

6.5 Manage our resources through a capital asset plan and sustainable budgeting.

Sustainable budgeting also included sustainable actions, which reduced costs to both the environment and the bottom line. Around 90 per cent of the University's funding comes from 5 key areas: tuition fees, Commonwealth education funding, research funding, consultancy fees and commercial revenue.

Capital reporting

During 2020, the University introduced an enhanced capital management process and reporting framework. This initiative facilitates an enhanced capital management process and summary, providing a holistic understanding of all major capital programs (current and pipeline), comparison to budget and high-level view of capital decisions.

UQ Solar Farm

All major construction works for this project are now complete, with stages 1 and 2 (32 megawatts each) having been connected to the grid. Power generation commenced and will follow a 3-stage 'ramped' process to full output. The Warwick Solar Farm was officially opened on 17 July 2020 by Minister for Natural Resources, Mines and Energy Anthony Lynham; Vice-Chancellor Professor Peter Høj AC; and Minister for State Development, Tourism and Innovation Kate Jones – enabling UQ to become the first major university in the world to offset 100 per cent of its electricity use with renewable power produced from its own assets once fully commissioned. The output will be about 160GWh per year, the equivalent of powering more than 25,000 households. Master of Sustainable Energy students were the first of many students to benefit from seeing renewable energy assets up close and working hands-on with UQ's own data.

Tesla Powerpack battery

In January, UQ commenced operation of a \$2 million battery storage system to help the University achieve its energy-neutral goals, generate revenue and hedge against electricity price volatility. With the energy equivalent of 500,000 standard AA batteries, the system uses an automated algorithm for optimising charging and discharging, developed in-house by UQ. Performance throughout 2020 indicates that the battery will pay for itself in less than the 8 years originally forecast.

Student recruitment

In order to mitigate the anticipated 15 per cent reduction in demand among domestic students for an undergraduate university place in 2020 (as a result of the introduction of Prep in 2007), an integrated marketing and recruitment strategy was implemented to coordinate all efforts across the University. The results of this concerted effort were pleasing, with UQ increasing its overall market share – driven largely by an increase in market share among both Queensland and interstate school leavers.

The 2019 review of international admissions processes and procedures recommended several changes, which commenced during 2020. A briefing document was prepared for review by UQ's Information Technology Service, and a proposal outlining what technology can be uplifted, adapted or changed is expected to be completed early in 2021.

Discussions continued around the future of pathways programs, and the operating models for UQ College and the Institute of Continuing and TESOL Education, which were impacted heavily by both uncertainty around Australian Government policies and the pandemic during 2020. An options paper articulating various operating models will drive further discussions into 2021.

University of Queensland Press (UQP)

In 2020, a new strategic plan was produced to position UQP as a sector-leading independent publishing house with the objectives of transforming Australians through literature, connecting readers with diverse Australian stories, championing Aboriginal and Torres Strait Islander authors, delivering artistic and creative excellence, and providing strong organisational leadership. During the year, the focus was on delivering outstanding engagement for the University including producing a new website, launching a new membership program and industry-leading Indigenous Placement Program, hosting a publicity event for the inaugural UQP Quentin Bryce Award, partnering with UQ Advancement to launch the monthly UQ Book Club, establishing the inaugural UQP Writing Fellowship, launching the UQP Sustainability Committee, and establishing a framework for collaboration with UQ's Aboriginal and Torres Strait Islander Studies Unit. UQP authors also won a record number of literary prizes in 2020.

UQ art collection conservation

Funding was withdrawn for this project in 2020 due to pandemic funding impacts; however, assuming the supply of philanthropic sources and the availability of specialist conservators, work may resume in 2021.

Reuse and recycling station

The University partnered with the UQ Union Environment Collective to host a new recycling station for students and staff. Designed as a receptacle for hard-to-recycle household items that can't be recycled though home recycling bins, the facility caters for small e-waste, soft plastic, mobile phones, batteries, ink cartridges, oral care products, eye glasses, stationery items, paper, and CDs and DVDs.

Hydrogen buses

In partnership with the Queensland Government, UQ will add 2 hydrogen fuel cell coach-style buses to its fleet by 2022, expected to be the first of their kind in the state. The buses' emissions are expected to be 60–70 per cent lower than those of the diesel-powered intercampus shuttle buses they will replace, cutting about 100 tonnes of carbon dioxide emissions per year. The hydrogen will be produced through electrolysis, using renewable power from the University's Gatton solar farm.

| ► Related initiatives for 6.5 | |
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Summary of

Human resources

We fuel success through a positive and supportive culture that attracts and retains high-quality staff in diverse, inclusive, welcoming, safe and progressive workplaces. We design engaging learning experiences and recognise high performance and innovation; and we endorse sound business decisions and streamlined processes that incorporate change management knowledge and capability across the business.

University staff

Recruitment and selection

UQ externally advertised 1,228 jobs for 2020 and placed 492 academic and 736 professional staff positions, along with an additional 890 direct appointments. The University received 29,104 applications. The primary medium for recruitment was the *UQ Jobs* e-recruitment website, with several externally hosted recruitment websites also used extensively, particularly SEEK, LinkedIn and Global Academy Jobs. From 31 March 2019 to 31 March 2020, the University's continuing and fixed-term workforce increased to 7,208 FTE, with a retention rate of 91.88 per cent

and a separation rate of 8.12 per cent for 'continuing' staff members in 2020.

All new recruits were invited to attend a formal induction program in addition to on-the-job orientation.

The Recruitment Services team was selected as a finalist for *Best use of technology* and *Employer of choice (>1000 employees)* in the 2020 Australian HR Awards, and *Most courageous* team in the 2020 Leadership HQ Awards.

The Aboriginal and Torres Strait Islander Employment Strategy continued to be widely promoted by Human Resources. In 2020, 6 graduates were recruited into the Vice-Chancellor's Aboriginal and Torres Strait Islander (Indigenous) Graduate Program,

7 candidates into the Professional Entry Pathways (PEP) Program, and 3 candidates into the Academic Pathways Program. From the 2019 program, 11 of the 21 were retained post-Pathways Program. UQ now employs 97 staff members of Aboriginal and Torres Strait Islander descent.

The table below shows University staff numbers as at 31 March 2020.

Remuneration and benefits

In the 2019/20 financial year, more than 20,000 ATO Income Statements were issued via the ATO's new Single Touch Payroll – myGov system, with overall payroll, superannuation, payroll tax and ATO outgoings of just over \$1 billion.

| University staffing FTE by function as at 31 March 2020 ¹ | | | | | | | |
|--|-----------------------|----------------|--------------|----------------|--------------|-------------------|--------------|
| Continuing and fixed-term staffing | | 2018 | | 2019 | | 2020 | |
| | | FTE | % of all FTE | FTE | % of all FTE | FTE | % of all FTE |
| Academic | Teaching and research | 1,173 | 15.3% | 1,199 | 14.77% | 1,234 | 14.76% |
| | Research-focused | 1,441 | 18.8% | 1,468 | 18.09% | 1,525 | 18.24% |
| | Teaching-focused | 175 | 2.3% | 165 | 2.03% | 173 | 2.06% |
| | Other | 26 | 0.3% | 22 | 0.27% | 25 | 0.30% |
| | ACADEMIC FTE | 2,814 | 36.6% | 2,854 | 35.16% | 2,957 | 35.36% |
| Professional | Research support | 483 | 6.3% | 504 | 6.21% | 533 | 6.38% |
| | Other | 3,316 | 43.2% | 3,604 | 44.40% | 3,717 | 44.45% |
| | PROFESSIONAL FTE | 3,799 | 49.5% | 4,108 | 50.61% | 4,251 | 50.83% |
| CONTINUING AND FIXED-TERM FTE ² | | 6,613 | | 6,962 | | 7,208 | |
| Casual staffing | | 2018 | | 2019 | | 2020 ³ | |
| | | FTE | % of all FTE | FTE | % of all FTE | FTE | % of all FTE |
| Academic | | 507 | 6.6% | 556 | 6.85% | 556 | 6.85% |
| Professional | | 562 | 7.3% | 598 | 7.37% | 598 | 7.37% |
| CASUAL FTE | | 976 | | 1,154 | | 1,154 | |
| Total university staffing | | 2018 | | 2019 | | 2020 | |
| | | FTE | % of all FTE | FTE | % of all FTE | FTE | % of all FTE |
| Academic | | 3,321 | 43.2% | 3,410 | 42.01% | 3,513 | 42.01% |
| Professional | | 4,361 | 56.8% | 4,706 | 57.99% | 4,849 | 57.99% |
| ALL FTE (CONTINUING, FIXED-TERM, CASUAL) | | 7,682 | | 8,116 | | 8,362 | |
| Unpaid appointments | | 2018 Headcount | | 2019 Headcount | | 2020 Headcount | |
| Honorary/Adjunct appointments | | 2,465 | | 2,593 | | 2,661 | |
| Academic titles | | 4,152 | | 4,449 | | 4,484 | |
| Conjoint appointments ⁴ | | 159 | | 185 | | 211 | |
| ALL UNPAID APPOINTMENTS | | 6,776 | | 7,227 | | 7,356 | |

¹ The staffing function shown here aligns with the reporting requirements of data for the Department of Education. There may be slight changes in historical data due to improvements made in UQ's reporting systems.

² FTE represents full-time equivalent throughout table. University staffing as headcount (excluding casuals) as at 31 March 2020 is 7,842.

³ The projected Casual FTE for 2020 is the 2019 actual figure as per Department of Education estimate. Actual Casual FTE for 2020 will be available 30 June 2021.

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.

Academic promotions

During the year, 184 academic staff members were promoted, comprising 46 promotions to Level B, 57 to Level C, 50 to Level D and 31 to Level E.

Voluntary Separation Scheme

In 2020, the University chose to implement a Voluntary Separation Scheme (VSS) that allowed eligible staff to voluntarily register an Expression of Interest (EOI) in entering into a separation agreement with UQ.

All continuing academic and professional staff with more than one year of continuous service were eligible to apply. However, some staff members, such as fixed-term or casual staff and those who had already tendered their resignation, were ineligible.

Access to a VSS payment was at the University's discretion and all EOIs were confidential and reviewed by a small panel of senior executives.

The scheme attracted strong interest from academic and professional staff across the University. A large majority who registered an EOI were approved and subsequently entered into an arrangement to cease employment under the VSS. Most staff accepting a VSS ceased their continuing employment with the University on or before 31 December 2020.

Staff support

The Workplace Psychologist within the HR team continued to provide general assistance, referrals and case management support to staff members with, or at risk of having, mental health issues. Where possible, assistance was also 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). Due to the impacts of the pandemic, more staff than usual required support. Eighty-four staff were case-managed via rehabilitation and return-to-work activities, short-term assistance in responding to work and personal issues, crisis management and support for their management. Wellbeing checks were provided to staff in line with the *UQ Mental Health Strategy (2018-2020)*. Due to workplace change, the Workplace Psychologist helped coordinate and develop support strategies for 2 large areas within the University.

The importance of the Employee Assistance Program (provided by Best You by Benestar) was highlighted by its increased usage in periods of stress and change relating to the COVID-19 pandemic. The March and June quarters showed 10.2 and 10.4 per cent usage respectively, a significant increase when compared to the December 2019 quarter (8.7 per cent). By September 2020, the usage level stabilised to 8.3 per cent. The Employee Assistance Program continues to represent ongoing proactive early help-seeking by staff, protecting their mental health and promoting wellbeing. UQ's usage remained above the education industry rate of between 2.9 and 3.5 per cent between the December 2019 quarter and the September 2020 quarters. The chief presenting issues continued to be for mental health and personal relationships, mainly for personal rather than work-related reasons.

The University's accredited Mental Health First Aid program continued via Zoom in 2020, with 13 courses offered for all UQ staff. During 2020, 141 staff completed mental health first aid accreditations, with 123 staff completing the 2-day standard accreditation, and 18 completing the 3-yearly accreditation refresher.

UQ Mental Health Strategy

The delivery and implementation of the *UQ Mental Health Strategy (2018-2020)* action plan for staff continued throughout 2020, with funding approved to continue implementation until July 2021. Staff initiatives spanning the areas of mental health prevention, early intervention and support that were delivered under the strategy in 2020 included:

- Growth and development of the newly established **UQ Mental Health Champion Network**. Initiatives promoting enhanced network capability and development with Champion Induction sessions, monthly Community of Practice meetings, Peer Support sessions, and networking opportunities were provided with the staff network increasing by more than 40 per cent to 70 staff. Mental health champions delivered many local mental health initiatives supporting wider UQ mental health events and campaigns, in addition to providing direct mental health support and referral assistance to students and staff during what was a challenging year for many, due to COVID-19 and its associated mental health impacts
- Support of various work areas in promoting mental health and the development of **local mental health action plans** for areas with more mentally and emotionally demanding roles

- Delivery of UQ-wide **mental health awareness events and campaigns** to promote a positive mental health culture and to reduce stigma. These included panel discussion events, seminars and online resources for Men's Health Week, Carers Week, R U OK? Day and Mental Health Week
- The launch of the new ***Parents and carers at work*** program in October during Carers Week, providing all UQ staff with access to webinars and podcasts promoting life, work and career wellbeing topics relevant not only to parents and carers but to all UQ staff and managers
- Development and redesign of the staff **mental health webpages** including new COVID-19 Mental Health Resources and other mental health wellbeing and support-related pages
- Development and delivery of a range of new online and face-to-face **staff development programs** such as *Mentally healthy work for leaders*, *Promoting mentally healthy work* and *Healthy minds*.

Organisational and leadership development

In line with UQ's *Strategic Plan 2018-2021*, a strong focus continues to be placed on supporting staff development activities. Despite the significant resourcing and logistical impacts of the COVID-19 pandemic on the delivery of the Staff Development program, 690 courses were delivered to 7,624 UQ staff and affiliates in 2020. Equivalent numbers for 2019 were 781 courses and 7,859 staff respectively. There continues to be a strong appetite for mental health first aid training courses and diversity-related programs such as the UQ Ally training, both of which were strongly attended.

The *Career progression for women* and *Career advancement for senior academic women* programs continued to support academic women to gain promotion. Of the past participants in the *Career progression for women* program, 4 people applied and all were promoted to Level D; and from the *Career advancement for senior academic women* program, 11 participants applied for professorial promotion, with 7 achieving promotion to level E and 4 being unsuccessful in 2020.

Significant support was also provided to teams across the University to facilitate strategic planning sessions, promote team culture development, and support organisational change.

UQ Awards for Excellence

For 6 consecutive years, the University has hosted an annual UQ Awards for Excellence program, with nominations increasing each year. In 2020, 222 individual and team nominations were received, which included more than 900 staff. In order to formally recognise the significant efforts of staff during the pandemic, a new one-off category, *Response to COVID-19*, was introduced, which received 109 nominations. Across the 6 categories, 190 staff members received an award or commendation (6 team and 7 individual winners, 14 team and 14 individual commendations). By acknowledging and celebrating the achievements and behaviours of staff across all levels of the University, regardless of position, the Awards reflect and support UQ's values.

| 2020 UQ Awards for Excellence winners |
|---|
| Innovation Dr Aneesha Bakharia Molecular Clamp Vaccine Team |
| Service Lisa Kennedy Life Course Professional Centre |
| Community, Diversity and Inclusion Associate Professor Rhonda Faragher Student-Staff Partnerships Team |
| Mental and Physical Health, Safety and Wellness Guinness World Record Mindfulness (Student Life) Team |
| Leadership Jennifer Karlson Warwick Solar Farm Project Team |
| Response to COVID-19 Andrea Strachan Professor James Ward COVID-19 Data Analytics Team |

Workplace relations

The Workplace Relations team continued to deliver and provide significant and strategic advice, representation and advocacy throughout 2020 on a range of matters predominantly relating to organisational change and restructuring, business transfers, disputes, performance and conduct. In addition, the team continued to provide general workplace relations advice, internal consultancy services, and advocacy before external tribunals and courts on a range of employment issues and matters.

A number of change processes across UQ organisational units were also supported, including the organisational restructure of ICTE administrative staff, the restructure of the School of Architecture and the restructure of UQ Library, as well as ongoing support and assistance provided for the impact of COVID-19 on university operations.

Workplace Relations continued to support the implementation of UQ's *2018-2021 Enterprise Agreement*, including delivering education and staff development sessions to UQ staff on its key changes. Work is currently underway on the next round of enterprise bargaining negotiations prior to the end of May 2021.

The work of the Human Resources Policy and Strategy team in streamlining and enhancing all existing human resources policies and procedures was also supported, with tools and templates to enable the development of new high-quality, principle-based policies and procedures being provided.

Workforce planning and performance during COVID-19

As the Government's restrictions on social activity tightened, by the end of March 2020, most classes were made available online, and most staff were required to work from home for an indefinite period. Weeks of intense planning were spent to ensure that UQ students and staff quickly grew accustomed to studying and working from home, using Zoom's videoconferencing platform and other supporting technologies.

From March through to July (and beyond), 6,700 staff shifted to working from home, while 1,300 staff remained on campus to maintain grounds, facilities, and research integrity and continuity.

Where work in particular areas of the University diminished because of the pandemic, staff were redeployed to other areas through a skill exchange program, *UQ Marketplace*, and/or participated in special projects such as delivering hampers to isolated and disadvantaged students.

On 29 May, UQ issued a roadmap for a safe return to campus and staff progressively returned to campus work life in line with government restrictions and health protocols.

HR response to COVID-19

The Workplace Relations team, HR policy team, Workplace Psychologist and Mental Health Coordinator all contributed subject matter expertise to the Executive and key stakeholders in developing the University's HR COVID-19 response, as well as providing extensive support material for staff. This ensured UQ's approach was consistent with our employment obligations, the *Mental Health Strategy* and the sector-wide response. This work was undertaken during a time of complex and fast-moving changes to Australia's industrial landscape.

HR policy and strategy

The Policy team reviewed more than 160 documents in the Policy and Procedures Library (PPL) as part of implementing the *Streamlining and Enhancing Policies and Procedures* (SEPP) management program, rationalising the existing 62 policies down to approximately 25. All policies are now drafted, and consultation with key stakeholders to finalise these drafts continues as required. To date, the Senate has reviewed Diversity, Equity and Inclusive Behaviours Policy, and associated procedures have been approved. The drafted HR policy suite is being further refined to complement and support the configuration and implementation of the Human Capital Management System (HCMS).

Workplace diversity and inclusion

In 2020, the Workplace Diversity and Inclusion (WDI) team delivered a number of significant outcomes in support of UQ's commitment to building a safe, respectful and inclusive environment for all members of the UQ community. The most significant of these was a recent change which enables the Chairs of all Strategic Diversity and Inclusion Committees to attend UQ's Senate Sub-Committee for Equity, Diversity and Inclusion, promoting greater cross-university sharing and a more intersectional approach to diversity and inclusion matters.

Aboriginal and Torres Strait Islander staff

UQ is on track to achieving the Aboriginal and Torres Strait Islander staff FTE representation targets outlined in UQ's Enterprise Agreement. Key deliverables in the Aboriginal and Torres Strait Islander portfolio include *The Deadly Post*, a new newsletter that shares information, stories, events and employment opportunities for Aboriginal and Torres Islander (Indigenous) staff; implementation of the Academic

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

- Julianne 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.