Governance

University leadership (principal officers)

Vice-Chancellor and President

Professor Paul Thomas AM
BSc(Hons), DipEd *Wales*, MA *Lough.*, PhD *Qld.*, FACE, LRPS
University CEO, responsible to University Council for strategic development, organisational leadership and day-to-day operations of the University

Inaugural Vice-Chancellor of the University of the Sunshine Coast since it opened on 1 January 1996. Planning President of the University 1994-1996. Previous posts include Head of Education at Kelvin Grove Campus of BCAE (later Queensland University of Technology), then Campus Principal and Professor within QUT. Prior to arriving in Australia, held senior posts in British higher education. Awarded a Centenary Medal for services to higher education in 2002 and on Australia Day 2007 was honoured with an Order of Australia medal (AM) for services to higher education and the establishment of the University of the Sunshine Coast. A Fellow of the Australian College of Educators and a recipient of a Rotary International Paul Harris Fellowship. Extensive experience on major committees, with research, publication, teaching and consultancy interests in management and leadership.

In December 2009, Professor Thomas informed University Council that he would not seek an extension of his contract when it expires in December 2010. The recruitment process for a new Vice-Chancellor and President commenced in December 2009, with an appointment anticipated in mid-2010 and the term of office to commence in January 2011.

Deputy Vice-Chancellor

Professor Greg Hill
CertTeach, BA(Hons), PhD *Qld.*
Oversees the academic functions (learning, teaching and research) of the University, with responsibility for related support areas including Teaching and Research Services, Information Services, Student Administration and Student Services

Appointed Deputy Vice-Chancellor March 2005. Previously Foundation Professor of Tropical Environmental Science 1995-2004 and Dean 1997-2004, Charles Darwin University, establishing four University and national research centres. Reader in Geographical Sciences and Director of the ARC Key Centre in Land Information Studies 1979-1994, University of Queensland. Former Chair of Northern Territory Board of Studies. Former member of Kakadu National Park Research Advisory Committee.
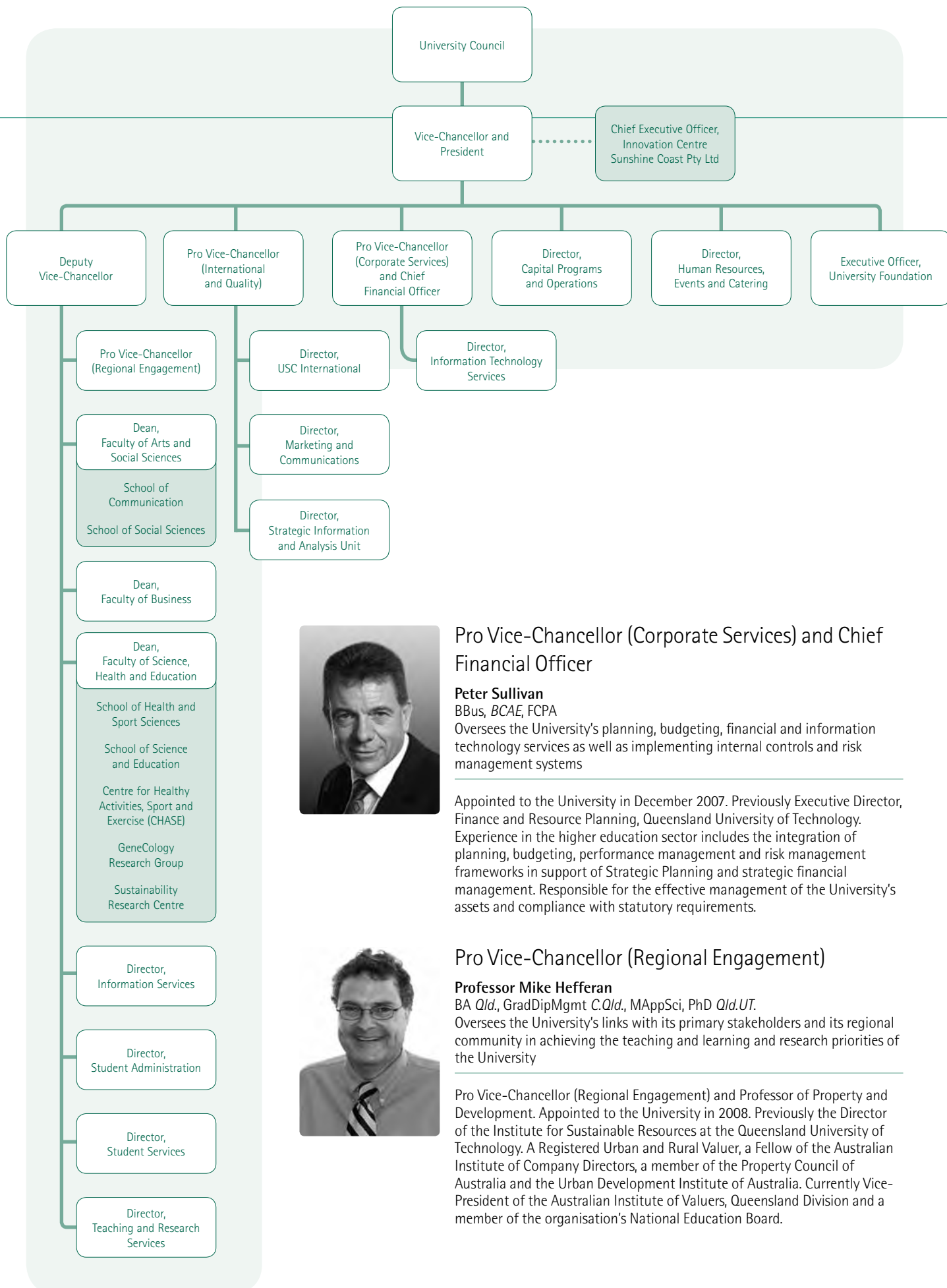
Pro Vice-Chancellor (International and Quality)

Professor Robert Elliot
BA(Hons) *NSW*, MA *La Trobe*, DipEd *Melb.*, PhD *Qld.*
Oversees, manages and advises on internationalisation, quality improvement, marketing and communication and the collection and analysis of strategic information

Pro Vice-Chancellor (International and Quality) and Professor of Philosophy. A member of University Council and Chairperson of the Internationalisation Advisory Committee and Web/Portal Application Support Group. A member of Academic Board and the Student Disciplinary and Student Grievance Appeals Committees. Former foundation Dean of Arts and subsequently Dean, Faculty of Arts and Social Sciences, University of the Sunshine Coast, from 1995 until 2005.

Organizational Chart

- **University Council**
  - **Vice-Chancellor and President**
    - ⋯ **Chief Executive Officer, Innovation Centre Sunshine Coast Pty Ltd**
    - **Deputy Vice-Chancellor**
      - Pro Vice-Chancellor (Regional Engagement)
      - Dean, Faculty of Arts and Social Sciences
        - School of Communication
        - School of Social Sciences
      - Dean, Faculty of Business
      - Dean, Faculty of Science, Health and Education
        - School of Health and Sport Sciences
        - School of Science and Education
        - Centre for Healthy Activities, Sport and Exercise (CHASE)
        - GeneCology Research Group
        - Sustainability Research Centre
      - Director, Information Services
      - Director, Student Administration
      - Director, Student Services
      - Director, Teaching and Research Services
    - **Pro Vice-Chancellor (International and Quality)**
      - Director, USC International
      - Director, Marketing and Communications
      - Director, Strategic Information and Analysis Unit
    - **Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer**
      - Director, Information Technology Services
    - **Director, Capital Programs and Operations**
    - **Director, Human Resources, Events and Catering**
    - **Executive Officer, University Foundation**

Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer

Peter Sullivan
BBus, *BCAE*, FCPA
Oversees the University's planning, budgeting, financial and information technology services as well as implementing internal controls and risk management systems

Appointed to the University in December 2007. Previously Executive Director, Finance and Resource Planning, Queensland University of Technology. Experience in the higher education sector includes the integration of planning, budgeting, performance management and risk management frameworks in support of Strategic Planning and strategic financial management. Responsible for the effective management of the University's assets and compliance with statutory requirements.

Pro Vice-Chancellor (Regional Engagement)

Professor Mike Hefferan
BA *Qld.*, GradDipMgmt *C.Qld.*, MAppSci, PhD *Qld.UT*.
Oversees the University's links with its primary stakeholders and its regional community in achieving the teaching and learning and research priorities of the University

Pro Vice-Chancellor (Regional Engagement) and Professor of Property and Development. Appointed to the University in 2008. Previously the Director of the Institute for Sustainable Resources at the Queensland University of Technology. A Registered Urban and Rural Valuer, a Fellow of the Australian Institute of Company Directors, a member of the Property Council of Australia and the Urban Development Institute of Australia. Currently Vice-President of the Australian Institute of Valuers, Queensland Division and a member of the organisation's National Education Board.

University Council (governing body)

Under the *University of the Sunshine Coast Act 1998*, the University is governed by an 18-member University Council representing University and community interests.

University Council has the power to manage and control University affairs, property and finances, and appoint University staff. Where allowed under the Act, University Council may delegate 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 University Council met six times in 2009.

University Council leadership

Chancellor

John M Dobson OAM
Leads the University Council and presides at Council meetings

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

Deputy Chancellor

Mr Tim Fairfax AM, FAICD
Acts as Chancellor in the absence of the Chancellor or when the office of Chancellor is vacant

Re-elected Deputy Chancellor for a second term from 7 April 2006 to 8 December 2009. Member of the University Council since 1 July 1996. Businessman and philanthropist. Chair, University of the Sunshine Coast Foundation. Director, Vincent Fairfax Family Foundation, and a Director, Foundation for Rural and Regional Renewal. Trustee, Queensland Art Gallery. President, Queensland Art Gallery Foundation. Deputy Chair, National Portrait Gallery. Chair, Salvation Army Brisbane Advisory Board. Patron, AMA Queensland Foundation. Member, Council of Philanthropy Australia. Business interests include Director of Marinya Media Pty Ltd and Cambooya Pty Ltd.

In November 2009, Mr Fairfax informed University Council that he would conclude his service to the University at the end of the University Council term on 8 December 2009. The appointment of a new Deputy Chancellor is anticipated in early 2010.

University Council membership

University Council comprises three official members, six appointed members, five elected members and four additional members.

2009 was the final year of the fifth University Council. This Council's four-year term of office began on 9 December 2005 and concluded on 8 December 2009. The term of office for student members of Council is two years, with the term concluding on 8 December 2009.

University Council membership for 2009 was as follows:

		Term concluding 8 December 2009	Term commencing 9 December 2009
Chancellor	▶	John M Dobson OAM	John M Dobson OAM
Deputy Chancellor	▶	Mr Tim Fairfax AM, FAICD	A Deputy Chancellor will be appointed in early 2010
Vice-Chancellor and President	▶	Professor Paul Thomas AM, BSc(Hons), DipEd *Wales*, MA *Lough.*, PhD *Qld.*, FACE, LRPS	Professor Paul Thomas AM, BSc(Hons), DipEd *Wales*, MA *Lough.*, PhD *Qld.*, FACE, LRPS
Chairperson of the Academic Board	▶	Professor Greg Hill, CertTeach, BA(Hons), PhD *Qld.* (Deputy Vice-Chancellor)	Professor Greg Hill, CertTeach, BA(Hons), PhD *Qld.* (Deputy Vice-Chancellor)
Six members appointed by the Governor-in-Council	▶	Mr Tim Fairfax AM, FAICD Dr Suzanne Innes, BA(Hons), BEdSt *Qld.*, GradCertTESOL *NE*, MSchM EdD *C.Qld.* (from 4 April 2008) Ms Julie-Anne Mee, BBus *CIAE*, MAdmin *Griff.*, FCPA Dr Keith Steele, BAgrSc, MAgrSc(Hons) *Massey*, D Phil *Waikato* (to 21 May 2009) Mr Michael Williams One position remained unfilled	Dr Suzanne Innes, BA(Hons), BEdSt *Qld.*, GradCertTESOL *NE*, MSchM EdD *C.Qld.* Mr David Jeffries, BCom *Qld.*, FCA, FAICD, FFin Mr Paul Lunn, BBus *S.Qld.*, FCPA, CA Affil. Ms Julie-Anne Mee, BBus *CIAE*, MAdmin *Griff.*, FCPA Mr Michael Williams Ms Jacquelyn Wright, BBus(Comp) *NTU*, Master of Computing Studies *Deakin*, GDipEd(Adult) *S.Aust.*, GDipEd(Primary) *NTU*
Two members of the University's academic staff	▶	Professor Robert Elliot, BA(Hons) *NSW*, MA *La Trobe*, DipEd *Melb.*, PhD *Qld.* Associate Professor Julie Matthews BA(Hons) *Brookes*, PGCE *Leic.*, PhD *S.Aust.*	Professor Rod Simpson, BSc(Hons), PhD *Qld.* Dr Donna Weeks, BA(Hons) *Griff.*, MIRAP *Qld.*, GradCertArtsEntMgt *Deakin*, PhD *Qld.*
One member of the University's full-time general staff	▶	Mr Keith Cunnington (to 27 April 2009) Ms Louise Ryan, BA *Melb*, GradDipBusAdmin *QIT* (from 4 June 2009)	Mr Bruce Williams, BA(Hons) *Sunshine Coast*
Two members of the student body	▶	Ms Julie Norton, BSc(Hons), GradDipDiet *Deakin*, CertDiabetesEducation *Curtin* (from 25 February 2009) Ms Elyse Wohling	Ms Fiona Finnegan Ms Samantha Hawthorne
Four additional members	▶	Mr Scott Forsdike, BBus *Sunshine Coast* Mr Phillip Harding Mr David Jeffries, BCom *Qld.*, FCA, FAICD, FFin Mr Paul Lunn, BBus *S.Qld.*, FCPA, CA Affil.	Four additional members will be appointed in early 2010

University Council decisions in 2009

- Approved the Advancing the Teaching-Research Nexus Statement
- Approved the creation of a new fractional (50%) position of Pro Vice-Chancellor (Regional Engagement)
- Approved the retitling of the position of Chief Financial Officer to Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer
- Approved the April and August re-forecasts of the University's Operating and Capital Budgets
- Approved a draft Strategic Asset Management Plan 2010-2014
- Approved the 2010-2012 University Triennial Budget
- Noted the results of the University Climate Survey undertaken in 2008, and the proposed recommendations and actions of the University in response to those results
- Noted Corporate Performance Reports against the KPIs from March, May, July, September and November 2009
- Noted the 2009 October Outcomes Report of the University Operating and Capital Budgets
- Noted the Innovation Centre Sunshine Coast Pty Ltd financial reports as at 31 October 2009, together with an ICSC Pty Ltd 2010 Budget and Business Plan and Statement of Governance Principles
- Approved amendments to the composition and terms of reference of the Academic Board as recommended by the Academic Board
- Approved the University Reconciliation Action Plan
- Approved a revised Internal Audit Charter
- Approved the rescinding and replacement of the Academic Rules with Institutional Operating Policies that will be approved by the Academic Board
- Approved amendments to the Rules for some postgraduate programs
- Approved accreditation of the:
  Master of Regional Planning by Research
- Approved discontinuation of the:
  Master of Information Technology with final admissions in the second semester of 2009
  Doctor of Business Administration, with final admissions in the second semester of 2011
- Undertook an end-of-term assessment of Council's performance by way of a survey of out-going Councillors

New policies

University Council approved the following new policies:

- Coursework Programs and Awards – Governing Policy
- Doctoral Degrees – Governing Policy
- Information Privacy – Institutional Operating Policy
- Learning and Teaching – Governing Policy
- Library Collection Development – Institutional Operating Policy
- Research Masters Degrees – Governing Policy
- Right to Information – Institutional Operating Policy
- Student Academic Integrity – Governing Policy
- Sustainability – Governing Policy

Amended policies

University Council approved amendments to the following policies:

- Academic Dress Policy
- Catering Policy
- Children on Campus Policy
- Election of Council Members Policy
- Evaluation and Improvement of Teaching Policy
- Hire of University Facilities Policy
- Information and Communication Technology (ICT) Security – Institutional Operating Policy
- Liquor Use Policy
- Performance Planning and Review (PPR) Policy
- Policy for Students with a Disability
- Policy for the Establishment and Operation of Controlled Entities
- Program Accreditation and Course Approval Policy
- Program Review and Course Evaluation Policy
- Quality – Governing and Institutional Operating Policy
- Smoking – Institutional Operating Policy
- Student Conduct and Discipline – Governing Policy
- Student Grievances and Appeals – Governing Policy
- University Governance Framework – Governing Policy
- University Health and Safety – Governing Policy
- University Planning Framework – Governing and Institutional Operating Policy
- Workplace Rehabilitation – Institutional Operating Policy

Rescinded policies

University Council rescinded approval for the following policies:

- Aboriginal and Torres Strait Islander Admission Policy
  incorporated into new academic policies

- Environment Policy
  replaced by the Sustainability – Governing Policy

- Freedom of Information Policy
  replaced by the Right to Information – Institutional Operating Policy

- Library Resources and Intellectual Freedom Policy
  *obsolete following the approval of Library Collection Development –
  Institutional Operating Policy*

- Policy for Determination of the Academic Year
  no longer appropriate

- Policy for the Giving and Receipt of Gifts and Benefits in relation to
  Officers and Employees of the University
  *to be replaced with two new institutional operating policies to be
  approved by the Vice-Chancellor under the current policy framework*

- Rules relating to Masters by Research degrees and Philosophy and
  Creative Arts doctoral degrees
  *following the approval of the Doctoral Degrees and Research Masters
  Degrees governing policies*

- Student Academic Integrity and Plagiarism Policy
  obsolete following the approval of new academic policies

In several instances, University Council approved designation of an existing policy as an Institutional Operating Policy under the University's policy framework. In these cases, council delegated authority to either the Vice-Chancellor or to the Academic Board as appropriate, to approve amendments, replacements or discontinuations in relation to those policies in future, consistent with the policy framework.
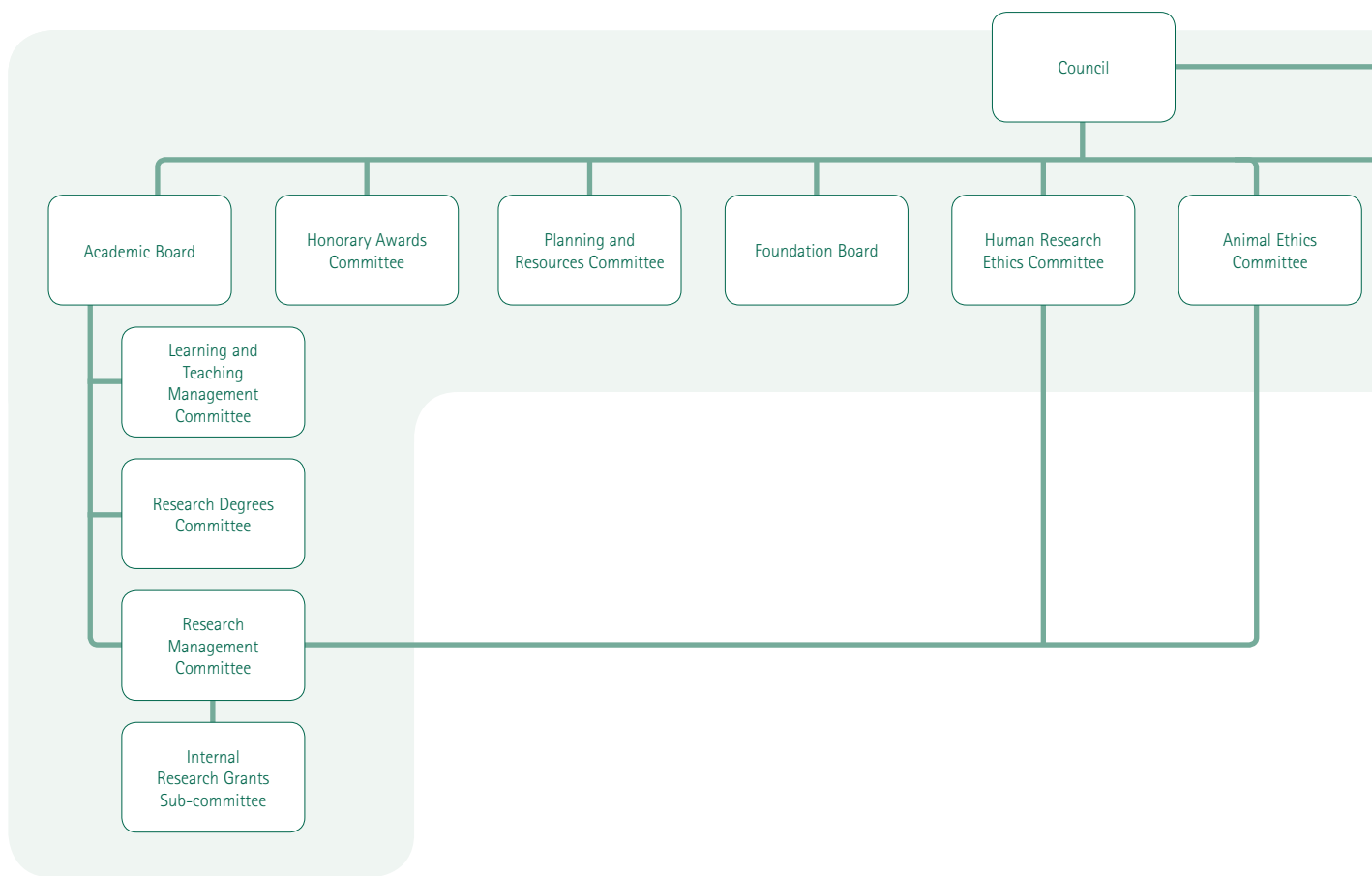
The following policies are in the approval cycle, as at 30 November 2009:

- Australian Learning and Teaching Council Grants – Institutional
  Operating Policy

- Bachelor Honours Programs – Institutional Operating Policy

- Coursework Programs and Awards – Governing Policy

- Grades and Grade Point Average – Institutional Operating Policy

- Learning and Teaching – Governing Policy

- Postgraduate Programs and Awards – Institutional Operating Policy

- Undergraduate Programs and Awards – Institutional Operating Policy

The following policies are in development, as at 30 November 2009:

- Australian Learning and Teaching Council Awards – Institutional
  Operating Policy

- Evaluation and Improvement of Teaching and Courses – Institutional
  Operating Policy

- Learning and Teaching Grants Scheme – Institutional Operating Policy

- Program Review and Course Evaluation – Institutional Operating Policy

University committees

Council

Academic Board | Honorary Awards Committee | Planning and Resources Committee | Foundation Board | Human Research Ethics Committee | Animal Ethics Committee

Learning and Teaching Management Committee

Research Degrees Committee

Research Management Committee

Internal Research Grants Sub-committee

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. Chaired by the Deputy Vice-Chancellor, its 29 members include:

- Pro Vice-Chancellor (International and Quality);
- Pro Vice-Chancellor (Regional Engagement);
- faculty deans;
- chairs of Academic Board committees;
- heads of schools;
- academic staff;
- students;
- non-USC members; and
- other senior University staff.

The role of Academic Board is to:
- advise University Council on teaching, scholarship and research matters concerning the University;
- formulate proposals for academic policies of the University;
- monitor the academic activities of the University's faculties; and
- promote and encourage scholarship and research at the University.

The terms of reference of Academic Board were amended in 2009 as follows:
- authority to Academic Board was given to approve the discontinuation of award programs;

- the provision for Academic Board to reaccredit existing programs was removed for consistency, with revisions made to the Program Accreditation and Course Approval policy; and
- the determination of the acceptance of scholarships, bursaries and prizes above the value of $5,000 per award was raised to $15,000 for consistency with relevant policy.
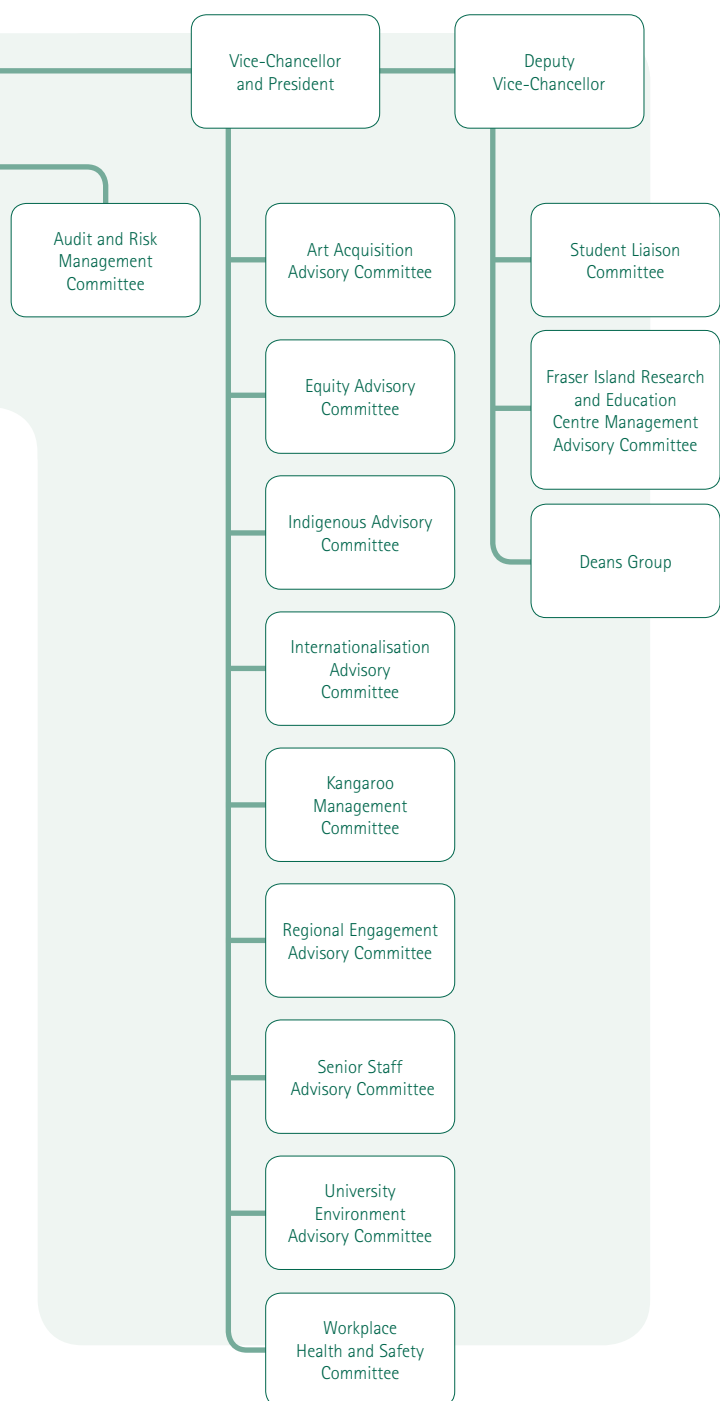
Academic Board decisions in 2009

In 2009 an Evaluative Review of the Academic Board and its Standing Committees was undertaken. The report from the review panel was received in October 2009. Academic Board established a working group to evaluate the recommendations and present options for the consideration of the board early in 2010.

Academic Board also received reports from the 2008 review of Information Services and the 2009 reviews of Information Technology Services and Student Administrative Processes and Practices. Progress reports on implementation plans arising from reviews were also received.

Policy and procedure developments in 2009 included:
- approval of Specifications for the Presentation of Higher Degree by Research Theses
- revision of the classification of Majors and Minors
- approval of a Work Integrated Learning policy
- approval of a Student Academic Misconduct policy and development of related procedures
- approval of a Grades and Grade Point Average policy

Vice-Chancellor and President

Deputy Vice-Chancellor

Audit and Risk Management Committee

Art Acquisition Advisory Committee

Student Liaison Committee

Equity Advisory Committee

Fraser Island Research and Education Centre Management Advisory Committee

Indigenous Advisory Committee

Deans Group

Internationalisation Advisory Committee

Kangaroo Management Committee

Regional Engagement Advisory Committee

Senior Staff Advisory Committee

University Environment Advisory Committee

Workplace Health and Safety Committee

■ approval of policies to replace Academic Rules:
    Admissions
    Enrolments
    Graduation
    Academic Progress and Exclusion

■ recommendation of a Research Master Degrees policy to Council

■ recommendation of a Doctoral Degrees policy to Council

■ recommendation of a Student Academic Integrity policy to Council

■ recommendation of a Learning and Teaching policy, incorporating revised graduate attributes, to Council

■ recommendation of a Coursework Programs and Awards policy to Council

Academic Board accredited the following programs in 2009, to be offered in 2010:

ED302	Bachelor of Education (Primary)
SC303	Bachelor of Science – part of double degree with SC403
SC403	Bachelor of Science (Honours) – part of double degree with SC303
SC383	Bachelor of Civil Engineering
AR505	Graduate Certificate in Arts
AR605	Graduate Diploma in Arts
BU344	Bachelor of Property Economics and Development
BU782	Master of International Business

Academic Board approved the discontinuation of the following programs:

AE303	Bachelor of Education/Bachelor of Arts (Special Education and Psychology) *difficult to meet dual professional accreditation requirements*
AR381	Bachelor of Regional and Urban Planning – three-year *superseded by the accreditation of the four-year Bachelor of Regional and Urban Planning*
BU311	Bachelor of Business (Accounting) *replaced by Bachelor of Commerce (Accounting)*
BU343	Bachelor of Business (Property and Asset Management) *replaced by Bachelor of Property Economics and Development*
BU391	Bachelor of Business (Financial Planning) *replaced by Bachelor of Commerce (Financial Planning)*
BU521	Graduate Certificate in Information Systems *insufficient student demand*
BU581	Graduate Certificate in International Business *discontinuation required for introduction of new Master of International Business*
BU621	Graduate Diploma in Information Systems *insufficient student demand*
BU681	Graduate Diploma in International Business *discontinuation required for introduction of new Master of International Business*
BU781	Master of International Business *replaced by new Master of International Business*
BU802	Master of Information Technology *insufficient student demand*
BU921	Doctor of Business Administration *program consisted of a major thesis with no coursework component, thereby duplicating the Doctor of Philosophy*
SC381	Bachelor of Engineering (Water and Sustainable Resource Management) *replaced by Bachelor of Civil Engineering*
SC382	Bachelor of Engineering (Construction Management) *replaced by Bachelor of Civil Engineering*
SC503	Graduate Certificate in Wetlands Management *insufficient student demand*

Academic Board also recommended to University Council the accreditation of one program, the Master of Regional Planning by Research, requiring council accreditation.

Also in 2009, Academic Board approved more than 66 new courses to be made available within accredited programs; the discontinuation of 85 courses; and several changes to programs, including adjustments to majors and minors, and to component courses.

Planning and Resources Committee

In 2009 the Chancellor chaired the seven-member Planning and Resources Committee (PRC). Members include the Deputy Chancellor, Vice-Chancellor and President, one Dean or Director nominated by the Vice-Chancellor and appointed by University Council, and three external members with specific expertise in strategic financial management and planning (at least one of whom must be a University councillor). The Deputy Vice-Chancellor and Chief Financial Officer attend meetings and have participating (but not voting) rights.

The PRC met five times in 2009. Discussion focused on financial matters, budget reports, reports from the University's controlled entity (Innovation Centre Sunshine Coast Pty Ltd), planning matters, staffing matters, capital projects, and a PRC self-assessment.

Recommendations to University Council related to:

- amendment of the PRC's composition and terms of reference;
- progress towards the key performance indicators within the University's Strategic Plan;
- the Strategic Asset Management Plan 2010-2014;
- appointments to the Board of Directors of the University's controlled entity;
- the format of the University's annual reports;
- policy matters; and
- the University's Triennial Budget 2010-2012.

Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) has the responsibility to:

- assess and contribute to the audit planning process relating to identification of risks and threats to the University, taking into account the financial and operational environment and its performance management framework;
- assess and enhance the University's governance of its internal control systems, risk management and internal audit activities; and
- oversee and appraise the University's financial reporting through the internal and external audit functions.

Membership includes at least four and not more than six people external to the University, including at least two University Council members. 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. Membership is approved by University Council for a period of not more than three years.

The Audit and Risk Management Committee observed the terms of its charter and had due regard to Queensland Treasury's *Audit Committee Guidelines*. The ARMC met four times in 2009. Members reviewed the composition and terms of reference of the committee, considered the University's response to the threat of a pandemic, assessed reports on risk management and internal and external audit matters, plus reviewed draft policies concerning the Giving and Receipt of Gifts and Benefits in relation to officers and employees of the University. The ARMC also conducted the committee's annual self-evaluation.

Recommendations to University Council related to:

- the University's draft 2008 Annual Financial Statements; and
- approval for, or amendment of, relevant policies.

Honorary Awards Committee

The Chancellor chairs the six-member Honorary Awards Committee, which seeks, considers and recommends to University Council nominations for honorary awards, in accordance with the University's Honorary Awards – Governing Policy. Membership comprises the Chancellor, Vice-Chancellor and President, Deputy Vice-Chancellor and three University Council members. The committee met formally on one occasion in 2009 to consider honorary awards for 2010. Outcomes in 2009 included the award of two Honorary Senior Fellowships—to Ken Hinds, for his services to art on the Sunshine Coast, and to John Lockhart, for his services to education on the Sunshine Coast.

Foundation Board

The Foundation Board provides consultation and advice to the University Foundation, USC's fundraising and alumni relations arm. Foundation Board members include the Vice-Chancellor and President, two University Council members, and representatives of the Sunshine Coast community.

Foundation Board met five times in 2009 to consider:

- amendment of the Constitution of the University Foundation;
- completion of the Building Excellence Campaign;
- general fundraising matters;
- the role of University Foundation Patrons;
- relevant policy matters;
- an update on progress against the Foundation Strategic Plan; and
- matters concerning the alumni relations program.

At the last meeting of the year, members of the Foundation Board paid tribute to Mr Tim Fairfax AM, Chairperson of the Board since its establishment in 1997. Mr Fairfax's terms on both University Council and Foundation Board concluded in December 2009.

Monitoring quality

The University conducts internal audits within the relevant terms of reference and has due regard to Queensland Treasury's *Audit Committee Guidelines*. The University monitors overall quality through a system of reports against performance indicators and planned targets, and scheduled regular reviews and internal audits of performance. The latter often include input from external sources.

The University 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 functional plans such as those supporting learning and teaching, research and research training, and internationalisation.

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

In response to the report on the University's first quality audit by the Australian Universities Quality Agency (AUQA),released in 2007, an Action Plan to address matters identified in the report was developed. Monitoring of implementation of the planned actions, with associated updates of progress reports in achieving the plan, continued throughout 2008 and 2009.

In 2009, reviews were conducted for the following operational areas of the University:

- Information Technology Services
- Strategic Information and Analysis Unit
- Academic Board and its Standing Committees
- Student Administrative Processes and Practices

The quality system is published online at www.usc.edu.au/quality

Controlled entities

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

Innovation Centre

The University established the Innovation Centre Sunshine Coast Pty Ltd (ICSC) on 26 October 2000, under the University of the Sunshine Coast Act 1998 Part 2(6). The Chief Executive Officer of Innovation Centre Sunshine Coast (ICSC) Pty Ltd reports directly to the Vice-Chancellor, who is Chair of the Board of ICSC Pty Ltd.

The company's mission is to support the start-up and growth of knowledge-based businesses and to promote beneficial interaction between these businesses and the University.

ICSC operates a major office facility on the edge of campus. This includes an award-winning Business Incubator, aimed at start-up companies, and a Business Accelerator aimed at more established businesses and professional service firms.

The IC Business Incubator and Accelerator are the first two phases in the development of the Business and Technology Precinct at Sippy Downs which has the long term potential to provide employment for 8,000-plus knowledge workers.

ICSC is working closely with public and private stakeholders in advancing plans for the development of the Sippy Downs Town Centre, particularly the Business and Technology Precinct.

To date, the Innovation Centre has supported the start-up and growth of more than 55 businesses, principally in the digital, clean-tech and creative industry sectors.

Activities in 2009

- In February 2009, the Innovation Centre supported the Faculty of Business in the launch of a Minor in Entrepreneurship—this consists of four courses enabling students to build the skills and attitudes necessary to gain an entrepreneurial approach to business.
- The Innovation Centre continued to build its UniConnect program which promotes beneficial relationships between the University and Innovation Centre companies. Strong progress was made through the appointment of a Student Ambassador who identified and promoted opportunities for work experience, student project groups and internships within Innovation Centre companies.
- The Innovation Centre secured the support of Westpac as sponsor of the Enterprise Tuesday and Boardroom Briefing series for 2009-2011. Around 365 people attended these business development and networking events in 2009.
- The second annual 'Digital Futures' course was held in September 2009 and attracted 52 delegates, including six USC students who gained award places.
- The establishment of the Innovation Centre was included as a case study in the Partnerships @ Work publication, released by the Business/Higher Education Round Table in October. The University was one of 12 case studies selected from around the country.
- At the end of 2009, the Innovation Centre was providing an office base to 30 knowledge-based businesses. The majority of these have benefited from engagement with the University through student projects, internships, graduate recruitment, input to teaching and curriculum, and research collaborations.

The Innovation Centre maintains an online presence at www.innovation-centre.com.au