

MANAGEMENT AND RESOURCES

Developed with environmental sensitivity, the University of the Sunshine Coast continues to serve as a development exemplar, enjoyed by staff, students and the public.

The objectives

- Achieve economies of scale through growth.
- Progress the Sippy Downs Urban Design Master Plan, with particular focus on the small business incubator and technology park on, or adjacent to, the University.
- Review the Campus Master Plan to maximise physical flexibility to respond to opportunities as they arise.
- Link the triennial University budget and strategic priorities in a way that enhances long-term planning without compromising the need for change and flexibility.
- Monitor the viability of study centres of the University in strategic locations at a distance from the main campus with flexible modes of access and delivery.
- Implement the University Environmental Management Plan, ensuring the campus is developed in ways that minimise an adverse impact on the natural environment

and nearby Mooloolah River National Park.

- Promote environmentally significant course- and campus-related initiatives.
- Provide work conditions and salaries that are sectorally competitive.
- Extend the commercialisation of the University's physical and human resources.
- Enhance the performance and work satisfaction of staff through staff development opportunities.
- Build on the high standards of teachers and researchers by raising the level of support for outstanding staff.
- Ensure that incentives are available to stimulate innovation and entrepreneurialism.

The achievements

Campus developments

- The ongoing construction of the Information and Communications Technology (ICT) Building as the centrepiece of the University's Stage V development became the principal focus of the University's growth during 2003. The new building will enable the University to continue with its strategy of web education

development, provide for additional computer laboratories, allow for dedicated postgraduate research areas, and create a data control centre. This will allow the existing computer control room, located in the Library, to become a backup for the University's network.

- Several changes were made to the original plans for the ICT Building during 2003. An extra floor was added to accommodate Education Queensland's needs for a dedicated information and technology centre that will be located on the third floor.
- To accommodate additional growth in the University's international activities, the fifth floor of the ICT Building, originally designed as a shell and core floor, was re-designed for occupation in February 2004, along with Level One to accommodate the International Relations, ELICOS and English Language Centre operations.
- The University's multi-award winning Library was included in a new book featuring 100 spectacular new libraries from around the world. Only two Australian libraries were selected and the University's Library, which was completed in 1997 at a cost of \$6.4 million, is the sole Australian university library to have been featured.

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Environmental initiatives

The University maintains its interest in, and sensitivity towards, the environment in a number of ways:

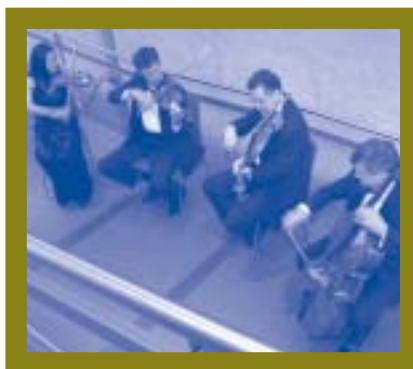
- The University Environmental Management Plan has become part of the Campus Master Plan.
- The University was the first in Queensland to sign the international Talloires Declaration, pledging support of environmental initiatives and sustainability around the campus and surrounding community.
- Work continues on the expansion of the campus's stormwater management system of lakes and dams to protect the national park's waterways neighbouring the campus.
- Wildlife friendly outcomes for the Claymore Road development adjoining the University's campus were accepted and have been incorporated into the project.
- Expenditure levels on energy consumption and building operations have been maintained at 65 percent of the national average for the sector.

Public use of University facilities

- Hiring and usage of the University's facilities by community organisations continued to grow in 2003, providing enhanced commercial and revenue-generating opportunities for the University. The Innovation Centre was regularly used as a venue for a variety of large-scale functions such as school graduations, church services, gala balls and charity dinners.

Information resources

- Information technology continued to develop in 2003 in line with strategic plans. An ICT capability review held during the year led to the establishment of an autonomous information technology division and the appointment of a new Director. The University received a five star



*The Australian String Quartet.
2 June Innovation Centre*

rating for electronic support for students in the *Good Universities Guide 2004* edition. The rating reflected computer and software upgrades in student computer laboratories across campus.

- There were more than 403,000 visits to the University's website <www.usc.edu.au> in 2003, an increase of 50 percent on the previous year. The website redevelopment neared completion in 2003 with the selection of a web content management system, the development of a new design and the creation of a new site structure.
- There were 117,500 visits to the University's Online Access and Registration (SOLAR) website (more than double the previous year's visits) with online tutorial enrolments being extended to all courses in Semester 1, 2003.
- New learning management and learning content management systems were implemented early in the year and will be extended to further courses in 2004.

Monitoring systems

- The University has a number of significant systems in place to administer its core functions. Administrative systems include the PeopleSoft products for Finance,

Human Resources and Student Administration. An upgrade to the Finance system commenced late in the year and is due to be available in early 2004. From these systems, the majority of information and reports are generated to monitor and report on performance. This is in accordance with both the University's needs and also the Statutory reporting requirements of the State of Queensland and at Federal level, the Department of Education Science and Training.

- Other significant systems are those which support the teaching and learning functions, such as the Blackboard learning management system, the research management system and the international management system.
- For managing networks, communications and data, a range of products are used, primarily sourced from Cisco, Microsoft and Novell.

Quality assurance

- The University's Quality Assurance Working Party (QAWP) was established in 2001 to address the needs of the audit program specified by the Australian Universities Quality Agency (AUQA), and a draft Quality Policy was prepared for Council consideration in 2003.
- The University conducted a trial audit during August 2003 as an element in its preparation for an audit by the AUQA expected in 2005. The trial audit was intended to serve a formative function in the preparation of the portfolio for 2005. Its outcomes are also expected to assist in the further development of the University's quality system, and in acquainting staff with relevant audit processes.
- The trial audit team consisted of Professor Sue Johnston (University of Tasmania), Professor Graham Webb (Monash University) and Emeritus Professor Gus Guthrie (a member of the University of the Sunshine Coast's Council).

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Risk management

- The University's Planning and Resources Committee includes in its terms of reference the functions of an audit committee, and as such, has the role of advising University Council in relation to risk management. The risk management framework is contained in Risk Management Policy and Guidelines that were approved by Council in November 2002.
- The major risk management activity undertaken during 2003 included raising awareness of Risk Management processes and techniques and in ensuring all business activities were carefully analysed.

Staff developments

- At March 31 2003, the Commonwealth Department of Education, Science and Training (DEST) reporting date, the University employed the full-time equivalent (FTE) of 289 staff on a full-time and fractional full-time basis, a 14 percent increase from 2002. Teaching and Research (T&R) staff, excluding casuals, totalled 96, a 12 percent increase from 2002. Approximately 50 staff were employed on a casual basis.
- A total of ten applications were received for the 2003 T&R promotion round, with applications being received from seven males and three females. Five applicants were successful, with two female and three males being promoted.
- A total of four applications (two male and two female) were received for the first APT promotion round, with one female applicant successfully promoted.

Professional Development Program

- Applications from 11 T&R staff (five female and six male) were received with nine applicants (five female and four male) being successful. Two applications (one male and one female) were received from APT staff, with one successful male applicant.



The University's Indigenous Officer, Brendan Powell.

Equal Opportunity

- The University's annual report to the Equal Opportunity for Women in the Workplace Agency successfully met all compliance requirements.

Discrimination and Harassment

- Following extensive consultations with staff, the University implemented a revised Discrimination and Harassment Policy and Procedures, which included the appointment and training of Support Officers across the University.

Indigenous Employment and Participation Strategy

- An Indigenous Employment and Participation Strategy was approved following extensive consultations. The strategy supports the advancement of Indigenous Australians by fostering and increasing the employment and participation of Indigenous Australians at all levels of work.

Performance Planning and Review

- The development of Performance Planning and Review (PPR) procedures was completed and PPR was implemented with a comprehensive training program conducted throughout 2003. All full-time and part-time staff commenced the PPR process in 2003, including all senior staff.

Staff Development and Training

- Between February and 31 October 2003, there were 579 attendances in 20 different staff development and training activities coordinated by Human Resources. These activities included:
 - PPR
 - Indigenous Cultural Awareness
 - Privacy Legislation
 - Writing for the Web
 - Excel
 - PowerPoint
 - Valuing Diversity
 - AV-CC and AGSM Programs

Enterprise Bargaining

- Negotiations commenced for the third University of the Sunshine Coast Enterprise Bargaining Agreement and will continue in 2004.

Policy Development

- The University reviewed and/or developed policies and procedures for:
 - Discrimination and Harassment
 - Equal Opportunity
 - Recruitment and Selection
 - Workplace Rehabilitation
 - Professional Development Program
 - Indigenous Employment and Participation Strategy

The Workplace Reform Program

- The University was successful in applying for the second round funding available from the Federal Government for a grant under the Workplace Reform Program for salary supplementation.

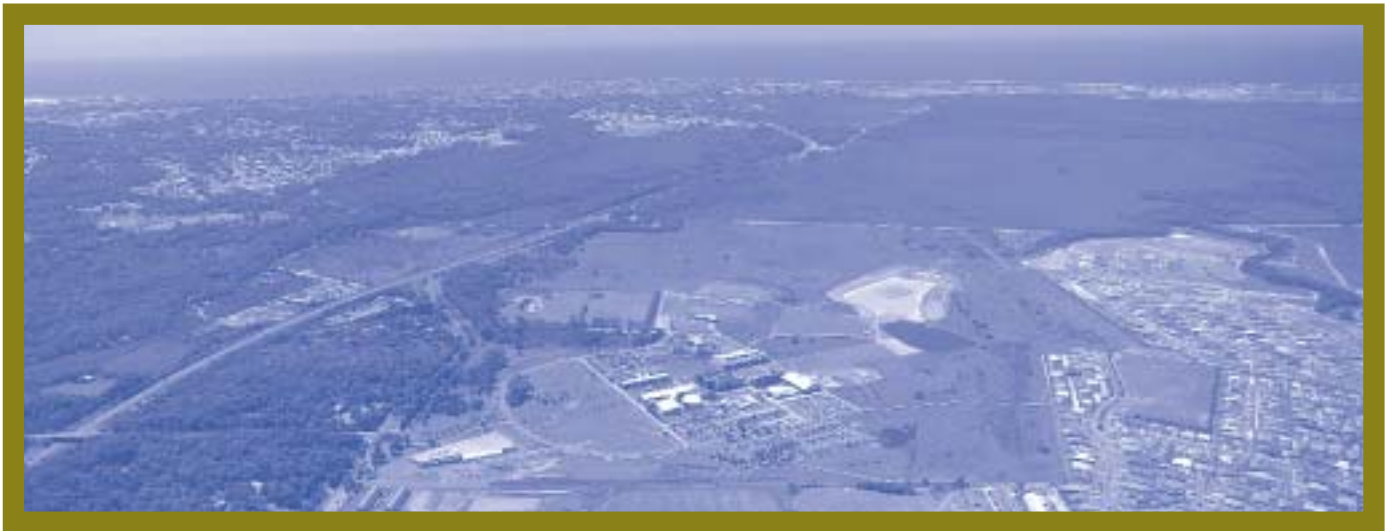
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The future

Management and Resources plans for 2004 include:

- Complete construction of the Information and Communications Technology (ICT) Building and the new Gallery.
- Finalise leasing arrangements for the Dilli Village facility on Fraser Island and preparing the site for occupation.
- Examine possible approaches to funding of Stage VI under the Capital Development Pool.
- Finalise the upgrade to the PeopleSoft Finance system, including interfaces for Events and Catering and the English Language Centre student system.

- Extend online delivery of courses via Blackboard to the undergraduate program.
- Review available Internet bandwidth options and extend capacity from the current 4Mbps.
- Finalise the LAN upgrade which will see 1Gb between buildings and 100Mb to all desktop computers.
- Build greater resilience into the network and communications infrastructure through migration to the Data Centre in the new ICT Building.
- Implement the University's new website.
- Negotiate the University's third Enterprise Bargaining Agreement.
- Continue implementation of the Performance Planning and Review (PPR) system.
- Introduce recruitment and selection procedures and supervisory skills into staff training and development programs.





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