



# Annual Report 2021





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

For the period 1 January to 31 December 2021

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March 2022

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

I am pleased to present the 2021 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 2019*, 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](https://usc.edu.au/reports)

A handwritten signature in black ink, appearing to read 'A. Houston', with a horizontal line extending to the right.

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

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# Contents

<b>About USC</b> .....	<b>3</b>
Standing .....	3
Vision, mission and values.....	3
Organisation .....	4
Strategic framework.....	4
Key five-year figures.....	5
<b>Chancellor and Vice-Chancellor's summary</b> .....	<b>7</b>
<b>Strategic Imperatives</b> .....	<b>9</b>
<b>Strategic Imperative One</b>	
Opportunity: Inspire more people to achieve their ambitions through education.....	9
<b>Strategic Imperative Two</b>	
Employability: Enable more people to work, contribute, and innovate in their local and global communities. ....	11
<b>Strategic Imperative Three</b>	
Research impact: Produce research outcomes that make a difference.....	13
<b>Strategic Imperative Four</b>	
Engagement: Empower communities to thrive through dynamic and productive partnerships. ....	15
<b>Strategic Imperative Five</b>	
Infrastructure: Build a contemporary, sustainable, accessible university.....	17
<b>Strategic Imperative Six</b>	
People and culture: Become a workplace of choice.....	19
<b>Governance</b> .....	<b>21</b>
University Council (governing body).....	21
University leadership and organisational structure.....	26
University committees.....	29
Statutory obligations and risk management .....	35
Information systems and record keeping.....	39
<b>USC's summary of financial performance</b> .....	<b>40</b>
<b>Glossary</b> .....	<b>90</b>
<b>Index</b> .....	<b>92</b>

## 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.

## Communication objectives

The University of the Sunshine Coast's 2021 Annual Report provides a record of the University's performance in 2021, its plans for the future, and audited financial statements. All achievements for 2021 are documented against the goals and corresponding key performance indicators of the University's Strategic Plan 2021-2024.

The report, including publication of consultancy spending and overseas travel, 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.

# About USC

## Standing

USC was founded by its community in 1996 after Sunshine Coast residents campaigned for locally provided tertiary education opportunities. As the first greenfield university to open in Australia since 1971, USC has helped unlock the innovation, productivity and potential of its regional communities. Its impact on economic, social, cultural and environmental development is clear, with more than 18,000 students, a diverse offering of in-demand higher education programs, \$400 million invested in infrastructure and more than \$9 billion flowing into the local economy, including through the contributions from its 30,000 graduates.

Since its inception, USC has strategically expanded its footprint into more regional communities, encompassing areas from Moreton Bay to the Fraser Coast that previously lacked access to tertiary education. The University collaborates closely with regional leaders, industry, and non-government partners to ensure programs, research and support services align to create greater opportunities in all areas it operates.

On the world stage, USC is recognised by The Higher Education Impact Rankings as a global leader when it comes to conserving, protecting and restoring life underwater and life on land. The standing comes alongside the Australian Research Council's recognition of USC as a producer of world-class research in 26 speciality areas, including environmental impact, mental and medical health, technology, and human behaviour.

### VISION:

To become Australia's premier regional university

### MISSION:

Enriching our regions, connecting with our communities and creating opportunities for all

### VALUES:

At USC we will:

- Advocate for **equitable access** to education and knowledge
- Recognise and embrace **diversity and inclusion**
- Champion **environmental** sustainable principles and practices
- Commit to **fair and ethical** behaviour
- **Respect** our people, our communities, and their potential
- Be **accountable** to ourselves and each other
- Strive for **excellence and innovation** in all that we do.

# 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
- 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 2021–2024

The Strategic Plan 2021–2024 ([usc.edu.au/strategicplan](http://usc.edu.au/strategicplan)) outlines how USC will realise our vision of becoming Australia's premier regional university. USC's journey has been exceptional in achievement as a community-focused higher education institution.

Our vision is reflected through six goals articulated in the plan:

### 1. OPPORTUNITY

Inspire more people to achieve their ambitions through education

### 2. EMPLOYABILITY

Enable more people to work, contribute, and innovate in their local and global communities

### 3. RESEARCH IMPACT

Produce research outcomes that make a difference

### 4. ENGAGEMENT

Empower communities to thrive through dynamic and productive partnerships

### 5. INFRASTRUCTURE

Build a contemporary, sustainable, accessible university

### 6. PEOPLE AND CULTURE

Become a workplace of choice

## Implementation and monitoring

The Strategic Plan identifies Key Performance Indicators (KPI), along with strategies for how to achieve them, for each of the six goals.

Performance against these KPIs is reviewed throughout the year to monitor progress in achieving targets.

The following pages provide detailed information reporting against each of the six goals and associated key performance indicators.

# Key five-year figures

CATEGORY	2017	2018	2019	2020	2021	TREND
<b>STUDENTS</b>						
Total students <sup>1</sup>	16,594	17,809	17,840	18,150	18,284	↑
Student load (EFTSL) <sup>2</sup>	11,307.4	11,960.1	11,875.0	12,016.7	12,175.0	↑
International students <sup>1</sup>	3,389	4,105	3,808	2,490	1,668	↓
Female <sup>3,4</sup>	62.7%	63.9%	64.8%	66.8%	68.3%	↑
Male <sup>3,4</sup>	37.3%	36.1%	35.1%	33.1%	31.5%	↓
Undergraduate <sup>4</sup>	78.5%	78.0%	79.1%	82.7%	84.9%	↑
Postgraduate coursework <sup>4</sup>	10.6%	12.2%	11.9%	7.7%	5.4%	↓
Higher degree by research <sup>4</sup>	2.4%	2.5%	3.0%	2.8%	2.6%	↓
Non-award <sup>4</sup>	8.4%	7.3%	6.0%	6.8%	7.1%	↑
<b>STUDENTS BY STUDY SITE<sup>1,5</sup></b>						
<b>Campus</b>						
USC Moreton Bay				2,120	3,490	↑
USC Caboolture		943	1,280	1,378	841	↓
USC Sunshine Coast	13,904	13,764	14,086	14,141	12,735	↓
USC Gympie	320	346	349	475	256	↓
USC Fraser Coast	740	794	785	854	643	↓
USC SouthBank	483	705	541	346	75	↓
USC Melbourne	660	833	754	299	93	↓
USC Sydney	660	925	642	223	59	↓
<b>Study nodes</b>						
Sunshine Coast Health Institute	644	542	1,157	1,187	708	↓
Thompson Institute	28	33	57	80	82	↑
<b>DEGREES CONFERRED</b>						
Degrees conferred by year	2,197	2,824	2,962	3,197	3,147	↓
Degrees conferred since 1999	21,589	24,413	27,375	30,571	33,719	↑
Graduates since 1997	19,479	22,060	24,814	27,772	30,639	↑
Undergraduate degrees conferred	1,705	2,110	2,203	2,403	2,404	↑
Postgraduate coursework degrees conferred	455	646	671	733	675	↓
Higher degree by research degrees conferred	37	68	88	61	68	↑
<b>EQUITY</b>						
Disability <sup>6</sup>	6.3%	6.7%	6.8%	8.2%	9.1%	↑
Aboriginal and Torres Strait Islander <sup>6</sup>	3.0%	3.0%	3.0%	3.4%	3.4%	
First in family to attend university <sup>7</sup>	50.0%	49.4%	49.0%	44.3%	43.6%	↓

1. Number of students enrolled across the year. Data for 2021 is preliminary at 7 January 2022. Final full-year data available following the Australian Government submission on 31 March 2022.

2. Student load includes inbound exchange students. EFTSL means Equivalent Full-Time Student Load. Data for 2021 is preliminary at 7 January 2022. Final full-year data available following the Australian Government submission on 31 March 2022.

3. The proportion of students who identify as other than male or female is not displayed as these figures are fewer than 0.1 percent.

4. Values based on enrolments at Census 1 each year.

5. A student may be enrolled in courses across multiple study sites meaning that the total of enrolments by study site will add to more than the 'Total students'.

6. Disability and Aboriginal and Torres Strait Islander percentages are a proportion of all domestic students at Census 1 each year.

7. First in family percentages are a proportion of undergraduate award (excluding one-year honours and graduate entry programs) students only at Census 1 each year.

## Key five-year figures (continued)

CATEGORY	2017	2018	2019	2020	2021	TREND
<b>STAFF (FULL-TIME EQUIVALENT, EXCLUDING CASUALS)</b>						
Academic staff <sup>8</sup>	359	389	420	461	446	↓
Non-academic staff <sup>9</sup>	547	572	655	683	618	↓
Total number of staff <sup>10</sup>	906	961	1,075	1,144	1064	↓
Proportion of academic staff with higher degree qualifications <sup>11</sup>	88%	89%	89%	90%	91%	↑
Operating revenue (parent entity)	\$273.5m <sup>12</sup>	\$302.5m	\$310.2m	\$321.6m	\$334.7m	↑
Operating expenditure (parent entity)	\$255.1m	\$287.1m	\$290.2m	\$297.5m	\$289.7m	↓
Property, plant and equipment	\$364.7m <sup>13</sup>	\$390.6m	\$511.6m	\$526.0m	\$530.0m	↑
Research income <sup>14</sup>	\$21.79m	\$23.96m	\$31.01m	\$23.28m	\$24.47m <sup>15</sup>	↓

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

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

10. Data is based on figures supplied to the Australian Government's Department of Education (DE) as at 31 March 2022.

11. Includes those academic staff whose highest qualification is a master's or doctoral degree.

12. Restated 2016 figure. For more information, see 2017 financial statements.

13. Restated 2016 figure. For more information, see 2017 financial statements.

14. 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.

15. 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 2022.



# Chancellor's and Vice-Chancellor's summary

In a year marked by challenges for the tertiary education sector, it was very pleasing to receive the welcome news that USC was recognised as a global leader in sustainability. In the 2021 Times Higher Education Impact Rankings, USC was ranked as 26 out of 1,115 global institutions.

However, beyond the headline ranking, we were particularly rewarded for our research, outreach and stewardship when it came to conserving and protecting life underwater and on the land. In these categories, we were ranked as third and fifth best in the world respectively – a welcome recognition after many years of hard work by our staff and partner organisations in areas such as marine ecology, conservation and forestry.

This news, delivered towards the start of 2021, preceded a very big year of changes and accolades for USC, underscored by a new academic structure, enhanced academic and research leadership, major program renewal, improved national rankings for teaching quality and research, a new master plan to improve teaching and research infrastructure, and strengthened community engagement within our regions.

In terms of research, USC continued its focus on improving outcomes at local, national and global levels. Whether it's developing a koala chlamydia vaccine, creating greater autonomy for neighbouring countries within the Pacific region, or improving mental health outcomes for those in our local communities – USC has a proud record of delivering for the people it serves.

This ongoing work was rewarded when our Thompson Institute-affiliated Alliance for Suicide Prevention received the Community Engagement award at the 2021 Engagement Australia Excellence Awards – a recognition of the impact we are making in the area of mental health research, support services and teaching excellence.

Beyond our research and impact, we were delighted that our teaching credentials were again recognised with five stars in the Good Universities Guide – a position we have now held for 16 consecutive years.

We reassessed parts of our teaching-and-learning model in 2021 to ensure it continued to align with student expectations. Our focus will remain on delivering high-quality face-to-face learning but with added flexibility to ensure students can access a range of on-campus and online options to suit their preferred method of learning.

Students will be supported by a sophisticated new learning management system, digital learning materials, workshops, collaborative learning, laboratory work and practical experiences. We have some incredible lecturers who are eager to engage with students in new and more interactive ways so we look forward to seeing the results from these changes.

It is not only the way in which students learn that has changed – the intersectionality between work and learning has now shifted as well. More people are recognising the benefits of life-long learning. To better accommodate this, we have developed more short courses and flexible methods of delivery for people who want to upskill or reskill in areas of national and local priority.

The appetite for this was strongly demonstrated through a continued spike in student enrolments for Semester 1, 2021 – particularly for pathway programs into undergraduate study.

After two years of strong student growth, we are expecting demand to level out in 2022. However, plans to address this trend are already well progressed, including the formation of partnerships with other organisations and institutions to deliver more diverse and flexible learning solutions. The welcome return of international students, combined with planned expansions into new international markets, is expected to further alleviate potential impacts.

Apart from greater online offerings, we have developed an agreement with TAFE Queensland, enabling students to transition more easily between institutions. This will not only allow us to form stronger links with local education providers, it will open new markets for us to deliver tertiary education to those who want it.

Just as this move will help expand our reach, so too will the physical expansion of the Moreton Bay campus. In 2021, we submitted plans to build two new specialised buildings for more learning, teaching, research, support, sport and community activities. Taken together, the buildings will add another 12,500 square metres to our anchor precinct at The Mill at Moreton Bay development site.

At other campuses, we have developed specific goals that align with local community needs and expectations. Whether through formal agreements, or close working relationships with local government and industry bodies, we will ensure our programs are focused on meeting local skill demands. Especially in terms of our smaller campuses, we have a great opportunity to create a unique focus on teaching and research areas – such as marine conservation and healthy ageing – that will align with local needs in those regions.

Aside from teaching and research, USC enjoyed some wonderful success on the world stage at the 2020 Olympic and Paralympic Games in Japan. Our 14 USC-affiliated athletes brought home an astonishing 18 medals for Australia – a testament to the training, expertise, research and support for sport science at USC.

This area of focus will be further bolstered as we prepare for the 2032 Olympic and Paralympic Games through partnerships with other universities and sporting bodies to ensure our athletes can achieve personal and sporting excellence.

In terms of our response to COVID-19, we have ensured USC is in the best position to respond to future challenges through the creation of a COVID-19 response and recovery roadmap, which will consider the our longer-term response to the ongoing pandemic.

There is no doubt that 2021 has been a year of great and rapid change at USC – the pace and skilled implementation of which has been a reflection of our dedicated and hard working staff. With these changes now implemented, we are in a stronger position to realise our vision of becoming Australia's premier regional university as we move into 2022.

A handwritten signature in black ink, appearing to read 'A. Houston', with a horizontal line extending to the right.

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

A handwritten signature in black ink, appearing to read 'Helen Bartlett', with a horizontal line extending to the right.

Professor Helen Bartlett  
Vice-Chancellor and President

# 1

## Opportunity

Inspire more people to achieve their ambitions through education.

### Strategies:

1. Increase participation and support life-long learning through streamlined access pathways, diverse learning options, and partnerships.
2. Attract and retain a diverse domestic and international student community with relevant program offerings matched to market demand.
3. Enhance the student experience to maximise student success and support accessibility and equity outcomes.

## OVERVIEW

### PATHWAYS

USC continued to experience a significant spike in pathway-level participation in 2021, driven predominantly by a non-school leaver demographic. In particular, USC's Tertiary Preparation Pathway continued its sharp increase in Semester 1, 2021, experiencing a 29 percent growth compared to the same time last year.

The launch of USC's undergraduate certificates, developed to support areas of strategic importance to regional Australia, was met with modest but encouraging results in 2021. Given the tight timeframes in which these programs were developed, the take up demonstrates an appetite for this level of offering.

At the postgraduate level, Commonwealth-supported certificates in areas such as education and health have proven useful in upskilling regional Queenslanders in areas of national priority.

To further increase access pathways to tertiary education, USC signed a Memorandum of Understanding (MOU) with TAFE Queensland in 2021, ensuring students can transition more seamlessly between USC and TAFE institutions. The initial scope of the agreement focusses on areas of study such as health, education, sports development, creative industries and business, tourism and events.

For high school students, USC's Headstart program, which allows senior students to study first-year university subjects, was offered to about 250 new high school students for Semester 1, 2022, demonstrating a healthy demand for this tertiary education pathway.

### ENROLMENTS

Full-year enrolments continued trending upwards modestly in 2021, reaching 18,284 students – a 0.7 percent growth on last year – despite the disruption the COVID-19 pandemic brought to the sector.

In particular, Semester 1, 2021 saw a sharp increase in enrolments, which was a continuation of a spike that started in the second half of 2020, when impacts from the COVID-19 pandemic began to be felt. However, by Semester 2, 2021, that demand had started to cool, which was an expected correction after it became artificially inflated across 2020-21.

In terms of international outlook, USC welcomed the Queensland Government's announcement for plans to allow the return of international students from early 2022. To help with their return, USC will provide ongoing emotional and academic support to students as they complete quarantine requirements after entering the country.

Further to this, USC has prepared a high level Internationalisation Plan, which will include product expansion in market-aligned programs, ranging from pathways to postgraduate degrees. To continue the diversification of USC's international student body, recruitment activities will increase into south-east Asia.

### STUDENT SUCCESS

A key focus for USC in 2021 was redeveloping the teaching and learning model to ensure students continued receiving flexible, interactive and future-focused study options. Part of the changes will include the replacement of traditional lectures with voluntary in-person seminars, which will be supported by a range of interactive learning materials specially developed by academic staff. High-quality face-to-face learning will remain the key focus of USC's learning experience across campuses. Overall, across the 560 courses on offer in Semester 1, 2022, USC's new teaching-and-learning model will result in an increase in face-to-face teaching activities.

These changes were developed to enhance the learning experience for students, who have previously indicated a preference for a more blended style of learning.

In 2021, USC's teaching credentials were again recognised with five stars in the Good Universities Guide – a position the University has maintained for 16 consecutive years. It was the tenth year in a row USC was awarded five stars for overall student experience too.

In total, USC received five stars across seven categories, including student support, learning resources, skills development, social equity and, for the first time, learner engagement for postgraduate programs. The findings place USC in the top 20 percent of Australian universities for each category.

On the world stage, USC-affiliated athletes shone at the 2020 Tokyo Olympic and Paralympic Games. Across the Games, the 14 athletes brought home 18 medals, including three gold. The athletes who competed at the Games included current students, recent graduates and members of USC's high performance sporting teams, which support programs through work placements and hands-on learning opportunities.

## PERFORMANCE

### KPI 1A: INCREASED STUDENT ENROLMENTS

MEASURE	TARGET	PERFORMANCE
Increased student enrolments	Annual increase in student enrolments (EFTSL)	156 EFTSL increase

Forecast full-year 2021 data indicates USC had 12,173 EFTSL, 156 more than in 2020.

#### Student enrolments (EFTSL)

	2017	2018	2019	2020	2021 <sup>1</sup>
ALL STUDENTS	11,307	11,960	11,875	12,017	12,173

1. 2021 full-year enrolments as at September 2021 forecast. Final actual values available in April 2022.

### KPI 1B: IMPROVED STUDENT EXPERIENCE

MEASURE	TARGET	PERFORMANCE
Improved student experience	Improved differential between USC and national average for <i>Quality of the entire educational experience</i> in the Student Experience Survey results	5-percentage points above national average

This measure of student satisfaction is based on student responses to the national Student Experience Survey (SES) Quality of entire educational experience survey item. The SES forms part of the Australian Government's Quality Indicators for Learning and Teaching (QILT) initiative.

USC undergraduate students reported above the national average in satisfaction with the Quality of the entire educational experience in 2021 (2020 survey) at 73 percent compared to 68 percent nationally. As anticipated, there has been a decline in student satisfaction across the sector in 2020 due to the impact of the COVID-19 pandemic. However, USC achieved a higher differential to the national average in the latest survey compared to the prior year, meeting the aspirational target of a 5-percentage point differential above the national average, compared to 3 percentage points the prior year.

#### QUALITY OF THE ENTIRE EDUCATIONAL EXPERIENCE USC AND NATIONAL

	2017 (2016 survey)	2018 (2017 survey)	2019 (2018 survey)	2020 (2019 survey)	2021 (2020 survey)
USC	84%	83%	81%	81%	73%
National	80%	78%	79%	78%	68%
<i>Difference</i>	4	5	2	3	5

### KPI 1C: IMPROVED STUDENT RETENTION RATE COMPARED TO NATIONAL BENCHMARK

MEASURE	TARGET	PERFORMANCE
Improved comparative national differential for adjusted student attrition rate	Annual improvement of differential between USC and national adjusted attrition rate for commencing, domestic undergraduates	0.3 percentage improvement

The latest available national results from 2018 show an improvement in USC's full-year adjusted attrition rate of 0.7 percentage points. USC's comparison to the national differential is 7.0, an improvement on the 7.3 percentage point differential in 2017.

#### ADJUSTED ATTRITION RATE FOR DOMESTIC, COMMENCING BACHELOR STUDENTS

	2015	2016	2017	2018
USC attrition rate	22.9%	19.2%	22.3%	21.6%
National attrition rate	15.0%	14.4%	15.0%	14.6%
<i>Difference</i>	7.9	4.8	7.3	7.0

## 2

# Employability

Enable more people to work, contribute, and innovate in their local and global communities.

## Strategies:

1. Develop quality curricula that supports student success.
2. Expand and enhance work-integrated learning opportunities to increase the readiness of graduates to enter the employment market.
3. Build USC's organisational capability to enable improved graduate employability outcomes.

## OVERVIEW

### ACHIEVEMENT HIGHLIGHTS

In 2021, USC completed its Academic Realignment Project, which included a consolidation of programs and courses available. As part of the project, a set of criteria was developed for assessing existing and future programs to ensure they remain flexible, viable, multi-modal and campus specific. This will help ensure USC continues to meet the changing expectations of students and industry, enhance student experience, and improve success and retention.

The implementation of the project means USC has a more robust framework to review program offerings, evaluate underperforming programs and courses, and implement new degrees.

### PROGRAMS

The start of the COVID-19 pandemic marked a sudden switch to online learning for many education providers around the world. To harness this momentum, USC developed a range of career-focused online offerings for 2022 in areas such as education, social work, business, and information, communication and technology. This will not only offer greater flexibility for students who want it, it will help increase USC's reach into more regional areas across Australia and internationally.

Aside from these online offerings, USC has developed a suite of new programs for 2022, including diplomas such as education, business, animal ecology and health, which are of strategic importance to regional Australia. The one-year diplomas offer greater choice for those wanting to upskill or reskill in areas experiencing workforce demand.

A Bachelor of Music was also developed for 2022, which will be supported by the Sunshine Coast campus's new \$5.5 million creative arts facility. The building, part of cultural hub in the heart of the campus, includes professional-quality recording studios and contemporary performances spaces.

At the Thompson Institute, a research, teaching and clinical services hub, USC launched a new Graduate Diploma in Mental Health and Neuroscience to assist those who wanted to upskill or give their career a boost in this area. The Thompson Institute also celebrated the graduation of its first coursework students in 2021.

In April, USC celebrated the graduation of its first cohort of Medical Science students – a program that offers provisional direct entry into Griffith University's Doctor of Medicine program at the Sunshine Coast Health Institute. This represents a significant milestone in USC's position as a regional training ground for medical and health professionals.

More widely, programs such as nursing, teaching and paramedicine continue to rate among USC's most popular offerings, demonstrating a strong demand for using a tertiary-level qualification as a pipeline to frontline employment for regional Queenslanders.

### WORK-INTEGRATED LEARNING

In 2021, USC Social Media lecturer Dr Karen Sutherland was recognised for embedding work-integrated learning experiences into her teaching with a major award from the Australasian Council of Deans of Arts, Social Sciences and Humanities. Dr Sutherland received the Education, Innovation and Employability award for connecting students with tailored work-integrated learning opportunities, which range from large international companies to significant local organisations.

USC signed Memorandums of Understanding (MOU) with two regionally-important organisations in 2021: Noosa Shire Council and the Noosa Biosphere Reserve Foundation. The agreements strengthen the University's relationship with both organisations, offering greater opportunities for student placements, graduate employment, research and joint regional development opportunities.

USC commenced a review of the Innovation Centre operations in 2021 to ensure it continued building its engagement with business and supporting regional economies. The review included a strengthening of partnerships with existing business through student placements, research and collaboration.

## PERFORMANCE

### KPI 2A: IMPROVED GRADUATE EMPLOYMENT OUTCOMES

MEASURE	TARGET	PERFORMANCE
Improved graduate employment outcomes	Achieve national graduate overall employment average for domestic undergraduates by 2024	3.2 percentage below the national average

USC's overall undergraduate employment declined between 2020 and 2021 to 81.8 percent, as did the national average. The USC result was 3.2 percentage points below the national average.

#### OVERALL GRADUATE EMPLOYMENT, USC AND NATIONAL

	2018 (2017 survey)	2019 (2018 survey)	2020 (2019 survey)	2021 (2020 survey)	2022 (2021 survey)
USC	84.8%	84.3%	84.2%	82.8%	81.8%
National	86.6%	87.2%	87.1%	85.4%	85.0%
<i>Difference</i>	-1.8	-2.9	-2.9	-2.6	-3.2

### KPI 2B: INCREASED STUDENT COMPLETIONS

MEASURE	TARGET	PERFORMANCE
Increased student completions	Annual increase in student completions	3.5 percent above 2021 completions

Preliminary 2021 figures indicate a 3.5 percent increase in student completions over the prior year.

#### INCREASED STUDENT COMPLETIONS

	2020	2021 <sup>1</sup>
USC student completions	2,961	3,065

1. Current as at 4 January 2022

### KPI 2C: IMPROVED EMPLOYER SATISFACTION

MEASURE	TARGET	PERFORMANCE
Improved employer satisfaction	Achieve at or above national employer satisfaction value by 2024	1.6 percentage points below national average

Latest results from the Employer Satisfaction Survey (ESS) show that USC employers' overall satisfaction for the 2018-20 period has decreased to 83.0 percent compared to the 2017-19 period. This is 1.6 percentage points below the national average of 84.6 percent.

The ESS is included in the Quality Indicators for Learning and Teaching (QILT) survey suite, which is independently and centrally administered by the Social Research Centre on behalf of the Australian Government. The ESS asks employers about their perceptions of USC and higher education in general as it relates to graduates in their employment.

#### EMPLOYER RATINGS OF GRADUATES, THREE-YEAR AGGREGATED RESULTS - OVERALL SATISFACTION

	2019 (2016-2018 survey years)	2020 (2017-2019 survey years)	2021 (2018-2020 survey years)
USC <sup>1</sup> %	87.3 (82.3, 91.1)	85.2 (80.1, 89.2)	83.0 (77.3, 87.5)
National <sup>1,2</sup> %	84.3 (83.8, 84.9)	84.3 (83.8, 84.8)	84.6 (84.1, 85.2)
<i>Difference</i>	3	0.9	-1.6
USC - n	159	175	153
National <sup>2</sup> - n	12,097	13,458	12,539

1. Confidence intervals are 90% using the Agresti-Coull method.

2. Table A and B universities.

## OVERVIEW

In 2021, USC made significant progress in key research focus areas.

In Ecology and Environment, Professor of Microbiology Peter Timms led the Phase 3 rollout of a koala chlamydia vaccine, which will be trialled in 400 koalas in collaboration with project partner the Australia Zoo Wildlife Hospital. Over 10 years, more than \$6 million has been invested into USC's research of chlamydia infection in koalas, with the outcomes playing a significant role in the longer-term survival of the at-risk animals. USC was also awarded a \$500,000 Commonwealth Government grant to help predict and respond to large-scale fire events, which combines citizen science with artificial intelligence.

In Agriculture, Aquaculture and Forestry, USC has continued helping advance the autonomy of Asia-Pacific nations by developing local agribusiness opportunities. In partnership with Australian Centre for International Agricultural Research (ACIAR), Dr Lex Thomson has led the Pacific Agribusiness Research in Development Initiative Phase 2 (PARDI 2) in Fiji to develop the local tilapia industry in a sustainable manner.

As one of USC's key research partners, ACIAR provided \$8 million funding to USC in 2021 to ensure the continued success of projects similar to PARDI 2, to improve nutrition, environmental, economic and social outcomes across the Asia-Pacific. Research undertaken by the Forest Research Institute has resulted in a range of recent impacts in the Asia-Pacific, ranging from enhanced reforestation in the Philippines to timber royalty policy enhancements for communities in Papua New Guinea.

Harnessing the work of USC's Seaweed Research Group – a multidisciplinary collaboration investigating the commercialisation of seaweed and its by-products in food, fertilisers, livestock feeds and bioenergy – has led to the submission of three international patents.

USC became a core partner in the collaborative Marine Bioproducts Cooperative Research Centre (MB-CRC) in 2021 – a \$270 million Commonwealth Government initiative involving a consortium of 68 industry partners. Led by Flinders University, the CRC will transform Australia's emerging marine bioproducts sector into a sustainable, clean and globally competitive industry – an area where USC has considerable expertise.

USC has continued making significant strides related to Human Behaviour, Work and Society. In recognition of this research strength, the Indigenous and Transcultural Research Centre jointly hosted the 2nd Rethinking and Researching 20th century Aboriginal Exemption Symposium with La Trobe University in October 2021. Leading experts such as retired USC Elder Aunty Judi Wickes – the first Indigenous researcher to undertake a comprehensive study on the Exemption Act – featured at the event, which continued on work to uncover the tragic impact of the Aboriginal Exemption Acts from around Australia.

Similarly, in the area of Health, Medicine and Well-being, researchers Dr Olusola Olagoke and Associate Professor Erin Price received an Advance Queensland Industry Research Fellowship to use next-generation sequencing technology to better understand what contributes to COVID-19 morbidity and mortality. The research will help improve diagnosis and treatment for people with COVID-19 to prevent progression to severe disease.

In other contributions to Australia's COVID-19 response, USC's Clinical Trials oversaw four COVID-19 vaccine trials. In total, the Clinical Trials undertook 33 new trials in 2021, including a needle-free patch vaccine study, two malaria challenge trials and an expansion of its cancer trials portfolio. Clinical trials in 2021 involved 49 industry partners, including 39 sponsor companies and 10 contract research organisations.

The Alliance for Suicide Prevention Program – an initiative co-developed by the Thompson Institute – received a \$150,000 boost from The Wilson Foundation in 2021 to continue its work delivering community-based prevention strategies that reduce stigma and promote help-seeking behaviour. This work has been particularly important in light of mental health issues that have emerged during the COVID-19 pandemic, which formed the basis of The Wilson Foundation grant. The Thompson Institute continued delivering its research, educational and clinical services throughout the year, including the publication of studies into low-dose oral ketamine treatment for chronic suicidality and depression. The primary study, led by Dr Adem Can, found that within the first six weeks of treatment, 69 percent of participants achieved a clinical reduction in suicidal ideation, which is consistent with intravenous administration – a more invasive and cost-prohibitive form of treatment.

Research with impacts to prevent disease or injury also featured in 2021. Professor Paul Salmon led the development and implementation of the UPLADS project in collaboration with 15 industry partners from the Australian outdoor activity sector. The UPLADS incident reporting and analysis system is currently being used by over 120 outdoor activity providers across Australia. In 2021, 1,938 incidents were reported to the system, contributing to a pool of over 10,000 incidents reported and analysed since the project commenced.

3

## Research impact

Produce research outcomes that make a difference.

### Strategies:

1. Build critical mass of regionally beneficial and globally impactful research activity aligned to areas of existing and emerging strength.
2. Develop strong, collaborative and productive research partnerships that contribute to genuine innovation and knowledge generation and have sustained benefits for end-users.
3. Establish a researcher development framework encompassing HDR students and research staff that encourages development and application of novel, relevant and useful research.

## PERFORMANCE

### KPI 3A.1: IMPROVED ERA PERFORMANCE

MEASURE	TARGET	PERFORMANCE
Improved ERA performance in field of research codes	Improved ERA performance in field of research codes to achieve 29 at or above world standards in 2024 (based on 2023 submission)	26 above world standards in 2018

Excellence in Research for Australia (ERA) is Australia's national research evaluation framework. ERA identifies and promotes excellence across the full spectrum of research activity in Australia's higher education institutions.

Results are released every three years. The last available results are from 2018. Results for 2023 will be available in 2024.

### EXCELLENCE IN RESEARCH FOR AUSTRALIA OUTCOMES

	2010	2012	2015	2018
At or above world standard	0	2	14	26

### KPI 3A.2: IMPROVED PUBLICATION CITATION IMPACT

MEASURE	TARGET	PERFORMANCE
Improved publication citation impact	Improved annual publication citation impact to achieve 1.40 in 2021	0.01 lower than the 2021 target

Field-Weighted Citation Impact is the ratio of the citations received by the denominator's output, and the average number of citations received by all similar publications in that research field.

A Field-Weighted Citation Impact of:

- Exactly 1.00 means that the output performs just as expected for the global average.
- More than 1.00 means that the output is more cited than expected according to the global average; for example, 1.48 means 48% more cited than expected.
- Less than 1.00 means that the output is cited less than expected according to the global average; for example, 0.91 means 9% less cited than expected.

It answers the question of whether the institution's outputs are cited above or below the global average. Field-Weighted Citation Impact (FWCI) is a measure of publications prestige and quality. Scopus is the largest abstract and citation database of peer-reviewed literature: scientific journals, books and conference proceedings. The Scopus indexed journal article citations is one of the most important indicators of the Top 100 under 50 ranking scores (weighting 30 percent of the total Top 100 under 50 score).

This indicator is not static because citations are not static. These data are from a snapshot taken in February 2021 and finalised in July 2021. Variations result from the citation pool from which comparisons are made.

The 2021 FWCI is 0.01 lower than the 2021 target of 1.40.

### FIELD-WEIGHTED CITATION IMPACT (FWCI)

	2019	2020	2021
THE Ranking Reference Period	2013-17	2014-18	2015-19
Field weighted citation impact	1.35	1.35	1.39

### KPI 3B: INCREASED ENGAGEMENT AND IMPACT PERFORMANCE

MEASURE	TARGET	PERFORMANCE
Increased engagement and impact performance	Improved annual end user engaged research income to achieve \$27m by 2024	\$22,338,957

Unaudited 2021 data. Finalised data is not available until July 2022.

### ENGAGEMENT AND IMPACT PERFORMANCE

	2018	2019	2020	2021
End-User Engagement Income	20,981,04	29,046,976	20,498,160	\$22,338,957



## OVERVIEW

4

# Engagement

Empower communities to thrive through dynamic and productive partnerships.

## Strategies:

1. Be a catalyst for development of mutually beneficial partnerships with Aboriginal and Torres Strait Islander leaders and communities in the regions from Moreton Bay to the Fraser Coast.
2. Achieve a distinctive identity and contribution for each USC campus through alignment with regional priorities.
3. Initiate and strengthen mutually beneficial partnerships and collaborations, locally and globally, that align with, and provide momentum for, USC's teaching and research areas of focus.
4. Strengthen USC's organisational capacity for effective engagement and ensure the public positioning reflects the University's strategic aspirations.

In 2021, the Thompson Institute was recognised for its work partnering with businesses, community groups and organisations to improve mental health outcomes, earning the annual Engagement Australia Excellence Awards for Excellence in Community Engagement. The Institute received the award for its role in the Alliance for Suicide Prevention – a leading program that works with community-based groups and organisations, including Aboriginal and Torres Strait Islander communities, to co-develop suicide prevention strategies.

In November, USC partnered with the Butchulla Aboriginal Corporation to develop a long-term research strategy to help 'future-proof' K'gari – the world's largest sand island. The K'gari Research Symposium brought together Traditional Owners, researchers, students, environmental groups and other stakeholders to identify key research opportunities, partnerships and collaborations to inform the future management of K'gari.

In terms of partnerships, USC took strategic steps towards formalising existing relationships with partner organisations and groups in 2021, including the previously mentioned memorandums of understanding (MOU) with the Noosa Biosphere Reserve Foundation (NBRF) and Noosa Shire Council. These partnerships will ensure environmental, conservation, research and learning outcomes for students and the community remain robust and impactful, helping further preserve this world-class area for future generations.

In 2021, USC was also able to renew its Regional Partnership Agreement with the Sunshine Coast Regional Council. The collaboration places the region in a strong position as it prepares for more population growth, a greater demand for services, and more businesses and industries.

In November, USC ratified an MOU with TAFE Queensland too, enabling students to transition more easily between the two institutions. The MOU will ensure students in certain disciplines are guaranteed credit for study completed at one institution if they want to transfer to the other.

In the area of para-sports, USC signed an agreement with the University of Queensland (UQ) and the Queensland University of Technology (QUT) to create the Queensland Network for Paralympic Performance Enhancement and Applied Sports Research. This new partnership establishes collaboration between universities, Paralympics Australia, the Queensland Academy of Sport, and the state's peak para-sports organisation, the Sporting Wheelies and Disabled Association. As a leader in the field of para-sport – through USC's role as a training, teaching and research facility – the partnership is an opportunity for the University to extend its expertise and reputation in this field of research in the lead up to the 2032 Olympic and Paralympic Games.

The agreement comes on top of a \$1.6 million partnership with Swimming Australia to establish a High Performance Swimming Centre that fosters a physical and academic environment to create knowledge in elite athletes, coaches, sport science and medicine professionals. Led by Professor Brendan Burkett, the foundations of this research project are based around the Olympic and Paralympic coaching and competitive requirements.

In 2021, USC reaffirmed its commitment to the Queensland Defence Science Alliance (QDSA) – a partnership to strengthen connections and collaborations between Queensland universities, the Queensland Government and the wider defence industry in areas of national priority. To streamline communication, USC appointed Australian Defence Force veteran and Army reservist, Dr Adrian McCallum, as the University's Defence Collaboration Coordinator for the project.

The initiative was one of several future-facing collaborations happening at USC in 2021, including Transport Academic Partnership with the Queensland Government – a three-year project to help harness emerging technologies to better connect people and goods in more sustainable, efficient and convenient ways. USC Moreton Bay will become a field site for testing future-transport ideas.

As part of an initiative to strengthen its commitment to its smaller campus communities – such as Caboolture, Fraser Coast and Gympie – USC endorsed its Smaller Campus Strategies (2021-2024). The development of the Strategies was a collaborative project that identified strategic actions aligned to community priorities.

In terms of fundraising, for USC's annual Giving Day, donors pledged almost \$280,000 towards University activities of strategic importance, including areas such as student support, conservation and the environment or mental health research.

Finally, USC was pleased to host the inaugural Scholars at Risk (SAR) Australia Section in 2021. This important event supports scholars, raises awareness of threats to academic freedom, and seeks to increase protections for the wider higher education community.

## PERFORMANCE

### KPI 4A: IMPROVED REGIONAL IMPACT

MEASURE	TARGET	PERFORMANCE
Improved regional impact	Annual improvement in USC score for regional impact	Measures under development

In order to evaluate USC's regional impact, USC is developing a 'basket of measures' to capture key dimensions of regional impact each calendar year; the individual measures will be weighted and then aggregated, with the aim of producing a single numerical measure that can be reported on annually and enable longitudinal tracking of USC's progress. The work undertaken to date has reinforced the value of being able to measure both USC's overall impact on its regions and USC's impact on individual (local government areas) regions. Reporting on this KPI may also include exemplary case studies.

#### USC SCORE FOR REGIONAL IMPACT

MEASURE	2020	2021
USC score for regional impact	N/A	Measures under development

### KPI 4B: MAINTAINED OR IMPROVED PERFORMANCE IN TIMES HIGHER EDUCATION'S GLOBAL IMPACT RANKINGS

MEASURE	TARGET	PERFORMANCE
Maintained or improved performance in Times Higher Education's global Impact Rankings	Annual maintenance or improvement in USC's score in the Times Higher Education university global impact assessment	Baseline score of 92.1 established

In 2021, the Times Higher Education (THE) recognised USC as a world leader for its ongoing commitment to sustainable development through areas of research, stewardship, outreach and teaching. The Impact Rankings, which assesses universities against the United Nations' Sustainable Development Goals (SDGs), gave USC a score of 92.1 out of 100, placing it as 26 out of 1,115 institutions – the highest result of any university in Queensland. The Impact Rankings particularly noted USC's work in the area of 'Life Below Water', where it was ranked third in the world, and 'Life On Land', for which it was ranked fifth.

This measure focuses on achieving a year-on-year improvement in the score, rather than the ranked position, as there will likely be considerable volatility in this relatively new ranking.

#### TIMES HIGHER EDUCATION IMPACT SCORE

MEASURE	2020	2021
Score	N/A	92.1

# 5

## Infrastructure

Build a contemporary, sustainable, accessible university.

### Strategies:

1. Future-proof the University through focused growth that embraces opportunities and delivers sustained financial security.
2. Re-envision USC campuses to reflect student, staff, community and environmental sustainability aspirations.
3. Create a University digital strategy that aligns with, and promotes, contemporary digital practices and expectations.
4. Maximise infrastructure investment by aligning innovation opportunities with USC teaching and research activities.

## OVERVIEW

### ACHIEVEMENT HIGHLIGHTS

USC submitted plans for two new buildings at its Moreton Bay campus as part of the Stage 2 master-planned expansion, capitalising on the significant growth in student enrolments and partnership opportunities in this region.

The three-storey facilities have been designed to provide more specialised spaces for learning, teaching, research, administration, sport and community activities. These include labs, a recording facility, a multi-purpose sports hall, gymnasium, sports clinics and natural courtyards in the heart of the campus.

Located opposite USC Moreton Bay's foundation building, the facilities would add another 12,500 square metres for university and community activities in The Mill at Moreton Bay development site. Conceptualised by renowned architectural firm KIRK, the designs feature sustainable building materials such as Australian timber for carbon neutrality.

Pending approval, USC plans to commence construction in 2022.

At USC's Sunshine Coast campus, the draft 2022 Precinct M Master Plan was developed in consultation with key stakeholders and users of the precinct, located at the south-western edge of the campus. The plan, released for consultation within the wider USC community in late 2021, will ensure the precinct develops in a considered way, providing a functional identity to this area in a way that aligns with USC's strategic vision and mission to become Australia's premier regional university.

At the Thompson Institute, work is progressing on building a new space for specialised Post Traumatic Stress Disorder work, which will include a new PTSD research program, a brain bank and more clinical services. Initial building plans have now been completed.

On the Fraser Coast, future planning for the K'gari Research and Learning Centre progressed, despite setbacks caused by external circumstances such as COVID-19 and fires on K'gari. A draft Dilli Village Master Plan 2020-2045 will be submitted for stakeholder feedback once it is approved internally for this strategically important teaching and research location.

A key priority for USC's Gympie campus is establishing it as a Health and Ageing Hub to help fulfil a local and national shortfall in services. In 2021, a business case was developed, with a reference group formed to support key outputs for this specialised initiative. Gympie campus stakeholders are now working to increase USC's local impact with more community events and capacity-building workshops,

More broadly, USC has been exploring options to create greater campus engagement for students, staff and community members, including more on-campus entertainment, events and expanded food and beverage options.

### DIGITAL INITIATIVES

To further increase access to university study, USC has partnered with online education provider FutureLearn. Initially, this will involve delivering a short course in an area of strength USC is recognised for on the world stage – life below water. However, this offering will be expanded in 2022 to include more areas of teaching excellence.

In 2021, USC identified several major digital projects to advance teaching, learning, research and administration outcomes, including the replacement of the University's Learning Management System, the International Student System, and the Data Centre core switch. This comes alongside work on the Human Resources (HR) E-learning management system and the HR Performance, Planning and Review system, and the Student Portal.

The new Learning Management System was trialled in Semester 2 on selected pilot courses, Feedback from staff and students about the trial was positive and transition plans to the new platform are underway.

In February, USC launched the new digital learning environment, providing a suite of integrated systems to deliver high-quality digital-learning experiences for students.

To enhance online security, USC completed single-sign on and multi-factor authentication configuration in 2021 – measures that are supported by a three-year agreement with a managed service to provide USC with a view of security events generated within USC's digital ecosystem.

## PERFORMANCE

### KPI 5A: INCREASED REVENUE ASSOCIATED WITH USC'S CORE BUSINESS ACTIVITIES OF TEACHING AND RESEARCH

MEASURE	TARGET	PERFORMANCE
Increased revenue associated with USC's core business activities of teaching and research	Revenue associated with USC's core business activities of teaching and research, exceeds employee wages growth	4.1%

Employee wages is one of USC's largest fixed costs. To ensure the University maintains operational sustainability, USC need to ensure that the margin between revenue and wages expenditure is positive.

#### REVENUE GROWTH ASSOCIATED WITH CORE BUSINESS ACTIVITIES

	2017	2018	2019	2020	2021
Revenue associated with USC's core business activities of teaching and research	\$273.5M +16.7% on PY	\$302.5M +10.6% on PY	\$310.2M +2.5% on PY	\$321.6M +3.7% on PY	\$334.7M +4.1% on PY

### KPI 5B: MAINTAIN OR REDUCE CARBON DIOXIDE EMISSION LEVELS

MEASURE	TARGET	PERFORMANCE
Total carbon dioxide emitted per full-time student (EFTSL) per year (tonnes CO <sub>2</sub> -e/EFTSL/year)	Maintained at and trend lower than 1.0 tonnes CO <sub>2</sub> -e/EFTSL/year	0.79 tonnes CO <sub>2</sub> -e/EFTSL/year

This metric measures the amount of carbon dioxide equivalent emitted by the University (Scope 1 and 2)<sup>1</sup> per EFTSL per year. It indicates the energy consumed by the University in conducting business and its carbon footprint in relation to electricity, refrigerants, stationary and transport fuels. The data is gathered and reported as part of annual Tertiary Education Facilities Management Association (TEFMA) benchmarking survey, which allows benchmarking against other universities. The target of 1.0 tonne CO<sub>2</sub>-e/EFTSL/year recognises USC's aspirational target of carbon neutrality by 2025 as outlined in USC's Carbon Management Plan (CMP). The 2020 results were influenced by the reduced energy and fuel consumption due to COVID-19-related campus closures and are expected to rise slightly in 2021. However, this expected rise will be tempered by the solar infrastructure in operation at the Sunshine Coast campus.

#### USC COMPARED TO OTHER UNIVERSITIES IN QUEENSLAND, TONNES CO<sub>2</sub>-E/EFTSL/YEAR

Institution	2017 (2016 results)	2018 (2017 results)	2019 (2018 results)	2020 (2019 results)	2021 (2020 results)
USC (lowest in 2020)	0.99	1.00	0.94	0.82	0.79
USQ (2nd lowest in 2020)	1.03	1.11	0.98	0.98	0.83
UQ (2nd highest in 2020)	2.80	2.52	2.41	2.30	2.43
JCU (highest in 2020)		2.56	2.85	3.22	3.08

1. 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 5C: INFRASTRUCTURE AND PROCUREMENT ACTIVITIES ARE LEVERAGED TO DEVELOP TEACHING, RESEARCH, AND COMMERCIALISATION OPPORTUNITIES WITH INDUSTRY PARTNERS

MEASURE	TARGET	PERFORMANCE
Infrastructure and procurement activities leveraged to develop teaching, research, and commercialisation opportunities with industry partners	Annual case studies produced that reflect sector best practice	Relationship progressing but not yet available for case study

USC will be in partnership with industries and other third-party organisations. At this early stage, the qualitative discussion on partnerships and how they are being leveraged for improved teaching-and-research outcomes is appropriate. In future, the National Priorities and Industry Linkage Fund (NIPIF) outcomes may provide a quantitative measure of resultant industry engagement. In the meantime, annual case studies will be produced to identify how these relationships are being leveraged.

## People and culture

Become a workplace of choice.

### Strategies:

1. Develop a workplace that nurtures, attracts and retains a diverse and high-performing workforce.
2. Develop capability at all levels of the organisation to foster expertise, encourage contemporary practice and realise the full potential of our people.
3. Develop an ethical, respectful, cooperative and collaborative culture that crosses geographic and departmental boundaries.
4. Ensure that HR governance and management frameworks are in place to support a highperforming, safe and accountable workforce.
5. Ensure that corporate governance and management frameworks are in place to support operations within the University's approved risk appetite.

## OVERVIEW

### APPOINTMENTS

At the end of 2020, to prepare for steadily increasing student enrolments at USC Moreton Bay, the University embarked on a recruitment drive for more than 30 new academic staff across all levels. This significant undertaking was another signal of how successful the opening of this greenfield development was in its inaugural year.

The recruitment drive preceded what was an impressive year for staff recruitment at USC, including the appointment of a new Deputy Vice-Chancellor (Research and Innovation). After a highly competitive process, Professor Ross Young was appointed to the role in July. Professor Young brings a wealth of experience to the role, including from his time in leadership positions at the Queensland University of Technology (QUT) and the University of Queensland (UQ).

As a Clinical Psychologist, Professor Young has an international reputation in research that integrates psychological and biological risk factors to better understand and treat mental illness, aligning him neatly with another area of USC strength.

Professor Young's appointment to the role replaced Professor Roland De Marco, who was the University's inaugural Deputy Vice-Chancellor (Research and Innovation). During his time, Professor De Marco grew USC's annual research income, increased higher degree by research (HDR) student enrolments and boosted annual publication numbers. He grew USC's reputation from a primarily teaching-based university, to an institution globally recognised for its research output, marking a tenure of outstanding service to USC and its regions.

Professor Young's appointment was followed by the recruitment of Professor Stuart Parsons to the role of Dean, School of Science, Technology and Engineering. Professor Parsons, who came from a senior leadership role at QUT, has strong industry connections, with research and commercial funding coming from private and public sector partnerships.

Internally, more than half of 2021's merit-based promotions went to female academics, including two who were promoted to the level of associate professor. The promotions recognise the outstanding and sustained performance across all aspects of their work through teaching, research and engagement.

These appointments are supported by USC's development program to increase staff leadership capability at all levels of the University.

### STAFF ACHIEVEMENTS

USC staff were recognised for leading expertise in a diverse spread of areas in 2021, including Professor Paul Salmon, who was named by The Australian's Research magazine as Australia's best researcher in the field of quality and reliability. As the Director of USC's Centre for Human Factors and Sociotechnical Systems, Professor Salmon focuses on accident prevention research and performance improvement through system optimisation.

In the creative arts, Dr Leah Barclay and Dr Tricia King won the Award for Excellence in Experimental Music for their work with Kabi Kabi/Gubbi Gubbi artist Lyndon Davis. They received the highest accolade for experimental music in Australia for their Listening in the Wild production – a series of immersive soundscapes that was commissioned for the Sunshine Coast's annual Horizon Festival.

For Criminology and Justice, Professor Tim Prenzler, Mary Riley, Dr Sue Rayment-McHugh, Dr Nadine McKillop and Dr Lara Christensen were recognised with an Australian and New Zealand Society of Criminology (ANZSOC) Award for Excellence and Innovation in Teaching – a reflection of the dedication our skilled academic staff show in this program area.

In recognition of their leading expertise, Professors Robert Harvey, Abigail Elizur and Timothy Smith were appointed to the Australian Research Council's College of Experts to provide strategic advice, peer review, moderation and ranking of grant applications.

In other appointments, PhD student Rose Barrowcliffe was appointed as the inaugural First Nations Archive Advisor at the Queensland State Archives – a recognition of the important role archives have to play in truth-telling.

Internally, USC recognised Bailey Wemyss, Deborah Fisher and Simone Pearce at the 2021 Vice-Chancellor and President Diversity and Inclusion awards for their contributions to make the University a stronger, more cohesive and diverse community through initiatives that will have a long-term impact on life at USC.

As an area of significant importance to USC, the University is developing enhanced cultural training to ensure staff and students from diverse backgrounds remain supported.

Full details about people and culture initiatives can be found on pages 36-37.

## PERFORMANCE

### KPI 6A: HIGH LEVELS OF EMPLOYEE SATISFACTION

MEASURE	TARGET	PERFORMANCE
High levels of employee satisfaction	Improved VOICE survey outcomes	No VOICE survey completed in 2021
	Establish pulse survey framework and achieve annual improvement	Pulse survey framework substantially progressed

The measure of employee satisfaction will be taken from the results of the most recent VOICE Survey, which provides specific items related to involvement and engagement that can be compared to previous USC results as well as sector results. VOICE Surveys are completed every two years. The reporting will be updated in line with the completion and outcomes of relevant VOICE Surveys.

The measure of employee satisfaction contributes to people and culture of USC by enabling an assessment of how staff feel about concepts such as their involvement in decision making, their commitment to the organisation, community and industry engagement and job satisfaction.

### KPI 6B: IMPROVED POSITIVE EMPLOYER BRAND RECOGNITION

MEASURE	TARGET	PERFORMANCE
Improved positive employer brand recognition	Established reporting processes and achieved annual improvement in positive employer brand recognition	Established reporting processes

The measure of employer brand recognition will be taken from the number of enquiries from qualified applicants for academic and professional roles. The reporting of this measure is intended to occur annually following the establishment of base-line data collection through the e-recruitment system. The measure of employer brand recognition demonstrates the extent to which USC is considered by potential applicants as being a workplace of choice.

#### ANNUAL TARGETS

	2021	2022	2023	2024
Improved positive employer brand recognition	Establish reporting processes	Established systems to capture data	Established baseline data	Annual improvement

### KPI 6C: METRICS ESTABLISHED WITH IMPROVED WORKFORCE DIVERSITY PARTICIPATION RATES

MEASURE	TARGET	PERFORMANCE
Metrics established with improved workforce diversity participation rates	Metrics established with improved workforce diversity participation rates	Workforce diversity measures approved but not yet established

With USC's adoption of a holistic Diversity and Inclusion Plan (2021-2023), higher level measures and metrics will be reviewed by the Vice-Chancellor and President's Equity, Diversity and Inclusion Committee in October 2021.

The measures and metrics are aligned with the Athena Swan Action Plan (SAGE) 2019-2023; Disability Access and Inclusion Plan 2021-2024; and Indigenous Employment and Career Strategy. This will allow USC to establish baseline data, adopt an evidence-based process to determine whether our actions have the desired impacts, and subsequently evolve our approaches to improve outcomes. It is planned that the higher-level measures and metrics for the Diversity and Inclusion plan will be available in December 2021, pending the relevant endorsement. It has been identified that further metrics outside of the Diversity and Inclusion plan will need to be developed over time to broaden the reporting to include additional diversity focus areas and measure the impacts of the talent acquisition initiatives and the impacts on workforce diversity participation rates.

#### ANNUAL TARGETS

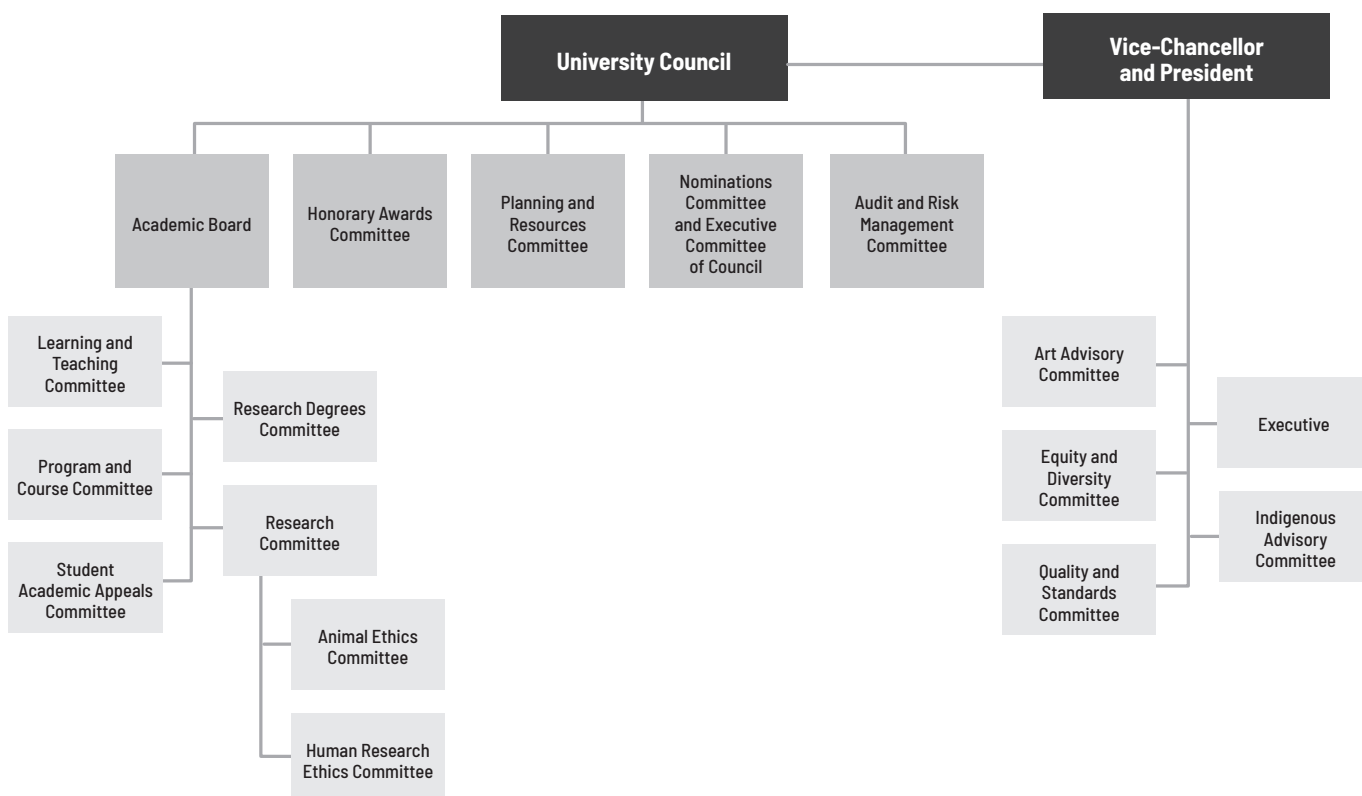
	2021	2022-2024
Workforce diversity participation rates	Workforce diversity measures established	Annual improvement in workforce diversity participation rates

## 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.

The Council met seven times in 2021. Additionally, a Council Strategic Planning session was held in conjunction with the Council meeting held on 8 October 2021.



## Council leadership

### CHANCELLOR

Leads Council and presides at Council meetings.

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

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, continued commitment to serve the nation in leadership roles, particularly the national responses to the MH370 and MH17 disasters, and in a variety of roles in the community.

Retired from the military in July 2011 after serving for 41 years. Chief of the Australian Defence Force from 2005-2011 and Chief of Air Force for four years prior to that.

As well as Chancellor for USC, Sir Angus is Chair of the Murray Darling Basin Authority and Chairs several other boards. Board member for numerous organisations as well as being a visiting fellow of the Australian National University National Security College. Ambassador/Patron for a number of charitable organisations, including several mental health charities. Sir Angus has been awarded four honorary doctorate degrees from the University of South Australia, the Australian National University, the University of New South Wales and Griffith University.



## DEPUTY CHANCELLOR

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

### Scott Williams AM (retired 19 October 2021)

QDAH Qld, BEc, GradDipCompSc, GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt UNE, FAICD

Elected Deputy Chancellor on 1 April 2017. Chairperson of USC's Planning and Resources Committee until 19 October 2021. 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. Named QCF Higher Education Philanthropist of the Year in 2019 for financial contributions in support of education over the last 20 years.

### Sandra Birkenleigh (elected 3 December 2021)

BCom UNSW, CA, CCP Fellow, GAICD

Elected Deputy Chancellor on 3 December 2021. Chairperson of USC's Audit and Risk Management Committee. Sits on a number of other USC committees, including the Nominations Committee and Executive Committee of Council.

Independent member of the Audit Committee of the Reserve Bank of Australia. Chair of the Audit and Risk Committee of the Public Trustee of Queensland. Sandra was a partner of PricewaterhouseCoopers for 16 years, leading a number of practice areas, including five years as Global Leader of the Governance Risk and Compliance practice.

Professional Non-Executive Director. Board member of National Disability Insurance Agency, MLC Insurance Limited, Auswide Bank Limited, Horizon Oil Limited, 7-Eleven Holdings Limited, and Sunshine Coast Children's Therapy Centre.

## 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. 2021 was the fourth year of the Eighth University Council.

USC does not currently remunerate its Council members. However, USC does cover University-related expenses for its Council and Committee members. Full details of University Council membership, financial reporting, and remuneration are available in the Financial Statements of this Annual Report, and online at [usc.edu.au/reports](http://usc.edu.au/reports)

### The Council membership for 2021 was as follows:

Membership category	Name and qualifications	Meetings and record of attendance*
Chancellor	Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd)	7 of 7
Deputy Chancellor	Scott Williams AM, QDAH Qld, BEc, GradDipCompSc, GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt UNE, FAICD (retired 19 October 2021) (Acting Chancellor at Graduation Ceremonies: Sunshine Coast: 8-9 April 2021, 29-30 September 2021; Fraser Coast: 14 October 2021)	5 of 5
	Sandra Birkenleigh, BCom UNSW, CA, CCP Fellow, GAICD (elected 3 December 2021)	0 of 0
Vice-Chancellor and President	Professor Helen Bartlett, BA Northumbria, MSc (Public Policy) University of Bath, PhD University of Bath	7 of 7
Chairperson of the Academic Board	Professor Tim Wess, BSc Newc, PhD Edin, GradCert C.Sturt, FRSA, PFHEA, FRSB, FRSN (reappointed 4 June 2021)	7 of 7
Six members appointed by the Governor in Council	Debra Bennet	4 of 7
	Sandra Birkenleigh, BCom UNSW, CA, CCP Fellow, GAICD (until 8 December 2021)	7 of 7
	David Foster, BAppSc S.Qld, MBA S.Cross, SF Fin, GAICD (until 8 December 2021) (Acting Chancellor at Graduation Ceremonies: Sunshine Coast 10 April 2021)	7 of 7
	Scott Williams AM, QDAH Qld., BEc, GradDipCompSc, GradDipFinMangt, GradDipRurAcc UNE, Hon.DLitt UNE, FAICD (retired 19 October 2021)	5 of 5
	Jennifer Morawska, BA Macq, GradDipEd UTS, GradDip Sci ANU, MSc ANU, MBA Sunshine Coast, GAICD	6 of 7
	Tim Rothwell, BA(Hons) Newc, FCA, MAICD	7 of 7
	Melinda Bryant, LLB, BBus, GradCertCreativeInd Qld.UT, GradCertDiv Tabor, GDLP Coll.Law (from 9 December 2021)	0 of 0
	Bernadine Caruana, BEc(Hons) LaTrobe, GradCert(Mgt) ANU (from 9 December 2021)	0 of 0
Shaun McDonagh, BBus(MktMgt) UNE, MMktgMangt S.Cross, MComLaw Macq, PGradCertAdEd&Trng UNE, AssocDegLaw S.Cross, GAICD, FAMI, CPM (from 9 December 2021)	0 of 0	

\* Indicates number of meetings attended and number of meetings held during the time the member held office or was a member of Council during the year.



Membership category	Name and qualifications	Meetings and record of attendance*
Two elected members of the University's academic staff	Professor Abigail Elizur, BSc <i>HUJJ</i> , MSc <i>ANU</i> , PhD <i>ANU</i> , FTSE, FQA (term concluded 8 December 2021)	7 of 7
	Associate Professor Mark Sayers, BAppSci <i>CCAE</i> , MAppSci <i>UC</i> , PhD <i>RMIT</i> , SFHEA, ASpS2 (term concluded 8 December 2021)	5 of 7
	Professor Catherine Yule, BSc <i>Melb</i> , BSc(Hons) <i>Monash</i> , GCHEd <i>Monash</i> , MSc <i>Monash</i> , PhD <i>James Cook</i> (from 9 December 2021)	0 of 0
	Dr Helen Fairweather BEng (First class Honours) <i>S.Qld</i> , PhD <i>NE</i> , SFHEA, FIEAust, CPEng (from 9 December 2021)	0 of 0
One elected member of the University's general staff	Dr Ruth Greenaway, GradDipEd <i>NSW</i> , BA <i>W.Syd</i> , MLM <i>C.Qld</i> , PhD <i>Qld.UT</i> , SFHEA, GAICD (term concluded 8 December 2021)	7 of 7
	Jane Brimacombe, BA <i>UBC</i> , MA <i>UBC</i> , GCertIS <i>Deakin</i> , DipLaws <i>CDU</i> (elected from 9 December 2021)	0 of 0
Two elected members of the student body	Melissa Geltch (term concluded 8 December 2021)	6 of 7
	Nathan Wellington BSocSc(Psych) <i>Sunshine Coast</i> (term concluded 8 December 2021)	7 of 7
	Emma Comer (elected from 9 December 2021)	0 of 0
	Fien Van den Steen, BEd <i>Mechelen</i> , MLing&Lit <i>Antwerp</i> , PGDipJourn(InternatInvestJourn) <i>Antwerp</i> (elected from 9 December 2021)	0 of 0
Four additional members**	Melinda Bryant, LLB, BBus, GradCertCreativeInd <i>Qld. UT</i> , GradCertDiv <i>Tabor</i> , GDLP <i>Coll.Law</i> (until 8 December 2021)	7 of 7
	Katie Toney, BComm <i>Sunshine Coast</i> (Acting Chancellor at Graduation Ceremonies: Sunshine Coast 9-10 April 2021)	6 of 7
	Sandra Birkenleigh, BCom <i>UNSW</i> , CA, CCP Fellow, GAICD (from 9 December 2021)	0 of 0
	David Foster, BAppSc <i>S.Qld</i> , MBA <i>S.Cross</i> , SF Fin, GAICD (from 9 December 2021)	0 of 0
Council Secretary	Rana Williams, BSc (Hons) <i>UOW</i> , MSc <i>UOW</i> , MBFR <i>Macq</i> , GAICD	7 of 7

\* Indicates number of meetings attended and number of meetings held during the time the member held office or was a member of Council during the year.

\*\* One additional member position currently vacant.

### Name of Government body:

University of the Sunshine Coast Council

Act or instrument	University of the Sunshine Coast Act 1998
Functions	The Council is the University's governing body. The Council has the functions conferred on it under the University of the Sunshine Coast Act 1998 or another Act. In particular, it may: appoint the university's staff; manage and control the University's affairs and property; and manage and control the University's finances.
Achievements	<ul style="list-style-type: none"> <li>• Approved Annual Financial Statements and quarterly budget reports</li> <li>• Approved proposals and budget for Moreton Bay Campus Stage 2 development</li> <li>• Approved the Strategic Plan 2021-2024</li> <li>• Oversight of the University's response to COVID-19</li> <li>• Approved changes to the Risk Appetite Framework and Risk Management Strategy</li> <li>• Approved amendments to University Governing Policies</li> <li>• Compliant with the Voluntary Code of Best Practice for the Governance of Australian Public Universities</li> <li>• Approved that USC adopt the Attestation Statement on Freedom of Speech</li> </ul>
Financial reporting	The University is not exempted from audit by the Auditor-General and all transactions of the entity and consolidated entities are accounted for in the financial statements
Remuneration:	No remuneration is payable. Out of pocket expenses are reimbursed.
No. scheduled meetings/sessions	7
Total out of pocket expenses	\$12,987.83

## Council decisions

### In 2021, Council made the following decisions:

- Approved the 2020 Annual Financial Statements
- Approved that USC commit to a 700m2 lease for 10 years in the new specialist orthopaedic hospital at Maroochydore
- Approved the 2020 December Outcomes Report of the University Consolidated Budget
- Approved amendments to the Composition and Terms of Reference of Council's Standing Committees, including changes to the Nominations Committee (now the Nominations Committee and Executive Committee of Council)
- Approved appointments and reappointments to Council's Standing Committees
- Approved appointments and reappointments to Council
- Approved the reappointment of Chairpersons of the Academic Board, and the ARMC, and the appointment of Chairpersons of the PRC and Honorary Awards Committee
- Approved reappointments to the Thompson Institute Pty Ltd Board
- Approved the quarterly budget reports
- Approved the 2021-2025 University budget
- Approved recommendations received from the Honorary Awards Committee
- Approved decisions associated with the business of the University
- Approved the term of office of the Deputy Chancellor and the Chancellor
- Approved the Strategic Plan 2021-2024
- Approved that the University proceed with initial steps towards establishing a Thompson Institute PTSD Research and Wellness Centre
- Approved proposals related to the Moreton Bay Campus Stage 2 Development
- Approved the budget for the Moreton Bay Campus Stage 2 Development project
- Approved actions in relation to USC Clinical Trials
- Approved the 2020 Modern Slavery Statement for publication by 30 June 2021
- Approved amendments to the Council Handbook
- Approved the establishment of a Major Projects Reference Group to provide advice to the Planning and Resources Committee
- Approved the re-financing of a Commonwealth Loan with the Queensland Treasury Corporation
- Approved amendments to the Risk Management Strategy, Risk Appetite Statement and Risk Appetite Framework
- Approved that USC adopt the Australian Universities Vice-Chancellor and Senior Staff Remuneration code, as approved by the University Chancellors Council
- Approved that USC adopt the Attestation Statement on Freedom of Speech, as recommended by the University Chancellors Council
- Approved the re-appointment of the University's co-source internal audit service provider

### In 2021, Council approved changes to the following policies:

- Controlled Entities – Governing Policy
- Conflict of Interest – Governing Policy
- Management of Contracts and Memoranda of Understanding (MOUs) – Governing Policy
- Responsible Research Conduct – Governing Policy
- Student Conduct – Governing Policy
- Student Grievance Resolution – Governing Policy
- Sexual Assault, Sexual Harassment and Respectful Relationships (Students) – Governing Policy
- Planning and Reporting – Governing Policy
- Freedom of Speech and Academic Freedom – Governing Policy
- Working with Vulnerable People – Governing Policy
- Copyright – Governing Policy
- Election of Council Members – Governing Policy
- Responsible Research Conduct – Governing Policy
- Honorary Awards – Governing Policy
- Enterprise Risk Management – Governing Policy
- Business Continuity Management – Governing Policy
- Audit and Assurance Framework – Governing Policy
- Delegations Framework – Governing Policy
- Policy Framework – Governing Policy
- Approved the reclassification of the Sustainability – Governing Policy from a Governing to an Operational Policy
- Approved the reclassification of the Scholarships, Bursaries and Prizes – Governing Policy from a Governing to an Operational Policy

### In 2021, Council approved the rescission of the following policies:

- Student Academic Integrity – Governing Policy
- Anti-Discrimination and Freedom from Bullying and Harassment (Students) – Governing Policy

### In 2021, Council approved the following new policy:

- Investment – Governing Policy (which replaced the previous version of this policy)

## Council received or discussed the following reports/matters:

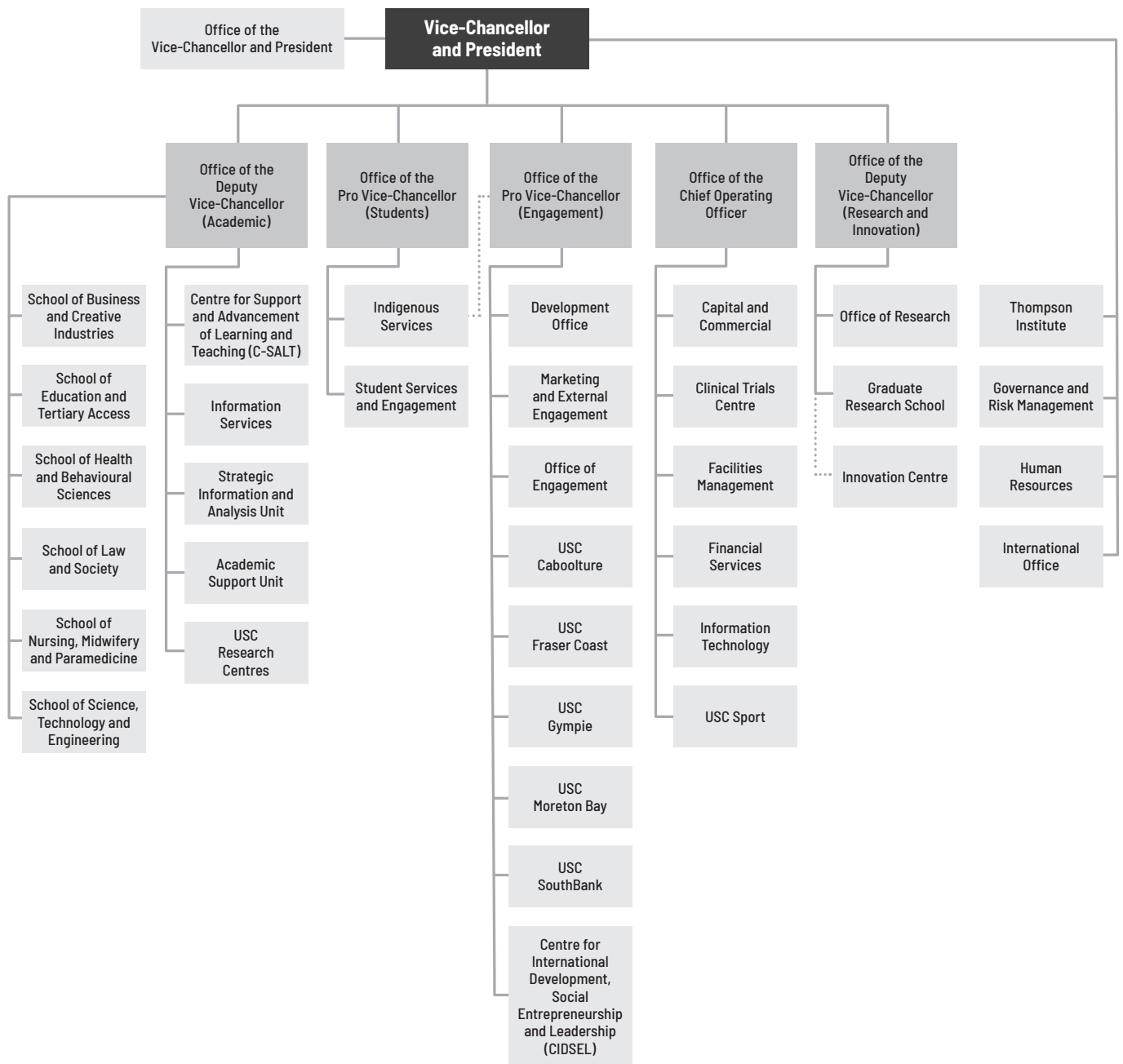
- Received the Summary Quarterly Report on Health, Safety and Wellbeing
- Received regular Risk Appetite Dashboards
- Noted regular reports from the Chancellor, Vice-Chancellor and President, and Chairs of the standing committees of Council
- Noted regular reports from staff and student members of Council including USC Student Senate Reports
- Received reports on the transfer of the enterprise of the Innovation Centre Sunshine Coast Pty Ltd to USC
- Reports from USC Clinical Trials
- Noted the minutes of the Planning and Resources Committee (PRC) and the Audit and Risk Management Committee (ARMC)
- Noted the minutes of the Academic Board, the ATMC Academic Quality Committee and the ATMC Management Committee
- Received reports from the Nominations Committee
- Noted Capital, Commercial and Asset Management Reports
- Noted a list of Academic programs accredited by Academic Board in 2019
- Noted the Annual Report on Conferral of Awards
- Noted reports on the Exercise of Authorisations
- Noted reports on the Use of the University Seal
- Received reports on the Science in Australia Gender Equity (SAGE) Program
- Received reports on USC's response to COVID-19
- Received reports on the Moreton Bay Campus Stage 2 Development project
- Received reports on strategic matters raised by the VCP
- Noted the four top level plans subordinate to the Strategic Plan 2021-2024: Academic, Research, Engagement and Corporate
- Noted the Strategic Plan Key Performance Indicator measures
- Noted and supported the arrangement regarding the Education Australia Limited investment

- Noted USC Project Portfolio status reports
- Received the 2020 Student Guild Financial Statements
- Noted the Moreton Bay University Precinct post implementation review (construction and infrastructure)
- Noted quarterly SafeUSC security incident reports
- Received reports on IT cyber controls and Cyber Security
- Received the annual TEQSA Risk Assessment Report 2020
- Received the annual USC Foundation Board report
- Noted the Composition and Terms of Reference of the Major Projects Reference Group
- Received updates on the progress of establishing a Thompson Institute PTSD Research and Wellness Centre
- Noted Corporate Performance Reports on the Strategic Plan 2021-2024
- Noted self-assessment reports from Council's Standing Committees (ARMC and PRC)
- Noted the Strategic Asset Management Plan 2021-2026
- Noted the Schedule of Student Fees
- Noted the Foreign Relations and Cybersecurity Compliance update
- Received a report on the 2021 performance assessment of Council
- Received reports related to Internal Audits
- Received reports relating to general business of the University
- Noted USC Operational Plan Reports
- Noted the Key Statistics and Performance Measures Dashboard report
- Noted USC's compliance with the UCC Code of Best Practice for Governance of Australian Universities

## In 2021, Council received the following presentations:

- Strategic Plan 2021-2024
- Thompson Institute

# University leadership and organisational structure



# Executive members

## VICE-CHANCELLOR AND PRESIDENT

University CEO, responsible to University Council for strategic development, organisational leadership and day-to-day operations of the University, including human resources and governance and risk management. Oversees the International Office and the Thompson Institute.

### Professor Helen Bartlett

BA Northumbria, MSc (Public Policy) University of Bath, PhD University of Bath

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Professor Helen Bartlett commenced as USC's third Vice-Chancellor and President on 17 August 2020. Prior to joining USC, she was Vice-Chancellor and President of Federation University Australia from 2017 to 2020, Pro Vice-Chancellor and Chief Executive of Monash University Malaysia from 2013 to 2017, and Pro Vice-Chancellor and President of Monash University's Gippsland Campus from 2008 to 2012. Professor Bartlett has extensive international experience, having held various leadership roles in universities across Australia, the United Kingdom, Hong Kong and Malaysia. A research specialist in health and aged care, Professor Bartlett's career includes inaugural Director at the Australasian Centre on Ageing at the University of Queensland, the Oxford Centre for Health Care Research and Development and the Oxford Dementia Centre at Oxford Brookes University. Professor Bartlett was conferred as an Emeritus Professor at Monash University in 2017 and as Emeritus Professor at Federation University in 2021. She was the former Chair of the Regional Universities Network (2019-21), an expert member of the Australian Government Council for International Education, and also a member of the Australian Government's National Priorities and Industry Linkage Fund Working Group. She continues to serve as an expert member of the Australian Government Council for International Education and as a member of the Australian Higher Education Standards Panel.

## DEPUTY VICE-CHANCELLOR (ACADEMIC)

Chair of Academic Board, overseeing the academic functions of USC and related support areas such as Schools, Research Centres, Information Services, Strategic Information and Analysis Unit, and the Academic Support Unit. Co-chair of the University Sustainability Forum, Chair of Clinical Board and Chair of the University Athena Swan Gender equity committee.

### Professor Tim Wess

BSc Newc., GradCert C.Sturt., PhD Edin., FRSA, PFHEA, FRSB, FRSN

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Professor Tim Wess was appointed to USC in 2018 as the Deputy Vice-Chancellor (Academic). Prior to that, he was the Pro Vice-Chancellor at Cardiff University. Professor Wess was also a co-opted Council member at the University of Wales, Newport, and Head, School of Optometry and Vision Sciences at Cardiff University. At Charles Sturt University, he was the former Executive Dean of the Faculty of Science at from 2013-18. Professor Wess is a member of the Athena SWAN SAGE National Advisory Group for gender equity 2016-18, and the Sunshine Coast Community Strategy Leadership Group. He has expertise in governance, strategy and policy development. Professor Wess has a research focus and international recognition around characterisation of biomaterials in using large scale infrastructure such as synchrotron and neutron sources.

## 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 Ross Young

BSc (Hons) Otago, DipClinPsych Otago, MSc Otago, PhD Qld.

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Professor Ross Young was appointed as Deputy Vice-Chancellor (Research and Innovation) in August 2021. Prior to joining USC, Professor Young has held a number of executive academic roles in clinical and academic health and in medical research. This includes Chair of Trauma Rehabilitation at the Jamieson Trauma Institute, Metro North Health, Executive Dean, Faculty of Health and Executive Director of the Institute of Health and Biomedical Innovation at Queensland University of Technology (QUT). He is committed to social justice and maximising health outcomes for all people, particularly the most vulnerable in our communities and to the use of novel digital and technological solutions to address important health and societal challenges. Commercial collaboration and patent activity have included licensing gene chip technology and Professor Young also has Board representation in the academic, community and health sectors. He has contributed to health leadership development through mentoring and strategy development in large health and research entities.

## CHIEF OPERATING OFFICER

Oversees business functions to facilitate the ongoing financial and planning viability of USC, including the University's planning, budgeting, infrastructure, 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. Oversees Clinical Trials and USC Sport.

### Dr Scott Snyder

PhD *Adel.*

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Dr Scott Snyder was 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. Dr Snyder attends meetings of University Council, Planning and Resources Committee and Audit and Risk Management Committee. Prior to USC, he was Chief Operating Officer at Charles Darwin University and has also held roles as Executive Dean and Pro Vice-Chancellor.

## PRO VICE-CHANCELLOR (ENGAGEMENT)

Responsible for Marketing and External Engagement, the Development Office and the Centre for International Development, Social Entrepreneurship and Leadership (CIDSEL). Oversees USC Caboolture, USC Fraser Coast, USC Gympie, USC Moreton Bay and USC SouthBank.

### Professor Joanne Scott

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

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Professor Joanne Scott commenced with USC in 1997 as an Associate Lecturer in Australian Studies, making her one of the longest serving members of the University. Since Professor Scott commenced at USC, her roles have included inaugural Head of School of Social Sciences (2006-2010), Chair of USC's Learning and Teaching Committee (2007-2012) and the Executive Dean of the Faculty of Arts, Business and Law (2012-2017). Professor Scott chairs the Vice-Chancellor's Equity and Diversity Committee. She was the former Visiting Professor of Australian Studies at Tokyo University. In 2018, Professor Scott was elected to the Board of Engagement Australia in 2018. She is the President of Education Sunshine Coast, and a member of Australian Historical Association and Australian Institute of Company Directors. Professor Scott has published research in fields of Queensland history, labour history, gender and race relations, oral history, popular culture and higher education.

## PRO VICE-CHANCELLOR (STUDENTS)

Strategic responsibility for USC's strategies for student engagement and success and oversight of Student Services and Engagement, Student Wellbeing and Indigenous Services. Chairs USC's Learning and Teaching Committee.

### Professor Denise Wood AM

BA(SW) *S.A.I.T.*, DipSocSc *Flin.*, DiplnsComp *S.A.C.A.E.*, MEdTech *S.Qld.*, MDn *MIT*, PhD *Flin.*, MACS, MACE

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Professor Denise Wood AM was appointed in 2019 as Pro Vice-Chancellor (Students). Prior to her appointment at USC, Professor Wood was Professor and Director of a research centre focusing on regional advancement of learning, equity, access and participation at Central Queensland University. Professor Wood also worked for 12 years at the University of South Australia in various roles, including Associate Head of School (Learning and Teaching) in the School of Communication, Internal Studies and Languages. During that time she was also appointed to an Adjunct Professorial position in the Faculty of Education at the University of the Western Cape, South Africa, where she was undertaking collaborative research focusing on improving education outcomes of people from under-represented groups in regional provinces of South Africa. Professor Wood's commitment to research and education of people from under-represented groups evolved from working in the disability sector for nearly two decades, and her experience working in the non-government sector has enabled her to build on research collaborations and industry partnerships in her subsequent academic career.

# 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.

### Composition:

- Chairperson (appointed by Council)
- The Vice-Chancellor and President will nominate a member from among the academic community on the Academic Board as Deputy Chairperson of the Board for a two-year term

### Membership ex officio (full rights):

- Vice-Chancellor and President
- Deputy Vice-Chancellor (Academic)
- Deputy Vice-Chancellor (Research and Innovation)
- Pro Vice-Chancellor (Students)
- Pro Vice-Chancellor (Engagement)
- Dean, Indigenous Education and Engagement
- Dean, Academic
- Chairpersons of committees of the Academic Board
- Heads of School/Enrolling Unit

### Appointed members (full rights):

- Up to three persons who are not employees of the University, appointed by the Vice-Chancellor and President
- Student appointments (must not be employed by USC at 0.5 FTE or more) are made by the Vice-Chancellor and President on the recommendation of the Chairperson following a request for expressions of interest. Must include representation from at least two USC locations.
  - One undergraduate coursework student
  - One postgraduate student
  - One international student
  - One Indigenous identifying student
- Up to three additional members co-opted by the Chairperson for a specified term

### Elected members (full rights):

- Two academic staff members from the central region, elected by the staff (Sunshine Coast and Thompson Institute)
- Two academic staff members from the northern region, elected by the staff (Gympie and Fraser Coast)
- Two academic staff members from the southern region. Elected by the staff (Moreton Bay, Caboolture and Southbank)

### Invited to attend as appropriate (having participatory but not voting rights)

- Any visitors with the approval of the Chairperson

### In attendance (having participatory but not voting rights)

- Any Director who is not an ex officio member
- Secretary
- Director, Centre for Support and Advancement of Learning and Teaching
- Academic Registrar and Director, Student Services
- Director, Information Services
- Director, Strategic Information and Analysis Unit

### Observers (no rights)

- Any person with the approval of the Chairperson

### The role of Academic Board:

- 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 Schools/Enrolling Units
- Promote and encourage scholarship and research at the University

In 2021, Academic Board met six times. The Board members did not receive any remuneration in 2021.

### The terms of reference of Academic Board in 2021 were as follows:

1. To define and monitor USC academic standards to assure the quality of teaching, research and research training
2. To monitor academic integrity and develop responses to potential risks
3. To foster informed and open discussion on university wide academic issues – particularly those related to the Higher Education Standards
4. To consider, approve and amend academic policy
5. To foster excellence and innovation in teaching, learning, scholarship and research through critical evaluation of proposals for quality and effectiveness
6. To advise Council and make recommendations where appropriate on the academic strategic directions and practices of the University and of any identified significant academic risks
7. To critically evaluate and accredit new programs and approve significant program amendments
8. To provide effective oversight of the activities of its standing committees
9. To review and confirm implementation of academic delegations
10. To confer academic awards of the University, other than Honorary awards

### Academic Board decisions and key items of business in 2021

- Approved the proposal that all centrally-scheduled exams be conducted online, excluding those courses where invigilated exams are a requirement for accreditation (following endorsement by the Learning and Teaching Committee), subject to matters raised by members of the Learning and Teaching Committee in relation to the online exams proposal being considered and addressed through amendments to the Administration of Central Examinations – Procedures by the responsible officer/s prior to implementation of the new online assessment and exams process.
- Approved the continuation of the course delivery changes introduced in 2020 due to COVID-19 restrictions.
- Approved the introduction of intermediate undergraduate awards (and procedural amendments) effective from Semester 1, 2022.



- Approved the addition of a new field in the CRM prior to the commencement of the 2022 Early Offer Guarantee (EOG) application period to capture the EOG applicants who have been identified in Section 5 of the EOG Student Application Form as having experienced adverse circumstances.
- Approved the “Plan for Students Studying at ATMC Locations to Complete their Studies”.
- Received and noted the University Quarterly Risk Profiles (Schools and University Research Centres/Institutes).
- Received and discussed regular updates on USC’s third party managed (ATMC) campuses through reports from the USC-ATMC Academic Quality Committee and USC-ATMC Management Committee in accordance with the provisions of the Teach Out Agreement between USC and ATMC, and the Voluntary Undertaking by USC to TEQSA.
- Received and discussed and/or noted the following updates/reports:
  - USC’s response to COVID-19
  - USC’s 2019 International Performance Statistics by Country
  - 2020 Professional Accreditation Report
  - Corporate Performance Report, November 2020
  - USC Project Portfolio Status Report, December 2020
  - April 2021 EFTSL Reforecast
  - Conferral and rescission of awards
  - Amendments to policies and procedures of relevance to Academic Board
  - Minutes of meetings of School Boards/Enrolling Units (Thompson Institute) and School External Academic/Program/Advisory Committees
- Received and approved or noted response and action plans and progress reports on the implementation of recommendations contained in the reports for the following reviews:
  - 2020 Review of Law Programs - Response and action plan and Progress Report 1
  - 2019 Review of End-On Honours Programs - Progress Reports 2 and 3
  - 2019 Review of the Office of Research - Progress Reports 1 and 2
  - 2018 Review of HDR Programs - Progress Reports 3 and 4 (final report)
  - 2018 Review of Information Services - Progress Reports 3 and 4 (final report)
  - 2019 Review of Psychology Programs - Progress Report 2 (final report)
  - 2020 Review of Health Promotion Programs - Response and action plan
  - 2020 Review of Business Programs- Progress Report 1
- Received and discussed the following ‘focus topic’ presentations:
  - Creating and Evaluating Quality Work Integrated Learning (WIL)
  - Commercialisation of University Research (Where Academia Meets Business)
  - USC’s results: 2021 Times Higher Education (THE) Impact Rankings - how the Sustainable Development Goals (SDGs) interface with academic activity
  - The Good Universities Guide 2022: USC’s star rating results
  - International Student Return: Queensland Update (Queensland Student Arrivals Plan)

## Policy developments included:

- Approved the rescission of the Internal Research Grant Schemes - Academic Policy and Internal Research Grant Schemes - Procedures, which would be replaced by the Internal Research Grant Scheme - Guidelines
- Approved the amended policies within the Student Academic policy suite, following completion of the broad review of policies and procedures relating to student grievances and appeals
- Endorsed the changes to the Copyright - Governing Policy and Copyright - Procedures for progression to USC Executive before proceeding to Council for approval
- Approved the amendments to the External Referencing - Academic Policy and endorsed the changes to the External Referencing: Program Benchmarking - Procedures for approval by the Deputy Vice-Chancellor (Academic)
- Endorsed the amended Student Misconduct - Procedures for approval by the Deputy Vice-Chancellor (Academic)
- Endorsed amendments to the Responsible Research Conduct - Governing Policy for approval by Council, and the Research Data Management - Procedures for approval by the Deputy Vice-Chancellor (Research and Innovation)
- Approved amendments to the: Review of Assessment and Final Grade - Procedures; Supplementary Assessment - Procedures and Deferred Examinations - Procedures for approval by the Deputy Vice-Chancellor (Academic)
- Endorsed the proposed amendments to the Student Grievance Resolution - Governing Policy, Schedule A; HDR Scholarships - Procedures; Scholarships, Bursaries and Prizes: Establishment and Award - Procedures; and Selection of Students for Commonwealth ISSP Scholarships - Procedures for approval by the Deputy Vice-Chancellor (Academic)
- Endorsed the proposed amendments to the Research Training Program Scholarships - Operational Policy for approval by the Vice-Chancellor and President
- Endorsed the proposed amendments to the Scholarships, Bursaries and Prizes - Governing Policy for approval by Council

## TEQSA-related matters

- Received and noted the updated Higher Education Standards Framework (Threshold Standards) 2021
- Received and noted the TEQSA 2020 Provider Risk Assessment for USC

## Accreditation

In 2021, the Academic Board monitored academic programs to ensure compliance with the Australian Qualifications Framework and conferred academic awards of the University, other than Honorary awards.

Academic Board makes determinations regarding program accreditation in accordance with the Program Accreditation and Course Approval - Governing Policy and associated procedures. The policy allows for expedited accreditation or approval in exceptional circumstances. The nature of changes to programs determines the approval process. Changes related to the academic quality of a program are approved by the Academic Board or Program and Course Committee. If changes relate to the viability or management of a program, those are approved by the Vice-Chancellor and President or delegate, who may seek advice from University Executive.



In 2021, the following new accredited programs were executively approved by the Chairperson, Academic Board:

- SC107 Diploma in Animal Ecology, effective from Semester 1, 2022
- SC108 Diploma in Allied Health Assistance, effective from Semester 1, 2022

In 2021, the following new programs were approved by Academic Board:

- AR602 Graduate Diploma in Mental Health and Neuroscience, effective from Semester 2, 2021
- AR318 Bachelor of Music, effective from Semester 1, 2022
- ED101 Diploma of Education Studies (Early Childhood), effective from Semester 1, 2022
- ED102 Diploma of Education (Primary), effective from Semester 1, 2022
- AR015 Undergraduate Certificate in General Studies, effective from Semester 1, 2022

In 2021, changes to the following programs were approved by Academic Board:

- BU381 Bachelor of Information and Communications Technology
- BU512 Graduate Certificate in Information and Communications Technology
- BU708 Master of Information and Communications Technology
- SC010 Undergraduate Certificate in Allied Health Assistance
- SC302 Bachelor of Dietetics
- SC704 Master of Cyber Investigations and Forensics

In 2021, Academic Board noted the following program discontinuations, approved by the Deputy Vice-Chancellor (Academic)(as delegate of the Vice-Chancellor and President):

- SC510 Graduate Certificate in Cyber Investigations effective from Semester 1, 2021
- SC517 Graduate Certificate in Cyber Security and Investigations effective from Semester 1, 2021
- AR309 Bachelor of Communication (Professional Communication) effective from Semester 2, 2021
- AR541 Graduate Diploma in Communication effective from Semester 2, 2021
- AR641 Graduate Diploma in Communication effective from Semester 2, 2021
- AR645 Graduate Diploma in Psychology, effective from Semester 2, 2021
- SB303 Bachelor of Animal Ecology/Bachelor of Business (Tourism, Leisure and Event Management) effective from Semester 2, 2021
- SC110 Diploma in Sport and Fitness effective from Semester 2, 2021
- AR315 Bachelor of Laws/Bachelor of Creative Industries (Creative Writing and Publishing) effective from Semester 1, 2022 - executively approved by the DVC(A)
- AR316 Bachelor of Laws/Bachelor of Communication (Journalism) effective from Semester 1, 2022 - executively approved by the DVC(A)

In 2021, Academic Board noted the following program suspensions, approved by the Deputy Vice-Chancellor (Academic):

- AR504 Graduate Certificate in International Development effective from Semester 2, 2021
- AR642 Graduate Diploma in International Development effective from Semester 2, 2021
- AR700 Master of International Development effective from Semester 2, 2021
- BU513 Graduate Certificate in Data Science effective from Semester 2, 2021
- AR506 Graduate Certificate in Applied Support Work effective from Semester 1, 2022
- AR507 Graduate Certificate in Cognitive Behaviour, effective from Semester 1, 2022

In 2021, Academic Board noted changes to the following programs, approved by the Program and Course Committee and/or the Deputy Vice-Chancellor (Academic)(as delegate of the Vice-Chancellor and President):

- AR303 Bachelor of Human Services
- AR372 Bachelor of Counselling/Bachelor of Human Services
- ED707 Master of Teaching (Primary)
- SC395 Bachelor of Paramedic Science
- AR309 Bachelor of Laws and named variants
- BU301 Bachelor of Business
- BU201 Associate Degree in Business
- AR301 Bachelor of Arts
- SC440 Bachelor of Occupational Therapy (Honours)
- SC347 Bachelor of Sports Studies
- SC354 Bachelor of Nutrition
- SC376 Bachelor of Health Science
- SC742 Master of Nursing (Clinical Leadership)
- AR318 Bachelor of Music
- AR642 Graduate Diploma in International Development
- AR700 Master of International Development
- ED705 Master of Education
- SC012 Undergraduate Certificate in Animal Ecology
- SC301 Bachelor of Science
- SC305 Bachelor of Computer Science
- SC316 Bachelor of Environmental Science
- SC319 Bachelor of Environmental Management
- SC010 Undergraduate Certificate in Allied Health Assistance
- SC320 Bachelor of Animal Ecology
- SC410 Bachelor of Civil Engineering (Honours)
- SC704 Master of Cyber Investigations and Forensics
- AR406 Bachelor of Urban Design and Town Planning (Honours)
- BU012 Undergraduate Certificate in Small Business

- UC101 Diploma in Business
- UC201 Diploma in Creative Industries
- ED312 Bachelor of Recreation and Outdoor Environmental Studies
- ED315 Bachelor of Education (Secondary)/Bachelor of Recreation and Outdoor Environmental Studies
- SE303 Bachelor of Education (Secondary)/Bachelor of Science
- AB310 Bachelor of Laws/Bachelor of Business
- AB314 Bachelor of Business/Bachelor of Social Science (Psychology)
- AB316 Bachelor of Business/Bachelor of Criminology and Justice
- AB397 Bachelor of Laws/ Bachelor of Environmental Management
- BU740 Master of Business Administration (Extended)
- BU710 Master of Business Administration
- BU510 Graduate Certificate in Business Administration
- SB301 Bachelor of Business/Bachelor of Science
- AR403 Bachelor of Social Science (Psychology) (Honours)
- ED303 Bachelor of Education (Early Childhood)
- ED315 Bachelor of Education (Secondary)/Bachelor of Recreation and Outdoor Environmental Studies
- SC019 Undergraduate Certificate in Nutrition
- SC304 Bachelor of Clinical Physiology
- SC344 Bachelor of Sport and Exercise Science

## Annual Reports to the Academic Board

In 2021 the Academic Board received:

- 2020 USC Grievance Resolution Annual Report
- 2019 and 2020 Annual Reports from University Research Centres and Institutes
- 2020 Research Integrity Report
- 2020 Animal Ethics Committee Annual Report
- 2020 Human Research Ethics Committee Annual Report
- 2020 Annual Reports from School External Academic/Program/ Industry Advisory Committees
- 2020-2021 Chairperson, Student Academic Appeals Committee Annual Report
- 2020 Annual Summary Report of all program changes approved by Academic Board
- 2020 Annual Summary Report of all new courses approved by the Program and Course Committee

## 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 independent members (external to the University) and a maximum of six persons and includes at least one member of Council. In addition, up to two members may be co-opted by the Chancellor. 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. 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 2021 were in accordance with its Terms of Reference and had due regard to Queensland Treasury's Audit Committee Guidelines. Four regular meetings, one special meeting and one informal meeting of the ARMC were held in 2021. Additionally, a Planning Day was held in November.

In 2021, the ARMC considered business items related to the following:

- USC 2020 Annual Financial Statements
- 2021 Operational Internal Audit Plan
- 2022-2024 Strategic Internal Audit Plan and the 2022 Operational Internal Audit Plan
- External Audit Plan 2021
- Risk Management
- Compliance
- Procurement Analysis
- Health, Safety and Wellbeing
- SafeUSC Security Incident Report
- Complaints and incident reporting
- Grant acquittals
- 2020 External Audit Closing Report
- IT cyber controls
- Amendments to the ARMC Composition and Terms of Reference
- USC Project Portfolio status reports
- Compliance with Modern Slavery legislation
- Countering Foreign Interference
- Post implementation review of the Moreton Bay University Precinct (MBUP) Foundation Building project
- Report on the Veolia energy project

- Certification of financial covenants for the Moreton Bay University Precinct (MBUP) Commonwealth Concessional Loan Facility Agreement was noted
- 2020 Human Research Ethics and Animal Ethics Committee Annual Reports
- Internal Audit procurement and resourcing strategy and endorsement of appointment of the University's co-source internal audit service provider
- Annual Tertiary Education Quality and Standards Agency (TEQSA) Risk Assessment Report
- Auditor-General's Report to Parliament for 2019-2020
- Delegations and authorisations
- Policy Framework
- Insurance
- Proforma Financial Statements and Desktop Revaluation of Non-Current Assets
- Results of the 2021 ARMC self-assessment exercise
- Workforce planning
- Foreign relations and cybersecurity compliance
- Information Technology Review report
- Internal Audit Charter
- Reviews of Governing Policies including the:
  - Conflict of Interest - Governing Policy
  - Management of Contracts and Memoranda of Understanding (MOUs) - Governing Policy
  - Responsible Research Conduct - Governing Policy
  - Controlled Entities - Governing Policy
  - Working with Vulnerable People - Governing Policy
  - Enterprise Risk Management - Governing Policy
  - Business Continuity Management - Governing Policy
  - Delegations Framework - Governing Policy
  - Policy Framework - Governing Policy and Procedures
  - Audit and Assurance Framework - Governing Policy

Additionally, ARMC considered 2021 Internal and External Audit Plans and Audit reports in the areas of Business Continuity Management Planning, Australian Technical and Management College, Cyber Security, outstanding audit issues, and Externally Funded Research.

The 2021 ARMC Planning Day, held in November, focused on progress against the 2021-2024 Strategic Plan and implications for audit and risk management, risk management priorities and emerging risks, internal audit planning and other ARMC business.

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 2021.

## 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 Chairperson (appointed by Council), the Vice-Chancellor and President, one University Executive or Senior Staff member, four external members with specific expertise in strategic financial management and planning, and up to two members co-opted by the Chancellor.

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

Five regular meetings of PRC were held in 2021, along with a Planning Day in November.

In 2021, PRC considered matters in relation to the following areas:

- Strategic Plan 2021-2024 and the four subordinate top-level plans: Academic, Research, Engagement and Corporate
- Corporate Performance Reports on the Strategic Plan 2021-2024
- Quarterly Budget Reports
- 2022-2026 University Budget
- 2020 USC Annual Financial Statements
- Amendments to the PRC Composition and Terms of Reference
- Maroochydore Hospital project
- USC Clinical Trials
- Reports on the transfer of the business of the Innovation Centre Sunshine Coast Pty Ltd to USC
- Moreton Bay Campus Stage 2 Development project proposals, budget, procurement and updates
- USC key statistics and performance measures reports
- Quarterly Investment Reports
- Operational Plan 2020-2022 status reports and 2021 Operational Plan
- USC Project Portfolio status reports
- Space utilisation reports
- Procurement
- Schedule of Student Fees
- Capital, Commercial and Asset Management Reports
- Updates on the progress of establishing a Thompson Institute PTSD Research and Wellness Centre
- Education Australia Limited investment
- Review of USC International
- Legislative compliance
- Moreton Bay University Precinct (MBUP) Post Implementation Review (Construction and Infrastructure)
- Student Guild 2020 Annual Financial Report
- Re-financing of a Commonwealth Loan with the Queensland Treasury Corporation

- Establishment of the Major Projects Reference Group and minutes of its meetings
- Results of the 2021 PRC Self-Assessment Exercise
- Strategic Asset Management Plan 2021-2026
- Planning and Reporting – Governing Policy
- Investment – Governing Policy
- Presentations on:
  - Cash flow decision making
  - Information Technology – Strategy and Review outcomes
  - Investment options
  - Queensland Investment Corporation
  - Facilities Management
  - Internationalisation
  - Student retention and re-engagement strategies
  - Academic structure
  - Student and income modelling

Non-staff members on the Planning and Resources Committee did not receive any remuneration in 2021.

## Honorary Awards Committee

The Honorary Awards Committee 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 Chairperson, the Committee's composition includes the Vice-Chancellor and President, a member of Executive on Council, PRC or ARMC, and up to three University Council members. The Honorary Awards Committee met two times in 2021 to consider nominations and the following honorary awards were conferred.

## SENIOR FELLOW OF THE UNIVERSITY

- Karen Neuendorf
- Uncle Kevin Starkey
- Bernard Smith

Non-staff members of the Honorary Awards Committee did not receive any remuneration in 2021.

## Nominations Committee and Executive Committee of Council

The Nominations Committee and Executive Committee of Council is a committee of Council, which was established in accordance with Council's delegated authority under the University of the Sunshine Coast Act 1998.

The purpose of the Committee is to:

1. Act as a Search Committee for the role of Chancellor
2. Act as a Search Committee for members of Council and its Committees
3. Act as a Search Committee for the role of Vice-Chancellor and President (VCP)
4. Conduct an annual review of the VCP's performance
5. To provide advice on matters referred by the VCP between meetings of Council and discuss and debate certain strategic matters prior to consideration by Council

The Committee comprises the Chancellor (Chairperson), Vice-Chancellor and President, Chairperson Audit and Risk Management Committee, Chairperson Planning and Resources Committee and other members as required (appointed by Council on the recommendation of the Nominations Committee and Executive Committee of Council).

Six regular meetings of the Nominations Committee and Executive Committee of Council were held in 2021.

# Statutory obligations and risk management

## Government objectives for the community

USC's activities strongly support the Queensland Government's objectives for the community, which are built around Unite and Recover – Queensland's Economic Recovery Plan. The University delivers high-quality teaching, learning and research outcomes that directly and indirectly support and improve life for Queenslanders. Apart from a diversity of leading programs that skill our work-ready graduates, USC has specialist teaching, learning and research centres that span broadly across areas of healthcare, conservation, safety and capacity building. More detailed information about these initiatives is contained under the strategic imperatives in this report.

[qld.gov.au/\\_\\_\\_data/assets/pdf\\_file/0029/146477/objectives-for-the-community.pdf](http://qld.gov.au/___data/assets/pdf_file/0029/146477/objectives-for-the-community.pdf)

## Risk management

USC's Risk Management Framework is aligned with the *Australian Standard for Risk Management – Guidelines (AS ISO 31000:2018)*. The Three Lines of Defence Risk Management Model continues to be adopted, as documented in USC's Risk Management Strategy. The University maintains an Enterprise Risk Management – Governing Policy which sets out the framework and principles for managing risk. The Governing Policy is subject to annual review, with only minor amendments made in 2021.

USC has a formal Risk Appetite Statement in place that outlines the University's risk appetite against its material risks. Risk appetite is set by the University Council and is reviewed on an annual basis. The most recent annual review of risk appetite was undertaken in September 2021, with changes made to align with the University's 2021-2024 Strategic Plan. Amendments to the metrics for monitoring the status against risk appetite are overseen by the Audit and Risk Management Committee and documented in the University's Risk Appetite Framework. The Risk Appetite Statement is made available publicly through USC's Policy and Procedures Library as an attachment to the Enterprise Risk Management – Governing Policy.

During the year, there continued to be a focus on strengthening risk management particularly across the first line of defence and this is expected to extend into 2022. Risk discussions and workshops were held across organisational units which focused on uplifting risk identification, assessment and mitigation. The University's Pandemic Response Group also responded to health directions regarding COVID-19, and a new COVID-19 Strategic Management Group was established to consider the University's longer-term response to the ongoing pandemic.

In terms of risks, these are maintained at three key levels (strategic risks, enterprise risks and organisational unit risks), with project and activity risks comprising a fourth layer. Organisational unit risk registers and enterprise risk registers are reviewed and updated quarterly or more frequently if required. Strategic risks are reviewed as part of the strategic review process and monitored quarterly. The review of strategic risks for 2021 involved the University Council and was aligned with the development of the new Strategic Plan. Current strategic risks include changes in the policy and regulatory environment, the management of resources (including information assets and cybersecurity) and risks associated with competition, pedagogical innovation, research capacity, program design, growth and sustainability and people, performance and culture. In terms of cybersecurity, there was a continued focus on this given the inherent risks associated with the environment.

Throughout the year, regular reporting on risk management has been provided to the University Executive, with oversight of risk management from the University Council and the Audit and Risk Management Committee. The membership, roles, functions, responsibilities and achievements of the Audit and Risk Management Committee can be found under the University Committees section of this report.

## 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 includes 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 hubs, 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.

During 2021, scheduled external reviews of the following committees and organisational units were undertaken:

- Indigenous Services
- Information Technology Services
- Marketing and External Engagement

Scheduled external reviews of the following programs were undertaken:

- Art and International Studies
- Biomedical Science
- Creative industries
- Education
- Human Services
- Postgraduate Business
- Science
- Medical Laboratory Science

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 2018.

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

## Benchmarking

During 2021, USC participated in a range of academic, industry and professional benchmarking activities, including the trial of the National Benchmarking Portal as part of its quality assurance and continuous quality improvement processes. Cumulative inventories of benchmarking activities are maintained and updated annually.

An annual report on benchmarking activity is provided annually to the Academic Board for program related benchmarking.

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 TEQSA National Register of higher education providers.

Every seven years the University undergoes a re-registration process by TEQSA, where it demonstrates its ongoing compliance with the Higher Education Standards Framework (Threshold Standards), 2021.

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.

The University's administrative procedures align to the Code and the *Public Sector Ethics Act 1994*.

## Internal audit

The role of the USC's Internal Audit function is to provide independent and objective assurance and consulting activities that are guided by a philosophy of adding value to improve operations of the University. It assists USC to accomplish its objectives by bringing a systematic, disciplined and risk-based approach to evaluate and improve the effectiveness of USC's risk management, internal control, and governance processes.

The function operates under a Charter, which is reviewed annually by the Audit and Risk Management Committee (ARMC) with any changes to the Charter approved by USC's Council. Internal Audit's activities are guided by a three-year Strategic Internal Audit Plan and a one-year Operational Internal Audit Plan which establishes the program of audit projects for the current year. Progress against the current year's plan is reviewed quarterly by ARMC. The plans are developed using a risk-based methodology, with input from senior management and ARMC to identify and prioritise audit projects based on a risk assessment of USC's operations. The audit plans take into account the level of assessed risk, strategic and operational significance and impact, public accountability and legislative/regulatory requirements.

In 2021, achievements included delivery of six internal audits covering the following USC operational areas:

- Business continuity management, including assessment of the management of USC's response to COVID-19
- A regulatory review of the teach-out arrangements and voluntary undertaking agreed with TEQSA with respect to cessation of USC's third-party managed campuses in Sydney and Melbourne
- Evaluation of USC's cyber security controls against the National Institute of Standards and Technology (NIST) Cyber Security Framework
- Post-implementation review of the construction and infrastructure elements of USC's Moreton Bay Campus Foundation Building. Assurance over stage 2 of the Moreton Bay campus development is ongoing
- Evaluation of the effectiveness of controls over the management of externally funded research activities
- Records management, including an assessment of compliance with Queensland State Archives directives and other legislative requirements applying to university records

Significant risks identified during the audits and audit recommendations are reported to USC Executive Management for actioning and to ARMC who oversee the mitigation of the identified risks.

## External scrutiny

In May 2021, the Queensland Audit Office (QAO) report 'Education 2020 Report 18: 2020-21' was tabled in the Queensland legislative assembly. This report summarises the audit results of entities in Queensland's education sector, including the seven universities. It provides an overview of finances in the reporting periods and of the financial accounting issues that arose during the audits.

The full report is available at: [qao.qld.gov.au/reports-resources/reports-parliament/education-2020](http://qao.qld.gov.au/reports-resources/reports-parliament/education-2020)

## Human Rights Act

USC has taken the following actions to further the objectives of the *Human Rights Act*:

- Access to resources on human rights are available via the USC's intranet page
- USC's policies and procedures align with the Human Rights Act
- A decision-making tool is available to support decision-making that is compatible with the Human Rights Act
- A human rights certification is included in papers presented to the University Executive and approval requests to the Vice-Chancellor and President

USC has a process for students to raise grievances and complaints. The *Student Grievance Resolution - Governing Policy*; and the *Student Grievance Resolution - Procedures* describe the process for the resolution of grievances and appeals, including the option for an external appeal.

The position of Student Ombudsman exists within the University to ensure its students receive fair and equitable treatment across all aspects of the student experience, and in particular with regard to the resolution of grievances and complaints.

USC has not received any human rights complaints through the student grievance process during the reporting period.



## Freedom of Speech and Academic Freedom Attestation 2021

The *Freedom of Speech and Academic Freedom - Governing Policy* is the main USC policy that upholds freedom of speech and academic freedom as paramount values aligned with the Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers (Model Code). In addition, the following policies include provisions related to freedom of speech and academic freedom:

- *Learning and Teaching - Academic Policy*
- *Responsible Research Conduct - Governing Policy*
- *Hire of University Facilities - Operational Policy*
- *Staff Code of Conduct - Governing Policy*
- *Student Conduct - Governing Policy*

USC is committed to fostering a culture that supports freedom of speech and academic freedom. The development of the new policy on freedom of speech and academic freedom, as well as amendments to existing policies, involved consultation with staff and student members of university committees.

The National Tertiary Education Union (NTEU) queried USC's alignment of the definition of academic freedom to the definition in the amended Higher Education Support Act 2003 (Cth), as well as the intersection between the *Freedom of Speech and Academic Freedom - Governing Policy* and the *Staff Code of Conduct - Governing Policy*. However, upon review, USC determined it was comfortable with its position. No other concerns or complaints specifically related to freedom of speech and academic freedom were received in 2021. Formal complaints would be dealt with in accordance with the *Guidelines for the Resolution of Complaints - Staff* for staff complaints or the *Student Grievance Resolution - Governing Policy* for student complaints. No issues were raised about freedom of speech or academic freedom in recent surveys that have been undertaken.

The independent Walker Review (December 2020) conducted by Emeritus Professor Sally Walker AM highlighted that USC's policies were fully aligned to the Model Code. The policy approvals for the *Freedom of Speech and Academic Freedom - Governing Policy* and amended related policy documents to achieve greater alignment with the Model Code were obtained in accordance with the *University's Policy Framework - Governing Policy* and are available from the Policy Library on USC's website. They are consistent with the Model Code. In June 2021, USC amended its *Freedom of Speech and Academic Freedom - Governing Policy* to ensure that the definition of academic freedom aligned with the new definition of academic freedom in the *Higher Education Support Act 2003* (Cth).

## Student Ombudsman

USC's Student Grievance Resolution - Governing Policy provides a framework to manage and resolve student grievances. In 2021, the Student Ombudsman received 29 student enquiries. Three complaints went to the Queensland Ombudsman. However, all were resolved without formal investigation. One matter included suggestions for minor improvements, which USC implemented.

## Leadership and workforce development

### Work-life balance initiatives

USC provides 26 weeks' paid maternity leave with the option to be paid on a 50 percent basis over the 52-week parental leave period. USC 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 provides staff members with relevant information and support around flexible work as required. At the time of a staff member's commencement, USC provides information about carer's leave and flexible working options to assist in their caring responsibilities. Due to the flexible working options available at USC, staff who identify as carers are supported to meet both their work and caring responsibilities.

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

### Workforce planning, attraction and retention

Apart from the senior positions detailed under Goal 6, USC also appointed a new Head of International and a Director of Marketing.

The University continued to be impacted by the COVID-19 pandemic, which saw all campuses close for a short period of time, with staff continuing to work from home due to restrictions imposed to contain COVID-19.

The Full Time Equivalent (FTE) staff profile as at 31 March 2021 was 1,291, inclusive of casual staff, a 9 percent decrease on 31 March 2020. The University maintains a number of key policies and procedures related to workforce development and management, including Staff Recognition and Reward.

The separation rate for 2020 - the most recent data available - was 17.84 percent, increasing from 10.26 percent recorded in 2019. The 2021 figure will be calculated during the next reporting period, which begins in April 2022.

### Workplace health, safety and wellbeing

To support USC's ongoing commitment to the health, safety and wellbeing of staff, students, visitors, volunteers and contractors, the University has undertaken an extensive project with WorkSafe Queensland to improve health and safety performance and culture. This has involved partnering with Queensland Work Health and Safety to identify hazards and review the safety culture. USC will continue working with this senior advisor to implement the recommendations arising from this project.

Through a variety of initiatives, USC aims to provide an environment that promotes, supports, and improves health and wellbeing, such as an Employee Assistance Program, Mental Health Strategy and a Health and Wellbeing Program. These initiatives aim to support physical, social and mental health and create a positive and productive workforce.

This has been further enhanced by the unique opportunities afforded by the COVID-19 pandemic, enabling USC to explore ways to increase and diversify flexible work arrangements. This has been coupled with information and resources regarding, working safely at home and maintaining healthy boundaries between work and home life, to create a more dynamic and flexible workforce.

USC continues to provide injury management assistance for both work and non-work related injuries, ensuring compliance under the Workers Compensation and Rehabilitation Act and Regulations. Based on the industry standards provided by WorkCover Queensland, USC achieved a higher than industry standard for return to work for 2020/21.

### 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. In 2021, USC transitioned this paper-based PPR process to an online format, enabling a streamlined experience while providing the foundation for ongoing enhancements. The online PPR system delivers reporting functionalities, including visibility into the workflow status of all PPR submissions and the ability for the Organisational Development team to analyse data on professional development needs of USC staff.

### Leadership and management development

As part of a commitment to excellence in leadership, USC launched a leadership program for academic leaders and other senior staff of the University. The program content was driven by the bespoke USC Leadership Capability framework, focusing on building leadership capability. Fifteen senior leaders across the University completed this program, which concluded with a team-based strategic project presentation delivered to the University Executive. In conjunction with this program, two Leader Lounge webinars, focused on building resilience and diversity and inclusion, were open to all University staff which saw more than one hundred staff attend.

USC undertook a procurement process to establish a panel of Learning and Development providers to deliver customised training solutions targeting competency development in effective communication and collaboration, ethics and integrity, change agility, leadership and strategy, and coaching and project management. Several consultancy firms were selected to offer a suite of professional development programs over the next three years. An Enterprise Learning Management (ELM) system was launched to elevate professional development programs on offer, providing staff with a central repository for training. USC staff can self-enrol in professional development programs, complete mandatory e-learning modules, and maintain a learning record.

In November 2021, 45 staff members attended the full-day Ambiguity Advantage Workshop. The program saw attendees complete an assessment to determine individual tolerance levels to ambiguity and uncertainty in the workplace and establish strategies for development.

Other programs offered to staff included First Nations Cultural Awareness Training for academic staff; LGBTI 101; Performance Planning and Review training; Managing your Menopause; Corrupt Conduct and Public Disclosure Awareness training.

Subsequently, the USC secured three placements for senior academic staff members to attend the WATTLE (Women ATTaining Leadership) Program. The WATTLE program is a five-day immersive program that empowers women to attain senior leadership roles while supporting participants in building a diverse network.

The University actively participates in the AHEIA Organisational Development Network group, which encourages best practice in the delivery of organisational development for all levels of academic and professional staff within the tertiary sector.

### Workforce diversity

The key priority for the USC's Vice-Chancellor's Equity and Diversity Committee in 2021 was the development of a contemporary Diversity and Inclusion Plan, and a program of initiatives to provide a roadmap to gather data, develop a benchmark and track USC's progress. The Plan aligns with current university enabling plans such as the Reconciliation Charter (in development) and the Disability Access and Inclusion USC Action Plan. Following extensive consultation and approval, the Plan is accessible via the USC website.

USC was successful in attaining the Athena SWAN Bronze Award Accreditation in recognition of the ongoing commitment to improving gender equity and diversity outcomes across the university and ensuring that women from diverse backgrounds and under-represented groups are positioned to reach their full potential. The focus is now on implementing the four-year action plan, which was developed as part of the accreditation process.

USC has committed to implement a suite of initiatives to enhance inclusion for transgender people. One of the key initiatives for 2020 was the development of Gender Affirmation Guidelines which aim to provide information and guidance for all members of the USC community on how to achieve an inclusive and supportive educational and working environment for those seeking to affirm or transition their gender.

The annual Vice-Chancellor and President's Diversity and Inclusion Awards were run again in 2021 to recognise and reward staff, students and graduates of the University who have made an outstanding and demonstrable commitment to equity, diversity and inclusion within the university and/or its broader community.

### Academic promotions

The University's 2021 Academic Promotion round resulted in seven promotions to Professorial level:

- Dr Christofer Clemente, Associate Professor of Animal Ecophysiology
- Dr Kylie Scales, Associate Professor of Animal Ecology
- Dr Sanjeev Srivastava, Associate Professor of Geospatial Analysis
- Dr Kathy Townsend, Associate Professor of Animal Ecology
- Dr Tomer Ventura, Associate Professor of Science
- Dr Andrew Marshall, Professor and ARC Future Fellow
- Dr Mathew Summers, Professor of Psychology

There were 26 applications for promotion in 2021 (levels B, C, D and E), with 17 of those (65 percent) being approved for promotion, compared with a success rate of 45 percent in 2020.

The percentage of applications by females was 46 percent (compared to 68 percent in 2020), and the percentage of successful applications that were by females was 53 percent.



# 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* (Qld). A privacy statement is available on the University's website and appropriate privacy statements are included on University forms. The University's policy approach to information privacy is included in its Information Management Framework – Governing Policy. Procedures for information privacy are outlined in its Information and Records Management – Procedures and a Guideline on Personal Information outlines the processes for the collection, use and storage of 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)

Two formal requests were processed under the *Information Privacy Act* (Qld) in 2021.

## 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* (Qld).

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.

No formal requests under the *Right to Information Act* were processed in 2021.

## Records management

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

USC has a formal corporate record keeping system, and a number of other systems approved under ISO 16175.3 for in-place record keeping. 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.

USC's Vice-Chancellor and President has delegated authorisation for records management to the Director, Information Services, who is supported by two full-time records staff. Records management information is provided to staff through the staff intranet and on-demand training sessions.

USC falls under the General Retention and Disposal Schedule (last updated 27 March 2020) and the University Sector Retention and Disposal Schedule (last updated 19 October 2014). USC maps the records held in its records management systems to one of these schedules and strictly adheres to the disposal process set out by Queensland State Archives.

# Summary of financial performance

Financial review..... 40

## Financial statements

Report by members of the University Council ..... 42

Statement of comprehensive income ..... 46

Statement of financial position ..... 47

Statement of changes in equity ..... 48

Statement of cash flows ..... 49

Notes to the financial statements ..... 50

Statement of Certification ..... 85

Independent auditor's report ..... 86

## Financial review

The University's financial position has continued to strengthen this year with guaranteed Commonwealth funding receipted enabling the transition of operational practice to a post 2024 funding environment. International student fees continue to report a decrease due to impacts of the Covid-19 pandemic combined with decreased employee related expenses resultant of the restructure program in 2020.

Results for the year included an operating surplus of \$44.8 million (2020: \$24.1 million), with an operating margin of 13.4 percent (2020: 7.5 percent).

## Income and expenditure

Total income for the year was \$334.6 million – an increase of \$12.7 million (4.1 percent) on the previous year. Decline in International student fees has again been recognised as a result of the COVID-19 pandemic, however, the strong recovery is attributed to contract and consultancy income being stronger than forecasted in addition to full retention of Commonwealth base and transitional funding (irrespective of student load).

Funds derived from government sources (including advance payments in relation to HECS-HELP and capital funding but excluding up-front student fees) totalled \$271.1 million or 81.0 percent of revenue, an increase of \$40.8 million (17.7 percent) on the previous year's funding.

Expenses for the year totalled \$289.8 million – a decrease of \$8.0 million (2.8 percent) expended in the previous year. This result can be attributed to a decrease in employee benefits resulting from the restructure program in 2020 to implement a more sustainable cost structure in the post-COVID-19 environment combined with marginal increases in other expenditure categories as the University strived to meet savings targets.

## Asset growth

At year's end, the University's net assets totalled \$622.5 million – \$103.2 million (21.6 percent) more than in the previous year. This reflects the strong cash reserve balance in addition to fair value asset movements resulting from a comprehensive revaluation of land, buildings, infrastructure and significant investment holdings in IDP Education Ltd after divestment of Education Australia Ltd shares. It also reflects the movements in leave provisions, borrowings and lease liabilities.

# Financial Statements

Financial review

For the year ended 31 December 2021

## Budget vs Actual 2021 | Actual 2021 vs Actual 2020 (parent entity)

	2021				2020	
	ORIGINAL BUDGET \$'000	AUGUST REFORECAST \$'000	ACTUAL \$'000	VARIANCE ACTUAL vs REFORECAST	ACTUAL RE-STATED \$'000	VARIANCE ACTUAL 2021 vs 2020
<b>STATEMENT OF COMPREHENSIVE INCOME</b>						
Revenue and income from continuing operations	314,399	312,054	334,746	1%	321,578	4%
Expenses from continuing operations	314,167	310,148	289,741	-5%	297,493	-3%
<b>Operating result after income tax for the period</b>	<b>232</b>	<b>25,472</b>	<b>45,005</b>		<b>24,085</b>	
Gain (loss) on revaluation of land and buildings, net of tax	-	-	15,594	100%	6,895	126%
Share of other comprehensive income on investments accounted for using the equity method	-	-	42,740	100%	10,332	314%
<b>Total comprehensive income attributed to members of the University of the Sunshine Coast</b>	<b>232</b>	<b>25,472</b>	<b>103,339</b>		<b>41,312</b>	
<b>STATEMENT OF FINANCIAL POSITION</b>						
Current assets	139,112	210,334	251,297	19%	162,380	55%
Non-current assets	604,779	595,358	600,367	1%	586,297	2%
<b>Total assets</b>	<b>743,891</b>	<b>805,692</b>	<b>851,664</b>		<b>748,677</b>	
Current liabilities	66,698	66,941	82,251	23%	72,124	14%
Non-current liabilities	166,338	153,544	146,879	-4%	157,358	-7%
<b>Total liabilities</b>	<b>233,036</b>	<b>220,486</b>	<b>229,130</b>		<b>229,482</b>	
<b>Net assets</b>	<b>510,856</b>	<b>585,207</b>	<b>622,534</b>		<b>519,195</b>	
Reserves	222,284	249,214	185,227	-26%	208,676	-11%
Retained surplus	288,573	335,993	437,307	30%	310,519	41%
<b>Total equity</b>	<b>510,856</b>	<b>585,207</b>	<b>622,534</b>		<b>519,195</b>	

Data relates to Parent entity.

# Financial Statements

Report by members of the University Council  
For the year ended 31 December 2021

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 2021 financial year on the consolidated entity consisting of the University of the Sunshine Coast and its controlled entities, USC Capital and Commercial Pty Ltd (C&C), Thompson Institute Pty Ltd. and the Innovation Centre Sunshine Coast Pty Ltd (ICSC) which was deregistered on 9 September 2021.

It is recommended that this report be read in conjunction with the full details published in the 2021 Annual Report, which includes the 2021 Council membership. The Annual Report provides a comprehensive record of the University's performance in 2021, plans for the future and achievements documented against the aims and objectives of the University's Strategic Plan 2021-2024.

## Meetings and record of attendance

Six (6) ordinary meetings of Council were held during the year and one Special Meeting. Confirmed non-confidential minutes of the meetings are available to members of the University community for perusal upon request. In 2021 Council meetings were held on 22 February, 12 April, 27 May, 12 August, 8 October, and 2 December. The Special Meeting of Council was held on 19 November 2021. A Council Retreat was held on 12-13 April 2021.

Four (4) ordinary meetings of the Audit and Risk Management Committee (ARMC) were held during the year. In 2021, ARMC meetings were held on 18 February, 10 May, 6 September and 10 November. Additionally, a Special Meeting of ARMC was held on 18 May and a Planning Day of ARMC was held in conjunction with the 10 November meeting.

Five (5) ordinary meetings of the Planning and Resources Committee (PRC) were held during the year. In 2021, PRC meetings were held on 16 February, 19 May, 22 July, 16 September and 11 November. Additionally, a Planning Day of PRC was held in conjunction with the 11 November meeting.

Six (6) ordinary meetings of the Nominations Committee and Executive Committee of Council (NC&ECC) were held during the year. In 2021, NC&ECC meetings were held on 22 February, 12 April, 27 May, 12 August, 8 October, and 2 December.

## 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.

Membership Category	Name and Qualifications	Meetings and record of attendance*
Chairperson / Member of Council	Sandra BIRKENSLEIGH, BCom UNSW, CA, CCP Fellow, GAICD (Elected Deputy Chancellor commencing 3 December 2021)	5 of 5
Member of the professional accounting bodies or audit bodies in Australia and have a professional accounting, management consultancy or audit background (external)	Jeffrey FORBES, BComm Newcastle (NSW), GAICD	3 of 5
	Phillip STRACHAN, BCom Melb. FCPA, MAICD	5 of 5
	Scott NORTH, BCom Melb, FCA, MBIT Melb, FGIA, GAICD	5 of 5
	Vacant	
Member possessing expertise within the education sector	Emeritus Professor Jenny GRAHAM, Dip OT (NSW), MSc Education (Bradford)	4 of 5
Up to two members co-opted by the Chancellor	Vacant	

# Financial Statements

Report by members of the University Council  
For the year ended 31 December 2021

## 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.

Membership Category	Name and Qualifications	Meetings and record of attendance*
Chairperson / Member of Council	Scott WILLIAMS, AM, QDAH <i>Qld</i> , BEc, GradDipCompSc, GradDipFinMangt, GradDipRurAcc <i>UNE</i> , Hon.DLitt <i>UNE</i> , FAICD (retired 19 October 2021)	4 of 4
Chairperson / Member of Council	Tim Rothwell, BA(Hons) <i>Newc</i> , FCA, MAICD (appointed 2 November 2021)	1 of 1
Vice-Chancellor and President	Professor Helen BARTLETT, BA, <i>Northumbria</i> , MSc (Public Policy), <i>University of Bath</i> , PhD, <i>University of Bath</i>	5 of 5
A member of the University Executive or Senior Staff, nominated by the Vice-Chancellor and President and appointed by Council	Dr Ruth GREENAWAY, PhD <i>Qld.UT</i> , MLM <i>C.Qld</i> , BA <i>W.Syd</i> , GradDipEd <i>NSW</i> , SFHEA, GAICD	4 of 5
Four members with expertise in strategic financial management and planning, at least one of whom must be a member of Council	Christopher HARRIS, BFinAdmin <i>UNE</i> , MCom (Tax) <i>UNSW</i> , CPA, SSA, GAICD	5 of 5
	Tim ROTHWELL, BA(Hons) <i>Newc</i> , FCA, MAICD (appointed 13 April 2021)	4 of 4
	Melinda BRYANT, LLB, BBus, GradCertCreativeInd, <i>Qld.UT</i> , GradCertDiv, <i>Tabor</i> , GDLP <i>Coll.Law</i>	5 of 5
	Vacant	
A member of the Audit and Risk Management Committee (as determined by the Chairperson of ARMC) and appointed by Council	Phillip STRACHAN, BCom <i>Melb</i> . FCPA, MAICD	5 of 5
Up to two members co-opted by the Chancellor	Dr Wayne GRAHAM, BBus (Hons) <i>Sunshine Coast</i> , PhD <i>Sunshine Coast</i> , FHEA, FIML (term concluded 16 March 2021)	1 of 1
	Vacant	

## Members of the Nominations Committee and Executive Committee of Council

The following persons were members of the Nominations Committee and Executive Committee of Council during the year and up to the date of this report.

Membership Category	Name and Qualifications	Meetings and record of attendance*
Chancellor	Air Chief Marshal Sir Angus HOUSTON AK, AFC (Ret'd)	6 of 6
Vice-Chancellor and President	Professor Helen BARTLETT, BA, <i>Northumbria</i> , MSc (Public Policy), <i>University of Bath</i> , PhD, <i>University of Bath</i>	6 of 6
Chairperson ARMC	Sandra BIRKENSLEIGH, BCom <i>UNSW</i> , CA, CCP Fellow, GAICD	6 of 6
Chairperson PRC	Scott WILLIAMS, AM, QDAH <i>Qld</i> , BEc, GradDipCompSc, GradDipFinMangt, GradDipRurAcc <i>UNE</i> , Hon.DLitt <i>UNE</i> , FAICD (retired 19 October 2021)	5 of 5
Chairperson PRC	Tim Rothwell, BA(Hons) <i>Newc</i> , FCA, MAICD (appointed 2 November 2021)	1 of 1

\* Indicates number of meetings attended and number of meetings held during the time the member held office or was a member of the council or committee during the year (at end of 2021).

# Financial Statements

Report by members of the University Council  
For the year ended 31 December 2021

## 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 2021 operating result is a surplus of \$44.8 million, 104.3% more than the 2020 operating surplus result of \$24.1 million.

In 2021, the University continued to manage operations reflective of internal and external environment, particularly impacts arising from COVID-19 pandemic. Through the Commonwealth Job-ready Graduate Package and research support packages for impact of COVID-19 approximately \$20m of reported University Commonwealth revenue in 2021 enables the transition of operational practice to a post 2024 funding environment.

The University continues to experience loss of revenue for full fee-paying overseas students. The pipeline effect of the loss in student load in 2021 and the projection of significantly less commencing International students in 2022 will result in reduced revenues forecast over the next five-year period. Research activity has also experienced vulnerability with corresponding downward adjustments to expenditure. The University continues to monitor current global events, particularly as they pertain to Federal and Queensland State Government restrictions and border closures to assess any material impacts on its operations.

In 2021 University Council approved the commencement of stage 2 of the Moreton Bay building program. This will see the University construct 3 buildings with the view to provide more teaching, learning and research facilities for the 2023 academic year and beyond. The program is self-funded by the University.

## 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 end of the reporting period), 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.

# Financial Statements

Report by members of the University Council  
For the year ended 31 December 2021

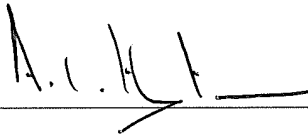
## Insurance of Officers

In 2021, 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.

## 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.



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

21 February 2022



Professor Helen Bartlett  
Vice-Chancellor and President  
University of the Sunshine Coast

21 February 2022



# Financial Statements

## Statement of comprehensive income For the year ended 31 December 2021

	Note	Consolidated		Parent entity	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Revenue and income from continuing operations</b>					
Australian Government financial assistance					
Australian Government grants	2	188,466	151,680	188,461	151,664
HELP - Australian Government payments	2	76,598	73,622	76,598	73,622
State and Local Government financial assistance	2	6,018	5,023	6,018	4,984
HECS-HELP - Student payments		3,944	3,609	3,944	3,609
Fees and charges	2	36,281	51,026	36,281	50,875
Investment income		1,157	7,086	1,277	7,086
Consultancy and contracts	2	16,753	12,974	16,753	12,974
Other revenue and income	2	5,414	16,865	5,414	16,726
Gains on disposal of assets		-	38	-	38
<b>Total revenue and income from continuing operations</b>		<b>334,631</b>	<b>321,923</b>	<b>334,746</b>	<b>321,578</b>
<b>Expenses from continuing operations</b>					
Employee related expenses	3	176,460	189,185	176,460	188,940
Depreciation and amortisation	8 & 9	20,173	19,904	20,173	19,900
Repairs and maintenance		6,174	5,900	6,174	5,900
Borrowing costs		5,076	5,250	5,076	5,250
Impairment of assets		297	693	297	693
Net losses on disposal of assets		510	-	510	-
Other expenses	4	81,118	76,892	81,051	76,810
<b>Total expenses from continuing operations</b>		<b>289,808</b>	<b>297,824</b>	<b>289,741</b>	<b>297,493</b>
<b>Net result before income tax from continuing operations</b>		<b>44,823</b>	<b>24,099</b>	<b>45,005</b>	<b>24,085</b>
Income tax expense		-	-	-	-
<b>Net result after income tax for the period and attributable to members of the University of the Sunshine Coast</b>	14(c)	<b>44,823</b>	<b>24,099</b>	<b>45,005</b>	<b>24,085</b>
<b>Items that will not be reclassified to profit or loss</b>					
Gain/(loss) on revaluation of property, plant and equipment, net of tax	14(a)	15,594	6,895	15,594	6,895
Gain/(loss) on equity instruments designated at fair value through other comprehensive income, net of tax	14(a)	42,740	10,332	42,740	10,332
<b>Total other comprehensive income</b>		<b>58,334</b>	<b>17,227</b>	<b>58,334</b>	<b>17,227</b>
<b>Total comprehensive income attributed to members of the University of the Sunshine Coast</b>		<b>103,157</b>	<b>41,326</b>	<b>103,339</b>	<b>41,312</b>

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

# Financial Statements

Statement of financial position  
For the year ended 31 December 2021

	Note	Consolidated		Parent entity	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	5	209,002	144,893	209,002	144,763
Receivables and contract assets	6	34,225	8,356	34,225	8,355
Other non-financial assets	7	8,070	9,262	8,070	9,262
<b>Total current assets</b>		<b>251,297</b>	<b>162,511</b>	<b>251,297</b>	<b>162,380</b>
<b>Non-current assets</b>					
Receivables and contract assets	6	391	569	391	515
Other financial assets	7	68,273	55,805	68,273	55,805
Property, plant & equipment	8	502,408	495,519	502,408	495,519
Right-of-use assets	8.1	27,613	30,493	27,613	30,493
Intangible assets	9	1,221	3,508	1,221	3,508
Other non-financial assets	7	461	457	461	457
<b>Total non-current assets</b>		<b>600,367</b>	<b>586,351</b>	<b>600,367</b>	<b>586,297</b>
<b>Total assets</b>		<b>851,664</b>	<b>748,862</b>	<b>851,664</b>	<b>748,677</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables	10	13,403	11,194	13,403	11,191
Borrowings	11	8,637	4,896	8,637	4,896
Lease liabilities	11	3,302	2,980	3,302	2,980
Provisions	12	27,968	26,002	27,968	26,002
Other liabilities	13	6,859	3,955	6,859	3,955
Contract liabilities	13(a)	22,082	23,100	22,082	23,100
<b>Total current liabilities</b>		<b>82,251</b>	<b>72,127</b>	<b>82,251</b>	<b>72,124</b>
<b>Non-current liabilities</b>					
Borrowings	11	114,343	121,106	114,343	121,106
Lease liabilities	11	25,824	28,694	25,824	28,694
Provisions	12	4,978	5,503	4,978	5,503
Other liabilities	13	72	59	72	59
Contract liabilities	13(a)	1,662	1,996	1,662	1,996
<b>Total non-current liabilities</b>		<b>146,879</b>	<b>157,358</b>	<b>146,879</b>	<b>157,358</b>
<b>Total liabilities</b>		<b>229,130</b>	<b>229,485</b>	<b>229,130</b>	<b>229,482</b>
<b>Net assets</b>		<b>622,534</b>	<b>519,377</b>	<b>622,534</b>	<b>519,195</b>
<b>EQUITY</b>					
Reserves	14(a)	185,227	208,676	185,227	208,676
Retained earnings	14(c)	437,307	310,701	437,307	310,519
<b>Parent entity interest</b>		<b>622,534</b>	<b>519,377</b>	<b>622,534</b>	<b>519,195</b>
<b>Total equity</b>		<b>622,534</b>	<b>519,377</b>	<b>622,534</b>	<b>519,195</b>

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 2021

	Note	Consolidated			Parent entity		
		Reserves \$'000	Retained earnings \$'000	Total \$'000	Reserves \$'000	Retained earnings \$'000	Total \$'000
<b>Balance at 1 January 2020</b>		<b>191,449</b>	<b>286,602</b>	<b>478,050</b>	<b>191,449</b>	<b>286,434</b>	<b>477,883</b>
Net result after income tax		-	24,099	24,099	-	24,085	24,085
Gain/(loss) on revaluation of property, plant and equipment, net of tax		6,895	-	6,895	6,895	-	6,895
Gain/(loss) on financial assets at fair value through OCI		10,332	-	10,332	10,332	-	10,332
<b>Total comprehensive income</b>		<b>17,227</b>	<b>24,099</b>	<b>41,326</b>	<b>17,227</b>	<b>24,085</b>	<b>41,312</b>
<b>Balance at 31 December 2020</b>		<b>208,676</b>	<b>310,701</b>	<b>519,376</b>	<b>208,676</b>	<b>310,519</b>	<b>519,195</b>
<b>Balance at 1 January 2021</b>		<b>208,676</b>	<b>310,701</b>	<b>519,376</b>	<b>208,676</b>	<b>310,519</b>	<b>519,195</b>
Net result		-	44,823	44,823	-	45,005	45,005
Transfer of fair value reserve through OCI to retained earnings	14(a)	(81,783)	81,783		(81,783)	81,783	-
Gain/(loss) on revaluation of property, plant and equipment, net of tax	14(a)	15,594	-	15,594	15,594	-	15,594
Gain/(loss) on financial assets at fair value through OCI	14(a)	42,740	-	42,740	42,740	-	42,740
<b>Total comprehensive income</b>		<b>(23,449)</b>	<b>126,606</b>	<b>103,157</b>	<b>(23,449)</b>	<b>126,788</b>	<b>103,339</b>
<b>Balance at 31 December 2021</b>		<b>185,227</b>	<b>437,307</b>	<b>622,534</b>	<b>185,227</b>	<b>437,307</b>	<b>622,534</b>

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 2021

		\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>					
Australian Government Grants received		269,910	226,325	269,905	226,310
OS-HELP (net)		-	1,535	-	1,535
State Government Grants received		5,623	5,657	5,623	5,618
Local Government Grants received		870	1,405	870	1,405
HECS-HELP - Student payments received		3,944	3,609	3,944	3,609
Receipts from students fees and other customers		58,726	70,513	58,846	70,222
Investment income		1,277	7,086	1,277	7,086
Payments to suppliers and employees (inclusive of GST)		(266,831)	(283,636)	(266,816)	(283,227)
Interest and other costs of finance paid		(3,030)	(2,112)	(3,030)	(2,112)
GST recovered / (paid)		4,032	8,977	4,032	8,977
Short-term lease payments		(46)	(64)	(46)	(64)
Variable lease payments not included in the measurement of the lease liability		(3)	(22)	(3)	(22)
<b>Net cash provided by / (used in) operating activities</b>	20	<b>74,472</b>	39,273	<b>74,602</b>	39,337
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		15	151	15	123
Proceeds on share divestment		5,260	-	5,260	-
Payments for property, plant and equipment / intangibles		(7,256)	(22,309)	(7,256)	(22,305)
<b>Net cash provided by / (used in) investing activities</b>		<b>(1,981)</b>	(22,158)	<b>(1,981)</b>	(22,182)
<b>Cash flows from financing activities</b>					
Proceeds from borrowings		123,700	29,000	123,700	29,000
Repayment of borrowings		(127,353)	(1,211)	(127,353)	(1,211)
Repayment of lease liabilities		(4,729)	(4,575)	(4,729)	(4,575)
<b>Net cash provided by / (used in) financing activities</b>	20	<b>(8,382)</b>	23,214	<b>(8,382)</b>	23,214
<b>Net increase / (decrease) in cash and cash equivalents</b>		64,109	40,329	64,239	40,369
Cash and cash equivalents at beginning of the financial year		144,893	104,564	144,763	104,394
<b>Cash and cash equivalents at the end of the financial year</b>	5	<b>209,002</b>	144,893	<b>209,002</b>	144,763

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 2020

<b>Notes</b>	<b>Contents of the Notes to the Financial Statements</b>	<b>Page</b>
1	Summary of significant accounting policies	51–53
	Income	
2	Revenue and income	54–58
	Expenses	
3	Employee related expenses	58
4	Other expenses	59
	Assets	
5	Cash and cash equivalents	59
6	Receivables and contract assets	59–60
7	Other financial and non-financial assets	60–62
8	Property, plant and equipment	63–68
9	Intangible assets	68
	Liabilities	
10	Trade and other payables	68
11	Borrowings	69–71
12	Provisions	71–72
13	Other liabilities	73
	Equity	
14	Reserves and retained earnings	73–74
	Other	
15	Key management personnel disclosures	74–75
16	Commitments	75
17	Related parties	76–77
18	Joint operations	77–78
19	Events occurring after the end of the reporting period	78
20	Reconciliation of operating result after income tax to net cash flows from operating activities	78
21	Financial risk management	78–80
22	Acquittal of Australian Government financial assistance	81–84

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## 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 a going concern and accrual basis (except for the Statement of Cash Flows, which is prepared on a cash 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 2019*, issued under Section 62 of the *Financial Accountability Act 2009*
- *Australian Charities and Not-for-profits Commission Act 2012*

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 Chancellor, Vice-Chancellor & President, and the Chief Operating Officer on 21 February 2022.

#### **Historical cost convention**

These financial statements have been prepared under the historical cost convention, except for debt and equity financial assets that have been measured at fair value either through other comprehensive income or profit or loss and certain classes of property, plant and equipment.

#### **Critical accounting estimates**

The preparation of financial statements in conformance 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.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed below:

- Revenue and Income (note 2)
- Receivables and contract assets (note 6)
- Financial assets (note 7) - Investments in equity instruments designated at fair value through other comprehensive income
- Property, Plant & Equipment, including depreciation (note 8)
- Lease liability (note 11.1)
- Provisions (note 12)
- Contract liabilities (note 13b)

#### **Joint Operations**

Interest in the assets, liabilities, income and expenses of joint operations are recognised in the financial statements under the appropriate line items. Details of joint operations are set out in note 18.

### (b) Basis of consolidation

The consolidated financial statements incorporate the assets and liabilities of the University ("parent entity") and its controlled entities (consolidated entity) as at 31 December each year.

# Financial Statements

## Notes to the financial statements

For the year ended 31 December 2021

### Note 1 Summary of significant accounting policies (continued)

Controlled entities are all those entities (including structured entities) that the University controls, because the University is exposed to, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Power over the entity exists when the consolidated entity has existing rights that give it current ability to direct the relevant activities of the entity. 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 currently produce audited financial statements by agreement with Council.

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) 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 entities 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.

#### (e) 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 the comparability in respect of changes in presentation adopted in the current year.

#### (f) Initial application of accounting standards

The following standards have an initial application during the 31 December 2021 reporting period. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

Standard	Application date	Application
AASB 2021-3 <i>Covid-19 Related Rent Concessions beyond 30 June 2021</i>	1 Apr 2021	Mandatory if lessee elected practical expedient under AASB 2020-4. The University did not apply practical expedient and therefore assess the impact to be not material.
AASB 2020-8 <i>Interest Rate Benchmark Reform – Phase 2</i>	1 Jan 2021	The University's assessment of the impact under this standard is not material and practical expedient has not been applied.



# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 1 Summary of significant accounting policies (continued)

### (g) Future impact of accounting standard not yet effective

The following standards have been issued but are not mandatory for 31 December 2021 reporting periods. The University has elected not to early adopt any of these standards.

Standard	Application date	Implications
AASB 2020-1 <i>Amendments to Australian Accounting Standards – Classification of Liabilities as current or non-current</i>	1 Jan 2023	The University's assessment of the impact of this standard is not material.
AASB 17 <i>Insurance Contracts</i>	1 Jan 2023	The University's assessment of the impact of this standard is not material.

### (h) Going concern and impacts of COVID-19 Pandemic

Due to the ongoing uncertainty arising from the COVID-19 pandemic, Management continues to remain focused on the University's liquidity and expects to continue to operate within available cash reserves and terms of its debt facilities ensuring going concern remains appropriate.

International full fee-paying students continue to report a significant reduction in 2021. The loss is due to ongoing International border restrictions negatively impacting International recruitment. This impact will result in reduced revenues over the next five-year period.

Government grants particularly in relation to research continue to be impacted by the COVID-19 pandemic with delays in meeting milestones due to travel restrictions and access to resourcing. The impacts on research activity have resulted in delayed invoicing to fund bodies with contract extensions or deferrals in place also resulting in corresponding reductions to expenditure.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 2 Revenue and income

### Note 2.1 Australian Government financial assistance including Australian Government loan programs (HELP)

#### (a) Australian Government grants

	Note	Consolidated		Parent entity	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Commonwealth Grant Scheme #1		154,925	128,109	154,925	128,109
Access and Participation Fund #2		2,514	2,481	2,514	2,481
National Priorities and Industry Linkage Fund		3,250	-	3,250	-
Disability Performance Funding #3		101	87	101	87
Indigenous Student Success Program #4		1,620	1,689	1,620	1,689
Total Commonwealth Grants Scheme and Other Grants	22a	<b>162,410</b>	<b>132,366</b>	<b>162,410</b>	<b>132,366</b>

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

# 2 Includes Higher Education Participation & Partnerships Program and Tertiary Access Program.

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

# 4 Indigenous Student Success Program replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017.

Where there is an enforceable contract by the provisions of the Commonwealth Grant Scheme (CGS) funding agreements with sufficiently specific performance obligations in the promise to provide tuition services for the year covered by the CGS funding agreement this revenue falls under AASB 15 *Revenue from Contracts with Customers* and is recognised over time as the University provides the tuition services to the student.

Access and Participation Funding represents grants provided to undertake activities and implement strategies that improve access to undergraduate courses for people from low socioeconomic status backgrounds, as well as improving the retention and completion rates of those students. This falls under AASB 15 and the revenue is recognised over time as the grant funds are expended.

Indigenous Student Success Program funding represents grants provided to accelerate improvements in the University enrolment, progression and award completions of Indigenous Australians. This funding is recognised when received under AASB 1058 *Income of Not-for-Profit Entities* due to performance obligations not being sufficiently specific.

Where there is a contractual obligation to deliver cash to a post-graduate student or a collaboration partner, a financial liability exists under AASB 9 *Financial Instruments* and is disclosed under Other liabilities.

#### (b) Higher Education loan programs

	Note	Consolidated		Parent entity	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
HECS - HELP		71,319	68,820	71,319	68,820
FEE-HELP		1,778	1,644	1,778	1,644
SA - HELP		3,501	3,159	3,501	3,159
Total Higher Education Loan Programs	22b	<b>76,598</b>	<b>73,622</b>	<b>76,598</b>	<b>73,622</b>

HECS-HELP & FEE-HELP revenue is recognised over time under AASB 15 as there is an enforceable contract by the provisions of *Higher Education Support Act (HESA)* with sufficiently specific performance obligations to provide tuition services to students over a specific period of time.

SA-HELP revenue is recognised over time under AASB 15 as there is an enforceable contract by the provisions in the *Student Services & Amenities Act* with sufficiently specific performance obligations to provide services and amenities to students as part of their University experience.

#### (c) EDUCATION Research

	Note	Consolidated		Parent entity	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Research Training Program		4,597	3,739	4,597	3,739
Research Support Program		11,752	4,685	11,752	4,685
Total EDUCATION Research Grants	22c	<b>16,349</b>	<b>8,424</b>	<b>16,349</b>	<b>8,424</b>

Funding received from the Department of Education, Skills and Employment – Research Block Grant (RBG): The University receives funding in relation to the Research Training Program (RTP) and Research Support Program (RSP) – This falls under AASB 1058 as there are no sufficiently specific performance obligations, therefore recognise revenue immediately when the University has the contractual right to receive the grant.

# Financial Statements

## Notes to the financial statements

For the year ended 31 December 2021

### Note 2.1 Australian Government financial assistance including Australian Government loan programs (HELP) (continued)

#### (d) Australian Research Council

	Note	Consolidated		Parent entity	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Discovery		1,491	1,880	1,491	1,880
Linkages <sup>#5</sup>		427	102	427	102
Total ARC	22d	<b>1,918</b>	<b>1,981</b>	<b>1,918</b>	<b>1,981</b>

# 5 ARC Linkage Infrastructure, Equipment and Facilities grants are reported in Other Capital Funding (if applicable).

Funding received from Australian Research Council (ARC) is enforceable by the provisions of the funding agreement with sufficiently specific performance obligations in the promise to undertake research activities as outlined in the grant proposal. This falls under AASB 15. Where there is a contractual obligation to deliver cash to a postgraduate student, a financial liability exists under AASB 9.

Management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred.

#### (e) Other Australian Government financial assistance (Non-capital)

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Non-capital</b>				
Australian Centre International Agriculture Research	2,599	3,444	2,599	3,444
Department of Education, Skills and Employment	1,110	465	1,110	465
Department of Foreign Affairs & Trade	139	1,293	139	1,293
Department of Health and Ageing	1,658	2,808	1,658	2,808
Other Australian Government financial assistance	2,283	898	2,278	882
<b>Total other Australian Government financial assistance (Non-capital)</b>	<b>7,789</b>	<b>8,908</b>	<b>7,784</b>	<b>8,892</b>

Revenue received under the enforceable funding agreements for Australian Centre International Agriculture Research (ACIAR) & National Health & Medical Research Council (NHMRC) have been assessed as sufficiently specific. Revenue has been adjusted and represented as a contract liability and will be recognised over time as the research activities are performed under AASB 15.

The remaining revenue in this category consists of a mix of other operating and research grants provided by the Commonwealth Government. This falls under AASB 15 and the revenue is recognised over time as the grant funds are expended.

Where there is a contractual obligation to deliver cash to a postgraduate student, a financial liability exists under AASB 9.

Management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred.

#### Reconciliation

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Australian Government Grants	188,466	151,680	188,461	151,664
HELP - Australian Government payments	76,598	73,622	76,598	73,622
<b>Total Australian Government financial assistance</b>	<b>265,064</b>	<b>225,302</b>	<b>265,059</b>	<b>225,286</b>

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 2.2 State and Local Government financial assistance

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Non-Capital</b>				
Local Government financial assistance	1,459	973	1,459	934
State Government financial assistance	4,559	3,550	4,559	3,550
<b>Total Non-capital</b>	<b>6,018</b>	<b>4,523</b>	<b>6,018</b>	<b>4,484</b>
<b>Capital</b>				
Department of Housing and Public Works	-	500	-	500
<b>Total Capital</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>500</b>
<b>Total State and Local Government financial assistance</b>	<b>6,018</b>	<b>5,023</b>	<b>6,018</b>	<b>4,984</b>

The revenue in this category consist of a mix of operating, capital and research grants provided by State and Local Governments across Australia. This revenue falls under AASB 15 where the funding agreement contains sufficiently specific performance obligations in the promise to undertake research and other activities as outlined in the grant proposal, and the revenue is recognised over time as the grant funds are expended.

Management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred.

## Note 2.3 Fees and charges

	Note	Consolidated		Parent entity	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Course fees and charges</b>					
Fee-paying onshore overseas students		31,401	46,306	31,401	46,306
Continuing education		67	40	67	40
Fee-paying domestic postgraduate students		1,857	2,059	1,857	2,059
Fee-paying domestic non-award students		523	315	523	315
<b>Total course fees and charges</b>		<b>33,848</b>	<b>48,720</b>	<b>33,848</b>	<b>48,720</b>
<b>Other non-course fees and charges</b>					
Student Services and Amenities Fees from students	22f	843	582	843	582
Applications and late fees		32	25	32	25
Examination Fees & Honorariums		18	35	18	35
Conferences, activities & excursions		167	176	167	176
Rental charges		1,228	1,148	1,228	997
Other		145	340	145	340
<b>Total other non-course fees and charges</b>		<b>2,433</b>	<b>2,306</b>	<b>2,433</b>	<b>2,155</b>
<b>Total fees and charges</b>		<b>36,281</b>	<b>51,026</b>	<b>36,281</b>	<b>50,875</b>

### Course fees and charges

The course fees and charges revenue (all fees outside the HELP system or where students decide not to use or are ineligible for HELP) relate to undergraduate programs, graduate and professional degree programs and continuing education and executive programs. Sufficiently specific performance obligations exist in the promise of tuition services for a distinct course over a specific period of time. All fees and charges are recognised under AASB 15 and is recognised as the University provides the services to the student.

The revenue is recognised:

- Over time as and when the course is delivered to students over the semester.
- At a point in time only when the obligation is performed at the point of receipt, e.g. where the fee is non-refundable and non-transferrable and is not offset against any future tuition fees.

When the courses are paid in advance by students or the University has received the government funding in advance (e.g. before starting the academic period) the University recognises a contract liability until the services are delivered.

The University does have obligations to return or refund obligations or other similar obligations. This is mainly applicable for International tuition fees received in advance of census date where the student has not met visa or similar entry requirements to Australia.

There is no significant financing component, as the period from when the student pays and the service is provided is less than 12 months and the consideration is not variable.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 2.3 Fees and charges (continued)

### Non-course fees and charges

Student Services & Amenities fees from students is recognised over time under AASB 15 as there is an enforceable contract by the provisions in the Student Services & Amenities Act with sufficiently specific performance obligations to provide services and amenities to students as part of their University experience.

Other non-course fees and charges include parking fees and fines, gym and sporting facility charges, rental charges, membership fees, conference fees, field trip fees, administration fees and accommodation fees. Most fall under AASB 15 and the revenue is recognised over time as the relevant services are provided. In the case of fines and administration fees, this falls under AASB 1058 and the revenue is recognised when received.

## Note 2.4 Consultancy and contracts

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Consultancy	11,286	5,611	11,286	5,611
Contract research	5,467	7,363	5,467	7,363
<b>Total consultancy and contracts</b>	<b>16,753</b>	<b>12,974</b>	<b>16,753</b>	<b>12,974</b>

Funding received from non-government entities is assessed for application of AASB 15. Contract research is largely recognised under AASB 15 where there is an enforceable contract by the provisions of the funding agreement with sufficiently specific performance obligations in the promise to undertake research activities as outlined in the grant proposal. Consultancy contracts are largely recognised under AASB 1058.

The revenue is therefore recognised:

- Over time as the research activity is being performed over the contract period under AASB 15, or
- When revenue is able to be recognised at a point in time when the service or milestone is measurably delivered under AASB 15, otherwise
- Revenue will be recognised immediately under AASB 1058 when the contract has no specific performance obligations.

Management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred.

## Note 2.5 Other revenue and income

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Other revenue</b>				
Donations and bequests	1,697	12,606	1,697	12,606
Food services	1,451	1,062	1,451	1,062
Sales - publications and printing	569	387	569	387
Parking permits	1,156	776	1,156	776
Other	43	9	43	9
<b>Total other revenue</b>	<b>4,916</b>	<b>14,840</b>	<b>4,916</b>	<b>14,840</b>
<b>Other income</b>				
Other recoveries - external	296	270	296	270
Other income	202	1,755	202	1,616
<b>Total other income</b>	<b>498</b>	<b>2,025</b>	<b>498</b>	<b>1,886</b>
<b>Total other revenue and income</b>	<b>5,414</b>	<b>16,865</b>	<b>5,414</b>	<b>16,726</b>

All revenue under note 2.5 is recognised under AASB 1058 with the exception of parking permits, function deposits and student printing credits for future purchases which is recognised under AASB 15.

Revenue is recognised:

- Over time as and when the service is provided over the period under AASB 15.
- Revenue will be recognised immediately under AASB 1058 when the contract has no specific performance obligations.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 2.5 Other revenue and income (continued)

The University has an obligation to refund customers and therefore recognises a refund liability which represents the amount of consideration that the University does not expect to be entitled to because it will be refunded to customers, e.g. deposits/bonds held and student cards containing printing credits.

Donations and bequests are inclusive of cash and non-cash receipts. Notwithstanding revenue recognition under Accounting Standards, general practice would see the receipt to be tied to the expectation by the individual, relevant Donor.

## Note 2.6 Revenue from contracts with customers

### (a) Unsatisfied performance obligations

Remaining performance obligations represent services the University has promised to provide to customers under research and tuition agreements which are satisfied as the services are provided over the contract term. In determining the transaction price allocated to the remaining performance obligations in contracts with customers the University has taken a quantitative approach based on the duration of the remaining obligations included in the contracts along with qualitative information regarding status of milestones and estimates of expected completion.

Remaining performance obligations are associated with 1) research and consultancy activities, 2) tuition services for study periods that extend beyond the reporting period and 3) other agreements.

	Within 1 year \$'000	1 to 5 years \$'000	After 5 years \$'000	Total \$'000
<b>Parent</b>				
Unsatisfied performance obligations	22,082	1,662	-	23,744

Revenue recognised in the current reporting period from contract liabilities at the beginning of the period was \$24.9M or 94%.

For customer contracts with terms of one year or less, or where revenue is recognised using the 'right to invoice' method of recognising revenue, as permitted under AASB 15, disclosures are not required in relation to the transaction price allocated to these unsatisfied performance obligations.

## Note 3 Employee related expenses

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Academic</b>				
Salaries	67,800	70,349	67,800	70,349
Contributions to superannuation and pension funded schemes	11,005	10,584	11,005	10,584
Payroll tax	4,108	4,207	4,108	4,207
Workers' compensation	156	155	156	155
Long service leave	1,502	1,417	1,502	1,417
Annual leave	5,332	4,654	5,332	4,654
Other	111	148	111	148
<b>Total academic</b>	<b>90,014</b>	<b>91,514</b>	<b>90,014</b>	<b>91,514</b>
<b>Non-academic</b>				
Salaries	64,603	75,393	64,603	75,163
Contributions to superannuation and pension funded schemes	10,805	10,825	10,805	10,825
Payroll tax	4,024	4,386	4,024	4,386
Workers' compensation	141	164	141	164
Long service leave	1,467	1,885	1,467	1,885
Annual leave	5,210	4,768	5,210	4,753
Other	196	249	196	249
<b>Total non-academic</b>	<b>86,446</b>	<b>97,671</b>	<b>86,446</b>	<b>97,426</b>
<b>Total employee related expenses</b>	<b>176,460</b>	<b>189,185</b>	<b>176,460</b>	<b>188,940</b>

Contributions to the defined contribution section of UniSuper 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.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 4 Other expenses

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Scholarships, grants and prizes	17,411	16,096	17,411	16,346
Non-capitalised equipment	7,081	7,841	7,081	7,841
Advertising, marketing and promotional expenses	3,189	3,757	3,189	3,639
Bank fees & charges	542	504	542	504
Professional fees - audit, legal & consulting *	23,164	22,348	23,155	22,306
Insurance	1,219	959	1,219	959
General consumables	1,795	1,527	1,795	1,527
Postage, printing and stationery	431	430	431	430
Telecommunications	1,295	1,425	1,295	1,366
Travel & entertainment	904	1,389	904	1,389
Subscriptions and memberships	2,050	1,810	2,048	1,810
Rental, hire and other leasing fees	2,752	2,237	2,752	2,223
Motor vehicles	233	208	233	208
IT software and licences	8,800	6,858	8,800	6,858
Commissions paid	1,461	2,315	1,461	2,315
Food and catering	916	719	916	719
Staff development and recruitment	908	504	908	504
Occupancy & utilities	5,066	4,475	5,066	4,446
Student activities and excursions	1,288	576	1,288	576
Other	611	914	557	844
<b>Total other expenses</b>	<b>81,118</b>	<b>76,892</b>	<b>81,051</b>	<b>76,810</b>

\*The total external audit fees relating to the 2021 financial year are estimated to be \$182k (2020: \$169k). There are no non-audit services included in this amount. Currently paid and accrued audit fees for the University are \$182k.

## Note 5 Cash and cash equivalents

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Cash at bank and on hand	9,543	6,731	9,543	6,601
Deposits at call	199,459	138,162	199,459	138,162
<b>Total cash and cash equivalents</b>	<b>209,002</b>	<b>144,893</b>	<b>209,002</b>	<b>144,763</b>

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.

- Cash at bank is an interest-bearing account with interest received monthly. The effective interest rate as at 31 December 2021 was 0% (2020: 0%).
- Deposits at call are interest-bearing on floating interest rates. The annual effective interest rate as at 31 December 2021 was 0.56% (2020: 1.05%). These deposits have an average maturity of NIL days.

## Note 6 Receivables and contract assets

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Student fees and loans	285	443	285	443
Less: Allowance for expected credit losses	(152)	(292)	(152)	(292)
Trade receivables	5,276	6,355	5,276	6,352
Less: Allowance for expected credit losses	(120)	(974)	(120)	(972)
	5,289	5,532	5,289	5,531
Taxes receivable	749	624	749	624
Deposits receivable	-	4	-	4
Other receivables	26,676	1,663	26,676	1,663
Accrued revenue	1,480	520	1,480	520
Sundry loans and advances	31	13	31	13
<b>Total current receivables</b>	<b>34,225</b>	<b>8,356</b>	<b>34,225</b>	<b>8,355</b>
<b>Non-current</b>				
Deposits receivable	391	569	391	515
<b>Total non-current receivables</b>	<b>391</b>	<b>569</b>	<b>391</b>	<b>515</b>
<b>Total receivables</b>	<b>34,616</b>	<b>8,925</b>	<b>34,616</b>	<b>8,870</b>



# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 6 Receivables and contract assets (continued)

### (a) Contract assets

As at 31 December 2021, the University's total receivables balance includes \$1.1M relating to contract assets (2020: \$3.4M). The contract assets are largely associated with Research contracts and are all classified as current in accordance with the University's debt management policy.

Set out below is the movement in the allowance for expected credit losses of trade receivables and contract assets:

	Consolidated		Parent entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
At 1 January	1,266	734	1,264	722
Provision for expected credit losses recognised during the year	296	736	298	734
Write-off during the year as uncollectable	(1,290)	(204)	(1,290)	(192)
<b>At 31 December</b>	<b>272</b>	<b>1,266</b>	<b>272</b>	<b>1,264</b>

Information about the credit exposures is disclosed in note 21 Financial risk management.

Trade receivables are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. These are classified and measured as debt instruments at amortised cost. Trade and other receivables are not interest bearing and are generally on terms of no more than 30 days. Receivables arising from student fees are recognised as amounts receivable, as sanctions are applied to students who do not pay.

For trade receivables the University applies a simplified approach in calculating expected credit losses ("ECLs). Therefore, the University does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The University has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

## Note 7 Other financial and non-financial assets

	Consolidated		Parent entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
<b>Other non-financial assets</b>				
Prepayments	8,070	9,262	8,070	9,262
Total current other assets	<b>8,070</b>	<b>9,262</b>	<b>8,070</b>	<b>9,262</b>
<b>Non-current</b>				
<b>Other financial assets</b>				
Shares in listed corporations at fair value through OCI	61,546	-	61,546	-
Shares in unlisted corporations at fair value through OCI	6,727	55,805	6,727	55,805
<b>Other non-financial assets</b>	<b>68,273</b>	<b>55,805</b>	<b>68,273</b>	<b>55,805</b>
Prepayments	461	457	461	457
<b>Total non-current other assets</b>	<b>68,734</b>	<b>56,262</b>	<b>68,734</b>	<b>56,262</b>
<b>Total other financial assets and non-financial assets</b>	<b>76,804</b>	<b>65,524</b>	<b>76,804</b>	<b>65,524</b>

### 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.

### Financial assets

The consolidated entity classifies its financial assets, at initial recognition, subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the consolidated entity's business model for managing them. With the exception of trade receivables that do not contain a significant financing component, the consolidated entity initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

Financial assets classified and measured at amortised cost or fair value through OCI, means cash flows are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding and is performed at an instrument level. The consolidated entity's business model for managing financial assets is relevant to whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date (date commitment to purchase or sell the asset).

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 7 Other financial and non-financial assets (continued)

### (i) Financial assets at amortised cost

The consolidated entity measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. The consolidated entity's financial assets at amortised cost includes trade receivables, and loans to related parties.

### (ii) Financial assets at fair value through other comprehensive income

The consolidated entity holds no assets under this classification as at 31 December 2021

### (iii) Investments in equity instruments designated at fair value through other comprehensive income

Upon initial recognition, the consolidated entity can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity and are not held for trading. The classification is determined on an instrument-by-instrument basis. Gains and losses on these financial assets are not recycled to profit or loss. Dividends are recognised as other income in the statement of comprehensive income when the right of payment has been established, except when the consolidated entity benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

### Events during the reporting period

The University, along with all other Australian universities, owns an equal shareholding in Education Australia Limited (EAL). EAL's primary investment has historically been a 40% interest in IDP Education Limited (IDP), an ASX listed company. During 2021, EAL divested its holding in IDP via the following transaction:

- 25% in-specie distribution to each university shareholder; and
- 15% market sell-down, with cash and franking credits distributed to each university shareholder.

The above transaction was completed in the form of a fully franked dividend.

### Key estimates and judgements

The University has historically accounted for changes in the fair value of the EAL investment through Other Comprehensive Income (OCI) under an irrevocable election made under AASB 9. In assessing the treatment of the divestment of the IDP shareholding in EAL, the University has considered the substance of the above transaction. AASB 9 requires dividends paid on investments through OCI to be recognised through the profit or loss unless they clearly represent a recovery of part of the cost of the investment. Due to the nature of the EAL investment, the University has a policy to recognise the fair value as the cost of the investment. This represents the limited ability to realise returns from this investment historically. As such, the transaction has been recognised through equity.

A financial asset for the direct investment in IDP has been recognised along with the derecognition of the divested holding in EAL. The value of the equivalent holding in EAL equated to the value of the now directly held investment in IDP so there was no impact in the Statement of Comprehensive Income.

This transaction is disclosed in the accounts as follows:

	Note	TOTAL \$'000	EAL \$'000	IDP \$'000	AARNet \$'000
Opening Financial Asset Balance at 1 January 2021	7	55,805	50,092	-	5,713
Revaluation of Education Australia at date of distribution/return of capital					
Reserve - Other financial assets at fair value through OCI	14(a)	32,744	32,744	-	-
Recognised value of distribution/return of capital					
Transfer of fair value reserve through OCI to retained earnings	14(c)	(81,783)	(81,783)	-	-
Investment in 1,831,159 IDP Shares at fair value		51,511	-	51,511	-
Revaluation of shareholdings at 31 December 2021					
Reserve - Other financial assets at fair value through OCI	14(a)	9,997	-	10,036	(39)
<b>Closing Financial Asset Balance at 31 December 2021</b>	<b>7</b>	<b>68,273</b>	<b>1,052</b>	<b>61,547</b>	<b>5,674</b>

Note: Included in the EAL divestment transactions was \$5.3M cash and \$25.0M imputation credits receivable (Note 6 Other receivables).

# Financial Statements

Notes to the financial statements

For the year ended 31 December 2021

## **Note 7 Other financial and non-financial assets (continued)**

The University continues to hold a small shareholding in EAL. This was transferred out of other financial assets at fair value through OCI reserve to retained earnings due to the value of the asset shareholding being substantially divested in 2021.

*(iv) Financial assets at fair value through profit or loss (including designated)*

The consolidated entity holds no assets under this classification as at 31 December 2021.

### **Fair Value**

The fair values of 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.

In respect of the University's holdings, the fair value in IDP Limited is categorised as Level 2 as the fair value can be observed on the ASX whilst AARNet Pty Ltd the fair value is categorised as Level 3 – Inputs that are not based on observable market data (unobservable inputs).

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Parent - 31 December 2020

	Construction in progress	Freehold land	Freehold buildings	Infrastructure assets	Leasehold improvements	Plant & equipment*	Heritage & cultural collection	Total
Basis of measurement	Cost	Fair Value	Fair Value	Fair Value	Cost	Cost	Fair Value	
Fair value category		Level 2	Level 2 & 3	Level 3			Level 3	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net book amount	<b>114,063</b>	<b>25,650</b>	<b>277,167</b>	<b>27,145</b>	<b>9,602</b>	<b>18,488</b>	<b>6,479</b>	<b>478,594</b>
<b>Year ended 31 December 2020</b>								
Opening net book amount	114,063	25,650	277,167	27,145	9,602	18,488	6,479	478,594
Revaluation surplus	-	(774)	6,991	650	-	-	28	6,895
Additions	805	4,760	15,101	1,006	45	5,001	459	27,177
Transfers to Property, plant & equipment	(111,420)	-	98,597	1,448	-	11,373	2	-
Transfers to Intangibles	(2,121)	-	-	-	-	-	-	(2,121)
Transfers to Non-capitalised equipment	(166)	-	-	-	-	-	-	(166)
Disposals	-	-	-	-	-	(74)	-	(74)
Depreciation charge	-	-	(6,323)	(1,170)	(1,064)	(6,231)	-	(14,788)
Closing net book amount	<b>1,161</b>	<b>29,636</b>	<b>391,533</b>	<b>29,081</b>	<b>8,583</b>	<b>28,557</b>	<b>6,968</b>	<b>495,519</b>
<b>At 31 December 2020</b>								
-Cost	1,161	-	11,457	2,926	13,220	55,873	-	84,637
-Valuation	-	29,636	435,697	36,995	-	-	6,968	509,296
Accumulated depreciation	-	-	(55,621)	(10,840)	(4,637)	(27,316)	-	(98,414)
Net book amount	<b>1,161</b>	<b>29,636</b>	<b>391,533</b>	<b>29,081</b>	<b>8,583</b>	<b>28,557</b>	<b>6,968</b>	<b>495,519</b>

\* 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 2021

## Parent - 31 December 2021

	Construction in progress	Freehold land	Freehold buildings	Infrastructure assets	Leasehold improvements	Plant & equipment*	Heritage & cultural collection	Total
Basis of measurement	Cost	Fair Value	Fair Value	Fair Value	Cost	Cost	Fair Value	
Fair value category		Level 2	Level 2 & 3	Level 3			Level 3	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net book amount	<b>1,161</b>	<b>29,636</b>	<b>391,533</b>	<b>29,081</b>	<b>8,583</b>	<b>28,557</b>	<b>6,968</b>	<b>495,519</b>
<b>Year ended 31 December 2021</b>								
Opening net book amount	1,161	29,636	391,533	29,081	8,583	28,557	6,968	495,519
Revaluation surplus	-	2,965	10,591	1,964	-	-	73	15,594
Additions	3,165	-	667	-	298	3,648	252	8,030
Transfers to Property, plant & equipment	(621)	-	(550)	72	12	1,087	-	-
Transfers to Intangibles	-	-	-	-	-	-	-	-
Transfers to Non-capitalised equipment	(532)	-	-	-	-	-	-	(532)
Disposals	-	-	-	(449)	-	(26)	-	(475)
Depreciation charge	-	-	(6,801)	(1,203)	(1,086)	(6,639)	-	(15,729)
Closing net book amount	<b>3,173</b>	<b>32,601</b>	<b>395,440</b>	<b>29,466</b>	<b>7,807</b>	<b>26,627</b>	<b>7,293</b>	<b>502,408</b>
<b>At 31 December 2021</b>								
-Cost	3,173	-	116	-	13,530	60,322	-	77,141
-Valuation	-	32,601	459,952	38,992	-	-	7,293	538,838
Accumulated depreciation	-	-	(64,627)	(9,526)	(5,723)	(33,695)	-	(113,572)
Net book amount	<b>3,173</b>	<b>32,601</b>	<b>395,440</b>	<b>29,466</b>	<b>7,807</b>	<b>26,627</b>	<b>7,293</b>	<b>502,408</b>

\* 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 2021

## Note 8 Property, plant & equipment (continued)

### (i) 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's 'Non-Current Asset Policies for the Queensland Public Sector' (NCAP).

All assets acquired during the reporting period have been initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of other consideration given to acquire an asset, at the time of its acquisition or construction including costs incurred in preparing the assets for use. 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 statement of comprehensive income during the financial period in which they are incurred.

The asset recognition threshold is \$5,000 for all PPE except Freehold Land and Heritage & Cultural Assets where the recognition threshold is \$1 and Freehold Buildings & 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 2021 have been disclosed as capital expenditure commitments (refer Note 16).

#### **Repairs & maintenance**

Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the carrying amount of those parts that are replaced is derecognised and the cost of the replacing part is capitalised if the recognition criteria are met. Other routine operating maintenance, repair and minor renewal costs are also recognised as expenses, in the statement of comprehensive income during the financial period in which it is incurred.

#### **Donated assets**

PPE donated to the University is recorded at valuation (fair value) in the year of donation.

### (ii) 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. There were no transfers between levels in 2021.

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

	Total	Level 2	Level 3
	\$'000	\$'000	\$'000
Freehold buildings			
2021	395,440	10,372	385,068
2020	391,533	10,448	381,085

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 8 Property, plant & equipment (continued)

### (iii) Depreciation

Property, plant and equipment, other than Freehold Land and Heritage & Cultural Assets 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:

Depreciable Assets	2021	2020
Buildings	40 - 90	40 - 90
Infrastructure	10 - 60	10 - 60
Leasehold Improvements	Unexpired portion of the lease or useful lives of the improvements, whichever is the shorter	Unexpired portion of the lease or useful lives of the improvements, whichever is the shorter
Plant and Equipment		
Computer Equipment	3 - 6	3 - 6
Science Equipment	5 - 20	5 - 20
Motor Vehicles	5 - 15	5 - 15
Plant & Equipment - Other	5 - 25	5 - 25
Right of Use Assets	3 - 10	3 - 10

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 *Property, Plant and Equipment*, "complex assets" which are componentised and depreciated separately into short and long-life components.

### (iv) Impairment

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. Computer equipment, other plant and equipment & motor vehicles are reviewed as part of stocktake processes for changes in circumstances including effective useful life, significant adverse technological, market, legal or economic changes taken place which would materially reduce the asset's recoverable amount. 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.

Assets, including right-of-use assets are tested for impairment to ensure that they are not carried in the Statement of Financial Position at a value more than their recoverable amount. Any impairment loss is recognised in the statement of comprehensive income immediately.

### (v) Disposals

Gains or losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the statement of comprehensive income. 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.

### (vi) Valuation processes and effective dates

#### **Land, buildings and infrastructure**

A formal and comprehensive valuation is performed 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's Non-Current Asset Policies for the Queensland Public Sector (NCAP).

The last formal valuation was performed by APV Valuers and Asset Management in 2019.

In 2021 a desktop revaluation has been undertaken by APV Valuers and Asset Management on the University's Land, Building & Infrastructure assets.

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.

Land, buildings and infrastructure (classified as property, plant and equipment) are valued independently on a comprehensive basis every 5 years, with desktop valuations undertaken in the intervening years. At the end of each reporting period, the University updates its assessment of the fair value of each property, taking into account the most recent independent valuations. The University determines the property's value within a range of reasonable fair value estimates.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 8 Property, plant & equipment (continued)

The best evidence of fair value in current prices is an active market for similar properties. Where such information is not available the University considers information from a variety of sources, including current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences. Resulting fair value estimates for properties are included in level 3.

Specialised buildings were valued using the current replacement cost approach using professionally qualified registered valuers. The approach estimated the replacement cost for each building by its individual components with different useful lives and taking into account a range of factors. While the unit rates based on square metres could be supported from market evidence (level 2) other inputs (such as estimates of useful life and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using level 3 valuation inputs.

Road and water network infrastructure assets were valued using level 3 valuation inputs using the current replacement cost approach.

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 statement of comprehensive income. Revaluation decrements are recognised as an expense in the statement of comprehensive income except where the decrement reverses a revaluation increment held in the asset revaluation surplus.

### Plant and equipment

All plant and equipment is recorded at cost and is not independently valued or indexed.

### Heritage and Cultural collections

A formal and comprehensive valuation is performed every 5 years by external, independent and qualified valuers. In 2021 a desktop revaluation was performed (all valued at fair value) by R. Searle. The last formal valuation was performed by R. Searle in 2018.

## Note 8.1 Right-of-use assets

The University controls the right to use property, vehicle & equipment assets over the life of the lease held. Information about leases where the University is a lessee is presented below:

### (a) Right-of-use assets

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Buildings</b>				
At 1 January	9,466	10,978	9,466	10,978
Additions/(variations) of right-of-use assets	274	432	274	432
Depreciation charge	(2,051)	(1,944)	(2,051)	(1,944)
<b>At 31 December</b>	<b>7,689</b>	<b>9,466</b>	<b>7,689</b>	<b>9,466</b>
<b>Vehicles</b>				
At 1 January	853	916	853	916
Additions/(variations) of right-of-use assets	493	694	493	694
Depreciation charge	(672)	(757)	(672)	(757)
<b>At 31 December</b>	<b>674</b>	<b>853</b>	<b>674</b>	<b>853</b>
<b>Equipment/Infrastructure</b>				
At 1 January	20,174	21,138	20,174	21,138
Additions/(variations) of right-of-use assets	-	11	-	11
Depreciation charge	(924)	(975)	(924)	(975)
<b>At 31 December</b>	<b>19,250</b>	<b>20,174</b>	<b>19,250</b>	<b>20,174</b>
<b>Total right-of-use assets</b>	<b>27,613</b>	<b>30,493</b>	<b>27,613</b>	<b>30,493</b>

A right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability adjusted for any lease payments made before the commencement date (reduced by lease incentives received), plus initial direct costs incurred in obtaining the lease and an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.



# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 8 Property, plant & equipment (continued)

### (b) Concessionary leases

The University has elected to not apply the fair value measurement requirements to a class or classes of right-of-use assets arising under leases with significantly below-market terms and conditions principally to enable the entity to further its objectives. The determination was made as the University only has one such lease for which it will be difficult to establish the market value as it's not freely available to the open market.

## Note 9 Intangible assets

	Consolidated		Parent entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
<b>Software</b>				
At 1 January	3,508	2,332	3,508	2,332
Effect of changes in accounting policy at 1 January	(1,490)	-	(1,490)	-
Additions	-	2,613	-	2,613
Amortisation charge	(797)	(1,437)	(797)	(1,437)
<b>At 31 December</b>	<b>1,221</b>	<b>3,508</b>	<b>1,221</b>	<b>3,508</b>

### Research and development

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

### Computer 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 statement of comprehensive income 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. On-premise computer software is amortised using the straight-line method to allocate the cost over the period of the expected benefit, which varies from 3 to 8 years (2020: 3 to 8 years).

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

In March 2021 the IFRS Interpretation Committee (IFRIC) clarified the position and treatment for accounting for costs of configuring or customising a suppliers application software in a Software as a Service (SaaS) arrangement pursuant to IAS 38. The resulting outcome is an entity cannot recognise an intangible asset where it does not control the software being configured or customised and those configuration or customisation activities do not create a resource controlled by the customer that is separate from the software.

The effect of the IFRIC agenda decision to the University regarding configuration or customisation costs in a cloud computing (including SaaS) arrangement has resulted in \$1.5 million WDV as at 1 January 2021 of previously capitalised SaaS software costs being reclassified to the statement of comprehensive income.

## Note 10 Trade and other payables

	Note	Consolidated		Parent entity	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
<b>Current</b>					
OS-HELP Liability to Australian Government	22e	1,976	1,976	1,976	1,976
Creditors		10,988	8,366	10,988	8,363
Accrued expenses		439	852	439	852
<b>Total trade and other payables</b>		<b>13,403</b>	<b>11,194</b>	<b>13,403</b>	<b>11,191</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.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 11 Borrowings

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current</b>				
Secured				
Loan - Queensland Treasury Corporation	8,637	1,284	8,637	1,284
Loan - Commonwealth	-	3,612	-	3,612
Lease liabilities	3,302	2,980	3,302	2,980
<b>Total current borrowings</b>	<b>11,939</b>	<b>7,876</b>	<b>11,939</b>	<b>7,876</b>
<b>Non-Current</b>				
Secured				
Loan - Queensland Treasury Corporation	114,343	1,008	114,343	1,008
Loan - Commonwealth	-	120,097	-	120,097
Lease liabilities	25,824	28,694	25,824	28,694
<b>Total non-current borrowings</b>	<b>140,167</b>	<b>149,800</b>	<b>140,167</b>	<b>149,800</b>
<b>Total borrowings</b>	<b>152,106</b>	<b>157,676</b>	<b>152,106</b>	<b>157,676</b>

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 statement of comprehensive income 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.

In October 2021 the Commonwealth loan established to fund the establishment of the Moreton Bay campus was prepaid and transferred to Queensland Treasury Corporation in 3 individual loans with terms of 10, 15 and 20 years.

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.

### (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 loan/overdraft facilities have been taken out with Queensland Treasury Corporation and consist of the following:

- \$15 million QTC 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 by 15 September 2022. The weighted average borrowing rate is 2.269% ranging from 1.835% to 5.698% (2020:5.698%).
- \$25 million QTC 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 by 22 October 2031.
- \$75 million QTC 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 by 22 October 2036.
- \$23.7 million QTC 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 by 22 October 2041.
- \$4 million QTC Overdraft/short term funding facility. No overdraft exists at reporting date as there are sufficient funds within the QTC Capital Guarantee Fund (cash account).

The four QTC loans have a consolidated weighted average borrowing rate of 2.269% ranging from 1.835% to 5.698%.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 11 Borrowings (continued)

### (c) Fair value

	2021		2020	
	Carrying amount \$'000	Fair Value \$'000	Carrying amount \$'000	Fair Value \$'000
Non-traded financial liabilities				
Queensland Treasury Corporation	122,980	123,240	2,292	2,409
Commonwealth	-	-	123,709	123,709
	<b>122,980</b>	<b>123,240</b>	<b>126,001</b>	<b>126,118</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 Government entities in fixed rate arrangements. The carrying amounts of the consolidated entity's and parent entity's borrowings are in Australian Dollars.

## Note 11.1 University as lessee

### (a) Amounts recognised in the statement of comprehensive income

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Interest on lease liabilities	1,525	1,628	1,525	1,628
Variable lease payments not included in the measurement of leases	3	22	3	22
Income from sub-leasing right of use assets	(29)	(5)	(29)	(5)
Expenses relating to short-term leases	46	64	46	64
<b>Amounts recognised in Income Statement</b>	<b>1,545</b>	<b>1,709</b>	<b>1,545</b>	<b>1,709</b>

### (b) Maturity Analysis – undiscounted contractual cash flows

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Less than one year	4,676	4,472	4,676	4,472
One to five years	18,211	18,720	18,211	18,720
More than 5 years	12,222	15,875	12,222	15,875
<b>Total undiscounted contractual cash flows</b>	<b>35,109</b>	<b>39,067</b>	<b>35,109</b>	<b>39,067</b>
Lease liabilities recognised in the statement of financial position:				
<b>Current</b>	<b>3,302</b>	<b>2,980</b>	<b>3,302</b>	<b>2,980</b>
<b>Non-current</b>	<b>25,824</b>	<b>28,694</b>	<b>25,824</b>	<b>28,694</b>

#### Exposure from variable lease payments

The variability of lease payments will have an effect on future cash flows particularly in relation to the Veolia infrastructure lease with significant indexation into the future years and variable non-lease energy consumption charges.

#### Exposure from extension options and termination options

The option to exercise the extend or terminate clauses within lease agreements provides the University with the flexibility to control future cash flows and commitments based on student numbers and space requirements. The University has taken the position of not factoring in lease extensions until such time the terms are formally renegotiated.

#### Amounts recognised in statement of cash flows

The amounts recognised in the statement of cash flows in relation to the total cash outflow for leases are as follows:

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Total cash outflow for leases	4,729	4,575	4,729	4,575
	<b>4,729</b>	<b>4,575</b>	<b>4,729</b>	<b>4,575</b>

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 11.1 University as lessee (continued)

### (c) Lease liability

A lease liability is initially measured at the present value of unpaid lease payments at the commencement date of the lease. To calculate the present value, the unpaid lease payments are discounted using the interest rate implicit in the lease if the rate is readily determinable. If the interest rate implicit in the lease cannot be readily determined, the incremental borrowing rate at the commencement date of the lease is used. Lease payments included in the measurement of lease liabilities comprise:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date (e.g. payments varying on account of changes in CPI); and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

For a contract that contains a lease component and one or more additional lease or non-lease components, the University allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Subsequently, the lease liability is measured at amortised cost using the effective interest rate method resulting in interest expense being recognised as a borrowing cost in the statement of comprehensive income. The lease liability is remeasured when there are changes in future lease payments arising from a change in an index or rate or a change in lease term with a corresponding adjustment to the right-of-use asset. The adjustment amount is factored into depreciation of the right-of-use asset prospectively.

Right-of-use assets are presented within property, plant and equipment in Note 8.1 and lease liabilities are presented within borrowings in Note 11.1.

### Short-term leases and leases of low-value assets

The University has elected not to recognise right-of-use assets and lease liabilities for short-term leases i.e. leases with a lease term of 12 months or less and leases of low-value assets i.e., when the value of the leased asset when new is AUD 5,000 or less.

## Note 12 Provisions

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Current provisions expected to be settled wholly within 12 months</b>				
Employee benefits				
Annual leave	11,363	11,017	11,363	11,017
Long service leave	1,344	1,058	1,344	1,058
Subtotal	<u>12,707</u>	<u>12,075</u>	<u>12,707</u>	<u>12,075</u>
<b>Current provisions expected to be settled wholly after more than 12 months</b>				
Employee benefits				
Annual leave	1,955	2,084	1,955	2,084
Long service leave	13,306	11,843	13,306	11,843
Subtotal	<u>15,261</u>	<u>13,927</u>	<u>15,261</u>	<u>13,927</u>
Total current provisions	<u>27,968</u>	<u>26,002</u>	<u>27,968</u>	<u>26,002</u>
<b>Non-Current</b>				
Employee benefits				
Long service leave	4,978	5,503	4,978	5,503
Total non-current provisions	<u>4,978</u>	<u>5,503</u>	<u>4,978</u>	<u>5,503</u>
<b>Total provisions</b>	<u>32,946</u>	<u>31,505</u>	<u>32,946</u>	<u>31,505</u>

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 12 Provisions (continued)

### Accrued employee benefits

#### (i) Short-term obligations

Liabilities for short-term employee benefits including wages and salaries and non-monetary benefits 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 2021. 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. 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 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.

#### (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 AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* 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.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 13 Other liabilities

	Consolidated		Parent entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
Australian Government unspent financial assistance	5,201	2,433	5,201	2,433
Income in Advance	18	124	18	124
Refund liabilities	38	115	38	115
Financial liabilities	1,470	1,250	1,470	1,250
Other liabilities	132	33	132	33
<b>Total current other liabilities</b>	<b>6,859</b>	<b>3,955</b>	<b>6,859</b>	<b>3,955</b>
<b>Non-current</b>				
Refund liabilities	72	59	72	59
<b>Total non-current other liabilities</b>	<b>72</b>	<b>59</b>	<b>72</b>	<b>59</b>

### (a) Contract liabilities

	Consolidated		Parent entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Contract liabilities - Australian Government	7,235	9,391	7,235	9,391
Other contract liabilities	16,509	15,705	16,509	15,705
<b>Contract liabilities - current</b>	<b>22,082</b>	<b>23,100</b>	<b>22,082</b>	<b>23,100</b>
<b>Contract liabilities - non-current</b>	<b>1,662</b>	<b>1,996</b>	<b>1,662</b>	<b>1,996</b>

A contract liability is the obligation to transfer goods or services to a customer for which the University has received consideration (or an amount of consideration is due) from the customer, e.g. research milestone payments being receipted whilst the research activity is still to be performed over time. If a customer pays consideration before the University transfers goods or services to the customer a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the University performs the contract.

The classification of contract liabilities as non-current is made on the basis where there is revenue received from customers relating to periods that extend beyond 12 months.

## Note 14 Reserves and retained earnings

### (a) Reserves

	Consolidated		Parent entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Property, plant & equipment revaluation reserve	168,485	152,891	168,485	152,891
Other financial assets at fair value through OCI reserve	16,742	55,785	16,742	55,785
<b>Total reserves</b>	<b>185,227</b>	<b>208,676</b>	<b>185,227</b>	<b>208,676</b>
<b>Movements</b>				
Property, plant & equipment revaluation reserve				
<b>Balance 1 January</b>	152,891	145,996	152,891	145,996
Revaluation - gross	15,594	6,895	15,594	6,895
<b>Balance 31 December</b>	<b>168,485</b>	<b>152,891</b>	<b>168,485</b>	<b>152,892</b>
Other financial assets at fair value through OCI reserve				
<b>Balance 1 January</b>	55,785	45,453	55,785	45,453
Revaluation - gross	42,740	10,332	42,740	10,332
Transfer of fair value reserve through OCI to retained earnings	(81,783)	-	(81,783)	-
<b>Balance 31 December</b>	<b>16,742</b>	<b>55,785</b>	<b>16,742</b>	<b>55,785</b>

### (b) Nature and purpose of reserves

Transfers to and from the property, plant & equipment revaluation reserve and the other financial assets at fair value through OCI reserve result from the fluctuations in the fair value of assets held.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 14 Reserves and retained earnings (continued)

### (c) Retained earnings

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Movements in retained earnings were as follows:				
Retained earnings at 1 January	310,701	286,602	310,519	286,434
Transfer of fair value reserve through OCI to retained earnings	81,783	-	81,783	-
Net operating result for the year	44,823	24,099	45,005	24,085
<b>Retained earnings at 31 December</b>	<b>437,307</b>	<b>310,701</b>	<b>437,307</b>	<b>310,519</b>

Refer to Note 7 for further details regarding the transfer of fair value reserve through OCI to retained earnings.

## Note 15 Key management personnel (KMP) 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 2021. Further information on these positions can be found in the body of the Annual Report.

### Council officers

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

### Executive officers

<b>Position</b>	<b>Incumbents during 2021</b>	<b>Start/end dates where less than full year</b>
Vice-Chancellor & President	Prof Helen Bartlett	
Deputy Vice-Chancellor, Academic	Prof Tim Wess	
Deputy Vice-Chancellor, Research & Innovation	Prof Roland De Marco	Until 2 July 2021
Deputy Vice-Chancellor, Research & Innovation	Prof Ross Young	Start 24 August 2021
Pro Vice-Chancellor, Engagement	Prof Joanne Scott	
Chief Operating Officer	Dr Scott Snyder	
Pro Vice-Chancellor, Students	Prof Denise Wood AM	

Note all position titles and incumbents are as at balance 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:
  - o 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.
  - o 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.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 15 Key management personnel (KMP) disclosures (continued)

	Consolidated		Parent entity	
	2021 Number	2020	2021 Number	2020
<b>Remuneration of Council Members</b>				
None	-	-	-	-
<b>Remuneration of Executive Officers</b>				
\$160,000 to \$169,999	1	-	1	-
\$260,000 to \$269,999	1	-	1	-
\$330,000 to \$339,999	-	1	-	1
\$360,000 to \$369,999	-	1	-	1
\$380,000 to \$389,999	2	-	2	-
\$400,000 to \$409,999	-	1	-	1
\$420,000 to \$429,999	-	1	-	1
\$500,000 to \$509,999	1	-	1	-
\$520,000 to \$529,999	-	1	-	1
\$530,000 to \$539,999	1	2	1	2
\$570,000 to \$579,999	-	1	-	1
\$920,000 to \$929,999	1	-	1	-

The above totals exclude termination payments made to Executive Officers that resigned during the reporting period.

### (c) Key management personnel compensation

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Short-term employee benefits	2,707	3,213	2,707	3,213
Post-employment benefits	409	424	409	424
Other long-term benefits	49	68	49	68
<b>Total key management personnel compensation</b>	<b>3,165</b>	<b>3,705</b>	<b>3,165</b>	<b>3,705</b>

### (d) Performance payments

The University did not have any key management personnel entitled to performance payments in 2021 (2020: 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.

## Note 16 Commitments

	Consolidated		Parent entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<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	2,083	1,670	2,083	1,670
Later than one year but not later than five years	-	-	-	-
Later than five years	-	-	-	-
<b>Total Property, plant and equipment</b>	<b>2,083</b>	<b>1,670</b>	<b>2,083</b>	<b>1,670</b>
<b>Total capital commitments</b>	<b>2,083</b>	<b>1,670</b>	<b>2,083</b>	<b>1,670</b>





# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 17 Related parties (continued)

During the financial year, the University employed close family members of a KMP in casual roles. The recruitment of those staff followed standard University policies for the selection of candidates, and remuneration of casuals, in the University.

In relation to related party transactions outside that of the University's controlled entities the following has occurred:

The following transactions occurred with related parties, excluding controlled entities:	Consolidated		Parent entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
<b>Sale of goods and services</b>				
Transactions are in relation to the provision of goods and services by the University for events staged by the entity.	21	47	21	47
Transactions are in relation to the provision of goods and services by the University in relation to a Joint Venture by the entity.	9	9	9	9
<b>Purchase of goods and services</b>				
Transactions are in relation to the provision of goods and services for IT operations of the university.	-	-	-	-
Transactions are in relation to the provision of goods and services for events staged by the university.	349	335	349	335

### (e) Outstanding balances

As at 31 December 2021, there are no amounts owing to the University 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.

## Note 18 Joint operations

USC is a partner together with Sunshine Coast Hospital and Health Service (SCHHS), TAFE Queensland, and Griffith University in the operation of the Sunshine Coast Health Institute (SCHI). The SCHI operates as an unincorporated joint operation under a Joint Venture Agreement (JVA), based at the Sunshine Coast University Hospital.

The primary aims of the SCHI are to advance the education of trainee medical officers, nurses, midwives and other health care professionals, whilst providing outstanding patient care and extending research knowledge.

Each joint operator has rights and obligations to the assets, liabilities, revenue and expenses of the SCHI according to their Interest in the joint operation. Under the JVA, the joint operators contribute to the running costs of the SCHI at set percentage allocations, which are a reflection of the relative space and resource utilisation of each joint operator under the Agreement.

Joint operator interests are displayed in the below table.

	<b>2021</b>	<b>2020</b>
TAFE Queensland	23.7%	23.7%
University of the Sunshine Coast	23.7%	23.7%
Griffith University	23.7%	23.7%
Sunshine Coast Hospital & Health Service	28.9%	28.9%
	<b>100%</b>	<b>100%</b>

All joint operators have equal decision-making rights, irrespective of the underlying interests.

The assets of SCHI include specialist equipment to facilitate medical research and teaching, in addition to the building fit-out within the shared joint operation areas.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 18 Joint operations (continued)

The financial impacts of the SCHI, as they relate to USC, are included within the main statements of USC. Summary information about the SCHI is as follows:

	SCHI	USC's Share
	2020	2020
	\$'000	\$'000
Total income	3,029	718
Total expenses	4,188	992
<b>Total comprehensive result</b>	<b>(1,159)</b>	<b>(275)</b>
Current assets	1,812	428
Non-current assets	15,886	3,765
<b>Total assets</b>	<b>17,698</b>	<b>4,194</b>
Current liabilities	1,766	417
<b>Total liabilities</b>	<b>1,766</b>	<b>417</b>
<b>Net assets</b>	<b>15,933</b>	<b>3,777</b>

It is noted that 2021 balances are unavailable for inclusion at report signing date.

## Note 19 Events occurring after the end of the reporting period

In 2021 the University Council approved the commencement of stage 2 of the Moreton Bay building program. Contracted commitments relevant to the program at reporting date are disclosed in Note 16. In January and February 2022 the University finalised a number of procurement activities that resulted in additional contracted commitments in the program.

## Note 20 Reconciliation of operating result after income tax to net cash flows from operating activities

	Consolidated		Parent entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Operating result for the period	44,823	24,099	45,005	24,085
Depreciation and amortisation	20,173	19,904	20,173	19,900
Non-cash donations	(242)	(5,199)	(242)	(5,199)
Net (gain) / loss on sale of non-current assets	459	(38)	459	(38)
(Increase) / decrease in trade and other receivables	(678)	1,047	(733)	935
(Increase) / decrease in other assets	2,678	(419)	2,678	(441)
(Decrease) / increase in trade and other payables	2,207	896	2,210	1,016
(Decrease) / increase in other liabilities	3,611	(338)	3,611	(338)
(Decrease) / increase in provisions	1,441	(679)	1,441	(583)
<b>Net cash provided by / (used in) operating activities</b>	<b>74,472</b>	<b>39,273</b>	<b>74,602</b>	<b>39,337</b>

### Reconciliation of operating result after income tax to net cash flows from financing activities

(Decrease) / increase in borrowings	(3,653)	27,789	(3,653)	27,789
(Decrease) / increase in lease liabilities	(4,729)	(4,575)	(4,729)	(4,575)
<b>Net cash provided by / (used in) financing activities</b>	<b>(8,382)</b>	<b>23,214</b>	<b>(8,382)</b>	<b>23,214</b>

## Note 21 Financial risk management

The consolidated entity's activities expose the consolidated entity to a variety of financial risks, including: market risk, credit risk, and liquidity risk.

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.

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

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 21 Financial risk management (continued)

### (a) Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the 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.

#### (i) Foreign exchange risk (currency risk)

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.

#### (ii) Price risk

The consolidated entity has shareholdings in IDP Limited which is publicly traded exposing the University to price risk resulting from fluctuating and changing market prices.

#### (iii) Cash flow and fair value interest rate risk.

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.

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

The consolidated entity's current portfolio of borrowings consists of fixed and variable rate funding sourced through QTC and the Commonwealth Government. For interest rates applicable to each class of asset or liability refer to individual notes to the financial statements. For further details regarding interest rate risk refer to Note 21(c).

#### iv) Interest Rate Sensitivity Analysis

Interest rate sensitivity analysis evaluates the outcome on operating result or equity if interest rates would change by +/- 1 per cent from the year end rates applicable to the University's financial assets and liabilities. With all other variables held constant, the University would have a surplus and equity increase/ (decrease) of \$2m (2020: \$1 million).

### (b) Credit risk

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 subsidiaries.

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

#### Receivables

Credit risk is managed at group level subject to the consolidated entity's established policy, procedures and control relating to credit risk management. Credit quality of a customer is assessed based on individual credit limits. Outstanding receivables are regularly monitored.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity.

The consolidated entity evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and industries and operate in largely independent markets.

#### Investments

The consolidated entity has limited the majority of its exposure to credit risk by only investing in liquid securities with QTC or other Industry initiatives. The consolidated entity holds a limited number of shares carried at fair value.

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 21 Financial risk management (continued)

### (c) Liquidity risk

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'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.

The consolidated entity uses past trend analysis and commitments reporting to assist in monitoring cash flow requirements and optimising its cash return on investments. Typically, 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.

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

31 December 2021	Average interest rate	Fixed/Variable interest rate	1 Year or less	1 year to 5 years	Over 5 years	Non interest bearing	Total
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>							
Cash and cash equivalents	0.53	209,002	-	-	-	-	209,002
Receivables	-	-	-	-	-	34,616	34,616
Other financial assets	-	-	-	-	-	68,273	68,273
<b>Total financial assets</b>		<b>209,002</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>102,889</b>	<b>311,891</b>
<b>Financial Liabilities</b>							
Trade and other payables	-	-	-	-	-	13,403	13,403
Borrowings	2.27	-	8,637	34,740	79,603	-	122,980
Lease Liabilities	5.00	-	3,302	14,495	11,329	-	29,126
Contract liabilities	-	-	22,082	1,662	-	-	23,744
<b>Total financial liabilities</b>		<b>-</b>	<b>34,021</b>	<b>50,897</b>	<b>90,932</b>	<b>13,403</b>	<b>189,253</b>

31 December 2020	Average interest rate	Variable interest rate	1 Year or less	1 year to 5 years	Over 5 years	Non interest bearing	Total
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>							
Cash and cash equivalents	1.61	144,893	-	-	-	-	144,893
Receivables	-	-	-	-	-	8,925	8,925
Other financial assets	-	-	-	-	-	55,805	55,805
<b>Total financial assets</b>		<b>144,893</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>64,730</b>	<b>209,623</b>
<b>Financial Liabilities</b>							
Trade and other payables	-	-	-	-	-	11,194	11,194
Borrowings	2.97	-	4,896	44,392	76,713	-	126,001
Lease Liabilities	5.00	-	2,980	14,198	14,496	-	31,674
Contract liabilities	-	-	23,100	1,996	-	-	25,096
<b>Total financial liabilities</b>		<b>-</b>	<b>30,976</b>	<b>60,586</b>	<b>91,209</b>	<b>11,194</b>	<b>193,965</b>

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 22 Acquittal of Australian Government financial assistance 22a Education – CGS and Other Education Grants

	Parent entity (HEP) ONLY										TOTAL	
	Commonwealth Grant Scheme #1		Access and Participation Fund #2		National Priorities and Industry Linkage Fund		Disability Performance Funding #3		Indigenous Student Success Program #4		2021	2020
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	157,448	127,916	3,028	2,481	3,250	-	130	77	1,620	1,689	165,476	132,163
Net accrual adjustments	(2,523)	194	(514)	-	-	-	(29)	10	-	-	(3,066)	204
Revenue and income for the period	154,925	128,110	2,514	2,481	3,250	-	101	87	1,620	1,689	162,410	132,368
Surplus / (deficit) from previous year	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue and income including accrued revenue	154,925	128,110	2,514	2,481	3,250	-	101	87	1,620	1,689	162,410	132,366
Less expenses including accrued expenses	154,925	128,110	2,512	2,481	-	-	101	87	1,620	1,689	159,158	132,366
Surplus / (deficit) for reporting period	-	-	2	-	3,250	-	-	-	-	-	3,252	-

#1 Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading, Allocated Places, Non Designated Courses and CGS – Special Advances from Future Years and Transition Fund Loading

#2 Includes Higher Education Participation and Partnerships Program and Tertiary Access Program

#3 Disability Performance Funding includes Additional Support for Students

#4 Indigenous Student Success Program has replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017.

# Financial Statements

Notes to the financial statements

For the year ended 31 December 2021

**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	
				FEE-HELP		SA-HELP			
		2021	2020	2021	2020	2021	2020	2021	2020
Cash Payable / (Receivable) at beginning of year		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assistance received in Cash during the reporting period		2,417	149	15	(106)	-	304	2,432	347
Cash available for period		71,547	71,088	1,764	1,765	3,501	2,855	76,812	75,708
Revenue and income earned	2.1b	73,964	71,237	1,778	1,659	3,501	3,159	79,244	76,055
Cash Payable / (Receivable) at end of year		71,319	68,820	1,778	1,644	3,501	3,159	76,598	73,622
		2,645	2,417	-	15	-	-	2,645	2,432

# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 22 Acquittal of Australian Government financial assistance (continued)

### 22c Department of Education and Training Research

#### Parent entity (HEP) ONLY

	Note	Research Training Program		Research Support Program		TOTAL	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)		4,597	3,739	11,752	4,685	16,349	8,424
Net accrual adjustments		-	-	-	-	-	-
Revenue for the period	2.1c	4,597	3,739	11,752	4,685	16,349	8,424
Surplus / (deficit) from previous year		-	-	-	-	-	-
Total revenue including accrued revenue		4,597	3,739	11,752	4,685	16,349	8,424
Less expenses including accrued expenses		4,597	3,739	5,359	4,685	9,956	8,424
Surplus / (deficit) for reporting period <sup>#4</sup>		-	-	6,393	-	6,393	-

#4 Reported surplus for Research Block Grants is considered a request to the Secretary of the Australian Government Department of Education to be rolled over for future expenditure. No surpluses for 2021 are expected to be returned.

#### Total Higher Education Provider Research Training Program expenditure

	Total domestic students \$'000	Total overseas students \$'000
Research Training Program Fees offsets	1,620	118
Research Training Program Stipends	2,104	312
Research Training Program Allowances	413	30
<b>Total for all types of support</b>	<b>4,137</b>	<b>460</b>



# Financial Statements

Notes to the financial statements  
For the year ended 31 December 2021

## Note 22 Acquittal of Australian Government financial assistance (continued)

### 22d Australian Research Council Grants

		Parent Entity (HEP) ONLY					
		Discovery		Linkages		TOTAL	
Note		2021	2020	2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the program)	1,394	2,650	380	59	1,774	2,709
	Net accrual adjustments	97	(770)	47	43	144	(727)
2.1d	Revenue for the period	1,491	1,880	427	102	1,918	1,982
	Surplus / (deficit) from previous year	185	167	90	61	275	228
	Total revenue including accrued revenue	1,676	2,047	517	163	2,193	2,210
	Less expenses including accrued expenses	1,636	1,862	465	73	2,101	1,935
	Surplus / (deficit) for reporting period	40	185	52	90	92	275

### 22e OS – HELP

		Parent entity (HEP) ONLY	
Note		2021	2020
		\$'000	\$'000
	Cash received during the reporting period	-	1,598
	Cash spent during the reporting period	-	64
	Net cash received	-	1,534
	Cash surplus / (deficit) from previous period	1,976	442
10	Cash surplus / (deficit) for reporting period	1,976	1,976

### 22f Student Services and Amenities Fee

Note		2021	2020
		\$'000	\$'000
	Unspent / (overspent) revenue from previous period	1,647	1,282
2.1b	SA-HELP Revenue Earned	3,501	3,159
2.3	Student Services and Amenities Fees direct from Students	843	582
	Total revenue expendable in period	5,991	5,022
	Student Services expenses during period	(4,276)	(3,376)
	Unspent / (overspent) Student Services Revenue	1,715	1,647

# Financial Statements

## Statement of Certification

For the year ended 31 December 2021

We have prepared the annual financial statements pursuant to the provisions of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019*, the *Australian Charities and Not-for-profits Commissions Act 2012* 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 financial year ended 31 December 2021, and of the financial position as at 31 December 2021 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, Skills and Employment;
  - (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

21 February 2022

Professor Helen Bartlett  
Vice-Chancellor and President  
University of the Sunshine Coast

21 February 2022

Dr Scott Snyder  
Chief Operating Officer  
University of the Sunshine Coast

21 February 2022

# Financial Statements

Independent Auditor's Report  
For the year ended 31 December 2021

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 2021, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulation 2013 and Australian Accounting Standards.

The financial report comprises the statements of financial position as at 31 December 2021, 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 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 auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and 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 Auditing Standards.

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

# Financial Statements

Independent Auditor's Report  
For the year ended 31 December 2021

## 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.

### **Valuation of specialised buildings (\$395 million)—Note 8**

Key audit matter	How my audit addressed the key audit matter
<p>Buildings (consisting primarily of specialised buildings) were material to the University of the Sunshine Coast at balance date and were measured at fair value using the current replacement cost method that comprises:</p> <ul style="list-style-type: none"><li>• gross replacement cost, less</li><li>• accumulated depreciation.</li></ul> <p>The university performs comprehensive revaluation of all of its buildings every five years, or whenever a material variation is expected to have occurred, with desktop valuations conducted in the intervening period.</p> <p>In making these judgements, the university engaged an external valuation expert to perform a comprehensive valuation in 2019 for all buildings and in 2020 for a material building construction. Indexation has been applied for the remaining 2020 balances and in 2021.</p> <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 on-costs), expressed as a rate per unit (e.g., \$/square metre)</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></ul></li></ul> <p>The measurement of accumulated depreciation involved significant judgements for forecasting the remaining useful lives of building components. The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>My procedures included, but were not limited to:</p> <p>In a previous year when a comprehensive valuation was conducted:</p> <ul style="list-style-type: none"><li>• Assessing the competence, capability, and objectivity of the valuation specialist.</li><li>• Assessing the adequacy of management's review of the valuation process.</li><li>• Obtaining an understanding of the methodology used and assessing the design, integrity and appropriateness using common industry practices.</li><li>• On a sample basis, evaluating the relevance, completeness, and accuracy of source data used to derive unit rates for the:<ul style="list-style-type: none"><li>– modern substitute</li><li>– adjustment for excess quality or obsolescence.</li></ul></li></ul> <p>In the current year when indexation was applied:</p> <ul style="list-style-type: none"><li>• Evaluating the reasonableness of the indices used against other publicly available information about movements in values for replacement costs of similar assets.</li><li>• Assessing the ongoing reasonableness of the asset 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 lives</li><li>– reviewing assets with an inconsistent relationship between condition and remaining life.</li></ul></li><li>• Performing reasonableness tests to confirm depreciation is calculated in accordance with the university's accounting policies and industry standards.</li></ul>

# Financial Statements

Independent Auditor's Report  
For the year ended 31 December 2021

## Other information

Other information comprises the information included in the University of the Sunshine Coast's annual report for the year ended 31 December 2021 but does not include the financial report and my auditor's report thereon.

Those charged with governance are responsible for the other information.

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 or 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 other 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 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulation 2013 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. This is not done for the purpose of expressing an opinion on the effectiveness of the entity's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the group.

# Financial Statements

Independent Auditor's Report

For the year ended 31 December 2021

- 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.
- 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.

## Report on other legal and regulatory requirements

### Statement

In accordance with s.40 of the Auditor-General Act 2009, for the year ended 31 December 2021:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects

### Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.



Bhavik Deoji  
as delegate of the Auditor-General

23 February 2022

Queensland Audit Office  
Brisbane

# Glossary

<b>ACIAR</b> Australian Centre for International Agricultural Research	<b>EFTSL</b> Equivalent full-time student load
<b>AICD</b> Australian Institute of Company Directors	<b>ELM</b> Enterprise Learning Management
<b>ANU</b> Australian National University	<b>ERA</b> Excellence in Research for Australia
<b>ANZSOC</b> Australian and New Zealand Society of Criminology	<b>ESS</b> Employer Satisfaction Survey
<b>ARMC</b> Audit and Risk Management Committee	<b>FAICD</b> Fellow of the Australian Institute of Company Directors
<b>ATMC</b> Australian Technical and Management College	<b>FTE</b> Full-time employment (staff)
<b>CGS</b> Commonwealth Grant Scheme	<b>FWCI</b> Field-weighted citation impact
<b>CIDSEL</b> Centre for International Development, Social Entrepreneurship and Leadership	<b>GAICD</b> Graduate of the Australian Institute of Company Directors
<b>CMP</b> Carbon Management Plan	<b>HDR</b> Higher degree by research
<b>COVID-19</b> Novel Coronavirus Disease 2019	<b>HERDC</b> Higher Education Research Data Collection
<b>CRICOS</b> Commonwealth Register of Institutions and Courses for Overseas Students	<b>HR</b> Human Resources
<b>C-SALT</b> Centre for Support and Advancement of Learning and Teaching	<b>ICSC</b> Innovation Centre Sunshine Coast
<b>DIIS</b> Department of Industry, Innovation and Science	<b>ISSN</b> International Standard Serial Number
<b>DE</b> Department of Education	<b>JCU</b> James Cook University
<b>DVC(A)</b> Deputy Vice-Chancellor Academic	<b>KPI</b> Key Performance Indicator
<b>EA</b> Enterprise agreement	<b>LGA</b> Local Government Area
<b>ECM</b> Enterprise Content Management	<b>LGBTI</b> Lesbian, Gay, Bisexual, Transgender, and Intersex
	<b>MBA</b> Master of Business Administration

**MB-CRC**  
Marine Bioproducts Cooperative Research Centre

**MBUP**  
Moreton Bay University Precinct

**MOU**  
Memorandum of Understanding

**NBRF**  
Noosa Biosphere Reserve Foundation

**NIST**  
National Institute of standards and Technology

**NPILF**  
National Priorities and Industry Linkage Fund

**NTEU**  
National Tertiary Education Union

**PACC**  
Program and Course Committee

**PPR**  
Performance, Planning and Review (staff)

**PRC**  
Planning and Resources Committee

**PTSD**  
Post Traumatic Stress Disorder

**QAO**  
Queensland Audit Office

**QILT**  
Quality Indicators of Learning and Teaching

**QDSA**  
Queensland Defence Science Alliance

**QUT**  
Queensland University of Technology

**RBG**  
Research Block Grants

**RSP**  
Research Support Program

**RTI**  
Right to Information

**SAGE**  
Science in Australia Gender Equity

**SCHHS**  
Sunshine Coast Hospital and Health Service

**SCHI**  
Sunshine Coast Health Institute

**SCUH**  
Sunshine Coast University Hospital

**SDGs**  
Sustainable Development Goals

**SES**  
Socio-economic status

**TEQSA**  
Tertiary Education Quality and Standards Agency

**THE**  
Times Higher Education

**TEFMA**  
Tertiary Education Facilities Management Association

**UNSW**  
The University of New South Wales

**UQ**  
The University of Queensland

**USC**  
University of the Sunshine Coast

**USQ**  
University of Southern Queensland

**VCP**  
Vice-Chancellor and President

**WIL**  
Work Integrated Learning

**YTD**  
Year to date



# Index

Academic Board	29
Acknowledgement of Country	2
Basis of Authority	4
Committees	28-34
Audit and Risk Management	32
Honorary Awards	34
Planning and Resources	33
Controlled entities	36
External scrutiny	34
Financial performance	40-89
Index to USC financial statements	40
Freedom of speech attestation	37
Functions and powers	4
Governance	21
Human Rights Act	36
Information systems	39
Internal audit	36
Key five-year figures	5-6
Key performance indicators	9-20
Opportunity	9-10
Employability	11-12
Research impact	13-14
Engagement	15-17
Infrastructure	18-19
People and culture	20-21
Legislative compliance	1, 21-39
Copyright	1
Ethical standards	36
Information privacy	39
Right to information	39
Workforce diversity	38
Organisational structure	27
Operating environment	2-20
Outputs and performance measures (also see Key performance indicators)	9-20
Policy	30
Quality	35
Records management	39
Staff appointments (senior)	38
Statutory obligations	35-39
Strategic framework	4
University Council	21-23
University leadership	26-27
Vision statement	3
Workforce planning, attraction and retention	37
Workplace health and safety	37

## Campus locations

### USC SUNSHINE COAST

90 Sippy Downs Drive  
SIPPY DOWNS QLD 4556

### USC MORETON BAY

1 Moreton Parade  
PETRIE QLD 4502

### USC FRASER COAST

161 Old Maryborough Road  
HERVEY BAY QLD 4655

### USC GYMPIE

71 Cartwright Road  
GYMPIE QLD 4570

### USC CABOOLTURE

80 Tallon Street  
CABOOLTURE QLD 4510

### USC SOUTHBANK

52 Merivale Street  
SOUTH BRISBANE QLD 4101





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