Pathways Program, which has resulted in the appointment of several new academic staff members; and ongoing implementation of the Professional Pathways programs, including the Vice-Chancellor's Indigenous Graduate Program, which have resulted in doubling the representation of Aboriginal and Torres Strait Islander staff over the past few years.

Other activities included enhanced professional development programs for Indigenous staff, including fee-waived opportunities to undertake a MicroMasters with the School of Business; networking events and activities, both virtual and non-virtual, in support of the Aboriginal and Torres Strait Islander Staff network; and refreshed recruitment collateral, which aligns with UQ's Reconciliation artwork and situates UQ as a safe, welcoming and inclusive community for Aboriginal and Torres Strait Islander staff. New guides supporting supervisors of Aboriginal and Torres Strait Islander staff and outlining further measures to enhance their representation in UQ roles will be released shortly.

The WDI team also introduced measures that allow external Aboriginal and/or Torres Strait Islander people to apply for 'Internal Only' roles, and exempt Aboriginal and Torres Strait Islander staff and positions from UQ's ongoing recruitment controls, enabling staff who have progressed through any Indigenous Pathway Program to be directly appointed to a suitable role during or at the conclusion of their Pathway Program.

Gender
In support of UQ's commitment to the SAGE Pilot of Athena SWAN, WDI and UQ's Gender Steering Committee coordinated and implemented a range of programs and activities, including Promoting Women fellowships, which have demonstrated improved promotion outcomes for attendees in terms of timeframes for promotion and success rates; delivery of the Merle Pledge, an initiative designed to substantially improve women's representation in public and professional forums, and which is likely to become a national movement supporting women's representation on panels, speaking events and other conference activities; and the first annual report and faculty report cards of progress against achievement of SAGE Athena SWAN goals.

Pay equity was another focus in 2020, with the development of 2 new guides addressing mechanisms for improving pay equity within organisations – both of which garnered national interest.

Disability
Excellent progress was made in the area of disability employment, with achievements including a highly successful trial of a new fund to support any additional travel support needed by staff with disability (its ongoing implementation was interrupted by COVID-19); the delivery and update of the refreshed *Disability masterclass* and *Managing diverse teams* training; forging a new partnership with Autism Queensland's EmployABLE project; and the development of policy and procedures to support staff with a disability and reasonable adjustments in the workplace.

Cultural inclusion
WDI convened the inaugural meeting of the UQ Staff Cultural Inclusion Council early in the year, after which the Council met quarterly. In addition, WDI worked alongside the Council to hold focus-group discussions with more than 40 culturally and linguistically diverse (CALD) staff from 23 countries/regions – including Aboriginal and Torres Strait Islanders – to inform the key priorities and objectives in delivering UQ's first CALD Staff Inclusion Strategy (due to commence implementation in 2021). The *Warm Welcome* program continued to be a successful and valued service provided to incoming international staff prior to a temporary hiatus as a result of COVID-related restrictions.

▶ See CALD student support pg 31

LGBTIAQ+
LGBTIAQ+ was another focus for WDI in 2020. Key achievements included the highly successful *Wear it purple* event, which was supported by UQ's senior executive, Senate members and the wider UQ community. UQ again achieved Silver status in the national Australian Workplace Equality Awards, which were more competitive in 2020 than usual. UQ also introduced an internal Ally Award, acknowledging the significant efforts and support provided to the LGBTIAQ+ community through UQ's nationally recognised Ally program.

Sexual misconduct
On 16 December, UQ officially launched its *Strategic framework and action plan for sexual misconduct and response*, which set out UQ's commitment to striving for safe and respectful learning, working and research environments for all members of the UQ community.

Work/life balance

The UQ Wellness Program aims to boost staff psychological and physical wellbeing through a range of lifestyle and community engagement activities. During 2020, the pandemic brought a number of challenges; however, it was essential to continue to provide health and wellbeing options to the UQ community, while also following COVID-19 health protocols. Offerings included, but were not limited to, the following initiatives:

Staff influenza vaccination program and innovative wellness options
The staff flu program participation increased by approximately 7 per cent in 2020, with 6,065 staff members and HDR students receiving the vaccination (compared to 5,700 in 2019). Being adaptable and flexible was essential during 2020 and led to the development of online Yoga and Pilates classes, plus a range of online resources to help staff manage during COVID-19, including *Surviving home-schooling, Working from home arrangements, Webinar fatigue* and *Pandemic fatigue*.

Australasian University Health Challenge and Wellness challenges
Seventeen universities across Australia and New Zealand participated in the second 6-week walking challenge, which attracted more than 2,100 participants (197 from UQ).

More than 1,000 participants in 76 teams participated in a 6-week community health challenge designed to help people stay connected and keep moving during working from home arrangements.

Based on the principles of positive psychology, 7- and 14-day 'challenges' to promote physical, social and emotional wellbeing were held in 2020. A popular initiative, it saw 1,041 staff and students participating. Evaluation showed that the challenge helped participants make ongoing and sustainable behavioural changes to enhance wellbeing.

Psychological wellbeing seminars
UQ Wellness provides a broad range of health and wellbeing seminars annually on topics like mental fitness, enhancing personal wellbeing, positive coping, healthy communication and stress management. In 2020, sessions focused on supporting people during the COVID-19 crisis. More than 1,490 people participated in seminars such as *Let's get real* (about burnout, self-compassion, difficult conversations and emotional regulation), *Nutrition, Navigating the change, Mindfulness, Managing aches and pains, Work/life balance, Mental health in uncertain times, The truth about sugar, Women's health* and *Men's health*.

Our governance

The governing body of the University is the Senate, as constituted by the *University of Queensland Act 1998*.

University governing body

Senate has 22 members, comprising official members, appointed members, elected members and additional members.

Members serve a 4-year term, except student members who serve for 2 years. The 34th Senate began its term on 1 January 2018 and will expire on 31 December 2021.

Senate met 8 times during 2020.

On 1 July, **Professor Bronwyn Lea** filled the vacancy of academic staff member created by the resignation of **Associate Professor Tony Roberts** on 30 June; student member **Gabrielle Starr** commenced on 4 August, filling the casual vacancy created by **Drew Pavlou;** and, following the retirement of Vice-Chancellor and President **Professor Peter Høj AC** on 31 July 2020, **Professor Deborah Terry AO** joined the Senate on 3 August 2020.

The University complies with the *Voluntary Code of Best Practice for the Governance of Australian Public Universities*.

Senate membership

Official members
- Chancellor **Peter N Varghese AO**, BA (Hons), H.DLitt *Qld* (leads the University's governing body, the Senate)
- Vice-Chancellor and President, **Professor Deborah Terry AO**, BA (Hons) *ANU*, PhD *ANU,* FASSA, FAPS
- President of the Academic Board, **Professor Peter Adams**, BSc (Hons), BComm, PhD *Qld*

Members appointed by the Governor-In-Council
- **Julieanne Alroe**, BEc *Qld*, GAICD
- **Timothy B Crommelin**, BCom *Qld*, AdvMgmtProg *Hawaii*, FSIA
- **Philip Hennessy AO**, BBusAcc *QUT*
- **Jamie Merrick**, BA, MSc
- **Grant Murdoch**, BCom, MCom *Cant*, FCA, FAICD
- **Adjunct Professor Dr Sally Pitkin AO**, LLB, LLM *QUT,* PhD *Qld,* FAICD
- **Cecile Wake**, BEcon, LLB (Hons) *Qld,* ExecDevptProg *Wharton*
- [Vacancy]

Elected members
- One member of the Academic Board, **Professor Greg Hainge**, BA (Hons), MA, PhD *Nott*, GCELead *Qld,* FAHA, SFHEA
- One member of the full-time or part-time academic staff of the University, **Professor Bronwyn Lea**, BA, MA, PhD *Qld,* FQA
- One member of the full-time or part-time general staff of the University, **Rebecca Hurst**, BA (Hons) *Griffith*
- One postgraduate student, **Richard Lee**, BA, BEd (MidYsSch) *Qld*, JP (Qual)
- One undergraduate student, **Gabrielle Starr**, BSc *Qld* (studying Dentistry)

Three (elected) graduates of the University
- **Associate Professor Douglas Cavaye**, MBBS *Qld*, FRACS
- **Adjunct Professor Dimity Dornan AO**, DipSpTh, BSpTh, PhD *Qld,* HonDUniv *USQ,* FSPAA, FTSE, CpSp, LSLS Cert AVT
- **Elliott Johnson,** BCom/BEcon *Qld*

Appointed by Senate
- **Anne Cross AM**, BSocWk, MSocWk *Qld*, FAICD
- Deputy Chancellor **Tonianne Dwyer**, BJuris (Hons), LLB (Hons) *UWA*, GAICD (acts as Chancellor in the absence of the Chancellor, or if the office of the Chancellor is vacant)
- **Michelle Tredenick**, BSc *Qld*, FAICD.

Senate achievements

In 2020, UQ Senate:

- under the Seal of the University, conferred 14,242 awards* to 13,017 students – including 737 PhD candidates
- unanimously agreed to appoint **Professor Deborah Terry AO** as the University's Vice-Chancellor and President from 3 August 2020, in terms of Section 32 of the *University of Queensland Act 1998*
- approved the principles for the protection of freedom of speech and academic freedom
- undertook an extensive, external review of the Senate: the Governance Committee will oversee the implementation of the report and report back to the Senate
- invited 6 nominees to accept honorary doctorates and one to receive a Gatton Gold Medal.

** This figure includes dual degrees as 2 awards because 2 testamurs are produced 'under the Seal of the University'. It also includes a subset of programs that are not considered federal government-reported awards – hence the variation from the Key Statistics table on page 15.*

Senate Committee memberships

Senate Advancement Committee
- Timothy Crommelin (Chair)
- Peter N Varghese AO
- Professor Peter Høj AC / Professor Deborah Terry AO
- Professor Aidan Byrne
- Associate Professor Douglas Cavaye
- Adjunct Professor Dimity Dornan AO
- Jennifer Karlson
- Dr Catherine Lawrence
- Rongyu Li
- Gabrielle Starr

Senate Campus Infrastructure Committee
- Tonianne Dwyer (Chair)
- Peter N Varghese AO
- Professor Peter Høj AC / Professor Deborah Terry AO
- Professor Peter Adams
- Julieanne Alroe
- Philip Hennessy AO
- Malcolm Middleton OAM
- Cecile Wake

Senate Discipline Appeals Committee
- Adjunct Professor Dr Sally Pitkin AO (Chair)
- Grant Murdoch
- Professor Peter Adams
- 2 students

Senate Committee for Equity, Diversity and the Status of Women
- Julieanne Alroe (Chair)
- Anne Cross AM
- Adjunct Professor Dimity Dornan AO
- Rebecca Hurst
- Professor Peter Høj AC / Professor Deborah Terry AO
- Professor Aidan Byrne

Senate Finance Committee
- Philip Hennessy AO (Chair)
- Peter N Varghese AO
- Professor Peter Høj AC / Professor Deborah Terry AO
- Professor Peter Adams
- Timothy Crommelin
- Tonianne Dwyer
- Grant Murdoch
- Associate Professor Tony Roberts / Professor Bronwyn Lea
- Cecile Wake
- President UQU or nominee

Senate Governance Committee
- Peter N Varghese AO (Chair)
- Professor Peter Høj AC / Professor Deborah Terry AO
- Professor Peter Adams
- Tonianne Dwyer
- Professor Greg Hainge
- Philip Hennessy AO
- Grant Murdoch

Senate Honorary Awards Committee
- Peter N Varghese AO (Chair)
- Professor Peter Høj AC / Professor Deborah Terry AO
- Professor Peter Adams
- Julieanne Alroe
- Tonianne Dwyer
- Adjunct Professor Dr Sally Pitkin AO

Senate Remuneration Committee
- Peter N Varghese AO (Chair)
- Anne Cross AM
- Tonianne Dwyer
- Philip Hennessy AO
- Professor Peter Høj AC/ Professor Deborah Terry AO

Senate Risk and Audit Committee
- Grant Murdoch (Chair)
- Peter N Varghese AO
- Professor Peter Adams
- Anne Cross AM
- Philip Hennessy AO
- Elliott Johnson
- Michelle Tredenick

Senate Student Appeals Committee
- Professor Joanne Wright (Chair)
- Professor Peter Adams
- Professor Greg Hainge
- Professor Bronwyn Lea
- Director, Student Support Services
- President (UQU) or nominee
- Student appointed by Senate after consultation with President UQU
- 3 members of the academic staff nominated by DVC (Academic)

Financial reporting

The financial statements are general purpose financial reports prepared in accordance with prescribed requirements. The University of Queensland is a statutory body and is audited by the Queensland Audit Office.

See also: about.uq.edu.au/annual-reports.

▶ See also

UQ basis of authority/functions pg 10

Senate meeting attendance and remuneration

Position	Name	Meeting attendance	Approved annual fee	Approved sub-c'tee annual fees	Actual* fees received
Official members	Peter N Varghese AO (Chancellor) *Chair*	8 of 8	$80,000	Nil	$80,000
	Professor Peter Høj AC (Vice-Chancellor)	4 of 5	Nil	Nil	
	Professor Deborah Terry AO (Vice-Chancellor)	3 of 3	Nil	Nil	
	Professor Peter Adams (President of the Academic Board)	8 of 8	Nil	Nil	
Governor-in-Council appointed members	Julieanne Alroe	8 of 8	$25,000	Nil	$170,000
	Timothy Crommelin	6 of 8	$25,000	Nil.	
	Philip Hennessy AO	8 of 8	$25,000	$10,000	
	Jamie Merrick	5 of 8	Nil	Nil	
	Grant Murdoch	5 of 8	$25,000	$10,000	
	Adjunct Professor Dr Sally Pitkin AO	6 of 8	$25,000	Nil	
	Cecile Wake	7 of 8	$25,000	Nil	
Elected members	Associate Professor Douglas Cavaye	8 of 8	$25,000	Nil	$203,965
	Adjunct Professor Dimity Dornan AO	8 of 8	$25,000	Nil	
	Professor Greg Hainge	8 of 8	$25,000	Nil	
	Rebecca Hurst	7 of 8	$25,000	Nil	
	Elliott Johnson	8 of 8	$25,000	Nil	
	Professor Bronwyn Lea	3 of 3	$12,500	Nil	
	Richard Lee	7 of 8	$25,000	Nil	
	Drew Pavlou	4 of 5	$18,750	Nil	
	Associate Professor Tony Roberts	5 of 5	$12,500	Nil	
	Gabrielle Starr	3 of 3	$10,215	Nil	
Other members	Anne Cross AM	8 of 8	$25,000	Nil	$90,000
	Tonianne Dwyer (Deputy Chancellor) *Deputy Chair*	8 of 8	$40,000	Nil	
	Michelle Tredenick	7 of 8	$25,000	Nil	
Out of pocket expenses paid					$126.65
Total					**$544,091.65**

* Senate members can choose whether or not to accept full or part payment of fees and/or pay them to a scholarship or other University philanthropic fund; UQ staff Senate members can also salary sacrifice their fees or pay them to their UQ School.

Executive management

While the Chancellor and Deputy Chancellor lead the University Senate, the Vice-Chancellor and President is the University's Chief Executive Officer, responsible to Senate for overall strategic planning, finance and external affairs direction.

Until 17 August 2020, the Vice-Chancellor and President was supported by the Vice-Chancellor's Committee, consisting of:
- Provost and Senior Vice-President
- Deputy Vice-Chancellor (Academic)
- Deputy Vice-Chancellor (External Engagement)
- Deputy Vice-Chancellor (Research)
- Chief Operating Officer.

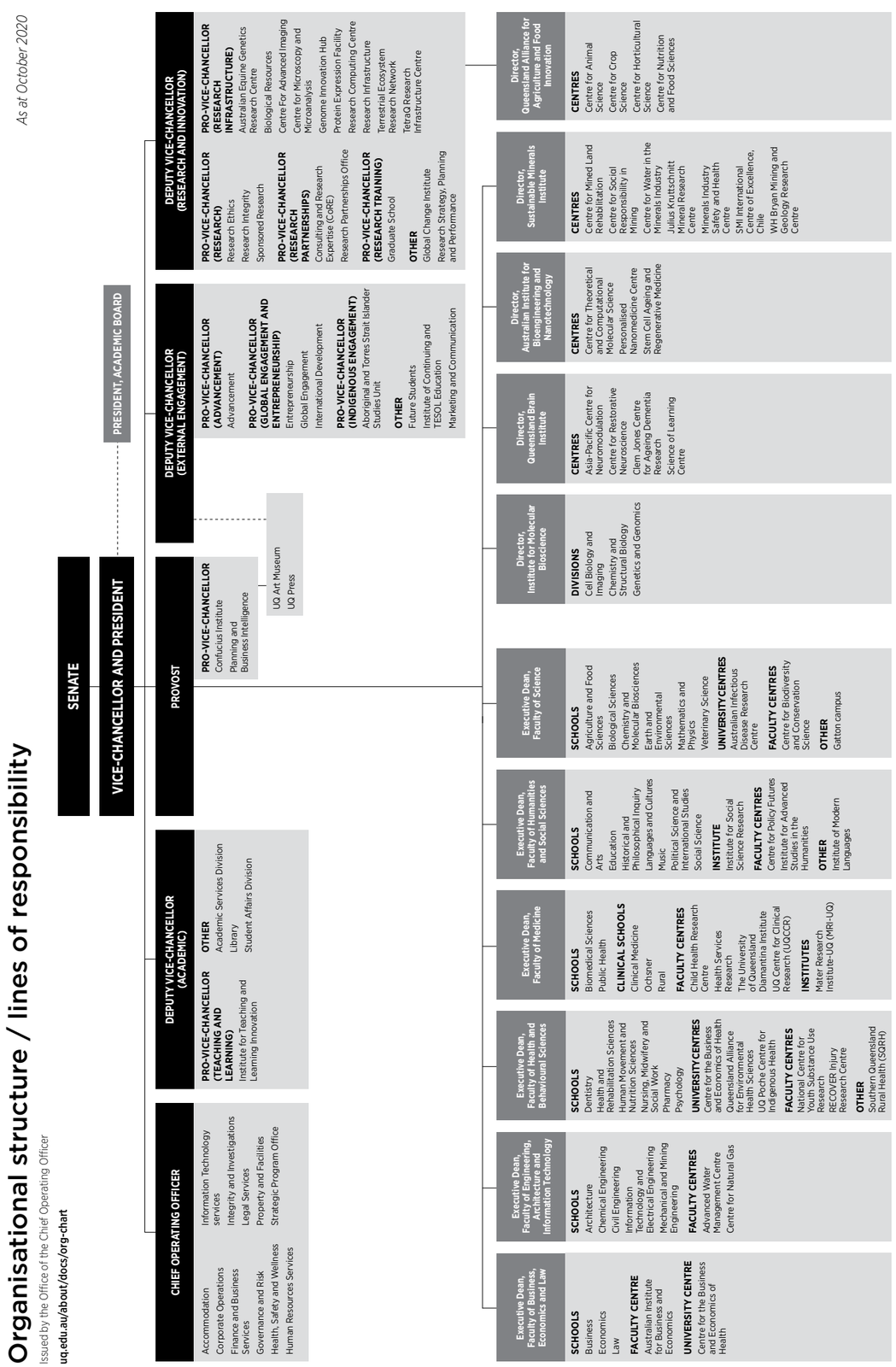
On 18 August 2020, the senior management group that provided input to strategic and operational planning was disestablished. From that date, the Vice-Chancellor and President was supported by an expanded Senior Executive Team comprising:
- Provost and Senior Vice-President
- Deputy Vice-Chancellor (Academic)
- Deputy Vice-Chancellor (External Engagement)
- Deputy Vice-Chancellor (Research and Innovation)
- Chief Operating Officer
- Executive Dean, Faculty of Business, Economics and Law
- Executive Dean, Faculty of Engineering, Architecture and Information Technology
- Executive Dean, Faculty of Health and Behavioural Sciences
- Executive Dean, Faculty of Humanities and Social Sciences
- Executive Dean, Faculty of Medicine
- Executive Dean, Faculty of Science
- Director, Queensland Brain Institute (representing the research institutes).

The Senior Executive Team has responsibility for advising the Vice-Chancellor on planning, directing and controlling the activities of the University.

Organisational structure / lines of responsibility

Issued by the Office of the Chief Operating Officer
uq.edu.au/about/docs/org-chart

As at October 2020



Public Sector Ethics

In terms of its obligations under the *Public Sector Ethics Act 1994*, the University has a Code of Conduct that sets out the expectations for University staff in relation to professional conduct. All continuing and fixed-term staff are required to complete an assessable online course to learn how the Code of Conduct applies to them; casual staff are also strongly encouraged to complete the course.

The training is consistent with the University's obligations under the *Public Sector Ethics Act 1994*, which requires the University to provide appropriate education about public sector ethics. Given the high profile of the Code of Conduct, administrative procedures and management practices across the University reflect the objectives and requirements set out. It is also referenced in position descriptions and offers of appointment, forms part of employee induction programs, and is incorporated into relevant training and development programs.

Risk management

The University has a Senate Risk and Audit Committee that assists Senate in discharging its risk management, and internal compliance and control oversight responsibilities.

The role of this committee is to oversee the University's governance, risk and compliance frameworks, including policies, procedures, information systems, and systems of internal control surrounding key financial and operational processes. The Committee also provides oversight of the leadership and direction in terms of organisational culture and ethical behaviour.

The Committee receives advice and assurance from senior management and Internal Audit across the following functions and activities:

- Enterprise Risk
- Occupational Health and Safety
- Governance
- Compliance
- Integrity and Investigations
- Research Integrity.

All members of the Senate Risk and Audit Committee are appointed by Senate. The Committee met 4 times during 2020 and the members were:

- Grant Murdoch, BCom *Cant*, MCom *Cant*, FCA, FAICD (Chair)
- Professor Peter Adams, BSc (Hons), BComm, PhD *Qld*
- Anne Cross AM, BSocWk, MSocWk *Qld*, FAICD, FIML
- Philip Hennessy AO, BBusAcc *QUT* (as Chair of Finance Committee)
- Elliott Johnson, BCom/BEcon *Qld*
- Michelle Tredenick, BSc *Qld*, FAICD
- Peter N Varghese AO, BA (Hons) *Qld*, H.DLitt *Qld* (Chancellor, ex officio).

No members were remunerated for their attendance apart from Grant Murdoch, who received $10,000 in his role as Chair.

UQ's key risk management governance instruments are the Senate-approved Risk Appetite Statement and the Enterprise Risk Management Framework.

The Enterprise Risk Management Framework is built on and supported by 5 'pillars':

- Senate's expectations and risk appetite
- Management/leadership commitment and support for risk management function, organisational culture and relationships
- External compliance obligations relating to risk management
- Risk management objectives, strategies, delegated authority and accountabilities
- Risk management resources, plans, processes and activities.

The University has adopted a '3 lines' assurance model as part of its governance, risk and compliance frameworks.

During 2020, the Committee provided direction and oversaw the following:

- Risk Appetite Statement (RAS): Updates were proposed for this and the related Risk Matrix.
- COVID-19-related risk assessments, mitigations and reporting: These comprised:
  - impact assessments including the impact on UQ's risk capacity
  - crisis response organisational and governance structure
  - crisis management strategy and protocols
  - crisis response focus areas and actions
  - UQ's recovery strategy.
- Top risks: Reporting continued on the University's top academic and non-academic risks, considering the COVID-19 expected impact and related changes in the external environment, and progress reporting on the implementation of proposed new risk treatments.
- Emerging risks: UQ's key emerging risks were reported, including those risks that have not yet occurred but are at an early stage of becoming known and/or are expected to grow greatly in significance.
- Specific risk exposures: Based on specific requests from management and/or the Senate Risk and Audit Committee, comprehensive risk assessments were undertaken and reports provided on specific risk exposures. Examples of such requests included risks associated with research collaborations with partners based in foreign countries, and the governance and management of major projects such as the Human Capital Management System.

- Key Risk Indicators (KRIs): These were identified for monitoring our performance against each Risk Appetite Statement, including an assessment of the status of the current KRI level against the RAS, as well as the KRI's development trend over time. Relevant strategic KPI metrics and targets were also cross-referenced to the RAS.
- Health, safety and wellness: To strengthen the governance structures and functions related to health, safety and wellness management, 3 additional safety dedicated senior management risk committee meetings were scheduled in 2020.
- Research Integrity: In 2020, work focused on strengthening management of conflict of interest, including consultancy, secondary employment and internal work, and foreign influence.
- Cybersecurity: There was a continued focus on cybersecurity risk management, in particular on strengthening the University's controls framework to mitigate this high-risk exposure.

The Senate Risk and Audit Committee has operated effectively as per its charter and had due regard to Treasury's Audit Committee Guidelines.

Integrity and Investigations Unit

The Integrity and Investigations Unit is responsible for the management and conduct of investigations into breaches of policies, activities directed against the University and/or its people, misuse of public money and public interest disclosures. The Unit also leads the delivery of misconduct prevention strategies, including training, information and advice.

The Associate Director, Investigations and Integrity, reports administratively to the Chief Operating Officer and has direct access to the Vice-Chancellor and President, the Provost and Senior Vice-President, Chair – Senate Risk and Audit Committee, and Chancellor, as required.

Internal Audit

The Internal Audit function adds value by assisting Senate and University management to effectively execute their responsibilities by providing assurance on the effectiveness of governance, risk management and internal controls.

Internal Audit also assesses and provides assurance on the quality of financial, managerial and operating information, and whether resources are acquired economically, used efficiently and managed effectively.

Internal Audit operates under an Internal Audit Charter, last reviewed and approved by the Senate Risk and Audit Committee in November 2020. As per this Charter, the Internal Audit function is independent of management and, as such, has no direct responsibilities for, or authority over, any of the activities it audits.

Internal Audit functionally reports to the Senate Risk and Audit Committee and has direct access to the Vice-Chancellor and President, Chair – Senate Risk and Audit Committee, Chair – Vice-Chancellor's Risk and Compliance Committee, and Chancellor.

Internal Audit activities take into account applicable legislative requirements, such as the *University of Queensland Act 1998*, the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2019* and *Tertiary Education Quality and Standards Agency Act 2011* (TEQSA Act). Internal Audit activities also consider the Queensland Treasury *Audit Committee Guidelines 2020*.

An annual risk-based planning process is undertaken in consultation with management and the Annual Audit Plan is approved by the Senate Risk and Audit Committee.

During 2020, the completion of the annual audit plan was impacted by COVID-19. Nevertheless, Internal Audit was able to complete 12 engagements across the University, including assurance services, grant certifications, advisory services and the ongoing review of several large programs and projects.

Human rights

The *Human Rights Act 2019* commenced on 1 January 2020, with the main objectives being to:

- protect and promote human rights
- help build a culture in the Queensland public sector that respects and promotes human rights
- help promote a dialogue about the nature, meaning and scope of human rights.

The University is committed to ensuring all decisions and actions taken are compatible with human rights. During 2020, the University conducted information sessions with the Senior Executive Team and Human Resources Leadership Team, and also implemented new processes to ensure any new or revised policies and procedures are compatible with human rights.

UQ received 2 complaints during 2020 that raised human rights concerns. These matters currently remain under consideration.

Information systems and recordkeeping

The University continues to promote compliance with the *Public Records Act 2002, Information Standard 18 (2018)* and the *ISO27001* information security management system.

In 2020, UQ made key system improvements to recordkeeping, information management, and security and information systems to support University objectives and priorities, including:

- Class Sign-on that enables students to select class preferences to better balance work/life commitments – 86 per cent received their first preference
- Curriculum management system (JAC) to provide an integrated digital tool-set that enables staff to collaborate in the creation, management and evolution of a comprehensive curriculum
- BlackBoard learning management system enhancements to support the University's pivot to dual-mode teaching and onlline assessment.

UQ continued work delivering components of the Information Governance and Management Framework, encapsulating the whole of University's strategic intent for information governance. The Framework underpins the Information Management Policy released late 2019. Activities included:

- thorough assessment of UQ's data and information legislative obligations
- comprehensive threat analysis of UQ's data and information
- development and communication of a Data Handling Procedure, outlining the minimum requirements via controls and mitigation strategies to safeguard UQ's data and information throughout all phases of the information lifecycle
- development and communication of a Research Data Governance Operating Model, outlining the data governance and management expectations and decision rights for research data
- consolidation of various instruments to support information accountability, including the placement of recordkeeping and records lifecycle management under the broader and inclusive information governance program
- delivery of a data awareness campaign aimed at increasing the data literacy of all UQ stakeholders.

UQ also conducted a comprehensive cyber security improvement program that:

- delivered a cyber security awareness campaign, which decreased information security risk through changed behaviour
- further deployed multi-factor authentication (MFA) and increased applications requiring MFA, which resulted in over 25,000 accounts now being protected
- enabled contemporary high-quality firewalls and data protection solutions
- implemented secure online password recovery processes that include security questions for staff and student accounts
- piloted the Security Operations Centre Service delivered by AARNet for the university sector
- improved the security of staff computers by implementing drive encryption, automatic screen-locks, and improved management of local administrative accounts.

Other improvements included:

- continuing work in recordkeeping best practice, which featured:
  - compiling a comprehensive list of the Universities Systems of Record
  - introducing a central electronic 'Vault' for all UQ executed contracts
  - introducing a review and approval process for all documents going through the offices of the Vice-Chancellor and the Provost
  - developing an extensive online training program in the use of TRIM for record-keeping from basic to advanced users
  - positioning recordkeeping as part of Project Planning
- continuing the application of the records disposal freeze on any records that are, or may be relevant to, allegations of child sexual abuse and all vulnerable persons, following recommendations of the Royal Commission.

External scrutiny

No significant findings or issues about The University of Queensland were identified by a State entity in 2020.

As part of its audit plan, the Crime and Corruption Commission (CCC) audited the measures in place by a selection of Queensland universities to mitigate research fraud. Audit results were published in May 2020, and the University is working with the CCC to implement the recommendations from that report.