Corporate governance

Mr Ian Kennedy AO
Chancellor

University of the Sunshine Coast Chancellor Mr Ian Kennedy AO has been Chairman of Kilcoy Holdings Limited and its subsidiaries since 1984, and was Managing Director from 1965 to 1998.

Mr Kennedy has served as Director, Stanbroke Pastoral Co Pty Ltd; Chairman and Managing Director, Farmbank Pty Ltd; Chairman, Australian Meat Exporters Federation Council; and Director, Australian Meat and Livestock Corporation.

He has represented Australia internationally, both directly and as an adviser to the Federal Government, and has served on many consultative committees at Federal and State levels. In 1989 he was awarded the Order of Australia for services to the beef industry.

Mr Kennedy was involved in planning for the new tertiary institution as a member of the Sunshine Coast University College Planning Committee. He was appointed as a member of the University's first Council and was elected shortly thereafter as the institution's first Deputy Chancellor.

Mr Kennedy became Chancellor in July 1998, and was installed as Chancellor at the inaugural Graduation Ceremony in 1999.

Professor Greg Hill
Deputy Vice-Chancellor

CertTeach Brisbane Teach.Coll., BA(Hons) Qld., PhD Qld.

Professor Greg Hill began his career as a primary school teacher. He later completed a BA Honours in geography (additional major ancient/Asian history) and a PhD (wildlife/statistical ecology) at the University of Queensland (UQ). He taught at UQ for 15 years and was appointed as Reader in Geographical Sciences and UQ Director of the ARC Key Centre in Land Information Studies.

He accepted the Foundation Chair in Tropical Environmental Science at the institution now known as Charles Darwin University in 1995, and was a Dean from 1997. He was actively involved in the establishment, management and governance of university and national research centres, including the Tropical Savannas Cooperative Research Centre (CRC), the Sustainable Tourism CRC, the Key Centre in Tropical Wildlife Management, the Centre for Indigenous Natural and Cultural Resource Management and the Centre for Tropical Wetlands Management. He held various government appointments including Chair of the Northern Territory Board of Studies, and membership of the Kakadu National Park Research Advisory Committee.

Professor Hill was appointed as Deputy Vice-Chancellor at the University of the Sunshine Coast from March 2005. He is responsible for overseeing the academic (learning, teaching and research) functions of the University. In addition, he is also responsible for the related support areas, including Information Services, Information Technology, Student Administration and Student Services.

Professor Paul Thomas AM
Vice-Chancellor

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

Professor Paul Thomas AM received undergraduate degrees at the University of Wales, Aberystwyth, and a research MA from Loughborough University before coming to Australia in 1976. At the University of Queensland he received a PhD.

Professor Thomas occupied senior posts in British higher education before taking up a position as Head of Education at the Kelvin Grove Campus of BCAE (later Queensland University of Technology). At that campus he became Campus Principal, and a Professor within QUT.

From March 1994 he became Planning President for Australia's newest public university, and the first on a greenfield site for a quarter of a century. On 1 January 1996 he became the inaugural Vice-Chancellor of the University of the Sunshine Coast.

As Vice-Chancellor, Professor Thomas is the University's Chief Executive Officer and is responsible for the strategic development of the University, as well as its day-to-day operations. The Office of the Vice-Chancellor provides professional and administrative support to senior University staff in the governance and management of the University.

Professor Robert Elliot
Pro Vice-Chancellor

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

Prior to moving to the Sunshine Coast in 1995 to take up the position of Foundation Dean in the Faculty of Arts and Social Sciences, Professor Robert Elliot was a Senior Lecturer in the Department of Philosophy at the University of New England. Other educational institutions Professor Elliot has been associated with during his career include the University of Queensland, the Brisbane College of Advanced Education, Monash University and the State College of Victoria.

Professor Elliot, who is also Professor of Philosophy at the University of the Sunshine Coast, has an extensive publications record, including international refereed journal articles and chapters in books. He has also edited several books, including 'Environmental Ethics', published in 1995 by Oxford University Press. Professor Elliot's book, 'Faking Nature: The ethics of environmental restoration', was published by Routledge in 1997.

His area of expertise is applied ethics, including bioethics and environmental ethics.

Appointed as Pro Vice-Chancellor (International and Development) in 2005, Professor Elliot oversees, manages and provides advice on internationalisation, quality improvement, marketing and communication and the collection and analysis of strategic information.

Professor Elliot is Chair of various University committees including the Learning and Teaching Management Committee, Animal Ethics Committee, Internationalisation Advisory Committee, and is also Chair of the Quality Steering Group.
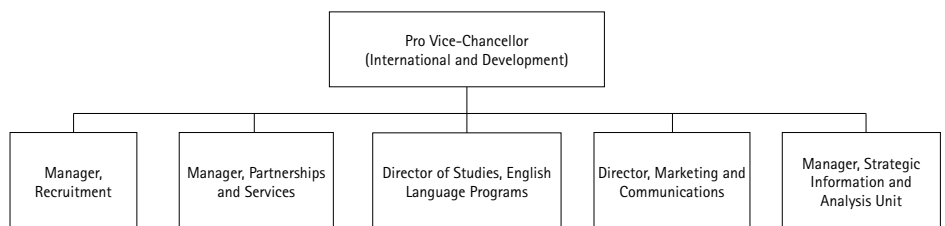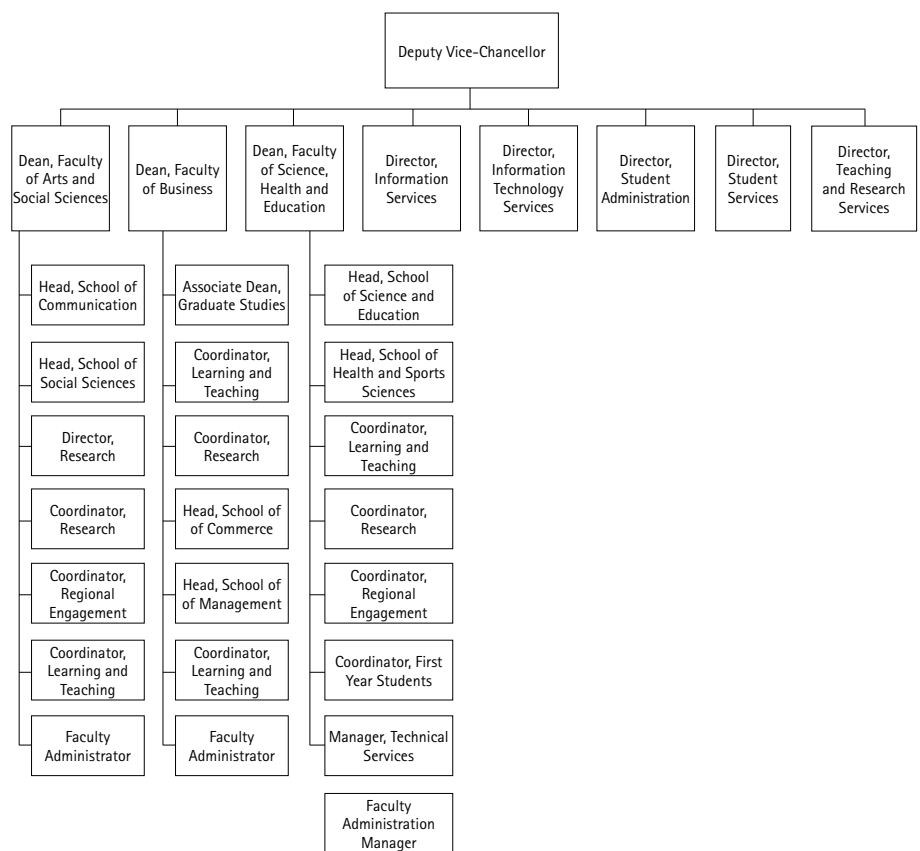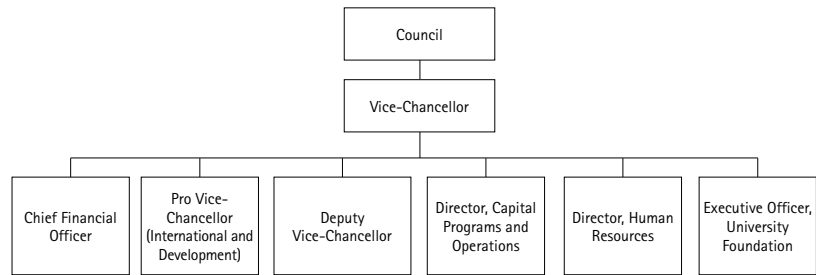
Corporate governance

Structure

The 18-member Council (page 9) governing the University of the Sunshine Coast is led by the Chancellor, Mr Ian Kennedy AO. The Vice-Chancellor, Professor Paul Thomas AM, is the Chief Executive Officer reporting to Council and is responsible for the strategic development of the University as well as its day-to-day operations. Six senior positions within the University report directly to the Vice-Chancellor.

The Deputy Vice-Chancellor, Professor Greg Hill, oversees the academic functions (learning, teaching and research) of the University and related support areas. These include Teaching and Research Services, Information Services, Information Technology, Student Services and Student Administration.

The Pro Vice-Chancellor (International and Development), Professor Robert Elliot, oversees International Relations, Marketing and Communications, the Strategic Information and Analysis Unit, and the Quality area.

Council
— Vice-Chancellor
  - Chief Financial Officer
  - Pro Vice-Chancellor (International and Development)
  - Deputy Vice-Chancellor
  - Director, Capital Programs and Operations
  - Director, Human Resources
  - Executive Officer, University Foundation

Deputy Vice-Chancellor
  - Dean, Faculty of Arts and Social Sciences
    - Head, School of Communication
    - Head, School of Social Sciences
    - Director, Research
    - Coordinator, Research
    - Coordinator, Regional Engagement
    - Coordinator, Learning and Teaching
    - Faculty Administrator
  - Dean, Faculty of Business
    - Associate Dean, Graduate Studies
    - Coordinator, Learning and Teaching
    - Coordinator, Research
    - Head, School of of Commerce
    - Head, School of of Management
    - Coordinator, Learning and Teaching
    - Faculty Administrator
  - Dean, Faculty of Science, Health and Education
    - Head, School of Science and Education
    - Head, School of Health and Sports Sciences
    - Coordinator, Learning and Teaching
    - Coordinator, Research
    - Coordinator, Regional Engagement
    - Coordinator, First Year Students
    - Manager, Technical Services
    - Faculty Administration Manager
  - Director, Information Services
  - Director, Information Technology Services
  - Director, Student Administration
  - Director, Student Services
  - Director, Teaching and Research Services

Pro Vice-Chancellor (International and Development)
  - Manager, Recruitment
  - Manager, Partnerships and Services
  - Director of Studies, English Language Programs
  - Director, Marketing and Communications
  - Manager, Strategic Information and Analysis Unit

Council

In 2006 the Chancellor, Mr Ian Kennedy AO, presided over six meetings of the Council, which comprises three official members, six appointed members, five elected members and four additional members (page 10).

Council induction

In July 2006 Council members and a number of senior staff attended a retreat as an initial Council induction activity. The retreat was held in Noosa over one-and-a-half days and included the following:

- A half-day course on the topic of university governance. This comprised two sessions, each underpinned by the themes of system and institutional characteristics; system and institutional governance; funding and fees; regulatory framework; quality; and teaching and research. The first session involved an overview of the development of universities in Western Europe, and the second session dealt with the Australian higher education system.
- Two presentations on sectoral issues by Mr John Mullarvey, CEO of the Australian Vice-Chancellors' Committee. The first presentation provided information regarding the Australian university sector and where the University of the Sunshine Coast sits in relation to the sector. The second presentation provided an overview of current issues facing the sector.
- A session conducted by the Vice-Chancellor focusing on University of the Sunshine Coast developments. This covered the development of the University and 'engagement' issues.
- A final presentation by the Deputy Vice-Chancellor addressing academic challenges facing the University.

Other activities

During 2006 Council:

- re-elected Mr Tim Fairfax AM as Deputy Chancellor for the period to 8 December 2009
- approved the establishment of Multi Access Productions Pty Ltd (page 5)
- endorsed arrangements for funding an Accelerator within the reconfigured Innovation Centre Auditorium
- approved a statement on University Governance

- approved funding for, and construction of, a Sports Stadium (page 36)
- endorsed proposed arrangements for the provision of services for students in post-Voluntary Student Unionism
- approved disestablishment of research institutes the Sunshine Coast Research Institute for Business Enterprise (SCRIBE) and the Institute for Sustainability, Health and Regional Engagement (iSHaRE)
- ensured continuing compliance with the National Governance Protocols, particularly in relation to the membership of the governing body and requirements concerning controlled entities
- attended information and briefing sessions concerning the Australian Universities Quality Agency (AUQA) audit of the University (page 11)

New policies

Council approved the following new policies during 2006:

- Equity Policy
- Consultancy and Outside Work Policy
- Quality Policy
- Hospitality Policy
- Fraud and Corruption Control Policy
- Policy Statement on Membership of the Student Guild
- Policy on the Establishment and Operation of Controlled Entities

Revised policies

Council approved the following policy revisions during 2006:

- Electronic Mail Policy
- Code of Conduct (page 11)
- Financial Delegation Policy
- Program Accreditation and Course Approval Policy
- Program Review and Course Evaluation Policy
- Evaluation and Improvement of Teaching Policy
- Student Grievance Policy
- Student Conduct and Discipline Policy
- Student Fees and Charges Policy
- Councillors' Interests Policy
- Corporate Website Policy
- Investment Policy

Revised or approved plans

Council revised or approved the following plans during 2006:

- Amended Strategic Plan 2005-2010 (as a result of annual review)
- Staff Plan 2006-2010 (second-tier functional plan)
- Regional Engagement Plan 2007-2009 (second-tier functional plan)
- Strategic Asset Management Plan (second-tier functional plan)

Corporate governance

Council membership

Chancellor
Mr Ian Kennedy AO

Deputy Chancellor
Mr Tim Fairfax AM, FAICD

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

Chair of the Academic Board
Professor Greg Hill, CertTeach, BA(Hons), PhD Qld.

Six members appointed by the Governor in Council
Mr Tim Fairfax AM, FAICD

Ms Jenny Haddrell, MEd Qld.

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

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

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

Mr Michael Williams

Two members of the University's academic staff
Dr Karen Brooks, BA(Hons) La Trobe, CertEd, PhD W'gong.

Dr Paul Corcoran, MEdAdmin(Hons) NE

One member of the University's full–time general staff
Miss Heather Carney, BA(Comn) Sunshine Coast

Two members of the student body
Mr Daniel McIntyre, BA Sunshine Coast

Ms Carolyn Siddel

Four additional members
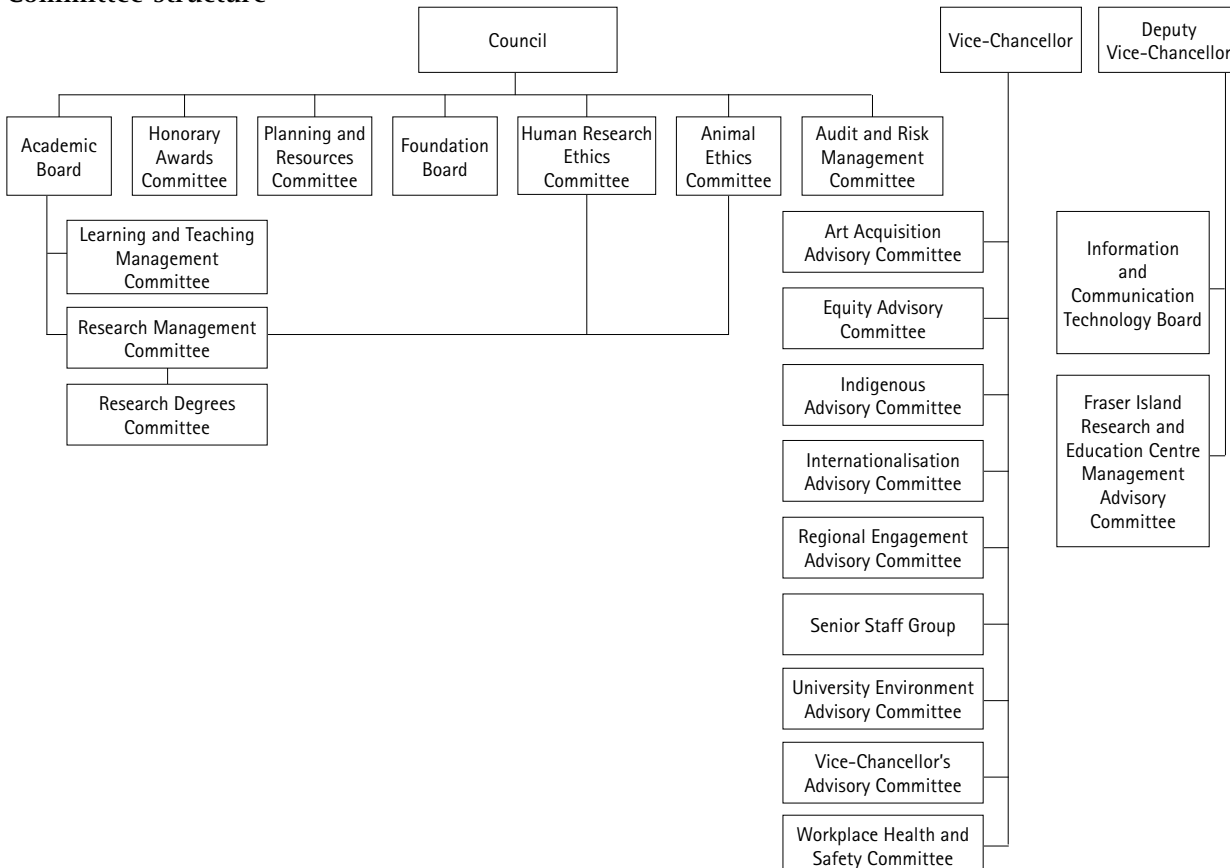Mr Scott Forsdike, BBus Sunshine Coast

Fr John Dobson OAM

Mr Phillip Harding

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

Terms of office

The listed membership constitutes the fifth Council of the University of the Sunshine Coast. The term of each Council is four years. The term of most members of the current Council commenced on 9 December 2005 and will conclude on 8 December 2009. The term of office of student members of Council is two years, therefore the term of the current student members of Council will conclude on 8 December 2007.

Committee structure

Governance

Monitoring quality

The University monitors quality and quality improvement across all areas of its activity through a system of regular reviews. These include input from external entities.

The University Council and Committees monitor quality and performance with reference to the University's Strategic Plan (page 15), including academic quality and standards, and research quality, standards and training. Throughout 2006 the University's Quality Steering Group, chaired by the Pro Vice-Chancellor (International and Development), continued to strengthen the University's approach to planning and policy development.

All Australian universities are currently being audited for quality and accountability by the Australian Universities Quality Agency (AUQA). The first audit covers all areas of university operations. These include governance and management, quality assurance mechanisms, teaching and learning, research and research training, community engagement activities, internationalisation, resource utilisation and a range of support services such as human resources, finance, capital development, media and the University Foundation.

The University of the Sunshine Coast underwent its first AUQA audit in October 2006. The final AUQA report will be available in early 2007.

Ethical standards

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

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

The Code is available on the staff and student Intranet and on the USC website <www.usc. edu.au>. A copy of the Code is also provided to each new staff member as part of the induction process.

Privacy of information

Subject to Queensland's *Freedom of Information Act 1992*, the University supports openness in its operation and towards the information it maintains. The University also recognises the rights of individuals to privacy regarding their personal affairs.

The University of the Sunshine Coast Privacy Plan was developed in 2003 to comply with the Queensland Government Information Standard 42. All staff members are encouraged to become familiar with the Plan, which is available on the USC website <www. usc.edu.au/privacyplan>. A hyperlink to the Privacy Statement also appears in the footer on each page of the University's website.

Freedom of Information

Queensland's *Freedom of Information Act 1992* provides the public with the right to apply for access to documents held by the University. Four requests for information were received in 2006, with all applications from people external to the University. In addition, one application from a University staff member was carried over from 2005. By the end of 2006, three applications had been finalised and two applications continued to be processed.

Section 18 of the FOI Act requires the University to publish annually a detailed statement of its affairs. The 2005/6 Statement of Affairs report is available on the USC website <www.usc.edu.au/ affairsstatement>.

Employer of Choice for Women

In 2006, the University was named an 'Employer of Choice for Women' by the Federal Government's Equal Opportunity for Women in the Workplace Agency (EOWA) for the second year running (page 48).

Whistleblowers

The *Whistleblowers Protection Act 1994* requires the University to include any actions relevant to the Act in its Annual Report. No actions, disclosures or complaints were made in 2006.

Systems

The University's strategic Record-Keeping Implementation Plan has the approval of Queensland State Archives. A specialised record-keeping unit manages the electronic indexing system, which involves the creation, capture, storage, security, access and disposal of records. A computer software package called PeopleSoft is used for student, finance and human resource records. The University will review its records management processes in 2007.

Expenditure on consultancies

The table below shows the expenditure on each category of consultancies under the State Purchasing Policy.

Category	2005 ($)	2006 ($)
Professional/technical	1,144,729	1,226,033
Communications	60,048	78,452
Finance/accounting	45,953	40,658
Information technology	282,784	352,681
Human resource management	28,992	16,699
Management	32,635	368,008
General	3,605	90,164
Total	1,598,746	2,172,695

Corporate governance

Committees

Academic Board

The Academic Board, chaired by the Deputy Vice-Chancellor, is the University's senior academic body and was established under *The University of the Sunshine Coast Act 1998*. Its 25 members include the Pro Vice-Chancellor, Faculty Deans, academic staff, Heads of Schools, students, non-USC members and other senior University staff.

The Board works to:

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

In 2006 the Board:

- recommended to Council the introduction of the Tertiary Preparation Pathway, the International Foundation Pathway and other new programs
- approved Statements of Purpose and Nature of the Internal Seed Research Grants Scheme and the University Research Grants Scheme
- endorsed the selection of SafeAssignment as the plagiarism detection software to be used University-wide in 2006
- established a Research Degrees Committee of the Academic Board to replace the Graduate Studies Sub-Committee of the Research Management Committee
- approved the establishment of Faculty Research Committees, together with core composition and terms of reference for those Committees
- approved the establishment of Faculty Academic Advisory Committees to replace Faculty Program Advisory Committees

The Academic Board was responsible for the accreditation, recommended accreditation, reaccreditation and recommended discontinuation of a number of programs during 2006:

Reaccredited programs

- Graduate Certificate in Business Administration
- Graduate Diploma in Business Administration
- Master of Business Administration
- Master of Creative Arts
- Doctor of Creative Arts

Programs accredited or recommended for accreditation

- Bachelor of Business (Property and Asset Management)
- Bachelor of Justice and Legal Studies
- Bachelor of Nutrition and Dietetics
- Bachelor of Science (Environment and Health)
- Bachelor of Social Work
- Bachelor of Software Engineering
- Bachelor of Coastal Studies (Honours)
- Bachelor of Education (Early Childhood)/ Bachelor of Human Services
- Graduate Certificate in Communication
- Graduate Certificate in Creative Writing for Youth
- Graduate Certificate in Early Phase of Learning
- Graduate Certificate in Journalism
- Graduate Certificate in Mathematics Education
- Graduate Certificate in Science Education (Physics)
- Graduate Certificate in Science Education (Chemistry)

- Graduate Certificate in Vocational Education and Training
- Graduate Diploma in Climate Change Adaptation
- Graduate Diploma in Communication
- Graduate Diploma in Environmental Change Management
- Graduate Diploma in Integrated Coastal Zone Management
- Graduate Diploma in Journalism
- Graduate Diploma in Public Relations
- Master of Climate Change Adaptation
- Master of Education
- Master of Environmental Change Management
- Master of Integrated Coastal Zone Management
- Master of Midwifery
- Master of Professional Accounting
- Master of Professional Learning

Discontinued programs

- Graduate Certificate in Marketing
- Graduate Certificate in Social Science (Community Services Management)
- Graduate Diploma in Social Science (Community Services Management)

Planning and Resources Committee

The Planning and Resources Committee consists of seven members including the Chancellor (Chair), Deputy Chancellor, Vice-Chancellor, one member of the University's Executive and three external members with specific expertise in strategic financial management and planning, at least one of whom must be a member of Council.

The Deputy Vice-Chancellor and Chief Financial Officer attend meetings and have participating rights but do not vote.

The Committee met five times in 2006 to discuss financial matters, budget reports, staffing matters, policy and planning matters and capital developments. The Committee recommended to Council on policy and planning issues, the University budget, capital developments and the adoption of a revised Strategic Plan for 2005–2010. It also recommended approval of a Staff Plan 2006–2010, a Regional Engagement Plan 2007–2009 (page 34), and a Strategic Asset Management Plan 2006–2010.

Audit and Risk Management Committee

In accordance with Section 82 of the Financial Management Standard 1997, the Audit and Risk Management Committee contributes to the audit planning process in areas relating to the identification and assessment of risks and threats to the University. Areas of particular interest are the financial and operational environment and the University's performance management framework; governance of systems of internal control, risk management and internal audit activities; and the University's financial reporting through the internal and external audit functions.

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

In 2006, the Audit and Risk Management Committee:

- considered reports on risk management, internal audit matters and external audit matters
- recommended to Council a revised Audit and Risk Management Committee Charter, which was retitled Audit and Risk Management Committee Composition and Terms of Reference
- recommended to Council a proposed Fraud and Corruption Control Policy, which was approved in June 2006

Honorary Awards Committee

The Honorary Awards Committee of Council seeks and considers nominations for University of the Sunshine Coast honorary awards, and makes recommendations to Council in accordance with the University's Honorary Awards Policy. The Committee consists of the Chancellor, the Vice-Chancellor, the Deputy Vice-Chancellor and three Council members. The Committee met formally on one occasion in 2006.

Foundation Board

The University of the Sunshine Coast Foundation is the University's fundraising and alumni relations arm. The Foundation is managed by the Vice-Chancellor in consultation with, and on the advice of, a board, which is comprised of the Vice-Chancellor, two members of the University Council, and other persons from the Sunshine Coast community. The day-to-day management of the Foundation is the responsibility of the Foundation Executive Officer who reports to the Vice-Chancellor.

The Foundation Board met five times in 2006 to consider:

- fundraising matters for the University generally
- specific fundraising projects and priorities
- adoption of a Foundation Strategic Plan
- matters concerning the alumni relations program