15 million to match donations over $50,000, dollar for dollar when directed towards the creation of a needs-based endowed scholarship.

The UQ Young Achievement Program celebrated its 11th year of operation in 2019 and in December welcomed its 125th graduate from UQ. The program has supported more than 1200 students since 2009, 300 of whom are studying at UQ and a further 250 in the all-school component of the program. 50 UQ students are recruited every year as volunteer mentors to support Young Achievers through the program. Through the generous support of donors, each Young Achiever student receives a $2000 per year scholarship for up to four years during their studies at UQ. QTCE and application fees are also paid. Also, Student Living generously sponsored many Young Achievers by providing both discounted and complimentary accommodation places, and many residential colleges provided paid accommodation grants. Young Achievers are open to all state schools, most of which are located in metropolitan, regional and rural locations of Queensland, and all students are either financially disadvantaged, are first in family, or identify as Indigenous or from the Torres Strait.

Working in partnership with the Office of the Pro-Vice-Chancellor (Indigenous Engagement), the Graduate School continued to fund the Aboriginal and Torres Strait Islander Scholarship, seeing further growth in the PhD cohort to reach 34 (up from 12 in 2017).

Outreach

UQ’s Outreach and Engagement team from the Aboriginal and Torres Strait Islander Studies (ATISU) Unit and connected with schools, Community and state government throughout Central, North and Far North Queensland, Wide Bay Burnett, and the Darling Downs regions to promote opportunities at UQ and the ATISU Units outreach and engagement programs, including InspireU. The Student Services team in the ATISU Unit continues to connect, build relationships and work with Community to promote study opportunities at UQ, and administers the Admissions Pathways program for Aboriginal and Torres Strait Islander applicants seeking entry to undergraduate programs or the Doctor of Medicine. UQ provides a range of scholarship opportunities for Indigenous students to help make university experiences more affordable.

The scope of UQ’s general outreach engages programs to the local, low SES, regional and remote cohorts through the InspireU School Outreach Consortium. Consortium-coordinated school outreach activities involve UQ working with a cluster of local low SES schools, focusing on activities with Year 6-12 students including demystification and awareness-raising, on-campus experiences, curriculum enrichment, career development, and information on access, scholarships and financial support.

InspireU

Now in its sixth year of operation, InspireU is a tertiary application-building program for Aboriginal and Torres Strait Islander secondary school students. The program involves a series of residential camps themed around the professional disciplines of Engineering, STEM, Health Sciences, Business, Law and Education, and has had more than 600 participants since its inception. In 2019, four camps were held for 68 participants.

Student retention and success

In 2019, UQ re-launched its student retention initiatives through the UQ Student Retention and Success Strategy 2019–2027. Drawing from both the Teaching and Learning Plan and the Student Life Plan, the strategy builds on the addition of the Learning Recognition System to help students at risk of attrition.