



# Annual Report 2017

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

For the period 1 January 2017 to 31 December 2017

March 2018

The Honourable Grace Grace MP  
Minister for Education and Minister for Industrial Relations  
PO Box 15033  
CITY EAST QLD 4002

I am pleased to present the 2017 Annual Report and financial statements for the University of the Sunshine Coast.

I certify that this Annual Report complies with:

- the prescribed requirements 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.

A checklist outlining the annual reporting requirements can be accessed at [usc.edu.au/reports](http://usc.edu.au/reports)

Yours sincerely

Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)  
Chancellor, University of the Sunshine Coast

## Acknowledgment of country

The University of the Sunshine Coast acknowledges the Traditional Owners and Custodians of the land on which its campuses stand, and recognises their continuing connection to land, water and community.

The University has a Reconciliation Action Plan to guide its relationships, opportunities and progress reporting with regard to Aboriginal and Torres Strait Islander peoples.

## Communication objectives

The University of the Sunshine Coast's 2017 Annual Report provides a record of the University's performance in 2017, its plans for the future, and audited financial statements. All achievements for 2017 are documented against the goals and corresponding key performance indicators of the University's Strategic Plan 2016–2020.

The report, including publication of relevant open data information, is available online at [usc.edu.au/reports](http://usc.edu.au/reports). Open data information is also available via the Queensland Government's Open Data website at [data.qld.gov.au](http://data.qld.gov.au)

Potential readers of the Annual Report include federal, state and local government representatives and officers, the University community (including staff and students), business and media, potential benefactors, international visitors and members of the public.

To provide your feedback or request copies of this Annual Report, please contact USC's Office of Marketing and External Engagement by telephoning +61 7 5459 4558 or by emailing [marketing@usc.edu.au](mailto:marketing@usc.edu.au)



USC 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 External Engagement on +61 7 5459 4558 to arrange an interpreter to communicate the report to you.

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# Standing

USC is a unique and successful regional institution, established in 1994 to support the development aspirations of the Sunshine Coast community. From this beginning, USC has grown to more than 16,500 students and more than 120 degree programs, focused on the catchment between Brisbane and the Fraser Coast.

The growth has been in a planned manner, with new programs, infrastructure and study locations introduced to meet the needs of local industry and community, and to support initiatives such as the establishment of the Sunshine Coast University Hospital at Kawana.

From the beginning, USC has focused on providing excellent educational experiences to students within its regions. USC is one of Australia's highest rated universities for overall student experience, and in 2017 again received a five-star rating for teaching quality in the annual Good Universities Guide – a rating it has held for 12 years.

The University's ambition for its communities is to have 20,000 USC students in 2020. Higher education participation rates in the Sunshine Coast region have risen by 50 percent, and USC continues to perform strongly in all its catchment areas. The University is also working towards the 2020 opening of its next campus at Petrie in Moreton Bay. While USC's ability to achieve these and other strategic goals will be influenced by the broader policy and funding environment, results so far indicate a positive trajectory.

As the University has matured, it has increased its research activities and postgraduate student numbers to become a comprehensive (teaching and research) university. In 2017, USC made its first appearance in the Times Higher Education's Young University Rankings of the top 150 universities under 50, based on criteria in teaching, research, international outlook and knowledge transfer.

USC has now been responsible for almost \$7 billion of human capital development in its catchment. As one of Australia's fastest growing regional universities, USC remains committed to unlocking the innovation, productivity and full human potential of its regions, and to working with government, industry and community to encourage prosperity in a knowledge-driven world.

# Vision

USC will be a university of international standing, a driver of capacity building in the Sunshine Coast and broader region, and an unsurpassed community asset.

# Values in action

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

## SCHOLARSHIP

Academic study and achievement underpin tertiary education at USC, enabled by the provision of the highest quality tertiary education experience and environment to students and staff.

## DISCOVERY

Research, particularly in areas of community challenges, is fundamental to the University's impact.

## SUSTAINABILITY

Supporting sustainability across social, economic, cultural and environmental domains is a core responsibility of the University.

## ENGAGEMENT

The University is committed to working with and for its diverse communities.

## SOCIAL JUSTICE

The University is committed to advancing human rights within a free, tolerant and inclusive society and contributing to better outcomes for all Australians. The University respects and acknowledges Aboriginal and Torres Strait Islander peoples, land, culture and history and will work collaboratively to advance Indigenous outcomes.

## INTEGRITY

The University has an overarching commitment to freedom of enquiry and expression, ethical behaviour and integrity in its governance and management.

# Highlights

- Growth in student numbers continued, with 16,592 students (+13.6 percent on the previous year) enrolled during 2017 (11,307 equivalent full-time student load (EFTSL)). International student enrolments grew to 3,376 students (+36.7 percent on the previous year).
- USC welcomed Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd) as its fourth Chancellor, effective 1 April 2017.
- The governing councils of USC and QUT agreed on the planned transfer of QUT's Caboolture campus to USC, to take effect 8 January 2018.
- USC was allocated a \$121 million concessional loan in the 2017 Federal Government Budget to finance construction of its next campus at Petrie in Moreton Bay, to open in 2020.
- Operations commenced at the Sunshine Coast Health Institute (SCHI), an education and research institute co-located with the new Sunshine Coast University Hospital (SCUH). USC began teaching at SCHI from Semester 1, 2017.
- Griffith University was announced as the SCHI medical school partner, which will enable USC to commence enrolments in the Bachelor of Medical Science degree in 2018. This competitive program provides a pathway to study medicine on the Sunshine Coast for up to 20 high-achieving school leavers per year, with graduates receiving provisional direct entry into Griffith University's planned Doctor of Medicine program at SCUH.
- USC made its first appearance in the Times Higher Education's Young University Rankings of the top 150 universities under 50 years old.
- USC launched its High Performance Student Athlete program, which helps students combine high performance sport with higher education to achieve overall life success.
- The Sunshine Coast Lightning netball team (co-owned by USC and based at the USC Stadium) were Suncorp Super Netball Series premiers in their maiden season.

# Key five-year figures

CATEGORY	2013	2014	2015	2016	2017	ANNUAL % CHANGE	TREND
<b>STUDENTS</b>							
Number of students <sup>1</sup>	8,904	9,652	10,447	11,602	13,492	16.3%	↑
Female	5,807	6,158	6,640	7,375	8,453	14.6%	↑
Male	3,097	3,494	3,807	4,223	5,034	19.2%	↑
Other	—	—	—	4	5	25.0%	↑
On-campus students <sup>2</sup>	8,818	9,572	10,362	11,494	13,317	15.9%	↑
Undergraduate	7,173	7,697	8,520	9,462	10,579	11.8%	↑
Postgraduate coursework	683	846	866	810	1,436	77.3%	↑
Higher degree by research	204	262	271	317	346	9.1%	↑
Non-award	844	847	790	1,013	1,131	11.6%	↑
International (all students)	746	1,057	1,111	1,364	2,326	70.5%	↑
International (on campus)	743	1,054	1,110	1,326	2,256	70.1%	↑
Student load (EFTSL) <sup>3</sup>	7,296.0	7,989.3	8,675.2	9,822.8	11,306.8	15.1%	↑
<b>DEGREES CONFERRED</b>							
Undergraduate degrees conferred	1,173	1,269	1,320	1,526	1,704	11.7%	↑
Postgraduate coursework degrees conferred	333	424	399	412	458	11.2%	↑
Higher degree by research degrees conferred	30	25	29	36	35	-2.8%	↓
Total degrees conferred	1,536	1,718	1,748	1,974	2,197	11.3%	↑
<b>EQUITY</b>							
Disability <sup>4</sup>	6.3%	6.3%	6.5%	6.6%	6.3%	-0.3%	↓
Indigenous <sup>4</sup>	2.0%	2.2%	2.3%	2.7%	3.0%	0.3%	↑
First in family to attend university <sup>5</sup>	49.8%	50.5%	49.6%	49.1%	50.0%	0.9%	↑
<b>STAFF (FULL-TIME EQUIVALENT, EXCLUDING CASUALS)</b>							
Academic staff <sup>6</sup>	259	299	324	359	389	8.4%	↑
Non-academic staff <sup>7</sup>	463	522	546	547	572	4.6%	↑
Total number of staff <sup>8</sup>	722	821	870	906	961	3.7%	↑
Proportion of academic staff with higher degree qualifications <sup>9</sup>	86%	87%	87%	88%	89%	1.0%	↑
Operating revenue (parent entity)	\$174.06m	\$215.4m	\$215.8m	\$249.7m <sup>10</sup>	\$273.5m	9.5%	↑
Property, plant and equipment	\$196.10m	\$255.4m	\$297.4m	\$342.7m <sup>11</sup>	\$364.7m	6.4%	↑
Research income <sup>12</sup>	\$7.02m	\$8.73m	\$14.68m	\$15.20m	\$21.79m <sup>13</sup>	43.3%	↑

1. Number of students at Census 1 each year.

2. On-campus includes both internal and multi-modal enrolments.

3. Student load includes inbound exchange students. EFTSL = Equivalent Full Time Student Load. Data for 2017 is preliminary at 10 January 2018. Final full-year data available following the Australian Government submission on 31 March 2018.

4. Disability and Indigenous percentages are as a proportion of all domestic students at Census 1 each year.

5. First in family percentages are as a proportion of undergraduate (excluding one-year Honours) students only.

6. Academic (Senior Academic Staff; Teaching and Research (Level A-E) staff).

7. Non-academic (Senior Professional Staff; Professional (Level 1–10) staff).

8. Data is based on figures supplied to the Australian Government's Department of Education and Training (DET) as at 31 March 2017.

9. Includes those academic staff whose highest qualification is a master's or doctoral degree. (Note: 2016 figure updated to exclude those staff whose highest qualification is a graduate certificate or graduate diploma.)

10. Restated 2016 figure. For more information see 2017 financial statements.

11. Restated 2016 figure. For more information see 2017 financial statements.

12. Figures include research income reported to the Australian Government's Department of Industry, Innovation and Science (DIIS) through the Higher Education Research Data Collection (HERDC), as well as research funding received from DIIS.

13. Data is based on year-to-date figures and is current as at time of publishing. Figures for the year are unaudited. Final figures available June 2018.

# Vice-Chancellor and President's review

For USC, 2017 was yet another year of exceptional growth and development.

At the start of the academic year, USC had twice as many students as it had at the start of 2009, and three times as many as at the start of 2005. Enrolments continue to grow, and indicate a strong trajectory toward achieving our strategic goal of 20,000 students by 2020, policy settings permitting. In particular, our second year of teaching saw solid growth at USC Fraser Coast. We are also increasing student numbers at our Sunshine Coast, Gympie and South Bank locations, as well as at our international study locations in Melbourne and Sydney.

2018 will see further growth, following the transfer of QUT's Caboolture campus to USC. Announced in June, the transfer will take effect for Semester 1, 2018 and will give USC a strong presence in the region ahead of the 2020 opening of our next campus at Petrie in Moreton Bay. Plans for the new campus received a boost in May, when we were allocated a \$121 million concessional loan to finance construction in the 2017 Federal Government Budget. USC has appointed architecture firm Hassell Studio to design the master plan and the first building, and we look forward to working with the Federal Government and Moreton Bay Regional Council to develop an innovative campus to meet the needs of the wider region.

In August, the 2018 edition of The Good Universities Guide awarded USC five out of five stars for overall student experience, skills development, student support, teaching quality and learning resources. Engineering at USC was ranked first nationally across three categories of student experience, and among USC's Business offerings, the fields of Computing and Information Systems and Business and Management received number one rankings in at least one field. USC's disciplines of Nursing, Psychology, and Science and Mathematics were also each ranked at number one for overall student experience.

As part of our ongoing High Performance Sport Strategy, this year we launched the High Performance Student Athlete Program, which helps students combine high performance sport with higher education to achieve overall life success. By late 2017, the program had 92 enrolled student athletes across 24 sports, studying more than 80 programs. The inaugural cohort included several players from the Sunshine Coast Lightning (co-owned by USC), who won the inaugural 2017 Suncorp Super Netball premiership in their maiden season.

Our ongoing efforts to increase research productivity and impact were rewarded with our first appearance in the Times Higher Education's Young University Rankings of the top 150 universities under 50 years old. Our ranking in the 101–150 category brings us very close to realising another of our three strategic goals for 2020 – to be included in the world's top 100 young universities. The excellence of our researchers was also recognised in the November round of the Australian Research Council's (ARC) Discovery Program funding, where USC-led projects received a total of \$1.7 million in competitive grants.

Finally, in 2017 we said farewell to former Chancellor John Dobson OAM, who retired in March after almost 20 years of service to the University Council. In his decade as Chancellor, John oversaw a period of unprecedented growth and expansion, and on behalf of the University community I thank him for his dedicated service. Effective 1 April 2017, we welcomed Sir Angus Houston as USC's fourth Chancellor. A former Chief of the Australian Defence Force, Sir Angus brings a remarkable breadth of experience to this role, and I look forward to working closely with him during USC's next chapter.

Professor Greg Hill  
Vice-Chancellor and President



## Forward planning 2018

- Enhancing the quantity and quality of health education and research
- Enhancing the competitiveness of existing programs and courses
- Introducing competitive new programs and courses
- Consolidating programs and courses
- Expanding blended/online provision
- Enhancing work-integrated learning (WIL)
- Continuing to support development of USC's research profile and performance
- Advancing health research
- Enhancing the quantity, quality and alignment of research student enrolments and completions
- Enhancing the alignment of areas of educational and research strength
- Accelerating the transition to a fully multi-campus institution
- Capitalising on opportunities presented by the Sunshine Coast Mind and Neuroscience – Thompson Institute, the Sunshine Coast Health Institute, the High Performance Sport initiative and the advent of the National Disability Insurance Scheme
- Strengthening collaboration with local government across the region



# 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:

Under the *University of the Sunshine Coast Act 1998* the University has all the powers of an individual. It may, for example:

1. Enter into contracts:
  - a. acquire, hold, dispose of, and deal with property;
  - b. appoint agents and attorneys;
  - c. engage consultants;
  - d. fix charges, and other terms, for services and other facilities it supplies; and
  - e. 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

## Strategic Plan 2016–2020

The Strategic Plan 2016–2020 ([usc.edu.au/strategicplan](http://usc.edu.au/strategicplan)) is the University's highest-level planning document, along with the Campus Master Plan. The role of the Strategic Plan is to articulate the broad goals and aims of the University over five years.

Developed in consultation with the University community, the Strategic Plan will guide USC through its next five years. The University's vision for its continued maturation, growth and development and its commitment to the region is explicit in the new strategic plan.

This vision is reflected in the three goals articulated in the plan, and the six imperatives provide a focus for how these goals will be achieved. The three goals articulated in the plan are that the University will be:

1. a comprehensive university of 20,000 students by 2020;
2. positioned in the global tertiary education community as a top-100 university under 50 years of age; and
3. a primary engine of capacity building in the broader Sunshine Coast region, from Brisbane to the Fraser Coast.

Each imperative includes a description of the future state USC is seeking, the priorities that tell us where to direct effort and the measures by which success can be determined.

Specific strategies complementing the strategic plan are set out in the Academic Plan (2016–2020) and the Resources Plan (2016–2020), which apply University wide and drive resource allocations through the budget process. Supporting strategies guide the University's involvement in international activities and regional engagement.

Operational Plans for individual cost centres support initiatives outlined in both the strategic and top-level plans. All plans are reviewed and updated during the budget and planning process in September each year.

## Annual review of operations

As a review of its operations each year, USC measures its progress according to the goals and key performance indicators of the six imperatives outlined in the University's Strategic Plan 2016–2020:

1. The University will increase student enrolments and improve student success
2. The University will increase research productivity and impact
3. The University will expand campuses and study nodes
4. The University will improve institutional effectiveness
5. The University will strengthen leadership in sustainability for the region and beyond
6. The University will strengthen engagement with its communities

The following pages provide detailed reporting on each of the six imperatives and relevant key performance indicators. In addition, pages 29–31 provide a high-level summary of key performance indicators.

# The University will increase student enrolments and improve student success

## PRIORITIES:

1. Develop and support strategic, innovative and distinctive curricula.
2. Expand access pathways for students.
3. Focus on initiatives and support to enhance student engagement and maximise student success.
4. Expand and diversify international student enrolments.

## Overview

Growth in students continued, with 16,592 students (+13.6 percent on the previous year) enrolled during 2017 (11,307 EFTSL). Student enrolments were well above the Strategic Plan growth targets set for 2017 of 15,314 students and 10,720 EFTSL.

International student enrolments grew to 3,376 students (+36.7 percent on the previous year) enrolled across 2017. This was the largest number of international student enrolments in USC's history. Total international student load of 2,375 EFTSL for 2017 accounts for 21.0 percent of total EFTSL.

Focus remained on the participation of groups underrepresented in higher education, with latest data showing that 22.7 percent of commencing USC undergraduate students are from low socio-economic backgrounds compared to 17.1 percent of undergraduate students nationally, and 3.6 percent of commencing USC students are Indigenous compared to 2.1 percent nationally.

USC achieved a five-star rating for five of the six Student Experience measures reported in the 2018 Good Universities Guide, meaning that USC ranked within the top 20 percent of all universities in these areas. USC maintained its five-star rating for teaching quality for the 12<sup>th</sup> year running, and its five-star rating for overall satisfaction for the sixth consecutive year.

USC achieved the same overall employment rate as the national average in the latest national Graduate Outcomes Survey. In addition, the national Employer Satisfaction Survey results reflect high levels of employer satisfaction with USC graduates. The latest available data has overall satisfaction with USC graduates at 88.8 percent, compared to the national average of 83.6 percent.

## 2017 SAW GROWTH IN...

### Students

There were 16,592 students (11,307 EFTSL) enrolled during 2017. An intake of 4,976 new students at Census 1 2017 increased USC's student population to 13,492 (including 2,326 international students). This translated to an overall increase of 16.3 percent in student enrolment numbers. The mid-year intake of 2,565 new students reflected an increase on Semester 2, 2016 data.

### Internationalisation

At Census 1 2017, there were 2,326 international enrolments, an increase of 70.4 percent compared to Census 1 2016. International students from 74 countries accounted for 11.8 percent of all USC enrolments.

### Programs

The Bachelor of Nursing Science continues to be the most popular undergraduate program for new students, with 336 students enrolled at Census 1 2017. The top 10 undergraduate programs based on all enrolments at Census 1 2017 were:

1. Bachelor of Nursing Science
2. Bachelor of Primary Education
3. Bachelor of Paramedic Science
4. Bachelor of Commerce (Accounting)
5. Bachelor of Business
6. Bachelor of Information and Communications Technology
7. Bachelor of Occupational Therapy (Hons)
8. Bachelor of Biomedical Science
9. Bachelor of Sport and Exercise Science
10. Bachelor of Social Work

New degrees in Midwifery and Recreation and Outdoor Environmental Studies, a new Laws and Environmental Management double degree, and two new postgraduate Master of Teaching programs contributed to growth in student enrolments.

In February, USC launched its new High Performance Student Athlete Program, which

helps students combine high performance sport with higher education to achieve overall life success. By late 2017, the program had 92 enrolled student athletes across 24 sports, studying more than 80 programs.

Twenty-six Aboriginal and Torres Strait Islander graduates celebrated the completion of their degrees at USC's graduation ceremonies in April – the largest group of Aboriginal and Torres Strait Islander students ever to graduate at once from USC.

In August, the 2018 edition of The Good Universities Guide awarded USC five out of five stars for the overall student experience, skills development, student support, teaching quality and learning resources. Engineering at USC was ranked first nationally across three categories of student experience, and among USC's Business offerings, the fields of Computing and Information Systems and Business and Management also received number one rankings. USC's Nursing, Psychology, and Science and Mathematics disciplines were also each ranked at number one for overall student experience.

USC students were again recognised as among the nation's best in 2017. Business/Commerce student Myles Kreis and Laws/Commerce student Michael Jefferies received \$65,000 New Colombo Plan Scholarships, with Myles, who studies at USC's Fraser Coast campus, becoming the first USC student to be named a New Colombo Plan Fellow. In August, Michael was also a finalist in the Law Student of the Year category of the annual Australian Law Awards, while fellow Law student Jessica Popple was shortlisted for the same category at the 2017 Women in Law awards. Four USC Engineering students excelled at the annual Engineers Without Borders Challenge, where they were judged as having the best entry of any Queensland university.

In October, USC announced the launch of a new Bachelor of Medical Science from Semester 1, 2018. This competitive program provides a direct pathway to study medicine on the Sunshine Coast for up to 20 high-achieving school leavers per year, with graduates receiving provisional direct entry into Griffith University's planned Doctor of Medicine program at the Sunshine Coast University Hospital.



# The University will increase student enrolments and improve student success

## KPI 1.1: 20,000 STUDENTS (14,000 EFTSL) BY 2020

MEASURE	TARGET	2017 PERFORMANCE
Total equivalent full time student load (EFTSL)	14,000 EFTSL by 2020 (all students), including 3,650 EFTSL international students (20,000 full-year student enrolments)	11,307 EFTSL (all students), including 2,375 EFTSL international students <sup>1</sup>

### COMMENT

Preliminary full-year data indicates USC will meet growth targets for 2017, with current estimates of 11,307 EFTSL well above the initial target of 10,720 EFTSL. Both faculties are above target: the Faculty of Arts, Business and Law (FABL) at 5,721 EFTSL (including 966 EFTSL for third-party managed campuses) is 0.9 percent above previous estimates, while the Faculty of Science, Health, Education and Engineering (FoSHEE) at 5,586 EFTSL is 0.2 percent above previous estimates.

International load in 2017 is at 2,375 EFTSL, 247 EFTSL (+11.6 percent) above the initial target of 2,128 EFTSL. The main drivers for this growth are an increase in postgraduate coursework enrolments and growth at USC's Sydney and Melbourne campuses.

### EFTSL AND STUDENTS (2013–2017)

	2013	2014	2015	2016	2017 <sup>1</sup>
ALL					
Students (full year)	10,811	11,696	12,596	14,605	16,592
EFTSL	7,296	7,989	8,675	9,822	11,307
Conversion rate <sup>2</sup>	1.48	1.46	1.45	1.49	1.47
INTERNATIONAL					
EFTSL	780	1,016	1,079	1,551	2,375

1. Data for 2017 is preliminary at 10 January 2018. Final full-year data available following the Australian Government submission on 31 March 2018.

2. Conversion rate estimated at 1.43 students/EFTSL in the target model.

## KPI 1.2: STUDENT RETENTION

MEASURE	TARGET	PERFORMANCE
New undergraduate student attrition rate (based on internal data at Census 1 each year, assessing trend over time)	Minimum 1.5 percentage point improvement each year	2016 attrition rate <sup>3</sup> improved by 2.1 percentage points
Commencing domestic undergraduate student attrition rate (based on external full year data, benchmarking USC's performance nationally)	Achieve national average by 2020 for commencing domestic undergraduate students (based on 2018 attrition rate)	2015 crude attrition rate <sup>4</sup> +7.2 percent compared to national average, worsening by 1.6 percentage points on the prior year

### Internal measure: New undergraduate student attrition rate (domestic and international students)

The internal attrition rate is calculated based on enrolment data at Census 1 of each year. It is the proportion of students enrolled at Census 1 2016 who did not re-enrol at USC in Census 1 2017 (and did not graduate). Note: third-party managed campuses (USC Melbourne: 74 students) are excluded from all attrition calculations at this time.

The 2016 internal attrition rate for new undergraduate students improved by 2.1 percentage points to 29.3 percent, which meets the target of a minimum 1.5 percentage point improvement each year. The attrition rate for new domestic undergraduate students improved by 1.6 percentage points to 30.1 percent. The attrition rate for new international undergraduate students improved by 8.4 percentage points to 20.1 percent. The attrition rate for new undergraduate students in both faculties has improved: FABL by 2.8 percentage points to 32.5 percent, and FoSHEE by 1.5 percentage points to 26.9 percent.

### ATTRITION RATES FOR NEW<sup>5</sup> (DOMESTIC AND INTERNATIONAL) UNDERGRADUATE<sup>6</sup> STUDENTS, BY FACULTY (2014–2016) (INTERNAL DATA)

FACULTY	2014	2015	2016 <sup>3</sup>	DIFFERENCE 2015 TO 2016
FABL	33.7%	35.3%	32.5%	-2.8%
FoSHEE	27.7%	28.4%	26.9%	-1.5%
Total	30.6%	31.5%	29.3%	-2.1%

### ATTRITION RATES FOR NEW<sup>5</sup> (DOMESTIC AND INTERNATIONAL) UNDERGRADUATE<sup>6</sup> STUDENTS, BY CITIZENSHIP (2014–2016) (INTERNAL DATA)

CITIZENSHIP	2014	2015	2016	DIFFERENCE 2015 TO 2016
Domestic	30.2%	31.7%	30.1%	-1.6%
International	35.5%	28.5%	20.1%	-8.4%

## External measure: Commencing domestic undergraduate student attrition rate

The external measure is based on the Australian Government's national crude attrition rate, which in this instance reflects the proportion of students who commenced a bachelor's program at a specific higher education provider in 2015 and who neither completed (in 2015 or 2016) nor returned to study at that provider in 2016.

The crude attrition rate for USC domestic commencing bachelor's students worsened by 1.6 percentage points from 26.4 percent in 2014 to 27.9 percent in 2015. It is possible that the attrition rates have been impacted by the later 2016 Census 1 date, which for the first time occurred after the mid-semester break. In 2015, USC's crude attrition rate was 7.2 percentage points worse than the national average. USC ranked 30<sup>th</sup> out of 37 institutions nationally and 2<sup>nd</sup> in the RUN cohort. Nationally, the crude attrition rate improved by 0.1 percentage points, from 20.9 percent in 2014 to 20.8 percent in 2015.

CRUDE ATTRITION RATE<sup>7</sup> FOR DOMESTIC COMMENCING BACHELOR'S STUDENTS, 2011–2015<sup>8</sup> (AUSTRALIAN GOVERNMENT DATA)

MEASURE	2011	2012	2013	2014	2015	DIFFERENCE 2014 TO 2015
USC attrition rate (crude)	28.6%	29.0%	27.7%	26.4%	27.9%	1.6%
National attrition rate (crude)	18.8%	19.3%	20.7%	20.9%	20.8%	-0.1%
<i>Difference</i>	9.7%	9.7%	6.9%	5.5%	7.2%	1.7%
USC national ranking	34	33	28	29	30	
<i>Number of institutions</i>	37	37	37	37	37	
USC RUN ranking	4	3	2	2	2	

## Additional commentary

The Pro Vice-Chancellor (Students) provides strategic leadership in student engagement and academic success at USC, and continues to lead the implementation of a broad range of student engagement activities designed to strengthen student learning outcomes and accelerate efforts leading to the increased retention and success of all USC students. The Student Engagement Strategy (2015–2017) has been revised into a Student Engagement Blueprint (2017–2020) and aligned with USC's Strategic and Academic Plans. The four key strategies identified in 2015 have been retained into the new Blueprint, and activities within the strategies updated to reflect new evidence, activities that have been implemented, and contemporary practice.

Work is underway in each of the four strategies within the Blueprint:

1. Strengthen first year (FY) experiences. First year is the focus for later year success and requires attention to FY students, FY experience, and FY and foundation courses.
2. Design and enact high-quality curricula (programs and courses are designed to actively engage students in learning).
3. Promote access, equity and diversity (establish a USC-wide coordinated approach to increasing and widening participation).
4. Enable and support student learning (provide proactive, timely access to life and learning support).

For example: the Student Success Program, which is a systematic approach to monitoring and early intervention, is now established and has been extended to include more students, a leadership award program has been established, and a new peer-led student support strategy has been launched (Student Success Network) (strategy 4). A first-year enabling plan has been endorsed for implementation by the First Year Experience Reference Group and approved by the University Learning and Teaching Committee (strategy 1). A suite of new student-focused policies has been approved and is currently being implemented. These policies include: grievance resolution, student conduct, anti-discrimination and freedom from harassment and bullying, and freedom from sexual harassment and assault (strategy 3).

The USC Student Engagement Leadership Team (established in 2015) continues to meet at least five times annually to oversee the work of a range of sub-groups and to coordinate actions. The First Year Experience Reference Group (established in 2016) continues to coordinate a university-wide enhancement of the first-year experience, and the Curriculum Advisory Group is providing early feedback to schools and faculties on the design of new curricula.

3. 2017 rates available in April 2018, following availability of Census 1 2018 data.
4. The latest available rates are the 2015 attrition rates, which are based on full-year comparisons.
5. A student is defined as a new student if they have been admitted to the University for the first time; readmitted into a new program following completion of a program, withdrawal, abandonment or exclusion; or when admitted to a new career (eg from non-award to undergraduate).
6. Excluding bachelor's Honours (one year) programs.
7. Attrition rate for year (x) is the proportion of students who commenced a bachelor's program in year (x) who neither completed in year (x) or year (x + 1) nor returned in year (x + 1).
8. Figures are based on full-year data.

### KPI 1.3: STUDENT SATISFACTION

MEASURE	TARGET	PERFORMANCE
Annual national comparative assessment in the Student Experience Survey	Achieve national ranking in the Top 5 each year for Student Experience Survey results: <ul style="list-style-type: none"> <li>– Quality of the entire educational experience</li> <li>– Quality of teaching</li> </ul>	Respective rankings of no. 4 and no. 2 in 2016 <sup>9</sup>

#### COMMENT

The national Student Experience Survey (SES) measures student satisfaction through responses to the *Quality of the entire educational experience* (single survey item)<sup>10</sup> and the *Quality of teaching* (Teaching quality scale score)<sup>11</sup>.

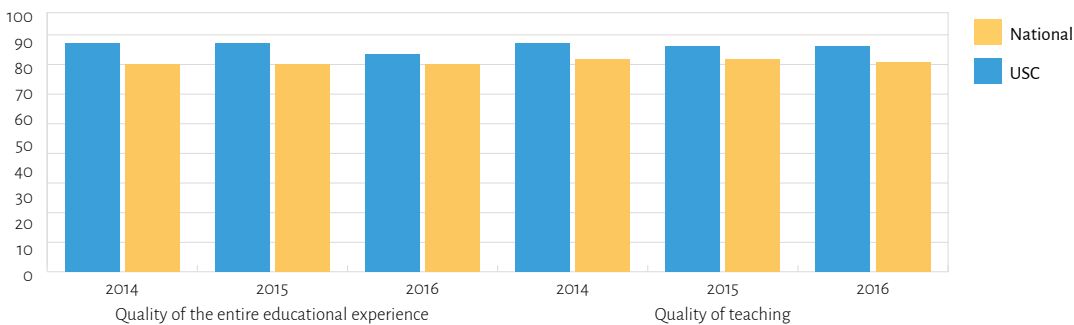
#### Quality of the entire educational experience

USC dropped to fourth place among all Australian public universities in *Quality of the entire educational experience* in 2016, having held first position from 2013 to 2015. USC continued to perform above the national average (Table A Providers) in 2016 (84 percent compared to 80 percent), though the differential between USC and national results dropped from 8.0 percent to 4.0 percent between 2015 and 2016.

#### Quality of teaching

USC ranked second among all Australian Table A universities in *Quality of teaching* for the second consecutive year. The University has been above the national average (Table A Providers) for 2013 to 2016. USC's percentage satisfaction for *Quality of teaching* was 87 percent for both 2015 and 2016 (81 percent nationally in 2016).

STUDENT EXPERIENCE SURVEY, PERCENTAGE SATISFIED RELATIVE TO NATIONAL<sup>12</sup> VALUES, 2014–2016



9. 2017 data not available until March 2018.

10. The University reports on performance for student satisfaction of the *Quality of the entire educational experience* (single survey item) as the percentage of all respondents that answer Good or Excellent to the question "Thinking about your program, overall how would you rate the quality of your entire educational experience this year?"

11. The University reports on performance for student satisfaction of the *Quality of teaching* (Teaching quality scale score) as the percentage of all respondents that are satisfied with the scale (ie have a scale score of 55 or above). This teaching quality indicator is based on the average of student's responses to 11 composite questions available on the QILT website: [qilteu.au/about-this-site/student-experience-survey-ses](http://qilteu.au/about-this-site/student-experience-survey-ses)

12. National aggregates include USC values.

### KPI 1.4: GRADUATE OUTCOMES

MEASURE	TARGET	PERFORMANCE
Annual national comparative assessment of full-time graduate employment	Achieve national full-time graduate employment average for domestic undergraduates by 2020	-9.0 percentage points below national average in 2016 <sup>13</sup>
Annual national comparative assessment of overall graduate employment	Achieve national overall graduate employment average for domestic undergraduates annually	Achieved national average in 2016 <sup>13</sup>

#### COMMENT

In the 2016 Annual Report, Graduate Outcomes was measured using the number of graduates in their preferred employment (in full-time work or in part-time work and not seeking full-time work) as reported through survey responses to the Australian Graduate Survey (AGS). Commencing with graduates from 2015, data regarding graduate outcomes has been collected via the Graduate Outcomes Survey (GOS). The first reported Graduate Outcomes data from the 2016 GOS was published in December 2016. The implementation of the GOS has necessitated a review of this measure: due to changes in survey methodology, comparable time series data for the preferred employment calculated measure is no longer available. These revised measures represent the indicators published on the Quality Indicators for Learning and Teaching (QILT) website.



For this performance assessment, Graduate Outcomes is now measured by the proportion of domestic undergraduates in *Full-time employment* and in *Overall employment* as reported through survey responses to the 2016 GOS and the 2013 to 2015 AGS. Despite changes in the survey methodology, a time series comparison is reported consistent with the publication of direct comparisons of results collected via the two surveys in the 2016 GOS National Report.

### Full-time employment

The proportion of USC respondents in *Full-time employment* over the period 2013 to 2016 has been lower than the comparable national figures. The differential between USC and the national figure decreased notably between 2013 and 2014, from 12 percentage points to three percentage points, and this differential continued into 2015. In 2016, the differential increased to nine percent, with USC's *Full-time employment* figure decreasing from 66 percent in 2015 to 62 percent in 2016. USC ranked 35<sup>th</sup> from 37 institutions in 2016, substantially lower than its 2015 ranking of 23<sup>rd</sup>.

In 2016, four of the 14 study areas for which USC had more than 10 respondents had a *Full-time employment* rate at or higher than the national average.

STUDY AREA	USC	NATIONAL	USC RANK
Rehabilitation (Occupational Therapy) (n=30)	100%	84%	1 of 16 institutions
Engineering (n=14)	85%	76%	3 of 30 institutions
Creative arts (n=35)	67%	55%	5 of 31 institutions
Communications (n=39)	62%	61%	14 of 30 institutions

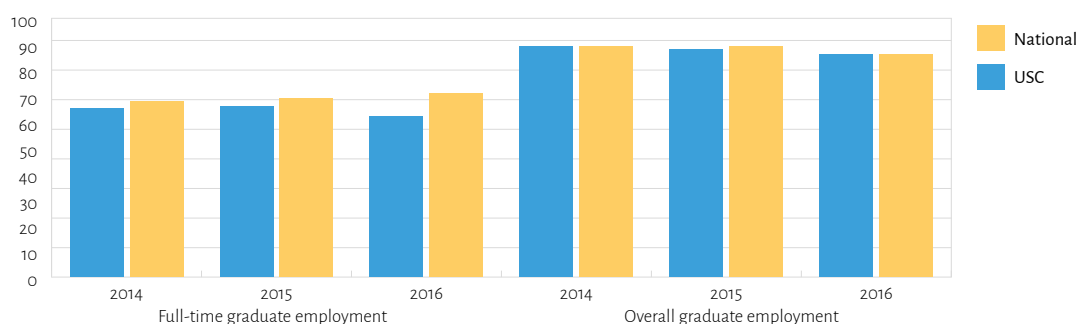
### Overall employment

The *Overall employment* rate declined between 2015 and 2016 for USC, nationally and for RUN providers. According to the Social Research Centre's National GOS Report, it is likely that this decline can be attributed to changes in the survey methodology<sup>14</sup> (qilt.edu.au). The differential between USC and national *Overall employment* has remained relatively stable since 2013, with USC achieving the national average of 89 percent in 2014 and 86 percent in 2016. USC's ranking has been in the low twenties since 2014, and was 23<sup>rd</sup> from 37 institutions in 2016.

In 2016, seven of the 14 study areas for which USC had more than 10 respondents had an *Overall employment* rate equal to or higher than the national average.

STUDY AREA	USC	NATIONAL	USC RANK
Engineering (n=14)	100%	84%	1 of 30 institutions
Business and management (n=106)	90%	87%	8 of 37 institutions
Rehabilitation (Occupational Therapy) (n=30)	97%	95%	4 of 16 institutions
Science and mathematics (n=66)	82%	81%	15 of 36 institutions
Nursing (n=75)	93%	93%	18 of 30 institutions
Teacher education (n=32)	94%	94%	20 of 33 institutions
Social work (n=47)	87%	86%	17 of 28 institutions

USC AND NATIONAL FULL-TIME AND OVERALL GRADUATE EMPLOYMENT RESULTS<sup>15</sup>, 2014–2016<sup>16</sup>



## Additional Commentary

Graduate outcomes published on the QILT website<sup>14</sup> are based on the aggregated 2014, 2015 and 2016 results. QILT national results include all Australian higher education institutions, including university and non-university providers.

USC's aggregated *Full-time employment* graduate outcomes result is below the national average – 64.6 percent compared to 69.5 percent – and USC ranks 28<sup>th</sup> from 37 public universities for this indicator.

The aggregated USC *Overall employment* rate is close to the national average – 88.0 percent compared to 88.6 percent – and USC ranks 21<sup>st</sup> from 37 public universities for this indicator.

The QILT website publishes two other graduate outcome measures: full-time study and median salary. For both measures, USC also performs below the national average (rank 35<sup>th</sup> and 32<sup>nd</sup> from 37 public universities respectively).

A USC Student Employability strategy is currently being developed. The comprehensive strategy will draw together a range of existing initiatives such as work-integrated learning, work experience schemes, leadership development activities and the development of employability skills within discipline programs, for communication with students, professional bodies, employers and industry.

13. Replaced with the Graduate Outcomes Survey (GOS) for the 2016 survey. 2016 data not available until March 2017.

14. For more information visit the QILT website: [qilt.edu.au](http://qilt.edu.au)

15. Results are reported for domestic undergraduates. Undergraduate level includes Bachelor Pass, Bachelor Honours, Bachelor Graduate Entry, Associate Degree, Associate Diploma and Advanced Diploma.

16. Data reflects outcomes of students who completed their qualification in the year prior to the Survey year: ie data for 2016 reflects outcomes of students who completed their qualification in 2015. The survey is administered to graduates approximately four months after completion of their qualification.

### KPI 1.5: ACCESS FOR GROUPS UNDERREPRESENTED IN HIGHER EDUCATION

MEASURE	TARGET	PERFORMANCE
Number of new Aboriginal and Torres Strait Islander students (measure based on internal full-year data)	Annual increase in number of new Aboriginal and Torres Strait Islander students	1.5 percent decrease (-3 students) in 2017 <sup>17</sup>
Access rates for Aboriginal and Torres Strait Islander students, students with a disability and students from low-SES backgrounds (measure based on external full-year data, benchmarking USC's performance nationally)	Access rates at or above national average for Aboriginal and Torres Strait Islander students, students with a disability and students from low-SES backgrounds	2016 access rates <sup>18</sup> above national average: +1.6 percent for Aboriginal and Torres Strait Islander students, +0.7 percent for students with a disability, and +5.6 percent for students from low-SES backgrounds

### Number of new Indigenous students

Data up to and including Census 2 017 indicates that there were 193 new Aboriginal and Torres Strait Islander students enrolled, compared to 196 at the same time last year. This follows significant growth in new Aboriginal and Torres Strait Islander students in 2016, attributed to the opening of USC's Fraser Coast campus and a 119 percent increase in students studying USC's Tertiary Preparation Pathway. The 2017 figure includes 145 new students enrolled at USC Sunshine Coast, 33 new students enrolled at USC Fraser Coast, nine new students enrolled at USC Gympie, and nine new students enrolled across USC SouthBank and the Caboolture, Noosa and North Lakes study hubs.

NEW<sup>19</sup> ABORIGINAL AND TORRES STRAIT ISLANDER STUDENT<sup>20</sup> ENROLMENTS BY YEAR<sup>21</sup> (INTERNAL DATA): (2012–2017)

PROGRAM TYPE	2012	2013	2014	2015	2016	2017 <sup>17</sup>
Tertiary Preparation Pathway	29	45	35	36	79	71
Undergraduate <sup>22</sup>	49	70	64	99	119	105
Postgraduate coursework	7	5	3	1	6	10
Research	–	–	1	1	1	1
Other non-award <sup>23</sup>	2	2	3	6	4	16
TOTAL <sup>24</sup>	84	117	104	140	196	193

### Access rates for Aboriginal and Torres Strait Islander students, students with a disability and students from low-SES backgrounds

The latest national data (2016) shows that USC was above the national average for access rates for the three identified underrepresented groups. Access rates at USC for Aboriginal and Torres Strait Islander students were 3.6 percent compared to 2.1 percent nationally (+1.6 percentage points). Access rates for students with a disability were 6.4 percent compared to 5.6 percent nationally (+0.7 percentage points); and for students from low-SES backgrounds 22.7 percent compared to 17.1 percent nationally (+5.6 percentage points).

ACCESS RATES (%) FOR GROUPS UNDERREPRESENTED IN HIGHER EDUCATION, FULL YEAR 2013–2016 (AUSTRALIAN GOVERNMENT DATA)

	2013	2014	2015	2016 <sup>18</sup>
<b>ABORIGINAL AND TORRES STRAIT ISLANDER<sup>25</sup></b>				
USC	2.6%	2.2%	3.1%	3.6%
National	1.7%	1.8%	1.9%	2.1%
Difference (USC to national)	0.9%	0.4%	1.2%	1.6%
<b>DISABILITY<sup>25</sup></b>				
USC	6.0%	6.2%	6.7%	6.4%
National	4.8%	5.0%	5.3%	5.6%
Difference (USC to national)	1.3%	1.2%	1.4%	0.7%
<b>LOW SES<sup>26</sup></b>				
USC	19.0%	19.5%	20.0%	22.7%
National	16.9%	16.8%	17.2%	17.1%
Difference (USC to national)	2.2%	2.7%	2.8%	5.6%

### Additional Commentary

USC prioritises increasing access to higher education for Aboriginal and Torres Strait Islander people, and people from low-SES backgrounds. Associated strategies are designed to improve retention and success for all equity groups, in particular low-SES students, Aboriginal and Torres Strait Islander students and students with disabilities.

### Aboriginal and Torres Strait Islander-specific strategies

Indigenous Services manages and provides school-based programs focused on improving the school retention and completion rates of Aboriginal and Torres Strait Islander students. These include the USC Belonging program, Murri Futures and homework groups at Fraser Coast, Gympie and on the Sunshine Coast. In addition, USC supports the Australian Indigenous Mentoring Experience (AIME) and other community-based initiatives to enhance participation and achievement in school-aged cohorts. The Indigenous Direct Entry and Access Scheme (IDEAS) has been extended and now includes a new suite of promotional material as well as an online expression of interest form to connect potential applicants with Indigenous Services staff. Improved work spaces at the Buranga Centre at USC Sunshine Coast and the addition of the Buallum Jarl-Bah Centre at USC Fraser Coast offer safe spaces and are attractive to prospective students.

### Low-SES specific strategies

The USC Pathways and Access Strategy was implemented in late 2015 and is focused on a coordinated and sustained approach to the pre-enrolment component of the domestic undergraduate student journey, including widening participation (WP), marketing and student recruitment, and the various pathways to enrolment. USC offers a number of WP activities aimed at people underrepresented in higher education and who have suffered educational and/or socio-economic disadvantage. These activities have the key objectives of broadening understanding about the benefits of tertiary education, building belief in people about their capacity to succeed in a university environment, and supporting the development of academic skills and capabilities to enable students to be successful. USC maintains schools-based and community-based aspiration building and academic preparation programs targeting low-SES and Aboriginal and Torres Strait Islander students, particularly those in the science, technology, engineering and mathematics (STEM) areas, providing a range of activities including on-campus experiences and the TPP program.

### Disability-specific strategies

The Disability Action Plan (DAP) continues to be a focus for USC with a whole-of-university framework, where all departments and faculties have a Designated Officer who is responsible for implementing the action statements. The action plan is key to ensuring that staff and students with disabilities are able to fully participate in the life of the University and to reach their full potential as staff or students. The development and articulation of Inherent Academic Requirements for USC's professional programs has been a focus of activities during 2016. To support access and participation of all equity groups, the Equity and Diversity Committee meets at least twice per year, with its responsibilities including monitoring the University's performance in addressing identified equity and diversity priorities related to students.

17. Data for 2017 is preliminary at 10 January 2018. Final full-year data available following the Australian Government submission on 31 March 2018.

18. 2017 national data not available until September 2018.

19. A student is defined as a new student if they have been admitted to the University for the first time; re-admitted into a new program following completion of a program, withdrawal, abandonment or exclusion; or when admitted to a new career (eg from non-award to undergraduate).

20. Domestic students with a permanent home residence in Australia only.

21. Includes all new enrolments within a full calendar year.

22. Undergraduate includes Associate Degree, Bachelors Graduate Entry, Bachelors Pass and Bachelors Honours.

23. Other non-award includes those programs which do not lead to an award at this institution (excluding TPP reported separately) including: cross-institutional enrolment, Headstart, Integrated Learning Pathway, visiting (non-award).

24. Students enrolled in more than one program type in a year are reported in each program type where they had a new enrolment; in the total student count, they are counted only once.

25. Commencing domestic students with a permanent home residence in Australia.

26. Commencing domestic undergraduate students, based on SA1 region (Statistical Area 1 2011).



# The University will increase research productivity and impact

## PRIORITIES:

1. Target resources and research programs to increase the number of HDR students.
2. Expand the focused research capacity of USC.
3. Intensify applied and translational research through partnerships and collaborative projects – locally, nationally and internationally.

## Overview

In 2017, USC's ongoing efforts to increase research productivity and impact were rewarded with its debut appearance in the Times Higher Education's Young University Rankings of the top 150 universities under 50 years old. USC's ranking in the 101-150 category provides a strong foundation to realise one of three strategic goals for 2020 – to be included in the world's top 100 young universities.

The excellence of USC researchers was recognised in the November round of the Australian Research Council's (ARC) Discovery Program funding, where USC-led projects received a total of \$1.7 million in competitive grants.

USC experienced a significant increase in research income (+43.3 percent) between 2016 and 2017. This increase was mostly attributable to the significant injection of new funding through strategic hires and donations, as well as the increased competitiveness of USC applicants within all research schemes.

Research at USC continues to go from strength to strength, under the impetus of existing strategies that are developing the University into a world leader in its niche areas of research specialisation (including forestry and fisheries sciences, environmental science, zoology, ecology, nursing, human factors, biomedical sciences and human movement sciences).

At the close of 2017, USC's submission to the 2018 Excellence in Research for Australia (ERA) assessment exercise is underway. The ERA 2018 assessment period spans 1 January 2011 to 31 December 2016, which corresponds to a time of substantial growth in research at USC, so a significant boost in ERA performance is anticipated.

## Achievement highlights

Senior Research Fellow Dr Celine Frere was named one of Australia's first 'Superstars of STEM', in a world-first campaign by Science & Technology Australia to raise the media profile of Australia's most dynamic female scientists.

Professor Adam Polkinghorne received \$293,000 in the June round of the Australian Research Council (ARC) Linkage Projects scheme for a USC-led project to develop new tools for the detection of chlamydial infections in sheep, which threaten the security of Australia's billion-dollar live export industry.

Also in June, Dr Andrew Marshall of USC's Tropical Forests and People Research Centre was granted a \$900,000 ARC Future Fellowship to assess the impact of lianas and their removal on forest restoration.

In 2017, USC's flagship of agricultural research for development in the developing world (as performed under the auspices of Australian Centre for International Agricultural Research (ACIAR)) achieved a significant milestone, receiving ACIAR's #1 standing as an Australian research provider.

Dr Nina Pollak received one of only 11 three-year CSIRO Future Science Fellowships (as part of the Synthetic Biology Future Science Platform) to explore the use of synthetic biology to develop multicellular organisms capable of detecting toxic spills in aquatic environments.

Dr Ipek Kurtböke was elected to a three-year term as president of the World Federation of Culture Collections (WFCC). Dr Kurtböke is the second Australian to lead the federation since it was founded in 1970.

USC launched a collaborative, five-year \$2.85m research program, led by Dr Greg White, to advance airport pavement technologies and practices – the first such nationally funded research program since Australia's major airports were privatised in the 1990s.

In November, five USC-led projects received a total of \$1.7million in ARC Discovery Project funding and Early Career Researcher Award grant funding, which is around double USC's share of the national research pool.

- Professor of Human Factors Paul Salmon gained \$387,756 for his project 'NextGen Accident Prevention: a new theory and toolkit for safer systems', in conjunction with the University of Southampton, Heriot-Watt University and Loughborough University.

- Associate Professor of Molecular Biology Scott Cummins received \$270,012 for his research 'Decoding the molecular components of aquatic parasite-host interactions', in conjunction with Carleton University in Canada and the QIMR Berghofer Medical Research Institute.

- Lecturer in Animal Ecophysiology Dr Christofer Clemente gained \$306,832 for his work 'Understanding evolution in natural systems using robotic models', in conjunction with the Royal Veterinary College, the University of Cambridge and the University of Idaho.

- Research Fellow Dr Sankar Subramanian received \$401,573 for his work 'Trails of migration out of Africa in harmful mutations of the First Peoples', in conjunction with Griffith University and Novogene Bioinformatics Technology.

- Research Fellow Dr Gemma Read received \$361,996 for her project 'Human factors approaches for the safe introduction of autonomous vehicles'.

- Recent USC recruits Dr Bindi Bennett and Professor Lorelle Frazer received ARC Discovery Indigenous grants valued at \$373,754 and \$320,249 through the Australian Catholic University and Griffith University respectively.

- Dr Clemente and Deputy Vice-Chancellor (Research and Innovation) Professor Roland De Marco were also named as co-investigators on ARC Discovery Projects with UQ and Curtin University, valued at \$344,192 and \$564,124 respectively.

USC – through Professor Roland De Marco, Associate Professor Joanne Macdonald and Dr Sankar Subramanian – is also a partner on two ARC Linkage Infrastructure and Equipment Fund (LIEF) grants to establish cutting-edge electron microscopy instrumentation at UQ (valued at \$3.2 million) and a genomic library infrastructure for ancient environmental samples at Griffith University (valued at \$384,671).

**STRATEGIC  
IMPERATIVE TWO  
PERFORMANCE**

## The University will increase research productivity and impact

### KPI 2.1: RESEARCH INCOME

MEASURE	TARGET	2017 PERFORMANCE
Total HERDC reportable income (all categories)	\$29,000,000 by 2020 (reporting on 2020 data) (\$20,420,000 in 2017)	\$21,791,698 <sup>1</sup>

#### COMMENT

There was a significant increase in research income in 2017 compared with 2016. This increase was mostly attributable to the significant injection of new funding through strategic hires and donations, as well as the increased competitiveness of USC applicants within all research schemes. USC was able to maintain an upward trend, with significant new grants to several new appointees, as well as success on a number of new and significant grants in the same year. With other new appointees in 2017 bringing significant new income to the University, together with a collection of new and large ARC, ACIAR and Horticulture Australia Limited (HIA) grants, USC can expect to experience another surge in income in 2018.

#### RESEARCH INCOME (\$) (ANNUAL TARGETS): 2016–2020

HERDC INCOME	2016	2017	2018	2019	2020
Total	17,560,000	20,420,000	23,280,000	26,140,000	29,000,000

#### RESEARCH INCOME (\$) (2012–2017)

HERDC INCOME	2012	2013	2014	2015	2016	2017 <sup>1</sup>
Competitive grants	2,267,254	2,565,892	4,479,719	9,119,451	8,594,377	9,641,133
Public sector funding	1,918,173	2,268,537	1,865,806	2,609,942	2,977,680	4,100,551
Industry/other funding	1,760,530	1,564,660	1,615,168	2,691,730	3,632,866	8,050,014
CRC <sup>2</sup>	1,086,493	620,538	775,855	261,944	–	–
Total	7,032,451	7,019,627	8,736,547	14,683,066	15,204,923	21,791,698

1. Based on raw unaudited HERDC income data. 2017 data will be audited in June 2018.

2. Income received from the Seafood Cooperative Research Centre (Seafood CRC), in which USC was defined within the Commonwealth Agreement as a Participant. The agreement finished in July 2015.



## KPI 2.2: HIGHER DEGREE BY RESEARCH STUDENT ENROLMENTS

MEASURE	TARGET	2017 PERFORMANCE
HDR student enrolments by EFTSL	560 EFTSL by 2020 (266 EFTSL in 2016)	257.4 EFTSL <sup>3</sup>

### COMMENT

At 257.4 EFTSL, the forecast 2017 load does not meet the highly ambitious 'stretch target'. However, the University is meeting its conservative target of maintaining momentum with the existing level of higher degree by research (HDR) enrolment growth (+10.6 percent).

While the current proportion for 2017 of 2.3 percent is based on total university load across all study sites, a more refined performance measure could exclude those campuses that are currently teaching focused. Excluding these sites, current estimates for this outcome is higher at 2.7 percent (refer to table below).

However, planning is underway for strategies to improve performance, including building scholarships into grants in future years. An ongoing focus on HDR students, in particular in relation to targeted recruitment of HDR supervisors, USC Fellows and other funded grants, should contribute to continued increases in enrolments in the future.

#### HDR STUDENT ENROLMENTS BY EFTSL (ANNUAL TARGETS): 2016–2020

HDR STUDENTS (EFTSL)	2016	2017	2018	2019	2020
Total	266	332	402	480	560
HDR as % of target EFTSL <sup>4</sup>	2.8%	3.1%	3.4%	3.7%	4.0%

#### HDR STUDENT ENROLMENTS BY EFTSL: 2013–2017

HDR STUDENTS (EFTSL)	2013	2014	2015	2016	2017 <sup>3</sup>
FABL	77.3	89.3	95.1	102.0	111.5
FoSHEE	92.5	112.5	118.5	138.3	145.9
TOTAL HDR EFTSL	169.8	201.8	213.6	240.3	257.4
HDR as % of total EFTSL	2.3%	2.5%	2.5%	2.4%	2.3%
<i>HDR as % of total EFTSL (other<sup>5</sup>)</i>	2.3%	2.6%	2.5%	2.7%	2.7%

3. Data for 2017 is preliminary at 10 January 2018. Final full-year data available following the Australian Government submission on 31 March 2018.

4. Includes the addition of third-party managed campuses (USC Melbourne and Sydney) from 2016.

5. Excludes from the base EFTSL campuses that are currently teaching focused (USC Gympie, USC Fraser Coast, USC SouthBank and third-party managed campuses in Sydney and Melbourne).

## KPI 2.3: SCOPUS INDEXED PUBLICATION CITATIONS

MEASURE	TARGET	2017 PERFORMANCE
Field-weighted citation impact	1.46 by 2020	1.30 <sup>6</sup>

### COMMENT

Field-weighted citation impact (FWCI) is measured using the bibliometric tool SciVal. FWCI equal to one means a citation impact of world standard. This indicator can be measured at any time, however the indicator is not static, due to the addition of new citations and variations in the citation pool from which comparisons are made. Therefore each time this measure is reported, the historic values are also updated to reflect the latest FWCI for the defined period.

Annual targets are based on benchmarking against institutions currently featured in the Times Higher Education (THE) rankings, in order to confirm USC's trajectory towards a THE top 100 universities under 50 ranking by 2020. There is a two-year lag in the data used in the reporting, and the 2017 value provided is reporting the FWCI for the 2011–2015 period. These periods have been selected to align with the THE assessment reference periods.

An ongoing focus on high-quality publication is prioritised, and the Deputy Vice-Chancellor (Research and Innovation) has introduced funding to support USC researchers interested in publishing in high-quality journals. As a result, USC anticipates continued future increases in FWCI.

#### SCOPUS INDEXED JOURNAL ARTICLES AND IMPACT: 2012–2017

EVALUATION YEAR	2012	2013	2014	2015	2016	2017
THE Ranking Reference Period	2006–2010	2007–2011	2008–2012	2009–2013	2010–2014	2011–2015
FWCI <sup>6</sup>	1.16	1.22	1.23	1.30	1.30	1.30

6. Data updated 10 October 2017.



# The University will expand campuses and study nodes

## PRIORITIES:

1. Open new campuses and study nodes.
2. Expand USC's digital infrastructure and service capability.
3. Develop collaborative health facilities across the Sunshine Coast region.
4. Develop national and international partnerships with a focus on the Asia Pacific region.

## Overview

A core element of the USC vision is to be a primary engine of capacity building in the broader Sunshine Coast region, from Brisbane to the Fraser Coast. For USC, living this vision means ensuring that the population has access to campuses and study nodes throughout the region.

In January, USC celebrated the one-year anniversary of its Fraser Coast campus. Fraser Coast enrolments grew by 38.8 percent on the previous year, to 740 students. Both USC Sydney and USC Melbourne also showed substantial growth in their first year of operation. USC Sydney enrolments grew to 659 students (+319.7 percent on the previous year) enrolled across 2017, and USC Melbourne grew to 659 students (+66.8 percent on the previous year) enrolled across 2017.

The Sunshine Coast Health Institute (SCHH) commenced operation, with more than 600 students enrolled in courses delivered at SCHH. The Sunshine Coast Mind and Neuroscience – Thompson Institute (SCMN–TI) is developing into a world-class facility and the USC Clinical Trials Centre continued to partner with specialists and community from across the Sunshine Coast region to provide ongoing opportunities for local people to join global research efforts.

The governing councils of USC and QUT agreed on the planned transfer of QUT's Caboolture campus to USC, to take effect 8 January 2018. The transfer will strengthen USC's presence in the region ahead of the planned 2020 opening of its new Moreton Bay campus.

Plans for the Moreton Bay campus received a boost in May, when USC was allocated a \$121 million concessional loan in the 2017 Federal Government Budget to finance construction of foundation buildings.

## Collaborative health facilities

In January 2017, the Sunshine Coast Health Institute (SCHH) commenced operation. Located within the new Sunshine Coast University Hospital (SCUH), the SCHH is a collaborative partnership between USC, the Sunshine Coast Hospital and Health Service (SCHHS), TAFE Queensland East Coast and Griffith University. The partners share a vision that SCHH will be recognised as a collaborative centre of excellence in health education and translational research significantly impacting on regional health care outcomes, patient care and the development of an innovatively trained inter-professional health care workforce.

In 2017, partners were focused on establishment activities, with USC Executive, academic and professional staff being active participants in SCHH governance through positions on the management and operations committees and sub-committees.

More than 600 USC students were enrolled in courses delivered at SCHH across a range of programs that included Health and Community Care Management, Health Science, Midwifery, Nursing Science, Occupational Therapy, and Nutrition and Dietetics. Eight USC research staff were allocated space in the SCHH for their teams to undertake research in areas of nursing, cardiovascular, biomedical and cancer.

USC will offer a Bachelor of Medical Science for the first time in Semester 1, 2018. This three-year undergraduate degree will provide provisional direct entry into Griffith University's planned Doctor of Medicine program, to be delivered in its 50-place medical school at SCHH from 2019.

The Sunshine Coast Mind and Neuroscience – Thompson Institute (SCMN–TI) is developing into a world-class facility for mental health and neurological research, teaching and clinical services. The institute will enable USC to make a major contribution to the understanding, diagnosis and treatment of disorders of the brain and mind, and to be at the forefront of vital research for the Sunshine Coast in the areas of ageing, dementia and mental health issues relating to youth and adolescents.

The SCMN–TI welcomed the Federal Government's announcement of \$5 million in the 2017 Budget to assist in the creation of three new clinical treatment programs to treat people with dementia, improve youth mental health and support suicide prevention, as well as a further \$3.6 million from Sunshine Coast philanthropists Roy and Nola Thompson toward the procurement of a magnetic resonance imaging (MRI) machine to enable imaging aspects of the research.

During 2017, 28 students undertook studies in the Master of Professional Psychology and Master of Psychology (Clinical) at the SCMN–TI. This included participation in the provision of on-site clinical services under the supervision of the SCMN–TI's team of experienced clinical psychologists.

## Achievement highlights

In January, USC celebrated the one-year anniversary of its Fraser Coast campus, which was transferred from USQ in early 2016. An upward trend in young people choosing to study locally contributed to a 38.8 percent increase in student numbers, including a 37 percent increase on the previous year in school leaver enrolments. This was an excellent result in a region with one of the lowest higher education participation rates in Queensland.

The number of academic staff at USC Fraser Coast also doubled, bringing extensive research and teaching expertise from across the world to the region. Six new full-time lecturers and 15 casual tutors and lecturers joined the campus in Semester 1, 2017, to accommodate the surge in student numbers and the introduction of several new degrees.

In June, the governing councils of USC and QUT agreed to work toward the planned transfer of QUT's Caboolture campus to USC, to take effect on 8 January 2018. The transfer will allow USC to maintain and build on the impressive educational platform established by QUT at Caboolture, with teaching to commence Semester 1, 2018.

The USC Clinical Trials Centre continued to partner with specialists from across the region to conduct research on diagnostics and treatment for cancer, asthma and other common health conditions.

**STRATEGIC  
IMPERATIVE THREE  
PERFORMANCE**

## The University will expand campuses and study nodes

### KPI 3.1: STUDENT ENROLMENTS AT CAMPUSES AND STUDY NODES

MEASURE	TARGET	2017 PERFORMANCE
Student enrolments (EFTSL) at campuses other than Sippy Downs	Annual increase in EFTSL by campus	USC Gympie EFTSL +4.6 percent; USC SouthBank EFTSL +35.8 percent; USC Fraser Coast EFTSL +48.7 percent; USC Melbourne EFTSL +124.3 percent; USC Sydney EFTSL +520.4 percent <sup>1</sup>

#### COMMENT

Based on preliminary data, all campuses are on track to meet the target of an annual increase in EFTSL in 2017. Based on latest available data, USC Gympie is 7.3 EFTSL (4.6 percent) above 2016 EFTSL, USC SouthBank is 81.8 EFTSL (35.8 percent) above, USC Fraser Coast is 139.9 EFTSL (48.7 percent) above, USC Melbourne 275.4 EFTSL (124.3 percent) above and USC Sydney 393.4 EFTSL (520.4 percent) above. USC Sunshine Coast and study node EFTSL is provided for additional information only, and is not assessed as part of this measure.

#### EFTSL BY STUDY SITE: 2014–2017

EFTSL <sup>2</sup>	2014	2015	2016	2017 <sup>1</sup>
<b>Campus</b>				
USC Fraser Coast ( <i>campus opened in 2016</i> )	–	–	287.4	427.3
USC Gympie	95.3	140.8	157.8	165.1
USC SouthBank	25.9	138.4	228.8	310.6
USC Melbourne ( <i>campus opened in 2016</i> )	–	–	221.5	496.9
USC Sydney ( <i>campus opened in 2016</i> )	–	–	75.6	469.0
USC Sunshine Coast <sup>3</sup>	7,788.3	8,326.9	8,780.6	9,194.3
<b>Study nodes<sup>3</sup></b>				
Caboolture	15.6	2.1	3.1	1.9
North Lakes	12.8	20.6	26.8	27.5
Noosa	51.5	46.4	41.0	57.9
Sunshine Coast Health Institute ( <i>site opened in 2017</i> )	–	–	–	134.4
Sunshine Coast Mind and Neuroscience – Thompson Institute ( <i>site opened in 2017</i> )	–	–	–	22.0
<b>Total</b>	<b>7,989.4</b>	<b>8,675.2</b>	<b>9,822.6</b>	<b>11,306.8</b>

1. Data for 2017 is preliminary at 10 January 2018. Final full-year data available following the Australian Government submission on 31 March 2018.

2. 2014–2017 EFTSL is based on the study site of the student's course enrolment.

3. Included for context only and not assessed as part of this measure.



Aerial view of the USC Fraser Coast campus in Hervey Bay.

### KPI 3.2: COLLABORATIVE HEALTH FACILITIES

MEASURE	TARGET	2017 PERFORMANCE
Progress on development of collaborative health facilities	Collaborative health facilities developed across the region	One new facility opened; significant progress on development of additional facilities

#### COMMENT

##### Sunshine Coast Health Institute (SCHI)

In 2017, the SCHI project transitioned from the development phase to become a functional satellite campus of USC. In conjunction with the SCHI partners, a management and operations committee structure was developed, and an internal group convened to coordinate USC's activity at SCHI.

USC staff began to occupy the USC SCHI teaching and research space on 17 January 2017, with teaching delivered from the beginning of Semester 1, 2017. The shared PC2 wet lab received accreditation in July 2017 and 80 percent of occupancy is by USC researchers.

An Academic Director for the Clinical School has been appointed and will commence in early 2018 – an important aspect of the delivery of clinical teaching at the Sunshine Coast University Hospital (SCUH) into the future.

In September 2017, Griffith University was announced as the SCHI medical school partner, which will enable USC to commence enrolments in the Bachelor of Medical Science degree in 2018.



SCHI and Sunshine Coast University Hospital, Kawana.

##### Appointment of Associate Dean (Health)

In 2016, USC created the role of Associate Dean (Health), in response to recommendations made in an external review of health-related opportunities. The Associate Dean (Health) plays an important role in identifying and supporting the development of health-related teaching, research and engagement opportunities within USC, together with the development of a long-term vision for health scholarship at USC.

While the Associate Dean (Health) position falls under the Executive Dean, FoSHEE, the health theme encompasses all of USC. The three main foci for this position are to ensure that USC's SCHI research activity develops in a timely manner, to develop an application to be submitted to the Deputy Vice-Chancellor (Research and Innovation) for a Health Research Centre, and to develop a proposal for a Faculty of Health.

The Associate Dean (Health) has met milestones in 2017, with SCHI management and operations structures in place, health research planning underway and a Research Centre proposal drafted. Further, the Associate Dean (Health) is focused on developing the wider health agenda with external partners and integrating SCHI with the University.

The proposed model for the USC Research Centre centres around better health and wellbeing for our region and beyond, and proposes the formation of five themes:

- Healthy Communities
- Biomedical Research
- Innovative Health Technologies
- Effective Health Services
- Optimal Management of Health

Consultation is an essential aspect of these developments and stakeholder engagement is ongoing.

##### Development of Morayfield Health Hub Partnership

A primary healthcare supercentre is being built in Morayfield, and is expected to open in 2018. USC has been asked to be the lead university partner in this development. USC will lease and fit out 1,000m<sup>2</sup> of space, which will include a clinical trials centre and faculty-led allied health clinics to provide student placement and research opportunities.



# The University will improve institutional effectiveness

## PRIORITIES:

1. Attract and retain staff who are committed to the University's Vision and Values, and support them to succeed in their roles.
2. Embed a commitment to excellence and leadership within the University's governance, management, and decision-making frameworks.
3. Strengthen administrative efficiency and effectiveness to optimise quality and sustainability.
4. Effect responsible and innovative management of resources that supports the University's strategic goals.
5. Increase staff capability for the deployment of digital technologies.

## Overview

In recent years, USC has directed efforts toward optimising administrative structures, adopting a centre-led management model. In order to support the growth outlined in the Strategic Plan 2016–2020, significant investment in staff, digital and physical infrastructure and curriculum development must occur.

In 2017, USC implemented the first phase of an enterprise content management (ECM) system for improved management of the University's information assets. The intent of the ECM was to help USC transition to more effective, digital ways of working by providing an easy-to-use system with strong information and process governance, automated workflows and in-built recordkeeping compliance. The first phase of the implementation focused on student records, ICT contracts and selected student grievance workflows, with licences for 200 staff. Future phases will focus on integration with key University systems, staff records, other contracts and more workflows. Over time, the ECM will replace USC's current recordkeeping system.

In 2017, USC rolled out its new Data Warehouse and Business Intelligence (DW/BI) reporting strategy using Microsoft's Azure cloud platform. DW/BI reporting is now improving USC's administrative efficiency and organisational effectiveness by providing the 'right information, to the right people, in the right format, in the right place, at the right time'. DW/BI reporting reduces staff time spent having to source, transform and present data, and therefore better enhances USC's ability to focus on deriving new business insights and developing effective evidence-based response strategies for continuous improvement.

## Achievement highlights

USC welcomed Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd) as its fourth Chancellor. Sir Angus was elected Chancellor on 28 February 2017 and took office on 1 April 2017.

Associate Professor Maria Raciti and Dr Kylie Readman were recognised as Principal Fellows of the UK's Higher Education Academy (HEA), joining Pro Vice-Chancellor (Students) Professor Karen Nelson, who was recognised in 2016. Eleven additional USC staff were named HEA Senior Fellows or Fellows.

Nine USC academics were named among the nation's best educators in the prestigious 2017 Australian Awards for University Teaching. Associate Professor in Law Dr Kelley Burton and Senior Lecturer in Occupational Therapy Dr Michele Verdonck were awarded individual Citations for Outstanding Contributions to Student Learning, while a third citation went to a team of academics teaching USC's first-year Communication and Thought (COR109) subject.

### Workforce diversity

The Vice-Chancellor's Equity and Diversity Advisory Committee met twice in 2017. The Committee is responsible for developing the University's equity and diversity vision, identifying key priorities for the University, and leading the University's equity and diversity agenda to achieve these priorities.

The Indigenous Advisory Committee actively participates in the development of strategies to enhance Aboriginal and Torres Strait Islander employment and career development, and was instrumental in the preparation of USC's Innovate Reconciliation Action Plan 2017–2019 (RAP), which was endorsed by Reconciliation Australia and launched in early 2017. The number of staff who identify as Aboriginal and/or Torres Strait Islander continues to increase across both professional and academic streams, and remains above the sector average. The RAP demonstrates the University's commitment to increasing Aboriginal and Torres Strait Islander participation through employment

strategies that focus on both recruitment and retention of Aboriginal and Torres Strait Islander people, and provides a framework to assist USC to embed Aboriginal and Torres Strait Islander cultural protocols and increase cultural learning opportunities for all staff.

USC's Disability Action Plan 2015–2018 is designed to assist in providing equal access to quality education for the whole community, to improve the teaching and learning environment for students and staff, and to raise awareness of disability issues and responsibilities as a foundation for good practice in equitable service provision. A range of disability support services and facilities are available, with all activities guided by the *Disability Discrimination Act 1992*. Delivered by a qualified Disability Services Officer, support is tailored to the personal needs of staff and students.

The University commenced participation in the Science in Australia Gender Equity (SAGE) pilot program, which aims to address gender equity in STEM. A self-assessment team was established to collect, analyse and present data on gender equity policies and practices, and identify gaps and opportunities for improvement, with the aim of improving outcomes for women in STEM.

### Academic promotions

The 2017 Academic Promotion round resulted in six professorial promotions.

Associate Professor Wayne Knibb  
Professor of Genetics

Associate Professor Adam Polkinghorne  
Professor of Microbiology

Associate Professor Stephen Trueman  
Professor of Plant Science

Dr Yoke Lin Fung  
Associate Professor in Medical Laboratory Science

Dr Geoff Lovell  
Associate Professor in Psychology

Dr Fraser Russell  
Associate Professor in Biochemical Pharmacology

**STRATEGIC  
IMPERATIVE FOUR  
PERFORMANCE**

# The University will improve institutional effectiveness

## KPI 4.1: ANNUAL POSITIVE DISCRETIONARY CASHFLOW

MEASURE	TARGET	2017 PERFORMANCE
Annual net discretionary cashflow — as a proportion of total operational revenue	Two percent positive cashflow by 2020	1.8 percent <sup>1</sup>

### COMMENT

This measure provides an indication that the University is operating in a sustainable manner by not incurring greater cash outflow than cash inflows in relation to operational (discretionary) resources. A positive annual cashflow also demonstrates the building of cash reserves for future initiatives. A focus on cash eliminates the nuances of accounting concepts that may distort the standard profit and loss picture.

Cashflows can be classified into:

1. Operational cashflows: cash received or expended as a result of the company's core business activities.
2. Investment cashflows: cash received or expended through capital expenditure, investments or acquisitions.
3. Financing cashflows: cash received or expended as a result of financial activities, such as receiving or paying loans, issuing or repurchasing stock, and paying dividends. All three together are necessary to reconcile the beginning cash balance to the ending cash balance.

Cashflow can be examined to determine the short-term sustainability of the University. If cash is increasing, then the University will often be deemed to be healthy in the short-term. Increasing or stable cash balances suggest that the University is able to meet its cash needs, and remain sustainable. This information cannot always be seen in the income statement or the balance sheet. For instance, the University may be generating profit, but still have difficulty in remaining sustainable. Being profitable does not necessarily mean being liquid.

This KPI is measured in accordance with the budget cycle using the following formulas:

- Annual cashflows: net discretionary cash divided by operational revenues.
- Net discretionary cash: operational revenues less budget allocation.
- Operational revenues: revenues pertaining to operational activities (student load, interest, parking, etc). Excludes tied resources such as capital grants, research agreements and philanthropic resources, and carry-forward funds.

The essence of good practice is to have a cashflow that is always positive, other than in exceptional years. Cashflow as a proportion of total operational revenue below four percent would pose an unacceptable degree of risk unless planned for an unusual short-term reason. Due to the University's planned phase of rapid expansion over the next five years it is appropriate to target a cashflow below four percent; however the University will generally aim for a positive return. The University's objective will be to again achieve at least four percent once growth stabilises and it resumes normal operations.

A key element of this measure is the development of a long-term financial model for the University, against which the cashflow outcomes can be monitored and benchmarked.

### ANNUAL POSITIVE DISCRETIONARY CASHFLOW: 2012–2017

MEASURE	2012	2013	2014	2015	2016	2017 <sup>1</sup>
Annual cashflows	-1.1%	9.8%	1.7%	0.9%	2.3%	1.8%

1. YTD actual as at 31 December 2017.

## KPI 4.2: STAFF COSTS AS A PROPORTION OF TOTAL OPERATING INCOME

MEASURE	TARGET	2017 PERFORMANCE
Staff costs as a proportion of total operating revenues	Less than 60 percent by 2020	56.1 percent <sup>2</sup>

### Comment

This measure highlights the proportion of staff costs funded by operating income. To demonstrate sustainable methods, the University needs to move to a greater portion of established staff position costs being funded by other incomes (for example, research) rather than being overly reliant on operational income (for example, student load).

Employment costs includes associated fringe benefits tax and provisions for leave entitlements relevant to the general operations of the University, including long service leave and recreation leave, but excludes employment costs associated with grants and agreements. Total operating revenue reflects operating revenue relevant to the general operations of the University. It excludes revenue received in relation to capital grant funding, donations and research agreements.

The Department of Education and Training (DET) regards good practice for employee costs as a percentage of total revenue to be between 50–70 percent. Employment costs will normally be higher in those faculties that do not require high expenditure on equipment and facilities. Arts and similar disciplines are normally 80 percent or lower, and engineering, science and medicine are 70 percent or lower.



This metric is measured in accordance with the budget cycle using the following formulas:

- Proportion: operational staff costs divided by operational revenues.
- Operational staff costs: staffing costs relevant to operational activities, including fringe benefits tax and leave entitlements. Excludes activities pertaining to tied resources, such as capital grants or research.
- Operational revenues: revenues pertaining to operational activities (for example, student load, interest, parking, etc). Excludes tied resources such as capital grants, research agreements and philanthropic resources, and carry-forward funds.

The target has been set because it ensures the University's operational revenues are not significantly tied to funding employee salaries and are proportionally attributed to non-employee resources.

Employment costs are a critical element in the long-term financial model currently being developed for the University. As a result, these costs need to be monitored and benchmarked to ensure the University's ongoing financial sustainability.

#### STAFF COSTS AS A PROPORTION OF TOTAL OPERATING INCOME: 2012–2017

MEASURE	2012	2013	2014	2015	2016	2017 <sup>2</sup>
Employment costs as a percentage of total operating revenue	60.6%	60.0%	61.2%	61.7%	59.5%	56.1%

2. YTD actual as at 31 December 2017.

#### KPI 4.3: STAFF COMPOSITION

MEASURE	TARGET	2017 PERFORMANCE
Composition of employment kind (excluding casuals)	Professional staff below 58 percent by 2020	57.5 percent <sup>3</sup>

#### COMMENT

This measure assesses investment in academic resources and non-academic resources, and gives an indication of the level of support (corporate and other service delivery) provided to enable the academic work of the University.

University ratios are benchmarked through the Australian Universities HR Benchmarking Program, which has been chosen to indicate improved proportions of academic and professional staff against the sector average.

The 2017 results show the USC professional staff ratio meeting target at 57.5 percent. This compares to a sector average of 56.0 percent. The USC average has decreased by 4.8 percentage points since 2011, while the sector average increased slightly (+0.2 percent), despite a small decrease between 2015 and 2016. Conversely, the proportion of USC academic staff has steadily increased since 2011 (+5.0 percent), while the sector average decreased between 2011 and 2015 (-0.8 percent) and has since remained stable. The percentage of USC senior staff (3.5 percent in 2017) has remained relatively consistent since 2015.

#### COMPOSITION OF EMPLOYMENT KIND<sup>3</sup>: 2012–2017

EMPLOYMENT KIND		2012	2013	2014	2015	2016	2017
Academic <sup>4</sup>	USC	34.9%	34.9%	34.6%	36.3%	37.9%	38.9%
	Sector <sup>7</sup>	40.5%	40.6%	40.2%	40.0%	40.0%	40.0%
Professional <sup>5</sup>	USC	61.3%	61.8%	61.5%	60.1%	58.4%	57.5%
	Sector <sup>7</sup>	56.2%	56.1%	56.4%	56.4%	56.0%	56.0%
Senior <sup>6</sup>	USC	3.8%	3.3%	4.0%	3.6%	3.6%	3.5%
	Sector <sup>7</sup>	3.3%	3.3%	3.4%	3.5%	3.9%	3.9%

3. Data as at 31 March 2017 based on the Australian Government Higher Education Staff Data Collection.

4. Academic staff (as defined in the Enterprise Agreement (EA)): are staff appointed in accordance with the Academic Position Descriptors Guidelines in place as at 22 August 2011 to positions that reflect the operational requirements and core areas of responsibility, which include teaching, research and engagement.

5. Professional staff (as defined in the EA): are staff appointed in accordance with the APT Position Descriptors Guidelines in place as at 22 August 2011 to a position that reflects the operational requirements and core areas of responsibility for administrative, professional, and technical occupational groups.

6. Senior staff: those staff employed on a senior staff contract, and not covered by the University's EA.

7. Sector data: benchmarked with Australian Universities through the annual Universities HR Benchmarking Program. The Universities HR Benchmarking Program report is available each June for the previous year. 2017 results yet to be confirmed by Australian Higher Education Industrial Association (AHEIA).

# The University will strengthen leadership in sustainability for the region and beyond

## PRIORITIES:

1. Partner with industry and government to contribute to the sustainability of the region.
2. Engage with staff, students and the broader community to promote sustainability in the local region and beyond.
3. Embed sustainability in the University's teaching and research programs and throughout its operations.

## Overview

USC has been a regional leader in sustainability practices since its establishment, with sustainability embedded in decision-making and strategic and operational planning.

USC has an active program of sustainability initiatives that address both large-scale issues such as energy, waste, recycling and the campus environment, and targeted activities such as the development and use of green cleaning practices.

Tangible positive outcomes are clearly evident. For example, even though USC students, staff and facilities have grown significantly in recent years, electricity emissions have reduced by 1.7 percent since 2014, overall paper usage has decreased by 13 percent and the Sunshine Coast campus has completely replaced the sale of single-use plastic water bottles with water refilling stations.

As USC's environmental management successes have grown and been acknowledged through a series of national awards, the community leadership role played by the University has expanded.

USC is committed to the implementation of sustainable practices and undertakes regular benchmarking to achieve best practice and the highest sustainability standards. USC continues to implement investment strategies consistent with its commitment to sustainability, its legislative responsibilities and regulatory requirements. USC continues to raise public awareness through stewardship of the environment and proactively engages through collaborative approaches with staff, students and partners in the broader community to promote sustainability in the local region and beyond.

## Achievement highlights

In 2016, the University engaged Sustainable Business Consulting to produce a USC Carbon Management Plan (CMP), to assist USC in setting a target to become carbon neutral by 2025. The CMP was endorsed by the Sustainability Management Committee on 19 July 2017 and approved by the Vice-Chancellor and President on 25 August 2017. It will be used to guide the University's path to carbon neutrality and assist USC with several initiatives to become carbon neutral, in accordance with the National Carbon Offset Standard (NCOS) requirements.

In 2017, USC was awarded second place (Highly Commended) for the Recycled Water Project at the 2017 Australasian Campuses Towards Sustainability (ACTS) Green Gown Awards. USC is also now recognised as a CCIQ ecoBiz 3 Star Best Practice Partner, after its sustainability initiatives and performance were assessed in February 2017.

A significant project undertaken in 2017 was the development of a market-led proposal (MLP), in conjunction with an external provider. The proposal will see the construction of a chilled water storage facility and significant solar photovoltaic (PV) array on the USC Sunshine Coast campus. Subject to finalisation of the contract, implementation will commence in 2018.

USC is considering future major energy-related developments that will lead to further improvements in carbon emissions and elevation of the University's status as a regional exemplar of best practice. Asset Management Services (AMS) is actively undertaking feasibility analyses with third-party providers, which includes the installation of a solar PV array and a battery to reduce energy costs at the Innovation Centre, and the production of hydrogen to be used as a fuel source, from solar and recycled water.

In recognition of the importance of managing USC's energy use and carbon emissions, a new dedicated staff position has been created in AMS to focus on conceptualising and implementing significant carbon saving

projects (as highlighted in the CMP) and energy efficiencies, given that electricity represents USC's single highest operational cost after staff wages.

Planning for the Moreton Bay Regional University Precinct is advanced, with design and documentation for Stage 1, Building 1 underway. This is being designed according to Environmentally Sustainable Design principles and will maximise the use of renewable energy sources, including solar PV to effectively 'future-proof' the building.

USC has revised the Terrestrial Wildlife Management Plan to improve campus biodiversity, plans to expand USC's refuse management practices across distributed campuses, and in 2018 will implement staff professional development in relation to sustainability through an online training module. AMS staff communicate USC's sustainability practice to students by providing regular tours and information sessions for new students, and by contribution to teaching of selected courses.

In 2017, USC also led a number of community engagement initiatives designed to promote sustainability within its regions and extend its focus on environmental research and education. USC partnered with Fraser Coast Tourism and Events to present the 10-day Hervey Bay Ocean Festival, including hosting a free community lecture by Professor Tim Flannery, who was also awarded a USC honorary doctorate.

At its September Graduation ceremony, USC awarded an honorary doctorate to Fraser Island Defenders Organisation (FIDO) founder John Sinclair AO, to recognise his leadership in successful campaigns to protect Fraser Island against environmental threats such as logging.

In October, USC's Sustainability Research Centre (SRC) celebrated a decade of local and global impact with its 10-year anniversary. The SRC leads USC's sustainability-related teaching programs, and has generated \$7 million in external research income to the local region, produced 500 research publications and graduated 26 PhD students.

## The University will strengthen leadership in sustainability for the region and beyond

### KPI 5.1: CARBON DIOXIDE EMISSIONS

MEASURE	TARGET	PERFORMANCE
Total carbon dioxide emitted per full time student (EFTSL) per year (CO <sub>2</sub> -et/EFTSL/year)	1.20 t/EFTSL/year (based on prior year's t/EFTSL/year)	0.99 t/EFTSL/year in 2016 <sup>1</sup>

#### COMMENT

This metric measures the total amount of carbon dioxide emitted by the University (Scope 1 and 2)<sup>2</sup> per EFTSL per year. Relevant data is gathered and reported as part of the annual Tertiary Education Facilities Management Association (TEFMA) benchmarking survey, and the annual report is submitted and published each June for the previous year. As a result, 2017 data will not be available until June 2018.

The target aligns with TEFMA reporting and allows comparison to other universities. The target figure of 1.20 CO<sub>2</sub>-et/EFTSL/year is based on achievements in 2013 and 2014, and is achievable rather than aspirational.

In 2016, the impact of energy saving initiatives introduced by Asset Management Services (AMS), combined with increased EFTSL and minimal growth in floor area, contributed to a significant decrease in CO<sub>2</sub> emissions. It should be noted that, because reporting covers the 2015–2016 period, the figures below do not yet include USC Fraser Coast. When this campus is included, the overall outcome may be impacted.

#### USC COMPARED TO OTHER UNIVERSITIES IN QUEENSLAND, CO<sub>2</sub>-et/EFTSL/YR: 2011–2016

INSTITUTION	2011	2012	2013	2014	2015	2016
USQ (lowest in 2015)	—	—	—	0.90	1.11	1.03
USC (lowest in 2016)	1.23	1.26	1.20	1.20	1.16	0.99
UQ (highest in 2015 and 2016)	—	—	—	3.30	3.30	2.80
Rank	1 <sup>st</sup> out of 8 QLD universities in 2016					

#### USC COMPARED TO OTHER UNIVERSITIES NATIONALLY, CO<sub>2</sub>-et/EFTSL/YR: 2011–2016

INSTITUTION	2011	2012	2013	2014	2015	2016
UTAS (lowest in 2016)	—	—	—	0.60	0.66	0.33
ACU (lowest in 2015)	—	—	—	0.70	0.57	0.66
USC	1.23	1.26	1.20	1.20	1.16	0.99
ANU (highest in 2015 and 2016)	—	—	—	5.70	5.57	4.90
Sector average	1.86	1.83	1.84	1.79	1.63	1.68
Rank	5 <sup>th</sup> out of 37 institutions nationally in 2016					

1. 2017 data not available until June 2018.

2. Scope 1 greenhouse gas emissions are the emissions released to the atmosphere as a direct result of an activity, or series of activities at USC. Scope 2 greenhouse gas emissions are the emissions released to the atmosphere from the indirect consumption of an energy commodity at USC.

### KPI 5.2: HIGH-IMPACT SUSTAINABILITY INITIATIVES

MEASURE	TARGET	2017 PERFORMANCE
High-impact sustainability initiatives implemented	At least one high-impact sustainability initiative implemented per annum	Two initiatives implemented and completed; three further initiatives underway

#### COMMENT

USC is committed to environmental sustainability for the benefit of students, staff and the wider community, and has been recognised for its achievements in sustainability, including environmental initiatives and building design.

USC currently implements a number of sustainability initiatives each year, and monitors the success of these through several criteria, such as reduction in energy use and reduced operational costs. USC also raises awareness of its leadership in the sustainability field through relevant local, state, national and international awards. The continued submission of award applications will assist USC to benchmark the success of these initiatives against those of other organisations, locally, nationally and internationally.

Reporting against this measure is of a qualitative nature, focused on the various types of sustainability initiatives implemented for the reporting period and their environmental, economic and/or social impact.

## ACTUAL AND PLANNED HIGH-IMPACT INITIATIVES: 2014–2018

ACTUAL INITIATIVES IMPLEMENTED				PLANNED INITIATIVES
2014	2015	2016	2017	2018
Energy Conservation Project commenced	Water treatment plant upgraded	Hosted a national conference focused on sustainability	Development of planning of Moreton Bay Regional University Precinct according to ESD	<i>Design and documentation of Moreton Bay Stage 1, Building 1 according to ESD principles maximising use of renewable energy sources</i>
Refill Campus introduced and phased out sale of bottle water	Energy Conservation Project, ongoing financial and energy reduction projects	Implemented changes to USC transport schemes to increase participation and reduce environmental impact	Warm water pool concept design prepared and approved	<i>Finalisation of contract to deliver chilled water storage and solar array, and commencement of construction</i>
Chemicals removed from cleaning process (E water)		Development of feasibility study and business case for chilled water storage and solar array	Detailed business case for chilled water storage and solar array finalised and approved	<i>Undertaking feasibility with third party for production of hydrogen, to be used as fuel source for vehicles, from solar and recycled water</i>
		Stakeholder consultation on development of Carbon Management Plan commenced	Carbon Management Plan endorsed by USC Executive	<i>Roll-out of waste management strategy at non-Sunshine Coast campuses and study nodes</i>
			Highly Commended Green Gown Award	<i>Undertaking feasibility with Energex to install solar array and battery to reduce energy consumption at the Innovation Centre</i>
				<i>Implementation of ride share app to reduce the number of single occupant vehicles arriving on campus</i>
				<i>Improvements to USC Sunshine Coast cycle paths and roadways to encourage active transport</i>

### KPI 5.3: CAPTURE RATES ACROSS USC CATCHMENT AREAS

MEASURE	TARGET	PERFORMANCE
Capture rates by region (proportion of domestic commencing students enrolled at USC of those enrolled at university by region)	By 2020 (based on 2019 data): Sunshine Coast (>55 percent), Fraser Coast (40 percent), Gympie (50 percent), Moreton Bay (20 percent)	In 2016 <sup>3</sup> : Sunshine Coast (58.2 percent), Fraser Coast (45.4 percent), Gympie (48.8 percent), Moreton Bay (12.7 percent)

#### COMMENT

This measure is an assessment of students staying in USC's key capture regions, as an indication of the access opportunities the University provides and its contribution to the social and economic sustainability of its regions.

The measure indicates the proportion of commencing students from the targeted regions who attend USC. The measure is derived from national data and incorporates all students commencing university (both school leavers and non-school leavers) across a range of program types (enabling, bachelor's, postgraduate, higher degree by research). This measure is reported annually from national data produced by the Australian Government, with the most recent data available for 2016.

Until the 2020 assessment, this performance measure will be assessed against the target measurement of an annual increase in all four regions. Three of the four regions (Fraser Coast, Gympie and Sunshine Coast) showed an increase in capture rates from 2015 to 2016. In particular, the Fraser Coast region recorded a substantial increase, which corresponds with the opening of USC's Fraser Coast campus in 2016.

#### CAPTURE RATE – DOMESTIC COMMENCING HIGHER EDUCATION ENROLMENTS<sup>4</sup> BY REGION % (ALL PROGRAM TYPES): 2011–2016

REGION	2011	2012	2013	2014	2015	2016	TARGETS 2020 <sup>5</sup>
Fraser Coast	5.2%	4.7%	5.2%	4.6%	3.7%	45.4%	40%
Gympie	31.9%	28.8%	37.9%	47.6%	46.7%	48.8%	50%
Moreton Bay	10.1%	10.4%	13.5%	13.4%	13.7%	12.7%	20%
Sunshine Coast	56.9%	55.6%	53.4%	55.6%	58.0%	58.2%	> 55%

Number of regions showing increase: 3 of 4

3. 2017 data not available until September 2018.

4. Table A Higher Education Providers only.

5. 2020 will be assessed on 2019 enrolments.

# The University will strengthen engagement with its communities

## PRIORITIES:

1. Develop productive partnerships and networks with industry, government, philanthropists and international partners.
2. Maintain and enhance effective relationships with the University's key stakeholders.
3. Embed community engagement effectively throughout the University's activities.

## Overview

For USC, public involvement and contribution to community sit alongside teaching, learning, research and innovation as key aspects of University business. The University aspires to be a primary engine of capacity building in the broader Sunshine Coast region, from Brisbane to the Fraser Coast, and engagement with this regional community continues to increase in importance as a vehicle towards achieving this aspiration.

The common themes influencing engagement across USC's first 20 years of operation have been partnership and community involvement; access to resources and activities; collaborative initiatives that strengthen local capital through economic, social and cultural impacts; and participation in mutual and inspiring exchange and projects that address issues of both local and global importance. Looking forward, USC aims to reshape the concept of engagement to be one of helping prepare the region for significant shifts in environmental, economic and social conditions that will play out over the coming decades.

## Achievement highlights

### Community engagement

In April, USC offered a free University Skills for the Community course at its Gympie, Fraser Coast and Sunshine Coast campuses to allow adults of all ages to sample university life and explore potential study and career pathways. The five-week course is aimed at people who may not have studied formally for some years, or who did not finish high school.

In July, USC partnered with the Sunshine Coast Council's annual Horizon Festival of Arts and Culture to present Architects of Air's Arboria luminaire, a monumental pneumatic walk-in sculpture dedicated to the theme of 'trees' and designed to generate a sense of wonder at the beauty of light and colour. Staged on USC's Sunshine Coast campus, the exhibition was open to the public and attracted more than 14,000 community visitors.

In December, USC's Innovation Centre Sunshine Coast (ICSC) celebrated its 15-year anniversary. Since 2002, the ICSC has directly supported the startup and growth of more than 200 businesses, creating more than 840 jobs, providing 240 student placements, and helping to raise \$34 million in investment for client companies.

USC's partnership with the QIMR Berghofer Medical Research Institute continues to give high school biology students in the Moreton Bay Region the chance to experience 'A Day in the Life of a Scientist' at the institute in Brisbane. The program, funded with a \$10,000 Advance Queensland Engaging Science grant, allows Year 11 and 12 students considering science as a career path to visit the institute for hands-on experience in a medical research laboratory, and interaction with scientists who are leaders in their fields.

USC researcher Dr Bridie Scott-Parker joined forces with Sunshine Coast-based insurance company Youi to produce a series of short online videos aimed at promoting road safety.

The series, called 'Road Safety Shorts with Dr Bridie', comprises 1–2 minute videos in which Dr Scott-Parker leverages her research to suggest practical risk-reduction strategies. Some videos also utilise Youi's claims data to bring road safety issues to light.

### High performance sport

In partnership with the Sunshine Coast Council, in March USC hosted the SportsCoast Conference, a one-day event aimed at fostering the region's emergence as a hub for high-level sports competition and training. The conference included a series of panel discussions and workshops, with a focus on enhancing the economic and social benefits associated with high performance sport.

These benefits were on display during the maiden season of the Sunshine Coast Lightning netball team. The first national sporting team to be based on the Sunshine Coast, the Lightning were 2017 Suncorp Super Netball Series premiers and brought thousands of local spectators to the USC Stadium to watch home games. The team is based at USC Sunshine Coast and is co-owned by USC and the Melbourne Storm, and several Lightning players are enrolled at USC through the High Performance Student Athlete Program.

In September, USC partnered with the Queensland Government, Sunshine Coast Council and Study Sunshine Coast to launch the Sport State Initiative, a collaborative project that will allow international students to undertake work placements with some of the Sunshine Coast's top sporting event organisations and clubs. The Sport State Initiative was one of a select group of programs to receive funding in 2017 from the Queensland Government's International Education and Training Partnership Fund.



**STRATEGIC  
IMPERATIVE SIX  
PERFORMANCE**

# The University will strengthen engagement with its communities

## KPI 6.1: PRODUCTIVE REGIONAL PARTNERSHIP ACTIVITY

MEASURE	TARGET	2017 PERFORMANCE
Significant formal agreements with key regional partners	Annual increase in the number of significant formal agreements signed with key regional partners	Fifteen formal agreements, increased from eight in 2016 <sup>1</sup>

### COMMENT

This measure examines productive partnerships and collaborations with key regional stakeholders including government, schools and health service entities in the regions within which USC operates. As the University's operations expand, the number and types of formal partnerships should also increase. The University also considers the renewal of agreements that reflect stronger relationships with these key partners to be equally as important as the establishment of new agreements.

Additional formal agreements undertaken in 2017 reinforce USC's significant commitment to vibrant and sustainable regions.

### REGIONAL PARTNERSHIP ACTIVITY: 2014–2017

MEASURE	2014	2015	2016	2017
Formal key local partnership agreements	–	4	8	15

YEAR	AGREEMENTS FORMALISED
2015	<ul style="list-style-type: none"> <li>• Joint Venture Agreement between USC, Sunshine Coast Hospital and Health Service (SCHHS), TAFE Qld East Coast and others</li> <li>• USC/Sunshine Coast Council Collaborative Research Grants</li> <li>• Memorandum of Understanding (MOU) between USC and Chancellor State College</li> <li>• MOU between USC and Matthew Flinders Anglican College</li> </ul>
2016	<ul style="list-style-type: none"> <li>• Incorporation Agreement establishing Ed Sunshine Coast Inc., a partnership between USC, CQU, TAFE QLD East Coast, Education Queensland, Catholic schools, independent schools, Australian Council for Private Education and Training, Regional Development Australia Sunshine Coast, and Sunshine Coast Council</li> <li>• MOU between USC, SCHHS, and the Florey Institute to conduct neuroscience and mental health clinical trials on the Sunshine Coast</li> <li>• MOU between USC and Queensland Parks and Wildlife Service to collaborate on projects that will support international standards of excellence in teaching and research and to achieve best-practice conservation management in the Sunshine Coast, Fraser Coast and South East Queensland regions</li> <li>• Sunshine Coast Council Horizon Festival of Arts and Culture</li> <li>• USC/Sunshine Coast Council Collaborative Research Grants</li> <li>• Healthy Towns Awards, partnering with the Primary Health Network (Central Qld, Wide Bay, Sunshine Coast), Sunshine Coast Council, Noosa Shire Council, Caloundra Community Centre and Griffith University</li> <li>• Branson Conservancy (partnership between USC, Endeavour Veterinary Ecology, and Sir Richard Branson and Mr Geoff Godfrey) to develop strategies to save koalas in the Noosa region</li> <li>• Agreement between USC and Melbourne Storm Rugby League Club to establish the Sunshine Coast Lightning</li> </ul>
2017	<ul style="list-style-type: none"> <li>• All 2016 agreements</li> <li>• Regional Partnership Agreement with Sunshine Coast Council articulating a framework for collaboration over the next four years</li> <li>• Transfer of QUT's Caboolture campus to USC in January 2018</li> <li>• Zero Emissions Noosa MOU (signed November 2016), a consortium of 14 community, education and land care agencies, working with Noosa Council towards carbon neutrality of the region by 2026</li> <li>• Lead partner of the Queensland Futures Institute, providing a platform to engage in and drive independent research projects and key public policy reform initiatives to create growth opportunities in the state</li> <li>• MOU between USC and Microsoft (through Microsoft's education transformation division)</li> <li>• Agreement between USC and the Australian Cycling Academy to establish the Academy at USC Sunshine Coast</li> <li>• Establishment of Thompson Institute Pty Ltd including appointment of a board of directors</li> </ul>

1. In 2016, research partnerships were included in the number of significant formal agreements signed with key regional partners. Following a review of what satisfied the criteria for a significant formal agreement as measured by this performance indicator, research partnerships were excluded and the revised criteria were applied retrospectively.

### KPI 6.2: PROPORTION OF REVENUE FROM INDUSTRY AND PHILANTHROPY FUNDING

MEASURE	TARGET	2017 PERFORMANCE
Revenue from industry and philanthropy funding (research and consulting) as a proportion of total revenue	Proportion of industry and philanthropy funding is greater than five percent of total revenue	2.3 percent <sup>2</sup>

#### COMMENT

This measure examines revenue from industry and philanthropy funding and highlights the amount of income being received from non-government sources. This is used as an indicator of USC's level of engagement with key stakeholders across our communities and the diversification of the University's revenue streams. It measures revenue from consultancy, contract research, donations and bequests, scholarships, sponsorships and prizes as a proportion of total revenues reported in the financial statements. It will be measured in accordance with the budget and financial statements cycles and reported to each Planning and Resource Committee (PRC).

From 2011 to 2013, the baseline data ranged consistently between 1.6 and 2.1 percent. There have been significant increases on this since 2014 due to substantial one-off donations. The proposed target of 'greater than five percent' has considered the impact of these one-off donations on the overall proportions achieved, and the challenge moving forward will be to maintain this result through to 2020.

#### REVENUE FROM INDUSTRY AND PHILANTHROPY FUNDING: 2013–2017

MEASURE	2013	2014 <sup>3</sup>	2015 <sup>3</sup>	2016 <sup>3</sup>	2017 <sup>2</sup>
Proportion of revenue from industry and philanthropy funding	1.6%	4.5%	5.4%	2.9%	2.3%
Proportion of revenue from industry funding (Revenue from industry funding)	1.2% (\$2,087K)	1.0% (\$2,056K)	1.5% (\$3,167K)	1.9% (\$3,815K)	1.9% (\$5,311K)
Proportion of revenue from philanthropy funding (Revenue from philanthropy funding)	0.4% (\$680K)	3.5% (\$7,625K)	3.9% (\$8,431K)	1.0% (\$2,041K)	0.3% (\$879K)

2. YTD values as per 2017 December YTD financials.

3. 2014, 2015 and 2016 increase due to significant one-off donations received in each year.

### KPI 6.3: DEVELOP ENGAGEMENT MEASURES

MEASURE	TARGET	2017 PERFORMANCE
Progress on development of engagement measures	Engagement measures developed and implemented	Development of measures finalised

#### COMMENT

Universally, the development of effective measures for public engagement is still at a formative stage, with the new international Accreditation Council for Entrepreneurial and Engaged Universities (ACEEU) accrediting the first pilot institutions in 2016.

Review of engagement activities across the University commenced in 2016, towards developing a comprehensive engagement strategy around internal and external priorities that will have shared benefits for USC, its regions, and beyond. Establishing a central repository to record and track engagement activities and outcomes will be integral to this ongoing work.

In developing engagement measures for USC, assessment of local and global interests and issues is on track for consultation in 2017. This will provide an opportunity to co-develop key indicators for university engagement that are meaningful, validated, and can be used by communities to self-evaluate outcomes.

Strategies will be aligned with the priorities articulated in Imperative Six for engagement with communities:

- developing productive partnerships
- maintaining and enhancing relationships with key stakeholders
- embedding community engagement effectively throughout USC's activities

Development of measures was finalised in December, with a current focus on advancing engagement within the Moreton Bay region, including Caboolture, as an early priority for 2018.

#### KPI 6.4: MEANINGFUL AND GENUINE PARTNERSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER ELDERS AND THEIR COMMUNITIES

MEASURE	TARGET	PERFORMANCE
Progress on development of meaningful and genuine partnerships with Aboriginal and Torres Strait Islander Elders and their communities across USC regions	Meaningful and genuine partnerships developed with Aboriginal and Torres Strait Islander Elders and their communities across USC regions	Community engaged in development of plans; development of plans progressing

#### COMMENT

USC:

- recognises the strength, resilience and capacity of Aboriginal and Torres Strait Islander people and their connection to Country
- builds Aboriginal and Torres Strait Islander aspirations using culturally safe and appropriate materials and methods of engagement
- collaborates with organisations and Community on initiatives advancing Aboriginal and Torres Strait Islander health, education and employment

Major initiatives in 2017 included: Close the Gap and National Aborigines and Islanders Day Observance Committee (NAIDOC) events, the Murri Futures program, and the Indigenous Education Symposium. Similar activities are planned for 2018.

2017 Close the Gap events were held at Sunshine Coast and Fraser Coast campuses. These events focused on Aboriginal and Torres Strait Islander health and education and were supported by local Elders, Aboriginal and Torres Strait Islander businesses and organisations, and government agencies.

NAIDOC Week celebrates Aboriginal and Torres Strait Islander history, culture and achievements and is an opportunity to recognise the contributions that Indigenous Australians make to Australian society. USC hosted an Elders Tent at the Hervey Bay Family Fun Day and Sunshine Coast NAIDOC Cotton Tree events, as well as having an Aspirations Tent at each of these events. USC staff attended each of these events to build community partnerships.

USC's Murri Futures program ran in Queensland secondary schools in 2017. Murri Futures is designed to increase the awareness of education and career options available to Aboriginal and Torres Strait Islander students from Years 7 to 12, and involves participation with families and communities through their schools and students.

The 11<sup>th</sup> Indigenous Education Symposium focused on connecting with community and involved more than 100 people including local Elders, Aboriginal and Torres Strait Islander businesses, community members, USC staff and students over a three-day event.

The Sing Shake Shuffle program was an initiative offered to primary school-aged children, focused on Years 3 to 6. Schools in the Sunshine Coast region participated over six weeks. Students performed a final corroboree for Community, their families, school staff and USC students and staff at the Sunshine Coast NAIDOC Family Fun Day. In addition, USC supported homework and afterschool groups in the Fraser Coast and Gympie areas during the 2017 school year. Indigenous Services staff maintain contact with Indigenous representatives from organisations, industry and other sectors by regular attendance at Indigenous Networking Group meetings across all campus areas.

## Summary of key performance indicators

The following tables provide a high-level summary of the measures and targets associated with each key performance indicator, including future targets to 2020. For detailed 2017 performance reporting, please see pages 6–28 of this Annual Report.

NO.	DESCRIPTION	2016	2017	2018	2019	2020
<b>Imperative One: The University will increase student enrolments and improve student success</b>						
1.1a	20,000 student enrolments by 2020	9,501 EFTSL [9,822 EFTSL]	10,720 EFTSL (11,307 EFTSL)	11,808 EFTSL	12,971 EFTSL	20,000 students 14,000 EFTSL
1.1b	3,650 international EFTSL by 2020	1,409 EFTSL [1,551 EFTSL]	2,128 EFTSL (2,375 EFTSL)	2,794 EFTSL	3,302 EFTSL	3,650 EFTSL
1.2a	New student retention (attrition rate) (internal measure)	29.1% [31.5%]	30.0% [29.3%]	1.5 percentage point annual improvement	1.5 percentage point annual improvement	1.5 percentage point annual improvement
1.2b	New domestic student retention (attrition rate) (external measure)	Progress towards national average [26.4%]	Progress towards national average [27.9%]	Progress towards national average	Progress towards national average	National average
1.3	Student satisfaction	National ranking in top 5 [Rankings of 2 and 4]	National ranking in top 5	National ranking in top 5	National ranking in top 5	National ranking in top 5
1.4a	Graduate outcomes (full-time employment)	Progress towards national average [-9.0%]	Progress towards national average	Progress towards national average	Progress towards national average	National average
1.4b	Graduate outcomes (overall employment)	≥ national average [National average]	≥ national average	≥ national average	≥ national average	≥ national average
1.5a	Number of new Indigenous students	>140 [196]	Annual increase (-1.5%)	Annual increase	Annual increase	Annual increase
1.5b	Access rate for groups underrepresented in higher education	All 3 groups ≥ national average [3 groups above national average]	All 3 groups ≥ national average [3 groups above national average]	All 3 groups ≥ national average	All 3 groups ≥ national average	All 3 groups ≥ national average

TABLE KEY: Target | [Actual] | (Forecast) | { Year to date}

NO.	DESCRIPTION	2016	2017	2018	2019	2020
<b>Imperative Two: The University will increase research productivity and impact</b>						
2.1	Research income	\$17,560,000 [\$15,204,923]	\$20,420,000 {21,791,698 <sup>1</sup> }	\$23,280,000	\$26,140,000	\$29,000,000
2.2	Higher Degree by Research student enrolments	266 EFTSL [240.3 EFTSL]	332 EFTSL (257.4 EFTSL)	402 EFTSL	480 EFTSL	560 EFTSL
2.3	Scopus indexed publication citations	1.34 [1.30]	1.37 [1.30]	1.40	1.43	1.46
<b>Imperative Three: The University will expand campuses and study nodes</b>						
3.1	Annual increase in EFTSL by campus	Annual increase at all (2) campuses [Increase at 2 campuses]	Annual increase at all (5) campuses (Increase at all 5 campuses)	Future targets to be developed following availability of data on new campuses	Future targets to be developed following availability of data on new campuses	Future targets to be developed following availability of data on new campuses
3.2	Collaborative health facilities	Significant progress on 3 facilities [Clinical trials commenced at CTC, TI operational, SCHI infrastructure and agreements on track]	[One new facility opened; significant progress on development of additional facilities]	Targets to be reviewed following development of Health Plan	Targets to be reviewed following development of Health Plan	Targets to be reviewed following development of Health Plan
<b>Imperative Four: The University will improve institutional effectiveness</b>						
4.1	Annual positive discretionary cashflow	≥ 2% [2.3%]	≥ 2% [1.8%]	≥ 2%	≥ 2%	≥ 2%
4.2	Staff costs as a proportion of total operating income	≤ 60% [59.5%]	≤ 60% [56.1%]	≤ 60%	≤ 60%	≤ 60%
4.3	Staff composition	Annual decrease ≥ 0.4% 60.1% [58.4%]	Annual decrease ≥ 0.4% 58.4% [57.5%]	Annual decrease ≥ 0.4%	Annual decrease ≥ 0.4%	Professional staff < 58%

TABLE KEY: Target | [Actual] | (Forecast) | {<sup>1</sup>Year to date}



NO.	DESCRIPTION	2016	2017	2018	2019	2020
<b>Imperative Five: The University will strengthen leadership in sustainability for the region and beyond</b>						
5.1	Carbon dioxide emissions	1.20 [1.16]	1.20 [0.99]	1.20	1.20	1.20
5.2	High-impact sustainability initiatives	≥ 1 [2]	≥ 1 [2 initiatives completed, 3 progressing]	≥ 1	≥ 1	≥ 1
5.3	Capture rates across USC catchment areas	Annual increase in all 4 regions [Increase in 2 regions]	Annual increase in all 4 regions [Increase in 3 regions]	Annual increase in all 4 regions	Annual increase in all 4 regions	Sunshine Coast >55% Fraser Coast ≥40% Gympie ≥50% Moreton Bay ≥20%
<b>Imperative Six: The University will strengthen engagement with its communities</b>						
6.1	Productive regional partnership activity	Annual increase >5 [8]	Annual increase >8 [13]	Annual increase	Annual increase	Annual increase
6.2	Proportion of revenue from industry and philanthropy funding	> 5% of total revenue [2.9%]	> 5% of total revenue [2.3%]	> 5% of total revenue	> 5% of total revenue	> 5% of total revenue
6.3	Develop engagement measures	Engagement Plan developed and approved [Developed and approved]	[Engagement measures and data repository developed]	Targets set and reporting commenced	Engagement targets met	Engagement targets met
6.4	Meaningful and genuine partnerships with Aboriginal and Torres Strait Islander Elders and their communities	Substantial development of plan [Community engaged in development of plans; plans progressing]	[Plan developed and approved]	Measures and data repository developed	Targets set and reporting commenced	All engagement and partnership targets met

TABLE KEY: Target | [Actual] | (Forecast) | { Year to date}

# Governance

## University Council (governing body)

Under the *University of the Sunshine Coast Act 1998*, the University is governed by an 18-member Council representing University and community interests. Council has the power to manage and control University affairs, property and finances, and appoint University staff. Where allowed under the Act, Council may delegate its 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.

Council met seven times in 2017, including a special meeting on 13 June 2017. Additionally, a two-day Council Retreat was held in April.

## Council leadership



### CHANCELLOR

Leads Council and presides at Council meetings.

#### John M Dobson OAM (retired 31 March 2017)

Elected Chancellor in 2007 for an inaugural term from 1 April 2007 to 31 March 2012. Re-elected in 2011 for a term from 1 April 2012 to 31 March 2017. Member of the University Council since 1997. Parish Priest of Caloundra Parish between 1982 and 2012, Dean of the North Coast Deanery within the Catholic Church between 1992 and 2012. Contributions to the community include founding privately funded residential care facilities for the aged and for people with intellectual disabilities, co-founding a retirement village and a comprehensive college (in partnership with the Uniting Church) and developing support groups for prisoners and their families.



#### Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd) (appointed 1 April 2017)

Elected Chancellor 28 February 2017 and took office 1 April 2017. Awarded the Knight of the Order of Australia in January 2015 for extraordinary and pre-eminent achievement and merit in service to Australia, through distinguished service in the Australian Defence Force and continued service to the nation in leadership roles, particularly the national responses to the MH370 and MH17 disasters. Retired as Chief of the Australian Defence Force in July 2011 after 41 years of service in the military. Chair of Airservices Australia, the Defence South Australia Advisory Board, the Sunshine Coast Mind and Neuroscience – Thompson Institute, the Victorian Police Corporate Advisory Group, the University of NSW Canberra Advisory Board and the Canberra Symphony Orchestra.



### DEPUTY CHANCELLOR

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

#### Bruce Cowley, BCom, LLB(Hons) Qld., FAICD (resigned 3 March 2017)

Elected Deputy Chancellor for a two-year term, commencing on 27 April 2015. Chairman of MinterEllison, one of Australia's largest law firms. Practiced as a corporate lawyer for more than 35 years, specialising in directors' duties and corporate governance. Authored the Protecting Your Position series of publications on director liabilities. Fellow of the Australian Institute of Company Directors (FAICD). A recent past member of the Queensland State Council of the AICD (continues to sit on the AICD's Law Committee). Chair of the Children's Hospital Foundation Queensland, Chair of the Cerebral Palsy League, Member of the Takeovers Panel, Director of Diamond Jubilee Partnerships Ltd, Director of Merchant Foundation Pty Ltd and President of the Queensland Private Enterprise Centre.



#### Scott Williams AM, QDAH Qld., BEc, GradDipCompSc, GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt UNE, FAICD (appointed 11 April 2017)

Elected Deputy Chancellor on 1 April 2017. Chairperson of USC's Planning and Resources Committee. Successful small business operator, and former councillor and mayor of Uralla Shire Council in New South Wales. Served on the University of New England Council from 1997 to 2012, including four years as deputy chancellor and 13 years as chair of the finance and tender committees. Awarded a member of the Order of Australia in 2012 for contributions to higher education, business, local government, community radio and philanthropy.

## Council membership

The Council comprises three official members, six members appointed by the Governor in Council, five elected members and four additional members appointed by the Council. The term of office of the majority of members is four years. The term of office of student members is two years. 2017 was the fourth year of the Seventh University Council.

Full details of University Council membership, financial reporting, meetings, record of attendance and remuneration are available in the Financial Statements on pages 53–55 and 84–86 of this Annual Report.

### The Council membership for 2017 was as follows:

Chancellor	John M Dobson OAM (retired 31 March 2017) Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd) (appointed 1 April 2017)
Acting Chancellor	Dr Mark Sayers, BAppSci CCAE, MAppSci UC, PhD RMIT (5 April 2017 Graduation Ceremony) Scott Williams AM, QDAH Qld., BEc, GradDipCompSc, GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt UNE, FAICD (6–7 April 2017 Graduation Ceremonies and 5 May 2017 Honorary Awards Ceremony) Professor Birgit Lohmann, BSc (Hons) Adel., PhD Flin., FAIP, GAICD (11 August 2017 Honorary Awards Ceremony)
Deputy Chancellor	Bruce Cowley, BCom, LLB(Hons) Qld., FAICD (resigned 3 March 2017) Scott Williams AM, QDAH Qld., BEc, GradDipCompSc GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt UNE, FAICD (appointed 11 April 2017)
Vice-Chancellor and President	Professor Greg Hill, CertTeach Kelvin Grove Teach.Coll., BA(Hons) Qld., PhD Qld.
Chairperson of the Academic Board	Professor Birgit Lohmann, BSc (Hons) Adel., PhD Flin., FAIP, GAICD
Six members appointed by the Governor in Council <sup>†</sup>	Debra Bennet Bruce Cowley, BCom, LLB(Hons) Qld., FAICD (resigned 3 March 2017) Sandra Birkenleigh, BCom UNSW, CA, CCP Fellow, GAICD (appointed 4 May 2017) Dr Suzanne Innes, BA(Hons), BEdSt Qld., GradCertTESOL UNE, MSchM EdD C.Qld. Julie-Anne Mee, BBus C.Qld., MAdmin Griff., FCPA (until 8 December 2017) Jacquelyn Wright, BBus(Comp) NTU, Master of Computing Studies Deakin, GDipEd(Adult) S.Aust., GDipEd(Primary) NTU
Two elected members of the University's academic staff	Professor Robert Elliot, BA(Hons) NSW, MA La Trobe, DipEd Melb., PhD Qld. (until 8 December 2017) Professor Tim Prenzler, BA(Hons) Griff., GradDipT Griff., MA Qld., PhD Griff. (elected 9 December 2017) Dr Mark Sayers, BAppSci CCAE, MAppSci UC, PhD RMIT
One elected member of the University's general staff	Jon Dickins, BA (Hons) Griff. (until 8 December 2017) Dr Ruth Greenaway, GradDipEd NSW, BA W.Syd., MLM C.Qld., PhD Qld.UT, SFHEA (elected 9 December 2017)
Two elected members of the student body	Michael Jefferies, AMusA, LTCL, AAICD (until 8 December 2017) Raymart Walker, AAICD (until 8 December 2017) Kate Kirby BA Qld., GradDipLib&InfSt Qld. UT, MInfTech Qld. UT (elected 9 December 2017) Kirsty Walker, BEd Qld.UT (elected 9 December 2017)
Four additional members	Robert Hubbard, BA(Hons), FCA (resigned 1 March 2017) David Foster, BAppSc S. Qld., MBA S. Cross., SF Fin, GAICD (appointed 11 April 2017) Natasha Read, BCom Griff., MBA Sunshine Coast, FAIM, GAICD Emeritus Professor Gerard Sutton AO, BE(Hons), MEngSc UNSW, PhD CUA, HonDSc UOW Scott Williams AM, QDAH Qld., BEc, GradDipCompSc, GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt UNE, FAICD

### Council Secretary

Merryn Falk, GDipEd Monash, BA UNE

<sup>†</sup>The appointments of the six Council members appointed by the Governor in Council (GIC) expired on 8 December 2017. Due to the Queensland State Government election in late 2017, no decision on the appointment of Council members appointed by the GIC could be made during the caretaker period. As a result, Council resolved to approve the reappointment of three additional members appointed by the Council until 11 April 2018. The reappointment of these additional members ensured that the Council remained properly constituted in accordance with the Act while the GIC appointment process continued.

## Council decisions

In 2017, Council made the following decisions:

- Approved the 2016 Annual Financial Statements
- Noted Operational Plan Status Reports
- Elected the new Chancellor, Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd), approved a term of five years and noted the date of the Investiture Ceremony
- Noted the date of the official farewell of the outgoing Chancellor, John Dobson OAM
- Elected the new Deputy Chancellor, Scott Williams AM
- Approved the appointment of a new Chairperson of the Audit and Risk Management Committee
- Approved the appointment of a new Chairperson of the Planning and Resources Committee
- Resolved to authorise Management to accept a formal offer to transfer the Caboolture campus of QUT to USC, subject to due diligence
- Approved matters relating to the expenditure of donated funds
- Received the 2017 Corporate Performance Reports of the 2016–2020 Strategic Plan
- Approved a change to Key Performance Indicator 1.4 Graduate Outcomes
- Approved the Measures and Targets for the 2016–2020 Academic Plan, noting that remaining targets would be approved in due course. Measures and targets for imperative 5.1 and 5.2 were subsequently approved
- Adopted the 2018–2022 University Budget
- Approved quarterly budget reports
- Noted a report detailing the Application for USC Credit Rating and the subsequent outcome
- Noted the 2018 Schedule of Student Fees
- Approved the draft Internal Audit Plan
- Received a report from the Nominations Committee regarding the outcomes of the Annual Review of the VCP's performance and remuneration
- Noted the VCP's 2017 Key Performance Indicators
- Noted the USC Innovate Reconciliation Action Plan 2017–2020
- Received reports on the development of new campuses and other key initiatives being explored by Management
- Received reports detailing updates on Capital Planning and Moreton Bay
- Authorised Management to appoint an architect for the Moreton Bay development
- Received the architects' plans for the foundation building at Moreton Bay
- Authorised Management to proceed with a proposal for Chilled Water and Energy
- Authorised the design and execution of easements to be progressed
- Noted the Sustainability – Strategic Statement
- Received a presentation from the Director, Office of the VCP on the National Disability Insurance Scheme Project
- Received annual presentations from the Faculty Executive Deans
- Received a presentation on elite sports at USC
- Received a report on USC Retail
- Discussed the results of the National Survey on Sexual Assault and Harassment on university campuses
- Noted annual written reports of the Executive Deans
- Received a presentation from the Pro Vice-Chancellor (Students) on attrition
- Noted a report from the Director, Marketing and External Engagement on USC's marketing strategies for the Caboolture campus
- Received a report on Indigenous matters
- Approved the appointment of members to Council's standing committees
- Approved the re-appointment of three Council members and the appointment of one new Council member
- Recommended to the Minister six proposed nominees for consideration as Governor in Council appointees on the Council
- Approved the establishment of the Nominations Committee, replacing the Chancellor's Committee
- Noted regular reports from the Chancellor, Vice-Chancellor and President and Senior Deputy Vice-Chancellor
- Noted the Minutes of Planning and Resources Committee (PRC) and Audit and Risk Management Committee (ARMC) meetings
- Approved changes to the composition of PRC and HAC
- Noted Capital, Commercial and Asset Management Reports
- Noted Strategic SWOT Analyses from C-SALT, Human Resources and Information Technology Services
- Noted reports on the Exercise of Delegations
- Noted reports on the use of the University Seal
- Approved recommendations received from the Honorary Awards Committee
- Noted the minutes and summaries of Academic Board meetings
- Approved changes to the composition of the Academic Board
- Noted a list of Academic programs accredited or discontinued by Academic Board in 2016
- Noted the Annual Report on Awards Conferred
- Noted the 2016 Student Guild Financial Statements
- Noted the Student Guild Constitution and the Report to Council on the Student Guild AGM
- Noted the Annual Foundation Board Report to Council
- Noted minutes of the Sustainability Management Committee
- Approved the appointment of one Director of the Innovation Centre Sunshine Coast ICSC Pty Ltd Board
- Noted the reports of meetings of the Innovation Centre Sunshine Coast Pty Ltd Board
- Noted the 2018 Innovation Centre Sunshine Coast Business Plan and Budget
- Noted the Innovation Centre Sunshine Coast Pty Ltd 2016 Financial Statements
- Resolved to permit ICSC Board Pty Ltd to apply for an exemption from the QAO Audit of Financial Statements for the 2017 Financial Period
- Approved the Caboolture Business Plan
- Noted the 2017 Institutional Performance Portfolio Information Collection

- Proposed amendments to the USC Act
- Noted updates from the Minister regarding the review of the Queensland University Acts
- Noted the University Legislation Amendment Bill 2017
- Noted recent changes affecting the provision of indemnities by Statutory Bodies
- Discussed investigatory work on the issue of remuneration of Council members
- Noted the Regional Universities Network (RUN) submission to the Independent Review into Regional, Rural and Remote Education
- Noted USC's 2017 TEQSA Risk Assessment
- Noted the Queensland Auditor-General's Annual Report to Parliament on the 2016 Audit of Education Sector Financial Statements
- Approved the Guidelines on the duties and liabilities of Council members

In 2017, Council approved the following new policies:

- Complaints about the Vice-Chancellor and President (Crime and Corruption Act 2001 S 48A) – Governing Policy
- Anti-Discrimination and Freedom from Bullying and Harassment (Students) – Governing Policy
- Anti-Discrimination and Freedom from Bullying and Harassment (Staff) – Governing Policy
- Freedom from Sexual Harassment (Students) – Governing Policy

In 2017, Council approved changes to the following policies and procedures:

- Human Research Ethics – Governing Policy
- Audit and Assurance – Governing Policy and Audit Charter
- Animal Ethics – Governing Policy
- Risk Management – Procedures

In 2017, Council rescinded the following policy:

- Adjunct Appointees and Visiting Fellow – Governing Policy





## University leadership (principal officers)



### VICE-CHANCELLOR AND PRESIDENT

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

#### **Professor Greg Hill**

CertTeach *Kelvin Grove Teach.Coll.*, BA(Hons) *Qld.*, PhD *Qld.*

Commenced as Vice-Chancellor and President in 2011 following a term of office as Vice-Chancellor and President Designate from June 2010 and Deputy Vice-Chancellor from 2005–2010. Member, Universities Australia; Chair (from November 2016) and Foundation Member, Regional Universities Network; Board Member, Education Australia Limited; and Fellow, Queensland Academy of Arts and Sciences. Research interests in remote sensing, wildlife ecology, resource management, environmental planning and education. National recognition for research, teaching innovation, technology transfer to developing countries, and Indigenous education.



### SENIOR DEPUTY VICE-CHANCELLOR

Chair of Academic Board, overseeing the academic functions (learning and teaching) of the University, with responsibility for related support areas such as the Centre for Support and Advancement of Learning and Teaching, Information Services, Strategic Information and Analysis Unit, USC Gympie and USC Fraser Coast.

#### **Professor Birgit Lohmann**

BSc (Hons) *Adel.*, PhD *Flin.*

Appointed to the University in 2010, taking up the position of Deputy Vice-Chancellor from February 2011 and Senior Deputy Vice-Chancellor from January 2016. Chair of Academic Board and Promotions Committee, member of University Council, Executive, Honorary Awards Committee and Senior Staff Forum. Previously Head of the School of Science and Director of the Centre for Quantum Dynamics at Griffith University and Pro Vice-Chancellor (Learning and Quality) at the University of Adelaide. Member of the Regional Universities Network Deputy Vice-Chancellor Academic Group, member of the Universities Australia Deputy Vice-Chancellor/Pro Vice-Chancellor (Academic) Group, Deputy Chair, QTAC Board and Chair, QTAC Audit and Risk Committee; member, Regional Development Australia Sunshine Coast committee; member, Sunshine Coast Health Institute (SCH) Management Committee. Research interests in atomic and molecular physics.



### DEPUTY VICE-CHANCELLOR (RESEARCH AND INNOVATION)

Leader, manager and strategist for research, innovation and commercialisation at the University and its Innovation Centre, which is a business incubator/accelerator within the Sunshine Coast region.

#### **Professor Roland De Marco**

BSc, MSc *RMIT*, PhD *La Trobe*, FRACI

Appointed to the University in 2011, taking up the newly created role of Pro Vice-Chancellor (Research) prior to appointment as Deputy Vice-Chancellor (Research and Innovation) in 2016. Member of Academic Board and Chair of the Research Committee. Present Chair of the Regional Universities Network Deputy Vice-Chancellor (Research) Group. Member of the Board of the Innovation Centre Sunshine Coast. Presently serves as Chair of the soft X-ray program advisory committee at the Australian Synchrotron. Editor for the Elsevier journals of Sensors and Actuators B: Chemical as well as Sensing and Biosensing Research. Holds honorary professorships at the University of Queensland and Curtin University, and was previously Professor of Chemistry, along with Chemistry Department Head 2001–2007, Dean of Research in Science and Engineering 2007–2009 and Associate Deputy Vice-Chancellor (Research) 2010 at Curtin University. Recipient of the 2008 RACI Lloyd Smythe Medal for excellence in research in analytical chemistry.



### PRO VICE-CHANCELLOR (INTERNATIONAL AND QUALITY)

Oversees, manages and provides advice on internationalisation, quality assurance and improvement, and organisational unit and program reviews.

#### **Professor Robert Elliot**

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

Pro Vice-Chancellor (International and Quality) and Professor of Philosophy. A founding staff member of the University. Member of University Council, University Executive, and Learning and Teaching Committee, Deputy Chairperson of Academic Board and Chair of the Internationalisation Advisory Committee. Former foundation Dean of Arts and subsequently Dean, Faculty of Arts and Social Sciences, University of the Sunshine Coast, from 1995–2005.



#### CHIEF OPERATING OFFICER

Oversees a range of business functions to facilitate the ongoing financial and planning viability of the University, including the University's planning, budgeting, infrastructure, human resources, marketing, financial and information technology services, and implements internal controls and risk management systems. Provides advice to the Vice-Chancellor and President and the University Council on budget and financial risk management.

##### **Dr Scott Snyder**

PhD *Adel*.

Appointed to the University in June 2014 as the Pro Vice-Chancellor of Corporate Services. In October 2015, the position was renamed Chief Operating Officer along with an adjustment to include Marketing and External Engagement in the corporate portfolio. Attends meetings of University Council, Planning and Resources Committee and Audit and Risk Management Committee. Former Chief Operating Officer, Charles Darwin University and has also held roles as Executive Dean and Pro Vice-Chancellor.



#### PRO VICE-CHANCELLOR (STUDENTS)

Chair of the Learning and Teaching Committee, with strategic responsibility for USC's strategies for student engagement and success and oversight of Student Services and Engagement, Student Wellbeing, Indigenous Services and the Academic Secretariat.

##### **Professor Karen Nelson**

BIT(Hons) *Qld.UT*, PhD *Qld.UT*, PFHEA

Appointed in 2014 as the inaugural Pro Vice-Chancellor (Students). Member of the Academic Board, and Chair of the Learning and Teaching Committee, Member of Research Degrees Committee, Chair of Curriculum Advisory Group, Chair of the First Year Experience Reference Group, Chair of the Student Engagement Leadership Team, Member of the Equity and Diversity Committee, Chair of the Reconciliation Action Plan Review Committee, Member VCP Indigenous Advisory Committee. Chair of the RUN DVC/PVC Learning and Teaching Group, Director, Sunshine Coast Lightning Pty Ltd. Co-chair STARS Conference and Editor in Chief Student Success Journal, Member of the International Advisory Board for Centre for Transition and the First Year Experience, Member of the Editorial Board Active Learning in Higher Education. Active researcher in the areas of student engagement, student success and retention in higher education, and the first-year experience.



#### PRO-VICE CHANCELLOR (ENGAGEMENT)

##### EXECUTIVE DEAN, FACULTY OF ARTS, BUSINESS AND LAW

Responsibility and oversight for community engagement activities and partnerships. Also oversees the Faculty of Arts, Business and Law, comprising the School of Business, School of Communication and Creative Industries, School of Social Sciences, USC Law School, the Sustainability Research Centre, the Forest Industries Research Centre, the Tropical Forests and People Centre, the Centre for Human Factors and Sociotechnical Systems, the Engage Research Cluster and the Arts Research in Creative Humanities Cluster.

##### **Professor Joanne Scott**

BA(Hons) *Qld.*, GradCertEd *Qld.UT*, GradCertCulturalHtge *Deakin*, PhD *Qld.*

One of the longest serving members of the University. Became the inaugural Head of the School of Social Sciences (2006-2010), and chaired USC's Learning and Teaching Committee (2007-2010). Commenced her role as Executive Dean of the Faculty of Arts, Business and Law in January 2012, and her role as Pro Vice-Chancellor (Engagement) in January 2017. Member of Academic Board, Executive, Planning and Resources Committee and Senior Staff Forum, and chairs the Equity and Diversity Committee. Research interests include Australian and oral history.

#### EXECUTIVE DEAN, FACULTY OF SCIENCE, HEALTH, EDUCATION AND ENGINEERING

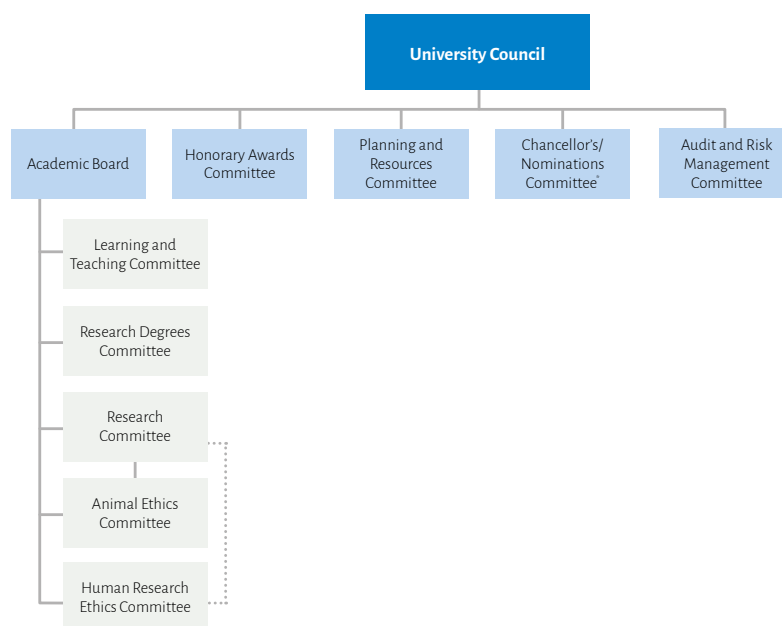
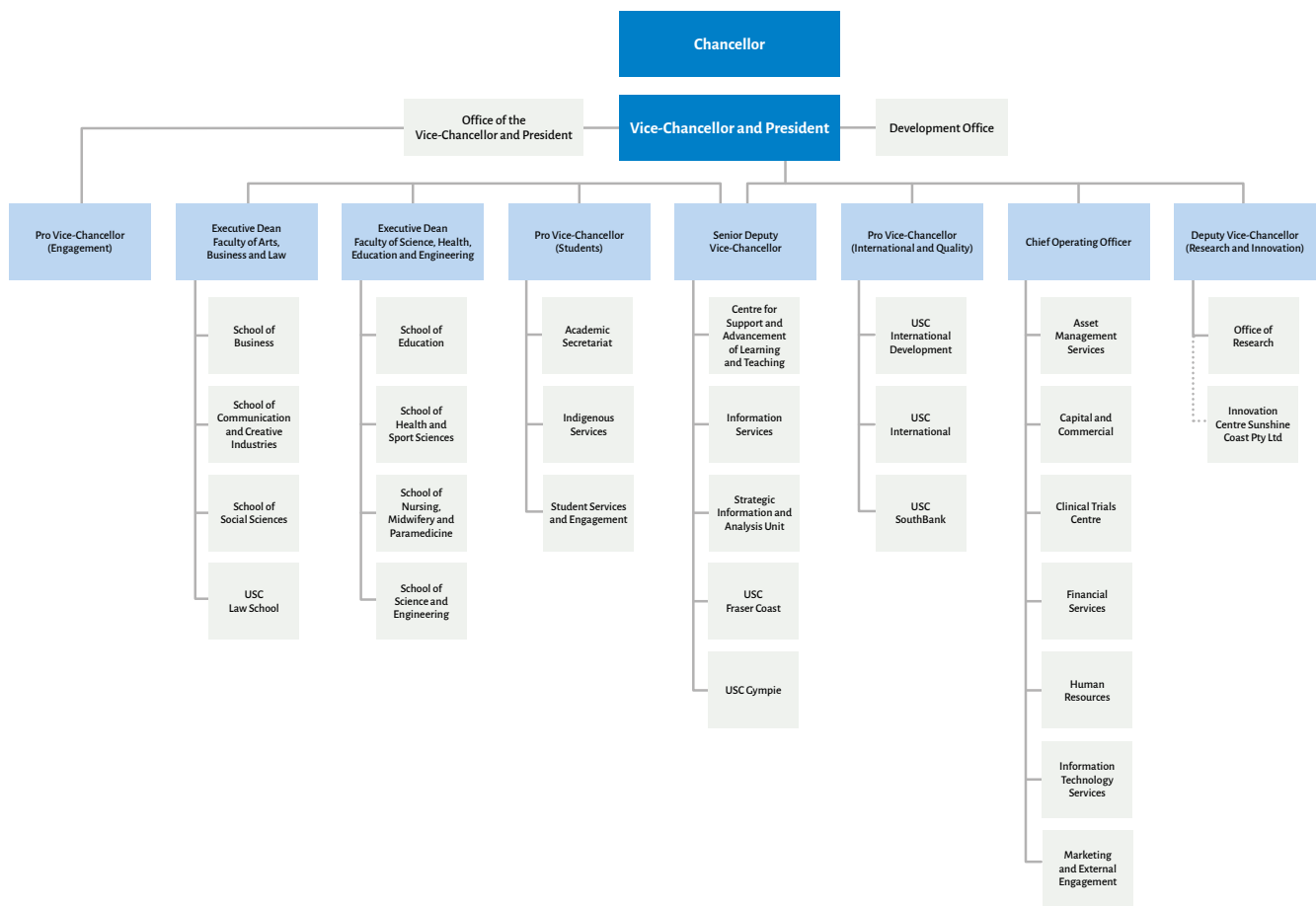
Oversees the Faculty of Science, Health, Education and Engineering, comprising the School of Science and Engineering, School of Education, School of Health and Sport Sciences, School of Nursing, Midwifery and Paramedicine, GeneCology Research Centre, Centre for Animal Health Innovation, Nursing and Midwifery Cluster for Research Excellence (NURTURE), Inflammation and Healing Research Cluster (INFLAME) and the Cluster for Health Improvement.

##### **Professor John Bartlett**

BSc (Hons) *Newcastle*, PhD *Newcastle*

Appointed to the University in 2011, taking up the position of Executive Dean, Faculty of Science, Health, Education and Engineering in February 2012. Member of Academic Board, Executive, Senior Staff Forum and Equity and Diversity Committee. Previously Head of the School of Natural Sciences and Dean-Elect of the School of Science at the University of Western Sydney and Acting Head, Institute of Materials Engineering and Science at the Australian Nuclear Science and Technology Organisation. Research interests include materials chemistry and nanotechnology.





*The Chancellor's Committee was replaced by the Nominations Committee by a decision of Council on 27 June 2017.*

# 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.

### In 2017 its members included:

- Senior Deputy Vice-Chancellor (Chair)
- Deputy Vice-Chancellor (Research and Innovation)
- Pro Vice-Chancellor (International and Quality)
- Pro Vice-Chancellor (Students)
- Executive Dean, FABL
- Executive Dean, FoSHEE
- Faculty Associate Deans (Learning and Teaching)
- Faculty Associate Deans (Research)
- Associate Dean (Health)
- Chairpersons of Academic Board standing committees
- Heads of Schools
- Three elected academic staff members from each faculty
- One undergraduate and one postgraduate student
- External representative of TAFE
- Director, Student Services and Engagement
- Director, Centre for Support and Advancement of Learning and Teaching
- Director, Information Services
- Director, Strategic Information and Analysis Unit

### The role of Academic Board is to:

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

In 2017, Academic Board met six times. The Board members did not receive any remuneration in 2017.

### The terms of reference of Academic Board in 2017 were as follows:

1. To monitor academic integrity and academic standards, and assure the quality of teaching, research and research training
2. To foster discourse and deliberation on issues related to higher education through informed and open discussion
3. To approve and amend academic policy
4. To foster excellence and innovation in teaching, learning, scholarship and research
5. To advise Council and make recommendations where appropriate on the academic strategic directions and practices of the University
6. To accredit the introduction of new programs and approve significant program amendments
7. To confer academic awards of the University, other than honorary awards.

### Academic Board decisions in 2017

- Academic Board received the Student Engagement and Retention Blueprint 2017–2020.
- Academic Board received the Blended Learning Strategy 2017–2020.
- Academic Board endorsed the University of the Sunshine Coast First Year Experience – Enabling Plan 2017–2020.
- Academic Board noted the Corporate Performance Report (Report of the University of the Sunshine Coast 2016–2020 Strategic Plan, May 2017) incorporating progress against strategic goals and the Academic Plan 2016–2020.
- Academic Board endorsed the response to recommendations of the review and implementation plan for the following reviews:
  - 2016 Review of the Information and Communications Technology program
  - 2016 Review of the Sport and Exercise Science programs.
- Academic Board received and noted final progress reports on the implementation of recommendations contained in the reports of the following program reviews:
  - 2014 Review of the Faculty of Science, Health, Education and Engineering
    - 2014 Review of the Occupational Therapy program
    - 2014 Review of the Paramedic Science program
    - 2014 Review of the Nutrition and Dietetics programs.
  - Academic Board endorsed a recommendation to establish an Academic Integrity Working Group and noted the draft Terms of Reference and membership.
  - Academic Board received progress reports from the Chairs of the Academic Board's Standing Committees in response to outcomes of the 2016 Academic Board Planning Day.

### Policy developments included:

- Endorsed and recommended the revision of the Human Research Ethics – Governing Policy for approval by Council.
- Endorsed and recommended the revision of the Animal Ethics – Governing Policy for approval by Council.
- Approved amendments to the Grades and Grade Point Average (GPA) – Academic Policy.
- Approved amendments to the Higher Degrees by Research – Academic Policy, and the associated Higher Degrees by Research Candidature – Procedures, Higher Degrees by Research Supervision – Procedures and Higher Degrees by Research Thesis Submission and Examination – Procedures.
- Approved the new Research Centres and Research Institutes – Academic Policy.
- Endorsed a proposal for new Health Research Ethics – Procedures.
- Rescinded the Research Concentrations – Academic Policy.
- Noted the new Social Media – Managerial Policy.
- Noted the new Determining Equivalence of Professional Experience to Academic Qualifications – Managerial Policy which addresses the Higher Education Standards Framework.
- Noted the new Anti-Discrimination and Freedom from Bullying and Harassment (Students) – Procedures.
- Noted the new Third Party Provider Coursework Program Arrangements – Procedures.

- Noted amendments to the Admissions – Procedures.
- Noted amendments to the Assessment: Courses and Coursework Programs – Procedures.
- Noted amendments to the Course Approval, Change and Discontinuation – Procedures.
- Noted amendments to the Enrolments and Graduation – Procedures.
- Noted amendments to the Monitoring Academic Progress and Exclusion – Procedures.
- Noted amendments to the Probation for Academic Staff – Procedures.
- Noted amendments to the Program Review – Procedures.
- Noted amendments to the Student Academic Misconduct – Procedures.
- Noted amendments to the Student Grievance Resolution – Procedures.
- Noted amendments to the Student Review and Appeals – Procedures.
- Noted amendments to the Student Fees, Charges and Refunds – Procedures.
- Noted amendments to the Workplace and Industry Placement – Procedures.

### Accreditation

The Academic Board monitored programs to ensure compliance with the Australian Qualifications Framework and conferred academic awards of the University, other than Honorary awards.

Academic Board accredited the following programs:

- ED706 Master of Teaching (Secondary)
- SC357 Bachelor of Biomedical Science (Accelerated)
- ED707 Master of Teaching (Primary)
- AR302 Bachelor of Social Science (Psychology) / Bachelor of Counselling
- AR303 Bachelor of Counselling/Bachelor of Human Services
- AR408 Bachelor of Communication (Honours)
- AR407 Bachelor of Creative Industries (Honours)
- ED605 Graduate Diploma in Montessori Education (Exit only)
- UC101 Diploma in Business Innovation
- UC102 Diploma in Creative Industries
- UC103 Diploma in Science and Technology
- UC104 Diploma in Social Industries

In 2017 the Academic Board noted the Vice-Chancellor and President's approval to discontinue the following programs:

- AR346 Bachelor of Public Relations
- BU350 Bachelor of Business (Supply Chain Management)
- ED603 Graduate Diploma in Education (Primary)
- SC394 Bachelor of Nursing Science/ Bachelor of Midwifery

- ED306 Bachelor in Education (Primary) (Graduate Entry)

Academic Board noted that the Vice-Chancellor and President approved a proposal to deliver the following programs at USC Caboolture from Semester 1, 2018:

- BU301 Bachelor of Business
- BU341 Bachelor of Business (Management)
- BU351 Bachelor of Business (Marketing)
- BU356 Bachelor of Commerce (Accounting)
- BU355 Bachelor of Business/Bachelor of Commerce (Accounting)
- AR338 Bachelor of Creative Industries (first year only)

### Annual Reports to the Academic Board

In 2017 the Academic Board received:

- The Annual Report on program changes and courses approved by the Learning and Teaching Committee in 2016
- Annual Report from the Executive Dean, FABL
- Annual Report from the Executive Dean, FoSHEE
- Faculty Annual Reports of the External Academic Advisory Committees
- 2016 research centre Annual Reports from:
  - Centre for Human Factors and Sociotechnical Systems
  - Centre for Animal Health Innovation
  - Forest Industries Research Centre
  - Centre for Genetics, Ecology and Physiology
  - Tropical Forests and People Research Centre
- 2017 Library Collections Status Report
- 2017 Learning and Teaching Week Report
- Higher Degrees by Research Performance Data End of Year Report 2016
- Higher Degrees by Research Performance Data Mid-year Report 2017
- Higher Degrees by Research Candidate Survey Report 2016
- Summary report of projects funded under the USC Learning and Teaching Grants Scheme 2016
- 2016 Annual Summary Report of Student Grievances from the Student Ombudsman
- 2016 Annual Summary Reports on Student Academic Misconduct





## Issues and strategic directions related to the higher education sector

Academic Board fostered discourse and deliberated on higher education matters including the following:

- The Terms of Reference for the 2018 External Review of Academic Board and Standing Committees.
- Academic Board noted the Higher Education Standards Panel findings on admissions (December 2016) and is exploring opportunities to improve the transparency of the University's admissions process.
- Academic Board took account of the Tertiary Education Quality and Standards Agency (TEQSA) Good Practice Note: Addressing Contract Cheating to Safeguard Academic Integrity and current trends to instigate improved measure in monitoring academic integrity and standards.
- Academic Board noted the University's Innovate Reconciliation Action Plan 2017–2019, which was approved by the Vice-Chancellor and President in January 2017, and received two progress reports.
- Academic Board noted progress towards providing all students with the opportunity to encounter and engage with Aboriginal knowledges and perspectives and Torres Strait Islander knowledges and perspectives as per the 2016 USC Framework for Embedding Aboriginal Knowledges and Perspectives and Torres Strait Islander Knowledges and Perspectives and the USC Innovate Reconciliation Action Plan 2017–2019.
- Academic Board engaged with the Innovation Centre Sunshine Coast to create stronger collaboration through partnering with regional organisations and appointing USC Student Ambassadors. Events held at the Innovation Centre created opportunities for USC students to gain to exposure to innovative and new research collaboration projects that aligned with flagship areas of USC.
- Academic Board received a status report on the opening of the Sunshine Coast University Hospital and the Sunshine Coast Health Institute, which is a partnership between Sunshine Coast Hospital and Health Service, TAFE Queensland East Coast, Griffith University and the University.

- Academic Board noted the 2017 Review of Technical Support Services (Faculty of Science, Health, Education and Engineering) report together with the Faculty's initial response to the recommendations contained in the Review on the provision of technical support for laboratory, fieldwork, workshop and simulation-based learning environments for teaching, research and engagement activities at the University.
- Academic Board received a status report on the transfer of the Queensland University of Technology's (QUT) Caboolture campus to USC, advising that an executive project led by the Senior Deputy Vice-Chancellor had been established to manage USC's transition in early 2017.
- Through discussions led by the Deputy Vice-Chancellor (Research and Innovation), Academic Board considered the funding implications given the introduction of a new formula for the allocation of research block grants, in line with the 2015 Watt Review of Research Funding and Research policy which proposed changes to funding for research, research support programs and research training programs.
- Academic Board received a report on opportunities following the successful bid for the National Centre for Timber Durability and Design Life grant (initially funded for five years) by the University in partnership with Forest and Wood Products Australia, Queensland Department of Agriculture and Fisheries and The University of Queensland to be centred at USC.
- Academic Board received the 2016 Internal Audit Report Research Ethics – Care and Use of Animals for Scientific Purposes 16.13 designed to evaluate the adequacy and effectiveness of internal controls in place to ensure the compliance with the Code and the *Animal Care and Protection Act 2001 (Qld)*.

## Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) has five major areas of responsibility:

1. Monitoring internal control and risk management
2. Monitoring of internal audit activities
3. Monitoring of external audit activities
4. Oversight and appraisal of financial reporting
5. Oversight of any fraud or ethics issues.

Membership of ARMC is approved by Council and consists of a minimum of four and a maximum of six persons and includes up to two members co-opted by the Chancellor and at least one other member of Council. 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. Additionally, at least one member should possess expertise within the education sector. The initial term of office of members is a period not exceeding three years, and may be extended for further terms subject to the composition and skill requirements of the Committee.

The ARMC's activities in 2017 were in accordance with its Terms of Reference and had due regard to Queensland Treasury's Audit Committee Guidelines. Four regular meetings and one informal meeting of the ARMC were held in 2017. Additionally, a Planning Day was held in September.

In 2017, the ARMC considered business items related to the following:

- Risk management and monitoring
- Cyber security
- Procurement analysis
- Business continuity planning
- Health, safety and wellbeing
- Internal Audit Charter
- Reviews of governing policies, including the Audit and Assurance Governing Policy
- Research Ethics – Care and Use of Animals for Scientific Purposes Audit Report
- Development of new campuses and other key initiatives being explored by Management
- Progress reports on performance against the USC Strategic Plan

- Auditor-General's Report to Parliament for 2016
- Planning for future pedagogies
- Review of Risk Management Framework
- Guidelines on the duties and liabilities of Council members
- TEQSA's 2017 USC Risk Assessment
- Insurance
- Legislative compliance
- USC 2016 Annual Financial Statements
- Innovation Centre Sunshine Coast's 2016 Annual Financial Statements
- Composition and membership of ARMC

Additionally, ARMC considered 2017 Internal and External Audit Plans and audit reports in the areas of e-commerce, animal research ethics, ATMC Partnership Agreement, integration and management of multiple campus locations, higher degree by research student administration, review of the University's project management framework, ESOS compliance and grant acquittals.

Held in September, the 2017 ARMC Planning Day focused on developments in the higher education sector, external audit perspective on sector issues, progress of strategic imperatives, ARMC's role and responsibilities, risk management, internal audit and assurance.

The outcomes of the Committee's discussions and advice to Council were provided to Council via the minutes of its meetings.

Non-staff members on the Audit and Risk Management Committee did not receive any remuneration in 2017.

## Planning and Resources Committee

The role of the Planning and Resources Committee (PRC) is to recommend the strategic directions of the University to Council, in the context of development of the University's plans and their resourcing strategies. The Committee also provides advice to Council on issues arising from these plans. The key areas of concern to the Committee are planning and strategy, financial resources, asset management (including information technology) and human resources.

Members of the PRC include the Deputy Chancellor (who currently chairs the Committee), the Vice-Chancellor and President, one Executive Dean, four external members with specific expertise in strategic financial management and planning, and up to two members co-opted by the Chancellor.

The Chancellor, Senior Deputy Vice-Chancellor, Chief Operating Officer and Chief Financial Officer attend meetings of the Committee and have participating, but not voting, rights.

Five regular meetings of PRC were held in 2017.

In 2017, PRC considered matters in relation to the following areas:

- 2017 Corporate Performance Reports of the 2016–2020 Strategic Plan
- 2017 Operational Plan status reports
- Academic Performance Report
- Proposed Academic Plan key performance indicators
- Quarterly Budget Reports
- Quarterly Investment Reports
- 2018–2022 Annual Budget
- 2016 USC Annual Financial Statements
- 2016 Student Guild Annual Financial Statements
- USC's 10-Year Financial Model
- USC Strategic Statement on Sustainability
- Updates on new campus developments and initiatives
- Caboolture Business Plan
- Financial performance across teaching locations
- Expenditure of donated funds
- Reports on student enrolments
- Blended Learning Statement
- Development of a set of principles to guide borrowing
- Space Management Report
- Report on Office Space Utilisation
- Socially responsible investing and investment options
- Review of PRC business and determining the focus for 2017
- Presentation on the Carbon Management Plan

- Presentation on the planning for future pedagogies
- Presentation on transitioning to new IT systems and key software systems used at USC
- Presentation on the Moreton Bay project
- Presentation on Workforce Planning/ Staff Assessment Management
- SWOT analyses from Centre for Support and Advancement of Learning and Teaching, Human Resources and Information Technology Services
- Report on USC Retail
- Energy efficiency project
- Credit rating application
- Workspace Utilisation Report
- Teaching Space Management Report
- Capital, Commercial and Asset Management Reports
- Procurement
- Sustainability management
- 2018 Schedule of Student Fees
- Reports of the meetings of the Innovation Centre Sunshine Coast Pty Ltd (ICSC) Board
- ICSC strategic directions
- Membership of the ICSC Board
- Report on a proposed review of Council and its committees
- PRC SWOT analysis
- PRC's composition and terms of reference
- Membership of PRC

Non-staff members on the Planning and Resources Committee did not receive any remuneration in 2017.

## Honorary Awards Committee

The Chancellor chairs the Honorary Awards Committee, which seeks, considers and recommends to Council nominations for honorary awards, in accordance with the University's Honorary Awards – Governing Policy and Procedures. In addition to the Chancellor or their nominee (Chairperson), the Committee's composition includes the Vice-Chancellor and President, the Senior Deputy Vice-Chancellor and up to three University Council members. The Honorary Awards Committee met three times in 2017 to consider nominations and the following honorary awards were conferred.

### EMERITUS PROFESSOR

- Professor Doug Mahar

### DOCTOR OF THE UNIVERSITY

- Dr Bruce Dawe AO
- John Sinclair AO

### SENIOR FELLOW OF THE UNIVERSITY

- Dr Rustum Sethna
- Helen Sethna
- Steve Hall

### DISTINGUISHED COMPANION OF THE UNIVERSITY

- Patricia Allen
- Dawn Oelrich



## Innovate Reconciliation Action Plan 2017–2019

The Innovate Reconciliation Action Plan 2017–2019 (RAP 2017–2019) was approved by the Vice-Chancellor and President in January 2017 and endorsed by Reconciliation Australia in early 2017.

The RAP 2017–2019 is based on four themes: relationships, respect, opportunities and tracking progress and reporting.

The Vice-Chancellor and President's Reconciliation Action Plan (RAP) Review Committee was established in August 2017 and has a primary role to develop and implement a systematic monitoring and reporting process for the duration of the RAP 2017–2019. In November 2017, the RAP Review Committee received reports from all responsible officers on progress against planned actions. Progress reports were provided to the Vice-Chancellor and President's Indigenous Advisory Committee in June and December 2017.

Significant achievements reported on during 2017 under the four themes include:

### RELATIONSHIPS

The University commemorated National Sorry Day in May 2017 with the planting of a native hibiscus (*Gossypium sturtianum*). This significant event gathered Elders and community members from the Sunshine Coast, Gympie and Fraser Coast campus areas and gave them the opportunity to connect and provide comfort to each other. The native hibiscus symbolises the scattering of the stolen generations and was adopted because it is found widely across Australia and it is a survivor. The flower's colour denotes compassion and spiritual healing.

### RESPECT

The Indigenous Education Symposium was held in the middle of the campus over three days and generated valuable discussion on Indigenous education, research, history and cultural values from an Indigenous perspective. The Symposium highlighted nationally celebrated speakers and involved guest panellists, academics, students and significant local Aboriginal and Torres Strait Islander people.

### OPPORTUNITIES

The University initiated opportunities for staff and community members to gain an appreciation of local Aboriginal history and culturally significant sites on the Sunshine Coast through 'Walk on Country' tours.

### TRACKING PROGRESS AND REPORTING

The University responded to a RAP Impact Measurement Questionnaire which was submitted to Reconciliation Australia, and this process of reflection has contributed to improvements for future planning of the RAP.

The artwork above, painted by Lyndon Davis in 2016, was specifically commissioned for the Reconciliation Action Plan. Lyndon Davis is from the Mooloolah River and Sunshine Coast Gubbi Gubbi/Kabi Kabi Country and is a Senior Fellow of USC.

#### Rainmaker

"Weeyal (black cockatoo) flying low overhead tells me that rain is coming. The rain comes to feed the Bunya trees so that we can harvest more fruit. Bunya trees are unique to the Sunshine Coast region and the traditional Rainmakers called for the Bunya to grow and provide us with nourishment. The Rainmakers hold a feather from the Weeyal during ceremony to signify the strong bond with this totem animal. This artwork portrays Weeyal and the coming rain. The Bunya trees along with the surrounding mountains and water holes are represented behind Weeyal. Nourishment and growth are depicted through this story."





## Building regional and community capacity

In 2017, USC made direct and varied contributions to the Queensland Government's objectives for the community (available online at [premiers.qld.gov.au/publications/categories/plans/governments-objectives-for-the-community.aspx](http://premiers.qld.gov.au/publications/categories/plans/governments-objectives-for-the-community.aspx)).

### DELIVERING QUALITY FRONTLINE SERVICES

In 2017, USC has continued to achieve better education and training outcomes for its graduates, and has supported disadvantaged Queenslanders through a range of educational support programs for low-SES students and community members.

USC's ongoing teaching and research strength in nursing, midwifery, paramedic science, occupational therapy and the health sciences contributes to strengthening Queensland's public health system, as does its role as a partner in a range of collaborative health facilities, including public mental health clinics, clinical trials facilities and the Sunshine Coast Health Institute at the Sunshine Coast University Hospital.

### CREATING JOBS AND A DIVERSE ECONOMY

As a higher education provider, USC plays a direct role in increasing workforce participation and stimulating economic growth by producing skilled graduates who are responsive to economic and labour market conditions across Queensland.

As the University grows, it is committed to working with government, industry and its local communities to ensure it delivers educational opportunities and outcomes to meet the diverse economic and social needs of its regions.

### PROTECTING THE ENVIRONMENT

Environmental sustainability is one of USC's key research strengths. Areas of focus include the impacts of climate and environmental change, animal and marine ecology, and sustainable aquaculture, agriculture and forestry practices.

USC researchers regularly work with government and industry on collaborative projects designed to conserve nature and heritage, and to ensure sustainable management of natural resources. In particular, 2017 saw several researchers work directly on projects aimed at protecting the Great Barrier Reef.

USC study programs in Environmental Management, Engineering and Urban Design and Town Planning include a core focus on sustainable management of natural resources and responsible urban and regional development.

### BUILDING SAFE, CARING AND CONNECTED COMMUNITIES

Under the Strategic Plan 2016–2020, one of USC's key strategic goals is to be an engine of regional capacity building from Brisbane to the Fraser Coast.

This goal aligns with the Queensland Government's objective of building regions, and includes a variety of educational, economic and community engagement activities designed to harness the opportunities of the knowledge economy and unlock the full human potential of USC's regions.

# Statutory obligations and compliance

## Monitoring quality

USC 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 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 top-level plans, such as those supporting improving student success, increasing research productivity and impact, expanding campuses and study nodes, improving institutional effectiveness, and strengthening leadership in sustainability and engagement with community.

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

USC has not been subject to external review over the course of this reporting period.

During 2017, the following scheduled external reviews were undertaken:

- Faculty of Arts, Business and Law
- Centre for the Support and Advancement of Learning and Teaching (C-SALT)

Scheduled external reviews of the following programs were undertaken:

- Bachelor of Commerce (Accounting)
- Bachelor of Commerce (Financial Planning)
- Bachelor of Commerce (Honours)
- Master of Professional Accounting
- Bachelor of Social Work
- Master of Social Work (Qualifying)

An external review of the Foundations of University Teaching was also completed.

There continued to be ongoing reporting and monitoring of progress in the implementation of, and outcomes from, action plans arising from the cyclic external review processes held since 2015.

The quality and standards framework is available online at [usc.edu.au/quality](http://usc.edu.au/quality)

## Internal audit

USC is committed to maintaining an efficient, effective and economical internal audit function as required by the *Financial and Performance Management Standards 2009*, and ensures that all internal audit activities remain free of influence by any organisational elements.

The primary purpose of USC's Internal Audit function is to add value to the University's operations by providing an independent appraisal and advisory function for Council, ARMC and Executive, thereby assisting the University in realising the corporate goals outlined in its Strategic Plan 2016–2020. This is achieved by examining and evaluating the adequacy, effectiveness and efficiency of risk management, systems of internal control, governance, performance and compliance matters (including workplace health and safety), and the quality of management systems in an independent and professional manner.

The Internal Audit function is governed by the University's Audit and Assurance Framework – Governing Policy and associated Internal Audit Charter, which requires Internal Audit to comply with the International Standards for the Professional Practice of Internal Auditing (available on the USC website at [usc.edu.au/audit](http://usc.edu.au/audit)). The function also has due regard to Queensland Treasury's *Audit Committee Guidelines*.

Internal Audit works in accordance with a three-year Strategic Internal Audit Plan and a one-year Operational Internal Audit Plan, which is reviewed and approved by Council. In addition, Internal Audit prepares individual audit plans or scoping documents for all proposed audits, developed using a risk-based methodology (with input from senior management and ARMC) to identify and prioritise audit tasks based on a risk assessment of USC's operations. This process takes account of materiality, level of assessed risk, significance in terms of organisational impact and public accountability.

In 2017, achievements included:

- Developed and delivered a risk-based annual plan of audits approved by Council and completed five audit reports, covering assurance about and recommendations improving the effectiveness of controls, systems, project management and compliance.

- Increased audit focus on improving business and strategic performance, with greater than 30 percent of recommendations being focused on improving key strategic and operational processes.
- Actively monitored and reported to ARMC on the implementation of agreed audit recommendations.
- Evaluated and validated the processes in place to manage the administration of higher degree by research students over the course of the student lifecycle, from admissions to graduation.
- Evaluated the effectiveness of processes developed to manage multiple campus locations and the deployment of the centre-led operational service delivery model in supporting the operations of satellite campus locations.
- Reviewed USC's managed campus arrangements, including evaluation of compliance with the ESOS Act.
- A post-implementation review of USC's project management framework.
- Coordination of external audit and acquittal of grants in accordance with the relevant grant instrument.

Full details of the Internal Audit function's role, authority, responsibilities and operational independence are available at [usc.edu.au/audit](http://usc.edu.au/audit)

## External scrutiny

In June 2017, the Queensland Audit Office (QAO) report 'Universities and grammar schools: 2016 results of financial audits (Report 18: 2016–17)' was tabled in the Queensland legislative assembly. This report summarises the results of QAO financial audits of the seven Queensland public universities and their controlled entities with a financial year end of 31 December 2016. It provides an overview of the universities' finances at 31 December 2016 and of the financial accounting issues that arose during the audits.

The full report is available at: [qao.qld.gov.au/reports-parliament/universities-and-grammar-schools-2016-results-financial-audits-report-18-2016-17](http://qao.qld.gov.au/reports-parliament/universities-and-grammar-schools-2016-results-financial-audits-report-18-2016-17)



## Benchmarking

During 2017, USC participated in a range of academic, industry and professional benchmarking activities as part of its quality assurance and continuous quality improvement processes. Cumulative inventories of benchmarking activities are maintained and updated annually. Benchmarking activities and findings are used for identifying and planning improvement actions and setting or adjusting performance or improvement targets.

## Controlled entities

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

## Best practice for governance

USC complies with the Voluntary Code of Best Practice for the Governance of Australian Universities, as implemented by the industry body Universities Australia.

USC is registered in the Australian University provider category on the Australian Government's Tertiary Education Quality and Standards Agency (TEQSA) National Register of higher education providers, and is authorised under the *Tertiary Education Quality and Standards Agency Act 2011* to self-accredit each course of study (program) that leads to a higher education award that it offers or confers. Every seven years the University undergoes a re-registration process by TEQSA, where it demonstrates its ongoing compliance with the Higher Education Standards.

USC is also registered on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS), CRICOS Provider Number: 01595D.

## Ethical standards

In compliance with the *Public Sector Ethics Act 1994*, the University's Staff Code of Conduct – Governing Policy (the Code) defines acceptable conduct for USC staff. The Code is shaped around four key ethical principles intended to guide ethical decision making and behaviour:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency

USC maintains a Staff Code of Conduct webpage to provide further education for staff, providing a basis for discussion at work area meetings on the meaning of the Code.

## Student grievances

USC's Student Grievance Resolution – Governing Policy provides a framework to administer, manage and report on student grievances. In 2017, the Offices of the Senior Deputy Vice-Chancellor and Pro Vice-Chancellor (Students) received and investigated 21 student grievances and five formal complaints.

## Leadership and workforce development

### WORK-LIFE BALANCE INITIATIVES

USC provides 26 weeks' paid parental leave, with the option to be paid on a 50 percent basis over the 52-week parental leave period. The University also provides flexible work arrangements and job-sharing options for staff returning from parental leave. A privately owned and operated childcare facility is available on campus for staff and students.

USC ensures staff and students are provided with relevant information and support as required. At the time of a staff member's commencement, USC provides information with regard to carer's leave and flexible working options to assist in caring responsibilities. Due to the flexible working options available, staff who identify as carers are supported to meet both their work and caring responsibilities.

This information is available on the MyUSC portal for staff to access. The University's Employee Assistance Program also includes provision of support to staff family members.

USC supports the Queensland Carers Charter as detailed in the *Carers (Recognition) Act 2008 (Qld)*, through flexible work practices and remote access facilities for staff and students.

Staff are provided opportunity to comment on any proposed changes to policy relating to carer's leave or flexible working options. This includes conducting focus groups with affected staff members for consideration in the formulation of those policies.







### WORKFORCE PLANNING, ATTRACTION AND RETENTION

As at 31 March 2017\*, the Full Time Equivalent (FTE) staffing was 1,232, inclusive of casual staff. This was a seven percent increase on 31 March 2016. The University maintains a number of key policies and procedures related to workforce development and management, including Workforce Planning and Staff Recognition and Reward.

During 2017, USC appointed one senior staff member: Head, School of Communication and Creative Industries.

### WORKPLACE HEALTH, SAFETY AND WELLBEING

USC is committed to ensuring the health, safety and wellbeing of all staff, students, visitors, volunteers and contractors. 2017 brought a focus on key areas such as further integration of the risk management safety system, enhancing safe work systems within the faculties, improving workplace ergonomics, and performing audits of all campuses and study nodes.

USC continued to maintain a high level of support for injury management, with an emphasis on early intervention and client service. This support allows injured staff to safely continue working or return to work as soon as possible following an injury.

In 2017, the University had a total of 21 claims accepted by WorkCover Queensland, with an average time lost to injury of 27 days per workers' compensation incident.

Our leadership and commitment extends beyond legislative requirements and aims to promote wellbeing to the USC community. To support this, health and wellbeing program activities and initiatives engaged staff through training and development opportunities, sporting and social competitions, awareness day events, access to corporate private health and gym membership discounts, an employee assistance program, and employer-funded influenza immunisation.

### PERFORMANCE MANAGEMENT FRAMEWORK

USC has a Performance Management Policy and Performance Planning and Review (PPR) Policy and Procedures, with ongoing and fixed-term staff participating in an annual PPR process.

### LEADERSHIP AND MANAGEMENT DEVELOPMENT

USC has maintained its commitment to the delivery of a comprehensive range of leadership and management development activities during 2017. Programs offered included PPR supervisor training; recruitment, selection and appointment training; media interview training for academics; a leadership workshop series; and sessions on positive influence skills, presentation skills, developing resilience and optimism, courageous conversation, LGBTI 101, capitalising on natural team style at work, customer service, and 'Moving from Busyness to Effectiveness'.

Key staff also undertook Code Black training, which covered risk identification and approaches to threat management within a University setting.

Executive staff and senior managers also participated in the annual Senior Staff Retreat and four Senior Staff Forums, for which one of the specific and stated aims is professional development.

USC's Study Assistance program continues to prove effective in the development of professional staff, providing opportunities to further their education through tertiary qualifications. In 2017, eight staff commenced study while being supported by the Study Assistance program.

In 2017, 10 staff commenced the online Emerging Leaders and Managers Program (eLAMP) run by LH Martin Institute for new and aspiring tertiary education managers. To support these staff, Human Resources hosted a monthly eLAMP Community of Practice.

USC participates in an OD Network group (as part of the RUN group) which encourages best practice in the delivery of organisational development for academic and professional staff within the tertiary sector.

### POLICY REVIEW

The University reviewed a number of policies during 2017, including the Academic Promotion Policy, Academic Staff Qualification Equivalency Policy, Adjuncts and Visiting Appointments Policy, Parental Leave Policy and Probation Policy.

These and other University policies and procedures are available on the USC website at [usc.edu.au/policy](http://usc.edu.au/policy)

\*Figures are the most up-to-date available at time of publishing.

# Information systems and record keeping

## Information privacy

USC has policies and procedures in place to ensure the appropriate management of personal information, in compliance with the requirements of the *Information Privacy Act 2009*. A privacy statement is available on the USC website, and appropriate privacy statements are included on USC forms. USC's policy approach to information privacy is included in its Information Management Framework – Governing Policy, with procedures outlined in the Information and Records Management – Procedures and processes for the collection, use and storage of personal information outlined in the Guideline on Personal Information.

These and other University policies and procedures are available on the USC website at [usc.edu.au/policy](http://usc.edu.au/policy)

No formal requests were processed under the Information Privacy Act in 2017.

## Right to Information

USC has policies and procedures in place to provide information proactively and to respond quickly to requests for information, in compliance with the *Right to Information Act 2009*.

USC's policy approach to Right to Information is included in its Information Management Framework – Governing Policy. Procedures for the management of Right to Information requests are included in the Information and Records Management – Procedures.

The Publication Scheme on the USC website outlines the classes of information available publicly and is updated regularly. A Disclosure Log provides details of information released in response to formal RTI applications. Requests for information are managed through administrative release processes wherever possible.

One formal request under the Right to Information Act was processed in 2017.

## Records management

USC takes a holistic approach to records management, with Information Management Services staff providing professional advice on formal recordkeeping and broader information management issues.

USC has a formal corporate recordkeeping system, and a number of other systems approved under ISO 16175.3 for in-place recordkeeping. Records management is governed by the Information Management Framework – Governing Policy and the Information and Records Management – Procedures.

Work continues on the implementation of an enterprise content management system (ECM) to provide whole-of-University electronic document and records management, automated workflows, and information and process governance. In 2017, this project delivered an electronic document and record management system (eDRMS) to support and facilitate more efficient work processes for recordkeeping compliance, and improvements in the management of unstructured information assets. Processes were also delivered in support of the management of ICT contracts.

## Administrative systems and information technology

In 2017, USC continued to deliver significant ICT outcomes through the development of solutions and implementation of infrastructure designed to support growth and enable organisational transformation. Notable outcomes include:

**Digital Student Data:** This project saw the delivery of a higher education sector-wide solution that provides high-integrity access to student qualification credentials.

**Student printing:** Following the receivership of the company delivering USC's student printing solution, it was necessary to select and migrate to an alternate provider. The transition was performed seamlessly by mid year, with the new system offering potential for broader rollout to support staff printing in future.

**Curriculum Information Management (CIM):** This project is designed to enhance the student experience by improving the enrolment process and the provision of program information to students. Outcomes to be delivered in 2018 will also streamline business processes related to enrolments, progression management and graduations, and provide program and course data for use by subsequent and supporting systems.

**Research management:** Several projects have been progressed to improve the management of HDR students, including upgrades to the ResearchMaster system and implementation of the enrolment processes in the Student Information System. Planning has progressed on the development of process workflows and a dashboard to support the full HDR student lifecycle.

**Digital Workplace (collaboration):** Further development implemented team sites in SharePoint that will promote collaboration through committees, projects and communities of practice, as well as teams and small groups. This environment supports improved document management and is supported by a data backup solution.

**eRecruitment:** Following an upgrade to the Human Resources system and the release of an improved user interface, the eRecruitment module was successfully delivered mid year. Further capabilities through the eLearning module will be reconsidered in 2018.

**Data Warehouse:** In 2017, the project focused on capturing data from USC's Student Information System and the development of a suite of business intelligence reports and analyses relating to key student performance measures, which have been steadily released to all USC staff for self-service access.

**DataHub:** The integration of USC data through the DataHub project continues to simplify the technical environment, increase operational efficiency and improve data integrity by eliminating the need to re-enter data. This initiative also supports the needs of the Data Warehouse and other institutional reporting and analytics needs, and allows for improved support for data integration when adopting cloud-based systems.

**Client self-service:** Technology self-service support for staff was established with the delivery of TechConnect, and Asset Management Services delivered a client self-service solution (AMSCoconnect). Both systems support the services commonly requested by staff across the IT and facilities management domains. To be further developed and potentially rolled out for other service areas.





**Identity self-service:** The automation of account creation, access rights and password management to support the needs of members of the broader USC community is now being delivered through self-service managed directly by departments. This provides a more timely service and reduces significant overheads.

**Zoom video conferencing:** The Zoom conferencing solution has been implemented and widely adopted by staff for desktop video conferencing. The system is being extended to support meeting, collaboration and screen sharing capabilities for room-based and teaching space video conferencing, with a reference group identifying use cases. A room-based video conferencing facility in the Chancellery will be available in early 2018. All existing video conferencing-enabled spaces are now Zoom compatible.

**Desktop computing:** 2017 saw the completion of the Windows 10 rollout to all staff, with student computers to be finalised in the leadup to Semester 1, 2018. Improvements in the management of iOS devices, and the broader rollout and adoption of virtualised environments through Citrix, allowed for greater staff and student mobility.

**eResearch:** A considerable focus in 2017, with dedicated staff working closely with research staff. Capabilities delivered included access to sector-delivered and on-campus computational resources, research data storage, software and applications needs, visualisation and photogrammetry needs, and consideration of future needs.

**New sites and facilities:** Major new facilities were delivered at the Sunshine Coast Health Institute (SCH), along with further development at the Thompson Institute, USC SouthBank and Dilli Village. Services were established to support USC's partnership with the Sunshine Coast Lightning and the needs of the Australian Cycling Academy.

The Caboolture campus transfer required significant investment to realise integrated operations from the start of 2018, including the establishment of network connections, replacement of end-of-life infrastructure and PCs, upgrades to the AV in several teaching spaces, and training and induction to support staff migration to USC services.

Planning continues for USC Moreton Bay in relation to ICT needs and to deliver a smart campus. A MOU was established with Microsoft, and subsequent workshops identified a range of opportunities to be pursued as the campus progresses from concept to realisation. Specifications for anticipated spaces have been prepared, and will be refined and applied as the design of the site progresses leading up to operations in 2020.

**Replacement of ICT infrastructure:**

The annual funding allocation to support the continual refresh of USC's ICT infrastructure continues to serve the organisation well, while being challenging within a constrained fiscal environment. Upgrade and replacements occurred for personal computing, audio-visual systems, servers and storage, network and communications, supporting the University's continued growth.

AARNet network link upgrades (commenced in 2016) were finalised across 2017 to deliver a wide area network (WAN) link to the SCH and Thompson Institute. Together with the upgrade to AARNet 4, and the establishment of a secondary link onto the Sunshine Coast campus, this will see the delivery of a full-redundancy, 10-gigabyte network between Sippy Downs and Brisbane.

Midyear saw the replacement of the firewall, although technical challenges are being worked through with the vendor to increase reliability of services. The University's load balances were also replaced, delivering significant improvements in performance to support USC's needs for years to come.

University of the Sunshine Coast

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# Financial review

The University's financial position has continued to strengthen this year as a result of increased student load. Other revenue increases include the recovery of fitout costs incurred at USC SouthBank, significant philanthropic donations and continuing increasing research and consultancy efforts.

Results for the year included an operating surplus of \$18.5 million (2016 re-stated: \$30.7 million), with an operating margin of 6.7 percent (2016 re-stated: 12.3 percent).

Note the 2016 operating result includes a gain on assets acquired at less than fair value of \$12.6 million in relation to the acquisition of the Fraser Coast campus from the University of Southern Queensland and a re-statement for donated art acquisitions of \$1.9 million.

## Income and expenditure

Total income for the year was \$274.3 million – an increase of \$24 million (9.6 percent) on the previous year. USC experienced continued growth in Commonwealth-funded student places and an increase to fees and charges received due to additional student enrolments at ATMC facilities in Sydney and Melbourne.

Funds derived from government sources (including advance payments in relation to HECS-HELP and capital funding, but excluding up-front student fees) totalled \$191.1 million or 69.7 percent of revenue, an increase of \$13.5 million (7.6 percent) on the previous year's funding.

Expenses for the year totalled \$255.9 million – an increase of \$36.3 million (16.5 percent) expended in the previous year. This increase can be attributed to: an increase in employee benefits due to the 3.0 percent administrative wage increase; an increase in provisioning for long service and annual leave due to ageing of the workforce; increased consultancy arrangements to maximise expertise; increased leasing fees and associated outgoings due to new teaching locations secured; and increases in partnership, scholarship and travel payments from contracted research grants.

## Asset growth

At year's end, the University's net assets totalled \$432.1 million – \$40.6 million (10.4 percent) more than in the previous year. This reflects the heavy investment in property, plant and equipment during 2017, with the capital investments to the High Performance Sports Strategy and the Health Agenda, South Bank campus and Thompson Institute. It also reflects the reduction of long-term borrowings through regular premium payments, movements in leave provisions and a desktop revaluation of land, buildings, infrastructure and significant investment holdings.



## Budget vs Actual 2017 | Actual 2017 vs Actual 2016

	2017				2016	
	ORIGINAL BUDGET \$'000	AUGUST REFORECAST \$'000	ACTUAL \$'000	VARIANCE ACTUAL vs REFORECAST	ACTUAL RE-STATED \$'000	VARIANCE ACTUAL 2017 vs 2016
<b>STATEMENT OF COMPREHENSIVE INCOME</b>						
Revenue and income from continuing operations	260,901	284,258	273,512	-4%	249,655	10%
Expenses from continuing operations	257,585	261,282	255,075	-2%	218,980	16%
<b>Operating result after income tax for the period</b>	<b>3,316</b>	<b>22,976</b>	<b>18,437</b>	<b>-20%</b>	<b>30,675</b>	<b>-40%</b>
Gain (loss) on revaluation of land and buildings, net of tax	–	–	17,455	100%	22,602	-23%
Share of other comprehensive income on investments accounted for using the equity method	–	–	4,672	100%	1,829	155%
<b>Total comprehensive income attributed to members of the University of the Sunshine Coast</b>	<b>3,316</b>	<b>22,976</b>	<b>40,564</b>	<b>77%</b>	<b>55,106</b>	<b>-26%</b>
<b>STATEMENT OF FINANCIAL POSITION</b>						
Current assets	60,015	105,662	97,011	-8%	83,824	16%
Non-current assets	400,432	392,643	386,054	-2%	359,372	7%
<b>Total assets</b>	<b>460,447</b>	<b>498,305</b>	<b>483,065</b>	<b>-3%</b>	<b>443,196</b>	<b>9%</b>
Current liabilities	31,192	36,185	41,619	15%	40,673	2%
Non-current liabilities	36,111	34,458	9,543	-72%	11,184	-15%
<b>Total liabilities</b>	<b>67,303</b>	<b>70,643</b>	<b>51,162</b>	<b>-28%</b>	<b>51,857</b>	<b>-1%</b>
<b>Net assets</b>	<b>393,144</b>	<b>427,661</b>	<b>431,902</b>	<b>1%</b>	<b>391,338</b>	<b>10%</b>
Reserves	162,248	156,345	163,197	4%	141,070	16%
Retained surplus	230,896	271,316	268,705	-1%	250,268	7%
<b>Total equity</b>	<b>393,144</b>	<b>427,661</b>	<b>431,902</b>	<b>1%</b>	<b>391,338</b>	<b>10%</b>

Data relates to Parent entity.

# Financial Statements

Report by members of the University Council

For the year ended 31 December 2017

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 2017 financial year on the consolidated entity consisting of the University of the Sunshine Coast and its controlled entities, the Innovation Centre Sunshine Coast Pty Ltd (ICSC), USC Capital and Commercial Pty Ltd (C&C), and Thompson Institute Pty Ltd.

It is recommended that this report be read in conjunction with the full details published in the 2017 Annual Report. The Annual Report provides a comprehensive record of the University's performance in 2017, plans for the future and achievements documented against the aims and objectives of the University's Strategic Plan 2016-2020.

## Members of the University Council

The following persons were members of the Council during 2017.

### Name and Qualifications

### Appointment / Election / Resigned / Retired / Term completed

#### Chancellor

Mr John DOBSON OAM

Retired 31 March 2017

Air Chief Marshal Sir Angus HOUSTON AK, AFC (Ret'd)

Appointed 01 April 2017

#### Deputy Chancellor

Mr Bruce COWLEY, BCom, LLB(Hons) Qld, FAICD

Resigned 03 March 2017

Mr Scott WILLIAMS, AM, QDAH Qld, BEc, GradDipCompSc GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt UNE, FAICD

Appointed 11 April 2017

#### Vice-Chancellor and President

Professor Greg HILL, CertTeach Kelvin Grove Teach.Coll., BA(Hons) Qld, PhD Qld.

#### Chairperson of the Academic Board

Professor Birgit LOHMANN, BSc (Hons) Adel., PhD Flin, FAIP, GAICD

#### Six members appointed by the Governor in Council\*

Ms Debra BENNET

Ms Sandra BIRKENSLEIGH, BCom UNSW, CA, CCP Fellow, GAICD

Appointed 04 May 2017

Mr Bruce COWLEY, BCom, LLB(Hons) Qld, FAICD

Resigned 03 March 2017

Dr Suzanne INNES, BA (Hons), BEdSt Qld., GradCertTESOL UNE, MSchM EdD C.Qld.

Ms Julie-Anne MEE, BBus C.Qld., MAdmin Griff, FCPA

Term concluded 08 December 2017

Ms Jacquelyn WRIGHT, BBus(Comp) NTU, Master of Computing Studies Deakin, GDipEd(Adult) S.Aust., GDipEd(Primary) NTU

#### Two members of the University's academic staff

Professor Robert ELLIOT, BA(Hons) NSW, MA La Trobe, DipEd Melb., PhD Qld.

Term concluded 08 December 2017

Dr Mark SAYERS, BAppSci CCAE, MAppSci UC, PhD RMIT

Professor Tim PRENZLER, PhD Griff., MA Qld., BA(Hons) Griff., GradDipT Griff.

Appointed 09 December 2017

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

Mr Jon DICKINS, BA(Hons) Griff

Term concluded 08 December 2017

Dr Ruth GREENAWAY, PhD Qld.UT, MLM C.Qld, BA W.Syd, GradDipEd NSW, SFHEA

Appointed 09 December 2017

\*The appointments of the six Council members appointed by the Governor in Council (GIC) expired on 8 December 2017. Due to the Queensland State Government election in late 2017, no decision on the appointment of Council members appointed by the GIC could be made during the caretaker period. The Council approved the extension of the appointments of three members appointed by Council to 11 April 2018 while the GIC appointment process continued.

# Financial Statements

Report by members of the University Council

For the year ended 31 December 2017

## Two members of the student body

Mr Michael JEFFERIES, AmusA, LTCL, AAICD

Term concluded 08 December 2017

Mr Raymart WALKER, AAICD

Term concluded 08 December 2017

Ms Kate KIRBY, BA Qld.GradDipLib&InfSt Qld.UT, MInfTech Qld.UT

Appointed 09 December 2017

Ms Kirsty WALKER, BEd Qld.UT

Appointed 09 December 2017

## Four additional members appointed by Council

Mr David FOSTER, BAppSc S.Qld., MBA S.Cross, SF Fin, GAICD

Appointed 11 April 2017

Mr Robert HUBBARD, BA(Hons), FCA

Resigned 01 March 2017

Ms Natasha READ, BCom Griff., MBA Sunshine Coast, FAIM, GAICD

Emeritus Professor Gerard SUTTON, AO, BE(Hons), MEngSc UNSW, PhD CUA, Hon DSc UOW

Mr Scott WILLIAMS, AM, QDAH Qld, BEc, GradDipCompSc GradDipFinMangt, GradDipRurAcc NE, Hon.DLitt NE FAICD

## 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 date of this report.

### Name and Qualifications

### Appointment / Election / Resigned / Retired / Term completed

#### Member of Council

Mr Robert HUBBARD, BA(Hons), FCA

Chairperson Resigned 01 March 2017

Members of Council indicated by asterisk below.

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

Ms Sandra BIRKENSLEIGH, BCom UNSW, CA, CCP Fellow, GAICD \*

Chairperson Appointed 11 April 2017

Mr Jeffrey FORBES, BComm (Newcastle), GAICD

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

Ms Natasha READ, BCom Griff., MBA Sunshine Coast, FAIM, GAICD \*

#### Up to two members co-opted by the Chancellor

Vacant

Vacant

## 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 date of this report.

### Name and Qualifications

### Appointment / Election / Resigned / Retired / Term completed

#### Deputy Chancellor

Mr Bruce COWLEY BCom, LLB(Hons) Qld, FAICD

Chairperson Resigned 03 March 2017

Mr Scott WILLIAMS, AM, QDAH Qld, BEc, GradDipCompSc GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt(NE) FAICD

Chairperson Appointed 11 April 2017

#### Vice-Chancellor and President

Professor Greg HILL, CertTeach Kelvin Grove Teach.Coll., BA(Hons) Qld, PhD Qld.

# Financial Statements

Report by members of the University Council

For the year ended 31 December 2017

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

Professor Joanne SCOTT, Executive Dean, Faculty of Arts, Business and Law, PhD Qld.,  
GradCertCulturalHtge *Deakin*, GradCertEd Qld.UT, BA(Hons) Qld.

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

Mr David FOSTER, BAppSc S.Qld., MBA S.Cross, SF Fin, GAICD  
Mr Christopher HARRIS, BFinAdmin, MCom (Tax), CPA, SSA, GAICD

Mr Bernard SMITH, MBA, B Eng(Civil), Grad Dip Bus, GAICD

Mr Scott WILLIAMS, AM, QDAH Qld, BEc, GradDipCompSc GradDipFinMangt, GradDipRurAcc  
UNE, Hon.DLitt, FAICD

## Up to two members co-opted by the Chancellor

Vacant  
Vacant

## Meetings and record of attendance

Six (6) 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 2017 Council meetings were held on 21 February, 10 April, 27 June, 16 August, 17 October and 8 December. Additionally, a Special Meeting of Council was held on 13 June and the Annual Council Retreat was held on 10-11 April

Four (4) ordinary meetings of the Audit and Risk Management Committee (ARMC) were held during the year. In 2017, ARMC meetings were held on 21 February, 23 May, 5 September and 20 November. Additionally, a Planning Day of ARMC was held on 5 September 2017.

Five (5) ordinary meetings of the Planning and Resources Committee (PRC) were held during the year. In 2017, PRC meetings were held on 9 February, 25 May, 3 August, 29 September and 23 November.

Member Listing	Board (Council) Meetings		Audit & Risk Management Committee		Planning & Resources Committee	
	A	B	A	B	A	B
Sir Angus Houston AK, AFC (Ret'd)	6	6				
John DOBSON OAM	1	1				
Bruce COWLEY	1	1			1	1
Scott WILLIAMS AM	7	7			5	5
Professor Greg HILL	7	7			5	5
Professor Birgit LOHMANN	6	7				
Debra BENNET	4	7				
Sandra BIRKENSLEIGH	4	5	4	4		
Jon DICKINS	7	7				
Professor Robert ELLIOT	6	7				
David FOSTER	4	5			4	5
Dr Ruth GREENAWAY	0	0				
Robert HUBBARD	0	1	1	1		
Dr Suzanne INNES	6	7				
Michael JEFFERIES	7	7				
Kate KIRBY	0	0				
Julie-Anne MEE	7	7				
Natasha READ	5	7	2	4		
Professor Tim PRENZLER	0	0				
Dr Mark SAYERS	6	7				
Emeritus Professor Gerard SUTTON AO	5	7				
Kirsty WALKER	0	0				
Raymart WALKER	6	7				
Jacquelyn WRIGHT	5	7				
Jeffrey FORBES			4	4		
Gary McLENNAN			4	4		
Christopher HARRIS					5	5
Professor Joanne SCOTT					5	5
Bernard SMITH					5	5

A = Number of meetings attended

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



# Financial Statements

Report by members of the University Council

For the year ended 31 December 2017

## 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

For a full review of the University's Operations, including the financial review, refer to the Annual Report preceding the Financial Statements. The 2017 Operating result is \$18,472 million. The 2016 Operating result includes a gain on assets acquired at less than fair value of \$12,602 million in relation to the acquisition of the Fraser Coast campus from the University of Southern Queensland in February 2016 and a re-statement for donated art acquisitions of \$1,924 million. The 2016 Operating surplus adjusted for these amounts is \$16,167 million.

In 2017 the University continued to expand on its geographical footprint relevant to strategic priorities. This included the governing councils of QUT and USC approving the transfer of QUT's Caboolture campus to USC (to take effect 8 January 2018) and the 2017 Federal Government Budget providing for a concessional loan to USC to finance construction of its next campus at Petrie in Moreton Bay (to open in 2020).

## Significant Changes in the State of Affairs

During the year there were no significant changes in the state of the affairs of the University that have not yet been highlighted in this report.

## Matters Subsequent to the End of the Financial Year

Other than those referred to in the financial statements and notes following (particularly Note 19 Events occurring after the balance sheet date), 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 Reporting

The University's operations are undertaken in accordance with any environmental regulations of the Commonwealth, State or Territory.

## Insurance of Officers

In 2017, the University of the Sunshine Coast held comprehensive insurance policies in relation to its Executive Members and Officers. The liabilities insured are legal costs that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of the University and any other payments arising from liabilities incurred by the officers in connection with such proceedings, other than where such liabilities arise out of conduct involving a wilful breach of duty by the officers or the improper use by the officers of their position or of information to gain advantage for themselves or someone else to cause detriment to the University. The University has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify for any current or former officer or auditor of the University against a liability incurred as such by an officer or auditor.

# Financial Statements

Report by members of the University Council

For the year ended 31 December 2017

## 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.

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Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)  
Chancellor  
University of the Sunshine Coast

22 February 2018

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Professor Greg Hill  
Vice-Chancellor and President  
University of the Sunshine Coast

22 February 2018

# Financial Statements

## Income statement

For the year ended 31 December 2017

	Note	Consolidated		Parent entity	
		2017	2016	2017	2016
		\$'000	Re-stated * \$'000	\$'000	Re-stated * \$'000
<b>Revenue from continuing operations</b>					
Australian Government financial assistance					
Australian Government grants	2	125,061	117,887	125,061	117,887
HELP - Australian Government payments	2	62,927	56,792	62,927	56,792
State and Local Government financial assistance	3	3,128	2,896	2,956	2,748
HECS-HELP - Student payments		3,408	3,277	3,408	3,277
Fees and charges	4	60,632	39,088	60,159	38,668
Investment revenue		2,784	1,893	2,782	1,891
Consultancy and contracts	5	5,318	3,815	5,312	3,815
Other revenue and income	6	11,021	24,626	10,907	24,577
<b>Total revenue from continuing operations</b>		<b>274,279</b>	<b>250,274</b>	<b>273,512</b>	<b>249,655</b>
<b>Expenses from continuing operations</b>					
Employee related expenses	7	147,689	134,424	147,285	133,986
Depreciation and amortisation		12,293	11,161	12,282	11,152
Advertising, marketing and promotional expenses		3,696	3,011	3,660	2,999
IT software and licences		4,090	3,469	4,090	3,469
Repairs and maintenance		5,523	6,418	5,514	6,418
Scholarships, grants & prizes		17,580	14,373	17,830	14,623
Non-capitalised equipment		9,297	6,481	9,297	6,481
Professional fees		25,073	12,920	24,931	12,801
Travel & entertainment		5,344	5,164	5,341	5,163
Rental hire and other operating leasing fees		5,589	4,186	5,579	4,177
Occupancy and utilities		4,255	4,116	4,230	4,037
Borrowing costs		483	592	483	592
Impairment of assets		306	235	291	235
Net losses on disposal of assets		57	160	57	160
Other expenses	8	14,532	12,871	14,205	12,687
<b>Total expenses from continuing operations</b>		<b>255,807</b>	<b>219,581</b>	<b>255,075</b>	<b>218,980</b>
<b>Operating result before income tax</b>		<b>18,472</b>	<b>30,693</b>	<b>18,437</b>	<b>30,675</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>	15(c)	<b>18,472</b>	<b>30,693</b>	<b>18,437</b>	<b>30,675</b>
Gain (loss) on revaluation of land and buildings, net of tax	15(a)	17,455	22,602	17,455	22,602
Share of other comprehensive income on investments accounted for using the equity method	15(a)	4,672	1,829	4,672	1,829
<b>Total comprehensive income</b>		<b>22,127</b>	<b>24,431</b>	<b>22,127</b>	<b>24,431</b>
<b>Total comprehensive income attributed to non-controlling interest</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income attributed to members of the University of the Sunshine Coast</b>		<b>40,599</b>	<b>55,124</b>	<b>40,564</b>	<b>55,106</b>

\* Refer to note1(n) for details regarding the restatement as a result of error.

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

# Financial Statements

Statement of financial position  
For the year ended 31 December 2017

	Note	Consolidated 2017 2016 31-Dec Re-stated * \$'000	Consolidated 2017 2016 31-Dec Re-stated * \$'000	Parent entity 2017 2016 31-Dec Re-stated * \$'000
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents		65,696	49,195	65,369
Receivables	9	5,169	2,925	5,283
Other financial assets		20,000	20,000	20,000
Other non-financial assets		6,379	12,057	6,359
<b>Total current assets</b>		<b>97,244</b>	<b>84,177</b>	<b>97,011</b>
<b>Non-current assets</b>				
Receivables	9	65	65	65
Other financial assets		15,700	11,027	15,700
Property, plant & equipment	10	364,782	342,705	364,739
Intangible assets		4,789	4,877	4,789
Other non-financial assets		761	738	761
<b>Total non-current assets</b>		<b>386,097</b>	<b>359,412</b>	<b>386,054</b>
<b>Total assets</b>		<b>483,341</b>	<b>443,589</b>	<b>483,065</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Trade and other payables	11	8,654	11,192	8,619
Borrowings	12	1,970	1,854	1,970
Provisions	13	22,096	19,318	22,040
Other liabilities	14	8,990	8,560	8,990
<b>Total current liabilities</b>		<b>41,710</b>	<b>40,924</b>	<b>41,619</b>
<b>Non-current liabilities</b>				
Borrowings	12	5,097	7,048	5,097
Provisions	13	4,472	4,154	4,447
<b>Total non-current liabilities</b>		<b>9,569</b>	<b>11,202</b>	<b>9,544</b>
<b>Total liabilities</b>		<b>51,279</b>	<b>52,126</b>	<b>51,163</b>
<b>Net assets</b>		<b>432,062</b>	<b>391,463</b>	<b>431,902</b>
<b>EQUITY</b>				
Reserves	15(a)	163,197	141,070	163,197
Retained surplus	15(c)	268,865	250,393	268,705
<b>Parent entity interest</b>		<b>432,062</b>	<b>391,463</b>	<b>431,902</b>
<b>Total equity</b>		<b>432,062</b>	<b>391,463</b>	<b>431,902</b>

\* Refer to note 1(n) for details regarding the restatement as a result of error.

The above statement of financial position should be read in conjunction with the accompanying notes.

# Financial Statements

## Statement of changes in equity

For the year ended 31 December 2017

	Consolidated			Parent entity		
	Reserves \$'000	Retained earnings \$'000	Total \$'000	Reserves \$'000	Retained earnings \$'000	Total \$'000
<b>Balance at 1 January 2016</b>	<b>116,639</b>	<b>219,700</b>	<b>336,339</b>	<b>116,639</b>	<b>219,593</b>	<b>336,232</b>
Net result	-	28,769	28,769	-	28,751	28,751
Revaluation of Land, Buildings & Infrastructure	22,513	-	22,513	22,513	-	22,513
Revaluation of Art	43	-	43	43	-	43
Revaluation of Leasehold Improvements	46	-	46	46	-	46
Revaluation of Other Financial Assets	1,829	-	1,829	1,829	-	1,829
<b>Total comprehensive income</b>	<b>24,431</b>	<b>28,769</b>	<b>53,200</b>	<b>24,431</b>	<b>28,751</b>	<b>53,182</b>
<b>Balance at 31 December 2016</b>	<b>141,070</b>	<b>248,469</b>	<b>389,539</b>	<b>141,070</b>	<b>248,344</b>	<b>389,414</b>
<b>Balance at 1 January 2017</b>	<b>141,070</b>	<b>248,469</b>	<b>389,539</b>	<b>141,070</b>	<b>248,344</b>	<b>389,414</b>
Retrospective changes *	-	1,924	1,924	-	1,924	1,924
<b>Balance as restated</b>	<b>141,070</b>	<b>250,393</b>	<b>391,463</b>	<b>141,070</b>	<b>250,268</b>	<b>391,338</b>
Net result	-	18,472	18,472	-	18,437	18,437
Revaluation of Property, plant & equipment	17,455	-	17,455	17,455	-	17,455
Revaluation of Other Financial Assets	4,672	-	4,672	4,672	-	4,672
<b>Total comprehensive income</b>	<b>22,127</b>	<b>18,472</b>	<b>40,599</b>	<b>22,127</b>	<b>18,437</b>	<b>40,564</b>
<b>Balance at 31 December 2017</b>	<b>163,197</b>	<b>268,865</b>	<b>432,062</b>	<b>163,197</b>	<b>268,705</b>	<b>431,902</b>

\* Refer to note 1(n) for details regarding the restatement as a result of error.

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



# Financial Statements

Statement of cash flows  
For the year ended 31 December 2017

	Note	Consolidated		Parent entity	
		2017	2016	2017	2016
		\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>					
Australian Government grants received		187,989	176,780	187,989	176,780
OS-HELP (net)		283	(4)	283	(4)
State Government grants received		2,828	2,253	2,656	2,150
Local Government grants received		228	450	228	450
HECS-HELP - Student payments		2,956	3,277	2,956	3,277
Receipts from students fees and other customers		82,171	68,978	81,570	68,430
Investment income		2,717	1,916	2,715	1,914
Interest and other costs of finance paid		(483)	(592)	(483)	(592)
Payments to suppliers and employees (inclusive of goods and services tax)		(249,805)	(219,488)	(249,072)	(218,906)
GST recovered / (paid)		4,460	5,084	4,460	5,084
<b>Net cash provided by / (used in) operating activities</b>	20	<b>33,344</b>	<b>38,654</b>	<b>33,302</b>	<b>38,583</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		-	14	-	14
Payments for property, plant and equipment / intangibles		(15,008)	(21,118)	(14,991)	(21,118)
Proceeds from sale of financial assets		-	10,080	-	10,080
Payments for financial assets		-	-	-	-
<b>Net cash provided by / (used in) investing activities</b>		<b>(15,008)</b>	<b>(11,024)</b>	<b>(14,991)</b>	<b>(11,024)</b>
<b>Cash flows from financing activities</b>					
Repayment of borrowings		(1,835)	(1,724)	(1,835)	(1,724)
<b>Net cash provided by / (used in) financing activities</b>		<b>(1,835)</b>	<b>(1,724)</b>	<b>(1,835)</b>	<b>(1,724)</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>16,501</b>	<b>25,906</b>	<b>16,476</b>	<b>25,835</b>
Cash and cash equivalents at beginning of the financial year		49,195	23,289	48,893	23,058
<b>Cash and cash equivalents at the end of the financial year</b>		<b>65,696</b>	<b>49,195</b>	<b>65,369</b>	<b>48,893</b>

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

# Financial Statements

Notes to the financial statements

For the year ended 31 December 2017

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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 these financial statements are set out below. These policies have been consistently applied for all years reported unless otherwise stated. The financial statements include separate statements for the University as the parent entity and the consolidated entity consisting of the University and its controlled entities.

The principal address of the University is 90 Sippy Downs Drive, Sippy Downs, Queensland.

**a) Basis of preparation**

The annual financial statements represent the audited general purpose financial statements of the University. They have been prepared on an accrual basis and comply with the Australian Accounting Standards.

Additionally, the statements have been prepared in accordance with the following statutory requirements:

- *Higher Education Support Act 2003* (Financial Statement Guidelines)
- *Financial and Performance Management Standard 2009*, issued under Section 57 of the *Financial Accountability Act 2009*

The University is a not-for-profit entity and these statements have been prepared on that basis. Some of the Australian Accounting Standards requirements for not-for-profit entities are inconsistent with the International Financial Reporting Standards (IFRS) requirements.

**Date of authorisation of issue**

The financial statements were authorised for issue by the University on 22 February 2018.

**Historical cost convention**

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, financial assets and liabilities at fair value through profit or loss and certain classes of property, plant and equipment.

**Critical accounting estimates**

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis.

**b) Basis of consolidation**

The consolidated financial statements incorporate the assets and liabilities of all controlled entities of the University ("parent entity") as at 31 December 2017 and the results of all controlled entities for the year then ended. The University and its controlled entities together are referred to in this financial report as the consolidated entity.

Controlled entities are all those entities (including structured entities) over which the consolidated entity has control. The consolidated entity has control over an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Power over the investee exists when the consolidated entity has existing rights that give it current ability to direct the relevant activities of the investee. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the consolidated entity controls another entity. Returns are not necessarily monetary and can be only positive, only negative, or both positive and negative.

Controlled entities are fully consolidated from the date on which control is transferred to the consolidated entity. They are de-consolidated from the date that control ceases. None of the controlled entities produce audited financial statements.

Intercompany transactions, balances and unrealised gains on transactions between consolidated entity companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of controlled entities have been changed where necessary to ensure consistency with the policies adopted by the consolidated entity.

**c) Functional and presentation currency**

The consolidated financial statements are presented in Australian dollars, which is the University's functional and presentation currency.

**d) Revenue recognition****Interest and Dividends**

Interest revenue and Dividend Income is recognised as it is earned.

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Notes to the financial statements

For the year ended 31 December 2017

## **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 recognised over the term of the funding arrangements.

## **e) Taxation**

The University and its controlled entities 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 (FBT) 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 the item of expense. Receivables and payables in the statement of financial position are shown inclusive of GST. Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component on investing and financing activities, which are disclosed as operating cash flows.

## **f) Impairment of assets**

The carrying amounts of all assets 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 surplus of the relevant class to the extent available.

## **g) Cash and cash equivalents**

For statement of cash flows presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts, if any, are shown within borrowings in current liabilities on the statement of financial position.

## **h) Prepayments**

Payments for goods and services which are to be provided in future years are recognised as prepayments. Prepayments are recorded in other non-financial assets in the statement of financial position.

## **i) Investments and other financial assets**

### **Classification**

The consolidated entity classifies its investments in the following categories: loans and receivables, held-to-maturity investments, and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. The consolidated entity determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

#### *(i) Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets. Loans and receivables are included in receivables in the statement of financial position.

#### *(ii) Held-to-maturity investments*

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the consolidated entity has the positive intention and ability to hold to maturity. Held-to-maturity investments comprising term deposits represents \$20M of the current assets.

#### *(iii) Available-for-sale financial assets*

Available-for-sale financial assets, comprising principally marketable equity securities, are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the intention is to dispose of the investment within 12 months of the statement of financial position date.

Regular purchases and sales of financial assets are recognised on trade-date - the date on which the consolidated entity commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income



statement. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the consolidated entity has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in other comprehensive income are included in the income statement as gains and losses from investment securities. Available for sale financial assets comprising shares in Education Australia Limited represent \$15.7M of non-current assets as per valuation undertaken by independent party as at 31 December.

## **Subsequent measurement**

Available-for-sale financial assets are subsequently carried at fair value. Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

## **Fair Value**

The fair values of investments and other financial assets are based on quoted prices in an active market. If the market for a financial asset is not active (and for unlisted securities), the consolidated entity establishes fair value by using valuation techniques that maximise the use of relevant data. These include reference to the estimated prices in an orderly transaction that would take place between market participants at the measurement date.

## **j) 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.

### **Software development**

Expenditure on development activities relating to the design and testing of new or improved products, are recognised as intangible assets when it is probable that the project will, after considering its commercial and technical feasibility, be completed and generate future economic benefits and its costs can be measured reliably. The expenditure capitalised comprises all directly attributable costs including costs of materials, services, direct labour and an appropriate proportion of overheads. Other development expenditure is recognised in the income statement as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period. Capitalised development expenditure is recorded as intangible assets and amortised from the point at which the asset is ready for use. Amortisation is calculated using the straight-line method to allocate the cost over the period of the expected benefit, which is 5 years.

The intangible asset recognition threshold is \$100,000 for software development.

### **Amortisation**

Intangible assets are amortised on a straight-line basis over their expected useful lives. The useful life of software development in 2017 is 5 years (2016: 5 years).

## **k) Rounding and Comparative amounts**

Amounts in the financial report have been rounded to the nearest \$1,000. Where necessary, comparative information has been reclassified to enhance comparability in respect of changes in presentation adopted in the current year, particularly those required due to the prior period adjustment to account for Art Donations received in 2016.

## **l) Authority to issue financial report**

The financial statements were authorised for issue by the Chancellor, Vice-Chancellor & President, and the Chief Operating Officer at the date of signing the Statement of Certification.

## **m) New accounting standards and interpretations**

The following Accounting Standards and Interpretations applicable to the University have been published and are not mandatory for the 31 December reporting period. The University has assessed their application to the 2017 financial report and has determined that they do not have material impact. The impact of the new standards in their initial application is not considered to be reliably estimable for this reporting period.

AASB 1058	<i>Income of Not-for-Profit Entities</i> applies from 1 January 2019 and is not permitted to be early adopted for the 2017 reporting period, as it is required to be adopted in conjunction with AASB15 <i>Revenues from Contracts with Customers</i> .
AASB 15	<i>Revenue from Contracts with Customers</i> applies from 1 January 2019 for not-for-profit entities, and is not permitted to be early adopted for the 2017 reporting period. The Department of Education and Training has assessed the implications on a high level and is of the opinion that a modified retrospective adoption will be preferred. Higher Education Providers (HEPs) may be able to apply the full retrospective restatement if they feel it is justified, subject to agreement from Education.
AASB16	<i>Leases</i> applies from 1 January 2019 and is not permitted to be early adopted for the 2017 reporting period. The Department is of the opinion currently that the transition arrangements for modified retrospective adoption will be preferred. Notwithstanding

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a thorough assessment of the implications of AASB16, the current view point of the Department would be to measure and recognise the leased asset and lease liability at the date of adoption. Full retrospective restatement may be allowed should a HEP feel that it is justified, subject to agreement from Education.

## n) Correction of Prior Period Errors

In 2017, the consolidated entity identified Donated Art Work received in 2016 that was not accounted for in the 2016 Income and Non-Current Assets of the University. Accordingly, the 2016 comparatives have been adjusted to reflect the change in Non-Current assets: Property, Plant and Equipment (increase of \$1,924K) and Other Revenue: Donations and Bequest (increase of \$1,924K) and associated retained earnings (\$1,924K).

No third statement of financial position has been presented as required by AASB101 as the prior period errors had no impact on the opening balances at 1 January 2016.

### Restatement of Statement of financial position

	Consolidated			Parent entity		
	2016 Previously Stated \$'000	Correction \$'000	2016 Restated \$'000	2016 Previously Stated \$'000	Correction \$'000	2016 Restated \$'000
<b>ASSETS</b>						
<b>Non-current assets</b>						
Property, plant & equipment	340,781	1,924	342,705	340,741	1,924	342,665
<b>Total non-current assets</b>	<b>357,488</b>	<b>1,924</b>	<b>359,412</b>	<b>357,448</b>	<b>1,924</b>	<b>359,372</b>
<b>EQUITY</b>						
Retained surplus	248,469	1,924	250,393	248,344	1,924	250,268
<b>Total equity</b>	<b>389,539</b>	<b>1,924</b>	<b>391,463</b>	<b>389,414</b>	<b>1,924</b>	<b>391,338</b>

### Restatement of Income statement

	Consolidated			Parent entity		
	2016 Previously Stated \$'000	Correction \$'000	2016 Restated \$'000	2016 Previously Stated \$'000	Correction \$'000	2016 Restated \$'000
<b>Revenue from continuing operations</b>						
Other revenue	22,702	1,924	24,626	22,653	1,924	24,577
<b>Total revenue from continuing operations</b>	<b>248,350</b>	<b>1,924</b>	<b>250,274</b>	<b>247,731</b>	<b>1,924</b>	<b>249,655</b>
<b>Operating result after income tax for the period and attributable to members of the University of the Sunshine Coast</b>						
	<b>28,769</b>	<b>1,924</b>	<b>30,693</b>	<b>28,751</b>	<b>1,924</b>	<b>30,675</b>

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Notes to the financial statements  
For the year ended 31 December 2017

Note	Consolidated		Parent entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2 Australian Government financial assistance including Australian Government loan programs (HELP)</b>				
<b>(a) Commonwealth Grant Scheme and Other Grants</b>	22a			
Commonwealth Grant Scheme #1	100,786	95,953	100,786	95,953
Access and Participation Fund	2,043	2,137	2,043	2,137
Promotion of Excellence in Learning & Teaching	30	217	30	217
Disability Performance Funding #2	99	90	99	90
Improving the Quality of Maths & Science Teaching Program	-	185	-	185
Indigenous Student Success Program #3	1,426	726	1,426	726
Other	-	233	-	233
<b>Total Commonwealth Grants Scheme and Other Grants</b>	<b>104,384</b>	<b>99,541</b>	<b>104,384</b>	<b>99,541</b>
<b>(b) Higher Education Loan Programs</b>	22b			
HECS - HELP	58,498	53,138	58,498	53,138
FEE-HELP #4	2,419	1,770	2,419	1,770
SA - HELP	2,010	1,884	2,010	1,884
<b>Total Higher Education Loan Programs</b>	<b>62,927</b>	<b>56,792</b>	<b>62,927</b>	<b>56,792</b>
<b>(c) Department of Education and Training Research</b>	22c			
Research Training Program #5	2,429	2,274	2,429	2,274
<b>Total Scholarships</b>	<b>2,429</b>	<b>2,274</b>	<b>2,429</b>	<b>2,274</b>
<b>(d) EDUCATION Research</b>	22c			
Research Support Program #6	2,725	2,487	2,725	2,487
<b>Total EDUCATION - Research Grants</b>	<b>2,725</b>	<b>2,487</b>	<b>2,725</b>	<b>2,487</b>
<b>(e) Australian Research Council</b>	22d			
Discovery	1,032	816	1,032	816
Linkages	706	927	706	927
<b>Total ARC</b>	<b>1,738</b>	<b>1,743</b>	<b>1,738</b>	<b>1,743</b>

# 1 Includes the basic CGS grant amount, Regional Loading, Enabling Loading, Allocated Places and Non-Designated Courses.

# 2 Disability Performance Funding includes Additional Support for Students with Disabilities.

# 3 Indigenous Student Success Program has replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017. Prior year programs have been combined and reported in Indigenous Student Success Program for 2016.

# 4 Program is in respect of FEE-HELP for Higher Education only.

# 5 Research Training Program has replaced Australian Postgraduate Awards, International Postgraduate Research Scholarships and Research Training Scheme as of 1 January 2017. Prior year programs have been combined and reported in Research Training Program for 2016.

# 6 Research Support Program has replaced Joint Research Engagement, JRE Engineering Cadetships, Research Block Grants and Sustainable Research Excellence in Universities as of 1 January 2017. Prior year programs have been combined and reported in Research Support Program for 2016.

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Notes to the financial statements

For the year ended 31 December 2017

	Consolidated		Parent entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2 Australian Government financial assistance including Australian Government loan programs (HELP) (continued)</b>				
<b>(f) Other Australian Government financial assistance</b>				
<b>Non-capital</b>				
Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education				
National Indigenous Cadetship Program	-	5	-	5
Office for Learning & Teaching	-	5	-	5
AusAid	-	501	-	501
Australia and Pacific Science Foundation	8	-	8	-
Australia Post	10	-	10	-
Australian Centre International Agriculture Research	6,479	6,165	6,479	6,165
Australian Centre International Agriculture Research (via CQU)	83	-	83	-
Australian Centre International Agriculture Research (via UWA)	40	-	40	-
Australian Centre International Agriculture Research (via UTAS)	68	-	68	-
Australian Council of Prawn Fisheries Ltd	8	-	8	-
Australian Criminal Intelligence Commission	10	-	10	-
Australian Defence Force	5	-	5	-
Australian Institute of Criminology (via QUT)	20	-	20	-
Australian Institute of Marine Sciences	26	5	26	5
Australian Renewable Energy Agency	60	-	60	-
Australian Sports Commission	-	5	-	5
Australian Synchrotron	-	7	-	7
Australian Universities	-	20	-	20
Burnett Mary Regional Group for Natural Resource Management	-	24	-	24
Central Queensland University	-	10	-	10
Cooperative Research Centres Projects (via SCU)	15	-	15	-
Cotton Research and Development Corporation	34	23	34	23
CSIRO	257	25	257	25
Curtin University	-	29	-	29
Department of Defence	-	20	-	20
Department of Education & Training	715	582	715	582
Department of Education & Training (via CQU)	13	-	13	-
Department of Education & Training (via GU)	163	-	163	-
Department of Education and Training (via UTAS)	33	-	33	-
Department of Education and Training (via QUT)	29	-	29	-
Department of the Environment and Energy	-	15	-	15
Department of Foreign Affairs & Trade	1,395	2,372	1,395	2,372
Department of Foreign Affairs & Trade (via GU)	22	-	22	-
Department of Foreign Affairs & Trade (via Coffey International Development Pty Ltd)	1,151	-	1,151	-
Department of Immigration and Border Protection	23	-	23	-
Department of Industry, Innovation and Science (via Terragen Biotech Pty Ltd)	12	-	12	-
Department of Social Services	-	239	-	239
Department of the Environment and Energy	44	-	44	-
Federation University Australia	-	12	-	12
Fisheries Research Development Corporation	323	853	323	853
Flinders University	-	5	-	5
Forest & Wood Products Australia Ltd	1,307	3	1,307	3
Griffith University	-	149	-	149
Horticulture Innovation Australia Limited	747	-	747	-
Industrial Transformation Research Hub	-	50	-	50
James Cook University	-	34	-	34
Monash University	-	39	-	39
National Blood Authority	31	20	31	20
National Centre for Student Equity in Higher Education (via CU)	10	-	10	-
National Climate Change Adaptation Research Facility (via GU)	40	2	40	2
National Disability Insurance Scheme	96	121	96	121
National Health & Medical Research Council (via Menzies)	42	-	42	-
National Health & Medical Research Council (via UTAS)	19	-	19	-
National Health & Medical Research Council	334	259	334	259
Queensland University of Technology	-	43	-	43
Rural Industries Research Development Corporation (via DAF)	22	-	22	-
Rural Industries Research Development Corporation	45	23	45	23
Study Overseas Funding	-	80	-	80
Sugar Research Australia (via Biological Crop Protection Pty Ltd)	16	-	16	-
Sugar Research Limited	30	-	30	-
Sunshine Coast Health Network Ltd	-	36	-	36
Sydney Institute of Marine Science	-	4	-	4
University of Queensland	-	37	-	37
University of Tasmania	-	20	-	20
<b>Total Non-capital</b>	<b>13,786</b>	<b>11,841</b>	<b>13,786</b>	<b>11,841</b>
<b>Total other Australian Government financial assistance [a+b+c+d+e+f]</b>	<b>187,988</b>	<b>174,679</b>	<b>187,988</b>	<b>174,679</b>



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Notes to the financial statements  
For the year ended 31 December 2017

	Consolidated		Parent entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 2 Australian Government financial assistance including HECS - HELP and other Australian Government loan programs (continued)</b>				
<b>Reconciliation</b>				
Australian Government Grants [a+c+d+e+f]	125,061	117,887	125,061	117,887
HELP - Australian Government payments [b]	62,927	56,792	62,927	56,792
<b>Total Australian Government financial assistance</b>	<b>187,988</b>	<b>174,679</b>	<b>187,988</b>	<b>174,679</b>

All entities are listed by their known titles at time of signing the relevant agreement.

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances rebates and amounts collected on behalf of third parties.

The consolidated entity recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the consolidated entity and specific criteria have been met for each of the consolidated entity's activities as described below. The consolidated entity bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement. This applies to revenue items recognised in notes 3 through 5.

Grants from the government are recognised at their fair value where the University obtains control of the right to receive the grant, it is probable that economic benefits will flow to the consolidated entity and it can be reliably measured.

Revenue from HELP is categorised into those received from the Australian Government and those received directly from students. Revenue is recognised and measured in accordance with the above disclosure.

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Notes to the financial statements

For the year ended 31 December 2017

	Consolidated		Parent entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 3 State and Local Government financial assistance</b>				
<b>Non-Capital</b>				
ACT Innovation Trade and Investment (via University of Canberra)	32	-	32	0
Australian Capital Territory	13	-	13	0
Bundaberg Regional Council	14	-	14	-
Central Tablelands Local Land Services	5	-	5	-
City of Gold Coast	45	-	45	-
Department of Agriculture and Fisheries (QLD)	731	553	731	553
Department of Communities, Child Safety	-	5	-	5
Department of Communities, Child Safety and Disability Services (QLD)	90	5	90	5
Department of Education and Training (QLD)	25	104	25	104
Department of Employment, Economic Development & Innovation	172	148	-	-
Department of Environment & Heritage Protection (QLD)	82	-	82	-
Department of Health Queensland	-	75	-	75
Department of Environment & Heritage (NSW)	20	-	20	-
Department of Industry Skill and Regional Development (NSW)	161	-	161	-
Department of Industry, Innovation and Science (QLD)	23	-	23	-
Department of National Parks, Sport and Racing (QLD)	69	140	69	140
Department of Sciences, Information Technology and Innovation (QLD)	431	128	431	128
Department of Transport & Main Roads (QLD)	447	805	447	805
Department of Transport and Main Roads (via Silver Fox Community Inc)	-	4	-	4
Gold Coast City Council	-	7	-	7
Fraser Coast Regional Council	-	10	-	10
Forest and Woods Products Australia Ltd	-	80	-	80
Forest Products Commission (WA)	50	10	50	10
Forestry Corporation of New South Wales	23	15	23	15
Forestry Tasmania	5	5	5	5
Gympie Regional Council	20	20	20	20
Institute of Safety Compensation and Recovery Research (Vic) (via Monash)	5	12	5	12
Logan City Council (via Griffith University)	10	-	10	-
Metro South Hospital & Health Service	-	50	-	50
Moreton Bay Regional Council	10	10	10	10
Motor Accident Insurance Commission (QLD)	115	31	115	31
New South Wales Dep. of Primary Industries Skills and Regional Dev.	-	12	-	12
New South Wales Local Land Services	-	5	-	5
New South Wales Roads and Maritime Services	-	14	-	14
Northern Tablelands Local Land Services	38	77	38	77
Northern Territory Department of Education	-	6	-	6
Private Forests Tasmania	-	1	-	1
Queensland Academy of Sport	41	6	41	6
Queensland Police Service	10	-	10	-
Redland City Council	15	15	15	15
Roads Corporation	-	6	-	6
Sunshine Coast Hospital and Health Service	152	-	152	-
Sport and Recreation Victoria	20	40	20	40
Sunshine Coast Regional Council	152	456	152	456
Trade and Investment Queensland	36	-	36	-
Unity Water	55	-	55	-
VicForests	10	-	10	-
Western Australia Department of Health	-	40	-	40
<b>Total Non-capital</b>	<b>3,128</b>	<b>2,896</b>	<b>2,956</b>	<b>2,748</b>
<b>Total State and Local Government financial assistance</b>	<b>3,128</b>	<b>2,896</b>	<b>2,956</b>	<b>2,748</b>

All entities are listed by their known title at the time of signing the relevant agreement.

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Notes to the financial statements  
For the year ended 31 December 2017

Note	Consolidated		Parent entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 4 Fees and charges</b>				
<b>Course fees and charges</b>				
Fee-paying onshore overseas students	53,582	32,686	53,582	32,686
Fee-paying domestic postgraduate students	2,629	2,371	2,629	2,371
Fee-paying domestic non-award students	276	270	276	270
<b>Total course fees and charges</b>	<b>56,487</b>	<b>35,327</b>	<b>56,487</b>	<b>35,327</b>
<b>Other non-course fees and charges</b>				
Student Services and Amenities Fees from students	22f 790	803	790	803
Applications and late fees	90	57	90	57
Examination Fees & Honorariums	23	-	23	-
Library fines	13	10	13	10
Conferences, activities & excursions	219	198	219	198
Rental charges	1,697	1,764	1,224	1,344
Other	1,313	929	1,313	929
<b>Total other non-course fees and charges</b>	<b>4,145</b>	<b>3,761</b>	<b>3,672</b>	<b>3,341</b>
<b>Total fees and charges</b>	<b>60,632</b>	<b>39,088</b>	<b>60,159</b>	<b>38,668</b>

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 receipts (or portion thereof) is treated as income in advance in liabilities. Conversely, fees and charges relating to debtors are recognised as revenue in the year to which the prescribed course relates.

Note	Consolidated		Parent entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 5 Consultancy and contracts</b>				
Consultancy	477	341	471	341
Contract research	4,841	3,474	4,841	3,474
<b>Total consultancy and contracts</b>	<b>5,318</b>	<b>3,815</b>	<b>5,312</b>	<b>3,815</b>

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.

Other human resources revenue is recognised when the service is provided.

Note	Consolidated		Parent entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 6 Other revenue and income</b>				
<b>Other revenue</b>				
Donations and bequests	4,146	3,856	4,146	3,856
Scholarships, sponsorships and prizes	134	126	50	109
Food services	2,747	3,063	2,747	3,063
Sales - publications and printing	668	838	668	838
Parking permits	1,464	1,507	1,464	1,507
<b>Total other revenue</b>	<b>9,159</b>	<b>9,390</b>	<b>9,075</b>	<b>9,373</b>
<b>Other income</b>				
Gain on assets acquired at less than fair value	-	12,602	-	12,602
Other income	1,862	2,634	1,832	2,602
<b>Total other revenue and income</b>	<b>11,021</b>	<b>24,626</b>	<b>10,907</b>	<b>24,577</b>

On the 1 February 2016, the University purchased the University of Southern Queensland Campus located at Fraser Coast for \$7 million. An Independent valuer determined that the fair value of the assets acquired was \$19 million, the difference, less costs of acquisition, has been recognised above as other income.

# Financial Statements

Notes to the financial statements

For the year ended 31 December 2017

	Consolidated		Parent entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 7 Employee related expenses</b>				
<b>Academic</b>				
Salaries	59,068	52,964	59,068	52,964
Contributions to superannuation and pension schemes funded	8,853	7,956	8,853	7,956
Payroll tax	3,220	2,885	3,220	2,885
Workers' compensation	124	127	124	127
Long service leave	840	1,096	840	1,096
Annual leave	1,347	934	1,347	934
Other	186	316	186	316
<b>Total academic</b>	<b>73,638</b>	<b>66,278</b>	<b>73,638</b>	<b>66,278</b>
<b>Non-academic</b>				
Salaries	59,277	54,562	58,940	54,219
Contributions to superannuation and pension schemes funded	9,103	8,205	9,062	8,165
Payroll tax	3,275	2,993	3,258	2,976
Workers' compensation	124	132	122	130
Long service leave	894	1,131	894	1,114
Annual leave	1,149	864	1,149	854
Other	229	259	222	250
<b>Total non-academic</b>	<b>74,051</b>	<b>68,146</b>	<b>73,647</b>	<b>67,708</b>
<b>Total employee related expenses</b>	<b>147,689</b>	<b>134,424</b>	<b>147,285</b>	<b>133,986</b>

Contributions to the defined contribution section of University's superannuation fund and other independent defined contribution superannuation funds are recognised as an expense as they become payable.

Past service costs are recognised in profit or loss immediately.

	Consolidated		Parent entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Note 8 Other expenses</b>				
Bank fees & charges	577	396	576	396
Audit and other professional fees *	328	217	328	199
Insurance	575	516	575	516
General consumables	1,736	1,827	1,736	1,827
Postage, printing and stationery	756	670	756	670
Telecommunications	1,523	1,426	1,395	1,302
Subscriptions and memberships	1,426	1,145	1,415	1,138
Motor vehicles	252	229	251	231
Commissions paid	2,277	1,977	2,277	1,977
Food and catering	1,899	2,001	1,899	2,001
Staff development and recruitment	1,378	1,255	1,378	1,255
Student activities and excursions	649	611	649	611
Other	1,156	601	970	564
<b>Total other expenses</b>	<b>14,532</b>	<b>12,871</b>	<b>14,205</b>	<b>12,687</b>

\*The total external audit fees relating to the 2017 financial year are estimated to be \$147K (2016: \$147K). There are no non-audit services included in this amount. Currently paid and accrued audit fees for the University are \$84K.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2017

	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 9 Receivables</b>				
<b>Current</b>				
Student fees and loans	269	261	269	261
Less: Provision for impaired receivables	(59)	(86)	(59)	(86)
Trade receivables	3,115	2,137	3,092	1,977
Less: Provision for impaired receivables	(3)	(72)	(3)	(72)
	<u>3,322</u>	<u>2,240</u>	<u>3,299</u>	<u>2,080</u>
Taxes receivable	937	487	937	487
Deposits receivable	5	-	5	-
Accrued revenue	875	184	875	184
Sundry loans and advances	30	14	30	14
Amounts receivable from wholly owned subsidiaries	-	-	137	109
<b>Total current receivables</b>	<b><u>5,169</u></b>	<b><u>2,925</u></b>	<b><u>5,283</u></b>	<b><u>2,874</u></b>
<b>Non-current</b>				
Deposits receivable	65	65	65	65
<b>Total non-current receivables</b>	<b><u>65</u></b>	<b><u>65</u></b>	<b><u>65</u></b>	<b><u>65</u></b>
<b>Total receivables</b>	<b><u>5,234</u></b>	<b><u>2,990</u></b>	<b><u>5,348</u></b>	<b><u>2,939</u></b>

Trade and other receivables are recognised initially at fair value and subsequently 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. Debts which are known to be uncollectible 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 consolidated entity will not be able to collect all amounts due according to the original terms of receivables.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. Cash flows relating to short term receivables are not discounted if the effect of discounting is immaterial. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the provision is recognised in the income statement.



# Financial Statements

Notes to the financial statements

For the year ended 31 December 2017

## Note 10 Property, plant & equipment

### Consolidated - 31 December 2016

Basis of measurement Fair value category	Construction in progress		Freehold land		Freehold buildings		Infrastructure assets		Leasehold improvements		Plant & equipment*		Art Collection		Total
	Cost	Fair Value Level 2	Fair Value Level 2 & 3	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>At 1 January 2016</b>															
-Cost	5,534	-	-	-	-	-	-	-	2,177	31,616	-	-	-	-	39,327
-Valuation	-	21,950	253,117	25,890	25,890	-	-	-	-	-	4,014	-	-	-	304,971
Accumulated depreciation	-	-	(26,983)	(4,411)	(4,411)	(673)	-	-	(673)	(14,820)	-	-	-	-	(46,886)
Net book amount	<b>5,534</b>	<b>21,950</b>	<b>226,134</b>	<b>21,479</b>	<b>21,479</b>	<b>1,504</b>	<b>16,796</b>	<b>4,014</b>	<b>16,796</b>	<b>4,014</b>	<b>4,014</b>	<b>4,014</b>	<b>4,014</b>	<b>4,014</b>	<b>297,412</b>
<b>Year ended 31 December 2016</b>															
Opening net book amount	5,534	21,950	226,134	21,479	21,479	1,504	16,796	4,014	16,796	4,014	4,014	4,014	4,014	4,014	297,412
Revaluation surplus	-	-	21,764	745	745	46	-	43	-	-	-	-	-	-	22,598
Gain on acquisition less than fair value	-	-	11,184	1,005	1,005	413	-	-	-	-	-	-	-	-	12,602
Additions	5,796	-	9,162	1,531	1,531	2,698	1,793	1,995	2,698	1,793	1,995	1,995	1,995	1,995	22,975
Transfers	(5,517)	-	1,988	-	-	206	568	-	206	568	-	-	-	-	(2,755)
Disposals	-	-	-	(76)	(76)	-	(98)	-	-	(98)	-	-	-	-	(174)
Depreciation charge	-	-	(4,014)	(573)	(573)	(522)	(4,844)	-	(522)	(4,844)	-	-	-	-	(9,953)
Closing net book amount	<b>5,813</b>	<b>21,950</b>	<b>266,218</b>	<b>24,109</b>	<b>24,109</b>	<b>4,345</b>	<b>14,218</b>	<b>6,052</b>	<b>14,218</b>	<b>6,052</b>	<b>6,052</b>	<b>6,052</b>	<b>6,052</b>	<b>6,052</b>	<b>342,705</b>
<b>At 31 December 2016</b>															
-Cost	5,813	-	-	-	-	-	33,594	-	-	33,594	-	-	-	-	39,407
-Valuation	-	21,950	296,268	29,039	29,039	5,570	-	6,052	5,570	-	6,052	-	-	-	358,879
Accumulated depreciation	-	-	(30,050)	(4,930)	(4,930)	(1,225)	(19,376)	-	(1,225)	(19,376)	-	-	-	-	(55,581)
Net book amount	<b>5,813</b>	<b>21,950</b>	<b>266,218</b>	<b>24,109</b>	<b>24,109</b>	<b>4,345</b>	<b>14,218</b>	<b>6,052</b>	<b>4,345</b>	<b>14,218</b>	<b>6,052</b>	<b>6,052</b>	<b>6,052</b>	<b>6,052</b>	<b>342,705</b>

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

## Note 10 Property, plant &amp; equipment (continued)

Basis of measurement Fair value category	Construction in progress		Freehold land		Freehold buildings		Infrastructure assets		Leasehold improvements		Plant & equipment*		Art Collection		Total
	Cost	Fair Value Level 2	Fair Value Level 2 & 3	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Consolidated - 31 December 2017</b>	<b>5,813</b>	<b>21,950</b>	<b>266,218</b>	<b>24,109</b>	<b>4,345</b>	<b>14,218</b>	<b>6,052</b>	<b>14,218</b>	<b>6,052</b>	<b>14,218</b>	<b>6,052</b>	<b>6,052</b>	<b>6,052</b>	<b>6,052</b>	<b>342,705</b>
<b>Year ended 31 December 2017</b>															
Opening net book amount	5,813	21,950	266,218	24,109	4,345	14,218	6,052	14,218	6,052	14,218	6,052	6,052	6,052	6,052	342,705
Revaluation surplus	-	51	16,158	1,117	89	-	65	-	-	-	-	-	-	-	17,480
Gain on acquisition less than fair value	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Additions	2,895	-	2,540	609	5,438	4,852	16	4,852	16	4,852	16	16	16	16	16,350
Transfers	(5,558)	-	3,056	7	38	1,556	-	1,556	-	1,556	-	-	-	-	(901)
Disposals	-	-	-	-	-	(83)	-	(83)	-	(83)	-	-	-	-	(83)
Depreciation charge	-	-	(4,502)	(635)	(633)	(4,999)	-	(4,999)	-	(4,999)	-	-	-	-	(10,769)
Closing net book amount	<b>3,150</b>	<b>22,001</b>	<b>283,470</b>	<b>25,206</b>	<b>9,277</b>	<b>15,544</b>	<b>6,134</b>	<b>15,544</b>	<b>6,134</b>	<b>15,544</b>	<b>6,134</b>	<b>6,134</b>	<b>6,134</b>	<b>6,134</b>	<b>364,782</b>
<b>At 31 December 2017</b>															
-Cost	3,150	-	-	-	-	-	-	-	-	-	38,168	-	-	-	41,318
-Valuation	-	22,001	315,497	30,218	11,070	-	6,134	-	11,070	-	-	6,134	-	-	384,920
Accumulated depreciation	-	-	(32,027)	(5,012)	(1,793)	(22,624)	-	(22,624)	(1,793)	-	-	-	-	-	(61,456)
Net book amount	<b>3,150</b>	<b>22,001</b>	<b>283,470</b>	<b>25,206</b>	<b>9,277</b>	<b>15,544</b>	<b>6,134</b>	<b>15,544</b>	<b>9,277</b>	<b>15,544</b>	<b>6,134</b>	<b>6,134</b>	<b>6,134</b>	<b>6,134</b>	<b>364,782</b>

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

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Notes to the financial statements

For the year ended 31 December 2017

## Note 10 Property, plant & equipment (continued)

### Parent - 31 December 2016

Basis of measurement Fair value category	Construction in progress		Freehold land		Freehold buildings		Infrastructure assets		Leasehold improvements		Plant & equipment*		Art Collection		Total
	Cost	Fair Value Level 2	Fair Value Level 2 & 3	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>At 1 January 2016</b>															
-Cost	5,534	-	-	-	-	2,130	-	-	31,525	-	-	-	-	-	39,189
-Valuation	-	21,950	253,117	25,890	-	(4,411)	(14,748)	-	-	-	-	-	-	-	304,971
Accumulated depreciation	-	-	(26,983)	(4,411)	(646)	-	-	-	-	-	-	-	-	-	(46,787)
Net book amount	<b>5,534</b>	<b>21,950</b>	<b>226,134</b>	<b>21,479</b>	<b>1,484</b>	<b>21,479</b>	<b>16,777</b>	<b>4,014</b>	<b>16,777</b>	<b>4,014</b>	<b>4,014</b>	<b>4,014</b>	<b>4,014</b>	<b>4,014</b>	<b>297,373</b>
<b>Year ended 31 December 2016</b>															
Opening net book amount	5,534	21,950	226,134	21,479	1,484	21,479	16,777	4,014	16,777	4,014	4,014	4,014	4,014	4,014	297,373
Revaluation surplus	-	-	21,768	745	46	-	-	43	-	-	-	-	-	-	22,602
Gain on acquisition less than fair value	-	-	11,184	1,005	413	-	-	-	-	-	-	-	-	-	12,602
Additions	5,796	-	9,162	1,531	2,698	1,793	1,793	1,985	568	568	568	568	568	568	22,965
Transfers	(5,517)	-	1,988	(76)	206	-	(98)	-	(98)	-	-	-	-	-	(2,755)
Disposals	-	-	(4,014)	(573)	(517)	-	(4,839)	-	(9,943)	-	-	-	-	-	(174)
Depreciation charge	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(9,943)
Closing net book amount	<b>5,813</b>	<b>21,950</b>	<b>266,218</b>	<b>24,109</b>	<b>4,330</b>	<b>24,109</b>	<b>14,203</b>	<b>6,042</b>	<b>14,203</b>	<b>6,042</b>	<b>6,042</b>	<b>6,042</b>	<b>6,042</b>	<b>6,042</b>	<b>342,665</b>

### At 31 December 2016

-Cost	5,813	-	-	-	-	33,548	-	-	-	-	-	-	-	-	39,361
-Valuation	-	21,950	296,268	29,039	5,523	-	-	6,042	-	-	-	-	-	-	358,822
Accumulated depreciation	-	-	(30,050)	(4,930)	(1,193)	(19,345)	-	-	-	-	-	-	-	-	(55,518)
Net book amount	<b>5,813</b>	<b>21,950</b>	<b>266,218</b>	<b>24,109</b>	<b>4,330</b>	<b>14,203</b>	<b>6,042</b>	<b>6,042</b>	<b>6,042</b>	<b>6,042</b>	<b>6,042</b>	<b>6,042</b>	<b>6,042</b>	<b>6,042</b>	<b>342,665</b>

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

Note 10 Property, plant & equipment (continued)

Parent - 31 December 2017

Basis of measurement Fair value category	Construction in progress		Freehold land		Freehold buildings		Infrastructure assets		Leasehold improvements		Plant & equipment*		Art Collection		Total
	Cost	Fair Value Level 2	Fair Value Level 2 & 3	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	Cost	Fair Value Level 3	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net book amount	5,813	21,950	266,218	24,109	4,330	14,203	6,042	6,042	14,203	6,042	6,042	6,042	6,042	6,042	342,665
<b>Year ended 31 December 2017</b>															
Opening net book amount	5,813	21,950	266,218	24,109	4,330	14,203	6,042	6,042	14,203	6,042	6,042	6,042	6,042	6,042	342,665
Revaluation surplus	-	51	16,159	1,117	89	-	65	-	-	-	-	-	-	-	17,481
Gain on acquisition less than fair value	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Additions	2,895	-	2,540	609	5,438	4,836	16	16	4,836	16	16	16	16	16	16,334
Transfers	(5,558)	-	3,056	6	38	1,556	-	-	1,556	-	-	-	-	-	(902)
Disposals	-	-	-	-	-	(81)	-	-	(81)	-	-	-	-	-	(81)
Depreciation charge	-	-	(4,502)	(635)	(628)	(4,993)	-	-	(4,993)	-	-	-	-	-	(10,758)
Closing net book amount	3,150	22,001	283,470	25,206	9,267	15,521	6,124	6,124	15,521	6,124	6,124	6,124	6,124	6,124	364,739
<b>At 31 December 2017</b>															
-Cost	3,150	-	-	-	-	38,108	-	-	-	-	-	-	-	-	41,258
-Valuation	-	22,001	315,497	30,218	11,023	-	6,124	6,124	-	6,124	6,124	6,124	6,124	6,124	384,863
Accumulated depreciation	-	-	(32,027)	(5,012)	(1,756)	(22,587)	-	-	(22,587)	-	-	-	-	-	(61,382)
Net book amount	3,150	22,001	283,470	25,206	9,267	15,521	6,124	6,124	15,521	6,124	6,124	6,124	6,124	6,124	364,739

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

# Financial Statements

Notes to the financial statements

For the year ended 31 December 2017

## Note 10 Property, plant & equipment (continued)

### (i) Fair value hierarchy

The University categorises assets and liabilities measured at fair value into a hierarchy on the following basis:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 – Inputs other than quoted prices within level 1 that are observable for the asset or liability either directly or indirectly
- Level 3 – Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

The consolidated entity's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

Freehold Buildings are consisting of both Level 2 and 3. The split between the levels are as follows:

	Total	Level 2	Level 3
Freehold buildings	\$'000	\$'000	\$'000
2017	283,470	8,540	274,930
2016	266,218	8,540	257,678

### (ii) Recognition thresholds

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

Subsequent costs 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 consolidated entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

#### **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.

#### **Capital works in progress**

Capital works in progress is shown at a value that recognises the extent of completion of work, as represented by progress payments to date. Contracts signed for building projects that have not been completed and / or commenced at 31 December 2017 have been disclosed as capital expenditure commitments (refer Note 17).

#### **Library reference collection**

The library reference collection is valued at fair value in accordance with NCAP 7 - Accounting for Library Collections Policy. The asset recognition threshold for library reference collection is \$5,000.

#### **Leasehold improvements**

Leasehold improvements are valued at cost. The asset recognition threshold for leasehold improvements is \$5,000.

#### **Plant and equipment**

All other plant and equipment assets are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Items of 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.

#### **Art collection**

The University's art collection is valued at fair value, with donations to the collection, being independently valued on receipt and then in accordance with the University's revaluation policy (minimum every five years). In respect of art collections, the asset recognition threshold is \$1. Art is not depreciated.



**Note 10 Property, plant & equipment (continued)****(iii) Depreciation**

Property, plant and equipment, other than land and the library heritage and art collection are depreciated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

Item	Useful Life (years)*	Depreciation Rate (%)*
Freehold Buildings	65-125	0.8 – 1.53
Infrastructure Assets	20-100	1 – 5
Leasehold Improvements	10	10
Plant and Equipment		
Computer Hardware	3	33.3
Motor Vehicles	5	20
Other Plant & Equipment	10	10

\* No change between 2016 and 2017

Depreciation is charged from the time the assets are first put in use or held ready for use. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

The University has reassessed the remaining lives of its building and infrastructure assets to ensure the University is in compliance with the depreciation requirements of AASB 116, "complex assets" which are componentised and depreciated separately into short and long-life components.

**(iv) 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 surplus in respect of those assets, to retained earnings.

**(v) Valuation processes and effective dates**

Land, building, infrastructure, library reference collection and art collections are revalued every 5 years by external, independent and qualified valuers. Although the University is currently exempt under Treasurer advisement, this valuation method is in alignment with Queensland Treasury and Trade's Non-Current Asset Policies for the Queensland Public Sector (NCAP). In 2017 a desktop revaluation of land, buildings, infrastructure and art collection (all valued at fair value) was performed by APV Valuers and Asset Management. On 31 December 2014, a comprehensive revaluation was undertaken for the same asset classes and except for the Art collection which was last comprehensively revalued as at 31 December 2013 all remaining assets are due for formal revaluation again in 2019.

The process adopted through APV Valuers and Asset Management involves dissecting the asset lifecycle into a range of phases and using a scoring process to determine the level of remaining service potential (%RSP). Depending on the asset, and how it is consumed, a different pattern of consumption may be applied.

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

Revaluation increments are recognised in other comprehensive income and accumulated in equity under the heading asset revaluation surplus, 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 surplus.

# Financial Statements

Notes to the financial statements

For the year ended 31 December 2017

	Note	Consolidated		Parent entity	
		2017	2016	2017	2016
		\$'000	\$'000	\$'000	\$'000
<b>Note 11 Trade and other payables</b>					
<b>Current</b>					
OS-HELP Liability to Australian Government	22e	492	209	492	209
Creditors		1,736	1,765	1,701	1,548
Accrued expenses		6,426	9,218	6,426	9,218
<b>Total trade and other payables</b>		<b>8,654</b>	<b>11,192</b>	<b>8,619</b>	<b>10,975</b>

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

		Consolidated		Parent entity	
		2017	2016	2017	2016
		\$'000	\$'000	\$'000	\$'000
<b>Note 12 Borrowings</b>					
<b>Current</b>					
<b>Secured</b>					
Loan - Queensland Treasury Corporation		1,970	1,854	1,970	1,854
<b>Total current secured borrowings</b>		<b>1,970</b>	<b>1,854</b>	<b>1,970</b>	<b>1,854</b>
<b>Non-Current</b>					
<b>Secured</b>					
Loan - Queensland Treasury Corporation		5,097	7,048	5,097	7,048
<b>Total non-current secured borrowings</b>		<b>5,097</b>	<b>7,048</b>	<b>5,097</b>	<b>7,048</b>
<b>Total borrowings</b>		<b>7,067</b>	<b>8,902</b>	<b>7,067</b>	<b>8,902</b>

## (a) Assets pledged as security

Security for loan liabilities from the QTC is a guarantee of due performance and observance of the University'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:

	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Queensland Treasury Corporation</b>				
<b>Credit standby arrangements</b>				
<b>Total facilities</b>				
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>
<b>Used (Drawdown) at balance date</b>				
QTC - Overdraft/Short-term Funding Facility	-	-	-	-
<b>Unused (Drawdown) at balance date</b>				
QTC - Overdraft/Short-term Funding Facility	4,000	4,000	4,000	4,000
<b>Unused (Drawdown) at balance date</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

Queensland Treasury Corporation loan/overdraft facilities consist of the following:

- \$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.

## Note 12 Borrowings (continued)

- \$10 million 3 Year Debt Pool, expected term of 4 years.
- \$4 million Overdraft/short term funding facility. No overdraft exists at reporting date as funds are currently being drawn from the QTC Capital Guarantee Fund.

### (c) Fair value

	2017		2016	
	Carrying amount \$'000	Fair Value \$'000	Carrying amount \$'000	Fair Value \$'000
Non-traded financial liabilities				
Queensland Treasury Corporation	7,067	7,556	8,902	9,644
	<b>7,067</b>	<b>7,556</b>	<b>8,902</b>	<b>9,644</b>

### (d) Risk exposures

The exposure of the consolidated 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 consolidated entity's and parent entity's borrowings are in Australian Dollars.

### (e) Accounting Policy

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. Fees paid on the establishment of loan facilities, which are not an incremental cost relating to the actual draw-down of the facility, are recognised as prepayments and amortised on a straight-line basis over the term of the facility.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or other expenses.

Borrowings are classified as current liabilities unless the consolidated entity has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period and does not expect to settle the liability for at least 12 months after the end of the reporting period.

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

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For the year ended 31 December 2017

	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 13 Provisions</b>				
<b>Current provisions expected to be settled wholly within 12 months</b>				
Employee benefits				
Annual leave	9,240	8,345	9,184	8,310
Long service leave	701	580	701	581
Subtotal	<b>9,941</b>	<b>8,925</b>	<b>9,885</b>	<b>8,891</b>
<b>Current provisions expected to be settled wholly after more than 12 months</b>				
Employee benefits				
Annual leave	2,120	1,661	2,120	1,661
Long service leave	10,035	8,732	10,035	8,732
Subtotal	<b>12,155</b>	<b>10,393</b>	<b>12,155</b>	<b>10,393</b>
Total current provisions	<b>22,096</b>	<b>19,318</b>	<b>22,040</b>	<b>19,284</b>
<b>Non-Current</b>				
Employee benefits				
Long service leave	4,472	4,154	4,447	4,137
Total non-current provisions	<b>4,472</b>	<b>4,154</b>	<b>4,447</b>	<b>4,137</b>
<b>Total provisions</b>	<b>26,568</b>	<b>23,472</b>	<b>26,487</b>	<b>23,421</b>

Provisions are recognised when: the consolidated entity has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a finance cost.

## Employee benefits

### (i) Short-term obligations

Liabilities for short-term employee benefits including wages and salaries, non-monetary benefits and profit-sharing bonuses are measured at the amount expected to be paid when the liability is settled, if it is expected to be settled wholly before 12 months after the end of the reporting period, and is recognised in other payables. Liabilities for non-accumulating sick leave are recognised when the leave is taken and measured at the rates payable.

### (ii) Other long-term obligations

The liability for other long-term employee benefits such as annual leave and long service leave is recognised in non-current provisions for employee benefits if it is not expected to be settled wholly before twelve months after the end of the reporting period.

The long service leave provision reflects the amount of long service leave accrued as at 31 December 2017. It is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to the 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 to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Regardless of the expected timing of settlements, provisions made in respect of employee benefits are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least twelve months after the reporting date, in which case it would be classified as a non-current liability.

### (iii) Retirement benefit obligations

All employees of the University of the Sunshine Coast are entitled to benefits on retirement, disability or death from the consolidated entity superannuation plan. The consolidated entity has a defined benefit section and a defined contribution section within its plan. The defined benefit section provides defined lump sum benefits based on years of service and final average salary. The defined contribution section receives fixed contributions from consolidated entity companies and the consolidated entity's legal or constructive obligation is limited to these contributions. The employees of the parent entity are all members of the defined contribution section of the consolidated entity's plan.

## Note 13 Provisions (continued)

### (iv) Superannuation

The UniSuper Defined Benefit Division (DBD), which is the predominant plan within the University, is a defined benefit plan under superannuation law however, as a result of amendments to Clause 34 of the UniSuper Trust Deed; it is deemed a defined contribution plan under Accounting Standard AASB 119 Employee Benefits. The DBD receives fixed contributions from the consolidated entity and the consolidated entity's legal or constructive obligation is limited to these contributions. Additionally, any actuarial risk and investment risk falls on the consolidated entity's employees.

### (v) Termination Benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. The consolidated entity recognises termination benefits either when it can no longer withdraw the offer of those benefits or when it has recognised costs for restructuring within the scope of AASB137 that involves the payment of termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal of providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits not expected to be settled wholly before 12 months after the end of the reporting period are discounted to present value.

	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 14 Other liabilities</b>				
<b>Current</b>				
Income in advance	8,909	6,651	8,909	6,651
Australian Government Unspent Financial Assistance	(176)	1,799	(176)	1,799
Other liabilities	257	110	257	110
<b>Total other liabilities</b>	<b>8,990</b>	<b>8,560</b>	<b>8,990</b>	<b>8,560</b>

	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 15 Reserves and retained earnings</b>				
<b>(a) Reserves</b>				
Property, plant & equipment revaluation reserve	147,690	130,235	147,690	130,235
Other Financial Assets	15,507	10,835	15,507	10,835
<b>Total reserves</b>	<b>163,197</b>	<b>141,070</b>	<b>163,197</b>	<b>141,070</b>

### (b) Nature and purpose of reserves

The purpose of each reserve classified in Note 15(a) is to provide for the increment and decrement to disclosure as a result of valuation performed by an independent valuer. Valuations may be performed in a desktop or detailed manner.

	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$'000	Restated \$'000	\$'000	Restated \$'000
<b>(c) Retained surplus</b>				
Movements in retained earnings were as follows:				
Retained earnings at 1 January	250,393	219,700	250,268	219,593
Effect of correction of error in previous year	-	1,924	-	1,924
Net operating result for the year	18,472	28,769	18,437	28,751
<b>Retained earnings at 31 December</b>	<b>268,865</b>	<b>250,393</b>	<b>268,705</b>	<b>250,268</b>



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For the year ended 31 December 2017

## Note 16 Key management personnel disclosures

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the University during 2017. Further information on these positions can be found in the body of the Annual Report.

<b>(a) Names of responsible persons and executive officers</b>	<b>Appointment / Election / Resigned / Retired / Term completed</b>
<b>Chancellor</b> Mr John DOBSON OAM	Retired 31 March 2017
Air Chief Marshal Sir Angus HOUSTON AK, AFC (Ret'd)	Appointed 01 April 2017
<b>Deputy Chancellor</b> Mr Bruce COWLEY, BCom, LLB(Hons) Qld. FAICD	Resigned 03 March 2017
Mr Scott WILLIAMS, AM, QDAH Qld, BEc, GradDipCompSc GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt UNE, FAICD	Appointed 11 April 2017
<b>Vice-Chancellor and President</b> Professor Greg HILL, CertTeach Kelvin Grove Teach.Coll., BA(Hons) Qld, PhD Qld.	
<b>Chairperson of the Academic Board</b> Professor Birgit LOHMANN, BSc (Hons) Adel., PhD Flin, FAIP, GAICD	
<b>Six members appointed by the Governor in Council*</b> Ms Debra BENNET	
Ms Sandra BIRKENSLEIGH, BCom UNSW, CA, CCP Fellow, GAICD	Appointed 04 May 2017
Mr Bruce COWLEY, BCom, LLB(Hons) Qld. FAICD	Resigned 03 March 2017
Dr Suzanne INNES, BA (Hons), BEdSt Qld., GradCertTESOL UNE, MSchM EdD C.Qld.	
Ms Julie-Anne MEE, BBus C.Qld., MAdmin Griff, FCPA	Term concluded 08 December 2017
Ms Jacquelyn WRIGHT, BBus(Comp) NTU, Master of Computing Studies Deakin, GDipEd(Adult) S.Aust., GDipEd(Primary) NTU	
<b>Two members of the University's academic staff</b> Professor Robert ELLIOT, BA(Hons) NSW, MA La Trobe, DipEd Melb., PhD Qld.	Term concluded 08 December 2017
Dr Mark SAYERS, BAppSci CCAE, MAppSci UC, PhD RMIT	
Professor Tim PRENZLER, PhD Griff., MA Qld., BA(Hons) Griff., GradDipT Griff.	Appointed 09 December 2017
<b>One member of the University's full-time general staff</b> Mr Jon DICKINS, BA(Hons) Griff	Term concluded 08 December 2017
Dr Ruth GREENAWAY, PhD Qld.UT, MLM C.Qld, BA W.Syd, GradDipEd NSW, SFHEA	Appointed 09 December 2017
<b>Two members of the student body</b> Mr Michael JEFFERIES, AmusA, LTCL, AAICD	Term concluded 08 December 2017
Mr Raymart WALKER, AAICD	Term concluded 08 December 2017
Ms Kate KIRBY, BA Qld.GradDipLib&InfSt Qld.UT, MInfTech Qld.UT	Appointed 09 December 2017
Ms Kirsty WALKER, BEd Qld.UT	Appointed 09 December 2017

\*The appointments of the six Council members appointed by the Governor in Council (GIC) expired on 8 December 2017. Due to the Queensland State Government election in late 2017, no decision on the appointment of Council members appointed by the GIC could be made during the caretaker period. The Council approved the extension of the appointments of three members appointed by Council to 11 April 2018 while the GIC appointment process continued.

## Note 16 Key management personnel disclosures (continued)

### Four additional members appointed by Council

Mr David FOSTER, BAppSc *S.Qld.*, MBA *S.Cross*, SF Fin, GAICD

Appointed 11 April 2017

Mr Robert HUBBARD, BA(Hons), FCA

Resigned 01 March 2017

Ms Natasha READ, BCom *Griff.*, MBA *Sunshine Coast*, FAIM, GAICD

Emeritus Professor Gerard SUTTON, AO, BE(Hons), MEngSc *UNSW*, PhD *CUA*, Hon DSc *UOW*

Mr Scott WILLIAMS, AM, QDAH *Qld.*, BEc, GradDipCompSc GradDipFinMangt,  
GradDipRurAcc *NE*, Hon.DLitt *NE* FAICD

### Council officers

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

### Executive officers

<i>Position</i>	<i>Current Incumbents</i>
Vice-Chancellor & President	Prof Greg Hill
Senior Deputy Vice-Chancellor	Prof Birgit Lohmann
Deputy Vice-Chancellor, Research & Innovation	Prof Roland De Marco
Pro Vice-Chancellor, International & Quality	Prof Robert Elliot
Chief Operating Officer	Dr Scott Snyder
Pro Vice-Chancellor, Students	Prof Karen Nelson
Executive Dean, Faculty of Arts, Business and Law	Prof Joanne Scott
Executive Dean, Faculty of Science, Health, Education and Engineering	Prof John Bartlett

Note all position titles are as at statement of financial position date.

### (b) Remuneration of Council Members, Executives and Key Management Personnel

Remuneration for the University's key executive management personnel is established in accordance with the approved delegations by Council to the Vice-Chancellor & President under the *University of the Sunshine Coast Act 1998* and the Senior Staff Remuneration Policy. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts. The contracts may provide for the provision of other benefits including motor vehicles.

Remuneration packages for key executive management personnel comprise the following components:

- Short term employee benefits which include:
  - Base – consisting of base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the statement of comprehensive income.
  - Non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.
- Long term employee benefits include long service leave accrued.
- Post-employment benefits include superannuation.
- Redundancy payments are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.

Total fixed remuneration is calculated on a 'total cost' basis and includes the base and non-monetary benefits, long term employee benefits and post-employment benefits.

No Council Member is entitled to any Retirement Benefit arising from their role as a Council Member. The University leases and maintains a motor vehicle for the Chancellor in his role as head of the University council.

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## Note 16 Key management personnel disclosures (continued)

	Consolidated		Parent entity	
	2017	2016	2017	2016
	Number		Number	
<b>Remuneration of Council Members</b>				
\$30,000 to \$39,999	-	1	-	1
\$40,000 to \$49,999	1	-	1	-
<b>Remuneration of Executive Officers</b>				
\$10,000 to \$19,999	1	-	1	-
\$230,000 to \$239,999	-	1	-	1
\$300,000 to \$309,999	-	2	-	2
\$320,000 to \$329,999	-	1	-	1
\$330,000 to \$339,999	2	-	2	-
\$370,000 to \$379,999	1	1	1	1
\$380,000 to \$389,999	1	-	1	-
\$410,000 to \$419,999	-	1	-	1
\$440,000 to \$449,999	1	1	1	1
\$460,000 to \$469,999	1	-	1	-
\$480,000 to \$489,999	-	1	-	1
\$490,000 to \$499,999	1	-	1	-
\$730,000 to \$739,999	-	1	-	1
\$740,000 to \$749,999	1	-	1	-

### (c) Key management personnel compensation

	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Short-term employee benefits	3,103	3,140	3,103	3,140
Post-employment benefits	472	453	472	453
Other long-term benefits	70	70	70	70
<b>Total key management personnel compensation</b>	<b>3,645</b>	<b>3,663</b>	<b>3,645</b>	<b>3,663</b>

### (d) Performance payments

The University did not have any key management personnel entitled to performance payments in 2017 (2016: Nil). No performance bonus has been agreed or paid in relation to subsequent years.

### (e) Loans to key management personnel

No loans were made to any key management personnel during the period or in prior periods.

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For the year ended 31 December 2017

	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 17 Commitments</b>				
<b>(a) Capital commitments</b>				
Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:				
<b>Property, plant and equipment</b>				
Within one year	4,710	2,842	4,710	2,842
Later than one year but not later than five years	-	-	-	-
Later than five years	-	-	-	-
<b>Total Property, plant and equipment</b>	<b>4,710</b>	<b>2,842</b>	<b>4,710</b>	<b>2,842</b>
<b>Total capital commitments</b>	<b>4,710</b>	<b>2,842</b>	<b>4,710</b>	<b>2,842</b>

## (b) Lease commitments

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

### Operating Leases

Within one year	3,533	2,478	3,533	2,478
Later than one year but not later than five years	11,347	7,825	11,347	7,825
Later than five years	26,622	7,487	26,622	7,487
<b>Total lease commitments</b>	<b>41,502</b>	<b>17,790</b>	<b>41,502</b>	<b>17,790</b>

All the current leases held by the University are considered to be operating leases and are considered to be of standard terms with no unusual restrictions. Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. 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.

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

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## Note 18 Related parties

### (a) Parent entities

The ultimate Australian parent entity within the consolidated entity is the University of the Sunshine Coast which at 31 December 2017 owns 100% (2016:100%) of the issued ordinary shares of the Innovation Centre Sunshine Coast Pty Ltd (ICSC), USC Capital and Commercial Pty Ltd (C&C) (established in 2015) and Thompson Institute Pty Ltd (established in 2017).

### (b) Controlled entities

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.

Controlled entities comparative figures	2017 \$'000	2016 \$'000
Total assets	412	482
Total liabilities	288	375
Total revenue	1055	1,018
Operating result for the reporting period	17	19

The objective of C&C is to enter into and manage commercial arrangements. C&C did not trade in 2017 (no trade in 2016 except acquiring 40% shares in Sunshine Coast Lightning Pty Ltd (4 shares at \$1 each).

The objective of Thompson Institute Pty Ltd is to advance the research health agenda. Thompson Institute Pty Ltd did not trade in 2017. The University purchased 100% of shares for a total value of \$100 cash.

University maintains and manages all insurance policies as required by the controlled entities. The University has lease arrangements with ICSC in relation to the space occupied in the Incubator and Accelerator. The controlled entities are dependent on funding provided by the University. Funding support has been agreed to by the University for the 2018 financial year for those entities anticipated to trade.

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

Directors of ICSC who were also key management personnel of the University during 2017 (or part thereof) are:

Ms Julie-Anne MEE  
Mr David FOSTER  
Professor Roland DE MARCO

Directors of C&C who are also key management personnel of the University are:

Dr Scott SNYDER

Directors of Thompson Institute Pty Ltd who are also key management personnel of the University are:

Air Chief Marshal Sir Angus HOUSTON  
Professor Greg HILL

Refer to note 16 for key management personnel of the consolidated entity.

### (d) Transactions with related parties

The University purchases goods and services from 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 ICSC to expend in an approved manner. For the period until 31 December 2017 ICSC received \$250,000 (2016: \$250,008). The University has lease arrangements with the wholly owned subsidiary ICSC in relation to the space occupied in the Incubator and Accelerator.

The University provided C&C with a loan of \$4 in 2016 to acquire shares in Sunshine Coast Lightning Pty Ltd. There were no other transactions with C&C in 2017 and 2016.

The University paid \$100 in cash to acquire 100% of the shares in Thompson Institute Pty Ltd.

The Vice-Chancellor & President held the position of Director of the IDP Education Australia Limited Board.

In relation to related party transactions outside that of the University's controlled entities the following has occurred



## Note 18 Related parties (continued)

The following transactions occurred with related parties, excluding controlled entities:	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$	\$	\$	\$
Sale of goods and services				
Transactions are in relation to the provision of goods and services by the University for the general operations of the entity.	15,793	787		–
Purchase of goods and services				
Transactions are in relation to the provision of goods and services for IT operations of the university.	624,584	864,212	624,584	864,212
Transactions are in relation to the provision of goods and services for events staged by the university.	206,830	4	60,000	–

### (e) Outstanding balances

As at 31 December 2017, the wholly owned subsidiary ICSC owed the University an amount of \$136,274 (2016: \$109,092) and C&C an amount of \$4 (2016: \$4) through normal intercompany arrangements.

No provision for doubtful debts has been raised in relation to any outstanding balances, and no expense has been recognised in respect of bad or doubtful debts due from related parties.

No loans were made between the University and any related parties other than the \$4 loan with C&C.

## Note 19 Events occurring after the balance sheet date

On 8 January 2018 the University acquired the Shared Use Agreement from QUT for the QUT Caboolture Campus (facilities owned by TAFE Qld), as agreed by the QUT and USC Councils in November 2017. Under the agreement the University received plant & equipment and cash settlement for employee leave provisions transferred at that date.

There are no other events that have occurred after the balance sheet date that 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.

	Consolidated		Parent entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Note 20 Reconciliation of operating result after income tax to net cash flows from operating activities</b>				
Operating result for the period	18,472	30,693	18,437	30,675
Depreciation and amortisation	12,293	11,161	12,282	11,152
Non-cash donations	(1,927)	(63)	(1,926)	(53)
Net (gain) / loss on sale of non-current assets	107	160	107	160
Net (gain) on assets acquired at less than fair value	-	(14,526)	-	(14,526)
(Increase) / decrease in trade and other receivables	(2,244)	1,502	(2,409)	1,580
(Increase) / decrease in other assets	5,655	(2,182)	5,671	(2,191)
(Decrease) / increase in trade and other payables	(2,538)	4,283	(2,356)	4,187
(Decrease) / increase in other liabilities	430	4,156	430	4,156
(Decrease) / increase in provisions	3,096	3,470	3,066	3,443
Net cash provided by / (used in) operating activities	<b>33,344</b>	<b>38,654</b>	<b>33,302</b>	<b>38,583</b>

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## Note 21 Financial risk management

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the consolidated entity becomes party to the contractual provisions of the financial instrument.

The consolidated entity has the following categories of financial assets and financial liabilities:

	Note	Consolidated		Parent entity	
		2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>Financial assets</b>					
Cash and cash equivalents		65,696	49,195	65,369	48,893
Receivables	9	5,234	2,990	5,348	2,939
Term deposits		20,000	20,000	20,000	20,000
Other financial assets		15,700	11,027	15,700	11,027
<b>Total financial assets</b>		<b>106,630</b>	<b>83,212</b>	<b>106,417</b>	<b>82,859</b>
<b>Financial Liabilities</b>					
Trade and other payables	11	8,654	11,192	8,619	10,975
Borrowings	12	7,067	8,902	7,067	8,902
<b>Total financial liabilities</b>		<b>15,721</b>	<b>20,094</b>	<b>15,686</b>	<b>19,877</b>

**Note 21 Financial risk management (continued)**

**Risk exposure, measurements and strategies**

The Council has overall responsibility for the establishment and oversight of the risk management framework. The Council has established the Audit and Risk Management Committee, which oversees how management monitors compliance with the consolidated entity's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the consolidated entity. The Audit and Risk Management Committee are assisted in its oversight role by Internal Audit. The following sets out a variety of financial risks the consolidated entity is exposed to:

<b>Risk Exposure</b>	<b>Definition</b>	<b>Exposure</b>	<b>Measurement Method</b>	<b>Risk Management Strategies</b>
<b>Market risk</b>	Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the consolidated entity'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 consolidated entity does not hold any derivatives or other financial liabilities related to the management of market risk.	Interest rate sensitivity analysis	<p><i>(i) Foreign exchange risk (currency risk):</i> The currency in which the consolidated entity's activities and associated transactions are conducted is primarily the Australian dollar (AUD). As such, the consolidated entity's exposure to currency risk on sales, purchases and borrowings is minimal.</p> <p><i>(ii) Price risk:</i> As the consolidated entity has not entered into any complex financial arrangements any exposure to price risk is immaterial.</p> <p><i>(iii) Cash flow and fair value interest rate risk:</i> The consolidated entity's investment 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.</p>
<b>Credit risk</b>	Credit risk is the risk of financial loss to the consolidated entity if a customer fails to meet its contractual obligations, and arises principally from the consolidated entity's receivables from customers and, for the parent entity, receivables due from controlled entities.	The carrying amount of the consolidated entity's financial assets represents the maximum credit exposure.	Ageing analysis	<p><i>(i) Trade Receivables:</i> The University's Financial Management Policy establishes a credit policy under which each new customer is analysed individually for creditworthiness before the consolidated entity'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.</p> <p><i>(ii) Investments:</i> The consolidated entity has limited most of its exposure to credit risk by only investing in liquid securities with QTC or other Industry initiatives.</p>
<b>Liquidity risk</b>	Liquidity risk is the risk that the consolidated entity will not be able to meet its financial obligations as they fall due.	The consolidated entity is exposed to liquidity risk in respect of its payables (Note 11 Trade and Other Payables). All financial liabilities will fall due within one year or less.	Past trend analysis and commitments reporting	<p>The consolidated entity'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 consolidated entity's reputation.</p> <p>The consolidated entity 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.</p>



**Note 22 Acquittal of Australian Government financial assistance (continued)**  
**22b Higher Education Loan Programs (excluding OS-HELP)**

	Note	HECS-HELP (Australian Government payments only)		Parent entity (HEP) ONLY				TOTAL		
		2017	2016	FEE-HELP #3	2016	2017	2016	2017	2016	2017
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Payable / (Receivable) at beginning of year		1,094	344	-	-	-	-	1,094	-	344
Financial assistance received in Cash during the reporting period		57,655	53,888	2,279	1,770	2,010	1,884	61,944	1,884	57,542
Cash available for period		58,749	54,232	2,279	1,770	2,010	1,884	63,038	1,884	57,886
Revenue earned	2(b)	58,498	53,138	2,419	1,770	2,010	1,884	62,927	1,884	56,792
Cash Payable / (Receivable) at end of year		251	1,094	(140)	-	-	-	111	-	1,094

#3 Program is in respect of FEE-HELP for Higher Education only.



# Financial Statements

Notes to the financial statements

For the year ended 31 December 2017

## Note 22 Acquittal of Australian Government financial assistance (continued) 22c Department of Education and Training Research #4

Parent entity (HEP) ONLY

Note	Research Training Program #5		Research Support Program #6		TOTAL		
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	2,429	2,274	2,725	2,487	5,154	4,761	
Net accrual adjustments	-	-	-	-	-	-	
Revenue for the period	2(c) & 2(d)	2,429	2,274	2,725	2,487	5,154	4,761
Surplus / (deficit) from previous year		223	268	206	79	429	347
Total revenue including accrued revenue		2,652	2,542	2,931	2,566	5,583	5,108
Less expenses including accrued expenses		2,652	2,319	2,931	2,360	5,583	4,679
Surplus / (deficit) for reporting period		-	223	-	206	-	429

#4 Any reported surpluses for the Research Training Program and the Research Support Program for 2017 are expected to be rolled over for future use by the University.

No surpluses for 2017 are expected to be returned to the Department of Education and Training.

#5 Research Training Program has replaced Australian Postgraduate Awards, International Postgraduate Research Scholarships and Research Training Scheme in 2017.

2016 data for the programs that have been replaced are reported in the Research Training Program comparatives.

#6 Research Support Program has replaced Joint Research Engagement, JRE Engineering Cadetships, Research Block Grants and Sustainable Research Excellence in Universities in 2017. 2016 data for the programs that have been replaced are reported in the Research Support Program comparatives.

### Total Higher Education Provider Research Training Program expenditure #7

	Total domestic students \$'000	Total overseas students \$'000
Research Training Program Fees offsets	1,166	24
Research Training Program Stipends	1,177	6
Research Training Program Allowances	42	14
<b>Total for all types of support</b>	<b>2,385</b>	<b>44</b>

#7 Please refer to the Commonwealth Scholarship Guidelines for expenditure definitions for the Research Training Program

## 22d Australian Research Council Grants

Parent Entity (HEP) ONLY

Note	Discovery		Linkages		TOTAL		
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	1,032	816	706	927	1,738	1,743	
Net accrual adjustments	-	-	-	-	-	-	
Revenue for the period	2(e)	1,032	816	706	927	1,738	1,743
Surplus / (deficit) from previous year		333	252	389	428	722	680
Total revenue including accrued revenue		1,365	1,068	1,095	1,355	2,460	2,423
Less expenses including accrued expenses		905	735	683	966	1,588	1,701
Surplus / (deficit) for reporting period		460	333	412	389	872	722

## Note 22 Acquittal of Australian Government financial assistance (continued)

### 22e OS - HELP

#### Parent entity (HEP) ONLY

	Note	2017 \$'000	2016 \$'000
Cash received during the reporting period		1,041	447
Cash spent during the reporting period		758	451
Net cash received		<u>283</u>	(4)
Cash surplus / (deficit) from previous period		<u>209</u>	213
Cash surplus / (deficit) for reporting period	11	<u><u>492</u></u>	<u>209</u>

### 22f Student Services and Amenities Fee

	Note	2017 \$'000	2016 \$'000
Unspent / (overspent) revenue from previous period		1,410	374
SA-HELP Revenue Earned	2(b)	2,010	1,884
Student Services and Amenities Fees direct from Students	4	<u>790</u>	803
Total revenue expendable in period		<u>4,210</u>	3,061
Student Services expenses during period		<u>(2,796)</u>	(1,651)
Unspent / (overspent) Student Services Revenue		<u><u>1,414</u></u>	<u>1,410</u>

# Financial Statements

Statement of Certification

For the year ended 31 December 2017

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 agree with the accounts and records of the University of the Sunshine Coast and its controlled entities; 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 and its controlled entities for the period 1 January 2017 to 31 December 2017, and of the financial position as at 31 December 2017 in accordance with prescribed accounting standards and conform with the Guidelines for the Preparation of Annual Financial Statements issued by the Australian Government Department of Education;
  - (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 purpose(s) 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;
  - (v) the University of the Sunshine Coast charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* and the Administration Guidelines made under the Act. Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act.

Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)  
Chancellor  
University of the Sunshine Coast

22 February 2018

Professor Greg Hill  
Vice-Chancellor and President  
University of the Sunshine Coast

22 February 2018

Dr Scott Snyder  
Chief Operating Officer  
University of the Sunshine Coast

22 February 2018

## INDEPENDENT AUDITOR'S REPORT

To the Council of the University of the Sunshine Coast.

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of the University of the Sunshine Coast (the parent) and its controlled entities (the group).

In my opinion, the financial report:

- a) gives a true and fair view of the parent's and group's financial position as at 31 December 2017, and their financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards.

The financial report comprises the statements of financial position as at 31 December 2017, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the certificate given by the Chancellor, Vice-Chancellor and President and Chief Operating Officer.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the parent and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

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

#### Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

# Financial Statements

Independent Auditor's Report

For the year ended 31 December 2017

## Specialised buildings (\$274.93 million) valuation

Refer Note 10

Key audit matter	How my audit procedures addressed this key audit matter
<p>Specialised buildings within the Freehold buildings asset class were material to the University of the Sunshine Coast at balance date and were measured at fair value using the current replacement cost method. An independent valuation specialist performed comprehensive revaluation of University buildings as at 31 December 2014 and desktop valuations applied in subsequent years.</p> <p>The current replacement cost method comprises:</p> <ul style="list-style-type: none"> <li>▪ Gross replacement cost, less</li> <li>▪ Accumulated depreciation</li> </ul> <p>The University derived the gross replacement cost of its buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> <li>▪ identifying the components of buildings with separately identifiable replacement costs</li> <li>▪ developing a unit rate for each of these components, including:                             <ul style="list-style-type: none"> <li>– estimating the current cost for a modern substitute (including locality factors and oncosts), expressed as a rate per unit</li> <li>– identifying whether the existing building exhibits obsolescence or less utility compared to the modern substitute, and if so estimating the adjustment to the unit rate required to reflect this difference.</li> <li>– Indexing unit rates for subsequent increases in input costs.</li> </ul> </li> </ul> <p>The measurement of accumulated depreciation involved significant judgements for forecasting the remaining useful lives of building components.</p> <p>The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>My audit procedures included, but were not limited to:</p> <ul style="list-style-type: none"> <li>▪ Assessing the adequacy of management's review of the valuation process</li> <li>▪ Assessing the competence, capabilities and objectivity of valuation specialists who have provided information on unit rates and cost movements</li> <li>▪ Assessing the reasonableness of unit rates by:                             <ul style="list-style-type: none"> <li>– obtaining an understanding of the methodology used and assessing its design, integrity and appropriateness with reference to common industry practice.</li> <li>– evaluating their relevance and appropriateness to changes in Building Price Index inputs and other publicly available information.</li> </ul> </li> <li>▪ Assessing the ongoing reasonableness of the buildings useful lives by –                             <ul style="list-style-type: none"> <li>– reviewing management's annual assessment of useful lives</li> <li>– assessing the appropriateness of useful lives where assets were disposed of prior to the end of their useful life.</li> </ul> </li> <li>▪ Reviewing assets with an inconsistent relationship between condition and remaining useful life.</li> <li>▪ Performing tests to confirm depreciation is calculated in accordance with the University's accounting policies and industry standards.</li> </ul>

### Other information

Other information comprises the information included in the University of the Sunshine Coast annual report for the year ended 31 December 2017, but does not include the financial report and my auditor's response thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.



In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the Entity for the Financial Report**

The Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards, and for such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Council is also responsible for assessing the parent's and group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the parent or group or to otherwise cease operations.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the parent's and group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the group.
- Conclude on the appropriateness of the parent's and group's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent's or group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the parent or group to cease to continue as a going concern.

# Financial Statements

Independent Auditor's Report

For the year ended 31 December 2017

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

I communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Council, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 31 December 2017:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



John Welsh  
as delegate of the Auditor-General

26 February 2018

Queensland Audit Office  
Brisbane

Innovation Centre Sunshine Coast Pty Ltd ACN 094 885 177

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## Innovation Centre Sunshine Coast DIRECTOR'S REPORT

This report by the Directors of the Innovation Centre Sunshine Coast Pty Ltd (ICSC) is prepared in accordance with the *Corporations Act 2001* is for the year ended 31 December 2017 and is accompanied by the Financial Statements for the period. The primary users of this report are:

- The Board of Directors of the ICSC;
- The University of the Sunshine Coast;
- The Queensland & Commonwealth Government; and
- ICSC partners, members and alumni.

and by other financial information, which are to be read as part of this report.

### DIRECTORS:

The names of the Directors of the ICSC in office during the reporting year are as follows:

Director	Term	Experience
<b>Dr Peter Isdale AM, PhD (JCU), BA (Hons) (JCU), MAICD. ICSC Chairman from 1 January 2017.</b>	From: 01/09/2016	Former scientist, corporate CEO, Chair or Deputy of eight organisations, professional company director.
<b>Professor Mike Hefferan, PhD (QUT), MAppSci (QUT), GradDipMgmt (CQU), BA (UQ)</b>	From: 18/02/2010 To: 5/02/2017	Pro Vice-Chancellor (Engagement), USC. Certified Practising Valuer, former ICSC Chairman
<b>Ms Julie-Anne Mee, BBus (CQU); MAdmin, (GU); FCPA, Company Secretary (ICSC)</b>	From: 07/12/2010	Qualified accountant, member of the USC Council.
<b>Dr Kirsten Baulch, MBBS FRACGP (UQ); GCBA (QUT)</b>	From: 19/06/2012	Qualified general practitioner, Founder and Medical Director of Medimobile P/L
<b>Professor Roland De Marco, PhD (La Trobe), MSc / BSc (RMIT), MRACI</b>	From: 24/02/2016	Deputy Vice-Chancellor (Research and Innovation), USC
<b>Professor Mike Clements, PhD Lincoln, BCom (Hons) GAICD</b>	From: 24/02/2016 To: 22/07/2017	Head of School (Business), USC
<b>Mr David Foster, B.AppSci, MBA, SFFin, FAIM, GAICD.</b>	From: 24/02/2016	Chairman, Sunshine Coast Economic Futures Board, Member USC Council, USC Planning & Resources Committee
<b>Mr Mark Ferris, Bbus, MBA</b>	From: 21 February 2017	Commercial lawyer, startup founder, business development, strategy, angel investor, business mentor.



**ICSC BOARD MEETINGS & DIRECTORS ATTENDANCE:**

Six (6) meetings of the ICSC Board were held in 2017 with meetings attended by each director:

Director	Eligible to attend	Attended	Location
Dr Peter Isdale	5	5	ICSC
Professor Roland De Marco	5	3	ICSC
Ms Julie-Anne Mee	5	5	ICSC
Dr Kirsten Baulch	5	4	ICSC
David Foster	5	5	ICSC
Mr Mark Ferris	4	4	ICSC
Professor Mike Clements	3	1	ICSC
Professor Michael Hefferan	1	1	ICSC

Directors' interests in shares and options of the Company as at 31 December 2017 were nil (2016: nil). The Chief Executive Officer reports directly to the ICSC Board and he attended all six (6) meetings.

**PRINCIPAL ACTIVITIES:**

The University of the Sunshine Coast (USC) established the ICSC on 26 October 2000, under the *University of the Sunshine Coast Act 1998 Part 2(6)* with a free-standing Board. With financial backing from the State and Commonwealth Government, the ICSC became operational in 2002 with a mission to support the start-up and growth of knowledge-based businesses and to promote beneficial interaction between these businesses and USC.

Operates a 1,700-square metre business incubator and accelerator facility on the USC campus. The ICSC provides business development programs, high quality mentoring, investment readiness, pathways and connections to early stage capital, extensive networking opportunities, high-speed fibre/wireless connections, flexible office space, video studio, prototyping / design lab, and collaborative links to USC research, staff and students.

**DIVIDENDS:**

No dividends have been paid or declared during or since the 2017 financial year (2016: nil).

**2017 REVIEW AND RESULTS OF OPERATIONS:**

For the year ended 31 December 2017, the ICSC had total income of \$1,055,274 (\$1,023,955 in 2016) and a net operating profit of \$16,720 (\$18,408 in 2016).

The IC remains well positioned to assist local entrepreneurs, innovators, new ventures, enterprising researchers and students. Since 2002 the ICSC has been home to over 200 startup and high growth businesses which have created over 860 jobs, 220 student placements and \$60 million in economic value for the Sunshine Coast. The ICSC activities, services, members and partners are fully detailed at [www.innovationcentre.com.au](http://www.innovationcentre.com.au)

In 2017 the ICSC attracted 30 new member companies (23 in 2016) and both Terragen Biotech and Servatus Biopharmaceuticals have signed mutually beneficial research agreements with USC.



# Innovation Centre Sunshine Coast Pty Ltd

Directors' report

For the year ended 31 December 2017

2017 saw the successful introduction the new ICSC food and beverage accelerator program (Grow Coastal) in which 12 companies benefit from a customised four-month business capacity building program. ICSC has partnered with USC, the Food & Agribusiness Network and secured Advance Queensland funding over three years to deliver this innovative program. The program is specifically designed for producers looking to scale fast, bring their vision to life and deliver new food and beverage innovations to the world.

Aggregated feedback from the 2017 cohort shows that the Grow Coastal Program has made a significant difference with a total of **17 new staff employed, a 160% increase in customer numbers, an 85% increase in revenue** with two companies more than doubling their revenue in the 12 months to December 2017.

To encourage greater collaboration one of the programs guest presenters was USC Research Fellow, Dr Kathy Hastings effective engagement also took place with 7 USC staff and 9 USC students (involved with internships, WIL projects or paid work).

The Grow Coastal participants gain from industry experts and mentors covering topics like: lean startup, market research, customer engagement, commercialisation and business planning, financial management, public relations and marketing, legal and intellectual property, distribution and fulfilment, exporting, pitching and securing early stage capital. The program is also fueling a collaborative regional ecosystem of foodpreneurs - cultivating progressive business growth, exports and high value employment on the Sunshine Coast.

The year also saw the successful delivery of the ICSC DemoDay series (5 events linked to high value sectors) and the Pitch 4 Investment event (which has also helped to establish and formalise the local SunCoast Angel Investment Network). The ICSC also contributed to important USC related events (such as Senior Staff Forums, Research Week, Horizons Festival, Remix, Enactus, etc.) and various Startup Week events and numerous innovation related Meet-Up Groups. The ICSC was also part of the local consortium that secured \$0.5M from Advance Queensland (new matched funding to help support regional innovation capacity building over the next three years).

## ICSC & MEMBER HIGHLIGHTS:

The ICSC celebrated its 15<sup>th</sup> Anniversary on 8<sup>th</sup> December 2017 with its many partners, sponsors, mentors, members, alumni, the ICSC Board members and USC executives.

- The ICSC was home to three overseas based companies - Turbulent, Medisen and Wazlo (via the State Governments HotDesQ Program). This program has proven to be beneficial, with international founders sharing their skills and knowledge with our local members whilst scaling their business into the Asia Pacific region.
- Five ICSC members featured in the November 2017 Profile Magazine (Innovation feature).
- Alumni member iDcare secures significant new cyber security contracts with the Department of Defence (in both Australia and the USA).
- ICSC secured a new silver sponsor; Elypsys Fibre Networks (a successful IC alumni member).
- Terragen Biotech (IC Member with 11 staff partnering with USC and Soils First) received \$1 million CRC funding as the lead participant in a three year research project.
- ICSC entrepreneurial capacity building support for USC International Development short business courses (delivered in Port Moresby, PNG and at the ICSC).

Queensland Innovation Minister, Leanne Enoch announced \$500,000 in funding over three years for the region under the Government's Advancing Regional Innovation Program with funding successfully matched by the local business community.

The ICSC Board and CEO would specifically like to acknowledge the strong financial and in-kind support during the year from USC, ICSC Mentor Panel members, ICSC Partners (Redchip Lawyers, RADBE Consulting, Poole Group, Elypsys), ICSC Board Members, all three levels of Government, the RDA Sunshine Coast and finally ICSC alumni members which continue to grow and become our ideal ambassadors - providing valuable referrals and dynamic connections.

**SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS:**

In 2017, the ICSC and USC applied for and were granted an exemption from The Queensland Audit Office (QAO) for a full QAO Audit (an earlier requirement of a Queensland Government funding grant). The ICSC is a small proprietary company under the Corporations Act (Section 49.1 of the Auditor General Act) which requires written financial records of a standard that would satisfy an audit to be kept, but does not require an audit to actually occur.

Notwithstanding the QAO exemption, USC will continue to receive appropriately certified ICSC Annual Financial Statements, albeit not audited by QAO.

There were no other significant changes in the state of affairs of the ICSC during the 2017 year.

**POST BALANCE DATE EVENTS:**

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

**LIKELY FUTURE DEVELOPMENTS AND EXPECTED RESULTS:**

The ICSC has government funding agreements in place to facilitate enhanced programs and extra mentoring capacity to be delivered for the region. The Board and CEO continue to actively review and target other corporate funding opportunities as part of the ICSC Business Plan.

**ENVIRONMENTAL REGULATIONS:**

ICSC operations are undertaken in accordance with relevant environmental regulations of the Commonwealth, State and Local Governments.

**DIRECTORS' REMUNERATION:**

In 2017 no director of the ICSC has received or become entitled to receive a benefit by reason of a contract made by the ICSC or a related corporation (excluding those directors with employment contracts with USC) with a director or firm of which a director is associated.

**KEY MANAGEMENT PERSONNEL:**

Total remuneration package of CEO, Mr Mark Paddenburg is in the range of \$170,000 - \$185,000.

# Innovation Centre Sunshine Coast Pty Ltd

Directors' report

For the year ended 31 December 2017

## ICSC FUTURE DIRECTION:

While the Australian innovation landscape continues to change - the USC and ICSC remain committed to playing an active part in assisting innovators and entrepreneurs to scale and thrive. ICSC members and its entrepreneurial network provide valuable USC student job placements, internships, networking, events and research related connections. ICSC members have a demonstrated track record of delivering new innovations and commercialised products to the global market. The benefits of innovation often go well beyond economic benefits, impacting on the quality of our day-to-day lives.

The ICSC programs and operations are funded from membership fees, commercial sponsorships, partnerships, a USC grant and government program contributions. The ICSC will continue to diversify its revenue base via increased funding from the corporate sector, private sponsors and philanthropists.

In 2018, the ICSC will continue to provide catalytic programs, support and connections for innovative ventures. Additionally, we will have a far stronger focus on mature startups and scaleups, particularly those that actively connect with USC (via research projects, student placements and adding capability to USC flagship areas of opportunity).

In Q4 2018, the ICSC will be introducing a health, wellbeing and med-tech accelerator in partnership with USC and SCHI to assist 10 ambitious businesses in the region via the skills, connections and opportunities they need to take their business to the next level. Expressions of interest are currently open via: <https://innovationcentre.com.au/healthaccelerator/>



**INDEMNIFICATION OF OFFICERS AND AUDITORS:**

During the year, USC paid a premium to insure officers (including Directors) of the ICSC. The liabilities insured are legal costs that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of the ICSC, and any other payments arising from liabilities incurred by the officers in connection with such proceedings, other than where such liabilities arise out of conduct involving a willful breach of duty by the officers or the improper use by the officers of their position or of information to gain advantage for themselves or someone else to cause detriment to the ICSC. The ICSC has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify any current or former officer or auditor of the ICSC against a liability incurred as such by an officer or auditor.

**LEGAL PROCEEDINGS:**

There are no current legal proceedings involving the ICSC and the ICSC was not party to any such proceedings during the year.

**ROUNDING OF AMOUNTS:**

Amounts in the Financial Statements and Directors' Report have been rounded to the nearest dollar unless stated to be otherwise.

Signature



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**Dr Peter Isdale AM**

Chairman of Directors

Dated: 7/2/2018



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**Mr Mark Paddenburg**

Chief Executive Officer

Dated: 7/2/2018

at Sippy Downs, Queensland, Australia.

# Innovation Centre Sunshine Coast Pty Ltd

Statement of profit and loss

For the year ended 31 December 2017

	NOTES	2017	2016
<b>Income</b>			
Consultancy Services		5,575	-
In Kind Support		-	5,582
Memberships		496,465	559,444
Other Revenue		47,466	44,421
Sponsorship Fees		84,268	17,000
State / Fed Government Grants		171,500	147,500
USC Grant Funding		250,000	250,008
<b>Total Income</b>		<b>1,055,274</b>	<b>1,023,955</b>
<b>Total Income</b>		<b>1,055,274</b>	<b>1,023,955</b>
<b>Expenses</b>			
Employment Costs		404,213	438,232
Occupancy & Utilities		50,542	71,840
Other Expenses		77,836	56,015
Rental, hire and other leasing fees		48,629	157,715
Consultancy & Contracting		130,625	118,688
Depreciation		10,879	9,332
ICT Internet-Telecoms-Data		127,905	124,640
In Kind Expenses		-	5,072
Marketing & Advertising		35,986	11,888
Program & Events Expenses		151,940	12,126
<b>Total Expenses</b>		<b>1,038,554</b>	<b>1,005,546</b>
<b>Profit/(Loss) Before Taxation</b>		<b>16,720</b>	<b>18,408</b>

The accompanying notes form part of these financial statements.

These statements should be read in conjunction with the attached compilation report.



# Innovation Centre Sunshine Coast Pty Ltd

Balance sheet

For the year ended 31 December 2017

	NOTES	31 DEC 2017	31 DEC 2016
<b>Assets</b>			
<b>Current Assets</b>			
Accounts Receivable	2	22,439	139,378
ICSC - Cash Reserve		259,804	262,879
ICSC - Debit Mastercard		2,685	25
Innovation Centre		63,747	39,468
Petty Cash Float		385	103
Prepayment		20,008	8
<b>Total Current Assets</b>		<b>369,067</b>	<b>441,862</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	3	43,156	39,749
<b>Total Non-Current Assets</b>		<b>43,156</b>	<b>39,749</b>
<b>Total Assets</b>		<b>412,223</b>	<b>481,611</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	4	105,217	111,717
GST		3,038	14,010
PAYG Withheld	4	7,408	11,936
Customer Bonds Held		56,072	67,455
Provision for Annual Leave		56,384	33,838
Provision for L/S Leave		25,444	17,023
Rounding		(9)	-
Sundry Creditors		34,817	118,595
Suspense		96	-
<b>Total Current Liabilities</b>		<b>288,467</b>	<b>374,575</b>
<b>Total Liabilities</b>		<b>288,467</b>	<b>374,575</b>
<b>Net Assets</b>		<b>123,756</b>	<b>107,036</b>
<b>Equity</b>			
Retained Earnings		107,036	88,627
Current Year Earnings		16,720	18,408
<b>Total Equity</b>		<b>123,756</b>	<b>107,036</b>

The accompanying notes form part of these financial statements.

These statements should be read in conjunction with the attached compilation report.



# Innovation Centre Sunshine Coast Pty Ltd

Notes to the financial statements

For the year ended 31 December 2017

## 1. Statement of Significant Accounting Policies

The directors have determined that the company is not a reporting entity and accordingly, this financial report is a special purpose report prepared for the sole purpose of distributing a financial report to members and must not be used for any other purpose. The directors have determined that the accounting policies adopted are appropriate to meet the needs of the members.

The financial report has been prepared on an accrual basis and under the historical cost convention, except for certain assets, which, as noted, have been written down to fair value as a result of impairment. Unless otherwise stated, the accounting policies adopted are consistent with those of the prior year.

The accounting policies that have been adopted in the preparation of the statements are as follows:

### Income Tax

The income tax expense for the year comprises current income tax expense. The company does not apply deferred tax. Current income tax expense charged to the profit or loss is the tax payable on taxable income calculated using applicable income tax rates enacted, or substantially enacted, as at 31 December 2017. Current tax liabilities are therefore measured at the amounts expected to be paid to the relevant taxation authority.

### Inventories

Inventories are carried at the lower of cost or net realisable value. Cost is based on the first-in, first out method and includes expenditure incurred in acquiring the inventories and bringing them to the existing condition and location.

### Property, Plant and Equipment

Property, plant and equipment is initially recorded at the cost of acquisition or fair value less, if applicable, any accumulated depreciation and impairment losses. Plant and equipment that has been contributed at no cost, or for nominal cost, is valued and recognised at the fair value of the asset at the date it is acquired. The plant and equipment is reviewed annually by directors to ensure that the carrying amount is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the utilisation of the assets and the subsequent disposal. The expected net cash flows have been discounted to their present values in estimating recoverable amounts.

Freehold land and buildings are measured at their original cost, less subsequent depreciation for buildings.

Increases in the carrying amount of land and buildings arising on revaluation are credited in equity to a revaluation surplus. Decreases against previous increases of the same asset are charged against fair value reserves in equity. All other decreases are charged to profit or loss.

Any accumulated depreciation at the date of revaluation is offset against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

### Intangibles

Goodwill is recognised as the excess of the purchase price for a business acquired over the fair value of the net assets at the date of acquisition. Goodwill is assessed for impairment annually and is carried at cost less accumulated impairment losses.

### Trade and Other Receivables

Trade receivables and other receivables, including distributions receivable, are recognised at the nominal transaction value without taking into account the time value of money. If required a provision for doubtful debt has been created.

These statements should be read in conjunction with the attached compilation report.

### Trade and Other Payables

Trade and other payables represent the liabilities for goods and services received by the company that remain unpaid at 31 December 2017. Trade payables are recognised at their transaction price. They are subject to normal credit terms and do not bear interest.

### Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held on call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

### Goods and Services Tax

Transactions are recognised net of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the balance sheet.

	2017	2016
<b>2. Receivables</b>		
<b>Current</b>		
Trade Debtors	22,439	139,378
<b>Total Current</b>	<b>22,439</b>	<b>139,378</b>
<b>Total Receivables</b>	<b>22,439</b>	<b>139,378</b>

### 3. Property Plant and Equipment

	2017	2016
<b>Other Fixed Assets</b>		
Furniture & Fixtures Acc Depreciation	(12,908)	(11,165)
Furniture & Fixtures at Cost	17,429	17,429
Leasehold Improvements Acc Depreciation	(36,749)	(32,056)
Leasehold Improvements at Cost	46,932	46,932
Plant & Equipment Computing Acc Depreciation	(8,282)	(7,237)
Plant & Equipment Computing at Cost	10,450	10,450
Plant & Equipment Other Acc Depreciation	(15,869)	(12,481)
Plant & Equipment Other at Cost	42,153	27,877
<b>Total Other Fixed Assets</b>	<b>43,156</b>	<b>39,749</b>
<b>Total Property Plant and Equipment</b>	<b>43,156</b>	<b>39,749</b>

### 4. Payables

	2017	2016
<b>Current</b>		
PAYG Withholdings Payable	7,408	11,936
Trade Creditors	105,217	111,717
<b>Total Current</b>	<b>112,625</b>	<b>123,653</b>
<b>Total Payables</b>	<b>112,625</b>	<b>123,653</b>

These statements should be read in conjunction with the attached compilation report.

# Innovation Centre Sunshine Coast Pty Ltd

Compilation report

For the year ended 31 December 2017

Compilation report to Innovation Centre Sunshine Coast Pty Ltd.

We have compiled the accompanying special purpose financials statements of Innovation Centre Sunshine Coast Pty Ltd which comprise the Balance Sheet as at 31 December 2017, the Profit and Loss, a summary of significant accounting policies and other explanatory notes.

The specific purpose for which the special purpose financial statements have been prepared is set out in Note 1.

## The Responsibility of Directors

The directors of Innovation Centre Sunshine Coast Pty Ltd are solely responsible for the information contained in the special purpose financial statements, the reliability, accuracy and completeness of the information and for the determination that the financial reporting framework used is appropriate to meet their needs and for the purpose that the financial statements were prepared.

## Our Responsibility

On the basis of information provided by the directors, we have compiled the accompanying special purpose financial statements in accordance with the financial reporting framework as described in Note 1 to the financial statements and APES 315 Compilation of Financial Information.

We have applied our expertise in accounting and financial reporting to compile these financial statements in accordance with the financial reporting framework described in Note 1 to the financial statements. We have complied with the relevant ethical requirements of APES 110 Code of Ethics for Professional Accountants.

## Assurance Disclaimer

Since a compilation engagement is not an assurance engagement, we are not required to verify the reliability, accuracy or completeness of the information provided to us by management to compile these financial statements. Accordingly, we do not express an audit opinion or a review conclusion on these financial statements.

The special purpose financial statements were compiled exclusively for the benefit of the directors who were responsible for the reliability, accuracy and completeness of the information used to compile them. We do not accept responsibility for the contents of the special purpose financial statements.

per



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Poole and Partners Pty Ltd

Certified Practising Accountant  
Level 1, 8 Innovation Parkway,  
BIRTINYA, QLD , 4575

Dated: 7 February 2018

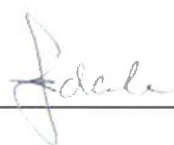
The directors have determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

The directors of the company declare that:

1. the financial statements and notes, present fairly the company's financial position as at 31 December 2017 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements; and
2. in the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Chairman of Directors: Peter Isdale



Sign date: 7 February 2018

# Innovation Centre Sunshine Coast Pty Ltd

Minutes of directors' meeting

For the year ended 31 December 2017

## Held

Innovation Centre Pty Ltd, 90 Sippy Downs Drive, SIPPY DOWNS, QLD, Australia, 4556

## On

7 February 2018

## Present

Peter Isdale (Chairperson)

Roland De Marco

Mark Paddenburg

## Minutes

It was noted that the resolutions contained in the previous minutes had been signed as a true record.

## Dividend

The directors do not recommend the payment of a dividend.

## Financial Statements and Notes to the Financial Statements

The directors reviewed the financial statements and notes to the financial statements of the company in respect of the period ended 31 December 2017 and it was resolved that they be and are hereby adopted.

## Company's Solvency

Resolved after reviewing the profit and cash flow budgets and considering the ability of the company to realise assets that the company would be able to pay its debts as and when they become due and payable.

## Non-Reporting Entity

Resolved that the company is a non-reporting entity and to the best of the knowledge and belief of the directors would remain so in the current financial year.

## Directors' Declaration

It was noted that each director had reviewed the Directors' Declaration in respect of the period ended 31 December 2017 and resolved that such Directors' Declaration be approved and signed by all directors.

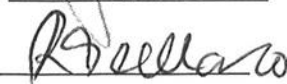
There being no further business the meeting then closed.

Signed as a true record:

Chairman of Directors: Dr Peter Isdale



Director: Professor Roland De Marco



Sign date: 7 February 2018



# Innovation Centre Sunshine Coast Pty Ltd

Depreciation schedule  
For the year ended 31 December 2017

NAME	COST	OPENING VALUE	PURCHASES	DISPOSALS	DEPRECIATION	CLOSING VALUE
<b>Furniture &amp; Fixtures at Cost</b>						
Airconditioning Unit	17,429	6,264	-	-	1,743	4,521
<b>Total Furniture &amp; Fixtures at Cost</b>	<b>17,429</b>	<b>6,264</b>	<b>-</b>	<b>-</b>	<b>1,743</b>	<b>4,521</b>
<b>Leasehold Improvements at Cost</b>						
Accelerator Fitout	31,002	9,035	-	-	3,100	5,935
ICSC Refurbishment	15,930	5,841	-	-	1,593	4,248
<b>Total Leasehold Improvements at Cost</b>	<b>46,932</b>	<b>14,876</b>	<b>-</b>	<b>-</b>	<b>4,693</b>	<b>10,183</b>
<b>Plant &amp; Equipment Computing at Cost</b>						
Exinda Appliance	10,450	3,213	-	-	1,045	2,168
<b>Total Plant &amp; Equipment Computing at Cost</b>	<b>10,450</b>	<b>3,213</b>	<b>-</b>	<b>-</b>	<b>1,045</b>	<b>2,168</b>
<b>Plant &amp; Equipment Other at Cost</b>						
Access Control to fire doors at Accelerator	6,247	1,417	-	-	625	793
Cloud Data Equipment	1,818	-	1,818	1,809	9	-
CommBox Classic Touchscreen	8,000	-	8,000	-	83	7,917
Phone System & Licences	11,830	4,222	-	-	1,183	3,039
Projector & Speakers	6,276	-	6,276	-	518	5,759
Seafaring Voyager	9,800	9,757	-	-	980	8,777
<b>Total Plant &amp; Equipment Other at Cost</b>	<b>43,971</b>	<b>15,396</b>	<b>16,094</b>	<b>1,809</b>	<b>3,398</b>	<b>26,284</b>
<b>Total</b>	<b>118,782</b>	<b>39,749</b>	<b>16,094</b>	<b>1,809</b>	<b>10,879</b>	<b>43,156</b>

# Glossary

<b>ACEEU</b> Accreditation for Entrepreneurial and Engaged Universities	<b>CTC</b> Clinical Trials Centre
<b>ACIAR</b> Australian Centre for International Agricultural Research	<b>DAP</b> Disability Action Plan
<b>ACTS</b> Australian Campuses Towards Sustainability	<b>DET</b> Department of Education and Training
<b>AGS</b> Australian Graduate Survey	<b>DIIS</b> Department of Industry, Innovation and Science
<b>AHEIA</b> Australian Higher Education Industrial Association	<b>DW/BI</b> Data Warehouse and Business Intelligence
<b>AICD</b> Australian Institute of Company Directors	<b>EA</b> Enterprise agreement
<b>AIME</b> Australian Indigenous Mentoring Experience	<b>ECM</b> Enterprise Content Management
<b>AMS</b> Asset Management Services	<b>EDRMS</b> Electronic Document and Records Management System
<b>ANU</b> Australian National University	<b>EFTSL</b> Equivalent full-time student load
<b>ARC</b> Australian Research Council	<b>ELAMP</b> Emerging Leaders and Managers Program
<b>ARC LIEF</b> Australian Research Council Linkage Infrastructure and Equipment Fund	<b>ERA</b> Excellence in Research for Australia
<b>ARMC</b> Audit and Risk Management Committee	<b>ESD</b> Environmentally sustainable design
<b>ATMC</b> Australian Technical and Management College	<b>ESOS</b> Education Standards for Overseas Students
<b>C-SALT</b> Centre for Support and Advancement of Learning and Teaching	<b>FABL</b> Faculty of Arts, Business and Law
<b>CCIQ</b> Chamber of Commerce & Industry Queensland	<b>FAICD</b> Fellow of the Australian Institute of Company Directors
<b>CIM</b> Curriculum Information Management	<b>FIDO</b> Fraser Island Defenders Organisation
<b>CMP</b> Carbon Management Plan	<b>FoSHEE</b> Faculty of Science, Health, Education and Engineering
<b>CQU</b> Central Queensland University	<b>FTE</b> Full-time equivalent (staff)
<b>CRC</b> Cooperative Research Centre	<b>FWCI</b> Field-weighted citation impact
<b>CRICOS</b> Commonwealth Register of Institutions and Courses for Overseas Students	<b>FWPA</b> Forest and Wood Products Australia
<b>CSP</b> Commonwealth Supported	<b>FY</b> First year
	<b>GIC</b> Governor in Council

<b>GOS</b> Graduate Outcomes Survey	<b>PVC</b> Pro Vice-Chancellor	<b>TEQSA</b> Tertiary Education Quality and Standards Agency
<b>GPA</b> Grade point average	<b>QAO</b> Queensland Audit Office	<b>TESOL</b> Teaching English to Speakers of Other Languages
<b>HDR</b> Higher degree by research	<b>QILT</b> Quality Indicators of Learning and Teaching	<b>THE</b> Times Higher Education
<b>HEA</b> Higher Education Academy	<b>QIMR</b> Queensland Institute of Medical Research	<b>TPP</b> Tertiary Preparation Pathway
<b>HIA</b> Horticulture Australia Limited	<b>QTAC</b> Queensland Tertiary Admissions Centre	<b>UG</b> Undergraduate
<b>HERDC</b> Higher Education Research Data Collection	<b>QUT</b> Queensland University of Technology	<b>UNSW</b> University of New South Wales
<b>ICSC</b> Innovation Centre Sunshine Coast	<b>RAP</b> Reconciliation Action Plan	<b>UQ</b> University of Queensland
<b>ICT</b> Information and communication technology	<b>RDA</b> Regional Development Australia	<b>USC</b> University of the Sunshine Coast
<b>IDEAS</b> Indigenous Direct Entry and Access Scheme	<b>RTI</b> Right to Information	<b>USQ</b> University of Southern Queensland
<b>ISSN</b> International Standard Serial Number	<b>RUN</b> Regional Universities Network	<b>VCP</b> Vice-Chancellor and President
<b>JCU</b> James Cook University	<b>SA</b> Statistical Area	<b>WAN</b> Wide Area Network
<b>KPI</b> Key Performance Indicator	<b>SAGE</b> Science in Australia Gender Equity	<b>WFCC</b> World Federation of Culture Collections
<b>MBA</b> Master of Business Administration	<b>SCHHS</b> Sunshine Coast Hospital and Health Service	<b>WIL</b> Work-integrated learning
<b>MLP</b> Market-led proposal	<b>SCHI</b> Sunshine Coast Health Institute	<b>WP</b> Widening Participation
<b>MOU</b> Memorandum of Understanding	<b>SCMNI–TI</b> Sunshine Coast Mind and Neuroscience–Thompson Institute	<b>YTD</b> Year to date
<b>NAIDOC</b> National Aborigines and Islanders Day Observance Committee	<b>SCUH</b> Sunshine Coast University Hospital	
<b>NCOS</b> National Carbon Offset Standard	<b>SES</b> Socio-economic status	
<b>OVCP</b> Office of the Vice-Chancellor and President	<b>SRC</b> Sustainability Research Centre	
<b>PDA</b> Priority Development Area	<b>SSE</b> Student Services and Engagement	
<b>PG</b> Postgraduate	<b>STEM</b> Science, technology, engineering and mathematics	
<b>PNG</b> Papua New Guinea	<b>TEFMA</b> Tertiary Education Facilities Management Association	
<b>PPR</b> Performance, Planning and Review (staff)	<b>TEP</b> Tertiary Enabling Pathway	
<b>PRC</b> Planning and Resources Committee		

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# The University of the Sunshine Coast

The University of the Sunshine Coast (USC) was founded as the Sunshine Coast University College in 1994. The first students commenced in 1996, and in 1998 the new institution was granted full university status, and became the University of the Sunshine Coast on 1 January 1999.

USC is one of Australia's fastest growing regional universities, and at just over 20 years of age is one of the world's top 150 young universities.

USC serves a growing catchment that stretches from Brisbane to Hervey Bay. Its teaching sites include campuses on the Sunshine Coast, Fraser Coast, in Gympie, Caboolture and Brisbane's South Bank precinct, specialist international sites in the Sydney and Melbourne CBDs, and study hubs at Noosa and North Lakes. Students consistently rate USC as one of the best universities in Australia for teaching quality and overall student experience.

At Census 1 2017, there were 13,492 students (including 1,782 postgraduates and 2,326 international students) enrolled in more than 120 academic programs in two faculties: Arts, Business and Law; and Science, Health, Education and Engineering.

In 2017, the University conferred 2,197 degrees.

USC's international reputation for research is growing every year, with 14 research fields rated at world standard or above. Leading research areas include environmental science and management, nursing and health sciences, biological sciences, ecology, agricultural and veterinary sciences, fisheries science and clinical sciences.

USC is committed to unlocking the innovation, productivity and full human potential of our regions, and to working with government, industry and community to encourage prosperity in a knowledge-driven world.



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University of the Sunshine Coast  
CRICOS Provider Number: 01595D