MANAGEMENT AND RESOURCES

The objectives

- Plan for further growth and innovation to increase economies of scale.

- Progress the Sippy Downs Urban Design Master Plan, with particular focus on the small business incubator and technology park on or adjacent to the University.

- Review the Campus Master Plan to maximise physical flexibility to respond to opportunities as they arise.

- Link the triennial University budget and strategic priorities in a way that enhances long-term planning without compromising the need for change and flexibility.

- Seek support for a Stage V building within the 2000-2003 triennium to increase the academic pursuit of new 'high-tech' opportunities.

- Monitor the viability of study centres of the University in strategic locations at a distance from the main campus with flexible modes of access and delivery.

- Implement the University Environmental Management Plan, ensuring the campus is developed in ways that minimise an adverse impact on the natural environment and nearby Mooloolah River National Park.

- Promote environmentally significant course- and campus-related initiatives.

- Complete the second Enterprise Bargaining Agreement consistent with the University's strategic plan.

- Provide work conditions and salaries that are sectorally competitive.

- Extend the commercialisation of the University's physical and human resources.

The University of the Sunshine Coast is one of the fastest growing universities in the history of Australia. Developed with environmental sensitivity, the University's campus continues to serve as a development exemplar, enjoyed by staff, students and the public.

- Enhance the performance and work satisfaction of staff through staff development opportunities.
- Build on the high standards of teachers and researchers by raising the level of support for outstanding staff.
- Ensure that incentives are available to stimulate innovation and entrepreneurialism.

The achievements

Campus developments

2002 marked the year the University expanded its campus to incorporate other geographic locations. Minor works and refurbishments were undertaken to establish:

- Noosa Study Centre
- Brisbane Study Centre
- Beerwah Field Study Centre
- Fraser Island Research and Education Centre

Work commenced on Stage V, the Centre for Information Communications Technology (ICT). This building will enable the University to continue with its strategy of web education development, provide for additional computer laboratories, allow for dedicated post-graduate research areas, and create a second computer control room. An extra floor in the ICT building was added to the plans to accommodate Education Queensland's needs for a dedicated information and technology centre. The Stage V project's tender, earthworks and piling took place in 2002.

Federal education minister unearths latest stage of development

Dr Brendan Nelson, Commonwealth Minister for Education, Science and Training, turned the first sod on the site of Stage V, the $13m Centre for Information and Communications Technology (ICT), in August.

"Dr Nelson's presence at the commencement of this latest development was symbolically very important as Stage V is pivotal for the University to increase its contribution to regional development," said Vice-Chancellor, Professor Paul Thomas.

"The University is committed to catalysing economic and cultural activity in the region, through providing access to quality education and enhancing research capabilities. This Centre and the technology it will house will enable us to better do that."

"It was a great privilege to assist in the launch of what is quickly emerging as a magnificent addition to the higher education scene in Australia," added Dr Nelson.

The ICT Centre will increase the University's capacity for teaching and research through the use of IT facilities, providing new flexible modes of delivery such as video-conferencing for teaching. The ICT Centre will centralise computer laboratories; consolidate ICT infrastructure technical support; and provide the hub for expanded

ICT links. The Centre will also support research within the University and the National Seniors Productive Ageing Centre.

The six-storey development will be another architectural exemplar on the campus, with greater height and mass than previous buildings, to give the University greater visibility in the rapidly developing Sippy Downs area, and create a social hub in the centre of the University. Stage V also includes new premises for the Art Gallery.

The building is expected to be ready for the 2004 academic year.

The Campus Master Plan was ratified by University Council in 2002, with emphasis placed on continued growth to achieve economies of scale.

Transport services to the campus were improved in 2002, with the establishment of Route 5X, in collaboration with Queensland Transport, Queensland Rail, Chancellor Park and Sunbus. The Route runs an express service to meet every train at Landsborough Railway Station, stopping at several points on the Sunshine Coast. The University contributes a transport subsidy to this service.

Hiring and usage of the University's facilities by community organisations continued to grow in 2002, providing enhanced commercial and revenue-generating opportunities for the University. The Innovation Centre was regularly used as a venue for a variety of large-scale functions such as school graduations, church services, gala balls and charity dinners. A revised Hire of Facilities Policy was approved by Council in October.

Environment initiatives

In 2002 the University maintained its interest in, and sensitivity towards, the environment:

- The University Environmental Management Plan was created and ratified as part of the Campus Master Plan in 2002.

- The University became the first Queensland university to sign the international Talloires Declaration, pledging support of environmental initiatives and sustainability around the campus and surrounding community.

- Expansion of the campus's stormwater management system of lakes and dams to protect the national park's waterways neighbouring the campus.

- Facilitation of debate and lobby activities for wildlife friendly outcomes for the proposed Claymore Road development.

- With the removal of Café La Tin to make way for construction of Stage V, 100 percent of the building was recycled for other uses on campus.

- Maintaining expenditure levels on energy consumption and building operations that were 65 percent of the national averages in the sector.

New student accommodation

In developments adjacent to the campus, Pongrass Development Group launched Varsity Apartments, a $28million student accommodation development in Chancellor Park in September. The project will include 124 apartments, lap pool, gym, and tennis volleyball and basketball courts. Completion of the development is due in 2004.

Information resources

Information technology continued to develop in 2002 in line with strategic plans. The University received a four star rating for electronic support to students in The Good Universities Guide 2002 edition. The rating reflected computer and software upgrades in student computer laboratories across the campus.

There were more than 268,000 visits to the University's website <www.usc.edu.au> in 2002 and almost 50,000 visits to the University's Student On-Line Access and Registration (SOLAR) website. Web redevelopment started in November 2002 with research into comparable sites. New learning management and content management systems were tendered and selected, with installation in 2002 for implementation in early 2003. A pilot study conducted in 2002 led to the development of on-line access to tutorial enrolments and HECS/PELS applications for students, to be implemented in Semester One, 2003. SOLARAcademic was released in September 2002, providing academic staff with access to class lists and student details.

In 2002 the University Library had 61,000 print volumes and 10,300 electronic volumes. Three new Library databases provided access to thousands of new journal entries and full-text articles, and donations from a variety of sources added to the collection's size and variety. The Library ran an on-line customer satisfaction survey in 2002 with 78 percent of the 427 responses rating the Library highly on overall quality. The University of the Sunshine Coast was ranked number one in the country for the fourth consecutive year on total budget percentage expenditure spent on information resources (Council of Australian University Libraries).

Quality assurance

The University's Quality Assurance Working Party (QAWP) was established in 2001 to address the needs of the audit program specified by the Australian Universities Quality Agency (AUQA), and in 2002 a draft Quality Policy was prepared for Council consideration in 2003.

In other quality developments: an academic governance, management and administration project commenced to review and revise all academic rules, policies, procedures and guidelines to ensure internal consistency and completeness; the program accreditation process was revised; a new Risk Management Policy was approved by Council in November; and a draft Quality Policy was prepared for Council consideration in 2003.

The budget process was reviewed and revised in 2002 to introduce links between funding and the University's priority objectives. The improved financial reporting processes were introduced to Council.

Monitoring systems

The University has a number of significant systems in place to administer its core functions. Administrative systems include the PeopleSoft products for Finance, Human Resources and Student Administration. From these systems, the majority of data and reports are generated to monitor and report on performance. This is in accordance with both the University's needs but also the Statutory reporting requirements of the State of Queensland and the Commonwealth, through the Department of Education Science and Training.

Other significant systems are those which support the teaching functions, such as the Blackboard learning management system and the Hive product, which is used to manage teaching and learning content.

For managing the Information Services, the Library management and borrowing system is VTLS. For managing communications, networks and data, a range of products are used, primarily sourced from Novell.

Risk management

The University's Planning and Resources Committee includes in its terms of reference the functions of an audit committee, and as such, has the role of advising University Council in relation to risk management. The major risk management activity undertaken by the Planning and Resources Committee in 2002 was the development of a Risk Management Policy.

As at 31 December 2002 the membership of the Planning and Resources Committee included:

Mr I Kennedy
Chancellor (Chairperson)

Mr T Fairfax
Deputy Chancellor

Professor P Thomas
Vice-Chancellor

Professor D Ralston
One member of the Executive nominated by the Executive

Ms N Deeth
Mr N Dearberg
Mr B McDiarmid
Three members with expertise in strategic financial management and planning, at least one of whom must be a member of Council and at least one of whom must be external to the University.

Major academic publications

Working Communication, written by Faculty of Arts and Social Sciences lecturer Lesley Roberts, and former University academics Associate Professor Mary Barrett and Dr Elizabeth Baker, was launched in April. The textbook is being used in classrooms at QUT, Griffith University and University of the Sunshine Coast. The textbook was shortlisted in the Australian Awards for Excellence in Educational Publishing in the TAFE and Vocational Education section. In 2002, 15 major publications were submitted by Faculty of Science academics, 29 by Faculty of Business academics, and 49 by Faculty of Arts and Social Sciences academics.

Staff developments

At the 31 March 2002 DEST reporting date, the University employed the full-time equivalent of 253 staff on a full-time or fractional full-time basis and 33 staff on a casual basis.

A total of 13 applications were received for the 2002 promotion round, with four staff (one female, three males) promoted.

The Professional Development Program (PDP) round for both Teaching and Research (T&R) and Administrative, Professional and Technical (APT) streams commenced in April 2002. A total of four applications (two male, two female) were received from T&R staff with all four successful. No applications were received from APT staff.

The University completed the AV-CC's Annual Register of Senior University Women (T&R level C and above and APT level 10 and above). Nine senior University women are included on the Register.

The University of the Sunshine Coast Enterprise Bargaining Agreement (EBA) (2001 – 2003) was successfully certified by the Australian Industrial Relations Commission in October. The agreement consolidates all terms and conditions of employment for the staff of the University. The agreement also introduces new conditions including promotion and broadbanding for APT staff and provides for four, three percent salary increases, three of which have already been paid. The EBA had the full support of the parties, with a 'yes' vote of 94 percent, and a 'no' vote of six percent.

Through a consultative process, the University reviewed its Performance Planning and Review (PPR) Policy and developed new procedures. PPR aims to ensure alignment between the performance and development of individual staff, work area plans and priorities, and the University's mission and goals. A comprehensive training program commenced in November 2002 and will continue through to mid April 2003.

In consultation with staff, the following staff development initiatives were put in place for 2002:

- Lunchtime discussions led by members of staff on learning and teaching matters.

- Workshop program with presenters to include staff and external specialists.

- Learning and teaching forums held in June and November.

- Learning and teaching intranet page.

- Electronic discussion group.

The University supported senior lecturer in Australian and Cultural Studies, Dr Karen Brooks, in her application for an Australian University Teaching Award. Dr Brooks was the Vice-Chancellor's Medallist for Outstanding University Teacher in 2002.

Quad Park appointment

Deputy Vice-Chancellor Professor Paul Clark was appointed in May to the board of management responsible for the Quad Park Precinct at Kawana Waters. The Quad Park is a sports facility, which is anticipated to incorporate sports medicine and exercise physiology applications, as well as sport development and education programs. Professor Clark brings to the board his experience in the development of sports science programs.

New Deputy Chancellor

Tim Fairfax was announced as the new Deputy Chancellor in September. Mr Fairfax, a pastoralist and company director of Rural Press, has been involved with the University since 1996 as a member of University Council, and he has also served as Chairperson of the University Foundation Board since its establishment in May 1997. He took over the position of Deputy Chancellor from property developer Rod Forrester.

Sport science developments by lecturer

Biomechanics lecturer and four-time Paralympian Dr Brendan Burkett helped train Australia's Paralympic Swim Team prior to the Manchester Commonwealth Games in August as the National Sports Science Coordinator. Dr Burkett created a fully portable testing lab for the athletes. The equipment and protocols developed by Dr Burkett were internationally accepted in 2002 and endorsed as national testing protocol. Dr Burkett also travelled with the swim team to the World Championships in Argentina in December.

Top business award for Dean

Dean of the Faculty of Business, Professor Deborah Ralston was chosen as the Westpac Business Banking Sunshine Coast Business Women's Network 2002 Outstanding Business Woman of the Year in July. Professor Ralston won the award for her contributions to the Sunshine Coast business community and for establishing links between businesses and the University.

The future

Management and Resources plans for 2003 include:

- Continued implementation of PPR and PeopleSoft Payroll.

- Review recruitment and selection procedures and provision of training to staff.

- Successfully implement the outcomes of the enterprise bargaining agreement, and commence negotiations on the next agreement.

- Continue to increase the number of senior academic staff in the professoriate.

- Examine possible approaches to funding of Stage VI under the Capital Development Pool.

- Establish further regional study centres.

- Have the majority of undergraduate courses web-supplemented and postgraduate courses fully on-line, once sufficient infrastructure, including bandwidth, is established.

- Move from a 4Mbps ATM WAN communication link to 34Mbps.

- Upgrade the LAN to high-speed 10 gigabit Ethernet switches.

- Undertake a strategic review of the University's website and implement new format and content.