



*A bird's eye view of the University as skydivers link-up high above the campus.*

## UNIVERSITY OF THE SUNSHINE COAST

### Establishment

The establishment of University of the Sunshine Coast in 1996 created the first public university on a greenfield site in Australia for 23 years.

The University was founded to service the needs of the wider Sunshine Coast community, one of Australia's fastest growing regions. The University's catchment area, from Caboolture to Gympie, comprises over 390,000 people, and is projected to grow to over 570,000 during the next decade.

More than 500 students were enrolled at the University when it opened in February 1996, and in 2003, in its eighth year of operation, the campus at Sippy Downs accommodated more than 3,500 students and 289 staff.

The three faculties of Arts and Social Sciences, Business and Science offer more than 50 undergraduate and postgraduate programs, many of them developed in concert with the region's industries.

The University of the Sunshine Coast has been developed with a focus on regional involvement, strong international perspective and human scale. It is a university *for* the Sunshine Coast.

The University was first established under:  
**The Sunshine Coast University College Act, 1994**

The University opened in 1996

Full university powers were obtained under:  
**The University of the Sunshine Coast Act, 1998**

## University Council membership as at December 2003

### Chancellor

Mr Ian KENNEDY, AO

### Deputy Chancellor

Mr Tim FAIRFAX, FAICD

### Vice-Chancellor

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

### Nominee of the Chief Executive of the Department of Education

Mr Robin McALPINE, BA, DipEd *Old.*

### Chairperson of the Academic Board

Professor Paul CLARK, BSc(Hons), PhD  
*Exe.*, DipEd(Tert) *Monash*, FAIP, FIICA

### President, USC Student Guild

Mr Daniel McINTYRE

### Eight members appointed by the Governor in Council

Ms Norelle DEETH, BA, BComm, DipEd  
*Old.*, FAICD

Mr Tim FAIRFAX, FAICD

Emeritus Professor RD (Gus) GUTHRIE,  
AM, FTSE, DSc *Lond.*, DUniv UTS, DUniv  
*Griff.*

Ms Elizabeth JAMESON, BA, LLB(Hons)  
*Old.*

Dr Robin KING CULLEN, BArch *Syd.*,  
GradDipUrb&RegPlan *Old.UT.*, MPPM  
*Monash*, PhD *Old.*

Mr Bruce McDIARMID

Ms Julie-Anne MEE, BBus *CIAE*,  
MAdmin *Griff.*, FCPA

Mr Michael WILLIAMS, MPhil (Qual.)  
*Griff.*

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

Professor Deborah RALSTON, BEc,  
GradDipFinMgt, MEc *NE*, PhD *Bond*

Dr Joanne SCOTT, BA(Hons) *Old.*  
GCertEd(Hed) *Old.UT.*, PhD *Old.*

Dr Peter SLADE, BBusSt, MBS, PhD  
*Massey*

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

Miss Heather CARNEY

### A member of the student body

Mr Daniel MORGAN

### Two members of the Convocation

N/A

### Two additional members

Fr John DOBSON, OAM

Mr Phillip HARDING

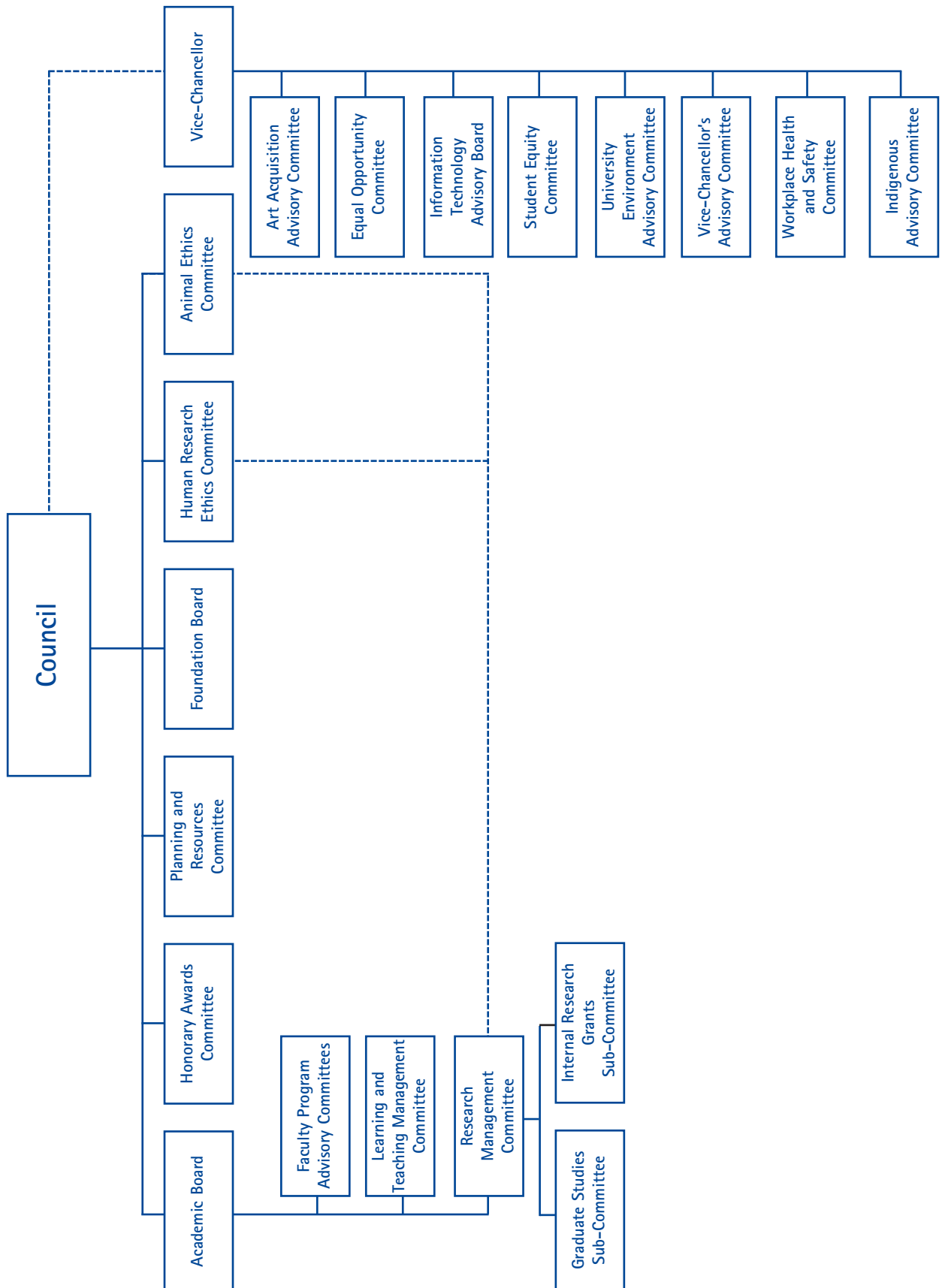
University Council met seven times in 2003.

### Corporate Governance

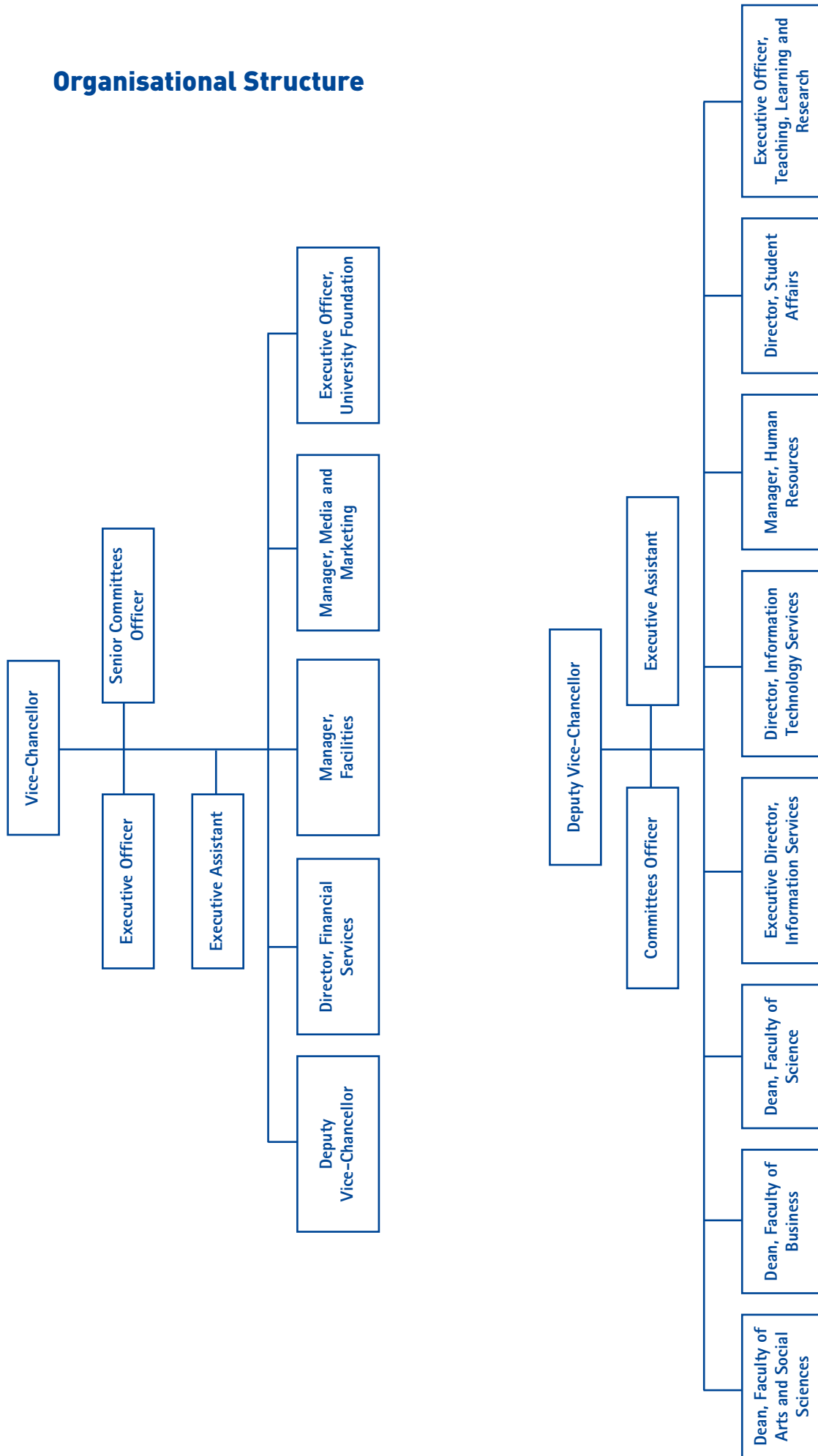
The following are examples of matters considered or dealt with by Council, as the University's governing body, during the year:

- Equal Opportunity Policy
- Inclusive and Non-discriminatory Language Policy
- Policy on Research Institutes and Centres
- Student Disability Policy
- Records Management Policy
- Evaluation and Improvement of Teaching Policy
- Report of the Review of Higher Education *Our Universities – Backing Australia's Future*
- Review of Higher Education and strategic directions for the University
- Accreditation of programs and a new Program and Course Accreditation Policy
- Statement of Graduate Attributes
- Professor of Information Systems
- Professor of Communication, Professor of Biostatistics and Professor of Education
- University's Mission Statement and Strategic Plan
- AUQA audit
- USC Student Guild
- University Budget for 2004
- Fraser Island
- Review of the Council's performance

# Committee structure



# Organisational Structure





## CONTROLLED ENTITIES

### Innovation Centre Sunshine Coast Pty Ltd

The Innovation Centre Sunshine Coast Pty Ltd (ICSC) is a wholly owned subsidiary company of the University of the Sunshine Coast. The company operates a technology business incubator located in the Innovation Centre building, a \$7m facility on the edge of the University campus.

The overall mission of the company is to be the key catalyst in the creation of high value jobs in knowledge based sectors across the rapidly growing Sunshine Coast region. The company operates a technology incubator as the first step towards achieving this mission.

The Innovation Centre's incubator has attracted support from all three levels of Government in Australia as well as the University of the Sunshine Coast and the business community.

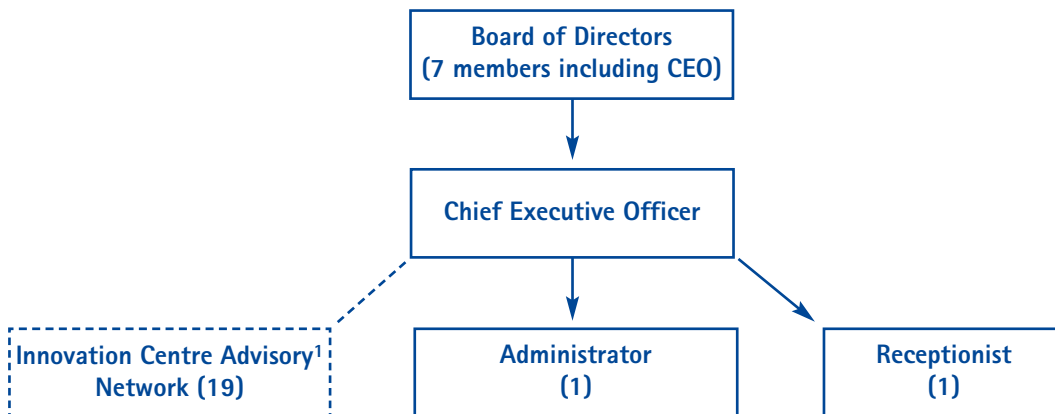
Maroochy Shire Council and the Federal Government – through AusIndustry – each contributed \$500,000 to finance a ten-year lease for the space used for the incubator operations. The Queensland Government – through the Department of Innovation and Information Economy – contributed a total of \$500,000 funding over the first three years of operations (2002–2004).

In 2003, the Innovation Centre was recognised as the Regional Incubator of the Year by AusIndustry and the Australian New Zealand Association of Business Incubators (ANZABI).

Three new client companies were welcomed into the Innovation Centre in 2003:

- *Infoworx* develops and manages low cost/high value tools for retailers, buying and marketing groups and their suppliers
- *Advanced Marine Vision* is developing an integrated marine information system that includes digital recording of activity aboard ocean going vessels
- *World Sport Network* is developing a system to distribute multimedia content to global sporting communities via in-store TV, a DVD magazine, a website and mobile phones.

At the end of 2003, the Innovation Centre was home to six technology companies employing around 50 staff members.



Notes:

1. The Innovation Centre Advisory Network is not a formal part of the company structure. It is a group of entrepreneurs and business professionals who provide non-binding advice to the CEO on client selection and who act as mentors to the incubator companies.

# CONTROLLED ENTITIES

## The objectives

The Innovation Centre Sunshine Coast Pty Ltd's ongoing objectives are to:

- act as a catalyst to create 5,000 jobs in knowledge based sectors across the Sunshine Coast by 2012
- operate a leading edge technology business incubator
- contribute towards the development and operations of a Technology Park
- facilitate the development of an entrepreneurial culture and network on the Sunshine Coast

## The achievements

- At the end of 2003, the Phase One incubator space had an occupancy rate of 82 percent with six tenant companies employing around 50 staff.
- The Innovation Centre incubator was recognised as Regional Incubator of the Year in October 2003.
- The first companies selected by the Innovation Centre have all achieved substantial growth and are achieving success in the marketplace. Typéfi Systems, for example, has developed a new software system that has the potential to transform the publishing sector. At the end of 2003, the company had around 18 full-time staff – with an additional 10 University students employed in part-time roles as interns and testers – and has raised very significant investment, is partnering with Adobe and has several leading international publishing houses trialing its innovative publishing system.
- The Meet the Entrepreneur program was created by the Innovation Centre to encourage the development of an entrepreneurial culture and network across the Sunshine Coast. Four events were held in 2003 – with FKP Ltd as the series sponsor – featuring leading technology entrepreneurs and attracting up to 100 people at each event. Financial support from the Queensland Government's i-STAR Program also enabled the participation of University students and alumni in these events.



- The early success of the Innovation Centre has helped to advance the case and the plans for the development of a Science and Technology Park adjacent to the University of the Sunshine Coast. The Technology Park will provide a much needed 'next stage' location for companies graduating from the incubator program as well as providing a base for more established firms. The Innovation Centre has been represented in the Technology Park working group and worked closely with the consultant commissioned for the planning project.
- The Innovation Centre played a significant advisory role in the development during 2003 of a new core course in Innovation, Creativity and Entrepreneurship to be launched at the University in 2004. Innovation Centre staff also assisted in the selection of a new Senior Lecturer to coordinate the course design and delivery.

## The future

The Innovation Centre's plans for 2004 include:

- Doubling the size of the technology incubator to around 1,400m<sup>2</sup> by taking over the Phase Two space, formerly occupied by the University's English Language Centre. This will make the Innovation Centre the largest technology incubator of its kind in Australia.
- Supporting and accelerating the development of the existing client companies on the incubator program.
- Taking on a lead role in the planning, development, operations and management of the new Technology Park as part of the Knowledge Precinct at Sippy Downs.
- Contributing to the development of an innovation strategy for the Sunshine Coast region in cooperation with SUNROC and the three local councils it represents – Caloundra City, Maroochy Shire and Noosa Shire.
- Expanding the program of events designed to support the growth technology businesses on the Coast. This will include the introduction of a series of Innovation Workshops to complement the successful Meet the Entrepreneur program.
- Building beneficial bonds between students and staff of the University and the Innovation Centre companies, including facilitating opportunities for work experience and interns.