

# 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.*



Artist's impression of the ACTLERNE Building.

## 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.*

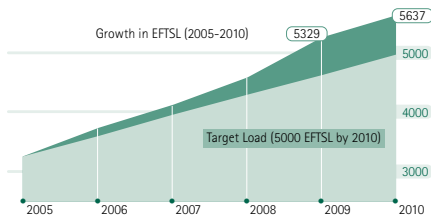


## Reputation

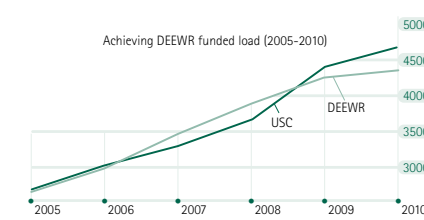
**A new advertising campaign was launched in July**, promoting "The best of both worlds". The campaign was USC's largest to date, and highlighted how USC students can enjoy the Sunshine Coast lifestyle while gaining qualifications that can take them anywhere in the world. The advertisements also focused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

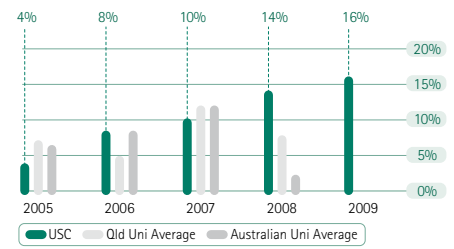




Commonwealth Grant Scheme (CGS), Domestic and International Fee-Paying Equivalent Full Time Student Load (EFTSL) from 2005 to 2010 (projected for 2010)



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

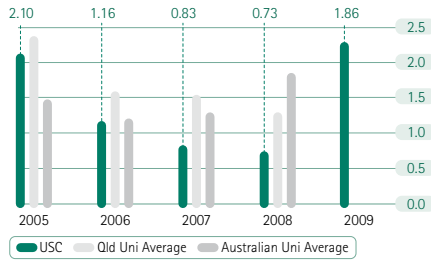
Target	Performance
University's ability to repay short-term debts (current assets over current liabilities) of 1.30:1	University's ability to repay short-term debts (current assets over current liabilities) of 1.86:1

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).

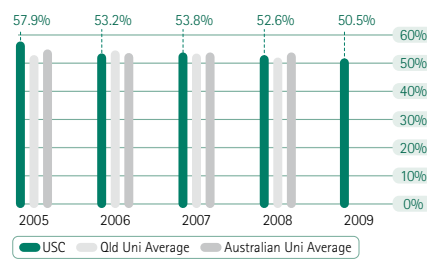
The current debt facilities of the University allow for an operating overdraft of \$4M (previously not drawn upon) and longer term debt facilities pre-approved by Queensland Treasury Corporation.

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

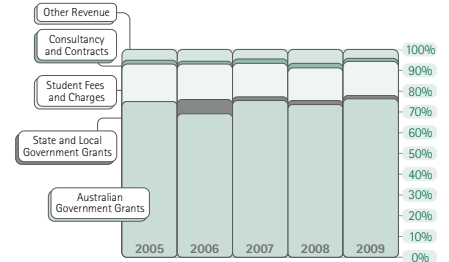
- Based on full year data. Estimates for 2010 based on extrapolation of Census 1 and 2, 2009 data.
- Includes Enabling, TPP, Undergraduate and Postgraduate CGS EFTSL.
- Includes International on-campus, online and off-campus transnational (TNE) EFTSL. The University's withdrawal from offering transnational 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.