

Governance

AUQA noted “a strong working relationship between Council and senior executive members... and effective induction and self-review processes for Council”.

Australian Universities Quality Agency report



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Council leadership

The University is governed by an 18-member Council (page 7) representing University and community interests and led by a Chancellor and Deputy Chancellor. Council elected a new Chancellor, John Dobson OAM, in March to succeed Mr Ian Kennedy AO from the beginning of April 2007.

The *University of the Sunshine Coast Act 1998* grants the 18-member Council powers to appoint University staff and manage and control University affairs, property and finances. The University Council met seven times in 2007.



John Dobson OAM
Chancellor

Leads the University Council and presides at Council meetings

Elected Chancellor to succeed Mr Ian Kennedy AO from 1 April 2007. Member of the University Council since 1997. Parish Priest of Caloundra Parish since 1982, Dean of the North Coast Deanery within the Catholic Church since 1992. Contributions to the community include founding privately-funded residential care facilities for the aged and for people with intellectual disabilities; and co-founding a retirement village, a comprehensive college (in partnership with the Uniting Church) and support groups for prisoners and their families.



Mr Tim Fairfax AM
FAICD

Deputy Chancellor

Acts as Chancellor in the absence of the Chancellor or when the office of Chancellor is vacant

Re-elected as Deputy Chancellor for a second term from 7 April 2006 to 8 December 2009. Member of the University Council since 1 July 1996. Businessman and philanthropist. Chairperson, University of the Sunshine Coast Foundation. Director, Vincent Fairfax Family Foundation, and a Director, Foundation for Rural and Regional Renewal. Trustee, Queensland Art Gallery. President, Queensland Art Gallery Foundation. Deputy Chairperson, National Portrait Gallery. Chairperson, Salvation Army Brisbane Advisory Board. Patron, AMA Queensland Foundation. Member, Council of Philanthropy Australia. His business interests include Director of Marinya Media Pty Ltd, Brickworks Ltd, and Cambooya Pty Ltd.

Governance

University Council

In 2007, Council approved a revised Master Plan for the campus. Councillors also:

- approved dissolution of the controlled entity Multi Access Productions Pty Ltd (page 5);
- approved realignment of the University's boundary involving an exchange of land with neighbouring landowners;
- considered the University's response to the findings of the AUQA Audit (page 10);
- approved the Health and Sport Centre building project (page 16);
- approved a new approach to University policy, including the formal adoption of a policy framework;
- delegated authority to the Academic Board to approve Institutional Operating Policy in the case of academic matters;
- delegated authority to the Vice-Chancellor to approve Institutional Operating Policies other than those relating to academic matters and those the Council has retained the power to approve;
- delegated authority to the Vice-Chancellor to approve Area Policy;
- established a new Board of Directors for Innovation Centre Sunshine Coast Pty Ltd (page 5);
- ensured continuing compliance with the National Governance Protocols, particularly in relation to membership of the governing body and requirements concerning controlled entities; and
- approved disestablishment of the Centre for Multiculturalism and Community Development from the end of March 2008.

New policies

Council approved the following new policies.

- Software Policy
- Policies and Related Procedures—Governing and Institutional Operating Policy (replaced the Policy on the Approval of University Policies and Procedures)
- Quality—Governing and Institutional Operating Policy (replaced the Quality Policy)
- University Governance Framework—Governing Policy (replaced the Statement on University Governance)
- University Planning Framework—Governing and Institutional Operating Policy
- Critical Incident Management—Governing Policy
- Assessment: Courses and Coursework Programs—Governing Policy
- Student Grievances and Appeals—Governing Policy (replaced the Student Grievance Policy)

- Internationalisation—Governing Policy (replaced the Statement on Internationalisation)
- Adjunct Appointees and Visiting Fellows—Governing Policy (replaced the Policy on Adjunct and Visiting Appointments)
- Research Centres and Groups—Governing Policy (replaced the Research Institutes and Centres Policy)

Amended policies

Council approved amendments to the following.

- Policy for Travel on University Business
- Policy for the Determination of the Academic Year
- Award of a Distinguished Academic Record Policy
- Award of Dean's Commendation Policy
- Scholarships, Bursaries and Prizes Policy
- Acceptable Use of IT Resources Policy
- Academic Dress Policy
- Risk Management Policy
- Promotion Policy for Teaching and Research Staff

Council membership

2007 was the second year of the fifth Council of the University of the Sunshine Coast. This Council's four-year term of office began on 9 December 2005 and will conclude on 8 December 2009. The term of office for student members of Council is two years, with the term concluding on 8 December 2007.

In March 2007, Mr Ian Kennedy AO resigned as Chancellor and John Dobson OAM was elected his successor, to serve in the role from 1 April 2007 to 31 March 2012. Mr Kennedy was elected Deputy Chancellor in October 1997 and Chancellor in July 1998.

Council comprises three official members, six appointed members, five elected members and four additional members.

Chancellor

Mr Ian Kennedy AO until 31 March
John Dobson OAM from 1 April

Deputy Chancellor

Mr Tim Fairfax AM, FAICD

Vice-Chancellor

Professor Paul Thomas AM, BSc(Hons), DipEd Wales, MA Lough., PhD Qld., FACE, LRPS

Chairperson of the Academic Board

Professor Greg Hill, CertTeach, BA(Hons), PhD Qld. (Deputy Vice-Chancellor)

Six members appointed by the Governor-in-Council

Mr Tim Fairfax AM, FAICD

Ms Jenny Haddrell, MEd Qld. to 11 December 2007

Emeritus Professor Phil Meade, BSc, BEd Qld., MA(Hons) La Trobe, PhD NSW

Ms Julie-Anne Mee, BBus UCQ, MAdmin Griff., FCPA

Dr Keith Steele, BAgSc, MAgrSc(Hons) Massey, D Phil Waikato

Mr Michael Williams

Two members of the University's academic staff

Dr Karen Brooks, BA(Hons) La Trobe, CertEd, PhD W'gong to 30 October 2007

Dr Paul Corcoran, MEdAdmin(Hons) NE, PhD Sunshine Coast to 20 July 2007

Professor Robert Elliot, BA(Hons) UNSW, MA La Trobe, DipEd Melb, PhD Qld. from 23 July 2007

Associate Professor Julie Matthews BA(Hons) Brookes, PGCE Leic., PhD S.Aust. from 1 November 2007

One member of the University's full-time general staff

Miss Heather Carney, BA(Comn) Sunshine Coast

Two members of the student body

Mr Marcus Bussey, BEd USQ, DipEd Melb, BA(Hons) UWA from 20 March 2007

Ms Carolyn Siddel, BSc(BioMedSc) Sunshine Coast to 8 December 2007

Ms Elyse Wohling from 9 December 2007

Four additional members

Mr Scott Forsdike, BBus Sunshine Coast

Mr Phillip Harding

Mr David Jeffries, BCom Qld., FCA, FAICD, FFin

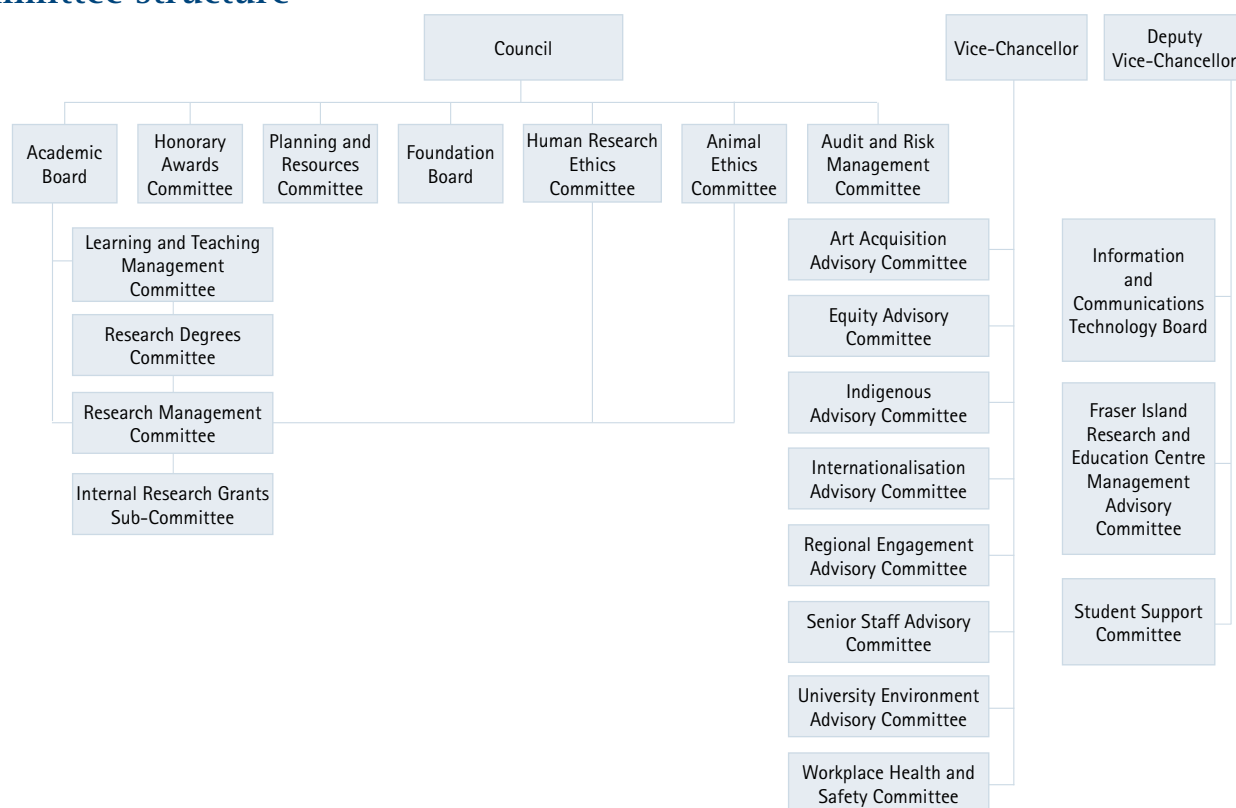
Mr Paul Lunn, BBus USQ, CPA, CAAffil

Temporary changes to Council membership during 2007

The Vice-Chancellor was absent on sabbatical leave from 3 September to 3 December 2007. During this time, Professor Greg Hill served on Council as Acting Vice-Chancellor and Professor Rod Simpson served as Acting Chairperson of the Academic Board.

Governance

Committee structure



Academic Board

The Academic Board was established under the *University of the Sunshine Coast Act 1998* as the University's senior academic body. Chaired by the Deputy Vice-Chancellor, its 26 members include:

- the Pro Vice-Chancellor (International and Development);
- faculty deans;
- chairs of Academic Board committees;
- heads of schools;
- academic staff;
- students;
- non-USC members; and
- other senior University staff.

The role of the Board is to:

- advise Council on teaching, scholarship and research matters concerning the University;
- formulate proposals for academic policies of the University;
- monitor the academic activities of the University's faculties; and
- promote and encourage scholarship and research at the University.

In 2007 the Board approved a Research Supervision Agreement to clarify roles and responsibilities of research postgraduate candidates and supervisors, and made the following recommendations to Council:

- a revised Determination of the University's Academic Year Policy effective from 2009;
- approval of an Adjunct Appointees and Visiting Fellows Policy;
- approval of a Learning and Teaching—Governing Policy;
- approval of a Research Centres and Groups Policy to replace an existing Research Institutes and Centres Policy;
- approval of an Internationalisation—Governing Policy to replace an existing Statement on Internationalisation;
- amendment of the Internationalisation Plan;
- amendment of the Academic Rules; and
- disestablishment of the Centre for Multiculturalism and Community Development from the end of March 2008.

The Board was responsible for the accreditation, recommended accreditation, reaccreditation and recommended discontinuation of numerous programs during 2007.

Reaccredited programs

- Bachelor of Arts
- Bachelor of Arts (Computer-Based Art and Design)
- Bachelor of Arts (International Studies)
- Bachelor of Arts (Honours)
- Bachelor of Arts/Bachelor of Business
- Bachelor of Business
- Bachelor of Business (Accounting)
- Bachelor of Business (International Business)
- Bachelor of Business (Management)
- Bachelor of Business (Marketing)
- Bachelor of Business (Honours)
- Bachelor of Science (Honours)
- Bachelor of Tourism (formerly Bachelor of Sustainable Tourism)
- Graduate Certificate in Accounting
- Graduate Diploma in Accounting
- Doctor of Business Administration

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Programs accredited or recommended for accreditation

- Bachelor of Business/Bachelor of Science (Sport Management)
- Bachelor of Design
- Bachelor of Education
- Bachelor of Education/Bachelor of Arts (Special Education and Psychology)
- Bachelor of Engineering (Construction Management)
- Bachelor of Engineering (Water and Sustainable Resource Management)
- Bachelor of Exercise Science
- Bachelor of Nutrition
- Bachelor of Occupational Therapy
- Bachelor of Paramedic Science
- Bachelor of Social Science (Psychology)
- Bachelor of Social Science (Psychology) (Honours)
- Graduate Certificate in Professional Learning (TESOL)
- Graduate Certificate in Special Education
- Graduate Diploma in Special Education
- Master of Climate Change Adaptation by Research
- Master of Environmental Change Management by Research
- Master of Integrated Coastal Zone Management by Research
- Master of Mental Health Nursing
- Master of Psychology (Clinical)
- Master of Social Work by Research
- Master of Wetlands Management by Research

Discontinued programs

- Bachelor of Arts (Environment and Heritage)
- Bachelor of Arts (Popular Culture)
- Bachelor of Animal, Plant and Marine Biotechnology (Honours)
- Bachelor of Coastal Studies (Honours)
- Bachelor of Science (Microbiology and Biotechnology)
- Bachelor of Science (Public Health)
- Graduate Certificate in Human Resource Management
- Graduate Certificate in Public Administration
- Graduate Certificate in Tourism Management

- Graduate Diploma in Public Administration
- Graduate Diploma in Tourism Management
- Master of Public Administration

Planning and Resources Committee

The Chancellor chairs the seven-member Planning and Resources Committee. Members include the Deputy Chancellor, Vice-Chancellor, one dean or director nominated by the Vice-Chancellor and appointed by Council, and three external members with specific expertise in strategic financial management and planning, at least one of whom must be a University Councillor. The Deputy Vice-Chancellor and Chief Financial Officer attend meetings and have participating (but not voting) rights.

The Committee met five times in 2007. Discussion focused on financial matters, budget reports, reports from the University's controlled entities, reviews of the University's controlled entities, progress on deregistration of Multi Access Productions Pty Ltd (page 5), capital developments, revisions to the campus Master Plan, staffing matters and updates to the University's administrative computing systems.

Recommendations to Council included:

- policy;
- proposed delegation of authority to the Vice-Chancellor to establish professorial positions consistent with the Strategic Plan and within the existing Budget;
- funding for capital developments;
- a proposed realignment of the University's boundary involving an exchange of land with neighbouring landowners; and
- the University Budget for 2008.

Audit and Risk Management Committee

The Audit and Risk Management Committee has the responsibility:

- to assess and contribute to the audit planning process relating to the identification of risks and threats to the University, taking into account the financial and operational environment and its performance management framework;

- to assess and enhance the University's governance of its systems of internal control, risk management and internal audit activities; and
- to oversee and appraise the University's financial reporting through the internal and external audit functions.

Membership includes at least four and not more than six people external to the University, including at least two Council members. At least one Committee member must be a member of the professional accounting or audit bodies in Australia and have a professional accounting, management consultancy or audit background. Membership is approved by Council for a period of not more than five years.

In 2007, Mr Gary Humphrys chaired the Audit and Risk Management Committee until his resignation in early August. In late August, Council appointed Ms Julie-Anne Mee as his successor and increased the Committee's membership from four to five. During the year, members:

- considered reports on risk management, internal audit matters and external audit matters;
- considered a draft Critical Incident Management Policy;
- approved a Strategic Internal Audit Plan 2007-2009;
- approved an Internal Audit Operational Plan for 2008;
- undertook a self-evaluation (page 19); and
- considered Committee membership and recommended increasing the number of members.

Recommendations to Council included:

- amendments to the Committee's terms of reference;
- compliance with the Australian Accounting Standards of the University's draft 2006 Annual Financial Statements; and
- proposed amendments to the Risk Management Policy.

Governance

Honorary Awards Committee

The Chancellor chairs the six-member Honorary Awards Committee, which seeks, considers and recommends to Council nominations for honorary awards, in accordance with the USC Honorary Awards Policy. Membership comprises the Chancellor, Vice-Chancellor, the Deputy Vice-Chancellor and three Council members. They met formally on one occasion in 2007.

Outcomes in 2007 included the award of two honorary degrees and four honorary Senior Fellowships (page 44).

Foundation Board

The University of the Sunshine Coast Foundation (page 18) is the University's fundraising and alumni relations arm. The Foundation is managed by the Vice-Chancellor in consultation with, and on the advice of, a Board. Board members include the Vice-Chancellor, two Council members, and representatives of the Sunshine Coast community. Day-to-day management of the Foundation is the responsibility of the Foundation Executive Officer who reports to the Vice-Chancellor.

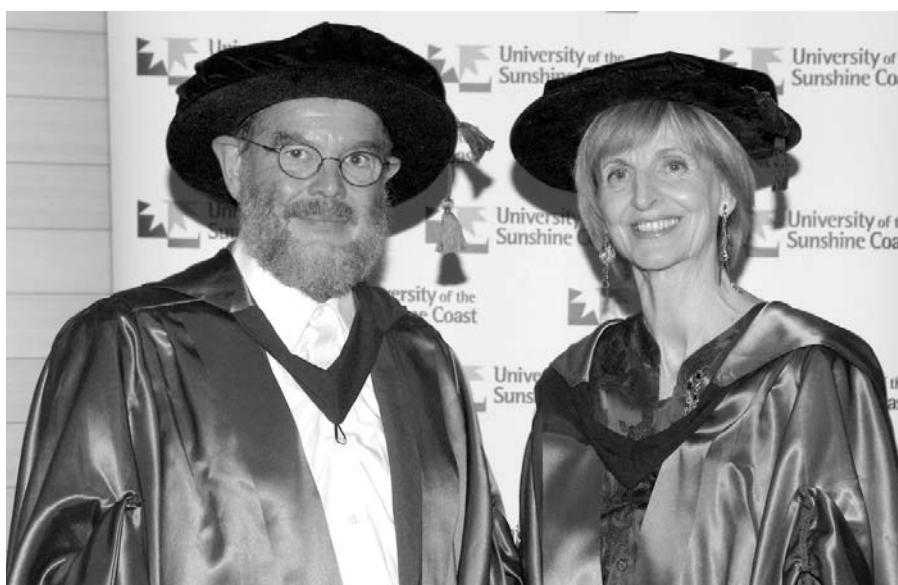
The Foundation Board met five times in 2007 to consider:

- general fundraising matters;
- specific fundraising projects and priorities;
- adoption of a Foundation Strategic Plan; and
- matters related to the alumni relations program.

Monitoring quality

The University monitors overall quality through a system of reports and regular reviews of performance (pages 19, 21). These include input from external sources.

The University Council, committees and senior managers monitor quality, performance and standards via performance reports and data, particularly in relation to the University's finances, Strategic Plan and thematic functional plans such as those supporting learning and teaching, research and research training, and internationalisation.



Honouring excellence... Canberra architect Harold Guida, honorary Doctor of the University for contributions to Australian architecture and the physical planning of the University; and ABC television presenter Caroline Jones AO, awarded the University's first honorary Doctor of Letters for contributions to Australian broadcasting and journalism as a producer, director and reporter for film, radio and television

Audit and Risk Management Committee members conducted a self-review this year (page 19). Council members discussed the process for a mid-term review, in accordance with Council's decision to undertake a self-review every two years. This is scheduled for early 2008.

The report on the University's first audit by the Australian Universities Quality Agency (AUQA) was released in February 2007.

The report <www.auqa.edu.au> included 11 commendations for significant achievements, highlighted 10 areas for continuing improvement and made 12 recommendations.

University staff developed and began implementing an Action Plan for addressing or progressing matters identified in the AUQA report.

The Plan represents a focus for ongoing work to strengthen the University's approach to and processes for quality, planning and policy development.

Reviews in 2007 included...

- Audit and Risk Management Committee members (self-review)
- Records Management System
- Teaching and Research Services
- Faculty of Science, Health and Education
- several Bachelor degree programs
- compliance with Education Services for Overseas Students Act and related Code

Ethical standards

The University's Code of Conduct defines acceptable conduct for those studying and working at the University. Guidance falls under five main headings:

- respect for the law and system of government;
- respect for persons;
- integrity;
- diligence; and
- economy and efficiency.

The Code is published at <www.usc.edu.au> and on the USC Portal; and a hard copy is given to each new staff member on induction.

Governance

Privacy of information

Subject to Queensland's *Freedom of Information Act 1992*, the University supports transparency in its operations and towards information it maintains. It also recognises individual rights to privacy regarding personal affairs.

The University of the Sunshine Coast Privacy Plan was developed in 2003 to comply with Queensland Government Information Standard 42. Staff are encouraged to become familiar with the Plan, published at <www.usc.edu.au/privacyplan>. Each page on the University's website is hyperlinked to the Privacy Statement.

Freedom of Information

Queensland's *Freedom of Information Act 1992* provides public access to documents held by the University. In 2007, one request for information was received from a person external to the University, and finalised. Section 18 of the Act requires the University to publish annually a detailed statement of its affairs. The 2006-07 Statement of Affairs report is available at <www.usc.edu.au/affairsstatement>.

Whistleblowers

The *Whistleblowers Protection Act 1994* requires inclusion of any relevant actions in this Annual Report. No actions, disclosures or complaints were made in 2007.

Systems

The University's strategic Record-Keeping Implementation Plan is approved by Queensland State Archives. Records Management Services staff use RecFind, an electronic records management system, for the creation, capture, indexing, storage, security, access and disposal of administrative records. The computer software package PeopleSoft is used for student, finance and human resource records.

A review of Records Management Services this year resulted in an 18-month implementation plan. Stage one was completed in December 2007. It involved:

- establishing a records management framework;
- revising policies, procedures and plans related to records management; and
- revising and updating the Records Classification Scheme and archiving procedures.

Stages two and three are scheduled for completion in June and December 2008. They will develop improved training programs; address systems configuration and suitability, and data integrity; and improve recording of contractual records and electronic capturing of email. The process will include consultative visits to University faculties and departments.

Expenditure on consultancies

| Category | 2006 (\$) | 2007 (\$) |
|---------------------------|------------------|------------------|
| Professional/technical | 1,226,033 | 1,170,945 |
| Communications | 78,452 | 167,279 |
| Finance/accounting | 40,658 | 5,029 |
| Information technology | 352,681 | 300,479 |
| Human resource management | 16,699 | 47,754 |
| Management | 368,008 | 222,435 |
| General | 90,164 | 79,662 |
| Total | 2,172,695 | 1,993,583 |



USC graduates (from left) William Darby, Jaci Smith and Carolyn Siddel plant a tree... in 2007, more than 40 USC graduates donated \$250 each to the planting of trees along Alumni Way—a pathway linking the main campus with the new Health and Sport Precinct.