



# 2009

*Annual Report*

# Report of the Council of the University of the Sunshine Coast

For the period 1 January 2009 to 31 December 2009

10 March 2010

The Hon Geoff Wilson MP  
*Minister for Education and Training*

In accordance with the provisions of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009, and the detailed requirements set out in the Annual Report Requirements for Queensland Government Agencies (January 2010), I have the honour to present to you, on behalf of the Council of the University of the Sunshine Coast, the Annual Report for the year ended 31 December 2009.



John M Dobson OAM  
*Chancellor*

#### Acknowledgment of country

The University of the Sunshine Coast acknowledges the Gubbi Gubbi people as the traditional owners and custodians of the land on which the campus stands, and recognises the strength, resilience and capacity of Aboriginal people in this land.

#### Communication objectives

This annual report meets the reporting requirements of the Queensland Minister for Education and Training.

The University of the Sunshine Coast's 2009 annual report provides a record of the University's performance in 2009, its plans for the future, and audited financial statements. All achievements for 2009 are documented against the goals and corresponding key performance indicators of the University's Strategic Plan 2005–2010.

Potential readers of the annual report include members of state and federal parliament, the University community (including staff and students), business and media, potential benefactors, international visitors and members of the public.

Copies of the 2009 annual report are available from the Administrator, Office of Marketing and Communications, University of the Sunshine Coast, by telephoning +61 7 5459 4558 or faxing +61 7 5430 1187. The report is also available online at [www.usc.edu.au/reports](http://www.usc.edu.au/reports).

The University of the Sunshine Coast is committed to providing accessible services to people from culturally and linguistically diverse backgrounds. If you have difficulty understanding the annual report, contact the Office of Marketing and Communications on +61 7 5459 4558 to arrange an interpreter to effectively communicate the report to you.

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Information contained in this publication was correct at the time of publishing. For the most up-to-date information about the University, visit [www.usc.edu.au](http://www.usc.edu.au). All amounts are in Australian dollars. University of the Sunshine Coast is registered on the Commonwealth Register of Institutions and Courses for Overseas Students. CRICOS Provider Number: 01595D.

#### Correction to the 2008 Annual Report

Page 25 of the University's 2008 annual report incorrectly reported Professor Mary Katsikitis as having been part of a successful ALTC grant application submitted through Southern Cross University. The grant application was unsuccessful.

## Standing

On opening in 1996, the University of the Sunshine Coast became the first greenfield university to be established in Australia since 1975. The University serves the Sunshine Coast and impacts strongly on the economic and cultural development of the region.

USC pursues distinctiveness through long-term strategies focused on two major themes: a commitment to local, national and international engagement and sustainability. These strategic activities encompass many aspects of university life: an increasing suite of academic teaching and research programs promoting sustainability; pursuing the feasibility of developing an 'ecoversity' through its campus enhancement activities; its 'architectural laboratory' approach to sub-tropical buildings; its emphasis on sustainability of business through the Innovation Centre; and many other initiatives which are preoccupying an increasing number of staff and students.

## Mission

The mission of the University of the Sunshine Coast is:

**To be the major catalyst for the innovative and sustainable economic, cultural and educational advancement of the region, through the pursuit of international standards in teaching, research and engagement.**

## Values

In pursuing its mission and conducting daily operations, the University is committed to:

- the advancement, dissemination and preservation of knowledge through innovative and effective teaching and research of the highest quality;
- fostering freedom of inquiry and expression;
- the process of lifelong learning;
- engaging in and responding to the community's intellectual, cultural and economic needs;
- adopting consultative processes and ethical behaviour in all activities;
- engendering respect among students, staff and Council of the University for their diverse roles and contributions;
- fairness, openness, honesty, trust and effective communication as fundamental expectations of students, staff and all associated with the University;
- developing the University and its surrounds as an environmentally sensitive exemplar; and
- the advancement of human rights within a tolerant and inclusive society, in which respect for Indigenous and international peoples is fundamental.

## Highlights

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- On-campus student enrolments increased by more than 13 percent in 2009, defying softer demand across the sector. First preference applications for Semester 1, 2010 entry increased by 24 percent over 2009.
- Research income, refereed publications and numbers of graduating research students continued to rise steadily, with researchers securing more than \$6.5 million in grants, almost trebling from \$2 million in 2007.
- The significance of blue-fin tuna research undertaken by USC researchers was acknowledged by Time Magazine as the world's second-most important invention in 2009. Another USC researcher received the highly prestigious Eureka Prize for Science, for research into climate change adaptation.
- USC received six Australian Learning and Teaching Council (ALTC) citations—more per head of staff than any other Australian university.
- The Good Universities Guide confirmed USC as the only public university in Queensland to obtain 5 stars for the quality of staff teaching.
- International on-campus enrolments (EFTSL) grew 20 percent, and in 2009, made up approximately 14 percent of total on-campus enrolments (EFTSL). Almost 1,300 international students from more than 60 countries studied at USC during the year.
- USC's Global Opportunities (GO) Program received an ALTC Citation and won the Queensland Education and Training International (QETI) Award for best practice in outbound student mobility. USC student and GO Program participant, Rachel McKay, won the QETI award for Queensland Student Ambassador of the Year.
- Collaboration continued with Queensland Health on the Sunshine Coast University Hospital, while the Translink Bus interchange was opened by Queensland Transport Minister Rachel Nolan.
- Sunshine Coast Regional Council set aside more than \$13 million to accelerate the coordinated development of the Sippy Downs Town Centre, in which the University will play a significant role in attracting businesses to the proposed 'Technology Hub'.
- The Innovation Centre, to date, has supported the start-up and growth of more than 55 businesses and created around 400 jobs in sectors such as ICT, clean technology and creative industries, and is attracting the interest of major and national and international companies.
- USC and its partner institution, the University of Southern Queensland's Fraser Coast (USQFC) Campus, completed the \$900,000 Optimisation Project, designed to identify how USC and USQFC could most effectively assist their regions to meet current and anticipated human capital requirements.
- A record number of regional organisations (429) took student placements as part of the Work Integrated Learning (WIL) Program.
- To advance the University's engagement agenda, the University created the new position of Pro Vice-Chancellor (Regional Engagement) to reinforce the University's regional role. Another addition to the Chancellery was the appointment of the Chief Financial Officer to the role of Pro Vice-Chancellor (Corporate Services).
- Community events such as World Environment Day and Festuri (a multicultural celebration) attracted thousands of people to the University's campus.
- From 184 competitive applications for Education Investment Funds, the University's proposed ACTLERNE building was one of only three shortlisted from Queensland.
- The University's repositioning advertising campaign, "The best of both worlds", was highly successful and credible with strong levels of awareness and understanding of the quality education and Sunshine Coast lifestyle message.
- A market survey of Sunshine Coast school-leavers, parents and school guidance officers showed that of all tertiary options about half of Sunshine Coast school-leavers seriously considered USC as a study option.
- USC received the Australasian Reporting Award for 'Best First Time Entry' for the University's 2007 Annual Report, and received a gold award for the same.
- USC launched its first Reconciliation Action Plan.
- USC was named as 'Employer of Choice for Women' for the fifth successive year.
- Graduation, attended by 2,600 people, was addressed by Sir Llew Edwards AC. With more than 1,200 awards conferred during the year, USC's Alumni body was represented by around 7,400 graduates in 2009.

Business graduate Jonty Bush was named Young Australian of the Year for 2009. Ms Bush received the award in recognition of her courageous work in leading the Queensland Homicide Victims' Support Group. Prime Minister Kevin Rudd presented her with her award at the Australia Day celebrations in Canberra.

## Key Five-Year Figures

Category	2005	2006	2007	2008	2009	Annual % change	Trend
Number of students <sup>1</sup>	4,280	4,760	5,246	5,833	6,325	8.4%	▲
Female	2,469	2,807	3,163	3,624	4,074	12.4%	▲
Male	1,811	1,953	2,083	2,209	2,251	1.9%	▲
On-campus students	3,768	4,267	4,750	5,383	6,092	13.2%	▲
Undergraduate	3,295	3,494	3,811	4,239	4,827	13.9%	▲
Postgraduate coursework	549	773	867	904	732	-19.0%	▼
Higher degree by research	72	71	100	118	129	9.3%	▲
Non-award	365	427	469	573	638	11.3%	▲
International (all students)	694	730	855	977	880	-9.9%	▼
International (on campus)	362	414	527	674	766	13.6%	▲
Student load (EFTSL) <sup>2</sup>	3,291.7	3,745.8	4,131.4	4,597.3	5,328.9	15.9%	▲
Degrees conferred							
Undergraduate	481	535	592	591	656	11.0%	▲
Postgraduate coursework	303	313	492	654	569	-13.0%	▼
Higher degree by research	5	9	13	11	12	9.1%	▲
Total	789	857	1,097	1,256	1,237	-1.5%	▼
Equity							
Disability <sup>3</sup>	4.10%	4.12%	3.80%	3.52%	4.66%	1.1%	▲
Indigenous <sup>3</sup>	1.42%	1.19%	1.50%	1.63%	1.84%	0.2%	▲
First in family to attend university <sup>4</sup>	53%	52%	52%	52%	51%	-1.0%	▼
Number of staff (full-time equivalent)							
Academic <sup>5</sup>	105	123	144	173	188	8.1%	▲
Non-academic <sup>6</sup>	223	242	280	295	329	11.5%	▲
Total	328	365	423	468	517	10.5%	▲
Proportion of academic staff with higher degree qualifications	88%	87%	85%	83%	77%	-6.0%	▼
Operating revenue (parent entity)	\$50.60M	\$66.80M	\$78.40M	\$95.50M	\$109.04M	14.2%	▲
Research income <sup>7</sup>	\$1.69M	\$1.97M	\$2.99M	\$3.35M <sup>8</sup>	\$4.75M	41.8%	▲
Research publications <sup>9</sup>	87.57	119.32	120.96	196.74	NA <sup>8</sup>	-	-
Property, plant and equipment	\$97.10M	\$126.80M	\$146.55M	\$165.25M	\$169.40M	2.5%	▲

1. Number of students at Census 1, each year.

2. Student load includes inbound exchange students.

3. Disability and Indigenous percentages are as a proportion of domestic students only.

4. First in family percentages are as a proportion of undergraduate students only.

5. Academic (Vice-Chancellor; Deputy Vice-Chancellor; Teaching and Research (Level A-E) staff).

6. Non-academic (Administrative, Professional and Technical (APT) Level 1–10 staff; APT staff above award).

7. Figures include research income reported to the Department of Innovation, Industry, Science and Research (DIISR) through the Higher Education Research Data Collection (HERDC), as well as research funding received from DIISR.

8. Higher Education Research Data Collection (HERDC) figure for the previous year is not finalised until June of the following year.

9. Weighted calculation reported to the Department of Innovation, Industry, Science and Research (DIISR) in the Higher Education Research Data Collection (HERDC).

## Vice-Chancellor's Review

2009 has seen the momentum of development gather further pace. There was substantial growth in student and staff numbers, in the enhancement and recognition of research capacity, in the awards and acknowledgements for outstanding teaching, in the success rate of the Innovation Centre in generating business, in growing numbers of international students, and in the University's influence generally on regional development issues.

The University has become a major catalyst for the advancement of the Sunshine Coast and is widely recognised and supported to continue that role, evidenced by the recent successful \$5 million fundraising campaign. The University and the community are symbiotically linked.

Sectorally, too, the University is gaining wider recognition for its remarkable progress across its early years, and is clearly emerging as one of the strongest regional universities of the 21st Century, with growth in excess of 10 percent every year since opening in 1996.

Despite the pace of growth there is overwhelming evidence of quality, for example, in the level of personal and academic support extended to students, who subsequently register high satisfaction on their experiences at USC.

The University has also catalysed the physical growth of the surrounding Sippy Downs community, and a new contiguous town centre will soon emerge to provide new social, cultural and economic opportunities. It has the potential to become a world-class university town, strongly supported by governments, and will provide overdue nearby infrastructure for staff and students.

The greatest challenge for USC is unquestionably gaining support funding for capital development. As one of Australia's fastest-growing universities, it is also the youngest public university, and remains highly reliant on Federal Government funding. The University needs further major buildings to house its increasingly complex range of research and teaching, and considerable attention was paid to seeking major capital grants in 2009.

If the Government's 'social inclusion' agenda is to be realised, then securing major grants to house the continuing expansion will be an imperative. It is at universities like USC where the Government has the greatest opportunities for expanding the numbers of socially disadvantaged students participating in higher education.

It will be important to see new government sources of funds for regions directed to high growth universities like USC, where demand for 2010, for example, is projected to increase beyond 20 percent on 2009 numbers. Further capital funding for buildings of scale is becoming an urgent priority.

As the courses in health and nursing are expanded to meet the demands of Queensland Health's Sunshine Coast University Hospital, then the pressures for physical growth will further intensify.

So much that is of qualitative value on the Sunshine Coast, economically, culturally, intellectually and environmentally, is dependent on the continued growth and development of this University, as it steers a course to play a major part in the new sectoral environment which transitions in 2011 and becomes fully operational in 2012.



Professor Paul Thomas AM  
Vice-Chancellor and President  
March 2010

### INSTITUTIONAL FORWARD PLANNING FOR 2010

- Continue the growth in undergraduate and postgraduate domestic students, as well as moving forward toward 25% international students as a proportion of total load.
- Build research centres to hub status.
- Concertedly advance strategies that address the national social inclusion and quality agendas.
- Finalise strategies to obtain monies for key capital infrastructure projects.
- Progress, in cooperation with Sunshine Coast Regional Council, the complementary development of the Innovation Centre with the technology precinct within the Sippy Downs Town Centre, to create a unique University Town with a strong emphasis on new economy jobs.
- Contribute to evolving plans for Sunshine Coast University Hospital.

## Financial Review

The University's financial position has continued to strengthen this year as a result of increased student load, and reductions in expenditure.

Results for the year included an operating surplus of \$17.47 million, with an operating margin of 16 percent.

### Income and expenditure

Total income for the year was \$109.04 million—an increase of \$14.03 million (15 percent) on the previous year. The increase was driven primarily by continued growth in Commonwealth-funded student places, and fee-paying international students.

Funds derived from government sources totalled \$82.94 million or 76 percent of revenue, an increase of \$13.47 million (19 percent) on the previous year's funding.

Expenses for the year totalled \$91.57 million—an increase of \$10.18 million (13 percent) received in the previous year. This increase can be attributed to an 11 percent (\$5.48 million) increase in employee benefits, due to the four percent administrative wage increase in March 2009; increase in provisioning for long service leave due to an ageing of the workforce; and increase in staff positions due to increased student load. A number of buildings and infrastructure projects were capitalised in 2008, resulting in the first complete year of depreciation being recorded in 2009.

### Asset growth

At year's end, the University's net assets totalled \$165.03 million—\$24.63 million (18 percent) more than in the previous year. This reflected the re-valuation of existing buildings and the accumulation of cash reserves for future years' capital expenditure.

## Consultancies

### Expenditure on consultancies

Category	2008 (\$)	2009 (\$)
Professional / Technical	1,635,055	1,973,408
Communications	0	1,100
Finance / Accounting	0	58,255
Information technology	215,229	398,097
Human resource management	51,248	1,727
Management	197,109	130,478
General	52,659	48,620
<b>Total</b>	<b>2,151,300</b>	<b>2,611,685</b>

## Organisation

### Basis of authority

The institution was established under the *Sunshine Coast University College Act 1994* and took its first students in 1996. Full university powers were granted under the *University of the Sunshine Coast Act 1998*.

### Functions and powers

The University's functions are to:

- provide education at university standard;
- provide facilities for, and encourage, study and research;
- encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community;
- provide courses of study or instruction, at levels of achievement the Council considers appropriate, to meet the needs of the community;
- confer higher education awards;
- disseminate knowledge and promote scholarship;
- provide facilities and resources for the wellbeing of the University's staff, students and other persons undertaking courses at the University;
- exploit commercially, for the University's benefit, a facility or resource of the University, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the University, whether alone or with someone else; and
- perform other functions given to the University under the Act or another Act.

The University's powers are:

1. Under the *University of the Sunshine Coast Act 1998* the University has all the powers of an individual. It may, for example:
  - a. enter into contracts;
  - b. acquire, hold, dispose of, and deal with property;
  - c. appoint agents and attorneys;
  - d. engage consultants;
  - e. fix charges, and other terms, for services and other facilities it supplies; and
  - f. do anything else necessary or convenient to be done for its functions.
2. Without limiting subsection (1), the University has the powers given to it under its Act or another Act.
3. The University may exercise its powers inside and outside Queensland.
4. Without limiting subsection (3), the University may exercise its powers outside Australia.

### Strategic framework

The imperative of a changing policy environment and increasing national and international competition requires that the University energetically pursue its distinctiveness through a long-term strategic approach built around two major themes:

- regional engagement
- sustainability

### Regional engagement

The University has earned an international reputation for implementing the engagement emphasis of its mission. Engagement has been at local, national and international levels, and is manifest across the spectrum of University activities. The University is intent on developing its symbiotic relationship with the regional community as a springboard for wider national and international engagement.

### Sustainability

Concepts of sustainability drove the way in which the University was conceived and developed, including through sustainable master planning, sub-tropical architectural design, and academic teaching and research related to the sustainable development of the Sunshine Coast region.

The concept is now much wider, and encompasses every aspect of human life—social inclusion, energy for the future, the effective and equitable use of natural resources, preservation of built and natural environments, preservation of cultural and social heritages, and the development of sustainable economic opportunities.

### Planning for the future

The Strategic Plan <[www.usc.edu.au/strategicplan](http://www.usc.edu.au/strategicplan)> is the University's highest-level planning document, along with the Master Plan. Functional Plans apply University-wide and drive resource allocations through the budget process, complementing the Strategic Plan. Operational Plans for individual cost centres support initiatives outlined in both the Strategic and Functional Plans.

All plans are reviewed and updated during the budget and planning process in September each year. The Strategic Plan is due for review in 2010.

### Annual review of operations

As a review of its operations each year, the University of the Sunshine Coast measures its progress according to the goals and key performance indicators for eight areas, as outlined by the Strategic Plan (2005-2010):

- growth and development (page 6)
- learning and teaching (page 10)
- research (page 14)
- regional engagement (page 18)
- internationalisation (page 22)
- student support (page 26)
- staff (page 30)
- environmental sustainability (page 34)

# Growth and Development Review

2009 saw growth in...

## Students

**A record intake in 2009** of 2,713 new students pushed the University's student population to 6,325 by Semester 1 census. The intake was a nine percent increase on Semester 1, 2008. The success in student growth carried into mid-year—the Semester 2, 2009 intake was the largest ever, with more than 1,500 new students enrolled by the census date.

**Student growth in 2010** is assured. As at 21 December, QTAC first preferences for study at the University in 2010 had increased by 24 percent over the previous year (compared to a Queensland institutional average of 17 percent growth). The total number of preferences for USC increased by 20 percent, from 7,226 to 8,702, over the same period, indicating strong overall interest in USC programs.

## Alumni

**The USC Alumni swelled** to a total of 7,439 during 2009. At the annual Graduation ceremony on April 17, the Chancellor conferred the largest number of undergraduate awards (621) in USC's history, and more than 1,200 awards in total.

**The University's first graduates were welcomed back** to campus in October, with the 1999 Alumni Reunion.

**High-achieving alumni were honoured** by the Chancellor in September. The Outstanding Alumni of the Year Awards recognised three USC Alumni for their significant achievements in their fields of endeavour: 2009 Young Australian of the Year Jonty Bush (pictured below), for her work with the Queensland Homicide Victim's Support Group; Sunshine Coast Regional Councillor Keryn Jones, for her environmental efforts; and Victorian Institute of Forensic Medicine's senior forensic technician Emily Orchard, for her work in identifying victims of the Victorian bushfires.

## Programs

**Nursing science was the most popular program** at USC in 2009, with more than 200 new students enrolled in the program. The popularity of nursing in 2010 may be contested by the new Bachelor of Education (Primary). Developed to meet regional demand for primary educators, the program attracted strong interest from QTAC applicants in late 2009, for its first cohort of students in 2010.

### The top ten undergraduate programs in 2009:

1. Bachelor of Nursing Science
2. Bachelor of Arts
3. Bachelor of Education/  
Bachelor of Arts
4. Bachelor of Business  
(Accounting)
5. Bachelor of Education/  
Bachelor of Science
6. Bachelor of Social Science  
(Psychology)
7. Bachelor of Business
8. Bachelor of Education (Early  
Childhood)/Bachelor of  
Human Services
9. Bachelor of Nutrition and  
Dietetics
10. Bachelor of Journalism

## Ambitions for future growth

The University aims to continue its record as being Australia's fastest-growing university, expanding the campus to be home to 15,000 students by 2021.

During 2009, the University submitted two Education Investment Fund (EIF) applications, one of which was selected for further assessment in the second round in 2010.

The proposed Australian Centre for Transformational Learning, Evaluation and Research in Nursing Education (ACTLERNE), pictured below, is a purpose-built facility with the technology, innovative spaces and user-interaction to become a national centre of excellence in producing the next generation of nurses and nursing educators. The estimated cost of the project is \$25.7 million, with \$25 million sought from the EIF. *See also page 35.*



## Revenue

**The University's financial position strengthened** in 2009 as a result of increased student load and reductions in expenditure. Results included an operating surplus of \$17.47 million, and a 15 percent increase in income to just over \$109 million. *See also page 4.*

**The University's first bequest** was received in 2009. The University Foundation staged a ceremony to honour Marjorie Harrold's bequest, which helped establish a Wildlife Endowment Fund to support the study and monitoring of native wildlife on campus—particularly kangaroos. The event also marked the launch of the University's new Beyond Today Society, established to recognise those who plan to leave USC a bequest in their wills.

## Facilities

**A new bus interchange** boosted public transport to the campus in 2009. The \$5.5 million triple-platform Transit Centre is the second-largest bus interchange on the Sunshine Coast, with the project also including the construction of a 'green link' between USC and Scholars Drive, which provides safe and direct access into Chancellor Park for buses, cyclists and pedestrians. *See also page 35.*

**The wireless network expanded** to provide more flexible computer access for students across campus. The expansion to five additional locations on campus followed the successful trial of the wireless network for the University Library in 2008.

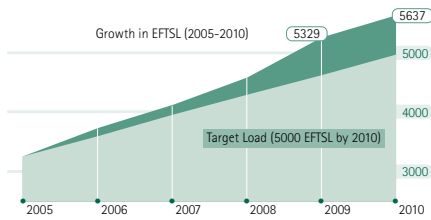
## Research

**A Sustainability Research Centre evolved** in 2009, from the outstanding performance of the Sustainability Research Group in 2008. The establishment of the centre followed the success of the group in attracting \$2 million in competitive research funding in 2008, and the publication of more than 100 research papers. Key aspects of the centre's research include coastal management, climate change, water management, natural and cultural heritage, innovation, adaptive growth and community well-being. *See also page 14.*

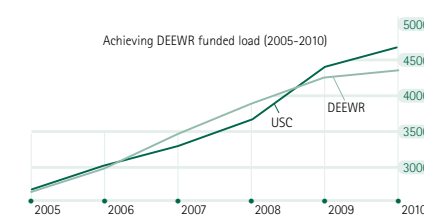
## Reputation

**A new advertising campaign was launched in July**, promoting "The best of both worlds". The campaign was USC's largest to date, and highlighted how USC students can enjoy the Sunshine Coast lifestyle while gaining qualifications that can take them anywhere in the world. The advertisements also focused on USC's commitment to sustainability, entrepreneurship, research and global study opportunities.

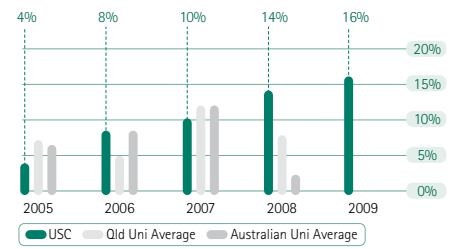
**Awareness and reputation** for USC continued to grow during the year. Market research conducted in November showed impressive recall rates of 88.7 percent (Year 12 students), 80 percent (guidance officers) and 60.9 percent (parents) for the new advertising campaign.



Commonwealth Grant Scheme (CGS), Domestic and International Fee-Paying Equivalent Full Time Student Load (EFTSL) from 2005 to 2010 (projected for 2010)



Commonwealth Grant Scheme (CGS) Equivalent Full Time Students Load (EFTSL) from 2005 to 2010 (projected for 2010)



Operating margin for USC and averages for all Queensland and Australian universities

# Growth and Development

## PERFORMANCE AGAINST TARGETS

### Growth in EFTSL – Commonwealth Grant Scheme and fee-paying

Target	Performance
5,000 EFTSL by 2010	5,329 EFTSL in 2009
Meet projected 5-year growth for each year	5,637 EFTSL projected for 2010 (within target)

The University's target of enrolling 5,000 EFTSL by 2010 was achieved one year in advance with 2009 at just over 5,329 EFTSL. This was an increase of 15.9% over 2008.

Strong growth in Commonwealth-supported and on-campus international load contributed to the achievement of this target in 2009. Commonwealth-supported students continued to account for the majority of EFTSL at 81%, followed by international students at 15% and domestic fee-paying students at 4%.

For Commonwealth-supported students, improved retention rates for continuing students and the largest-ever mid-year intake resulted in an on-campus increase of 18.8% over 2008. International load, particularly Study Abroad and undergraduate award students, increased by 20.5% over 2008. Postgraduate fee-paying load remained at a similar level to 2008.

As part of triennial budget planning through to 2012, the University has taken a reasonably conservative approach in estimating future load. Forecasts indicate that numbers will again grow in 2010 to reach 5,637 EFTSL.

### Achieving DEEWR funded load

Target	Performance
Meet DEEWR funded load target for each year	Surpass DEEWR funded load target of 4,146 EFTSL by almost 167 EFTSL in 2009
	Projected to surpass DEEWR funded load target of 4,337 EFTSL by around 272 EFTSL in 2010

Current data indicates the University will surpass the DEEWR EFTSL targets for both 2009 and 2010.

### Operating margin

Target	Performance
2009 operating profit as a proportion of total revenue: 3% increase over previous year	2009 operating profit as a proportion of total revenue: 2% increase over previous year

The operating margin (operating profit as a proportion of total revenue) of 16% as at 31 December 2009 is 1% below the 2009 target.

### Liquidity ratio

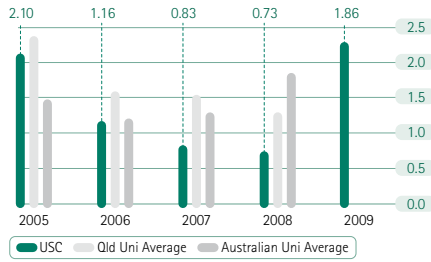
Target	Performance
University's ability to repay short-term debts (current assets over current liabilities) of 1.30:1	University's ability to repay short-term debts (current assets over current liabilities) of 1.86:1

The liquidity ratio (current assets over current liabilities) reflects the University's ability to meet short term debts. The 31 December 2009 ratio of 1.86:1 was above the Australian university average ratio for 2008 (1.85:1) and the Queensland university average ratio for 2008 (1.29:1).

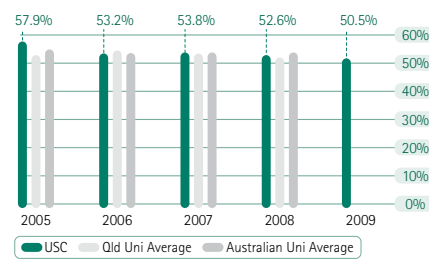
The current debt facilities of the University allow for an operating overdraft of \$4M (previously not drawn upon) and longer term debt facilities pre-approved by Queensland Treasury Corporation.

**Notes for:** Commonwealth Grant Scheme (CGS), Domestic and International Fee-Paying Equivalent Full Time Student Load (EFTSL) from 2005 to 2010 (projected for 2010)

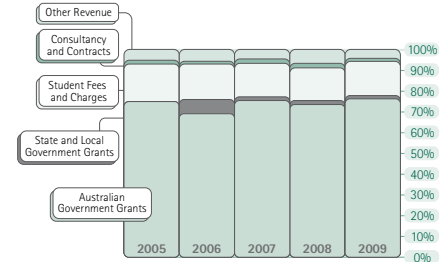
- Based on full year data. Estimates for 2010 based on extrapolation of Census 1 and 2, 2009 data.
- Includes Enabling, TPP, Undergraduate and Postgraduate CGS EFTSL.
- Includes International on-campus, online and off-campus transnational (TNE) EFTSL. The University's withdrawal from offering transnational programs in China, Fiji and Malaysia impacted on the overall totals for international EFTSL. In 2008, TNE accounted for 113,375 EFTSL; in 2009 only 34.0 EFTSL is attributed to TNE programs. No EFTSL was included for TNE programs in 2010 estimates.
- Includes Postgraduate, HDR, Headstart and Visiting domestic fee-paying EFTSL. A number of postgraduate programs offered by Faculty of Science, Health and Education have been moved to CGS load commencing 2010.



■ Liquidity ratio for USC and averages for all Queensland and Australian universities



■ Employment costs as a percentage of revenue for USC and averages for all Queensland and Australian universities



■ Revenue by source category

**GOAL** To promote growth to enhance quality and efficiency, whilst retaining important benefits of human scale

**FORWARD PLANNING FOR 2010**

**Employment costs as a percentage of revenue**

Target	Performance
Employee benefit costs less than 60% of total revenue	Employee benefit costs 50.5% of total revenue

The 2009 employment costs as a percentage of total revenue result was 50.5%. This result was a 1.7% decrease on the 2008 position, and fell below the 2008 Australian university and Queensland university averages. This decrease was achieved through the commitment from University Executive to manage employment costs and to increase external funding.

Employment costs include associated fringe benefits tax and provisions for long service leave and recreation leave. Total revenue includes capital funding grants and donations, which reduces the employment costs as a percentage of revenue as a result.

**Revenue by source categories**

Target	Performance
Reduce the University's economic dependency on Commonwealth Government funding to 70% of operating grant by 2010	76.7% economic dependency on Commonwealth Government funding in 2009

Total revenue earned for the period ended 31 December 2009 was \$109.0M. Australian Government Grants include Commonwealth Government Support, HECS-HELP arrangements and other DEEWR operating funds. Student Fees and Charges include full-fee paying International Award and Non-Award students and associated administration charges.

Consultancy and Contracts includes all research and non-research commercial funding. The University continues to grow its research and consultancy contracts with non-government sources. The Australian Government Grants and State and Local Government Grants include some contractual funding for research purposes, which is independent to the general operating revenue of the University. Other Revenue includes University donations and interest income.

The University continues to rely on government support, particularly in relation to capital infrastructure and general operating activities. Approximately 4% of Australian Government Grants received is allocated to funding the repayment of debt.

The University's economic dependency on Australian Government financial assistance funding (excluding student contributions of HECS-HELP related assistance) is anticipated to remain high over the triennium, averaging 80%. While considerable efforts are being undertaken to attract additional external funds to be used in the operations and capital programs, it is unlikely that this target will be met.

- Review the University's Strategic Plan, led by the Vice-Chancellor and President, and in partnership with senior staff.
- Include sustainability-related strategies and KPIs in the Strategic Plan in compliance with the University's new Sustainability Policy.
- Measure faculty-level performance against new KPIs (developed in 2009).
- Increase promotion of non-traditional admission schemes and scholarships, to allow the University to benefit from any legislative changes introduced by the Federal Government.
- Plan, in 2010, for the introduction of a new Vice-Chancellor in 2011.

# Learning and Teaching Review

In 2009, the University was recognised at a national level for its quality of learning and teaching:

## Faculty of Arts and Social Sciences

School of Communication  
School of Social Sciences

Undergraduate students **1,676**  
Postgraduate students **67**  
Research students **29**  
Male:female **28%:72%**  
Programs **51**

### Achievements in 2009

- Lecturer in Communication, Anna Potter, received an ALTC citation for academic excellence.
- Bachelor of Arts graduate Laura Monaghan was named the Sunshine Coast Regional Council's Young Citizen of the Year.
- Bachelor of Communication graduate, Bethany Young, received the Chancellor's Medal.
- Bachelor of Arts graduate, Victoria Oyama, received the Faculty Medal for Arts and Social Sciences.
- Associate Professor Stephen Lamble received the Vice-Chancellor's Medal for Outstanding University Teacher.
- Journalism student Kelli McClintock was named the Sunshine Coast Daily's intern of the year for 2008.
- The Public Relations Institute of Australia accredited the Bachelor of Public Relations and Bachelor of Corporate and Public Affairs.
- Three new programs were approved to enrol students in 2009: Graduate Certificate in Arts, Graduate Diploma in Arts, Master of Regional Planning by Research.

## Faculty of Business

Undergraduate students **1,118**  
Postgraduate students **265**  
Research students **19**  
Male:female **50%:50%**  
Programs **43**

### Achievements in 2009

- Senior Lecturer in Accounting, Dr Monte Wynder, received an ALTC citation for academic excellence.
- Bachelor of Business graduate Jonty Bush was named Young Australian of the Year for 2009.
- Bachelor of Arts/Bachelor of Business graduate, Nickey Wilson, and Bachelor of Business (Accounting) graduate, Paul Eveleigh, jointly received the Faculty Medal for Business.
- An 'Understanding Contemporary Property' professional development course was delivered to the property sector.
- The Financial Planning Association of Australia Limited accredited the Bachelor of Commerce (Financial Planning) and Master of Financial Planning.
- The Executive Master of Business Administration, a flexible program delivered one weekend a month, over two years, took its first enrolments.
- Two new programs were approved to enrol students in 2009: Master of International Business, Bachelor of Property Economics and Development.

## Faculty of Science, Health and Education

School of Health and Sport Sciences  
School of Science and Education

Undergraduate students **2,033**  
Postgraduate students **401**  
Research students **80**  
Male:female **32%:68%**  
Programs **70**

### Achievements in 2009

- Coordinator for First Year Students, Dr Ann Parkinson, received an ALTC citation for academic excellence.
- Bachelor of Science (Environmental Science) graduate, Kaylet McDonald, received the University Medal for highest overall achievement and the Faculty Medal for Science, Health and Education.
- The Graduate Certificate in Sustainability, focused on sustainable resource management and climate change, took its first enrolments.
- Four students were the first in the world to graduate with a Master of Climate Change Adaptation.
- A minor in sustainability was introduced as an elective option for undergraduate students in all faculties.
- Three new programs were approved to enrol students in 2009: Bachelor of Education (Primary), Bachelor of Civil Engineering, Bachelor of Science/Bachelor of Science (Honours) Deans Scholars Program.

## Students in other programs

Cross-institutional enrolments **12**  
International Inbound Exchange **27**  
Integrated Learning Engineering **5**  
International Foundation Pathway **4**  
Study Abroad **278**  
Tertiary Preparation Pathway **237**  
Visiting (Headstart) **75**

Census 1 numbers.

**GOAL** To provide an increasingly comprehensive range of programs that position students for success in the global economy and which are aligned to the University's priorities

- ▶ USC was the only public university in Queensland to gain five stars for teaching quality in the 2010 Good Universities Guide. The annual Guide also awarded USC five stars for its staff qualifications, and for graduates' satisfaction with the generic skills they gained while at university.
- ▶ USC won an unprecedented six Australian Learning and Teaching Council (ALTC) citations in 2009, gaining national recognition for its quality academics and for its special programs that help school students reach university, feel at home once they arrive, and study overseas on exchange. *See also page 30.*

## Student kicks off career with Newcastle Knights

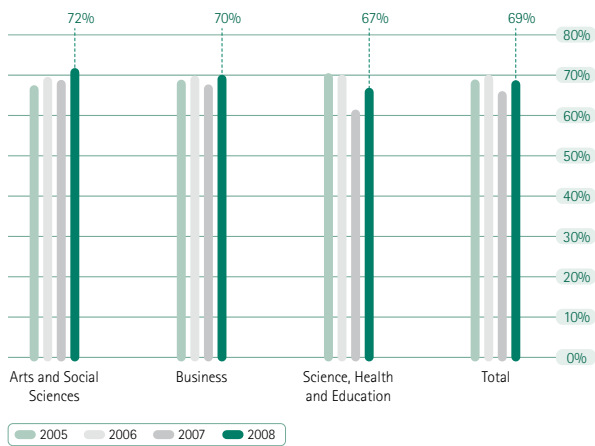
After completing an internship with NRL club Manly-Warringah, Michelle Smit (Bachelor of Public Relations) secured the Media and Publicity Coordinator role with another NRL club, the Newcastle Knights. Ms Smit was offered the position with the Knights before she completed her degree.

## Learning by doing

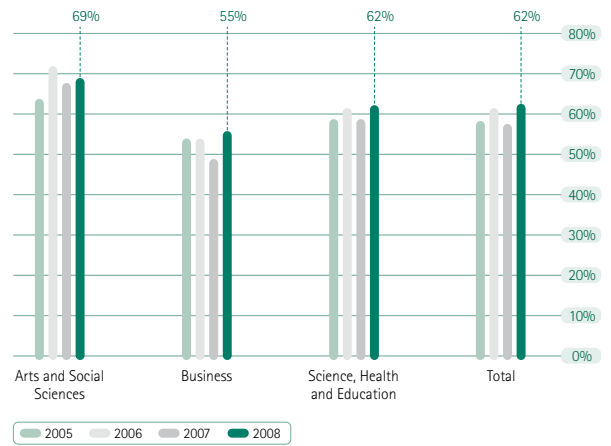
An integral part of the University's approach to learning and teaching is work integrated learning—providing as much practical experience as possible to prepare students for success in their chosen career.

A record number of organisations (429) provided student placement opportunities as part of the Work Integrated Learning (WIL) program in 2009, and some activities are detailed below.

- Eight creative writing students contributed to a joint project between the University and UnderWater World, producing the first book about the popular Sunshine Coast attraction. The project was part of an ongoing program enabling students to develop their skills in professional environments.
- Regional and urban planning students conducted research to help identify how existing bicycle paths are used, bicyclists' motivations for cycling, and what cyclists think about bicycle routes and facilities. The research was supported by the Sunshine Coast Regional Council and Queensland Transport.
- Final year public relations students took part in a range of industry projects. In May, a team of five students coordinated the official launch of the Encouragement Foundation, an innovative organisation that aims to spread the power of encouragement throughout the community. Students also provided public relations support for the Tour de Kawana charity cycle, helping to increase participant numbers from 750 in 2008 to 1,000 in 2009.
- Around 130 business students researched and developed an international marketing plan for the Smart Hook, created by Sunshine Coast resident Hans Jusseit. The project earned the University an entry into the Australian Marketing Institute awards.
- Around 100 advanced design students displayed their works at two popular exhibitions at the University Art Gallery. The exhibitions displayed portfolios of students about to embark on careers in marketing, advertising, multimedia and communication. The exhibitions were well-attended by industry representatives and members of the community.
- Final year nutrition and dietetics students produced a cookbook to show how a healthy, tasty diet is possible on a typical student food budget. The book and other nutrition and healthy activity programs were funded by a \$47,000 grant from the Commonwealth Department of Health and Ageing. The cookbook was distributed free to students at Semester 2 Orientation.
- Two business students coordinated a sustainability workshop to assist business operators in the accommodation and service sectors in running cleaner and greener operations. The forum was conducted as part of the Sunshine Coast World Environment Day Festival, held on campus.
- Paramedic science students undertook six weeks of on-the-road training with the Queensland Ambulance Service as part of the professional learning requirements of their degree.
- A business marketing student worked as an intern for a prestige car dealership on the Sunshine Coast, organising a cocktail gala for the Queensland launch of the new E-class Mercedes-Benz.
- A website designed to give creative writing students an edge in publishing attracted the likes of bestselling authors Kate Forsyth (fantasy) and Jack Dann (speculative fiction) within months of launching. Scriber Space <[www.scriber-space.com](http://www.scriber-space.com)> was upgraded in June to an interactive site with social networking facilities such as Twitter, Facebook, chat and internal email.
- A total of 29 students engaged in internships or paid employment within the Innovation Centre and its tenant companies during the year.



■ Generic Skills Scale (GSS) (percentage agreement) by Faculty



■ Good Teaching Scale (GTS) (percentage agreement) by Faculty

# Learning and Teaching

## PERFORMANCE AGAINST TARGETS

### Graduate satisfaction with educational experience as measured through Australian Graduate Survey (AGS)

Target	Performance
Maintain rating in each scale	Rating maintained in each scale for 2008 AGS (as reported in 2009) Note: AGS results for 2009 are released in 2010.
Ranking in the top quintile of higher education providers in each discipline group	Ranked in the top quintile of all higher education providers in all three of the assessed discipline groups (LTPF)

In the Australian Graduate Survey, three core scales are used to assess Graduate Satisfaction: the Generic Skills Scale, the Good Teaching Scale and the Overall Satisfaction Index.

Summarised above are the results for the three core scales for student satisfaction (includes both undergraduate and postgraduate students) for the three faculties, and the University as a whole for 2005 to 2008. Results are shown as percentage agreement for each scale (percent agree + percent strongly agree).

Participation in the AGS is not compulsory, hence response rates vary annually.

Overall the University has performed strongly in the three core scales of the Course Experience Questionnaire (CEQ). The actual score for each scale has been maintained from 2005 to 2008, although there was a decrease in the actual score for the three scales in 2007.

An analysis of the three-year average indicates that, across the 2005 to 2008 period, the scores for the Generic Skills Scale (GSS) have improved slightly, the Good Teaching Scale (GTS) has improved by around 5% and the scores for the Overall Satisfaction Index have been maintained.

Student satisfaction as measured through the Australian Graduate Survey (AGS) is used in the Learning and Teaching Performance Fund (LTPF) to assess excellence and improvement in learning and teaching in Australian universities. Since 2007 the LTPF has been used to assess performance in four discipline groups: Science, Computing, Engineering, Architecture and Agriculture; Business, Law and Economics; Humanities, Arts and Education; and Health.

Overall, USC performed strongly for the three indicators of graduate satisfaction for each of the assessed LTPF discipline groups. In 2009, USC ranked first nationally in the Humanities, Arts and Education Group for all three performance indicators, and was above the national average for all graduate satisfaction indicators in all discipline groups.

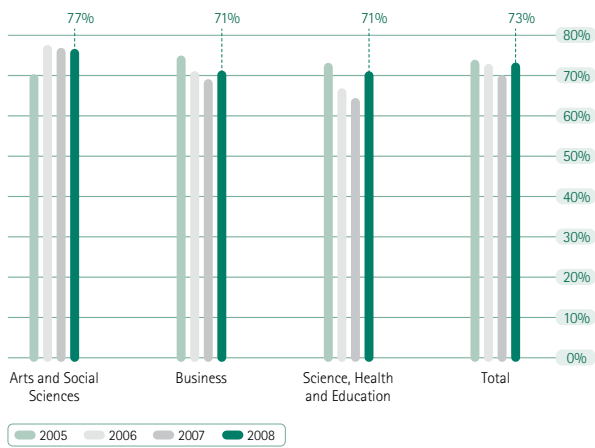
In most instances, USC has ranked in the top quintile of all Higher Education Providers nationally, with a few exceptions in the 2007 and 2008 LTPF. In the 2009 LTPF the KPI target was achieved for all graduate satisfaction indicators in all three of the assessed discipline groups.

### Student feedback on courses (SFC) and teaching (SFT)

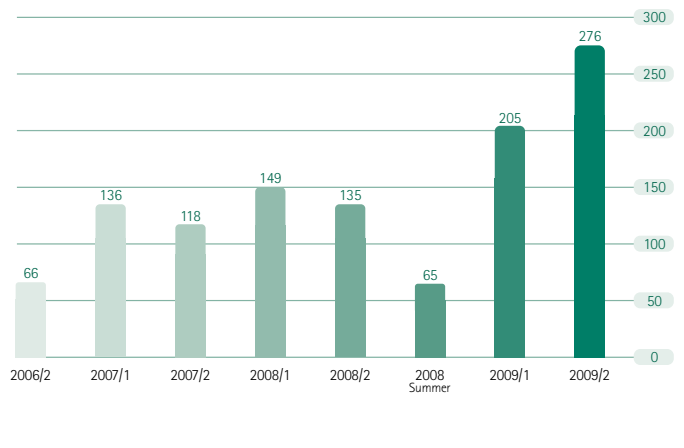
Target	Performance
Achieve overall average score of at least 4.0 on a 5.0 scale for "Overall, I was satisfied with the quality of this course"	Exception: A change in University policy affected the reporting of this KPI in 2009 (release of data anticipated in 2010)
Achieve overall average score of at least 4.0 on a 5.0 scale for "Overall, how would you rate the teaching of the lecturer/tutor in this course"	Exception: A change in University policy affected the reporting of this KPI in 2009 (release of data anticipated in 2010)

At its meeting on 24 February 2009, the University Council approved the suspension of those sections of the Evaluation and Improvement of Teaching Policy and the Program Review and Course Evaluation Policy that make the collection of student feedback on teaching and courses compulsory. The duration of the suspension is 25 February 2009 until 24 February 2010. As this change to policy affects the comparability of data between reporting periods, data for the Semester 1, 2009 teaching period has not been aggregated.

The Strategic Information and Analysis Unit, in consultation with the Chair of the Learning and Teaching Management Committee, prepared a functional specification for a replacement electronic student feedback system in 2009. Information Technology Services were consulted regarding the technical specifications, and Financial Services were consulted regarding the University's procurement process.



Overall Satisfaction Index (percentage agreement) by Faculty



New Enrolments' in Tertiary Preparation Pathway by Semester

**GOAL** To provide an increasingly comprehensive range of programs that position students for success in the global economy and which are aligned to the University's priorities

## FORWARD PLANNING FOR 2010

### Number and proportion of students undertaking work integrated learning (WIL)

Target	Performance
Annual increase in the number of eligible students undertaking WIL	Exception: A new reporting system was implemented in 2009 (release of data anticipated in 2010)
Annual increase in the proportion of eligible Bachelor graduates having undertaken WIL	Exception: A new reporting system was implemented in 2009 (release of data anticipated in 2010)

Prior to 2009, data on WIL placements was not aggregated University-wide. To enable reporting on the number and proportion of students undertaking Work Integrated Learning, an audit of all existing courses was undertaken in 2009. Faculties assessed existing courses and specified which courses and what level of Work Integrated Learning was provided based on the tiers specified in the Work Integrated Learning Policy. In addition, the Work Integrated Learning component of new courses is now being captured at approval stage. This information and that obtained from faculties for existing courses was being added to the PeopleSoft Student System in late 2009 to enable ongoing reporting. Preliminary testing of reports has commenced and it is anticipated that analysis will be completed in 2010.

**Notes for:** Number and proportion of students undertaking work integrated learning (WIL)

The three tiers are described in the Work Integrated Learning Policy as:

- Tier 1. Industry/Professional Placement tier: learning in the workplace. It is a generic term for all immersed work integrated learning situations. This includes internships, practicums and clinical placements.
- Tier 2. Industry/Professional Component tier: applying theory to workplace practice. Courses with a workplace component are 'applied learning', as opposed to the immersed learning of the Industry/Professional Placement Tier. This includes applied research projects, industry projects, simulations and production workshops.
- Tier 3. Industry/Professional Interaction tier: learning from industry experts. This includes field trips, industry visits, site visits, guest lectures and the Employability Program.

### Uptake of transition programs by students

Target	Performance
Maintain the number of new TPP enrolments each year	69% increase on new TPP enrolments

The Tertiary Preparation Pathway (TPP) is a program developed by the University to provide prospective students with an alternative entry pathway to tertiary study. TPP courses were first offered in Semester 2, 2006 and have increased each year since. For Semester 2, 2009 there was an increase in new enrolments of 104%, compared to Semester 2, 2008. All TPP enrolments for Semester 1 and 2, 2009 achieved a 71% increase on numbers for Semester 1 and 2, 2008.

- The Faculty of Arts plans to: provide opportunities for work integrated learning in 100% of FASS-based programs; and increase emphasis for generic arts, social science and humanities programs and courses, balanced with accredited professional programs.
- The Faculty of Business plans to: develop a Visiting Academic Program to assist in the development of new programs and to provide expertise in areas of need; align program outcomes with the requirements of professional bodies and employment markets generally; and implement curricular review, revision and enhancement on an annual basis.
- The Faculty of Science, Health and Education plans to: cater for continuing increases in enrolments in nursing, paramedic science, civil engineering and occupational therapy programs at both undergraduate and postgraduate levels; continue development of midwifery and early childhood programs for delivery in 2011; and explore the potential introduction of sports medicine, speech pathology and community mental health programs in 2011.
- Establish an e-Learning Project Team and Fellowships within Teaching and Research Services in response to external reviews by the Learning and Teaching Management Committee (LTMC) and its e-Learning Reference Group.

**Notes for:** New Enrolments' in Tertiary Preparation Pathway by Semester

1. Includes Domestic and International Tertiary Preparation Pathway (TPP) and International Foundation Pathway (IFP) enrolments.

Sustainability and regional engagement are the foci of research at USC. In 2009, the University's research capacity increased, major national and international accolades were received, and research projects diversified, with the major highlights being:

**Director of the University's Sustainability Research Centre, Professor Tim Smith**, and his research partners in a major climate change adaptation project in Sydney, won a prestigious Australian Museum Eureka Prize. The three-year project involved Professor Smith and representatives from the Sydney Coastal Councils Group, WWF and the CSIRO assessing the ability of Australia's largest city to adapt to future climate conditions.

**Dr Christian Jones, Senior Lecturer in Interactive Digital Media**, was part of a joint University and Queensland Police Service partnership that created an online computer game to help children avoid abduction. The Being Safety Smart game was trialled in nine Sunshine Coast schools to assess its effectiveness in boosting the personal safety knowledge of children aged 6-8. Dr Jones spent more than two years creating the animated game, and was awarded a Queensland Police Service gold award for crime prevention for his efforts in August.

**Honours student Jane-Louise Lampard** won one of 10 scholarships from Water Quality Research Australia for her study on the quality of recycled water. Ms Lampard found the potential of exposure to concentrations of five contaminants of concern to be lower in recycled water as opposed to other sources such as food and lifestyle choices.

**Psychology graduate Ingrid Hawkins** earned the opportunity to present her thesis to the Australian Psychological Society (APS), as part of a prize won earlier in the year through APS. Ms Hawkins' research examined the links between a person's knowledge of their genetic predisposition to Type 2 diabetes, and their intentions to lead a healthy lifestyle.

**Senior Lecturer in Chemistry Dr Peter Brooks, Senior Lecturer in Environmental Chemistry Dr Neil Tindale and laboratory technician Daryle Sullivan** were part of a collaboration that won a major research award at the annual Healthy Waterways 2009 presentations, in recognition of their water-quality studies at Boreen Point. A second water-quality study, led by Associate Professor of Heritage Resource Management Bill Carter, on World Heritage-listed Fraser Island, found levels of nutrients and coliforms in the groundwater of the island's camping zones to be well in excess of Queensland standards.

**Biomedical science student, Karina Hamilton**, completed nationally-significant research into the fatty acid concentrations of commercially available Omega 3 capsules. Food Standards Australia New Zealand (FSANZ) funded Karina's research and flew her to Canberra to present her findings.

## USC scientists created aquaculture history in 2009

The scientists, led by Professor Abigail Elizur, achieved the first captive spawning of southern bluefin tuna at the Clean Seas Tuna facility in Arno Bay in South Australia. This achievement in a temperate area, thousands of kilometres from the giant fish's tropical breeding grounds off the coast of Indonesia, was a key step towards commercialisation and a revolution of the tuna industry. The USC researchers worked as part of a collaborative team that included Australian and international researchers, with support from the Australian Seafood Cooperative Research Centre.

Time Magazine rated the 'tank-bred tuna' research project second on their list of the 50 most important inventions of 2009—after NASA's Ares Rockets. Professor Elizur's work on this project earned her the Vice-Chancellor's Medal for Outstanding University Researcher in 2009.



**GOAL** To concentrate the University's research effort and achieve national and international distinction in ways that advance University priorities

**Senior Lecturer in Vegetation and Plant Ecology Dr Alison Shapcott** commenced a project working closely with the Australian Macadamia Growers Society (AMS), the Department of the Environment and Resource Management (DERM) and the local Indigenous people, to save the *Macadamia Jansonii* species. It is believed that the species only exists in a single stand of 60 trees in Bulburin National Park.

**Twenty-four academics and higher degree by research students** made presentations at the 2009 University Research Conference. Clean Seas Tuna Chairman Hagen Stehr was the keynote speaker, presenting the research being performed with USC's Professor Abigail Elizur. The annual event promotes the quality, impact and benefit of USC research to academic colleagues and the wider community.

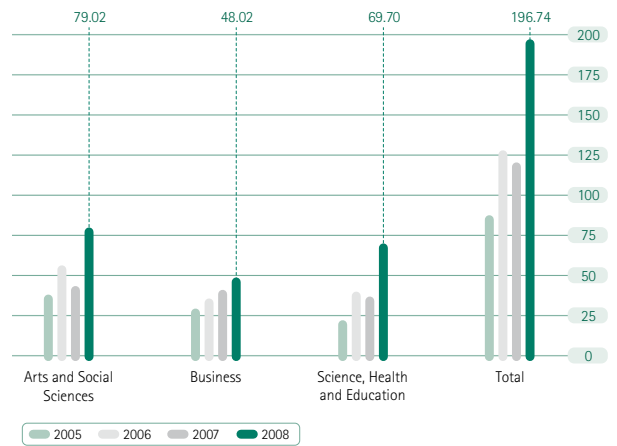
**Future forestry research at the University was bolstered** by the appointment of three Queensland Primary Industries and Fisheries (QPIF) researchers as associate professors. Collaboration between the University, QPIF and the CSIRO has resulted in joint forestry projects worth more than \$7 million in recent years.

**The Sustainability Research Centre was established,** following the success of the Sustainability Research Group in the publication of more than 100 research papers and in attracting \$2 million in competitive research funding in 2008. Key aspects of the centre's research include coastal management, climate change, water management, natural and cultural heritage, innovation, adaptive growth and community well-being.

**Tourism and Marketing Lecturer Vikki Schaffer** conducted PhD research into the benefits of the sinking of the former HMAS Brisbane off Mooloolaba in 2005. Preliminary results from her study found the conservation park has contributed almost \$18 million to the Sunshine Coast economy in the four years since the ship was scuttled.

**Dr Scott Burnett led a research project** to count the numbers of quolls, an endangered carnivorous marsupial, inhabiting the Mary River headwaters in forest reserves around Conondale, Kenilworth and Kandanga. Using heat-activated cameras, the Wildlife Ecology lecturer counted the animals as part of the Wildlife Preservation Society of Queensland (WPSQ) project, 'Protecting Quolls in Queensland Landscapes'.

Pictured: Professor Abigail Elizur (centre) and USC students Daryle Sullivan and Eva Hatje inspect some tuna larvae. Image courtesy Sunshine Coast Daily/Brett Wortman.



■ Total research publications (weighted) by faculty and year

# Research

## PERFORMANCE AGAINST TARGETS

### Research publications

Target	Performance
Annual increase in total publication points awarded by DIISR in the HERDC	Increase of 75.78 publication points in 2008 (as reported in 2009) Note: Publication points for 2009 are released in 2010.
Annual increase in average HERDC publication points per T&R staff FTE	Increase of 0.3 publication points per T&R staff FTE in 2008 (as reported in 2009) Note: Publication points for 2009 are released in 2010.

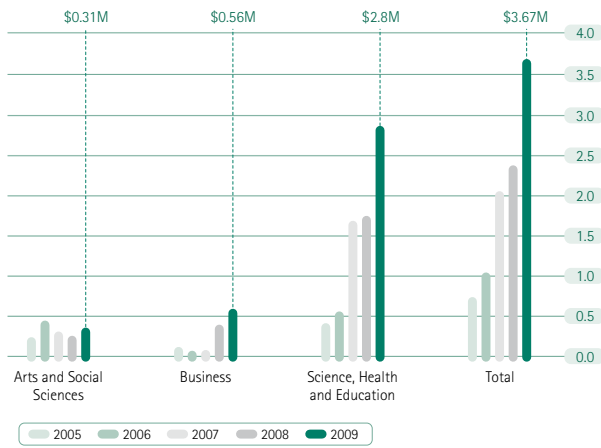
The total weighted publication points showed a significant increase of about 60% from 2007 to 2008, which also provided an increase of 0.3 publication points per FTE from 2007 to 2008.

Publications (weighted)	2005	2006 <sup>1</sup>	2007	2008
Books	7.5	25	7.5	30
Chapters	7.03	15.46	15.59	20.81
Journal Articles	41.41	58.1	79.24	100.19
Conference Publications	31.63	30.08	18.62	45.74
Total	87.57	128.64	120.96	196.74
Target A achieved?	✓	✓	✗	✓
Per FTE	0.83	1.05	0.84	1.14
Target B achieved?	✓	✓	✗	✓

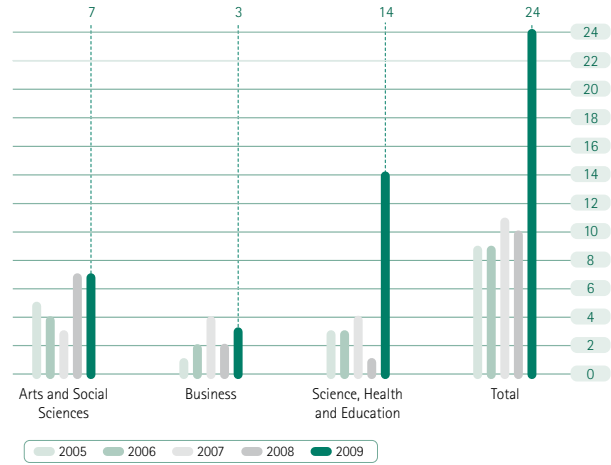
Summarised above are total publication points (weighted) for each publication category; and publication points (weighted) per full-time equivalent (FTE) academic staff member (including adjuncts).

**Notes for:** Publications (weighted) table

1. The official data reported to DEEWR for 2006 on 30 June 2007 was 119.32 total weighted publication points. After this date, additional publications were identified and included in the publications count.



■ Total research income (\$ Million) by faculty and year



■ Number of HDR completions<sup>1</sup> by faculty from 2005 to 2009

**GOAL** To concentrate the University's research effort and achieve national and international distinction in ways that advance University priorities

## FORWARD PLANNING FOR 2010

### Research income

Target	Performance
Annual increase in total research income based on HERDC data	\$3,664,609 – an increase of almost 55% on 2008
Annual increase in average research income (HERDC data) per T&R staff FTE	An increase of 42% in research income per T&R staff FTE

Research income from the public sector and industry increased, while the amount of monies received from competitive grants dropped slightly in 2009. Overall, total research income increased more than 500% since 2005, from \$0.7M to over \$3.6M in 2009.

The per T&R staff FTE research income increased to \$19,571 in 2009 (from \$13,771 in 2008).

### Number of completing higher degree by research (HDR) students

Target	Performance
Increase the number of HDR students completing a HDR award each year	Exception: The release of 2009 data is anticipated in 2010

For 2009 there were 31 theses examined. A further three theses are under examination at the time of this report. This potentially indicates an overall increase in the number of students completing a HDR award, but this cannot be confirmed until final data has been reported to DEEWR (2009 data due to be reported in April 2010).

- Implement the Library Research Support Strategy.
- Identify (through University Foundation) prospects and cultivate relationships with the potential to support research at the University, with the intention of securing at least one gift of \$100,000 by December 2010.
- Further develop the research policy framework (finalise the Honours, Masters, PhD, External Grants and Intellectual Property Policies, which were drafted in 2009).

**Notes for:** Number of HDR completions by faculty from 2005 to 2009

**Notes for:** Total research income (\$ Million) by faculty and year

The 2009 data is unaudited as it is reported to DIISR in June the following year.

1. Office of Research have estimated likely completions for 2009, based on theses examined. These figures are reflected in the chart above. Official HDR completion data is reported to the Department of Education, Employment and Workplace Relations (DEEWR) in the Past Course Completions Files at 30 April each year.

# Regional Engagement Review

In 2009, USC connected with...

## Business and industry

- **Business Professionals' Forum:** providing monthly executive education and networking opportunities for Sunshine Coast business professionals. Launched in May, six forums were held during the year. *A partnership between USC Faculty of Business, CPA Australia, The Institute of Chartered Accountants.*
- **Enterprise Tuesday:** networking events for innovative ambitious businesses. Building on a successful year in 2008, six events were held in 2009, attracting more than 250 business delegates. *An Innovation Centre Sunshine Coast initiative, sponsored by Westpac.*
- **USC\_Link:** the University's clearing house for requests from regional business and industry for R&D/problem-solving support. Live in 2009, the Network involves around 20 of the University's top researchers. *A USC Office of Regional Engagement initiative.*

## Property and development

- **Understanding Contemporary Property Seminar:** providing an assessment of current conditions relating to the development of property in Sunshine Coast region. Industry experts examined the south-east Queensland property market at the second annual seminar. *A USC Faculty of Business initiative.*
- **Sunshine Coast Regional Forum:** bringing local and state leaders together with industry professionals to consider new ways to deal with growth and development on the Sunshine Coast. *Co-sponsored by USC, Parsons Brinckerhoff, Sunshine Coast Regional Council.*
- **State of the Region Summit:** bringing together decision-makers, researchers and strategists from public and private sectors to discuss major issues facing the Sunshine Coast. USC presented the seminar, 'Environmental Trends: Trade-offs, Business and the Environment'. *An event hosted on campus.*

## Environment and science

- **World Environment Day:** attracting a record crowd of more than 6,500 people in June, the festival highlighted how individuals could help reduce carbon emissions. *Co-hosted by USC, the Sunshine Coast Environment Council, Sunshine Coast Regional Council, SEQ Catchments.*
- **Fraser Island:** increasing numbers of school students, researchers and hikers used the University's education camp and research facilities at Dilli Village on Fraser Island (14,273 bed nights in 2009). *A USC Faculty of Science, Health and Education activity.*
- **Science Centre of Innovation and Professional Practice (SCIPP) event:** a professional development opportunity for Sunshine Coast teachers. Popular television presenter and author Dr Karl Kruszelnicki delivered the keynote address at the Innovation Centre. *An event hosted on campus.*

## Arts and culture

- **Voices on the Coast Youth Literature Festival:** providing the opportunity for more than 4,000 school students to meet and learn from top international and Australian authors, illustrators and poets. *An annual event co-presented by Immanuel Lutheran College and USC.*
- **Indigenous Education Symposium:** helping to raise awareness of Indigenous culture and facilitate understanding between Indigenous Australians and the wider community. Now in its second year, the October event again proved popular with USC staff, students and community representatives. *A USC Buranga Centre initiative.*
- **Language Immersion Day:** increasing school students' interest in studying a foreign language at university. Around 120 high school students attended workshops run by University academics and international students. *A USC Faculty of Arts and Social Sciences initiative.*
- **University Art Gallery:** exhibiting works by students, travelling exhibitions and contemporary Australian artists. The gallery attracted a record number of visitors for the fifth consecutive year—15,369 people, with the number of visitors from school groups higher than in 2008. *A USC facility for the University and community.*

Two academics and a student from USC were invited to attend the United Nations Climate Change Conference in Copenhagen in December. Adjunct Professor Dr Robert Kay represented the low-lying Pacific island nation of Kiribati alongside Master of Climate Change Adaptation student, and Kiribati national, Riibeta Abeta. Professor Noel Meyers was invited by the Governor of the Indonesian province of Papua to accompany his delegation, to help ensure Papua's forests continue to lock up carbon while preserving more than 23 million hectares of pristine rainforest.

## Health and sport

- **Sunshine Coast Sports Hall of Fame:** featuring local high-achieving sportspeople since 1991. In November 2009, world waterski champion Emma Sheers and champion racehorse trainer Bruce McLachlan were inducted into the University Health and Sport Centre's Hall of Fame in front of around 100 guests.  
*A USC initiative.*
- **Northern University Games:** a gathering of sporting students from 10 universities in Queensland and northern New South Wales. Around 600 students visited the campus to take part in the games in July. The University finished fourth overall and won the Ron Leahy Shield, in recognition of USC athletes' high levels of sportsmanship.  
*An Australian University Sport event, hosted by USC.*

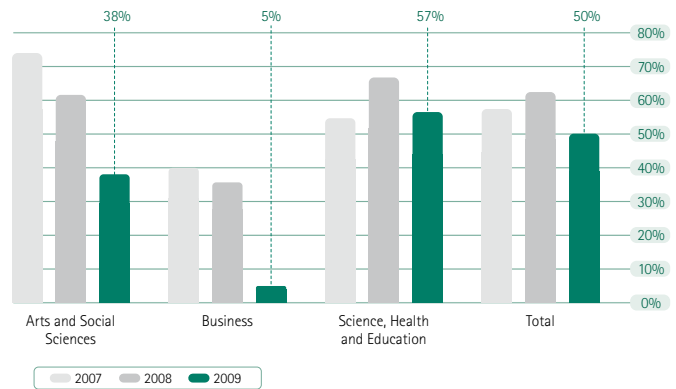
## Schools and lifelong learning

- **Science, Engineering and Technology Expo:** providing students with scientific activities they might not have access to in their schools. The second annual expo attracted almost 300 school students to the University's state-of-the-art laboratories from 41 schools across the Sunshine Coast.  
*Hosted by USC.*
- **Business Enterprise Day:** encouraging students to consider various business-related career paths by introducing them to a diversity of businesses and business people. Around 100 Year 10 students from across the region attended the event in October.  
*A collaboration between USC Faculty of Business, Business Educators Association of Queensland, Sunshine Coast Enterprises.*
- **Headstart:** giving Year 11 and 12 students the opportunity to study at university and get a headstart on their degree. More than 100 students from across the region participated in the ALTC citation-winning program in 2009.  
*A USC initiative.*
- **Murri Pathways:** delivering education and training presentations to more than 400 Aboriginal and Torres Strait Islander students through Sunshine Coast and Cooloola high schools. This project demonstrated positive outcomes towards improving enrolment in higher education, with the number of Indigenous students admitted to the Tertiary Preparation and Headstart Programs at USC increasing significantly in 2009.  
*A collaboration between USC, Education Queensland, TAFE.*
- **Child Protective Practices Conference:** finding creative and evocative approaches to working with young people, within the scope of child protective services. The second annual conference was held in September, and built on themes from 2009 Child Protection Week.  
*Co-hosted by USC and the Department of Communities. The University also hosted the Australian Historical Association Annual Conference in 2009.*

*For information on regionally-relevant research, refer to page 14.*

Recruitment efforts in 2009 included 122 visits to more than 80 schools, 11 career markets, two university roadshows and an information day for guidance officers. Eight information events held on campus saw student and staff ambassadors talking to an estimated 5,700 people about their study options at the University. Attendance rates were strong at the on-campus information events throughout the year, including Open Day (4,100 visitors, a 17 percent increase on 2008) and Options Mid-year (220 visitors, up from 100 in 2008). New events were also well-attended, with the Primary Education Evening and Postgraduate Evening attracting 80 and 100 guests respectively.

Buderim triathlete Chloe Turner was the University's first Sportsperson of the Year in 2009. Ms Turner won a silver medal in her division of the ITU World Triathlon Championships at the Gold Coast in September, and received her USC award at the inaugural Sports Awards Ceremony in November. The Sport and Exercise Science student's stellar year included finishing first in her age group at the Australian University Triathlon Championships, winning USC's Great Court Race, and finishing third in the Open category of the Noosa Triathlon.



■ Percentage (%) of research and consultancy income related to projects of regional relevance

# Regional Engagement

## PERFORMANCE AGAINST TARGETS

### Research and consultancy within the region

Target	Performance
Annual increase in the percentage of research and consultancy income related to projects of regional relevance	12 percentage point decrease in research and consultancy income related to projects of regional relevance

While regional relevance is evident in a significant proportion of the institution's research and consultancy income (50%), a 12% decrease was experienced in 2009. This decrease may be attributed to a large overall increase in research and consultancy income (\$4.7M compared to \$2.9M in 2008).

Data for this KPI is based on the Higher Education Research Data Collection (HERDC) reported research projects and consultancy project information (managed by the Office of Research with income data from Financial Services). The 2008 research data has been updated in line with audited HERDC reported income.

### Learning and teaching within the region

Target	Performance
Increase the number of regional professions, businesses and industries in which students undertake Work Integrated Learning (WIL)	429 regional professions, businesses and industries in which students undertook Work Integrated Learning (WIL) Note: 2009 is the first year a whole-of-University figure has been available, hence there is no comparison to 2008 to demonstrate an increase or decrease.

In 2009, there were 429 regional professions, businesses and industries in which students undertook Work Integrated Learning (WIL).

For this report, data on WIL placements was tracked manually, with datasets held separately within operational areas. Given that datasets were held separately, there is some potential for double counting of regional partners (eg. where a partner takes WIL placements from more than one operational area) although this is likely to occur only occasionally.

The Career Placement Database (SONIA) was implemented in 2009, however, a number of issues delayed user take-up of the application. To encourage database usage, a proposal to train a SONIA 'expert user' is currently being reviewed. Once business units are confident in their knowledge of the Career Placement Database, more accurate data will be available for reporting.

### Engagement focused on shared jointly funded infrastructure

Target	Performance
Annual increase in the number and value of shared jointly funded infrastructure	The number and value of shared jointly funded infrastructure remained at 2008 levels

The 11 joint infrastructure initiatives identified range from occupancy licenses (U3A) through to joint investment/funding (ICT Building), to in-kind developments (Compensatory Habitat). It also includes major projects (Sports Stadium) and smaller initiatives (Alumni Way). All initiatives are currently on campus.

The total investment by USC's partners was \$11.36 million.

#### Notes for: Research and consultancy within the region

Regionally relevant income was identified as fulfilling one or more of the following three criteria:

1. The project/consultancy was undertaken with a regional partner;
2. The project/consultancy was based on the region; or
3. The project/consultancy topic was relevant to the region.



■ Number (n) and Proportion (%) of Graduates Employed in the Region

**GOAL** To engage in productive partnerships to further the region's interests and the University's strategic priorities

**FORWARD PLANNING FOR 2010**

**Engagement focused on support to advance the knowledge economy**

Target	Performance
Annual increase in jobs and businesses created within the region (via the Innovation Centre)	34% increase in jobs created within the region (via the Innovation Centre)

At the end of 2009 there were 34 companies in the Innovation Centre (including ICSC Pty Ltd). This included 20 incubator clients, eight companies in the Accelerator, and four associate member companies. They employed 85 full-time and 30 part-time staff, as well as 31 University researchers, giving a total of 146. This was compared to 109 staff employed in 2008.

This data reflects employment created directly through the operation of the Innovation Centre and associated business development programs. Since 2008, an option has been made available for companies to join as associate members. These companies are either not yet ready for office space, are based elsewhere in the region, or are past tenants who want to stay in touch. They have access to ongoing business support, network and discounts on hiring facilities.

**Number of graduating students employed in the region**

Target	Performance
Annual increase in the number of graduates employed or self-employed in the region	The number of graduates employed or self-employed in the region in 2009 remained at similar levels to 2008

The number of graduates employed locally on a part-time basis increased in 2009, however the number employed in a full-time capacity decreased. The decline in the local full-time employment rate is consistent with a decline in the overall percentage of Australian resident USC graduates in full-time employment between 2008 and 2009, and may reflect the impact of the economic downturn in 2009.

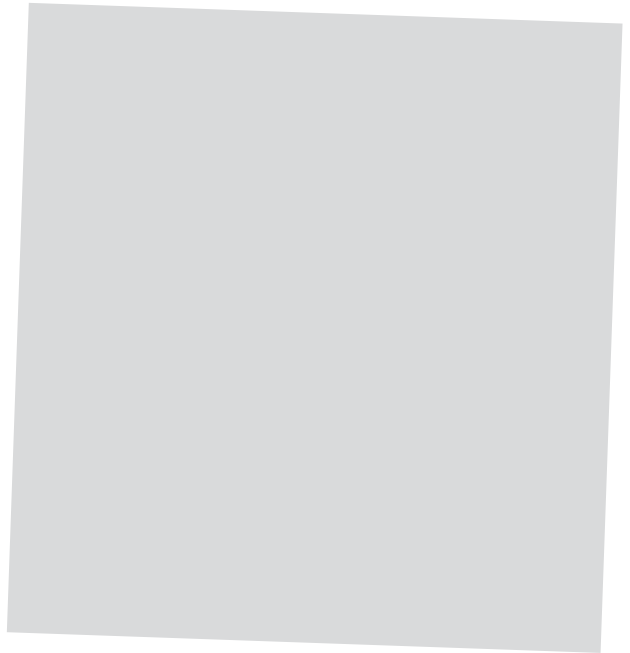
- Continue to emphasise partnerships across research and consultancy, learning and teaching, and engagement domains, while also focusing on advancing the knowledge economy and fostering sustainable jobs and employment, particularly for USC graduates.
- Manage the USC\_Link project to facilitate engagement with the Sunshine Coast community and stakeholders, with an initial review of operations in September 2010.
- Demonstrate best-practice in regional engagement by establishing a discipline area within the University for studies and research into the role of regional universities in the engagement with, and sustainable development of, their regions.
- Identify projects and engage with government in supporting researchers seeking funding for projects of regional relevance and state, national and/or international significance.
- Maintain key external linkages with key partners through membership of multi-stakeholder strategic groups such as Sunshine Coast Regional Council, Sunshine Coast TAFE and Sunshine Coast University Hospital Project.
- Investigate, seek approval for, and establish a multi-discipline/multi-partner project to provide a flagship for regional engagement.

# Internationalisation Review

Connecting with the world in an exchange of ideas, experiences, research and culture is important in higher education. In 2009, the University's global outreach extended to study and research opportunities, awards and acknowledgement for good practice, with major highlights in the following countries:



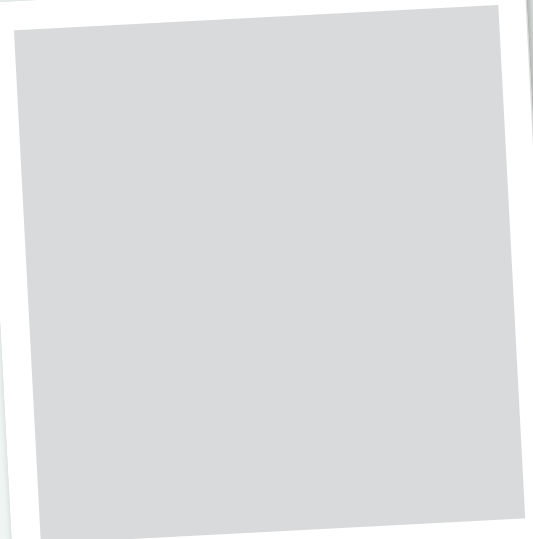
*Sophie Higham, Halmstad University, Sweden*



*Rachel McKay, Bachelor of Arts/Bachelor of Business  
Kyungpook National University, Korea, and  
University of Mannheim, Germany.*



*Nathan Wiltshire, University of Tennessee, USA*



*Hannah O'Brien, INSEEC Business School  
Paris, France*



**GOAL** To engage in international activities, including internationalisation of the curriculum, to heighten academic, economic, and cultural benefits for the region

## The GO Program

At the Queensland Education and Training International Awards in Brisbane, the Global Opportunities Program won the Excellence in Outward Mobility award, recognised for promoting internationalisation.

At the same ceremony, Bachelor of Arts/Bachelor of Business student Rachel McKay was named Queensland Student Ambassador of the Year.

Ms McKay spent two semesters abroad, first at Kyungpook National University in Korea, then at the University of Mannheim, Germany.

## Top GO destinations in 2009

1. USA **22** students
2. Japan **15** students
3. Germany **12** students
4. Korea **9** students

## International student profile

International students **880**  
 Undergraduate and postgraduate coursework **543**  
 Higher degree by research **25**  
 Study Abroad **278**  
 Exchange **27**  
 Other pathways **7**

Census 1 numbers.

## Top countries in 2009

1. Germany
2. USA
3. Canada
4. France

### Germany

**Student Ken Wasmund** delivered his PhD seminar in July before flying to Leipzig, Germany, to start his post-doctoral fellowship funded by the European Union, at the Helmholtz Centre for Environmental Research. After completing his Bachelor of Science (Microbial Ecology), Honours degree and PhD at USC, Mr Wasmund successfully applied for the three-year job. Bachelor of Arts student Rosalie Maguire won a six-month scholarship to study design at Germany's University of Applied Science, in Augsburg. She will be the first student from the University to undertake studies at the German institution.

### Indonesia

**Teachers from the Indonesian province of Papua** travelled to campus for a 10-week education program. The 24 teachers worked with teachers and students at eight Sunshine Coast high schools, attended lectures and workshops, and joined in science and Indigenous youth conferences. A USC team of educators gained a \$540,000 grant from AusAID to appoint the teachers as Australian Leadership Awards Fellows. The fellowship program promotes sustainable development and excellence in education in the Asia-Pacific region.

### Belgium

**The University's strong links with European institutions** led to students being invited to apply to study a two-year Erasmus Mundus Master Program in Adapted Physical Activity, offered by a consortium of four European universities and funded by the European Union. The A\$36,000 annual stipend is richer than any PhD scholarship offered in Australia.

### USA

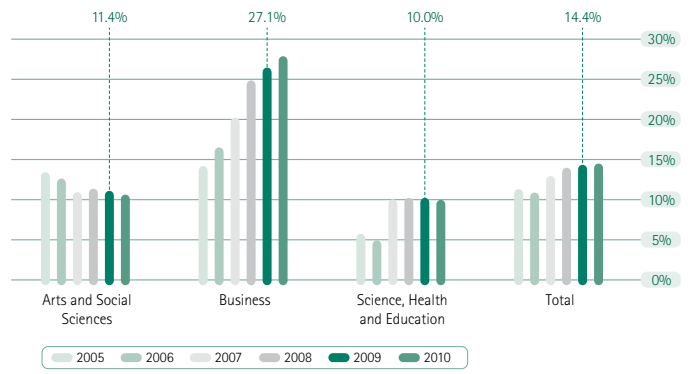
**Three students from the American mid-west** were appointed as student ambassadors by the Australian Educational International embassy, after completing a semester of study at the University. Hadley Arnett, Lindsey Holt and Cassandra Lang were among 24 students returning to North America from Australian universities who were elected to the positions.

### South Korea

**A group of 13 international business students**, along with a USC lecturer, spent 11 days in South Korea in September, exploring the export potential for Australian seafood, while also bolstering educational and trade relations. Trade Queensland sponsored the group's attendance at the 2009 Asia Pacific Cities Summit, in Incheon.

### Sweden

**PhD candidate Nubia Ramos** took up a six month placement at Sweden's world-renowned Karolinska Institute, continuing her research into the effects of oestrogen on E. coli and the impacts on instances of urinary tract infections.



■ On-campus international EFTSL as a proportion (%) of total on-campus EFTSL

# Internationalisation

## PERFORMANCE AGAINST TARGETS

### Proportion of on-campus international students in the on-campus student body

Target	Performance
International on-campus EFTSL to comprise 25% of all on-campus EFTSL by the end of 2010	International on-campus EFTSL comprises 14.4% of all on-campus EFTSL in 2009

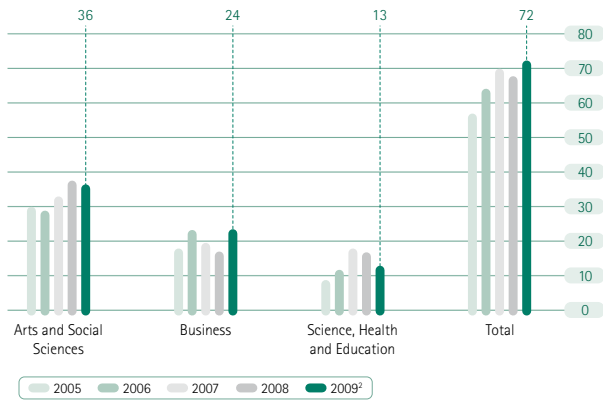
International on-campus EFTSL for 2009 comprised 14.4% of total on-campus EFTSL. International on-campus EFTSL more than doubled from 337.1 EFTSL in 2005 to 750.9 EFTSL in 2009.

From 2005 to 2009, whilst international on-campus EFTSL increased significantly, domestic on-campus EFTSL also saw significant growth, equivalent to a 69% increase over this period. Therefore, although international on-campus EFTSL has shown a substantial increase, it is unlikely that the KPI target will be achieved by 2010 due to the concurrent increase in domestic on-campus EFTSL.

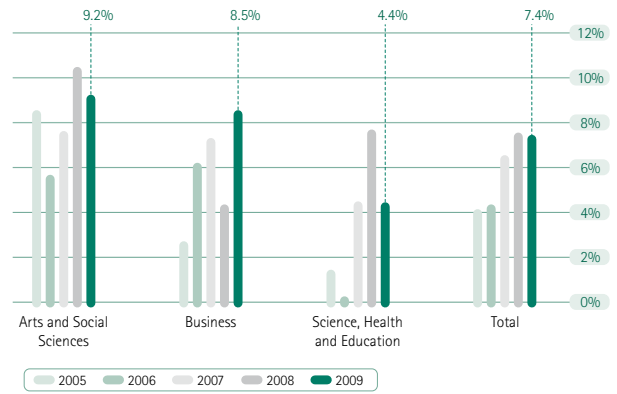
Throughout each year, USC International participates in IDP's statistical benchmarking, which focuses on enrolments by country, year-on-year and semester-on-semester.

**Notes for:** On-campus international EFTSL as a proportion (%) of total on-campus EFTSL

1. Based on full year data. Estimates for 2010 based on extrapolation of Census 1 and 2, 2009 data. For these estimates, on-campus load excludes transnational (TNE) enrolments.



■ Number of students undertaking part of their undergraduate program overseas <sup>1</sup>



■ Proportion of eligible <sup>1</sup> Bachelor graduates who have undertaken part of their undergraduate program overseas <sup>2</sup>

**GOAL** To engage in international activities, including internationalisation of the curriculum, to heighten academic, economic, and cultural benefits for the region

## FORWARD PLANNING FOR 2010

### Number and proportion of eligible students undertaking part of their undergraduate program overseas

Target	Performance
Annual increase in the number of students undertaking part of their undergraduate program overseas	Increase of 4 students undertaking part of their undergraduate program overseas
10% of eligible Bachelor graduates to have undertaken part of their program overseas by 2010	7.4% of eligible Bachelor graduates have undertaken part of their program overseas in 2009

The number of students undertaking part of their undergraduate program overseas increased from 57 in 2005 to 72 in 2009. The proportion of eligible Bachelor graduates to have undertaken part of their program overseas increased from 4.1% in 2005 to 7.4% in 2009. Each year there has been an increase in the number of graduate students completing overseas study, however there was a slight decrease in the proportion from 2008 (7.5%) to 2009 (7.4%).

**Notes for:** Number of students undertaking part of their undergraduate program overseas

1. Students are included if they have undertaken overseas studies as part of either a formal exchange program or in-country language studies at anytime during the calendar year specified.
2. Estimates based on Census 2, 2009 data.

**Notes for:** Proportion of eligible Bachelor graduates who have undertaken part of their undergraduate program overseas

1. Students are included if they are a domestic Bachelor graduate, excluding Honours graduates.
2. Students are included if they have undertaken overseas studies as part of either a formal exchange program or in-country language studies.

- Continue to increase participation in the Global Opportunities program, relative to the previous year, to 10% by the end of 2010.
- Continue to increase the proportion of on-campus international students enrolled in Study Abroad, exchange or award programs, to reach 25% of total on-campus EFTSL.
- Increase the proportion of full-time T&E staff involved in teaching or research with an international university to 20% by the end of 2010.
- Work to securing a positive international reputation for the institution, facilitating productive engagement with international partner universities, and facilitating the recruitment of students.
- Increase focus on the delivery of Academic English and the International Foundation Pathway, while discontinuing the delivery of General English (based on an internal review of USC International in 2009).
- Continue to participate regularly in the benchmarking activities of the Australian Universities International Directors' Forum, focusing on outbound student mobility, international office cost and recruitment costs by market.

# Student Support Review

Moving towards greater social inclusion: throughout 2009 the University worked to enhance opportunities for participation by equity groups.

## Financial support

**Financial support available to students** by way of scholarships, bursaries and prizes increased again in 2009, improving access to the University for people from low socio-economic groups. Some 600 undergraduate students received scholarship support in 2009, worth more than \$1.8 million. Of these, 150 students were supported by scholarships funded by the support of University sponsors and donors, to a total value of almost \$200,000.

**The University's six academic excellence scholarships** were awarded to first-year undergraduate students in April. Established in 2008 by USC Foundation using donations, the Renouf Family Scholarships, Tim Fairfax Regional Scholarships and USC Chancellor's Scholarships are worth \$12,000 each.

**A first-year engineering student** was awarded the inaugural Les and Mary Hall Family Scholarship, established in 2008 following a \$100,000 donation from the Hall family. Other notable scholarships awarded in 2009 included:

- three \$1,000 equity bursaries from the University of the Third Age;
- five \$1,000 bursaries from the Australian Federation of University Women;
- three postgraduate Rotary Scholarships worth \$2,500; and
- 28 Headstart Scholarships given to local high school students to streamline their transition from school to tertiary study.

**Students starting at the University in 2010** were able to apply for a share of \$383,500 of scholarships by the end of November. The 60 scholarships on offer ranged in value from \$3,500 to \$12,000 over three years, and were funded by USC and by private donors. Eligibility depended on a variety of factors including academic merit, community/extracurricular activities and financial need.

**The continued increase in scholarship provision**, and the anticipated introduction of the Commonwealth Start-up Scholarships in 2010, positions the University well with regard to the recommendations stemming from the Bradley Review of Australian Higher Education—specifically the report's recommendation that by 2020, 20 percent of undergraduate enrolments be from low socio-economic backgrounds.

Academic Excellence Scholarship winners (left to right): Jayden Lowrie, Felicity Cunningham, Holly Warland, Christine Beutel and Roseanna Langmead.

## Indigenous support

**Participation rates for Indigenous students** at USC continued to exceed national averages in 2009. Compared to 2008 full-year data, new Indigenous student enrolments increased by 35 percent, with the largest increase in non-award programs, particularly the Tertiary Preparation Program (TPP).

**The Employment and Participation Strategy** for Indigenous Australians at USC 2005-2008 was reviewed during the year, and expanded to include opportunities for student internships.

**The new Indigenous Employment and Career Development Strategy** 2009-2011 is being developed to increase teaching, mentoring and professional development opportunities for Aboriginal and Torres Strait Islander people at USC. A DEEWR Indigenous Employment Program grant of \$250,000 was secured in 2009 to support this work over two years.

**In other support activities for Indigenous students**, four USC undergraduates received \$5,000 Indigenous health access scholarships from Australian Rotary Health—out of 10 awarded in Queensland. It was the seventh year the scholarships have been issued nationwide, in conjunction with the Commonwealth Government.

Professor Paul Thomas AM and Dr Jackie Huggins AM, Deputy Director of the Aboriginal and Torres Strait Islander Unit of The University of Queensland, jointly launched USC's first Reconciliation Action Plan at the University's third annual Indigenous Education Symposium. *See also page 18.*

The University launched its first Reconciliation Action Plan in October, setting specific targets in developing greater relationships, respect and opportunities for Indigenous people. Developed over two years, the plan will help ensure that Aboriginal and Torres Strait Islander people studying at USC have real opportunities to improve their social and economic outcomes.

## Careers support

**Students gained valuable information** on how to “future proof” their careers at the annual Careers Fair organised by Student Services. The event in March included displays by 30 companies and four guest presentations by industry experts about finding work and staying employed during tough economic conditions.

**Students also had access to** a record number of student placement opportunities with local organisations in 2009. More than 400 businesses participated in the Work Integrated Learning (WIL) program, providing students with valuable workplace experience to prepare for their careers. *See also page 11.*

## Academic support

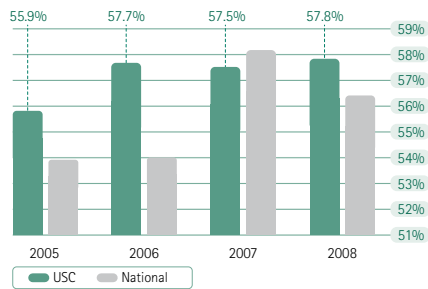
**Enrolments in the Tertiary Preparation Pathway (TPP) continued to increase in 2009**, with both semesters experiencing greater intakes than in 2008. Classes were held in the community at a local school, where students included eight teenage mothers from the Nambour-based group 'Supporting Teenagers with Education, Mothering and Mentoring' (STEMM). Four STEMM graduates gained entry to USC degrees in 2010.

**The Tertiary Enabling Program (TEP) expanded its offerings**, adding courses in physiology, business spreadsheet skills, and fundamental accounting to the existing suite of chemistry, general mathematics, mathematics for physics, statistics, biology, writing skills, computer literacy, and research methods. More than 300 students were enrolled in TEP in 2009.

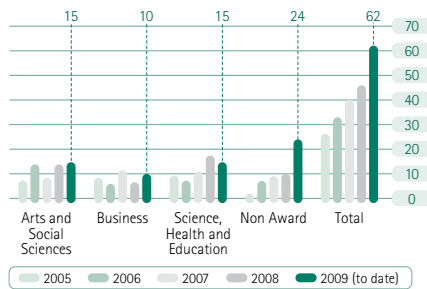
**The University continued its focus on encouraging students** to seek support services throughout their studies. The academic and social activities of Orientation were well-attended, with Semester 1's program of events attracting 1,500 new students (out of a possible 2,400 commencing students).

In a step forward for encouraging low socio-economic students to enter university, USC became a partner in The Smith Family's Learning for Life program early in the year. Under the agreement, the University will contribute \$20,000 each year for the next three years to assist the organisation in supporting financially-disadvantaged students.

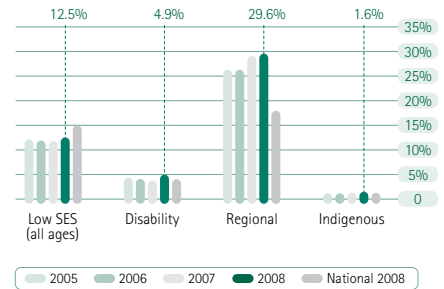
Scores of new students attended the 'Speed Meeting' session during Orientation.



■ Annual percentage agreement<sup>1</sup> for the AGS Student Support Scale



■ Number of new<sup>1</sup> (commencing) Indigenous students<sup>2</sup> (enrolments) annually



■ Participation rates (%) for equity groups<sup>1</sup> at USC for 2005-2008, including the 2008 national participation rate

# Student Support

## PERFORMANCE AGAINST TARGETS

### Student feedback on infrastructure and services as measured through Australian Graduate Survey (AGS)

Target	Performance
Improve the annual percentage of Agreement responses in the AGS Student Support Scale	Increased from 57.5% to 57.8% in the 2008 AGS (as reported in 2009) Note: AGS results for 2009 are released in 2010.
Improve the annual ranking relative to other higher education providers for percentage of Agreement in the AGS Student Support Scale	Remained in sixth place in the 2008 AGS (as reported in 2009) Note: AGS results for 2009 are released in 2010.

The Student Support Scale is not a compulsory component of the AGS, therefore the national average is based on a limited number of institutions. In 2005 and 2006 only 12 institutions provided results, with 14 institutions providing results in 2007 and 2008.

Overall, USC's graduate satisfaction in the Student Support Scale increased from 55.9% in 2005 to 57.8% in 2008. An annual increase was achieved in 2006 and 2008, with little change in 2007. USC was above the national average for 2005, 2006 and 2008 (see above). USC's annual ranking improved from 5th to 4th between 2005 and 2006, but decreased to 6th in 2007 and 2008.

### Participation and access rates for equity groups

Target	Performance
Annual increase in the number of commencing Indigenous students	35% increase in the number of commencing Indigenous students
Achieve national annual participation rates for equity groups	Exceeded 2008 national participation rates for Indigenous, regional and disability; low SES target not met Note: Figures for 2009 are released in 2010.
Achieve national annual access rates for equity groups	Exceeded 2008 national access rates for Indigenous, regional and disability; low SES targets not met Note: Figures for 2009 are released in 2010.

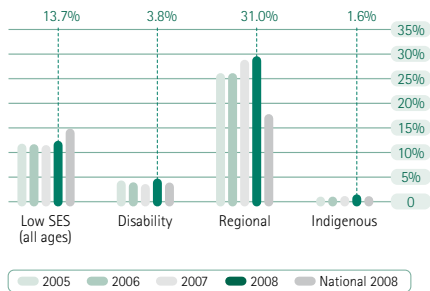
2009 enrolment figures after Census 2 showed a 35% increase in new Indigenous student enrolments, compared to 2008 full year data. Non-award programs had the largest growth in Indigenous enrolments for this period, with the majority enrolled in TPP programs.

**Notes for:** Annual percentage agreement for the AGS Student Support Scale

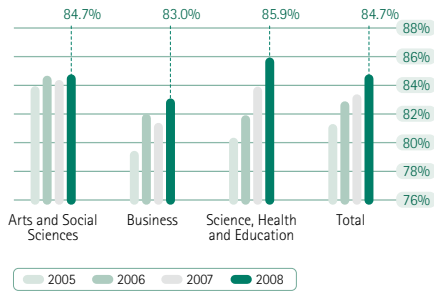
- Combination of percentage of responses that Agree or Strongly Agree with the Student Support Scale items:
  - I was able to access information technology resources when I needed them
  - Relevant learning resources were accessible when I needed them
  - Health, welfare and counselling services met my requirements
  - The library services were readily accessible
  - I was satisfied with the course and careers advice provided

**Notes for:** Number of new (commencing) Indigenous students (enrolments) annually

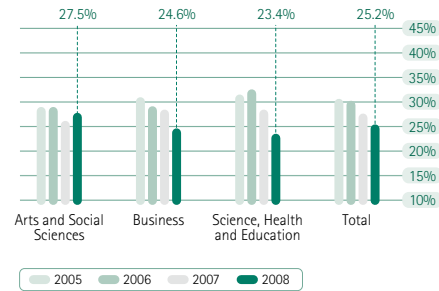
- A student is defined as a new student if they have been admitted to the University for the first time; re-admitted into a program following completion of a program, withdrawal, abandonment or exclusion; or when admitted to a new career (eg. from non-award to undergraduate).
- As per the DEEWR definition, only domestic students with a permanent home residence in Australia are included.



■ Access rates (%) for equity groups<sup>1</sup> at USC for 2005-2008, including the 2008 national access rate



■ Undergraduate<sup>1</sup> progress rates by teaching faculty<sup>2</sup>



■ Domestic Bachelor attrition rates (inverse retention) for all students by faculty

## GOAL To set standards in student support which will help attract, support and retain students

### Undergraduate student progress rates

Target	Performance
Improve annual undergraduate student progress rates	Increase of 1.4% to an annual undergraduate student progress rate of 84.7% in 2008 Note: Figures for 2009 are released in 2010.
Improve annual ranking relative to other higher education providers for undergraduate student progress rates for each DEEWR LTPF grouping	Improved annual ranking for each DEEWR LTPF grouping, relative to other higher education providers

Progress rates include new and continuing, domestic and international undergraduate students (and do not include TPP or Enabling students). Undergraduate progress rates have improved each year since 2005, and increased from 83.3% in 2007 to 84.7% in 2008.

In addition, student progress rate comparisons for all institutions are produced by the Department of Education, Employment and Workplace Relations (DEEWR). These rates are adjusted to be comparable across institutions and are used in the Learning and Teaching Performance Fund (LTPF) to assess excellence and improvement in learning and teaching in Australian universities.

USC's overall performance for progress rates remains low, but is improving, as is its ranking relative to other higher education providers. USC was ranked nationally 34th, 34th, 35th in the 2007 LTPF; 30th, 27th, 33rd in the 2008 LTPF; and 25th, 25th, 32nd in the 2009 LTPF, for Group 1 (Science, Computing, Engineering, Architecture and Agriculture), Group 2 (Business, Law and Economics) and Group 3 (Humanities, Arts and Education), respectively.

In the 2009 LTPF an assessment of improvement for each performance indicator was also undertaken. The results from the improvement assessment indicate there has been some increase in progress rates. The average annual change was 1.9% per year for the Science, Computing, Engineering, Architecture and Agriculture Discipline Group 1, 0.9% per year for the Business, Law and Economics Discipline Group 2 and 0.7% per year for the Humanities, Arts and Education Discipline Group 3.

LTPF assessments are based on progress rate data two years prior. For example, the 2009 LTPF is based on 2007 data.

### Undergraduate student retention rates

Target	Performance
Improve annual undergraduate attrition (inverse retention) rates	2.2% improvement in annual undergraduate attrition (inverse retention) rates for all students from 2008 to 2009
Improve annual ranking relative to other higher education providers for retention of commencing students for each DEEWR LTPF grouping	Improved annual ranking for one of three DEEWR LTPF groupings, relative to other higher education providers

The attrition rate (inverse retention) for all domestic bachelor students for the 2008 to 2009 period was 25.3% (compared to 27.5% in 2007 to 2008). The domestic Bachelor attrition rate for new students has declined since 2006, from 41.6% in 2006 to 2007, to 34.0% in 2008 to 2009. For continuing students, there was also a decline in attrition, from 23.1% in the 2006 to 2007 period, to 20.3% in the 2008 to 2009 period.

Student retention rates are used in the Learning and Teaching Performance Fund (LTPF) to assess excellence (and in 2009 also improvement) in learning and teaching in Australian universities. Following the LTPF assessments, DEEWR released results for each institution, adjusted to be comparable across institutions.

Overall performance for retention rates remains low. USC's ranking for retention rates was placed in the range of the lowest to fourth-lowest performance nationally, for all three of the assessed Discipline Groups for 2007, 2008 and 2009. In all instances these results are below the national average, but could be related to the effect of the 'feeder institution' role of USC.

In the 2009 LTPF an assessment of improvement for each performance indicator was also undertaken. The results from the improvement assessment indicate there has been some increase in retention rates for the Humanities, Arts and Education Discipline Group 3 (2.8% per year), however there has been a decrease in retention rates for the Science, Computing, Engineering, Architecture and Agriculture Discipline Group 1 (-0.5% per year) and the Business, Law and Economics Discipline Group 2 (-0.8% per year).

## FORWARD PLANNING FOR 2010

- Increase the number of University-funded scholarships, prizes and bursaries available to students to 170.
- Develop a Student Retention Plan to ensure a supportive academic and social environment in which students from all backgrounds can achieve their full potential.
- Review post-VSU service provision with the Student Guild and Student Liaison Committee, with recommendations to be implemented.
- Participate in the national Ally project, supporting lesbian, gay, bisexual, transgender, intersex and queer students and staff on campus.
- Establish an Indigenous Employment Coordinator position to assist students in accessing cadetship opportunities, and to build the profile of USC as a workplace of choice for Indigenous people on the Sunshine Coast.
- Improve Indigenous student recruitment, support and success in undergraduate and postgraduate study, to see Indigenous enrolments proportionate to, or exceeding, the population of Indigenous people in the region.
- Increase the number of students with disabilities to a proportion comparable to, or in excess of, the national average, through targeted promotion of the University's support services.

**Notes for:** Participation rates (%) for equity groups at USC for 2005-2008, including the 2008 national participation rate and Access rates (%) for equity groups at USC for 2005-2008, including the 2008 national access rate

1. Domestic students with permanent home residence in Australia only.

**Notes for:** Undergraduate progress rates by teaching faculty

1. Level - UG: undergraduate - courses offered to undergraduate and honours students (does not include TPP). Most cross institutional, visiting, Study Abroad and Exchange students enrol in undergraduate courses. As per DEEWR calculation, Enabling students are not included in the calculation of the progress rate due to the nature of their assessment.
2. Teaching Faculty - faculty responsible for the teaching of a particular course. Up until 2006, EFTSL for core courses was distributed evenly across faculties. Since 2007 EFTSL for core courses has been attributed to the faculty responsible for teaching the course.

## Staff awards and achievements in 2009

- **Professor Abigail Elizur's research on 'tank-bred tuna'** earned her second-place in Time Magazine's '50 best inventions of the year'. See also page 14.
- **Professor Tim Smith, Director of USC's Sustainability Research Centre**, and his research partners, won a prestigious Australian Museum Eureka Prize for their major climate change adaptation project in Sydney. The three-year project involved Professor Smith and representatives from the Sydney Coastal Councils Group, WWF and the CSIRO assessing the ability of Australia's largest city to adapt to future climate conditions. See also page 14.
- **Sport scientist Associate Professor Brendan Burkett** was one of 150 inaugural sporting icons to be inducted into the Queensland Sports Hall of Fame. Dr Burkett also received the 2009 Outstanding Service to Swimming Australia award from the Australian Swimming Coaches and Teachers Association, and was appointed sports scientist to the Australian swim team at the International Paralympic Committee World Short Course Championships in Brazil.
- **Art and Design academic, Dr Lisa Chandler**, received the Sunshine Coast Regional Council's 2009 Creative Award for her dedication towards developing and supporting the region's creative sector.
- **Dr Christian Jones, Senior Lecturer in Interactive Digital Media**, won a Queensland Police Service (QPS) gold award for crime prevention. Dr Jones has been part of a joint USC and QPS partnership, creating an online computer game to help children avoid abduction. See also page 14.
- **A book co-authored by Associate Professor of History Dr Joanne Scott** won a gold medal in the National Trust of Queensland awards. Dr Scott and Dr Ross Laurie (The University of Queensland) spent four years researching and writing 'Showtime: A History of the Brisbane Exhibition', which was published in time for the 2008 Ekka. Dr Scott also took a fellowship at the National Film and Sound Archives in Canberra (awarded in 2008).
- **Lecturer in Japanese Studies and International Relations, Donna Weeks**, was awarded a Harold White Fellowship from the National Library of Australia.
- **USC Head of Environmental Science Associate Professor Bill Carter** won the Eric Anderson Prize for best article published in the Australasian Journal of Environmental Management in 2008-09. The article was co-authored by University of Queensland's Dr Chris Jacobson and Associate Professor Marc Hockings.
- **Professor John Lowe, Head of the School of Health and Sport**, was appointed senior editor of the Australian and New Zealand Journal of Public Health, a major health publication. Professor Lowe will hold the position until the end of 2012.
- **Several staff awards** were presented at the 2009 Graduation ceremony: Associate Professor Stephen Lambie received the Vice-Chancellor's Medal for Outstanding University Teacher; Professor Abigail Elizur received the 2009 Vice-Chancellor's Medal for Outstanding University Researcher; Joanne Davey and Jennie McNeich received the Vice-Chancellor's Medal for Outstanding Service (Administrative, Professional and Technical); and the Learning and Teaching Management Committee received the Vice-Chancellor's Medal for Outstanding Service (Teaching and Research).

USC staff won an unprecedented six Australian Learning and Teaching Council (ALTC) citations in 2009:

## Staff appointments and promotions in 2009

Forty-nine part-time and full-time employees were added to the USC payroll in 2009, bringing the total full-time equivalent (FTE) staff figure to 517—an increase of 10.5 percent on 2008. Academic staff accounted for 36 percent of the USC workforce.

The University placed an increased emphasis on internal progression in 2009. From January until November, 14 internal staff appointments were made, 35 staff secondments occurred and 40 individual staff received an Acting in Higher Duties Allowance. Other opportunities for internal progression were created, such as the Faculty of Business appointing two Teaching and Research Fellows from sessional staff. In the internal promotion rounds, applications from eight staff were approved (compared to four in 2008).

Senior staff appointments included:

- Two additions to Chancellery staff during the year: USC Professor of Property and Development, Mike Hefferan, was appointed as Pro Vice-Chancellor (Regional Engagement); and Chief Financial Officer, Peter Sullivan, was appointed as Pro Vice-Chancellor (Corporate Services). Both also retained their existing titles and portfolios.
- Peter Hinton, formerly of Queensland University of Technology, was appointed as Director of Marketing and Communications.
- Award-winning academics were appointed to the Faculty of Science, Health and Education: Dr Noel Meyers as Professor of Education and Head of the School of Science and Education; and Professor Mark Porter as Professor of Engineering.
- Dr Hugh Lavery, one of Australia's most experienced field scientists who has advised on major public and private sector projects in Australia and overseas, joined USC as Adjunct Professor of Land Planning within the Office of Regional Engagement.

## Staff profile

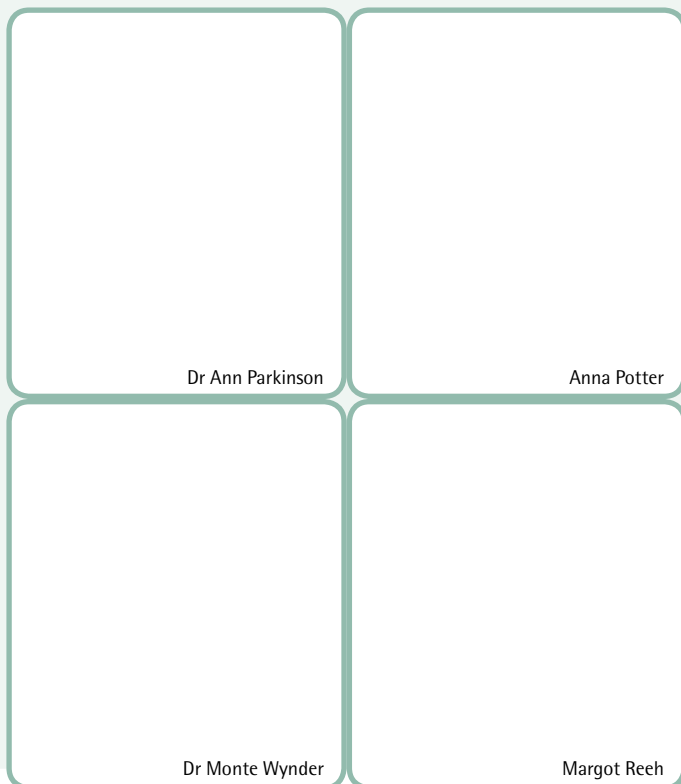
Total staff	517
T&R	188 (36%)
APT	329 (64%)
Full-time	437 (85%)
Part-time	80 (15%)
PhD	103 (20%)
Masters or higher degree	143 (28%)
Indigenous Australians	6 (1.2%)

All figures are FTE and exclude casuals.



- **Dr Ann Parkinson** – For improving the learning outcomes for foundation students in biology and physiology through innovative pedagogies and resources.
- **Anna Potter** – For excellence in curriculum design, assessment practice and academic leadership that supports and motivates students to learn in a large, first-year foundation course.
- **Dr Monte Wynder** – For sustained enthusiasm in curricula development and delivery that models and generates creative problem solving to prepare flexible and innovative accounting graduates.

- **Liani Eckard** – For enhancing the cultural engagement, personal development and employment opportunities of students through a leading Global Opportunities Program.
- **Margot Reeh** – For developing university-wide, student-to-student mentor and advising programs that enhance the university experience of beginning students and benefit the student leaders personally and professionally.
- **The Headstart Program** – For enhancing Year 11 and 12 students' development as individuals and as learners, through immersion in university courses across all faculties.



The Headstart Program  
(Left to right: Kylie Russell,  
Tegan McFarland, Tim Weir,  
Kath Hughes)



### Staff satisfaction survey

The results of the University's first Staff Climate Survey were explored through staff focus groups in 2009, with an emphasis on identification of areas for improvement. More than 200 staff attended the various focus groups. Combined with the 53 percent of staff who participated in the online survey, conducted in August 2008, more than 70 percent of staff participated overall in the survey and focus groups. The research found that staff showed a strong sense of engagement, had a clear view of their individual roles and how they contributed to the 'bigger picture', and perceived there is good teamwork within their immediate workplace. Overall the results were similar to university sector benchmarks, with the scores tending to be slightly above average.

### USC an employer of choice

The University received its fifth consecutive citation from the Equal Opportunity for Women in the Workplace Agency, as an Employer of Choice for Women. The University was one of 12 Queensland organisations to earn the citation. The citations are awarded annually in recognition of organisations' efforts to increase the representation of women at senior staff levels and to help staff maintain work/life balance.

2007		2008		2009		Target
% Female Staff	Sector Average	% Female Staff	Sector Average	% Female Staff	Sector Average	
36%	33%	41%	34%	39%	35%	Equal to or above sector average

■ Staff profile: proportion of women in senior positions

# Staff

## PERFORMANCE AGAINST TARGETS

### Staff profile: proportion of women in senior positions

Target	Performance
Proportion of women in senior positions to be equal to, or above, sector average	Proportion of women in senior USC positions remained above the sector average in 2009 (39% compared to 35%)

Overall, the University remained above the sector averages for senior female staff. In 2009 female staff were in 39% of senior positions at the University, which remained above the sector average of 35%.

### High qualifications profile

Target	Performance
To be in the top quintile of Australian higher education providers for percentage of T&R staff (FTE) with a Master or higher level degree	Ranked in the top quintile of Australian higher education providers for percentage of T&R staff (FTE) with a Master or higher level degree
To be in the top third of Australian higher education providers for percentage of T&R staff (FTE) with a PhD, by 2010	Ranked in the top third of Australian higher education providers for percentage of T&R staff (FTE) with a PhD

For several years, the University has been in the top quintile of Australian Higher Education Providers for T&R staff (FTE) with a Master or higher level degree (based on available published data for 2005–2008). Based on the proportion (%) for 2009, it is expected the University will remain within the target measure. \*

Similarly, the University has remained in the top third of Australian Higher Education Providers for T&R staff (FTE) with a Doctor of Philosophy, based on available published data for 2005–2008. Based on the proportion (%) for 2009, it is also expected the University will remain within the target measure. \*

Summarised on the following page is the number and proportion of Teaching and Research (T&R) staff (FTE) with either a Master or higher level degree, or a Doctor of Philosophy for 2005 to 2009. Also provided is the national rank of the University for these categories, where available.

Senior professional appointments in 2009 included the Head of School of Science and Education, Professor of Engineering, Director of Marketing and Communications, and Adjunct Professor of Land Planning. Following the promotion round in December, USC now has 24 professors and 35 adjunct professors.

The proportion of teaching and research staff at Associate Professorial (Level D) and Professorial levels (Level E) increased by 13.5% in 2009.

\* Sector Average derived from Universities' HR Benchmarking Program ©.

	2005		2006		2007		2008		2009*	
	PhD	Masters or HD	PhD	Masters or HD	PhD	Masters or HD	PhD	Masters or HD	PhD	Masters or HD
USC FTE	37	92	77	107	103	143	89	123	118	160
USC Staff percent	62%	88%	63%	88%	60%	83%	62%	85%	57%	77%
National Average	54%	75%	55%	75%	57%	76%	55%	79%	Not available	
National Rank	9th (equal)	3rd	10th (equal)	3rd (equal)	12th	7th (equal)	11th (equal)	5th (equal)	Not available	
Target achieved?	✓	✓	✓	✓	✓	✓	✓	✓	Not available	
#1 Rank	ANU	Avondale	ADFA & ANU	ADFA & Avondale	ANU	Avondale & UTS	ANU	Avondale	Not available	
#2 Rank	UQ	Newcastle	UQ	UTS	UNSW	UNSW	UQ	Wollongong	Not available	

■ High qualifications profile

**GOAL** To attract, retain, develop and reward excellent staff

## FORWARD PLANNING FOR 2010

### DEEWR staff FTE data on academic staff levels 2008–2009

Level	2008	% change	2009	% change
Above senior lecturer (D & E)	37	37%	42	13.5%
Senior lecturer (C)	46	7%	46	-
Lecturer (B)	63	13%	62	-1.6%
Associate lecturer (A)	27	71%	38	40%
Total staff	173	20%	188	8.5%

- Continue negotiation of the University's fourth Certified Agreement.
- Provide recruitment and selection training, guidelines and support to selected staff.
- Maintain a proactive workplace rehabilitation program, with time lost to injury remaining lower than sector average.
- Embed equity principles into policy, procedures and practices, ensuring gender pay equity within Australian sector (EOWA), and 100% staff completions of EO Online by end of 2011.
- Establish an ongoing Indigenous Employment Officer position, and implement the Indigenous Employment and Development Strategy (created in 2009).
- Establish strategies (such as Chairs and research funds) to aid in the international recruitment of academic and research staff.
- Implement recommendations from the review of the Promotion and PDP policies and procedures.

**Notes for:** High qualifications profile

Derived from published DEEWR Staff Tables as at 31 March each year.  
\*2009 data is not released until late 2010.

Creating a more sustainable future: the University embarked on a wide range of sustainability projects in 2009, in the fields of learning and teaching, research and regional engagement.

- A Sustainability Research Centre opened in the Innovation Centre in March. Key aspects of the centre's research include coastal management, climate change, water management, natural and cultural heritage, innovation, adaptive growth and community well-being. *See also page 7.*
- A minor in sustainability was introduced as an elective option for undergraduate students in all faculties.
- Assessment of the compensatory habitat on campus continued throughout 2009. Ongoing PhD research focused primarily on the settlement of the habitat, weed control, and managing the snake population within the habitat. Further work on the habitat will be on better integrating the 15 hectare site into its location adjacent to the University's sports precinct.
- Sustainable water use for air-conditioning was introduced, with independent testing confirming that water in the University's lakes was suitable for use in air-conditioning cooling towers on campus.
- A Wildlife Endowment Fund was established to support the study and monitoring of native wildlife on campus—particularly kangaroos. *See also page 7.* Studies of the University's kangaroo population conducted during the year found no major change in numbers on campus or in the surrounding areas.
- The Environmental Protection Agency (EPA) granted the University permission to discharge treated sewerage via irrigation on the Dilli Village site. A similar filtration system will be investigated for use on campus, with the recycled water to be used to irrigate sports fields and garden areas, potentially reducing annual water consumption by an estimated 730,000 litres.
- Also on Fraser Island, planning is well advanced for the installation of a significant solar power system to power cabins, the caretaker's house and sewerage system at Dilli Village.
- The University participated in Earth Hour on Saturday 28 March, joining people and organisations around the world in turning off non-essential lights and electrical appliances for an hour to demonstrate a commitment to action on climate change.
- The public had the opportunity to participate in sustainable development debate and learn how to help reduce carbon emissions at World Environment Day, held on campus in June. *See also page 18.*
- The University was involved with a number of forums discussing sustainable development for the Sunshine Coast. Topics included: urban development, population and infrastructure demands, affordability and climate change, and climate change adaptation skills for professionals.
- University staff travelled to the UN Climate Change Conference in Copenhagen, representing the interests of Kirribati and Indonesia. *See also page 18.*

## USC collaborates on climate change

The University joined a collaborative study between the Queensland and Australian Governments, the CSIRO Climate Change Adaptation National Research Flagship, Griffith University, and the University of Queensland, to investigate the ability of towns, cities, industry and governments to adapt to climate change conditions. The 'South East Queensland Climate Adaptation Research Initiative' project will involve researchers working to assess the climate change vulnerability of the region, from Noosa to Coolangatta and west to Toowoomba, and determining how ready the region is for climate change and what cost-effective strategies are required. USC received more than \$861,000 in CSIRO collaboration funding for the project.

**GOAL** To continue to lead, by example, in the areas of campus planning and development, sub-tropical architecture and all operations that have environmental impact

## USC encourages public transport

The opening of the \$5.5 million bus interchange on campus created greater public transport options for Sunshine Coast residents in 2009. It generated additional bus services, catering for an estimated 8,400 extra passengers per week across the region. The 'green link' attached to the interchange reduced travel times (by up to 10 minutes in peak hour) for buses exiting the campus, and encouraged greater pedestrian and cyclist access onto the campus from Chancellor Park.

A number of other strategies were undertaken throughout the year to encourage greater use of public transport and reduce the effects of traffic and parking on campus. Printed and electronic information for new and current students included messages encouraging carpooling or using public transport. The second annual survey on traffic, transport and parking was undertaken, with more than 730 students and staff responding. The survey results indicated an increased uptake in public transport among students compared to 2007 (rising from 9.3 percent to 16.5 percent). Discussions continued with Queensland Transport and the Sunshine Coast Regional Council regarding the introduction of a subsidised GO Card for students to use on Sunshine Coast public transport, for probable introduction in 2010.

## Sustainability plans for the future

Although unsuccessful in round one of the EIF (*see also page 6*), the University aims to pursue its plans for eventual development of its ambitious Glasshouse Complex. Comprising Australia's tallest sealed-system glasshouse, aquaculture tanks, a Sustainability Research Centre and an Interpretive Centre, the cutting-edge complex is intended to enable Australia to unlock the potential of its tropical and subtropical trees for carbon sequestration, and ensure communities adapt to meet the challenges of climate change. The estimated cost of the project is \$30.3 million.

Artist's impression of the Glasshouse Complex.

# Environmental Sustainability

## PERFORMANCE AGAINST TARGETS

### Water consumption

Target	Performance
Maintain water usage of 5 kilolitres per EFTSL per annum	Achieved 4.4 kilolitres in 2009

Total water consumption was 4.4kL per EFTSL for the 12 month period to December 2009. This was below the annual target of 5kL per EFTSL per year, and a decrease of 0.2kL on 2008.

	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total water consumption (kL)	8731	10,375	13,605	15,960	17,154	20,652	20,483	20,939	<b>23,069</b>
Water consumption per EFTSL (kL/EFTSL)	3.7	3.9	5.0	5.4	5.3	5.5	5.0	4.6	<b>4.4</b>

### Cleaning and Waste Management Services

	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total cleaning cost (\$/EFTSL)	118	132	132	127	110	99	136	137	<b>132</b>

### Security

	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total cost of security (\$/EFTSL)	N/A	152	193	182	158	151	148	154	<b>129</b>

**GOAL** To continue to lead, by example, in the areas of campus planning and development, sub-tropical architecture and all operations that have environmental impact

## FORWARD PLANNING FOR 2010

### Proportion of expenditure allocated to environmental sustainability

Target	Performance
Increase proportion of capital expenditure allocated to sustainability initiatives	<p>38.5% of capital expenditure allocated to sustainability initiatives</p> <p>Note: 2009 is the first year a whole-of-University figure has been available, hence there is no comparison to 2008 to demonstrate an increase or decrease.</p>

The proportion of capital expenditure allocated to sustainable expenditure was 38.5%. This was an unusually high expenditure, and included final works to connect the cooling towers to the lake system water supply, staged replacement of the refrigerated air conditioning with chilled water systems in Building B, heat exchange technology for treatment of incoming fresh air to Building J, and installation of energy efficient bulbs in 75% of lighting across campus.

### Energy consumption

Target	Performance
Maintain power usage per gross floor area of 0.55 GJ/m <sup>2</sup> per annum	Maintained 0.55 GJ/m <sup>2</sup> in 2009
Maintain carbon emissions per gross floor area of 135kg of CO <sub>2</sub> /m <sup>2</sup> per annum	Achieved 134kg of CO <sub>2</sub> /m <sup>2</sup> in 2009

Carbon emissions per GFA were 134kg of CO<sub>2</sub>/m<sup>2</sup> – below the annual target of 135kg of CO<sub>2</sub>/m<sup>2</sup>. The University maintained an annual power usage target of 0.55 GJ/m<sup>2</sup>. The target for power usage appears to have been met, but this outcome has been calculated on data provided by the network operator, Energex, due to the inability of the retailer, AGL, to provide detailed data.

- Implement a carbon offset arrangement in relation to air travel by international students and USC International staff.
- Deliver enhanced systems to manage food wastage and the usage of food products, to maintain an annual wastage register below 5%.
- Deliver an annual departmental reduction in motor vehicle travel expenses, through the promotion and adoption of flexible working practices, teleconferencing and vehicle sharing.

## University leadership (principal officers)

### Vice-Chancellor and President

**Professor Paul Thomas AM**

BSc(Hons), DipEd *Wales*, MA *Lough.*, PhD *Qld.*, FACE, LRPS

University CEO, responsible to University Council for strategic development, organisational leadership and day-to-day operations of the University

Inaugural Vice-Chancellor of the University of the Sunshine Coast since it opened on 1 January 1996. Planning President of the University 1994-1996. Previous posts include Head of Education at Kelvin Grove Campus of BCAE (later Queensland University of Technology), then Campus Principal and Professor within QUT. Prior to arriving in Australia, held senior posts in British higher education. Awarded a Centenary Medal for services to higher education in 2002 and on Australia Day 2007 was honoured with an Order of Australia medal (AM) for services to higher education and the establishment of the University of the Sunshine Coast. A Fellow of the Australian College of Educators and a recipient of a Rotary International Paul Harris Fellowship. Extensive experience on major committees, with research, publication, teaching and consultancy interests in management and leadership.

In December 2009, Professor Thomas informed University Council that he would not seek an extension of his contract when it expires in December 2010. The recruitment process for a new Vice-Chancellor and President commenced in December 2009, with an appointment anticipated in mid-2010 and the term of office to commence in January 2011.

### Deputy Vice-Chancellor

**Professor Greg Hill**

CertTeach, BA(Hons), PhD *Qld.*

Oversees the academic functions (learning, teaching and research) of the University, with responsibility for related support areas including Teaching and Research Services, Information Services, Student Administration and Student Services

Appointed Deputy Vice-Chancellor March 2005. Previously Foundation Professor of Tropical Environmental Science 1995-2004 and Dean 1997-2004, Charles Darwin University, establishing four University and national research centres. Reader in Geographical Sciences and Director of the ARC Key Centre in Land Information Studies 1979-1994, University of Queensland. Former Chair of Northern Territory Board of Studies. Former member of Kakadu National Park Research Advisory Committee.

### Pro Vice-Chancellor (International and Quality)

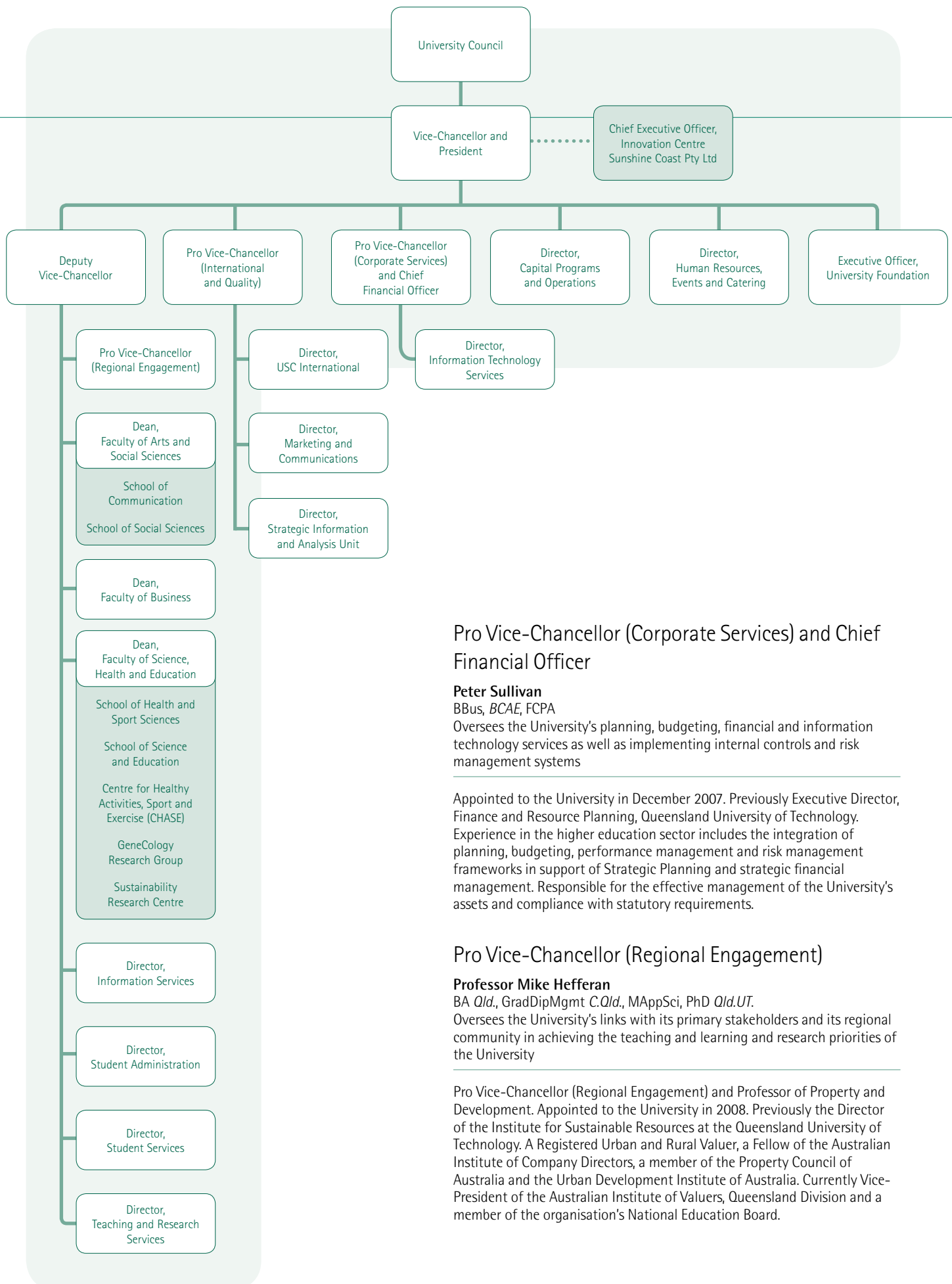
**Professor Robert Elliot**

BA(Hons) *NSW*, MA *La Trobe*, DipEd *Melb.*, PhD *Qld.*

Oversees, manages and advises on internationalisation, quality improvement, marketing and communication and the collection and analysis of strategic information

Pro Vice-Chancellor (International and Quality) and Professor of Philosophy. A member of University Council and Chairperson of the Internationalisation Advisory Committee and Web/Portal Application Support Group. A member of Academic Board and the Student Disciplinary and Student Grievance Appeals Committees. Former foundation Dean of Arts and subsequently Dean, Faculty of Arts and Social Sciences, University of the Sunshine Coast, from 1995 until 2005.





## Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer

### Peter Sullivan

BBus, BCAE, FCPA

Oversees the University's planning, budgeting, financial and information technology services as well as implementing internal controls and risk management systems

Appointed to the University in December 2007. Previously Executive Director, Finance and Resource Planning, Queensland University of Technology. Experience in the higher education sector includes the integration of planning, budgeting, performance management and risk management frameworks in support of Strategic Planning and strategic financial management. Responsible for the effective management of the University's assets and compliance with statutory requirements.

## Pro Vice-Chancellor (Regional Engagement)

### Professor Mike Hefferan

BA Qld., GradDipMgmt C.Qld., MAppSci, PhD Qld.UT.

Oversees the University's links with its primary stakeholders and its regional community in achieving the teaching and learning and research priorities of the University

Pro Vice-Chancellor (Regional Engagement) and Professor of Property and Development. Appointed to the University in 2008. Previously the Director of the Institute for Sustainable Resources at the Queensland University of Technology. A Registered Urban and Rural Valuer, a Fellow of the Australian Institute of Company Directors, a member of the Property Council of Australia and the Urban Development Institute of Australia. Currently Vice-President of the Australian Institute of Valuers, Queensland Division and a member of the organisation's National Education Board.

## University Council (governing body)

Under the *University of the Sunshine Coast Act 1998*, the University is governed by an 18-member University Council representing University and community interests.

University Council has the power to manage and control University affairs, property and finances, and appoint University staff. Where allowed under the Act, University Council may delegate powers to an appropriately qualified member of council or member of the University's staff; or to an appropriately qualified committee that includes one or more members of council.

The University Council met six times in 2009.

### University Council leadership

#### Chancellor

**John M Dobson OAM**

Leads the University Council and presides at Council meetings

Elected Chancellor in March 2007 for an inaugural term from 1 April 2007 to 31 March 2012. 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 United Church) and support groups for prisoners and their families.

#### Deputy Chancellor

**Mr Tim Fairfax AM, FAICD**

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

Re-elected 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. Chair, 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 Chair, National Portrait Gallery. Chair, Salvation Army Brisbane Advisory Board. Patron, AMA Queensland Foundation. Member, Council of Philanthropy Australia. Business interests include Director of Marinya Media Pty Ltd and Cambooya Pty Ltd.

In November 2009, Mr Fairfax informed University Council that he would conclude his service to the University at the end of the University Council term on 8 December 2009. The appointment of a new Deputy Chancellor is anticipated in early 2010.

## University Council membership

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

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

University Council membership for 2009 was as follows:

	Term concluding 8 December 2009	Term commencing 9 December 2009
Chancellor	▶ John M Dobson OAM	John M Dobson OAM
Deputy Chancellor	▶ Mr Tim Fairfax AM, FAICD	A Deputy Chancellor will be appointed in early 2010
Vice-Chancellor and President	▶ Professor Paul Thomas AM, BSc(Hons), DipEd <i>Wales</i> , MA <i>Lough</i> , PhD <i>Qld</i> , FACE, LRPS	Professor Paul Thomas AM, BSc(Hons), DipEd <i>Wales</i> , MA <i>Lough</i> , PhD <i>Qld</i> , FACE, LRPS
Chairperson of the Academic Board	▶ Professor Greg Hill, CertTeach, BA(Hons), PhD <i>Qld</i> . (Deputy Vice-Chancellor)	Professor Greg Hill, CertTeach, BA(Hons), PhD <i>Qld</i> . (Deputy Vice-Chancellor)
Six members appointed by the Governor-in-Council	▶ Mr Tim Fairfax AM, FAICD Dr Suzanne Innes, BA(Hons), BEdSt <i>Qld</i> , GradCertTESOL <i>NE</i> , MSchM EdD <i>C.Qld</i> . (from 4 April 2008) Ms Julie-Anne Mee, BBus <i>CIAE</i> , MAdmin <i>Griff.</i> , FCPA Dr Keith Steele, BAgSc, MAgrSc(Hons) <i>Massey</i> , D Phil <i>Waikato</i> (to 21 May 2009) Mr Michael Williams One position remained unfilled	Dr Suzanne Innes, BA(Hons), BEdSt <i>Qld</i> , GradCertTESOL <i>NE</i> , MSchM EdD <i>C.Qld</i> . Mr David Jeffries, BCom <i>Qld</i> , FCA, FAICD, FFin Mr Paul Lunn, BBus <i>S.Qld</i> , FCPA, CA Affil. Ms Julie-Anne Mee, BBus <i>CIAE</i> , MAdmin <i>Griff.</i> , FCPA Mr Michael Williams Ms Jacquelyn Wright, BBus(Comp) <i>NTU</i> , Master of Computing Studies <i>Deakin</i> , GDipEd(Adult) <i>S.Aust.</i> , GDipEd(Primary) <i>NTU</i>
Two members of the University's academic staff	▶ Professor Robert Elliot, BA(Hons) <i>NSW</i> , MA <i>La Trobe</i> , DipEd <i>Melb.</i> , PhD <i>Qld</i> . Associate Professor Julie Matthews BA(Hons) <i>Brookes</i> , PGCE <i>Leic.</i> , PhD <i>S.Aust</i> .	Professor Rod Simpson, BSc(Hons), PhD <i>Qld</i> . Dr Donna Weeks, BA(Hons) <i>Griff.</i> , MIRAP <i>Qld</i> , GradCertArtsEntMgt <i>Deakin</i> , PhD <i>Qld</i> .
One member of the University's full-time general staff	▶ Mr Keith Cunnington (to 27 April 2009) Ms Louise Ryan, BA <i>Melb</i> , GradDipBusAdmin <i>QIT</i> (from 4 June 2009)	Mr Bruce Williams, BA(Hons) <i>Sunshine Coast</i>
Two members of the student body	▶ Ms Julie Norton, BSc(Hons), GradDipDiet <i>Deakin</i> , CertDiabetesEducation <i>Curtin</i> (from 25 February 2009) Ms Elyse Wohling	Ms Fiona Finnegan Ms Samantha Hawthorne
Four additional members	▶ Mr Scott Forsdike, BBus <i>Sunshine Coast</i> Mr Phillip Harding Mr David Jeffries, BCom <i>Qld</i> , FCA, FAICD, FFin Mr Paul Lunn, BBus <i>S.Qld</i> , FCPA, CA Affil.	Four additional members will be appointed in early 2010

## University Council decisions in 2009

- Approved the Advancing the Teaching-Research Nexus Statement
- Approved the creation of a new fractional (50%) position of Pro Vice-Chancellor (Regional Engagement)
- Approved the retitling of the position of Chief Financial Officer to Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer
- Approved the April and August re-forecasts of the University's Operating and Capital Budgets
- Approved a draft Strategic Asset Management Plan 2010-2014
- Approved the 2010-2012 University Triennial Budget
- Noted the results of the University Climate Survey undertaken in 2008, and the proposed recommendations and actions of the University in response to those results
- Noted Corporate Performance Reports against the KPIs from March, May, July, September and November 2009
- Noted the 2009 October Outcomes Report of the University Operating and Capital Budgets
- Noted the Innovation Centre Sunshine Coast Pty Ltd financial reports as at 31 October 2009, together with an ICSC Pty Ltd 2010 Budget and Business Plan and Statement of Governance Principles
- Approved amendments to the composition and terms of reference of the Academic Board as recommended by the Academic Board
- Approved the University Reconciliation Action Plan
- Approved a revised Internal Audit Charter
- Approved the rescinding and replacement of the Academic Rules with Institutional Operating Policies that will be approved by the Academic Board
- Approved amendments to the Rules for some postgraduate programs
- Approved accreditation of the:  
Master of Regional Planning by Research
- Approved discontinuation of the:  
Master of Information Technology with final admissions in the second semester of 2009  
Doctor of Business Administration, with final admissions in the second semester of 2011
- Undertook an end-of-term assessment of Council's performance by way of a survey of out-going Councillors

## New policies

University Council approved the following new policies:

- Coursework Programs and Awards – Governing Policy
- Doctoral Degrees – Governing Policy
- Information Privacy – Institutional Operating Policy
- Learning and Teaching – Governing Policy
- Library Collection Development – Institutional Operating Policy
- Research Masters Degrees – Governing Policy
- Right to Information – Institutional Operating Policy
- Student Academic Integrity – Governing Policy
- Sustainability – Governing Policy

## Amended policies

University Council approved amendments to the following policies:

- Academic Dress Policy
- Catering Policy
- Children on Campus Policy
- Election of Council Members Policy
- Evaluation and Improvement of Teaching Policy
- Hire of University Facilities Policy
- Information and Communication Technology (ICT) Security – Institutional Operating Policy
- Liquor Use Policy
- Performance Planning and Review (PPR) Policy
- Policy for Students with a Disability
- Policy for the Establishment and Operation of Controlled Entities
- Program Accreditation and Course Approval Policy
- Program Review and Course Evaluation Policy
- Quality – Governing and Institutional Operating Policy
- Smoking – Institutional Operating Policy
- Student Conduct and Discipline – Governing Policy
- Student Grievances and Appeals – Governing Policy
- University Governance Framework – Governing Policy
- University Health and Safety – Governing Policy
- University Planning Framework – Governing and Institutional Operating Policy
- Workplace Rehabilitation – Institutional Operating Policy

## Rescinded policies

University Council rescinded approval for the following policies:

- Aboriginal and Torres Strait Islander Admission Policy  
*incorporated into new academic policies*
- Environment Policy  
*replaced by the Sustainability – Governing Policy*
- Freedom of Information Policy  
*replaced by the Right to Information – Institutional Operating Policy*
- Library Resources and Intellectual Freedom Policy  
*obsolete following the approval of Library Collection Development – Institutional Operating Policy*
- Policy for Determination of the Academic Year  
*no longer appropriate*
- Policy for the Giving and Receipt of Gifts and Benefits in relation to Officers and Employees of the University  
*to be replaced with two new institutional operating policies to be approved by the Vice-Chancellor under the current policy framework*
- Rules relating to Masters by Research degrees and Philosophy and Creative Arts doctoral degrees  
*following the approval of the Doctoral Degrees and Research Masters Degrees governing policies*
- Student Academic Integrity and Plagiarism Policy  
*obsolete following the approval of new academic policies*

In several instances, University Council approved designation of an existing policy as an Institutional Operating Policy under the University's policy framework. In these cases, council delegated authority to either the Vice-Chancellor or to the Academic Board as appropriate, to approve amendments, replacements or discontinuations in relation to those policies in future, consistent with the policy framework.

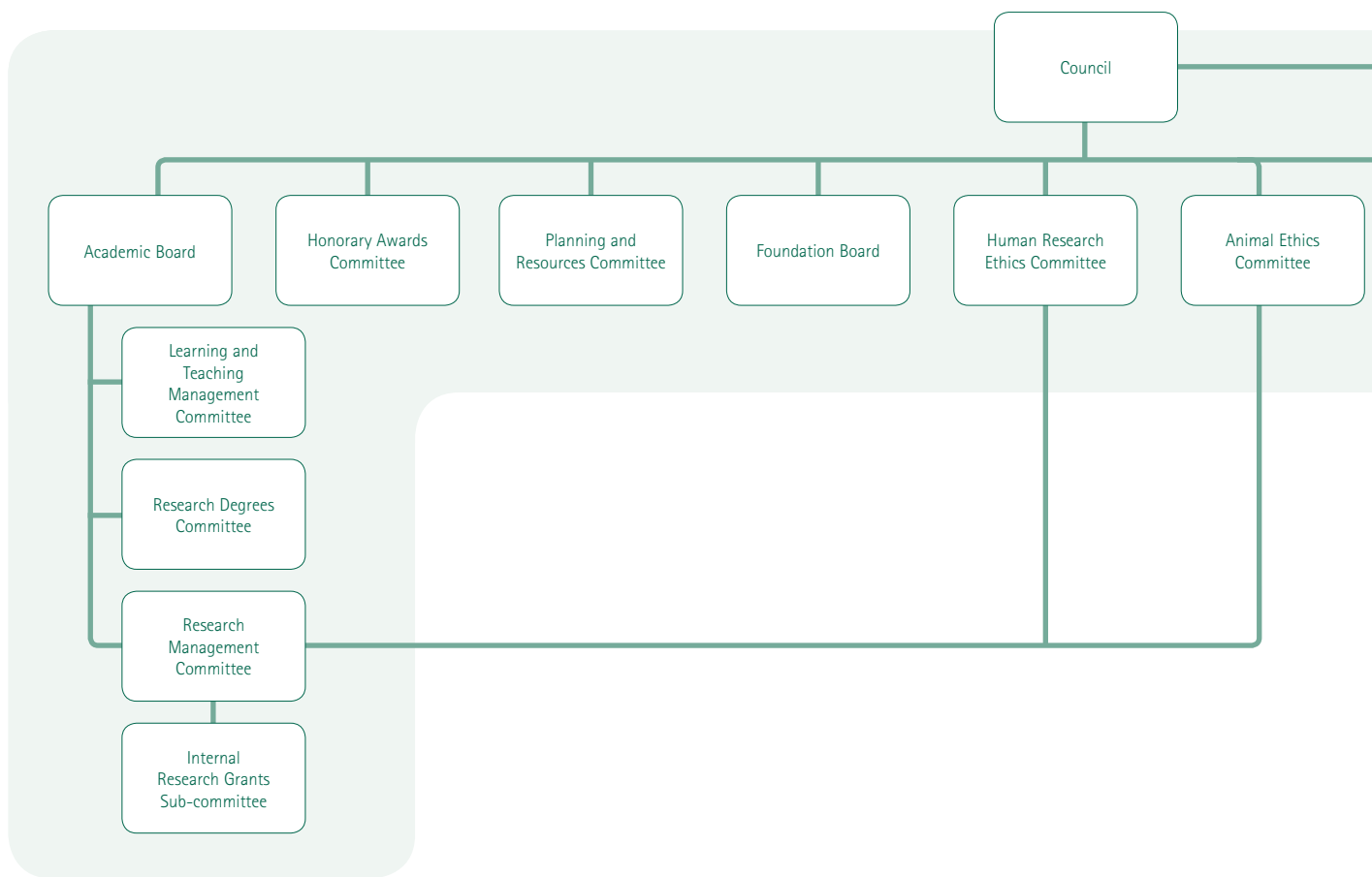
The following policies are in the approval cycle, as at 30 November 2009:

- Australian Learning and Teaching Council Grants – Institutional Operating Policy
- Bachelor Honours Programs – Institutional Operating Policy
- Coursework Programs and Awards – Governing Policy
- Grades and Grade Point Average – Institutional Operating Policy
- Learning and Teaching – Governing Policy
- Postgraduate Programs and Awards – Institutional Operating Policy
- Undergraduate Programs and Awards – Institutional Operating Policy

The following policies are in development, as at 30 November 2009:

- Australian Learning and Teaching Council Awards – Institutional Operating Policy
- Evaluation and Improvement of Teaching and Courses – Institutional Operating Policy
- Learning and Teaching Grants Scheme – Institutional Operating Policy
- Program Review and Course Evaluation – Institutional Operating Policy

# University committees



## Academic Board

The University's 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 29 members include:

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

The role of Academic Board is to:

- advise University 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.

The terms of reference of Academic Board were amended in 2009 as follows:

- authority to Academic Board was given to approve the discontinuation of award programs;

- the provision for Academic Board to reaccredit existing programs was removed for consistency, with revisions made to the Program Accreditation and Course Approval policy; and
- the determination of the acceptance of scholarships, bursaries and prizes above the value of \$5,000 per award was raised to \$15,000 for consistency with relevant policy.

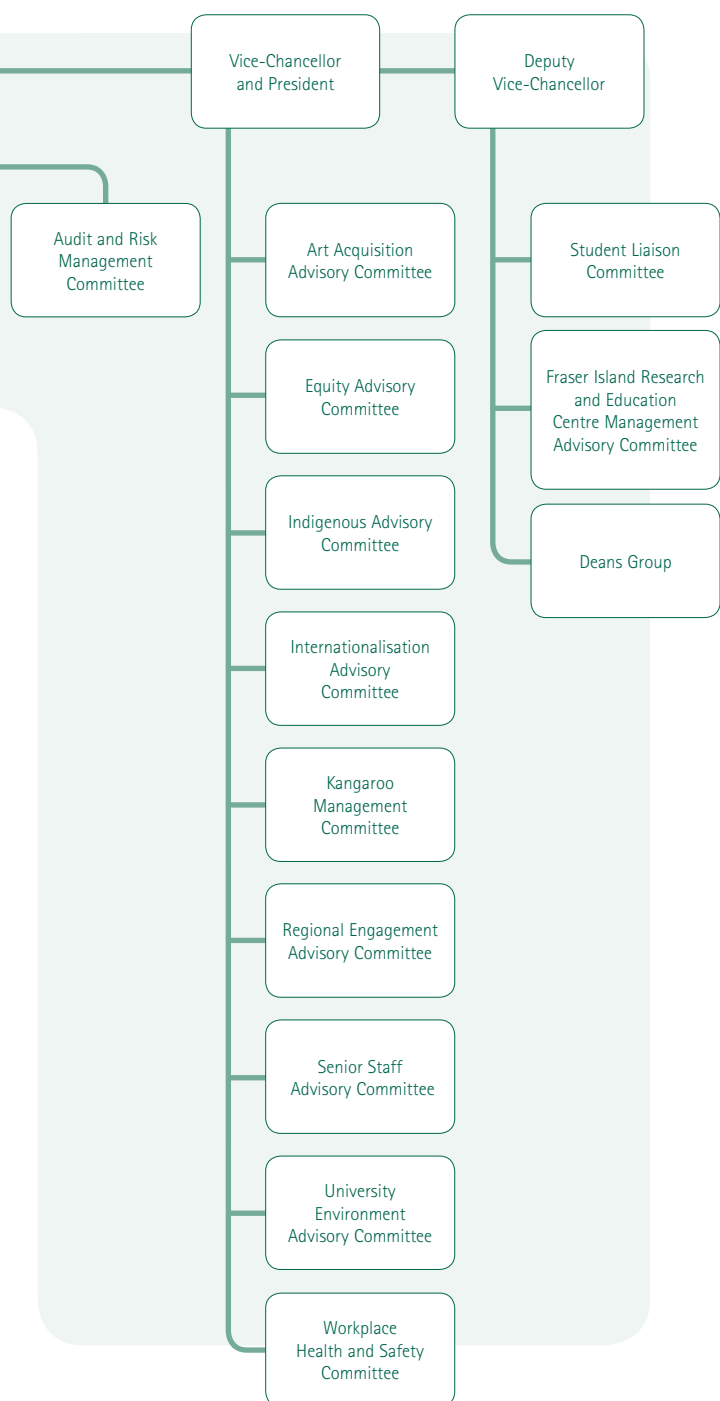
## Academic Board decisions in 2009

In 2009 an Evaluative Review of the Academic Board and its Standing Committees was undertaken. The report from the review panel was received in October 2009. Academic Board established a working group to evaluate the recommendations and present options for the consideration of the board early in 2010.

Academic Board also received reports from the 2008 review of Information Services and the 2009 reviews of Information Technology Services and Student Administrative Processes and Practices. Progress reports on implementation plans arising from reviews were also received.

Policy and procedure developments in 2009 included:

- approval of Specifications for the Presentation of Higher Degree by Research Theses
- revision of the classification of Majors and Minors
- approval of a Work Integrated Learning policy
- approval of a Student Academic Misconduct policy and development of related procedures
- approval of a Grades and Grade Point Average policy



- approval of policies to replace Academic Rules:
  - Admissions
  - Enrolments
  - Graduation
  - Academic Progress and Exclusion
- recommendation of a Research Master Degrees policy to Council
- recommendation of a Doctoral Degrees policy to Council
- recommendation of a Student Academic Integrity policy to Council
- recommendation of a Learning and Teaching policy, incorporating revised graduate attributes, to Council
- recommendation of a Coursework Programs and Awards policy to Council

Academic Board accredited the following programs in 2009, to be offered in 2010:

ED302	Bachelor of Education (Primary)
SC303	Bachelor of Science – part of double degree with SC403
SC403	Bachelor of Science (Honours) – part of double degree with SC303
SC383	Bachelor of Civil Engineering
AR505	Graduate Certificate in Arts
AR605	Graduate Diploma in Arts
BU344	Bachelor of Property Economics and Development
BU782	Master of International Business

Academic Board approved the discontinuation of the following programs:

AE303	Bachelor of Education/Bachelor of Arts (Special Education and Psychology) <i>difficult to meet dual professional accreditation requirements</i>
AR381	Bachelor of Regional and Urban Planning – three-year <i>superseded by the accreditation of the four-year Bachelor of Regional and Urban Planning</i>
BU311	Bachelor of Business (Accounting) <i>replaced by Bachelor of Commerce (Accounting)</i>
BU343	Bachelor of Business (Property and Asset Management) <i>replaced by Bachelor of Property Economics and Development</i>
BU391	Bachelor of Business (Financial Planning) <i>replaced by Bachelor of Commerce (Financial Planning)</i>
BU521	Graduate Certificate in Information Systems <i>insufficient student demand</i>
BU581	Graduate Certificate in International Business <i>discontinuation required for introduction of new Master of International Business</i>
BU621	Graduate Diploma in Information Systems <i>insufficient student demand</i>
BU681	Graduate Diploma in International Business <i>discontinuation required for introduction of new Master of International Business</i>
BU781	Master of International Business <i>replaced by new Master of International Business</i>
BU802	Master of Information Technology <i>insufficient student demand</i>
BU921	Doctor of Business Administration <i>program consisted of a major thesis with no coursework component, thereby duplicating the Doctor of Philosophy</i>
SC381	Bachelor of Engineering (Water and Sustainable Resource Management) <i>replaced by Bachelor of Civil Engineering</i>
SC382	Bachelor of Engineering (Construction Management) <i>replaced by Bachelor of Civil Engineering</i>
SC503	Graduate Certificate in Wetlands Management <i>insufficient student demand</i>

Academic Board also recommended to University Council the accreditation of one program, the Master of Regional Planning by Research, requiring council accreditation.

Also in 2009, Academic Board approved more than 66 new courses to be made available within accredited programs; the discontinuation of 85 courses; and several changes to programs, including adjustments to majors and minors, and to component courses.

## Planning and Resources Committee

In 2009 the Chancellor chaired the seven-member Planning and Resources Committee (PRC). Members include the Deputy Chancellor, Vice-Chancellor and President, one Dean or Director nominated by the Vice-Chancellor and appointed by University 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 PRC met five times in 2009. Discussion focused on financial matters, budget reports, reports from the University's controlled entity (Innovation Centre Sunshine Coast Pty Ltd), planning matters, staffing matters, capital projects, and a PRC self-assessment.

Recommendations to University Council related to:

- amendment of the PRC's composition and terms of reference;
- progress towards the key performance indicators within the University's Strategic Plan;
- the Strategic Asset Management Plan 2010-2014;
- appointments to the Board of Directors of the University's controlled entity;
- the format of the University's annual reports;
- policy matters; and
- the University's Triennial Budget 2010-2012.

## Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) has the responsibility to:

- assess and contribute to the audit planning process relating to identification of risks and threats to the University, taking into account the financial and operational environment and its performance management framework;
- assess and enhance the University's governance of its internal control systems, risk management and internal audit activities; and
- 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 University Council members. At least one ARMC 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 University Council for a period of not more than three years.

The Audit and Risk Management Committee observed the terms of its charter and had due regard to Queensland Treasury's *Audit Committee Guidelines*. The ARMC met four times in 2009. Members reviewed the composition and terms of reference of the committee, considered the University's response to the threat of a pandemic, assessed reports on risk management and internal and external audit matters, plus reviewed draft policies concerning the Giving and Receipt of Gifts and Benefits in relation to officers and employees of the University. The ARMC also conducted the committee's annual self-evaluation.

Recommendations to University Council related to:

- the University's draft 2008 Annual Financial Statements; and
- approval for, or amendment of, relevant policies.

## Honorary Awards Committee

The Chancellor chairs the six-member Honorary Awards Committee, which seeks, considers and recommends to University Council nominations for honorary awards, in accordance with the University's Honorary Awards – Governing Policy. Membership comprises the Chancellor, Vice-Chancellor and President, Deputy Vice-Chancellor and three University Council members. The committee met formally on one occasion in 2009 to consider honorary awards for 2010. Outcomes in 2009 included the award of two Honorary Senior Fellowships—to Ken Hinds, for his services to art on the Sunshine Coast, and to John Lockhart, for his services to education on the Sunshine Coast.

## Foundation Board

The Foundation Board provides consultation and advice to the University Foundation, USC's fundraising and alumni relations arm. Foundation Board members include the Vice-Chancellor and President, two University Council members, and representatives of the Sunshine Coast community.

Foundation Board met five times in 2009 to consider:

- amendment of the Constitution of the University Foundation;
- completion of the Building Excellence Campaign;
- general fundraising matters;
- the role of University Foundation Patrons;
- relevant policy matters;
- an update on progress against the Foundation Strategic Plan; and
- matters concerning the alumni relations program.

At the last meeting of the year, members of the Foundation Board paid tribute to Mr Tim Fairfax AM, Chairperson of the Board since its establishment in 1997. Mr Fairfax's terms on both University Council and Foundation Board concluded in December 2009.



## Monitoring quality

The University conducts internal audits within the relevant terms of reference and has due regard to Queensland Treasury's *Audit Committee Guidelines*. The University monitors overall quality through a system of reports against performance indicators and planned targets, and scheduled regular reviews and internal audits of performance. The latter often include input from external sources.

The University Council, committees and senior managers monitor quality, performance, standards and outcomes 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.

Improvement plans are developed in response to review and audit findings and regular reports on progress in achieving those plans are provided to senior University staff and such bodies as the University Executive, Academic Board and Council committees.

In response to the report on the University's first quality audit by the Australian Universities Quality Agency (AUQA), released in 2007, an Action Plan to address matters identified in the report was developed. Monitoring of implementation of the planned actions, with associated updates of progress reports in achieving the plan, continued throughout 2008 and 2009.

In 2009, reviews were conducted for the following operational areas of the University:

- Information Technology Services
- Strategic Information and Analysis Unit
- Academic Board and its Standing Committees
- Student Administrative Processes and Practices

The quality system is published online at [www.usc.edu.au/quality](http://www.usc.edu.au/quality)

## Controlled entities

University Council approved a Policy for the Establishment and Operation of Controlled Entities in December 2006.

### Innovation Centre

The University established the Innovation Centre Sunshine Coast Pty Ltd (ICSC) on 26 October 2000, under the University of the Sunshine Coast Act 1998 Part 2(6). The Chief Executive Officer of Innovation Centre Sunshine Coast (ICSC) Pty Ltd reports directly to the Vice-Chancellor, who is Chair of the Board of ICSC Pty Ltd.

The company's mission is to support the start-up and growth of knowledge-based businesses and to promote beneficial interaction between these businesses and the University.

ICSC operates a major office facility on the edge of campus. This includes an award-winning Business Incubator, aimed at start-up companies, and a Business Accelerator aimed at more established businesses and professional service firms.

The IC Business Incubator and Accelerator are the first two phases in the development of the Business and Technology Precinct at Sippy Downs which has the long term potential to provide employment for 8,000-plus knowledge workers.

ICSC is working closely with public and private stakeholders in advancing plans for the development of the Sippy Downs Town Centre, particularly the Business and Technology Precinct.

To date, the Innovation Centre has supported the start-up and growth of more than 55 businesses, principally in the digital, clean-tech and creative industry sectors.

### Activities in 2009

- In February 2009, the Innovation Centre supported the Faculty of Business in the launch of a Minor in Entrepreneurship—this consists of four courses enabling students to build the skills and attitudes necessary to gain an entrepreneurial approach to business.
- The Innovation Centre continued to build its UniConnect program which promotes beneficial relationships between the University and Innovation Centre companies. Strong progress was made through the appointment of a Student Ambassador who identified and promoted opportunities for work experience, student project groups and internships within Innovation Centre companies.
- The Innovation Centre secured the support of Westpac as sponsor of the Enterprise Tuesday and Boardroom Briefing series for 2009–2011. Around 365 people attended these business development and networking events in 2009.
- The second annual 'Digital Futures' course was held in September 2009 and attracted 52 delegates, including six USC students who gained award places.
- The establishment of the Innovation Centre was included as a case study in the *Partnerships @ Work* publication, released by the Business/Higher Education Round Table in October. The University was one of 12 case studies selected from around the country.
- At the end of 2009, the Innovation Centre was providing an office base to 30 knowledge-based businesses. The majority of these have benefited from engagement with the University through student projects, internships, graduate recruitment, input to teaching and curriculum, and research collaborations.

The Innovation Centre maintains an online presence at [www.innovation-centre.com.au](http://www.innovation-centre.com.au)

## Statutory obligations

### Ethical standards

In compliance with the Public Sector Ethics Act 1994, 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 of Conduct is published at [www.usc.edu.au/codeofconduct](http://www.usc.edu.au/codeofconduct) and on the USC Portal for staff and students to access.

### Information privacy

In 2009, the University developed a new Information Privacy Policy in response to the enactment of Queensland's Information Privacy Act 2009. The Information Privacy Policy replaced the existing Privacy Plan. A privacy statement is provided on the University's website and appropriate privacy statements are included on all University forms.

The Information Privacy Policy is available at [www.usc.edu.au/privacypolicy](http://www.usc.edu.au/privacypolicy)

### Right to Information

In response to the enactment of Queensland's Right to Information Act 2009, the University developed a new Right to Information Policy, replacing the former Freedom of Information Policy. In compliance with the legislation, the University has a Publication Scheme on its website, setting out the classes of information publicly available.

The following Right to Information requests were received in 2009:

- 31 October: Request from the Courier Mail seeking information about overseas travel expenses of senior University staff, in particular how the money was spent. The information was collated for supply to the Courier Mail in January 2010.
- 11 November: Request from an individual asking for copies of training material provided to University staff in 2006 by an external consultant. The request was refused on the grounds that the information requested was exempt because of potential breach of confidence.

The Publication Scheme is available at [www.usc.edu.au/rti](http://www.usc.edu.au/rti)

### Whistleblowers

No actions, disclosures or complaints were made in 2009 under the Whistleblowers Protection Act 1994.

### Workforce planning, retention and turnover

Time Equivalent (FTE) staffing was 660, inclusive of casual staff. This was an eight percent increase on 2008, with growth consistent with the University's Workforce Planning process. The 2008\* staff retention rate was 84 percent. The 2008 separation rate was 11.4 percent, a decrease of 0.4 percent on 2007.

The Staff Plan (2009-2011) addresses the University's strategies in planning, attracting, developing and retaining its workforce. The University also has a Certified Agreement and a number of key policies and procedures related to workforce development and management. These can be located at [www.usc.edu.au/staff](http://www.usc.edu.au/staff)

### Workplace health and safety

In 2008, USC time lost to injury was 6.59 days per workers' compensation incident, with a total of 11 claims made during the year.\*

### Retrenchments and voluntary early retirement

In 2009, the University made three positions redundant, and made no offers of Voluntary Early Retirement.

### Negotiations for Certified Agreement 4

Negotiations for the University's fourth Certified Agreement commenced in April 2009 and continued on a fortnightly basis over the remainder of the year. Although the Certified Agreement was not resolved during the year, the University still made an administrative pay increase of four percent for all staff in March 2009. Negotiations will continue in 2010.

The Certified Agreement is available at [www.usc.edu.au/certifiedagreement](http://www.usc.edu.au/certifiedagreement)

### Corporate information systems and records management

The continuing development of the University's corporate information systems included the following activities in 2009:

- Student information system (PeopleSoft Campus Community): upgraded in 2008 with continued development in 2009
- Human Resources and Payroll (PeopleSoft): upgraded in 2009
- Finance system (Technology One): implemented in November 2009
- Records management system (RecFind): upgraded in 2009
- Library system (Virtua): upgraded in 2009
- Research information management system (ResearchMaster): implemented in 2009
- Coast Research Database (VTLS Vital): upgraded in 2009
- Corporate website content management system: solution selected 2009 for implementation in 2010
- Career placement (SONIA): implemented 2009/2010
- international relations information system (IRIS): redeveloped 2009/2010
- Learning management, community and content management systems (Blackboard): upgraded in 2009
- Web conferencing system (Adobe Connect): upgraded in 2009
- Lecture recording and streaming system (Mediasite): extended and upgraded in 2009
- Email Server and Webmail system (GroupWise): upgraded in 2009
- Directory services and identity management system (Novell): upgraded in 2009

Other significant systems within the University include:

- Celcat: timetabling system
- Nortel: telephone system
- Raiser's Edge: customer relationship management system for donors, alumni and friends of the University
- Cardax: security card and access control system
- CareerHub: careers and employment management
- MEX: capital asset maintenance management
- Leisure Management: gymnasium and leisure management system
- Cumulus: multimedia asset catalogue and storage system
- Bear printing: student printing system

Under the *Public Records Act 2002*, the University archives full and accurate records of its activities. The University operates a decentralised corporate records management model, with faculties and cost centres responsible for the management of their records. A central Records Management Services unit provides University-wide support and advice. Records Liaison Officers have been appointed in each faculty/cost centre to manage their respective records. Internal audits are conducted on a rolling schedule to ensure appropriate records management and staff training is undertaken on a regular basis.

\* Due to DEEWR reporting deadlines, 2008 figures are the most recent available.

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Council is the governing body of the University of the Sunshine Coast and is responsible for the governance of the affairs and concerns of the University. Council's powers, duties and authorities are prescribed by the *University of the Sunshine Coast Act 1998*.

The members of the Council present their report for the 31 December 2009 financial year on the consolidated entity consisting of the University of the Sunshine Coast and controlled entity, the Innovation Centre Sunshine Coast (ICSC).

It is recommended that this report be read in conjunction with the full details published in the 2009 Annual Report. The Annual Report provides a comprehensive record of the University's performance in 2009, plans for the future and achievements documented against the aims and objectives of the University's Strategic Plan 2005 – 2010.

### Members of the University Council

The following persons were members of the Council during the year and up to the 31 December 2009:

Name and Qualifications	Appointment / Election / Resigned / Retired / Term completed
<b>Chancellor</b> John DOBSON OAM	
<b>Deputy Chancellor</b> Mr Tim FAIRFAX AM, FAICD	Term completed: 8 December 2009
<b>Vice-Chancellor and President</b> Professor Paul THOMAS AM, BSc(Hons), DipEd Wales, MA Lough., PhD Qld, FACE, LRPS	
<b>Chairperson of the Academic Board</b> Professor Greg HILL, CertTeach, BA(Hons), PhD Qld.	
<b>Six members appointed by the Governor in Council</b> Mr Tim FAIRFAX AM, FAICD	Term completed: 8 December 2009
Dr Suzanne INNES, BA(Hons) BEdSt Qld, GradCertTESOL UNE, MSchM EdD CQU	
Ms Julie-Anne MEE, FCPA, BBus CQU, MAdmin Griff.	
Dr Keith STEELE, BAgSc, MAgrSc(Hons) Massey, D Phil Waikato	Resigned: 21 May 2009
Mr Michael WILLIAMS	
Mr David JEFFRIES, BCom Qld, FCA, FAICD, FFin	Appointed: 9 December 2009
Mr Paul LUNN, BBus USQ, FCPA, CAAffil	Appointed: 9 December 2009
Ms Jacquelyn WRIGHT, BBus(Comp) NTU, Master of Computing Studies Deakin, GDipEd(Adult) UniSA, GDipEd(Primary) NTU	Appointed: 9 December 2009

**Name and Qualifications****Appointment / Election /  
Resigned / Retired /  
Term completed****Two members of the University's academic staff**Professor Robert ELLIOT, BA(Hons) *UNSW*, MA *La Trobe*, DipEd *Melb*, PhD *Qld*

Term completed: 8 December 2009

Associate Professor Julie MATTHEWS, BA(Hons) *Brookes*, PGCE *Leic.*, PhD *S.Aust*

Term completed: 8 December 2009

Professor Rod SIMPSON, BSc(Hons), PhD *Qld*.

Appointed: 9 December 2009

Dr Donna WEEKS, BA(Hons) *Griff.*, MIRAP *Qld.*, GradCertArtsEntMgt *Deakin*, PhD *Qld*.

Appointed: 9 December 2009

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

Mr Keith CUNNINGTON

Retired: 27 April 2009

Ms Louise RYAN, BA (Melb), GradDipBusAdmin *QIT*Elected: 4 June 2009  
Term completed: 8 December 2009Mr Bruce WILLIAMS, BA(Hons) *Sunshine Coast*

Elected: 9 December 2009

**Two members of the student body**

Ms Elyse WOHLING

Term completed: 8 December 2009

Ms Julie NORTON, BSc(Hons), GradDipDiet *Deakin*, CertDiabetesEducation *Curtin*Elected: 25 February 2009  
Term completed: 8 December 2009

Ms Fiona FINNEGAN

Elected: 9 December 2009

Ms Samantha HAWTHORNE

Elected: 9 December 2009

**Four additional members appointed by Council**Mr Scott FORSDIKE, BBus *Sunshine Coast*

Term completed: 8 December 2009

Mr Phillip HARDING

Term completed: 8 December 2009

Mr David JEFFRIES, BCom *Qld*, FCA, FAICD, FFin

Term completed: 8 December 2009

Mr Paul LUNN, BBus *USQ*, CPA, CAAffil

Term completed: 8 December 2009

Four additional members to be appointed early 2010

### Members of the Audit and Risk Management Committee

The following persons were members of the Audit and Risk Management Committee during the year and up to the 31 December 2009.

#### Name and Qualifications

Appointment / Election /  
Resigned / Retired /  
Term completed

#### Member of Council (Chairperson)

Ms Julie-Anne MEE, FCPA, BBus CQU, MAdmin Griff.

#### Member of Council

John DOBSON OAM

#### Member of the professional accounting bodies or audit bodies in Australia with a professional accounting, management consultancy or audit background (external)

Mr Phillip PROCOPIS, BBus CQU, Fellow of CPA Australia, Member of IIA (Australia)

Ms Natasha READ, BCom GU, FAIM, GAICD, MBA USC

Mr G McLENNAN, BCom UTas, Graduate Diploma – ICAA (CA Program)

### Members of the Planning and Resources Committee

The following persons were members of the Planning and Resources Committee during the year and up to the 31 December 2009.

#### Name and Qualifications

Appointment / Election /  
Resigned / Retired /  
Term completed

#### Chancellor (Chairperson)

John DOBSON OAM

#### Deputy Chancellor

Mr Tim FAIRFAX AM, FAICD

Term completed: 8 December 2009

#### Vice-Chancellor and President

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

#### One Dean or Director nominated by the Vice-Chancellor and President and appointed by Council

Professor Evan DOUGLAS BCom(Hons) Newcastle(NSW), MCom Newcastle(NSW), PhD S.Fraser

#### Three members with expertise in strategic financial management and planning, and at least one of whom must be a member of Council

Mr John GALLAGHER LLB UQ, Graduate Diploma in Applied Finance & Investment – Securities Institute of Australia

Mr David JEFFRIES, BCom Qld, FCA, FAICD, FFin

Mr Paul LUNN, BBus USQ, CPA, CAAffil

## Meetings of Members and Record of Attendance

Seven (7) ordinary meetings of Council were held during the year. Confirmed non-confidential minutes of the meetings are available to members of the University community for perusal upon request. In 2009, meetings were held on 24 February, 17 April (Graduation ceremony), 21 April, 16 June, 18 August, 13 October, and 8 December.

Four (4) ordinary meetings and one special meeting of the Audit and Risk Management Committee (ARMC) were held during the year. In 2009, ARMC meetings were held on 12 March (two meetings), 28 May, 1 October and 26 November.

Five (5) ordinary meetings and one special meeting of the Planning and Resources Committee (PRC) were held during 2009. In 2009, PRC meetings were held on 12 March (two meetings), 28 May, 30 July, 1 October and 26 November.

Member Listing	Board (Council) Meetings		Audit & Risk Management Committee		Planning & Resources Committee	
	A	B	A	B	A	B
John DOBSON	7	7	5	5	6	6
Mr Tim FAIRFAX	5	7			1	6
Professor Paul THOMAS	7	7			5	6
Professor Greg HILL	5	7				
Dr Suzanne INNES	5	7				
Ms Julie-Anne MEE	7	7	5	5		
Dr Keith STEELE	3	3				
Mr Michael WILLIAMS	2	7				
Professor Robert ELLIOT	5	7				
Associate Professor Julie MATTHEWS	5	7				
Mr Keith CUNNINGTON	1	2				
Ms Louise RYAN	4	4				
Ms Julie NORTON	6	6				
Ms Elyse WOHLING	4	7				
Mr Scott FORSDIKE	3	7				
Mr Phillip HARDING	4	7				
Mr David JEFFRIES	7	7			6	6
Mr Paul LUNN	7	7			6	6
Mr Gary McLENNAN			5	5		
Mr Phillip PROCOPIS			5	5		
Ms Natasha READ			5	5		
Mr John GALLAGHER					5	6
Professor Evan DOUGLAS					5	6

A = Number of meetings attended

B = Number of meetings held during the time the member held office or was a member of the council during the year

## Principal Activities

The University of the Sunshine Coast was established under *The Sunshine Coast University College Act 1994* and officially opened in 1996. Full university powers were granted to the University under the *University of the Sunshine Coast Act 1998*.

The main functions of the University as set out in the Act are:

- to provide education at university standard; and
- to provide facilities for, and encourage, study and research; and
- to encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community; and
- to provide courses of study or instruction, at the levels of achievement the council considers appropriate, to meet the needs of the community; and
- to confer higher education awards; and
- to disseminate knowledge and promote scholarship; and
- to provide facilities and resources for the wellbeing of the university's staff, students and other persons undertaking courses at the university; and
- to exploit commercially, for the university's benefit, a facility or resource of the university, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the university, whether alone or with someone else; and
- to perform other functions given to the university under the Act or another Act.

There were no significant changes in the nature of the activities of the University during the year.

## Review of Operations

The implementation of triennial planning in 2008 coupled with the integration of a new Finance System meant 2009 was an extremely active year across the University from an Administration perspective. The rewards of such efforts have resulted in better whole of University Forecasting and Reporting capabilities. These advances will continue to benefit the University through the ability to better manage resources and funding.

In accordance with the University's Quality – Institutional and Governing Policy and the associated guidelines and schedules, reviews were conducted in relation to the Strategic Information and Analysis Unit and, Information Technology Services.

The Bradley Review released in the beginning of 2009 has and will continue to affect the way Australian Universities conduct business. The University of the Sunshine Coast considered the comprehensive review of the Tertiary Education System of Australia to be of positive benefit for the University, which has been evidenced in the 2010 placement offers.

## Significant Changes in the State of Affairs

During the year there were no significant changes in the state of the affairs of the University.

## Matters Subsequent to the End of the Financial Year

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the University or the consolidated entity, the results of those operations or the state of affairs of the University in future financial years.

## Likely Developments and Expected Results of Operations

Disclosure of information regarding likely developments, future prospects and business strategies of the operations of the University in future financial years and the expected results of those operations is likely to result in unreasonable prejudice to the University. Accordingly, this information has not been disclosed in this report.



**Environmental Regulation**

The University's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or a State or Territory.

**Insurance of Officers**

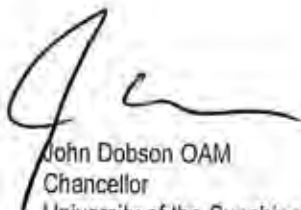
In 2009, the University of the Sunshine Coast held comprehensive insurance policies in relation to its Executive Members and Officers.

The annual premium of \$12,987 for Directors and Officers Insurance covered the period 1 November 2008 to 1 November 2009. (\$9,448 for the period 1 November 2007 to 1 November 2008.)

**Proceedings on behalf of the University of the Sunshine Coast**

There are no significant legal matters other than those referred to in the financial statements and notes following.

This report is made in accordance with the resolution of the members of the Council of the University of the Sunshine Coast.



John Dobson OAM  
Chancellor  
University of the Sunshine Coast

25 February 2010



Professor Paul Thomas AM  
Vice-Chancellor and President  
University of the Sunshine Coast

25 February 2010

	Notes	Consolidated		Parent entity	
		2009	2008	2009	2008
		\$'000	Re-stated \$'000	\$'000	Re-stated \$'000
<b>Revenue from continuing operations</b>					
Australian Government financial assistance					
Australian Government grants	2	59,641	49,246	59,641	49,246
HECS-HELP- Australian Government payments	2	20,302	17,714	20,302	17,714
FEE-HELP	2	1,166	1,036	1,166	1,036
State and Local Government financial assistance	3	1,954	1,598	1,829	1,473
HECS-HELP- Student payments		2,494	2,251	2,494	2,251
Fees and charges	4	17,963	15,432	17,558	15,097
Investment income	5	1,914	1,019	1,914	1,017
Consultancy and contracts	6	1,123	2,006	1,120	1,999
Other revenue	7	3,024	5,118	2,982	5,155
<b>Total revenue from continuing operations</b>		<b>109,581</b>	<b>95,420</b>	<b>109,006</b>	<b>94,988</b>
<b>Income from continuing operations</b>					
Gains on disposal of assets		33	26	33	26
<b>Total income from continuing operations</b>		<b>33</b>	<b>26</b>	<b>33</b>	<b>26</b>
<b>Total revenue and income from continuing operations</b>		<b>109,614</b>	<b>95,446</b>	<b>109,039</b>	<b>95,014</b>
<b>Expenses from continuing operations</b>					
Employee related expenses	8	55,508	50,006	55,088	49,609
Depreciation	9	6,953	5,418	6,949	5,413
Repairs and maintenance	10	2,313	1,896	2,313	1,894
Finance costs	11	1,586	1,675	1,576	1,675
Impairment of assets	12	103	117	54	111
Losses on disposal of assets		47	32	47	32
Other expenses	13	25,604	22,614	25,539	22,655
<b>Total expenses from continuing operations</b>		<b>92,114</b>	<b>81,758</b>	<b>91,566</b>	<b>81,389</b>
<b>Operating result before income tax</b>		<b>17,500</b>	<b>13,688</b>	<b>17,473</b>	<b>13,625</b>
Income tax expense		-	-	-	-
<b>Operating result after income tax for the period and attributable to members of the University of the Sunshine Coast</b>		<b>17,500</b>	<b>13,688</b>	<b>17,473</b>	<b>13,625</b>

The above income statement should be read in conjunction with the accompanying notes.

	Notes	Consolidated		Parent entity	
		2009	2008	2009	2008
			Re-stated		Re-stated
		\$'000	\$'000	\$'000	\$'000
<b>Operating Result after income tax for the period</b>		17,500	13,688	17,473	13,625
Gain (loss) on revaluation of land and buildings, net of tax	23	7,160	8,938	7,160	8,938
<b>Total comprehensive income</b>		<b>24,660</b>	<b>22,626</b>	<b>24,633</b>	<b>22,563</b>
<b>Total comprehensive income attributed to minority interest</b>		-	-	-	-
<b>Total comprehensive income attributed to members of the University of the Sunshine Coast</b>		<b>24,660</b>	<b>22,626</b>	<b>24,633</b>	<b>22,563</b>

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

	Notes	Consolidated			Parent entity		
		2009	2008	2008	2009	2008	2008
			31-Dec Re-Styled \$'000	1-Jan Re-Styled \$'000		31-Dec Re-Styled \$'000	1-Jan Re-Styled \$'000
<b>ASSETS</b>							
<b>Current assets</b>							
Cash and cash equivalents	14	23,834	8,548	7,106	23,559	8,272	6,909
Receivables	15	3,504	2,238	3,250	3,572	2,327	3,329
Other assets	16	1,778	1,926	1,281	1,776	1,926	1,281
<b>Total current assets</b>		<b>29,116</b>	<b>12,712</b>	<b>11,637</b>	<b>28,907</b>	<b>12,525</b>	<b>11,519</b>
<b>Non-current assets</b>							
Property, plant and equipment	17	169,452	165,268	146,534	169,397	165,245	146,507
Intangible assets	18	3,316	3,321	240	3,316	3,321	240
Other assets	16	488	637	662	488	637	662
<b>Total non-current assets</b>		<b>173,256</b>	<b>169,226</b>	<b>147,436</b>	<b>173,201</b>	<b>169,203</b>	<b>147,409</b>
<b>Total assets</b>		<b>202,372</b>	<b>181,938</b>	<b>159,073</b>	<b>202,108</b>	<b>181,728</b>	<b>158,928</b>
<b>LIABILITIES</b>							
<b>Current liabilities</b>							
Trade and other payables	19	2,324	2,148	3,704	2,161	2,068	3,619
Borrowings	20	2,539	2,407	2,048	2,539	2,407	2,048
Provisions	21	7,200	8,739	5,743	7,184	8,723	5,723
Other liabilities	23	3,574	4,397	2,883	3,636	4,396	2,883
<b>Total current liabilities</b>		<b>15,637</b>	<b>17,691</b>	<b>14,378</b>	<b>15,520</b>	<b>17,594</b>	<b>14,273</b>
<b>Non-current liabilities</b>							
Borrowings	20	19,983	22,237	25,736	19,983	22,237	25,736
Provisions	21	1,602	1,520	1,095	1,574	1,500	1,084
<b>Total non-current liabilities</b>		<b>21,585</b>	<b>23,757</b>	<b>26,831</b>	<b>21,557</b>	<b>23,737</b>	<b>26,820</b>
<b>Total liabilities</b>		<b>37,222</b>	<b>41,448</b>	<b>41,209</b>	<b>37,077</b>	<b>41,331</b>	<b>41,093</b>
<b>Net assets</b>		<b>165,150</b>	<b>140,490</b>	<b>117,864</b>	<b>165,031</b>	<b>140,398</b>	<b>117,835</b>
<b>EQUITY</b>							
Reserves	23	70,221	63,061	54,123	70,221	63,061	54,123
Retained surplus	23	94,929	77,429	63,741	94,810	77,337	63,712
<b>Total equity</b>		<b>165,150</b>	<b>140,490</b>	<b>117,864</b>	<b>165,031</b>	<b>140,398</b>	<b>117,835</b>

The above balance sheet should be read in conjunction with the accompanying notes.

	Notes	Reserves \$'000	Retained Surplus \$'000	Total \$'000
<b>Consolidated</b>				
Balance at 1 January 2008		54,123	63,741	117,864
Total comprehensive income		8,938	13,688	22,626
Balance at 31 December 2008		<u>63,061</u>	<u>77,429</u>	<u>140,490</u>
Balance at 1 January 2009		63,061	77,429	140,490
Total comprehensive income		7,160	17,500	24,660
Balance at 31 December 2009		<u>70,221</u>	<u>94,929</u>	<u>165,150</u>
<b>Parent</b>				
Balance at 1 January 2008		54,123	63,712	117,835
Total comprehensive income		8,938	13,625	22,563
Balance at 31 December 2008		<u>63,061</u>	<u>77,337</u>	<u>140,398</u>
Balance at 1 January 2009		63,061	77,337	140,398
Total comprehensive income		7,160	17,473	24,633
Balance at 31 December 2009		<u>70,221</u>	<u>94,810</u>	<u>165,031</u>

Total comprehensive income for the year is attributable to the members of the University of the Sunshine Coast.

The above statement of changes in equity should be read in conjunction with the accompanying notes.

	Notes	Consolidated		Parent entity	
		2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Cash flows from operating activities</b>					
Australian Government Grants received	2(h)	76,612	69,974	76,612	69,974
OS-HELP (net)	2(h)	(27)	(26)	(27)	(26)
State Government Grants received		1,673	1,341	1,548	1,279
Local Government Grants received		281	194	281	194
HECS-HELP - Student payments		2,494	2,251	2,494	2,251
Receipts from students fees and other customers		25,420	24,132	24,890	23,435
Interest received	5	1,914	1,020	1,914	1,017
Interest and other costs of finance paid	11	(1,586)	(1,675)	(1,576)	(1,675)
Payments to suppliers and employees (inclusive of goods and services tax GST recovered/(paid))		(86,506)	(77,231)	(85,897)	(76,549)
		1,080	2,848	1,080	2,848
<b>Net cash provided by / (used in) operating activities</b>	28	<b>21,355</b>	<b>22,828</b>	<b>21,319</b>	<b>22,748</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		176	94	176	94
Payments for property, plant and equipment		(4,161)	(18,397)	(4,124)	(18,397)
<b>Net cash provided by / (used in) investing activities</b>		<b>(3,985)</b>	<b>(18,303)</b>	<b>(3,948)</b>	<b>(18,303)</b>
<b>Cash flows from financing activities</b>					
Proceeds from borrowings		-	905	-	905
Repayment of borrowings		(2,083)	(3,987)	(2,083)	(3,987)
<b>Net cash provided by / (used in) financing activities</b>		<b>(2,083)</b>	<b>(3,082)</b>	<b>(2,083)</b>	<b>(3,082)</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>15,287</b>	<b>1,442</b>	<b>15,288</b>	<b>1,363</b>
Cash and cash equivalents at beginning of the financial year		8,548	7,106	8,272	6,909
<b>Cash and cash equivalents at the end of the financial year</b>	14	<b>23,834</b>	<b>8,548</b>	<b>23,559</b>	<b>8,272</b>

The above cash flow statement should be read in conjunction with the accompanying notes.

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## **Note 1 Summary of significant accounting policies**

The University of the Sunshine Coast (the University) is established under the *University of the Sunshine Coast Act 1998* and is a statutory body as defined by the *Financial Accountability Act 2009*.

The principal accounting policies adopted in the preparation of this financial report by the University are stated in order to assist in a general understanding of the financial statements. These policies have been consistently applied to all years presented, unless otherwise indicated. Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts and other disclosures.

The financial report includes separate financial statements for the University as an individual entity and the consolidated entity consisting of the University and its subsidiary, the Innovation Centre Sunshine Coast Pty Ltd. The following is a summary of the material, significant accounting policies adopted by the University in the preparation of the financial report.

### **a) Basis of preparation**

These financial statements are a general purpose financial report that has been prepared in accordance with the Financial & Performance Management Standard, issued under Section 57 of the Financial Accountability Act 2009, applicable Australian Accounting Standards (AASB) AASB Interpretations and the requirements of the Department of Education, Employment and Workplace Relations (DEEWR) and other State/Australian Government legislative requirements.

#### ***Compliance with International Financial Reporting Standards (IFRS)***

These financial statements and notes of the University comply with Australian Accounting Standards, some of which contain requirements specific to not-for-profit entities that are inconsistent with International Financial Reporting Standards (IFRS) requirements.

#### ***Historical cost convention***

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain classes of property, plant and equipment.

#### ***Accrual basis of accounting***

The financial statements, except for cash flow information, have been prepared using the accrual basis of accounting.

#### ***Critical accounting estimates and judgments***

The members evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the group.

There were no critical accounting estimates or judgments made during the preparation of the financial report.

### **b) Principles of consolidation**

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of the University ("parent entity") as at 31 December 2009 and the results of the subsidiary for the year then ended. The University and its subsidiary together are referred to in this financial report as the consolidated entity.

The subsidiary is that entity over which the University has the power to govern the financial and operating policies so as to obtain benefits from its activities. Control generally accompanies a shareholding of 100%. The financial statements of the subsidiary are included in the consolidated financial statements from the date that control commences until the date control ceases.



**Note 1 Summary of significant accounting policies**

All inter-company balances and transactions between entities in the consolidated entity, including any unrealised profits and losses, have been eliminated on consolidation. Accounting policies of subsidiaries have been changed, where necessary, to ensure consistency with those policies applied by the parent entity.

**c) Foreign Currency Translation*****Functional and presentation currency***

Items included in the financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Australian dollars, which is the University's functional and presentation currency.

**d) Revenue recognition**

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances and duties and taxes paid.

Financial assistance is recognised as revenue when the University obtains control over the income. Control over the income would normally be obtained upon the earlier of their receipt or their becoming contractually due. Financial assistance that DEEWR has identified as being recoverable is disclosed within other liabilities (refer Note 22). Financial assistance yet to be received from DEEWR has been disclosed in receivables (refer Note 15). All revenue is stated net of the amount of goods and services tax (GST).

The following specific recognition criteria must also be met before revenue is recognised:

***Government grants***

The University treats operating grants received from Australian Government entities as income in the year of receipt. Grants are recognised at their fair value where the University obtains control of the right to receive the grant, it is likely that economic benefits will flow to the University and it can be reliably measured.

***Student fees and charges***

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges relate to courses to be held in future periods. Such income is treated as income in advance. Conversely, fees and charges relating to debtors are recognised as revenue in the year to which the prescribed course relates.

***Interest***

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets. This is generally recorded on receipt from the relevant financial institution or as accrued revenue in respect of fixed term investments.

***Contributions***

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which the University obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

***Human resources***

Contract revenue is recognised in accordance with the percentage of completion method. The stage of completion is measured by reference to labour hours incurred to date as a percentage of estimated total labour hours for each contract.

## **Note 1 Summary of significant accounting policies**

### **Lease income**

Lease income from operating leases is recognised as income on a straight-line basis over the lease term.

### **e) Taxation**

The University and its controlled entity are, by virtue of Section 50-5 of the *Income Tax Assessment Act 1997*, exempted from the liability to pay income tax. The University and its controlled entity are, however, subject to Payroll Tax, Fringe Benefits Tax and Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST. Cash flows are presented in the cash flow statement on a gross basis, except for the GST component on investing and financing activities, which are disclosed as operating cash flows.

### **f) Leases**

All of the current leases held by the University are determined as operating leases. Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. No accrual has been included to recognise the outstanding commitments on the term of the operating lease (refer Note 26(b)). Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis, over the period of the lease, where material.

The University has not entered into any and does not hold any finance leases.

### **g) Impairment of assets**

The carrying amounts of all assets, other than inventories, are reviewed for indicators of impairment at each reporting date. If an indicator of impairment exists, the asset's recoverable amount is estimated. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Income Statement, unless the asset is carried at a re-valued amount. When the asset is measured at a re-valued amount, the impairment loss is offset against the asset revaluation reserve of the relevant class to the extent available.

### **h) Cash and cash equivalents**

Cash and cash equivalents includes cash on hand, in banks and deposits held at call with financial institutions convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

### **i) Trade and other receivables**

Trade and other receivables measured at amortised cost, using the effective interest rate method, less provision for impairment. Trade and other receivables are due for settlement no more than 30 days from the date of recognition. Receivables arising from student fees are recognised as amounts receivable, as sanctions are applied to students who do not pay.

Collectability of trade and other receivables is reviewed on an ongoing basis. All impaired receivables are written off in the year in which they are impaired and are recognised in the income statement. A provision for impairment is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables.

**Note 1 Summary of significant accounting policies****j) Prepayments**

Prepayments for goods and services which are to be provided in future years are recognised as prepayments. Prepayments are recorded in other financial assets in the balance sheet.

**k) Inventories**

Stock on hand at balance sheet date represents licences purchased for resale. Inventories are valued at the lower of cost and net realisable value. Inventories are recorded in other financial assets in the balance sheet.

**l) Property, Plant and Equipment**

Each class of property, plant and equipment is carried at fair value, less where applicable, any accumulated depreciation and impairment losses. Assets are valued at their fair value in accordance with the Queensland Treasury 'Non-Current Asset Policies for the Queensland Public Sector'.

Subsequent costs to an asset are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably.

**Land**

The asset recognition threshold for land is \$1. Land is not depreciated.

**Buildings and infrastructure assets**

The asset recognition threshold for building and infrastructure assets is \$10,000.

**Construction in progress**

Construction in progress is shown at a value that recognises the extent of completion of construction work, as represented by progress payments to date. Contracts signed for the purpose of building projects that have not been completed and / or commenced at 31 December 2009 have been disclosed as capital expenditure commitments (refer Note 26).

**Library – Heritage Collection**

The Library Heritage Collection is valued at fair value in accordance with Accounting for Library Collections Policy. The asset threshold for Library Heritage Collection is \$5,000.

**Leasehold Improvements**

Leasehold Improvements are valued at cost. The asset recognition threshold for leasehold improvements is \$5,000. Leasehold improvements are depreciated over the unexpired period of the lease. During 2009 infrastructure assets to the value of \$7,000, and building assets to the value of \$241,000 were reclassified as Leasehold Improvements. These were improvements to the Dilli Village facility at Fraser Island, Queensland with which the University of the Sunshine Coast is in an operating lease arrangement.

**Plant and Equipment**

All other plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Plant and equipment with a value of equal to or greater than \$5,000 are recorded at cost less depreciation and impairment losses. Additions with a value of less than \$5,000 are expensed in the year of purchase. Plant and equipment donated to the University is recorded at valuation in the year of donation.

## Note 1 Summary of significant accounting policies

### Art Collection

The University's art collection is valued at cost, with donations to the collection, being independently valued. In respect of art collections the asset recognition threshold is \$5,000.

### Revaluations

Land, building, infrastructure, library heritage and art collections are re-valued every 5 years by external independent valuers in accordance with Queensland Treasury's asset policy. In 2009 a formal revaluation was conducted of all land, buildings and infrastructure held by the University of the Sunshine Coast, and any movement reflected in the Asset Revaluation Reserve. Interim valuations are conducted in the subsequent years using Australian Bureau of Statistics prices indices and other reliable measures.

Accumulated depreciation at the date of revaluation is restated proportionately with the change in the gross carrying amount of the asset as mandated by Queensland Treasury. The carrying amount of the asset after revaluation equals its revalued amount.

Revaluation increments are credited directly to the asset revaluation reserve, except where the increment reverses a previously recognised decrement. In such cases the increments are recognised as revenue in the income statement. Revaluation decrements are recognised as an expense in the income statement except where the decrement reverses a revaluation increment held in the asset revaluation reserve.

### Depreciation

Property, plant and equipment, other than land and the library heritage collection are depreciated on a straight line basis over their expected useful lives at the following rates:

Item	Useful Life (years)	Depreciation Rate (%)
Computer Hardware	3	33.3
Freehold Buildings	40	2.5
Infrastructure	20	5
Laboratory Equipment	7.5	13.3
Leasehold Improvements	10	10
Plant & Equipment	10	10

Depreciation is charged from the month after acquisition or, in respect of buildings and infrastructure assets under construction, from the month after the asset is completed and ready for use.

### Disposals

Gains or losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the income statement. When re-valued assets are sold, it is University policy to transfer the amounts included in asset revaluation reserves in respect of those assets to retained earnings.

### m) Intangible assets

#### Research and development

Expenditure on research activities, undertaken with the prospect of obtaining new scientific or technical knowledge and understandings, is recognised in the income statement as an expense, when it is incurred.

#### Computer Software

Computer software with a value equal to or greater than \$100,000 is recognised at cost of acquisition less accumulated amortisation and any impairment losses. Computer software is amortised over its useful life. Software

**Note 1 Summary of significant accounting policies**

under construction is valued at cost where the cumulative value of invoices exceeds \$100,000. Directly attributed costs of materials, hardware and services used or consumed in generating the software have been recognised excluding costs of employee benefits which remain as and are included in ordinary business operations.

The 2009 Financial Statements for the University show a reclassification of salary and wage expenditure directly attributable to the Finance System software implementation from expenditure to capital. This reclassification required a restatement of the 2008 comparatives to the value of \$493,000.

**n) Trade and other payables**

These amounts represent liabilities for goods and services provided to the University prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

**o) Borrowings**

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

**p) Finance costs**

All finance costs are expensed in the period in which they have been incurred.

**q) Employee benefits**

Provision is made for the liability for employee benefits arising from services rendered by employees to balance date. Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be settled within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for sick leave are recognised when the leave is taken and measured at the rates paid or payable.

**Annual Leave**

The provision for annual leave does not include any entitlements due and payable to eligible scholarship holders, consultants and casual employees. Annual leave entitlements have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs.

**Long Service Leave**

Provision for long service leave has been measured with reference to the present value of the estimated future cash outflows to be made, predictions of when leave will be taken and the consolidated entity's experience of the probability that employees will qualify for long service leave. That part of the provision that is expected to be payable within 12 months of the reporting date is classified as a current provision and measured at its nominal amount. The liability for long service leave expected to be settled more than 12 months from the reporting date is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms of maturity and currency that match, as closely as possible, the estimated future cash outflows.

**Retirement benefit obligations**

Contributions are made by the University to employee superannuation funds and are charged as expenses when incurred.

**Note 1 Summary of significant accounting policies****Superannuation***(UniSuper DBD Financial Position as at 30 June 2009)***Background**

The UniSuper Defined Benefit Division (DBD) is a defined benefit plan under Superannuation Law but, as a result of Clause 34 of the UniSuper Trust Deed, a defined contribution plan under Accounting Standard AASB 119.

**Financial Position**

As at 30 June 2009 the assets of the DBD in aggregate were estimated to be \$1,396 million in deficiency of vested benefits. The vested benefits are benefits which are not conditional upon continued membership (or any factor other than leaving the service of the participating institution) and include the value of CPI indexed pensions being provided by the DBD.

As at 30 June 2009 the assets of the DBD in aggregate were estimated to be \$39 million in deficiency of accrued benefits. The accrued benefits have been calculated as the present value of expected future benefit payments to members and CPI indexed pensioners which arise from membership of UniSuper up to the reporting date.

The vested benefit and accrued benefit liabilities were determined by the Fund's actuary, Russell Employee Benefits, using the actuarial demographic assumptions outlined in their report dated 12 June 2009 on the actuarial investigation of the DBD as at 31 December 2008. The financial assumptions used were:

	<u>Vested Benefits</u>	<u>Accrued Benefits</u>
Gross of tax investment return	7.25% p.a.	8.5% p.a.
Net of tax investment return	6.75% p.a.	8.0% p.a.
Consumer Price Index	2.75% p.a.	2.75% p.a.
Inflationary salary increases long term	3.75% p.a.	3.75% p.a.

Assets have been included at their net market value, i.e. allowing for realisation costs.

The Defined Benefit Division as at 30 June 2009 is therefore in an "unsatisfactory financial position" as defined by SIS Regulation 9.04. An "unsatisfactory financial position" for a defined benefit fund is defined as when 'the value of the assets of the Fund is inadequate to cover the value of the liabilities of the Fund in respect of benefits vested in the members of the Fund'. The Actuary and the Trustee have followed the procedure required by Section 130 of the SIS Act when funds are found to be in an unsatisfactory financial position.

The actuary currently believes, in respect of the long-term financial condition of the Fund, that assets as at 30 June 2009, together with current contribution rates, are expected to be sufficient to provide for the current benefit levels for both existing members and anticipated new members if experience follows the "best estimate" assumptions.

**r) Rounding and Comparatives**

Amounts in the financial report have been rounded to the nearest \$1,000 or where that amount is \$500 or less to zero. Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period, particularly those required by the DEEWR guidelines.

**s) Authority to issue financial report**

The financial report is authorised for issue by the Chancellor and the Vice-Chancellor and President at the date of signing the Management Certificate.

**t) Prior Period Accounting Errors**

In 2009, the consolidated entity discovered an accounting error in respect of the recognition of Intangible Assets in 2008. In 2008 the directly attributed costs of the Intangible Asset excluded employee benefits. AASB 138 states that directly attributed costs include costs of employee benefits arising from the generation of the intangible asset. There were also other costs of materials and services used or consumed in generating the intangible asset that were omitted

**Note 1 Summary of significant accounting policies**

from the asset recognition process. These accounting policy corrections have resulted in adjustments to the 2008 comparative results.

The consolidated entity also discovered an accounting error in respect of the classification of Dilli Village Leasehold Assets recorded in the Asset Register as at 31<sup>st</sup> December 2008. The reclassification of \$255K from Buildings & \$21K from Infrastructure has resulted in a revaluation adjustment of \$29K to record the assets at cost of \$248K and \$36K additional depreciation to record at the correct rate. These adjustments have resulted in adjustments to the comparative results.

The consolidated entity in 2008 recorded the Queensland Department of Tourism, Regional Development & Industry loan at cost value rather than at fair value. The corrections in 2009 to report the loan at fair value have resulted in adjustments to the comparative results.

In addition to the above adjustments, an adjustment was made to the comparative amounts for the controlled entity ICSC. This resulted in that entity's 2008 profit increasing by \$62K and its net assets increasing by the same amount. This adjustment is reflected in the 2008 consolidated comparatives.

<b>Re-statement of Comprehensive Income</b>			
Consolidated as at 31 December 2008			
	Previously		2008
	Stated	Correction	Restated
	\$'000	\$'000	\$'000
<b>Revenue from Continuing Operations</b>			
State and Local Government financial assistance	1,536	62	1,598
Total revenue from continuing operations	<u>95,358</u>	62	<u>95,420</u>
<b>Expenses from Continuing Operations</b>			
Employee related expenses	50,389	(383)	50,006
Depreciation	5,398	20	5,418
Finance costs	1,505	170	1,675
Other expenses	22,726	(112)	22,614
Total expenses from continuing operations	<u>82,063</u>	(305)	<u>81,758</u>
<b>Operating result after income tax for the period and attributable to members of the University of the Sunshine Coast</b>	<u>13,321</u>	367	<u>13,688</u>

## Note 1 Summary of significant accounting policies

Re-statement of Financial Position			
Consolidated as at 31 December 2008			
	Previously		2008
	Stated	Correction	Restated
	\$'000	\$'000	\$'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	165,333	(65)	165,268
Intangible assets	2,828	493	3,321
Other assets	213	424	637
<b>Total non-current assets</b>	<b>168,374</b>	<b>852</b>	<b>169,226</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Other liabilities	4,122	275	4,397
<b>Total current liabilities</b>	<b>17,416</b>	<b>275</b>	<b>17,691</b>
<b>Non-current liabilities</b>			
Borrowings	22,464	(227)	22,237
<b>Total non-current liabilities</b>	<b>23,984</b>	<b>(227)</b>	<b>23,757</b>
<b>EQUITY</b>			
Reserves	63,088	(27)	63,061
Retained surplus	76,598	831	77,429
<b>Total equity</b>	<b>139,686</b>	<b>804</b>	<b>140,490</b>

Re-statement of Financial Position			
Consolidated as at 1 January 2008			
	Previously		2008
	Stated	Correction	Restated
	\$'000	\$'000	\$'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	146,582	(48)	146,534
Other assets	200	462	662
<b>Total non-current assets</b>	<b>147,022</b>	<b>414</b>	<b>147,436</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Other liabilities	2,565	318	2,883
<b>Total current liabilities</b>	<b>14,060</b>	<b>318</b>	<b>14,378</b>
<b>Non-current liabilities</b>			
Borrowings	26,075	(339)	25,736
<b>Total non-current liabilities</b>	<b>27,170</b>	<b>(339)</b>	<b>26,831</b>
<b>EQUITY</b>			
Reserves	54,152	(29)	54,123
Retained surplus	63,277	464	63,741
<b>Total equity</b>	<b>117,429</b>	<b>435</b>	<b>117,864</b>



	Notes	Consolidated		Parent entity	
		2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Note 2 Australian Government financial assistance including HECS - HELP and other Australian Government loan programs</b>					
<b>(a) Commonwealth Grants Scheme and Other Grants</b>	30.1				
Commonwealth Grant Scheme #		42,925	35,877	42,925	35,877
Indigenous Support Program		217	185	217	185
Equity Support Program		84	86	84	86
Disability Support Program		113	109	113	109
Disability Performance Fund		10	-	10	-
Workplace Reform Program		472	442	472	442
Workplace Productivity Program		1,276	676	1,276	676
Learning & Teaching Performance Fund		569	1,517	569	1,517
Capital Development Pool		2,246	3,381	2,246	3,381
Collaboration & Structural Reform Program		-	107	-	107
Component of Teacher Education Initiative		734	115	734	115
Science/Maths Transitional Loading		1,535	-	1,535	-
Diversity & Structural Adjustment Fund		320	-	320	-
Transitional Cost Program		285	390	285	390
<b>Total Commonwealth Grants Scheme and Other Grants</b>		<b>50,786</b>	<b>42,885</b>	<b>50,786</b>	<b>42,885</b>
<b>(b) Higher Education Loan Programs</b>	30.2				
HECS - HELP		20,302	17,714	20,302	17,714
FEE - HELP		1,166	1,036	1,166	1,036
<b>Total Higher Education Loan Programs</b>		<b>21,468</b>	<b>18,750</b>	<b>21,468</b>	<b>18,750</b>
<b>(c) Scholarships</b>	30.3				
Australian Postgraduate Awards		124	83	124	83
International Postgraduate Research Scholarships		55	55	55	55
Commonwealth Education Cost Scholarships		536	571	536	571
Commonwealth Accommodation Scholarships		887	895	887	895
Indigenous Access Scholarships		137	98	137	98
National Accommodation Scholarships		110	-	110	-
National Priority Scholarships		44	-	44	-
<b>Total Scholarships</b>		<b>1,893</b>	<b>1,702</b>	<b>1,893</b>	<b>1,702</b>
<b>(d) DIISR - Research</b>	30.4				
Institutional Grants Scheme		309	273	309	273
Research Training Scheme		617	633	617	633
Research Infrastructure Block Grants		78	35	78	35
Implementation Assistance Program		59	57	59	57
Australian Scheme for Higher Education Repositories		174	156	174	156
Commercialisation Training Scheme		22	21	22	21
<b>Total DIISR - Research Grants</b>		<b>1,259</b>	<b>1,175</b>	<b>1,259</b>	<b>1,175</b>
<b>(e) Other Capital Funding</b>	30.5				
Better Universities Renewal Funding		-	2,299	-	2,299
Teaching & Learning Capital Fund		3,270	-	3,270	-
<b>Total Other Capital Funding</b>		<b>3,270</b>	<b>2,299</b>	<b>3,270</b>	<b>2,299</b>

# Includes the basic CGS grant amount, CGS-Regional Loading and CGS-Enabling Loading

		Consolidated		Parent entity	
		2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Note 2 Australian Government financial assistance including HECS - HELP and other Australian Government loan programmes (continued)</b>					
<b>(f) Australian Research Council</b>					
<b>(i) Linkages</b>					
Projects	30.6	61	95	61	95
<b>Total Australian Research Council</b>		<b>61</b>	<b>95</b>	<b>61</b>	<b>95</b>
<b>(g) Other Australian Government financial assistance</b>					
Department of Education, Employment and Workplace Relations					
Australian Learning and Teaching Council		55	264	55	264
Indigenous Tutorial Assistance Scheme		90	119	90	119
National Indigenous Cadetship Program		10	46	10	46
International Study Grants - Outbound Exchange Program		233	122	233	122
Centrelink - Enhanced Connectivity Project		9	-	9	-
Aus Aid		657	88	657	88
Aust Centre International Agriculture Research		137	186	137	186
Australian Institute of Sport		7	-	7	-
Australian Seafood Cooperative Research Centre		511	-	511	-
Australian Sports Commission		7	-	7	-
Australian Universities		506	-	506	-
CRC for Forestry		15	-	15	-
CSIRO		61	-	61	-
Dept of Environment, Heritage and the Arts		5	88	5	88
Department of Climate Change		-	120	-	120
Department of Health and Aging		29	57	29	57
Department of Prime Minister & Cabinet		40	-	40	-
<b>Total other Australian Government financial assistance</b>		<b>2,372</b>	<b>1,090</b>	<b>2,372</b>	<b>1,090</b>
<b>Total Australian Government financial assistance</b>		<b>81,109</b>	<b>67,996</b>	<b>81,109</b>	<b>67,996</b>
<b>Reconciliation</b>					
Australian Government grants		59,641	49,246	59,641	49,246
HECS - HELP Australian Government payments		20,302	17,714	20,302	17,714
Other Australian Government loan programmes (FEE-HELP)		1,166	1,036	1,166	1,036
<b>Total Australian Government financial assistance</b>		<b>81,109</b>	<b>67,996</b>	<b>81,109</b>	<b>67,996</b>
<b>(h) Australian Government Grants received - cash basis</b>					
CGS and Other DEEWR Grants		47,935	44,475	47,935	44,475
Higher Education Loan Programmes		19,822	19,138	19,822	19,138
Scholarships		1,893	1,702	1,893	1,702
DEEWR research		1,259	1,175	1,259	1,175
Voluntary Student Unionism & Better Universities Renewal Funding		3,270	2,299	3,270	2,299
ARC grants - Linkages		61	95	61	95
Other Australian Government Grants		2,372	1,090	2,372	1,090
<b>Total Australian Government Grants received - cash basis</b>		<b>76,612</b>	<b>69,974</b>	<b>76,612</b>	<b>69,974</b>
OS HELP (Net)	30.7	(27)	(26)	(27)	(26)
<b>Total Australian Government Grants received - cash basis</b>		<b>76,585</b>	<b>69,948</b>	<b>76,585</b>	<b>69,948</b>

	Consolidated		Parent entity	
	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000
<b>Note 3 State and Local Government financial assistance</b>				
Brisbane City Council	-	18	-	18
Chancellor State College	16	-	16	-
Department of Education, Early Childhood Development	1	-	1	-
Department of Education, Training and the Arts	9	5	9	5
Department of Environment & Resource Management	26	-	26	-
Department of Employment Economic, Development & Innovation	1,169	-	1,169	-
Department of Infrastructure and Planning	17	-	17	-
Department of Local Government, Sport & Recreation	-	162	-	162
Department of Natural Resources and Water	-	93	-	93
Department of Primary Industries & Fisheries	68	120	68	120
Department of the Premier & Cabinet	-	10	-	10
Department of Tourism, Regional Development and Industry	125	703	-	578
Disability Services Queensland	3	1	3	1
Environmental Protection Agency	79	123	79	123
Forestry Plantations Queensland	13	-	13	-
Health & Community Service	-	2	-	2
Local Government Association of Queensland	-	10	-	10
Queensland Academy of Sport	74	24	74	24
Queensland Ambulance	14	-	14	-
Queensland Health	60	89	60	89
Queensland Nursing Council	10	52	10	52
Queensland Police Service	-	10	-	10
Queensland Transport	5	-	5	-
Redland City Council	36	10	36	10
Sunshine Coast Health Foundation	55	-	55	-
Sunshine Coast (Central) Cycle Strategy	2	-	2	-
Sunshine Coast Regional Council	172	166	172	166
<b>Total State and Local Government financial assistance</b>	<b>1,954</b>	<b>1,598</b>	<b>1,829</b>	<b>1,473</b>
<b>Note 4 Fees and charges</b>				
<b>Course fees and charges</b>				
Fee-paying overseas students	13,422	11,277	13,422	11,277
Fee-paying domestic postgraduate students	2,615	2,456	2,615	2,456
Fee-paying domestic non-award students	116	140	116	140
<b>Total course fees and charges</b>	<b>16,153</b>	<b>13,873</b>	<b>16,153</b>	<b>13,873</b>
<b>Other fees and charges</b>				
Amenities and service fees	35	37	-	-
Applications and Late fees	106	143	106	143
Examination fees	261	331	261	331
Library fines	38	31	38	31
Conferences, activities & excursions	152	190	152	190
Rental charges	514	298	-	-
Hire of equipment and facilities	599	461	599	461
Other	105	68	249	68
<b>Total other fees and charges</b>	<b>1,810</b>	<b>1,559</b>	<b>1,405</b>	<b>1,224</b>
<b>Total fees and charges</b>	<b>17,963</b>	<b>15,432</b>	<b>17,558</b>	<b>15,097</b>
<b>Note 5 Investment income</b>				
Queensland Treasury Corporation - interest	601	488	604	493
Department of Tourism, Regional Development & Industry - interest	-	484	-	484
Westpac Banking Corporation - interest	181	47	178	40
Dividend income	1,132	-	1,132	-
<b>Total investment income</b>	<b>1,914</b>	<b>1,019</b>	<b>1,914</b>	<b>1,017</b>

	Consolidated		Parent entity	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Note 6 Consultancy and contracts</b>				
Consultancy	413	629	410	625
Contract research	710	1,374	710	1,374
Other consultancy	-	3	-	-
<b>Total consultancy and contracts</b>	<b>1,123</b>	<b>2,006</b>	<b>1,120</b>	<b>1,999</b>
<b>Note 7 Other revenue</b>				
Donations and bequests	441	2,725	441	2,725
Scholarships, sponsorships and prizes	160	112	131	111
Food services	1,969	1,668	1,969	1,672
Sales - Publications and printing	345	370	345	370
Other	109	243	96	277
<b>Total other revenue</b>	<b>3,024</b>	<b>5,118</b>	<b>2,982</b>	<b>5,155</b>
<b>Note 8 Employee related expenses</b>				
<b>Academic</b>				
Salaries	20,787	18,855	20,787	18,855
Contributions to superannuation and pension schemes:				
Funded	2,948	2,856	2,948	2,856
Payroll tax	1,131	1,024	1,131	1,024
Workers' compensation	118	108	118	108
Long service leave - transfer to provision	387	428	387	428
Annual leave - transfer to provision	234	247	234	247
Other	99	113	99	113
<b>Total academic</b>	<b>25,704</b>	<b>23,631</b>	<b>25,704</b>	<b>23,631</b>
<b>Non-academic</b>				
Salaries	24,135	21,249	23,802	20,931
Contributions to superannuation and pension schemes:				
Funded	3,490	3,069	3,443	3,029
Payroll tax	1,320	1,152	1,302	1,133
Workers' compensation	136	121	134	119
Long service leave - transfer to provision	359	394	349	385
Annual leave - transfer to provision	256	265	255	269
Other	108	125	99	112
<b>Total non-academic</b>	<b>29,804</b>	<b>26,375</b>	<b>29,384</b>	<b>25,978</b>
<b>Total employee benefits and on costs</b>	<b>55,508</b>	<b>50,006</b>	<b>55,088</b>	<b>49,609</b>

	Consolidated		Parent entity	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Note 9 Depreciation &amp; Amortisation</b>				
Amortisation	1,241	-	1,241	-
Buildings	3,653	3,467	3,653	3,466
Leasehold improvements	51	47	51	47
Plant & equipment	1,521	1,424	1,517	1,420
Infrastructure	487	480	487	480
<b>Total depreciation</b>	<b>6,953</b>	<b>5,418</b>	<b>6,949</b>	<b>5,413</b>
<b>Note 10 Repairs and maintenance</b>				
Maintenance-buildings/grounds	1,339	830	1,339	830
Maintenance-plant & equipment	746	773	746	771
Minor alterations/works	228	293	228	293
<b>Total repairs and maintenance</b>	<b>2,313</b>	<b>1,896</b>	<b>2,313</b>	<b>1,894</b>
<b>Note 11 Borrowing costs</b>				
Interest payments	1,586	1,675	1,576	1,675
<b>Total borrowing costs</b>	<b>1,586</b>	<b>1,675</b>	<b>1,576</b>	<b>1,675</b>
<b>Note 12 Impairment of assets</b>				
Receivables - student fees and loans	81	109	54	78
Receivables - trade receivables	22	8	-	33
<b>Total impairment of assets</b>	<b>103</b>	<b>117</b>	<b>54</b>	<b>111</b>
<b>Note 13 Other expenses</b>				
Scholarships, grants and prizes	5,957	4,709	6,207	4,959
Non-capitalised equipment	3,610	3,887	3,541	3,629
Advertising, marketing and promotional expenses	1,513	1,056	1,439	1,034
Bank fees & charges	185	150	185	150
Professional fees - audit, legal & consulting	3,025	2,583	2,989	2,579
Insurance	310	285	310	285
General consumables	590	496	590	496
Postage, Printing and stationery	674	664	654	649
Telecommunications	682	601	582	539
Travel & entertainment	1,602	1,341	1,594	1,329
Subscriptions and memberships	697	683	695	683
Rental, hire and other leasing fees	953	961	928	948
Motor vehicles	143	150	143	150
IT software and licences	863	1,136	863	1,136
Commissions paid	979	823	979	823
Food and catering	996	868	996	867
Staff development and recruitment	619	675	616	673
Occupancy & Utilities	1,939	1,687	1,932	1,670
Other	267	59	296	56
<b>Total other expenses</b>	<b>25,604</b>	<b>22,614</b>	<b>25,539</b>	<b>22,655</b>

**Note 14 Cash and cash equivalents**

	Consolidated		Parent entity	
	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000
Cash at bank and on hand	1,290	3,176	1,015	2,900
Deposits at call	22,544	5,372	22,544	5,372
<b>Total cash and cash equivalents</b>	<b>23,834</b>	<b>8,548</b>	<b>23,559</b>	<b>8,272</b>

**(a) Reconciliation to cash at the end of the year**

The above figures are reconciled to cash at the end of the year as shown in the statement of cash flows as follows:

Balance as above	23,834	8,548	23,559	8,272
Less: Bank overdrafts	-	-	-	-
<b>Balance as per statement of cash flows</b>	<b>23,834</b>	<b>8,548</b>	<b>23,559</b>	<b>8,272</b>

**(b) Cash at bank and on hand**

Cash at bank - effective interest rate on the operating account as at 31 December 2009 was 1.95% (2008 1.2%)

855	640	581	364
-----	-----	-----	-----

Cash at bank - effective interest rate on the Foundation account as at 31 December 2009 was 2.75% (2008 5.05%)

420	2,522	420	2,522
-----	-------	-----	-------

Non-interest bearing - floats and petty cash

15	14	15	14
----	----	----	----

<b>1,290</b>	<b>3,176</b>	<b>1,016</b>	<b>2,900</b>
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**(c) Deposits at call**

The deposits (QTC Capital Guarantee Fund) have an effective interest rate of 4.3% at 31st December 2009. (2008 5.45%). The rate is in correlation with the published daily cash rate. These deposits are held at call.

21,277	5,372	21,277	5,372
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The deposits (Westpac Term Deposit) have an effective interest rate of 4.50%.

1,267	-	1,267	-
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<b>22,544</b>	<b>5,372</b>	<b>22,544</b>	<b>5,372</b>
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**Note 15 Receivables****Current**

Student fees and loans

Less: Provision for impaired receivables

Trade receivables

Less: Provision for impaired receivables

GST receivable

Accrued revenue

Sundry loans and advances

Amounts receivable from wholly owned subsidiaries

**Total current receivables**

	Consolidated		Parent entity	
	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000
Student fees and loans	175	186	175	186
Less: Provision for impaired receivables	(59)	(20)	(59)	(20)
Trade receivables	1,213	1,787	1,118	1,726
Less: Provision for impaired receivables	(102)	(64)	(54)	(54)
	1,227	1,889	1,180	1,838
GST receivable	372	152	372	152
Accrued revenue	1,877	193	1,877	193
Sundry loans and advances	28	4	28	4
Amounts receivable from wholly owned subsidiaries	-	-	115	140
<b>Total current receivables</b>	<b>3,504</b>	<b>2,238</b>	<b>3,572</b>	<b>2,327</b>

**(a) Impaired receivables**

As at the 31 December 2009 current receivables of the group with a nominal value of \$46k (2008 \$71k) were impaired. The amount of the provision was \$113k (2008 \$74k). The individually impaired receivables mainly relate to student tuition doubtful debts.

As at the 31 December 2009, trade receivables of \$870k (2008 \$334k) were past due (greater than 30 days) but not impaired. These relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these receivables are as follows:

	Consolidated	
	2009	2008
	\$'000	\$'000
1 to 3 months	870	115
Over 3 months	-	219
	870	334

Movements in the provision for impaired receivables are as follows:

At 1 January	74	18
Provision for impairment recognised during the year	46	73
Receivables written off during the year as uncollectible	(7)	(55)
Unused amount reversed	-	38
	113	74

The creation and release of the provision for impaired receivables has been included in 'other expenses' in the income statement. Amount charged to the provision account are generally written off when there is no expectation of recovering additional cash.

**Note 15 Receivables (continued)****(b) Foreign exchange and interest rate risk**

The carrying amounts of the Group's and parent entity's current and non-current receivables are in Australian Dollars.

A summarised analysis of the sensitivity of receivables to foreign exchange and interest rate risk can be found in note 29.

**(c) Fair value and credit risk**

Due to the short-term nature of the current receivables, their carrying value is assumed to approximate their fair value.

The fair values are carried at nominal amounts due less any provision for impairment.

Exposure to credit risk at the reporting date is considered negligible as the receivable invoice issued to external parties of the Group, is a fee for service provision arrangement and is generally paid prior to the service being rendered.

The Group does not hold any collateral as security. Refer to note 29 for more information of the risk management policy of the Group.

	Consolidated		Parent entity	
	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000
<b>Note 16 Other financial assets</b>				
<b>Current</b>				
Prepayments	1,778	1,926	1,776	1,926
<b>Total current</b>	<b>1,778</b>	<b>1,926</b>	<b>1,776</b>	<b>1,926</b>
<b>Non-Current</b>				
Prepayments	468	617	468	617
Shares in IDP Education Australia Ltd	20	20	20	20
<b>Total non-current</b>	<b>488</b>	<b>637</b>	<b>488</b>	<b>637</b>
<b>Total other financial assets</b>	<b>2,266</b>	<b>2,563</b>	<b>2,264</b>	<b>2,563</b>

**(a) Fair value and risk exposure**

The fair values of unlisted shares have been carried at cost as there is no organised financial market to determine fair value.

The carrying amounts of the Group's and parent entity's other assets are in Australian Dollars.

A summarised analysis of the sensitivity of other assets to foreign exchange and interest rate risk can be found in note 29.



## Note 17 Property, plant and equipment

	Construction in progress	Freehold land	Freehold buildings	Infrastructure assets	Leasehold improvements	Plant & equipment*	Library reference collection	Art collection	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Consolidated</b>									
<b>At 1 January 2008</b>									
-Cost	4,995	-	-	-	25	8,559	-	66	13,645
-Valuation	-	17,300	121,575	8,922	-	-	25	874	148,696
Accumulated depreciation	-	-	(9,744)	(1,752)	(14)	(4,249)	-	-	(15,759)
Net book amount	4,995	17,300	111,831	7,170	11	4,310	25	940	146,582
<b>Year ended 31 December 2008</b>									
Opening net book amount	4,995	17,300	111,831	7,170	11	4,310	25	940	146,582
Revaluation surplus	-	1,200	7,251	481	(28)	-	-	-	8,904
Additions	34	-	17,278	282	502	2,046	-	47	20,189
Disposals	(4,934)	-	-	-	-	(42)	-	-	(4,976)
Depreciation charge	-	-	(3,466)	(478)	(63)	(1,425)	-	-	(5,432)
Closing net book amount	95	18,500	132,894	7,455	422	4,889	25	987	165,268
<b>At 31 December 2008</b>									
-Cost	95	-	-	-	498	9,910	-	94	10,597
-Valuation	-	18,500	146,104	9,687	-	-	25	893	175,209
Accumulated depreciation	-	-	(13,210)	(2,232)	(76)	(5,021)	-	-	(20,539)
Net book amount	95	18,500	132,894	7,455	422	4,889	25	987	165,268

## Note 17. Property, plant and equipment (continued)

	Construction in progress	Freehold land	Freehold buildings	Infrastructure assets	Leasehold improvements	Plant & equipment*	Library reference collection	Art collection	Total
Consolidated	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Year ended 31 December 2009</b>									
Opening net book amount	95	18,500	132,894	7,455	422	4,889	25	987	165,268
Revaluation surplus	-	1,400	5,542	218	-	-	-	-	7,160
Additions	669	-	28	659	31	1,492	-	51	2,931
Disposals	(7)	-	-	-	-	(186)	-	-	(193)
Depreciation charge	-	-	(3,653)	(487)	(52)	(1,522)	0	-	(5,714)
Closing net book amount	757	19,900	134,811	7,845	401	4,675	25	1,038	169,452
<b>At 31 December 2009</b>									
-Cost	757	-	-	-	544	11,056	-	145	12,502
-Valuation	-	19,900	164,042	12,742	-	-	25	893	197,602
Accumulated depreciation	-	-	(29,231)	(4,897)	(144)	(6,382)	-	-	(40,654)
Net book amount	757	19,900	134,811	7,845	401	4,675	25	1,038	169,452

## Note 17. Property, plant and equipment (continued)

Parent entity	Construction in progress	Freehold land	Freehold buildings	Infrastructure assets	Leasehold improvements	Plant & equipment*	Library reference collection	Art collection	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>At 1 January 2008</b>									
-Cost	4,995	-	-	-	25	8,513	-	-	13,533
-Valuation	-	17,300	121,575	8,922	-	-	25	940	148,762
Accumulated depreciation	-	-	(9,744)	(1,751)	(14)	(4,228)	-	-	(15,737)
Net book amount	4,995	17,300	111,831	7,170	11	4,285	25	940	146,557
<b>Year ended 31 December 2008</b>									
Opening net book amount	4,995	17,300	111,831	7,170	11	4,285	25	940	146,557
Revaluation surplus	-	1,200	7,251	482	(29)	-	-	-	8,904
Additions	34	-	17,278	282	502	2,046	-	47	20,189
Disposals	(4,934)	-	-	-	-	(42)	-	-	(4,976)
Depreciation charge	-	-	(3,466)	(479)	(62)	(1,423)	-	-	(5,429)
Closing net book amount	95	18,500	132,894	7,455	422	4,867	25	987	165,245
<b>At 31 December 2008</b>									
-Cost	95	-	-	-	498	9,863	-	94	10,561
-Valuation	-	18,500	146,104	9,687	-	-	25	893	175,209
Accumulated depreciation	-	-	(13,210)	(2,232)	(76)	(4,998)	-	-	(20,515)
Net book amount	95	18,500	132,894	7,455	422	4,867	25	987	165,245

## Note 17. Property, plant and equipment (continued)

	Construction in Progress	Freehold land	Freehold buildings	Infrastructure assets	Leasehold improvements	Plant & equipment*	Library reference collection	Art collection	Total
Parent entity	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Year ended 31 December 2009</b>									
Opening net book amount	95	18,500	132,894	7,455	422	4,867	25	987	165,245
Revaluation surplus	-	1,400	5,542	218	-	-	-	-	7,160
Additions	669	-	28	659	-	1,486	-	51	2,894
Disposals	(7)	-	-	-	-	(186)	-	-	(193)
Depreciation charge	-	-	(3,653)	(487)	(52)	(1,517)	0	-	(5,709)
Closing net book amount	757	19,900	134,811	7,845	370	4,651	25	1,038	169,397
<b>At 31 December 2009</b>									
-Cost	757	-	-	-	513	11,004	-	145	12,419
-Valuation	-	19,900	164,042	12,742	-	-	25	893	197,603
Accumulated depreciation	-	-	(29,231)	(4,897)	(144)	(6,353)	-	-	(40,625)
Net book amount	757	19,900	134,811	7,845	370	4,651	25	1,038	169,397

\* Plant & equipment represents all operational assets, including motor vehicles and computer equipment.

**(i) Valuations of land and buildings**

Revaluation for buildings and infrastructure assets has been based on the IPD = Implicit Price Deflator. Average on the most recent 4 quarters as per the Non Current Asset Policy 5.3 Interim Revaluations

**(ii) Non-current assets pledged as security**

No non-current assets have been pledged as security.

**(iii) Valuation Effective Dates**

All assets requiring formal revaluation were revalued on 31st December 2009.

**(iv) Re-Statement of 2008 Comparatives**

The opening balances have been restated as a result of corrections to prior period accounting errors. Refer to Note 1(t) for details regarding the re-statement.

**Note 18 Intangible assets**

	Software work in progress (development costs)	Total
Consolidated	\$'000	\$'000
<b>At 1 January 2008</b>		
-Cost	240	240
-Valuation	-	-
Accumulated depreciation	-	-
Net book amount	<u>240</u>	<u>240</u>
<b>Year ended 31 December 2008</b>		
Opening net book amount	240	240
Additions	3,081	3,081
Disposals	-	-
Depreciation charge	-	-
Closing net book amount	<u>3,321</u>	<u>3,321</u>
<b>At 1 January 2009</b>		
-Cost	3,321	3,321
-Valuation	-	-
Accumulated amortisation	-	-
Net book amount	<u>3,321</u>	<u>3,321</u>
<b>Year ended 31 December 2009</b>		
Opening net book amount	3,321	3,321
Additions	1,236	1,236
Disposals	-	-
Amortisation charge	(1,241)	(1,241)
Closing net book amount	<u>3,316</u>	<u>3,316</u>
<b>At 31 December 2009</b>		
-Cost	4,557	4,557
-Valuation	-	-
Accumulated amortisation	(1,241)	(1,241)
Net book amount	<u>3,316</u>	<u>3,316</u>

	Notes	Consolidated		Parent entity	
		2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>Note 19 Trade and other payables</b>					
<b>Current</b>					
OS-HELP Liability to Australian Government	30.2	-	27	-	27
GST Payable		-	16	-	-
Creditors		97	1,148	23	1,094
Accrued expenses		2,227	957	2,138	947
<b>Total trade and other payables</b>		<b>2,324</b>	<b>2,148</b>	<b>2,161</b>	<b>2,068</b>

**(a) Foreign currency risk**

The carrying amounts of the Group's and parent entity's trade and other payables are in Australian Dollars.

For an analysis of the sensitivity of trade and other payables to foreign currency risk refer to note 29.

**Note 20 Borrowings****Current****Secured**

Loan - Queensland Department of Tourism, Regional Development and Industry	167	144	167	144
Loan - Queensland Treasury Corporation	2,372	2,263	2,372	2,263
<b>Total current secured borrowings</b>	<b>2,539</b>	<b>2,407</b>	<b>2,539</b>	<b>2,407</b>

**Non-Current****Secured**

Loan - Queensland Department of Tourism, Regional Development and Industry	1,857	1,780	1,857	1,780
Loan - Queensland Treasury Corporation	18,126	20,457	18,126	20,457
<b>Total non-current secured borrowings</b>	<b>19,983</b>	<b>22,237</b>	<b>19,983</b>	<b>22,237</b>

**Total borrowings**

<b>22,522</b>	<b>24,644</b>	<b>22,522</b>	<b>24,644</b>
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**(a) Assets pledged as security**

Security for loan liabilities to the QTC is a guarantee of due performance and observance of the Borrower's obligations under the facility by the Treasurer of Queensland in favour of QTC. No one specific asset has been pledged as security for current and non-current borrowings.

**(b) Financing arrangements**

The following facilities have been taken out under Queensland Government arrangements:

**Queensland Treasury Corporation****Credit standby arrangements****Total facilities**

QTC - Overdraft/Short-term Funding Facility	4,000	4,000	4,000	4,000
<b>Total facilities</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

**Used (Drawdown) at balance date**

QTC - Overdraft/Short-term Funding Facility	-	-	-	-
	-	-	-	-

**Unused (Drawdown) at balance date**

QTC - Overdraft/Short-term Funding Facility	4,000	4,000	4,000	4,000
	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

**Note 20 Borrowings (continued)****Queensland Treasury Corporation (continued)****Bank loan facilities**

	Consolidated		Parent entity	
	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000
Total facilities	30,000	40,650	30,000	40,650
Used (Drawdown) at balance date	20,498	30,000	20,498	30,000
Available facilities at balance date	<u>9,502</u>	<u>10,650</u>	<u>9,502</u>	<u>10,650</u>

(i) \$15 million fixed loan facility. The loan is repayable in quarterly instalments of equal size such that the advance amount and interest (including capitalised interest) and fees calculated thereon are fully repaid at the end of the expected term of 17 years.

(ii) QTC Debt Pools -

- \$10 million 9 Year Debt Pool (adjusted from 15 Year Debt Pool on 6 October 2008), expected term of 10 years
- \$5 million 3 Year Debt Pool commenced 27 July 2006, expected term of 10 years

(iii) \$4million Overdraft/short term funding facility. No overdraft exists at balance sheet date as funds are currently being drawn from the QTC Capital Guarantee Fund.

**Department of Tourism, Regional Development and Industry****Bank loan facilities**

Total facilities	2,160	2,160	2,160	2,160
Used (Drawdown) at balance date	2,160	1,417	2,160	1,417
Available facilities at balance date	<u>-</u>	<u>743</u>	<u>-</u>	<u>743</u>

(i) \$2.16 million available loan facility to be drawdown in stages in accordance with milestones met. A total of \$2.151 million was required and has been fully drawdown at 31 December 2008. Loan commenced 1 February 2007 with an expected term of 12 years. Quarterly repayments commence on the 28th September 2009 with equal instalments of \$72k. The final repayment scheduled for June 2019.

**(c) Fair value**

All QTC borrowings are recorded at book value.

Market Value of QTC borrowings as at 31 December 2009 is \$20,182,903.44 (2008 \$23,740,224.43).

The effective book interest rates as at balance date on fixed rate borrowings range from 5.70% to 6.71% (2008 5.70% to 6.43%).

Expected final repayment dates vary from 10 March 2011 to 15 September 2022.

The fair value of the loan with the State Government is carried at the principal amount drawdown.

**(d) Risk exposures**

The exposure of the Group's and parent entity's borrowings to interest rate changes is considered minimal as all major borrowings are held with State Government entities in fixed rate arrangements.

The carrying amounts of the Group's and parent entity's borrowings are in Australian Dollars.

For an analysis of the sensitivity of borrowings to interest rate risk refer to Note 29.

	Consolidated		Parent entity	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
<b>21 Provisions</b>				
<b>Current provisions expected to be settled within 12 months</b>				
Employee benefits				
Annual leave	3,672	3,183	3,656	3,167
Long service leave	2,788	2,064	2,788	2,064
Workers' compensation and insurances clearance	740	616	740	616
Australian Government Financial Assistance Repayment	-	2,876	-	2,876
<b>Total current</b>	<b>7,200</b>	<b>8,739</b>	<b>7,184</b>	<b>8,723</b>
<b>Non-Current</b>				
Employee benefits				
Long service leave	1,602	1,520	1,574	1,500
<b>Total non-current</b>	<b>1,602</b>	<b>1,520</b>	<b>1,574</b>	<b>1,500</b>
<b>Total provisions</b>	<b>8,802</b>	<b>10,259</b>	<b>8,758</b>	<b>10,223</b>

## (i) Workers' compensation and insurances clearance

This provision is based on recovered oncost from wages and salaries and is designed to offset the cost of Workers' Compensation Insurance and other insurance cost contingencies where actual insurance cost overrun budget estimates.

## (ii) Australian Government Financial Assistance Repayment

This provision is based on the expected repayment required in relation to excess 2008 Commonwealth funding received.

## (iii) Employee Benefits

This provision is based on employee benefits arising from services rendered by employees at balance date that are expected to be settled within 12 months of the reporting date.

**(a) Movements in provisions**

Movements in each class of provision during the financial year, other than employee benefits, are set out below.

**Consolidated - 2008**

	Workers' Compensation and Insurances	Aust Government Financial Assistance	Total \$'000
<b>Current</b>			
Carrying amounts at start of year	616	2,876	3,492
Additional provisions recognised (Net)	124	(2,876)	(2,752)
Unused amounts reversed	-	-	-
Carrying amounts at end of year	<b>740</b>	<b>0</b>	<b>740</b>



	Consolidated		Parent entity	
	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000
<b>Note 22 Other liabilities</b>				
<b>Current</b>				
Income in advance	3,216	4,038	3,278	4,037
Other liabilities	358	359	358	359
<b>Total other liabilities</b>	<b>3,574</b>	<b>4,397</b>	<b>3,636</b>	<b>4,396</b>

**Note 23 Reserves and retained surplus****(a) Reserves**

Property, plant & equipment revaluation reserve	70,221	63,061	70,221	63,061
<b>Total reserves</b>	<b>70,221</b>	<b>63,061</b>	<b>70,221</b>	<b>63,061</b>

**Movements:**

Property, plant & equipment revaluation reserve				
Balance 1 January	63,061	54,123	63,061	54,123
Revaluation - gross	7,160	8,938	7,160	8,938
<b>Balance 31 December</b>	<b>70,221</b>	<b>63,061</b>	<b>70,221</b>	<b>63,061</b>

**(b) Retained surplus**

Movements in retained surplus were as follows:

Retained surplus at 1 January	77,429	63,741	77,337	63,712
Net operating result for the year	17,500	13,688	17,473	13,625
<b>Retained surplus at 31 December</b>	<b>94,929</b>	<b>77,429</b>	<b>94,810</b>	<b>77,337</b>

**Note 24 Key management personnel disclosures****(a) Names of responsible persons and executive officers**

Details of the University's Council Membership are located in the Governance Section of the Annual Report.

**Executive Officers**

Prof Paul Thomas (VC and President)  
Prof Greg Hill (DVC)

Prof Robert Elliot (PVC)  
Prof Michael Hefferan (PVC)  
Mr Peter Sullivan (PVC)

**(b) Remuneration of Council members, executives and key management personnel****Remuneration of executive officers**

No Council Member received remuneration for duties performed in their role as a Council Member. No Council Member is entitled to any Retirement Benefit arising from their role as a Council Member.

	Consolidated		Parent entity	
	2009	2008	2009	2008
\$210,000 to \$219,999	1	-	1	-
\$250,000 to \$259,999	-	1	-	1
\$280,000 to \$289,999	1	-	1	-
\$290,000 to \$299,999	-	1	-	1
\$310,000 to \$319,999	1	-	1	-
\$350,000 to \$359,999	1	-	1	-
\$520,000 to \$529,999	-	1	-	1
\$610,000 to \$619,999	1	-	1	-

**(c) Key management personnel compensation**

Short-term employee benefits	1,777	1,083	1,777	1,083
Post-employment benefits	-	-	-	-
Other long-term	-	-	-	-
Termination benefits	-	-	-	-
	<b>1,777</b>	<b>1,083</b>	<b>1,777</b>	<b>1,083</b>

**(d) Loans to key management personnel**

No loans were made to any key management personnel during the period.

Consolidated		Parent entity	
2009	2008	2009	2008
\$'000	\$'000	\$'000	\$'000

**Note 25 Remuneration of auditors**

During the year the following fees were paid for services provided by the auditor of the parent entity, its related practices and non-related audit firms:

**Assurance services****1. Audit services**

Fees paid to the Queensland Audit Office:

Audit and review of financial reports and other audit work under the Corporations Act 2001 and the Financial Accountability Act 2009

<b>126</b>	112	<b>110</b>	112
------------	-----	------------	-----

**2. Other assurance services**

AUQA

-	5	-	5
-	5	-	5

**Total remuneration of auditors**

<b>126</b>	117	<b>110</b>	117
------------	-----	------------	-----

It is not the University's policy to employ QAO (the main auditor) on assignments additional to their statutory audit duties where QAO expertise and experience with the consolidated entity are important. It is the University's policy to seek competitive tenders for all major consulting projects where tendering is considered likely to deliver value for money.

Consolidated		Parent entity	
2009	2008	2009	2008
\$'000	\$'000	\$'000	\$'000

**Note 26 Commitments****(a) Capital commitments**

Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:

Property, plant and equipment

Payable:

Within one year

3,274	35	3,274	35
-------	----	-------	----

Later than one year but not later than five years

-	-	-	-
---	---	---	---

**Total property, plant & equipment**

<b>3,274</b>	<b>35</b>	<b>3,274</b>	<b>35</b>
--------------	-----------	--------------	-----------

Intangible assets

Payable:

Within one year

250	416	250	416
-----	-----	-----	-----

Later than one year but not later than five years

-	-	-	-
---	---	---	---

**Total intangible assets**

<b>250</b>	<b>416</b>	<b>250</b>	<b>416</b>
------------	------------	------------	------------

**Total capital commitments**

<b>3,524</b>	<b>451</b>	<b>3,524</b>	<b>451</b>
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**(b) Lease commitments**

Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities payable:

Within one year

401	303	371	275
-----	-----	-----	-----

Later than one year but not later than five years

522	354	434	318
-----	-----	-----	-----

Later than five years

306	373	306	373
-----	-----	-----	-----

**Total lease commitments**

<b>1,229</b>	<b>1,030</b>	<b>1,111</b>	<b>966</b>
--------------	--------------	--------------	------------

Representing:

Cancellable operating leases

644	448	525	385
-----	-----	-----	-----

Non-cancellable operating leases

585	582	586	581
-----	-----	-----	-----

<b>1,229</b>	<b>1,030</b>	<b>1,111</b>	<b>966</b>
--------------	--------------	--------------	------------

There are no implicit interest rates relating to the non-cancellable operating leases. These leases relate to property.

**Note 27 Related parties****(a) Parent entity**

The ultimate Australian parent entity is the University of the Sunshine Coast which at 31 December 2009 owned 100% of the issued ordinary shares of the Innovation Centre Sunshine Coast Pty Ltd (ICSC) (2008 100%).

**(b) Subsidiaries**

The primary purpose of ICSC is to provide regional leadership and support for new business designed to create wealth and generate employment on the Sunshine Coast.

**(c) Key management personnel, Directors and specified executives**

Directors of ICSC who are also members of the University of Sunshine Coast Council are:

Professor Paul Thomas AM

Refer to note 24 for key management personnel of the group.

**(d) Transactions with related parties**

The University provides goods and services to external parties on behalf of ICSC for which it is subsequently reimbursed. No fee is charged in relation to this arrangement. The University also provides a grant for expending in an approved manner. For 2009 ICSC received \$250,000 (2008 \$250,000).

**(e) Outstanding balances**

As at 31 December 2009, the wholly owned subsidiary ICSC owed the University an amount of \$115,229 (2008 \$138,975) through normal intercompany arrangements.

The University also holds a \$1,000 deposit with ICSC that was transferred to the University on dissolution of Mult Access Productions Pty Ltd (MAP Pty Ltd).

Consolidated		Parent entity	
2009	2008	2009	2008
\$'000	\$'000	\$'000	\$'000

**Note 28 Reconciliation of operating result after income tax to net cash flows from operating activities**

Operating result for the period	17,500	13,688	17,473	13,625
Depreciation and amortisation	6,953	5,418	6,949	5,413
Non-cash donations	-	4	-	4
Net (gain) / loss on sale of non-current assets	14	6	14	6
(Increase) / decrease in trade and other receivables	(1,266)	1,014	(1,245)	1,002
(Increase) / decrease in other assets	258	(658)	260	(658)
(Decrease) / increase in trade and other payables	176	(1,556)	93	(1,550)
(Decrease) / increase in other liabilities	(823)	1,495	(760)	1,494
(Decrease) / increase in provisions	(1,457)	3,421	(1,465)	3,416
Net cash provided by / (used in) operating activities	<u>21,355</u>	<u>22,832</u>	<u>21,319</u>	<u>22,752</u>

**Note 29 Financial risk management**

The Group's activities exposes it to a variety of financial risks, including:

- market risk
- credit risk
- liquidity risk

The Council has overall responsibility for the establishment and oversight of the risk management framework. The Council has established the Audit & Risk Management Committee, which is responsible for developing and monitoring risk management policies.

Risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies are reviewed regularly to reflect changes in market conditions of the Group's activities.

The Audit & Risk Management Committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Audit & Risk Management Committee are assisted in its oversight role by Internal Audit.

**(a) Market Risk**

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising return.

The Group does not hold any derivatives or other financial liabilities related to the management of market risk.

*(i) foreign exchange risk (currency risk)*

The currency in which the Group's activities and associated transactions is conducted is primarily the Australian dollar (AUD). As such, the Group's exposure to currency risk on sales, purchases and borrowings is minimal.

*(ii) Cash flow and fair value interest rate risk.*

The Group's policy is to only invest with; major banking institutions, Queensland Treasury Corporation (QTC) and other Government associated entities, and to only borrow from; QTC and other Government associated entities.

The Group's current portfolio of investments consists of floating rate investments in the form of cash holdings with a major banking institution, and deposits held with QTC in a Capital Guaranteed Cash Fund. This fund enables USC to invest surplus funds in the short-term money market. The fund is run on a similar basis to a cash management account, with customers' deposits pooled together to take advantage of the more attractive interest rates and economies of scale available for larger investments with floating rate exposure.

The Group's current portfolio of borrowings consists of a mix of fixed rate funding and debt pool funding sourced through QTC. Pool lending is akin to Fixed rate lending but offers greater flexibility as lump sum re-payments can be made. Such flexibility is not available with QTC's fixed rate loans, and QTC do not offer variable rate funding. Pool lending protects borrowers from large fluctuations in market value interest rates therefore reducing interest rate risk.

QTC's debt pools are structured to protect customers against adverse interest rate movements. This protection is achieved by matching the term of the loan with the term of the QTC debt pool as closely as possible. To achieve this it is necessary to move the loan through the appropriate debt pools during the term of the loan. Book rate reviews are performed periodically to safeguard against excessive interest rate risk and can be triggered by a number of events including lump sum repayments.

For interest rates applicable to each class of asset or liability refer to individual notes to the financial statements. For further details regarding interest rate risk refer to Note 29(c).

*(iii) other price risk*

As the Group has not entered into any complex financial arrangements any exposure to other price risk is immaterial.

**Note 29 Financial risk management (continued)***(iv) sensitivity analysis*

The following table summarises the sensitivity of the consolidated entity's financial assets and financial liabilities to interest rate risk. As the Group is not subject to foreign exchange risk or other price risk, sensitivity analysis of these risks has been excluded.

31 December 2009	Carrying amount \$'000	Interest rate risk			
		-1%		1%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
<b>Financial assets</b>					
Cash and cash equivalents	23,834	(238)	(238)	238	238
Receivables	3,504	-	-	-	-
Shares - public company	20	-	-	-	-
<b>Financial Liabilities</b>					
Trade and other payables	2,324	-	-	-	-
Borrowings	22,522	-	-	-	-
<b>Total increase/(decrease)</b>		<b>(238)</b>	<b>(238)</b>	<b>238</b>	<b>238</b>

31 December 2008	Carrying amount \$'000	Interest rate risk			
		-1%		1%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
<b>Financial assets</b>					
Cash and cash equivalents	8,548	(85)	(85)	85	85
Receivables	2,238	-	-	-	-
Shares - public company	20	-	-	-	-
<b>Financial Liabilities</b>					
Trade and other payables	2,148	-	-	-	-
Borrowings	24,644	-	-	-	-
<b>Total increase/(decrease)</b>		<b>(85)</b>	<b>(85)</b>	<b>85</b>	<b>85</b>

## Note 29 Financial risk management (continued)

### (b) Credit risk

Credit risk is the risk of financial loss to the Group if a customer fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and, for the parent entity, receivables due from subsidiaries.

The carrying amount of the Group's financial assets represents the maximum credit exposure.

#### *Trade Receivables*

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. Approximately 70% of the Group's revenue is attributable to Australian Government Financial Assistance, however, the arrangements are largely advancements rather than receivables.

The University's Financial Management Policy establishes a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. Purchase limits are established for each customer, which represents the maximum open amount without requiring approval from the Council.

More than 70% of the Group's customers have been transacting with the Group for over 3 years, and losses have occurred infrequently. The Group does not require collateral in respect of trade and other receivables.

#### *Investments*

The Group has minimal investments and has limited its exposure to credit risk by only investing in liquid securities with QTC or other Industry initiatives.

### (c) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group uses past trend analysis and commitments reporting to assist in monitoring cash flow requirements and optimising its cash return on investments. Typically the Group ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 90 days, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters. For further details regarding current lines of credit refer to Note 20.



**Note 29 Financial risk management (continued)****(c) Liquidity risk (cont)**

The following tables summarise the maturity of the consolidated entity's financial assets and financial liabilities:

31 December 2009	Average interest rate	Floating interest rate	1 Year or less	1 year to 5 years	Over 5 years	Non interest bearing	Total
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>							
Cash and cash equivalents	4.18	23,819	-	-	-	15	23,834
Receivables	-	-	-	-	-	3,504	3,504
Shares - public company	-	-	-	-	-	20	20
<b>Total financial assets</b>		<b>23,819</b>	-	-	-	<b>3,539</b>	<b>27,358</b>
<b>Financial Liabilities</b>							
Trade and other payables	-	-	-	-	-	2,324	2,324
Borrowings	6.10	-	2,539	7,951	12,080	-	22,570
<b>Total financial liabilities</b>		-	<b>2,539</b>	<b>7,951</b>	<b>12,080</b>	<b>2,324</b>	<b>24,894</b>

31 December 2008	Average interest rate	Floating interest rate	1 Year or less	over 1 year to 2 years	Over 5 years	Non interest bearing	Total
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>							
Cash and cash equivalents	5.01	8,534	-	-	-	14	8,548
Receivables	-	-	-	-	-	2,238	2,238
Shares - public company	-	-	-	-	-	20	20
<b>Total financial assets</b>		<b>8,534</b>	-	-	-	<b>2,272</b>	<b>10,806</b>
<b>Financial Liabilities</b>							
Trade and other payables	-	-	-	-	-	2,148	2,148
Borrowings	5.93	-	2,407	8,759	13,705	-	24,871
<b>Total financial liabilities</b>		-	<b>2,407</b>	<b>8,759</b>	<b>13,705</b>	<b>2,148</b>	<b>27,019</b>

**(d) Fair value of financial assets and liabilities**

The fair values of all financial assets and liabilities are carried at cost with the exception of receivables and borrowings. Borrowings are carried at book value with market value adjustments reflected in the profit and loss at the completion of each loan agreement.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables and payables.

Note 30 Acquittal of Australian Government financial assistance  
30.1 DEEWR - COS and Other DEEWR Grants

Notes	Parent entity (HEP) ONLY													
	Commonwealth Grants Schemes		Indigenous Support Fund		Equity Support Program		Disability Support Program		Disability Performance Funding		Workplace Reform Program		Workplace Productivity Program	
	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	40,153	37,398	217	185	84	86	113	109	10	472	442	1,276	876	876
Net accrual adjustments	2,772	(1,511)	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	42,925	35,887	217	185	84	86	113	109	10	472	442	1,276	876	876
Surplus/(deficit) from previous year	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	42,925	35,887	217	185	84	86	113	109	10	472	442	1,276	876	876
Less expenses (including accrued expenses)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(deficit) for reporting period	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Notes	Parent entity (HEP) ONLY													
	Learning & Teaching Performance Fund		Capital Development Pool		Collaboration & Structural Reform Program		Improving Practical Comp of Teacher Education		Transitional Cost Program		Science/Maths Loading		Diversity & Structural Adjustment Fund	
	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	589	1,577	2,246	3,381	107	107	861	86	416	1,535	320	47,935	44,475	44,475
Net accrual adjustments	-	-	-	-	-	-	53	(53)	(26)	-	-	2,851	(1,590)	(1,590)
Revenue for the period	589	1,577	2,246	3,381	107	107	734	115	285	1,535	320	50,786	42,885	42,885
Surplus/(deficit) from previous year	-	-	-	-	-	-	-	-	-	-	-	197	500	500
Total revenue including accrued revenue	589	1,577	2,246	3,381	107	107	734	115	285	1,535	320	51,983	43,385	43,385
Less expenses including accrued expenses	454	1,517	2,246	3,381	107	107	734	115	285	1,535	320	50,920	43,188	43,188
Surplus/(deficit) for reporting period	115	60	-	-	-	-	-	-	-	-	-	197	63	63

†† Includes the basic COS grant amount, COS-Regional Loading and COS-Enabling Loading

**Note 30 Acquittal of Australian Government financial assistance (continued)**

**30.2 Higher Education Loan Programs**

	Notes	Parent entity (HEP) ONLY					
		HECS-HELP (Australian Government payments only)		FEE-HELP		Total	
		2009	2008	2009	2008	2009	2008
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)		18,454	18,054	1,368	1,084	19,822	19,138
Net accrual adjustments		1,848	(340)	(202)	(48)	1,646	(388)
Revenue for the period	2(b)	20,302	17,714	1,166	1,036	21,468	18,750
Surplus/(deficit) from previous year		-	-	-	-	-	-
Total revenue including accrued revenue		20,302	17,714	1,166	1,036	21,468	18,750
Less expenses including accrued expenses		20,302	17,714	1,166	1,036	21,468	18,750
Surplus/(deficit) for reporting period		-	-	-	-	-	-

Note 30 Acquitral of Australian Government financial assistance (continued)  
30.3 Scholarships

## Parent entity (HEP) ONLY

	Australian Postgraduate Awards		International Postgraduate Research Scholarships		Commonwealth Education Costs Scholarships		Commonwealth Accommodation Scholarships		Indigenous Access Scholarships		National Accommodation Scholarships		National Priority Scholarships		Totals	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Notes	124	83	55	55	536	571	887	895	137	98	110	44	209	208	209	208
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	124	83	55	55	536	571	887	895	137	98	110	44	209	208	209	208
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	124	83	55	55	536	571	887	895	137	98	110	44	209	208	209	208
Surplus/(deficit) from previous year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	124	83	55	55	536	571	887	895	137	98	110	44	209	208	209	208
Less expenses including accrued expenses	106	83	73	55	501	571	783	895	119	98	69	36	186	186	186	1702
Surplus/(deficit) for reporting period	18	-	(18)	-	35	-	104	-	18	-	42	8	23	22	23	207

Note 30 Acquittal of Australian Government financial assistance (continued)

30.4 DIISR Research

Parent entity (HEP) ONLY

Notes	Institutional Grants Scheme		Research Training Scheme		Research Infrastructure Block Grants		Implementation Assistance Programme		Australian Scheme for Higher Education Repositories		Commercialisation Training Scheme		Totals	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	309	273	617	633	78	35	59	57	174	156	22	21	1,259	1,175
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	309	273	617	633	78	35	59	57	174	156	22	21	1,259	1,175
Surplus/(deficit) from previous year	-	-	310	-	5	-	21	-	-	-	25	4	361	4
Total revenue including accrued revenue	309	273	927	633	83	35	80	57	174	156	47	25	1,620	1,179
Less expenses including accrued expenses	224	273	402	323	-	30	21	36	102	156	5	-	754	818
Surplus/(deficit) for reporting period	85	-	525	310	83	5	59	21	72	-	42	25	866	361

**Note 30 Acquittal of Australian Government Financial Assistance (continued)****30.5 Other Capital Funding**

		Parent Entity (HEP) ONLY					
		Better Universities Renewal Funding		Teaching & Learning Capital Fund		Total	
Notes		2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
	Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	-	2,299	3,270	-	3,270	2,299
	Net accrual adjustments	-	-	-	-	-	-
	Revenue for the period	2(e)	2,299	3,270	-	3,270	2,299
	Surplus/(deficit) from previous year	-	-	-	-	-	-
	Total revenue including accrued revenue	-	2,299	3,270	-	3,270	2,299
	Less expenses including accrued expenses	-	2,299	66	-	66	2,299
	Surplus/(deficit) for reporting period	-	-	3,204	-	3,204	-

**30.6 Australian Research Council Grants****(a) Linkages**

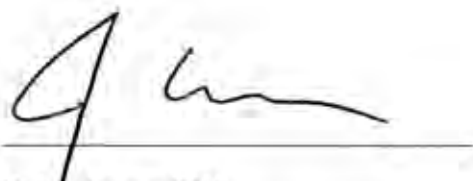
		Parent Entity (HEP) ONLY			
		Projects		Total	
		2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
	Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	61	95	61	95
	Net accrual adjustments	-	-	-	-
	Revenue for the period	2(f)	95	61	95
	Surplus/(deficit) from previous year	-	-	-	-
	Total revenue including accrued revenue	61	95	61	95
	Less expenses including accrued expenses	61	95	61	95
	Surplus/(deficit) for reporting period	-	-	-	-

**30.7 OS-HELP**

		Parent Entity (HEP) ONLY			
		Total			
		2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
	Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	207	188	207	188
	Net accrual adjustments	-	-	-	-
	Revenue for the period	207	188	207	188
	Surplus/(deficit) from previous year	27	53	27	53
	Total revenue including accrued revenue	234	241	234	241
	Less expenses including accrued expenses	234	214	234	214
	Surplus/(deficit) for reporting period	-	27	-	27

We have prepared the annual financial statements pursuant to the provisions of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and other prescribed requirements and we certify that –

- (a) the financial statements are in agreement with the accounts and records of the University of the Sunshine Coast and its controlled entity; and
- (b) in our opinion –
  - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects;
  - (ii) the financial statements have been drawn up to present a true and fair view of the transactions of the University of the Sunshine Coast for the period 1 January 2009 to 31 December 2009, and of the financial position as at 31 December 2009 in accordance with prescribed accounting standards and conform with the Guidelines for the Preparation of Annual Financial Statements issued by the Commonwealth Department of Education, Employment and Workplace Relations;
  - (iii) at the time of this Certificate there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due;
  - (iv) the amount of Australian Government financial assistance expended during the year was for the purposes for which it was intended and the University of the Sunshine Coast has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.



Mr John Dobson OAM  
Chancellor  
University of the Sunshine Coast

25 February 2010



Professor Paul Thomas AM  
Vice-Chancellor and President  
University of the Sunshine Coast

25 February 2010

To the Council of the University of the Sunshine Coast

### **Report on the Financial Report**

I have audited the accompanying financial report of the University of the Sunshine Coast which comprises the statement of financial position as at 31 December 2009 and the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and certificates given by the Chancellor and Vice-Chancellor and President of the consolidated entity comprising the University and the entities it controlled at the year's end or from time to time during the financial year.

#### *The Councils Responsibility for the Financial Report*

The Council is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009* including compliance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### *Auditor's Responsibility*

My responsibility to express an opinion on the financial report based on the audit is prescribed in the *Auditor-General Act 2009*. This Act, including transitional provisions, came into operation on 1 July 2009 and replaces the previous requirements contained in the *Financial Administration and Audit Act 1977*.

The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. These auditing standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report and any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.



### *Independence*

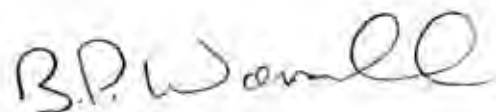
The *Auditor-General Act 2009* promotes the independence of the Auditor-General and QAO authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

### *Auditor's Opinion*

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of the University of the Sunshine Coast and the consolidated entity for the financial year 1 January 2009 to 31 December 2009 and of the financial position as at the end of that year.



B P Worrall, FCA  
Delegate of the Auditor-General of Queensland

Brisbane, 26 February 2010

## Overseas travel expenditure

Employee	Position	Destination	Reason for travel	Depart date	Days away	Return date	\$ Cost
<b>Chancellery</b>							
Dobson J	Chancellor	Malaysia	Graduation ceremony	11-Aug-09	6	16-Aug-09	6,880.31
Dobson J	Chancellor	Suva Fiji	Graduation ceremony and alumni dinner	08-Nov-09	7	14-Nov-09	3,057.41
Elliot R, Professor	Pro Vice-Chancellor (International and Quality)	France	Agent and institutional visits for student recruitment	08-Jan-09	18	25-Jan-09	19,196.56
Elliot R, Professor	Pro Vice-Chancellor (International and Quality)	South Africa and Spain	Partner institution and agent visits and EAIE conference	03-Sep-09	20	22-Sep-09	14,418.38
Elliot R, Professor	Pro Vice-Chancellor (International and Quality)	Turkey and Austria	NICE Network Conference, marketing and recruitment	22-Jun-09	15	06-Jul-09	16,331.72
Hefferan M, Professor	Pro Vice-Chancellor (Regional Engagement)	Indonesia and Canada	Visit universities in USA	17-Aug-09	21	06-Sep-09	14,283.93
Thomas P, Professor	Vice-Chancellor and President	Copenhagen and United Kingdom	OECD Conference, and visit UK universities	26-Jun-09	25	20-Jul-09	26,939.44
Thomas P, Professor	Vice-Chancellor and President	Singapore	Higher Education Summit 2009	27-Oct-09	4	30-Oct-09	7,068.99
Thomas P, Professor	Vice-Chancellor and President	Barcelona	ICDE Standing Conference of Presidents 2009	16-Nov-09	7	22-Nov-09	16,246.01
<b>Capital Programs and Operations</b>							
Benham G, Mr	General Hand	New Zealand	TEFMA Grounds Workshop	20-Oct-09	2	21-Oct-09	813.69
Bradley M, Mr	Director CPO	New Zealand	TEFMA Board meeting and visit universities	21-Mar-09	3	23-Mar-09	1,490.68
Bray D, Mr	Technical Officer	New Zealand	TEFMA Grounds Workshop	20-Oct-09	2	21-Oct-09	2,106.38
Campbell A, Miss	Personal Assistant	New Zealand	Essential Finance Skills for EA's and PS's	05-Aug-09	4	08-Aug-09	3,347.86
McIntyre J, Ms	Project Officer	New Zealand	TEFMA Contract Management Course	23-Mar-09	2	24-Mar-09	3,268.87
Maguire R, Mr	Manager, Operations	Los Angeles and Canada	Campus Crisis Simulation Course	23-Feb-09	12	06-Mar-09	10,047.76
Maguire R, Mr	Manager, Operations	New Zealand	TEFMA Planning Meeting	07-Oct-09	4	10-Oct-09	1,156.45
<b>Faculty of Arts and Social Sciences</b>							
Baldwin C, Dr	Lecturer in Planning	Austria and Amsterdam	Presenting paper at two conferences	29-Jun-09	28	26-Jul-09	8,754.14
Bussey M, Mr	Lecturer in History and Research Fellow	Trollhattan, Sweden	Participate in seminar at University West Sweden	29-May-09	18	15-Jun-09	3,398.42
Crew G, Dr	Associate Professor in Creative Writing	New Zealand	Presentation of conference paper	25-Nov-09	6	30-Nov-09	1,693.67

Employee	Position	Destination	Reason for travel	Depart date	Days away	Return date	\$ Cost
Forsyth J, Mr	Associate Lecturer in Creative Writing	New Zealand	Presentation of conference paper	25-Nov-09	6	30-Nov-09	1,558.09
Hanusch F, Dr	Lecturer in Journalism	New Zealand	Present at seminar NZ Tourism Research Institute	20-Sep-09	7	26-Sep-09	1,435.97
Jones C, Dr	Senior Lecturer in Interactive Digimedia	New Zealand	Conference Computer Science Week 2009	20-Jan-09	4	23-Jan-09	943.08
Katsikitis M, Dr	Professor of Psychology	Philadelphia, Pennsylvania	Attend First World Congress on Positive Psychology	10-Jun-09	18 (7 non USC)	27-Jun-09	9,357.71
Lovell G, Dr	Lecturer in Psychology	New Zealand	Attend and present at seminar NZ Sports and Medicine Conference 09	12-Nov-09	4	15-Nov-09	1,651.14
Mahnken P, Dr	Lecturer in Indonesian	Papua and Lombok Indonesia	Workshop and meetings for scholarships	12-Jan-09	15	26-Jan-09	2,895.30
Matthews J, Dr	Associate Professor in Social Sciences and Director of Research	Japan and China	Incoming Exchange Professor to Toyo University and attending APAIE Conference	14-Apr-09	30	13-May-09	5,758.74
Peake S, Dr	Faculty Administration Manager	South Africa	International conference plus visits to national parks on behalf of IR	04-Jun-09	25 (3 non USC)	28-Jun-09	2,700.20
Peake S, Dr	Faculty Administration Manager	Amsterdam	Representing USC at International Week and Teaching	19-Apr-09	13	01-May-09	3,796.14
Ricatti F, Dr	Lecturer in Italian	New Zealand	Love and Its Histories: Italian Perspectives Symposium and Biennial ACIS Conference	15-Feb-09	8	22-Feb-09	1,763.43
Ricatti F, Dr	Lecturer in Italian	London and Rome	Co-organising the Annual Conference of ASMI and research	24-Nov-09	21	14-Dec-09	3,240.49
Todd K, Mr	Senior Lecturer in Design	Germany and Italy	Visit partner institutions and present paper at International Arts and Society Conference	18-Jul-09	17	03-Aug-09	5,765.46
Todd K, Mr	Senior Lecturer in Design	New York	Present USC at 15 Study Abroad Fairs at SUNY campuses	09-Sep-09	26	04-Oct-09	5,828.16
Watkins R, Mr	Sessional	New Zealand	Presentation of conference paper	25-Nov-09	6	30-Nov-09	1,558.09
Weeks D, Dr	Lecturer in Japanese and International Relations	Japan	PDP - collaborating with colleagues and document and archival research	02-May-09	23	24-May-09	1,845.32
<b>Faculty of Business</b>							
Alexander R, Dr	Senior Lecturer in Economics	New Zealand	Travel to Australia to commence employment with USC	22-Oct-09	60	20-Dec-09	4,539.00
Anwar S, Dr	Professor of Finance and Financial Planning	India	QS MBA World Tour	26-Nov-09	14	09-Dec-09	9,508.39
Anwar S, Dr	Professor of Finance and Financial Planning	Taiwan	Research meetings as part of Seed Research Grant	15-Dec-09	7	21-Dec-09	3,376.34

Overseas travel expenditure

Employee	Position	Destination	Reason for travel	Depart date	Days away	Return date	\$ Cost
Burns R, Dr	Sessional	Suva Fiji	Teaching at TPAF and AUQA Audit	22-Jul-09	10 (2 non USC)	31-Jul-09	2,190.14
Douglas E, Professor	Dean, Faculty of Business	Florida	AACSB Conference	26-Apr-09	5	30-Apr-09	4,909.36
Douglas E, Professor	Dean, Faculty of Business	Thailand	Teaching Consultancy at The Sasin Graduate Institute	14-Jun-09	27 (10 return to campus)	20-Jul-09	2,417.19
Douglas E, Professor	Dean, Faculty of Business	Chicago	2009 Academy of Management 69th Annual Meeting	06-Aug-09	7	12-Aug-09	5,316.83
Douglas E, Professor	Dean, Faculty of Business	Thailand	5th AAPBS Annual Conference 2009	03-Nov-09	5	07-Nov-09	2,464.09
Douglas E, Professor	Dean, Faculty of Business	Thailand	AACSB - Sasin Accreditation Review Panel	15-Nov-09	4	18-Nov-09	2,940.73
Dye A, Miss	Administrative Officer	Kuala Lumpur, Malaysia	Graduation ceremony and alumni dinner	13-Aug-09	5	17-Aug-09	1,355.98
Freeman J, Mrs	Lecturer in International Business	Seoul, South Korea	Accompany 14 students - Export Management practical and Seafood CRC Research	13-Sep-09	12	24-Sep-09	2,326.88
Freeman J, Mrs	Lecturer in International Business	Bangkok and Vietnam	QS World MBA Tour	18-Nov-09	11	28-Nov-09	4,105.50
Harker M, Dr	Associate Professor in Marketing	UK and Germany	Research meetings and Academy of Marketing Conference	01-Jul-09	36 (7 non USC)	05-Aug-09	7,489.25
Harker D, Dr	Associate Professor in Marketing	UK and Germany	Research meetings and Academy of Marketing Conference	01-Jul-09	36 (7 non USC)	05-Aug-09	7,489.24
Hefferan M, Professor	Professor, Property and Development	Fiji	TPAF Graduation Ceremony	08-Nov-09	7 (3 non USC)	14-Nov-09	3,621.94
Kerr D, Dr	Associate Professor in Information Systems	USA	Meetings with USC partner universities and attend conference	05-Nov-09	17	21-Nov-09	7,334.66
Lawley M, Dr	Associate Professor in Marketing	Suva Fiji	Teaching at TPAF	23-Feb-09	5	27-Feb-09	2,163.29
Lawley M, Dr	Associate Professor in Marketing	India and China	MBA World Tour	09-Jul-09	13	21-Jul-09	8,990.76
Murray P, Dr	Associate Professor in Human Resource Management	China	MBA World Tour	08-Nov-09	10	17-Nov-09	6,085.91
Parle G, Ms	Associate Lecturer in Accounting and Finance	Munich	Meeting with PhD supervisor	15-Feb-09	10	24-Feb-09	2,115.62
Sharma B, Dr	Senior Lecturer in Management	Nepal and India	MBA World Tour	19-Jan-09	16	03-Feb-09	13,658.10
<b>Faculty of Science, Health and Education</b>							
Allen W, Dr	Lecturer in Education	Jakarta	Research consultancy work	17-May-09	6	22-May-09	2,307.58
Allen W, Dr	Lecturer in Education	Jakarta	Research consultancy and pre-departure work with AusAID	27-Jun-09	7	03-Jul-09	1,906.69

Employee	Position	Destination	Reason for travel	Depart date	Days away	Return date	\$ Cost
Allen W, Dr	Lecturer in Education	USA and Canada	Graduate Diploma in Education Marketing	20-Oct-09	10	29-Oct-09	1,768.15
Anderson K, Ms	Sessional	Hong Kong	Fish Reproduction Conference	18-Jun-09	8	25-Jun-09	1,117.52
Aspland T, Dr	Professor of Education	Singapore	Carrick Research	11-Mar-09	4	14-Mar-09	1,917.77
Aspland T, Dr	Professor of Education	Frankfurt	EERA Conference	20-Sep-09	14 (2 non USC)	03-Oct-09	2,385.54
Baillie L, Miss	Lecturer in Nutrition and Dietetics	Bangkok	ICN Presentation of Abstract	26-Sep-09	16	11-Oct-09	1,790.36
Barnes M, Dr	Associate Professor in Nursing	United Kingdom	Nutrition and Nurture in Infancy and Childhood Conference	29-Aug-09	22 (5 non USC)	19-Sep-09	4,989.01
Brooks P, Dr	Senior Lecturer in Biological Chemistry	New Zealand	Presenting Seminar and Research Collaboration	15-Sep-09	11 (6 non USC)	25-Sep-09	1,101.57
Burford S, Ms	Manager, International Projects Group	Jakarta and Papua New Guinea	Follow up visit for AusAID ALAF program	24-Oct-09	7	30-Oct-09	3,432.14
Burford S, Ms	Manager, International Projects Group	Jakarta	Meeting with AusAID	14-Dec-09	7	20-Dec-09	3,115.34
Burford S, Ms	Manager, International Projects Group	Papua New Guinea and Lombok, Indonesia	Workshop and meetings for scholarships	12-Jan-09	15	26-Jan-09	6,818.55
Burkett B, Dr	Associate Professor in Biomechanics	Germany	International Paralympic Committee Swimming Summit	30-May-09	9	07-Jun-09	3,641.61
Burnett S, Dr	Lecturer in Wildlife Ecology	South Africa	SAN Parks Conference and Research	15-Apr-09	22	06-May-09	4,560.90
Carey M, Dr	Academic Skills Advisor	Jakarta and Papua New Guinea	AusAID ALAF Program follow up visit	24-Oct-09	7	30-Oct-09	3,391.99
Carter J, Dr	Senior Lecturer in Geography	Port Villa Vanuatu	Research work	30-Mar-09	6	04-Apr-09	2,791.81
Carter J, Dr	Senior Lecturer in Geography	Papua New Guinea	Research and meetings	09-Nov-09	5	13-Nov-09	2,489.38
Dann C, Mr	Lecturer in Professional Studies	Fiji	Supervision of Field Experience for Education students	22-Nov-09	9	30-Nov-09	1,500.00
Elizur A, Dr	Professor of Aquaculture Biotechnology	Italy	EU SELFDOTT Tuna Workshop	01-Mar-09	9	09-Mar-09	3,934.38
Elizur A, Dr	Professor of Aquaculture Biotechnology	Hong Kong	Fish Reproduction and Development Satellite Conference	18-Jun-09	7	24-Jun-09	2,545.20
Elizur A, Dr	Professor of Aquaculture Biotechnology	Tokyo	To learn how to do germ cell transplantations in fish	01-Aug-09	14	14-Aug-09	2,641.90
Framp A, Ms	Lecturer in Nursing	New Zealand	Australian Nurse Educators Conference 2009	30-Sep-09	5 (2 non USC)	04-Oct-09	1,020.86
Greber C, Mr	Senior Lecturer in Occupational Therapy	New Zealand	Attend ANZ Committee Occupational Therapy Educators Conference and fieldwork meeting	26-May-09	5	30-May-09	1,489.00

Overseas travel expenditure

Employee	Position	Destination	Reason for travel	Depart date	Days away	Return date	\$ Cost
Hyde M, Dr	Professor of Education	Jakarta	Meeting with Government officials	26-Jan-09	6	31-Jan-09	2,974.24
Hyde M, Dr	Professor of Education	Jakarta and Papua New Guinea	Follow up for AusAID ALAF Program	24-Oct-09	7	30-Oct-09	2,031.03
Hyde M, Dr	Professor of Education	Jakarta	Meeting with Aus AID	14-Dec-09	7	20-Dec-09	3,115.34
Hyde M, Dr	Professor of Education	Bali	Meeting with Willi Toisuta Associates	26-Mar-09	7	01-Apr-09	1,424.17
Lowe B, Ms	Senior Lecturer in Education	China	Evaluate a possible WPL site and discuss Science/Math programs in Education	06-Apr-09	12 (3 non USC)	17-Apr-09	1,935.52
Lowe J, Professor	Head of School	Kota Bharu Kelantan Malaysia	4th APCESS and 8th ISSC 2009 Conference	13-Jul-09	6	18-Jul-09	6,418.18
Lowe J, Professor	Head of School	New Orleans	SOPHE Conference / Elsevier Publisher	29-Apr-09	14	12-May-09	11,352.23
Lowe J, Professor	Head of School	USA	SOPHE Conference, AHPA 137 Annual Meeting, and meet with Elsevier Publisher	05-Nov-09	13	17-Nov-09	13,041.36
Lowe J, Professor	Head of School	Ukraine	Research collaboration meetings	13-Jun-09	13	25-Jun-09	10,858.02
Massaro C, Ms	Sessional	New Zealand	COMBIO 2009 Conference	06-Dec-09	5	10-Dec-09	848.86
Mayes G, Dr	Regional Engagement Coordinator	Fiji	Pilot Research Project	09-Jun-09	5	13-Jun-09	1,587.34
McAllister M, Dr	Associate Professor in Nursing	Canada	In Sickness and In Health Conference 2009	11-Apr-09	9	19-Apr-09	6,651.82
McKay D, Dr	Senior Lecturer in Biotechnology	USA	Teaching exchange and meetings	21-Mar-09	37 (14 non USC)	26-Apr-09	9,276.01
Mellifont R, Dr	Lecturer in Sports Science	Cape Town South Africa	International Society of Biomechanics	03-Jul-09	9	11-Jul-09	2,740.40
Meyers N, Professor	Head of School	Jakarta and Papua New Guinea	Follow up for AusAID ALAF Program and meetings with Papuan Government	24-Oct-09	7	30-Oct-09	4,263.09
Meyers N, Professor	Head of School	Indonesia	International Biodiversity Conference	10-Nov-09	6	15-Nov-09	2,961.84
Meyers N, Professor	Head of School	Copenhagen	UN Climate Change Conference	13-Dec-09	9	21-Dec-09	5,589.70
Nagel M, Dr	Senior Lecturer in Education	Barcelona	16th International Conference on Learning	25-Jun-09	11	05-Jul-09	6,451.53
O'Hara L, Ms	Lecturer in Public Health	USA	Attend NAAFA conference and present at ASDAH conference	30-Jul-09	7	05-Aug-09	2,987.19
Oliver J, Ms	Research Officer	Fiji	Pilot Research Project	09-Jun-09	5	13-Jun-09	1,587.34
Parkes-Sandri R, Ms	Lecturer in Education	United Kingdom	Attend conference and post conference meetings	10-Sep-09	16	25-Sep-09	1,783.52

Employee	Position	Destination	Reason for travel	Depart date	Days away	Return date	\$ Cost
Pelly F, Dr	Senior Lecturer in Nutrition and Dietetics	USA	American College of Sports Medicine Annual Meeting and PINES board meeting	21-May-09	11	31-May-09	3,325.62
Ramawati N, Ms	Project Assistant	Jakarta	Predeparture sessions for AusAID ALA Fellows for 10 week course at USC	26-Jun-09	8	03-Jul-09	1,441.40
Robertson A, Ms	Project Officer	Jayapura, Indonesia	Papuan Project - Teacher Training	16-Jan-09	12	27-Jan-09	2,327.20
Rowe J, Dr	Senior Lecturer in Nursing	Canada	NCAST-AVENUW Conference, PR and recruitment of international students	30-Aug-09	25 (13 non USC)	23-Sep-09	1,709.48
Roy S, Ms	Sessional	New Zealand	ASCILITE Conference	05-Dec-09	6	10-Dec-09	1,542.07
Ryan E, Ms	Associate Lecturer in Sustainability Education	Canada	Presentation of paper at international conference	09-May-09	9	17-May-09	2,439.12
Shapcott A, Dr	Senior Lecturer in Plant and Vegetable Ecology	Madagascar	Research work	22-Aug-09	38	28-Sep-09	4,529.15
Smith T, Dr	Professor of Sustainability Science and Director, Sustainability Research Centre	Lisbon	Speaking engagement at conference	12-Apr-09	11	22-Apr-09	6,952.03
Smith T, Dr	Professor of Sustainability Science and Director, Sustainability Research Centre	Fiji	Pilot Research Project	09-Jun-09	5	13-Jun-09	1,920.71
Thomsen D, Dr	Lecturer in Sustainability Advocacy	Lisbon	Presenting and speaking at conference	12-Apr-09	11	22-Apr-09	5,939.28
Toohy E, Ms	Lecturer in Education	Fiji	Supervision of wider field experience for education students	15-Nov-09	9	23-Nov-09	1,500.00
Wallace H, Dr	Associate Professor in Agricultural Ecology	Papua New Guinea	Research work	27-Apr-09	5	01-May-09	2,143.31
Wallace H, Dr	Associate Professor in Agricultural Ecology	Vanuatu	Research work	16-Sep-09	9 (2 non USC)	24-Sep-09	4,429.14
Wallace H, Dr	Associate Professor in Agricultural Ecology	Papua New Guinea	Research and meetings	09-Nov-09	5	13-Nov-09	2,337.36
Wallace H, Dr	Associate Professor in Agricultural Ecology	New Zealand	Postharvest Pacifica 2009 Conference	17-Nov-09	4	20-Nov-09	2,437.95
Warrick R, Professor	Professor, Climate Change Adaptation	New Zealand	Meeting	05-Oct-09	3	07-Oct-09	721.68
Warrick R, Professor	Professor, Climate Change Adaptation	New Zealand	Workshop	18-Nov-09	2	19-Nov-09	862.03
Young K, Mr	Lecturer in Education	Barcelona	16th International Conference on Learning	27-Jun-09	14 (3 non USC)	10-Jul-09	2,783.60

Overseas travel expenditure

Employee	Position	Destination	Reason for travel	Depart date	Days away	Return date	\$ Cost
<b>Information Technology Services</b>							
Henderson P, Mr	Corporate Systems Coordinator	New Zealand	CAUDIT Enterprise Architecture 2009 Symposium	21-Nov-09	15 (10 non USC)	05-Dec-09	1,544.86
<b>Strategic Information Analysis Unit</b>							
Best T, Mrs	Strategic Information Analyst	Lithuania	European Higher Education Society (EAIR) Forum	21-Aug-09	10 (2 non USC)	30-Aug-09	5,104.73
Wirgau O, Mr	Strategic Information Analyst	USA	National Symposium of Student Retention	28-Sep-09	11 (5 non USC)	08-Oct-09	3,883.88
<b>Teaching and Research Services</b>							
Lynch K, Dr	Associate Professor in ICT Research and Development	Uganda	International Conference on Computing and ICT Research	29-Jul-09	19 (2 non USC)	16-Aug-09	442.90
Palmer B, Mrs	Manager Office of Research	New Zealand	ARMS 2009 Conference	13-Sep-09	7 (2 non USC)	19-Sep-09	2,539.24
Stewart K, Ms	Grants Officer	New Zealand	ARMS 2009 Conference	13-Sep-09	7 (2 non USC)	19-Sep-09	2,357.38
<b>USC International</b>							
Batzloff J, Mrs	Admissions Officer	USA	NAFSA 2009 Annual Conference and Expo	22-May-09	10	31-May-09	7,980.93
Batzloff J, Mrs	Admissions Officer	Austria and Germany	IRH face-to-face marketing activities 2009	11-Nov-09	16	26-Nov-09	13,332.01
Boon M, Miss	Recruitment Officer	Scandinavia	Kilroy Roadshow Recruitment Fairs	28-Aug-09	16	12-Sep-09	9,178.88
Davey J, Mrs	Program Administrator	Baltimore and USA	Work with Partner university and meetings with potential partners	21-Mar-09	37 (14 non USC)	26-Apr-09	2,595.83
Eckard L, Ms	Recruitment Officer	Germany	Visit to German partner universities	04-May-09	19	22-May-09	8,117.43
Eckard L, Ms	Recruitment Officer	Germany	Visit to German partner universities for student recruitment	27-Oct-09	33	28-Nov-09	12,181.84
Hanusch F, Dr	Lecturer in Journalism	Austria, Germany, Switzerland and France	Travel for USC International, including conference attendance	10-Nov-09	21	30-Nov-09	6,371.76
Hardy D, Ms	Admissions and Recruitment Officer	Malaysia, Penang, Singapore	IDP Recruitment Program	04-Jan-09	9	12-Jan-09	17,726.30
Mayes G, Dr	Regional Engagement Coordinator	Germany and Austria	International Week, teaching Masters of Tourism program (Vienna)	01-May-09	18	18-May-09	2,508.22
Readman K, Ms	Lecturer in Education	Canada	Canadian education fairs	19-Mar-09	15	02-Apr-09	9,049.83
Scott T, Mr	Recruitment Officer	India, Singapore, Nepal	Marketing, spot offers, IDP agents	11-Apr-09	15	25-Apr-09	8,657.55
Scott T, Mr	Recruitment Officer	Taiwan, Vietnam, Singapore	Marketing, agent visits, fair and IDP Open Day	16-May-09	17	01-Jun-09	7,409.27



Employee	Position	Destination	Reason for travel	Depart date	Days away	Return date	\$ Cost
Scott T, Mr	Recruitment Officer	Singapore, India, Nepal	Marketing, recruitment and IDP exhibitions	18-Aug-09	23	09-Sep-09	13,072.44
Scott T, Mr	Recruitment Officer	Malaysia	AusEd-UniEd Malaysia study fairs and agent and institution visits	14-Oct-09	11	24-Oct-09	5,081.09
Scott T, Mr	Recruitment Officer	Taiwan	Austrade Taiwan	19-Sep-09	15 (4 non USC)	03-Oct-09	6,593.48
Solomon K, Miss	Director of Studies	Kuala Lumpur	IELTS Administrators Conference	31-Aug-09	6 (2 non USC)	05-Sep-09	1,448.41
Tamba E, Ms	Director, International Relations	Korea and Japan	Exhibition/Conference, agent visits	13-Mar-09	19	31-Mar-09	9,408.95
Tamba E, Ms	Director, International Relations	Japan, Korea and China	Student recruitment, participation in APEI Conference, Sunlin College Anniversary	11-Apr-09	16	26-Apr-09	10,223.12
Tamba E, Ms	Director, International Relations	Japan and USA	NAFSA Conference	20-May-09	20 (2 non USC)	08-Jun-09	12,579.38
Tamba E, Ms	Director, International Relations	Spain, Korea and Japan	EAIE Conference	12-Sep-09	21 (2 non USC)	02-Oct-09	17,000.75
Tamba E, Ms	Director, International Relations	China, Japan and Korea	Student recruitment	14-Oct-09	22	04-Nov-09	32,456.16
Vuille J, Ms	Admissions and Recruitment Officer	Japan, Korea and China	Student recruitment, participation in APEI Conference and Sunlin College Anniversary	08-Apr-09	16	23-Apr-09	16,510.70
White G, Mr	Associate Director, Recruitment	USA and Mexico	Marketing and USC educational services	20-Mar-09	22	10-Apr-09	8,393.63
White G, Mr	Associate Director, Recruitment	USA	NAFSA Conference and marketing	21-May-09	23 (12 non USC)	12-Jun-09	7,603.83
White G, Mr	Associate Director, Recruitment	France, Germany, Denmark	Agent USC partner plus student affairs	13-Nov-09	28	10-Dec-09	13,392.42
White G, Mr	Associate Director, Recruitment	South Africa and Europe	EAIE Conference, institutional and research partner visits	04-Sep-09	37	10-Oct-09	19,614.49
Williams B, Mr	International Programs and Pathways Coordinator	Singapore	Study in Australia: Diploma to Degree Open Day	21-Aug-09	5	25/08/09	1,871.14
						Total	\$823,107.11

## Glossary

<b>AGS</b> Australian Graduate Survey (Government)	<b>ICSC</b> Innovation Centre Sunshine Coast
<b>ALTC</b> Australian Learning and Teaching Council	<b>ICT</b> Information and Communication Technology
<b>APT</b> Administrative, Professional and Technical (Staff)	<b>IFP</b> International Foundation Pathway (University)
<b>ARMC</b> Audit and Risk Management Committee (University)	<b>ITS</b> Information Technology Services (University)
<b>AUQA</b> Australian Universities Quality Agency	<b>LTMCC</b> Learning and Teaching Management Committee (University)
<b>CEQ</b> Course Experience Questionnaire (Government)	<b>LTPF</b> Learning and Teaching Performance Fund
<b>CGS</b> Commonwealth Grant Scheme (Government)	<b>NICP</b> National Indigenous Cadetship Program
<b>CHASE</b> Centre for Healthy Activities, Sport and Exercise (University)	<b>PPR</b> Performance, Planning and Review (Staff)
<b>CPO</b> Capital Programs and Operations (University)	<b>PRC</b> Planning and Resources Committee (University)
<b>CRICOS</b> Commonwealth Register of Institutions and Courses for Overseas Students	<b>QTAC</b> Queensland Tertiary Admissions Centre
<b>DEEWR</b> Department of Education, Employment and Workplace Relations (previously the Department of Education, Science and Training)	<b>RTI</b> Right to Information
<b>DIISR</b> Department of Innovation, Industry, Science and Research	<b>SFC</b> Student Feedback on Courses
<b>EIF</b> Education Investment Fund (Government)	<b>SFT</b> Student Feedback on Teaching
<b>ESD</b> Environmentally Sustainable Development—related to master planning for enhancing ecological values, and construction and rehabilitation projects incorporating principles of 'green buildings', space usage, energy use, water, waste and natural environmental components	<b>T&amp;R</b> Teaching and Research (Staff)
<b>EFTSL</b> Equivalent Full-Time Student Load	<b>TEFMA</b> Australasian Tertiary Education Facilities Management Association
<b>FTE</b> Full-time equivalent (Staff)	<b>TEP</b> Tertiary Enabling Pathway (University)
<b>HDR</b> Higher Degree by Research (Student)	<b>TNE</b> Transnational Enrolments (University)
<b>HERDC</b> Higher Education Research Data Collection (Government)	<b>TPP</b> Tertiary Preparation Pathway (University)
	<b>USC</b> University of the Sunshine Coast
	<b>VER</b> Voluntary Early Retirement
	<b>VET</b> Vocational Education and Training
	<b>WIL</b> Work Integrated Learning (University)
	<b>YTD</b> Year To Date

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*IFC = Inside front cover*

The University of the Sunshine Coast began as the Sunshine Coast University College. Founded in 1994, the first students started at the Sippy Downs campus in 1996. In 1998 the new institution was granted full university status, and became the University of the Sunshine Coast on 1 January 1999.

The 100-hectare Sippy Downs campus lies 100km north of Brisbane on land that was once a cane farm. Other teaching and research facilities include Dilli Village on Fraser Island and the Noosa Centre.

USC has a high proportion of academic staff with postgraduate qualifications—the seventh highest in Australia. In 2009, USC had a total operating revenue of \$109.04 million and employed 660 staff (full-time equivalent).

In 2009, more than 6,300 students (including about 860 postgraduates and 880 international students) enrolled in 312 courses in 164 programs through three faculties: Arts and Social Sciences; Business; and Science, Health and Education. The University conferred more than 1,200 degrees, bringing alumni numbers to 7,439.

Time Magazine rated the University's 'tank-bred tuna' research project second on their list of the 50 most important inventions of 2009. USC scientists worked as part of a collaborative team that included Australian and international researchers, with support from the Australian Seafood Cooperative Research Centre.

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