

Governance



Council leadership

The University is governed by an 18-member Council representing University and community interests and led by a Chancellor and Deputy Chancellor.

The *University of the Sunshine Coast Act 1998* grants Council powers to appoint University staff and manage and control University affairs, property and finances. The University Council met seven times in 2008, and again on Tuesday, 23 December 2008 to consider recommendations in the Report of the Bradley Review of Higher Education.



John Dobson OAM

Chancellor

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.



Mr Tim Fairfax AM, FAICD

Deputy Chancellor

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. His business interests include Director of Marinya Media Pty Ltd and Cambooya Pty Ltd.

University Council

In 2008, University Councillors attended a special meeting on 23 December to discuss the Report of the Bradley Review of Higher Education. Released on December 17, it makes recommendations to government for reforms to Australia's higher education system and revisions to national targets.

During the year, Councillors also:

- approved a change in title for the University's CEO, from Vice-Chancellor to Vice-Chancellor and President;
- approved amendments to the University's Strategic Plan 2005-2010, with reformulated goals, strategies and key performance indicators;
- approved revised Key Performance Indicators (KPIs) within the Strategic Plan;
- noted Corporate Performance Reports against the KPIs in October and December 2008;
- extended the Learning and Teaching Plan 2005-2007 and the Research and Research Training Plan 2005-2007 to the end of 2008;
- approved a planning process for 2009-2011 involving development of eight Functional Plans:
 - o Finance and Infrastructure Plan
 - o Information Technology Plan
 - o Internationalisation Plan
 - o Learning and Teaching Plan
 - o Regional Engagement Plan
 - o Research and Research Training Plan
 - o Staff Plan
 - o Student Support Plan;
- approved seven Functional Plans –
 - o Finance and Infrastructure Plan 2009-2011
 - o Information and Communication Technology Plan 2009-2011
 - o Learning and Teaching Plan 2009-2011
 - o Regional Engagement Plan 2009-2011
 - o Research and Research Training Plan 2009-2011
 - o Staff Plan 2009-2011
 - o Student Support Plan 2009-2011;
- approved a revised Strategic Asset Management Plan;
- approved re-forecasts of the University's Operating and Capital Budgets in April and October;

- approved revised Land, Traffic and Parking Rules;
- approved amendments to the Rules for some postgraduate programs;
- approved amendments to the Academic Rules;
- approved accreditation for:
 - o associate degree programs in Arts, Business and Science and
 - o the Master of Sports Nutrition by Research;
- approved discontinuation of the:
 - o Bachelor of Science (Exercise Therapy), with final admissions in first semester 2008
 - o Bachelor of Sport and Technology, with final admissions in first semester 2008
 - o Master of Management, Graduate Diploma in Management and Graduate Certificate in Management, with final admissions in first semester 2009
 - o Bachelor of Coastal Studies
 - o Bachelor of Food Science and Nutrition
 - o Bachelor of Biotechnology
 - o Graduate Certificate in Inclusive Education; and
- undertook a mid-term assessment of Council's performance by surveying current Council members. A special meeting of Council was held to discuss survey responses and determine further action.

New policies

Council approved the following new policies:

- Records Management – Governing and Institutional Operating Policy (replacing the Records Management Policy);
- Philanthropic and Honorific Naming – Governing and Institutional Operating Policy;
- Policy for the Award of Faculty Medals – Institutional Operating Policy, and Policy for the Award of the University Medal – Institutional Operating Policy (replacing a single Policy for the Award of University Medals); and
- Risk Management Framework – Governing Policy (replacing the Risk Management Policy).

Amended policies

Council approved amendments to the following policies:

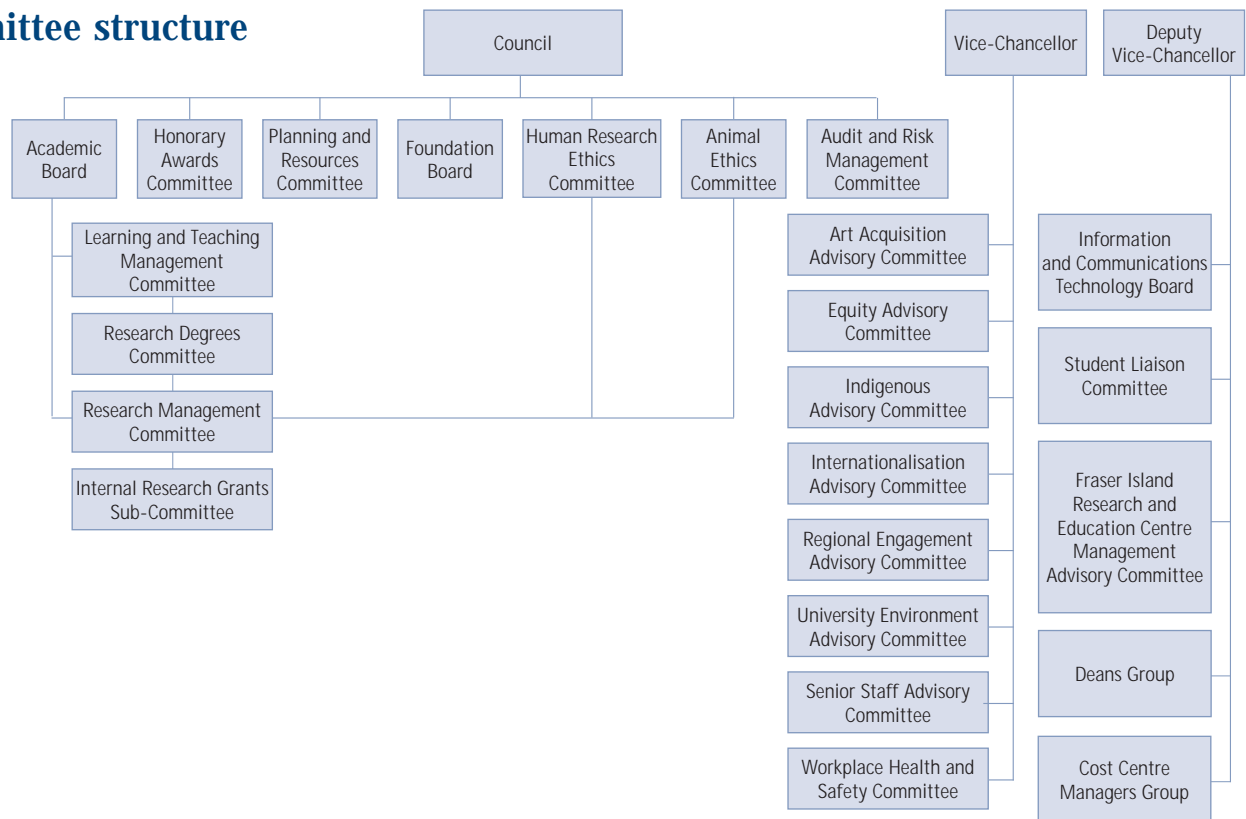
- Artworks Acquisition and De-accessioning Policy;
- Research Centres and Groups – Governing Policy;
- Financial Delegation Policy;
- Honorary Awards – Governing Policy;
- University Planning Framework – Governing and Institutional Operating Policy;
- Quality – Governing and Institutional Operating Policy;
- Policies and related procedures – Governing and Institutional Operating Policy;
- Policy for the Award of Dean's Commendation, Policy for the Award of Distinguished Academic Record, and Policy for the Award of the Chancellor's Medal;
- Policy on the Use of the University Seal;
- Professional Development Program (PDP) Policy;
- Library Collection Development Policy;
- Recruitment, Selection and Appointment Policy; and
- Inclusive and Non-discriminatory Language Policy.

Council also rescinded approval for two policies: the Policy for Travel on University Business, and the Critical Incident Management – Governing Policy. The substance of these was incorporated into other policy or procedures documents not requiring Council approval.

In several instances, 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.

Governance

Committee structure



Council membership

2008 was the third year of the fifth Council of the University of the Sunshine Coast. This Council's four-year term of office began on 9 December 2005 and will conclude on 8 December 2009. The term of office for student members of Council is two years, with the term concluding on 8 December 2009.

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

Changes to Council membership were as follows, with new appointments applying for the balance of the current term to 8 December 2009.

- Mr Keith Cunnington succeeded Miss Heather Carney (category: one member of the University's full-time and part-time general staff).
- Dr Suzanne Innes succeeded Ms Jenny Haddrell (category: six members appointed by the Governor-in-Council).
- Emeritus Professor Phil Meade resigned (category: six members appointed by the Governor-in-Council).

Chancellor

John Dobson OAM

Deputy Chancellor

Mr Tim Fairfax AM, FAICD

Vice-Chancellor

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)

Six members appointed by the Governor-in-Council

Mr Tim Fairfax AM, FAICD

Dr Suzanne Innes, BA(Hons), BEdSt Qld, GradCertTESOL UNE, MSchM, EdD CQU (from 4 April 2008)

Emeritus Professor Phil Meade, BSc, BEd Qld., MA(Hons) La Trobe, PhD NSW (to 21 July 2008)

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

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

Mr Michael Williams

Two members of the University's academic staff

Professor Robert Elliot, BA(Hons) UNSW, MA La Trobe, DipEd Melb, PhD Qld.

Associate Professor Julie Matthews BA(Hons) Brookes, PGCE Leic., PhD S.Aust.

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

Miss Heather Carney, BA(Comn) Sunshine Coast (to 6 February 2008)

Mr Keith Cunnington (from 20 February 2008)

Two members of the student body

Mr Marcus Bussey, BEd USQ, DipEd Melb, BA(Hons) UWA (to 17 December 2008)

Ms Elyse Wohling

Four additional members

Mr Scott Forsdike, BBus Sunshine Coast

Mr Phillip Harding

Mr David Jeffries, BCom Qld., FCA, FAICD, Ffin

Mr Paul Lunn, BBus USQ, CPA, CAAffil

Academic Board

The 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 32 members include:

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

The role of the Board is to:

- 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 faculties;
- promote and encourage scholarship and research at the University.

In 2008 the Board reviewed its composition and Council consequently approved increases in membership numbers and categories.

Policy and procedure developments in 2008 included:

- approval of new policies on credit transfer, and on recognition of prior learning for program credit (effective from 2009);
- approval of a Student Reservist policy;
- amendment of the Research Centres and Groups policy;
- under the direction of standing committees of the Board:
 - o development of a new Grade Point Average policy,
 - o revision of the policy on program accreditation and course approval, and development of associated procedures,
 - o development of consolidated procedures on assessment of students, and
 - o development of new procedures on credit transfer and recognition of prior learning;

- amendment of rules for higher degrees by research to accommodate new research degrees and doctoral degrees by publication; and
- revision of the Board's self-review processes.

Board members contributed to reviews of the 2005–2008 Learning and Teaching Plan and the Research and Research Training Plan, and recommended new plans to Council for 2009–2011.

They also received reports from reviews of the Bachelor of Social Science program and of Teaching and Research Services. Progress reports on implementation plans arising from reviews became standard Board agenda items.

Programs

The Board accredited or re-accredited several programs in 2008. New accreditations for programs to be offered in 2009 included:

- Bachelor of Commerce (Accounting);
- Bachelor of Commerce (Financial Planning);
- combined degrees incorporating the new Commerce programs;
- Bachelor of Corporate and Public Affairs;
- Bachelor of Regional and Urban Planning (four-year);
- Master of Advanced Nursing Practice;
- Master of Advanced Nursing Practice (Emergency Care);
- Postgraduate Certificate in Nursing (Advanced Practice); and
- Executive Master of Business Administration.

Recommendations to Council included matters such as:

- accreditation of several programs of a type requiring Council accreditation; and
- discontinuation of some programs.

The Board approved:

- more than 86 new courses to be made available within specific accredited programs; and
- several changes to programs, including adjustments to majors and minors, and to component courses.

Planning and Resources Committee

The Chancellor chairs the seven-member Planning and Resources Committee. Members include the Deputy Chancellor, Vice-Chancellor, one Dean or Director nominated by the Vice-Chancellor and appointed by 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 Committee met five times in 2008. Discussion focused on financial matters, budget reports, reports from the University's controlled entity, development of the University's planning process for the 2009–2011 triennium, staffing matters, updates to the University's administrative computing systems and capital projects.

Recommendations to Council related to:

- revision of the Key Performance Indicators within the University's Strategic Plan;
- second tier Functional Plans;
- the Strategic Asset Management Plan;
- policy matters; and
- the University's Triennial Budget 2009–2011.

Audit and Risk Management Committee

The Audit and Risk Management Committee has 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.

Governance

Membership includes at least four and not more than six people external to the University, including at least two Council members. At least one Committee 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 Council for a period of not more than five years.

The Committee met four times in 2008. Members considered reports on risk management and internal and external audit matters, plus draft policies concerning Risk Management, Compliance, Business Continuity Management, and Critical Incident Management. They also conducted the Committee's annual self-evaluation.

Recommendations to Council related to:

- compliance with the Australian Accounting Standards of the University's draft 2007 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 Council nominations for honorary awards, in accordance with the University's Honorary Awards Governing Policy. Membership comprises the Chancellor, Vice-Chancellor, Deputy Vice-Chancellor and three Council members. Members met formally on two occasions in 2008. Outcomes in 2008 included the award of one Honorary Doctorate and three Honorary Senior Fellowships.

Foundation Board

The University of the Sunshine Coast Foundation is the University's fundraising and alumni relations arm. The Foundation is managed by the Vice-Chancellor in consultation with, and on the advice of, a Board. Board members include the Vice-Chancellor, two Council members, and representatives of the Sunshine Coast community. Day-to-day management of the Foundation is the responsibility of the

Foundation Executive Officer who reports to the Vice-Chancellor.

The Board met five times in 2008 to consider:

- progress of the Building Excellence Campaign;
- general fundraising matters;
- recruitment of Board members; and
- matters related to the alumni relations program.

Monitoring quality

The University monitors overall quality through a system of reports and regular reviews of performance. These include input from external sources.

The University Council, committees and senior managers monitor quality, performance and standards 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.

The report on the University's first audit by the Australian Universities Quality Agency

(AUQA) was released in 2007, and University staff then developed and began implementing an Action Plan to address matters identified in the report. Implementation of the Plan continued in 2008, and achieved closer integration of policy, planning and budgetary processes.

Ethical standards

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

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

The Code is published at <www.usc.edu.au> and on the USC Portal, and a hard copy is given to each new staff member on induction.



Recognising excellence ... honorary awards went to (from left) business academic Dr Paul Corcoran, who travelled from his job in Abu Dhabi to attend the ceremony; businessman and former Chancellor Ian Kennedy AO; agribusiness leader Martha Shepherd; and popular culture commentator Dr Karen Brooks.

Privacy of information

Subject to Queensland's *Freedom of Information Act 1992*, the University supports transparency in its operations and towards information it maintains. It also recognises individual rights to privacy regarding personal affairs.

The University of the Sunshine Coast Privacy Plan was developed in 2003 to comply with Queensland Government Information Standard 42. Staff are encouraged to become familiar with the plan, published at <www.usc.edu.au/privacyplan>. Each page on the University's website is hyperlinked to the Privacy Statement.

Freedom of Information

Queensland's *Freedom of Information Act 1992* provides public access to documents held by the University. No applications were received in 2008. Section 18 of the Act requires the University to publish annually a detailed statement of its affairs. The 2007–08 Statement of Affairs report is available at <www.usc.edu.au/affairsstatement>.

Whistleblowers

No actions, disclosures or complaints were made in 2008 under the *Whistleblowers Protection Act 1994*.

Systems

The University's strategic Record-Keeping Implementation Plan is approved by Queensland State Archives. Records Management Services staff use RecFind, an electronic records management system, for the creation, capture, indexing, storage, security, access and disposal of administrative records. The computer software package PeopleSoft is used for student, finance and human resource records.

Records management review

A review of Records Management Services in 2007 resulted in an 18-month implementation plan. Stage one was completed in December 2007 and stages two and three were completed in 2008.

Stage two involved:

- developing and delivering records training programs for staff;
- developing a schedule of site visits with faculties and departments to assist in record-keeping processes;
- ensuring all legal/contractual documents are recorded in the University's official corporate records system; and
- reviewing current configuration of RecFind and data quality of existing records.

Stage three involved:

- reviewing current Records Management Services operations to support a changed role;

- identifying staff resources needed in faculties/departments and the central Records Management Services unit;
- identifying the system functionality required for University records management, and investigating possible systems for the best fit;
- investigating the best options for capturing email records; and
- ensuring that all faculties and departments are using the University's official records management system for records of corporate significance.

While most tasks in stages two and three were completed during 2008, staff training, site visits and consultancy services will continue in 2009 as an ongoing process.

Administrative systems upgrade

The University began the upgrade and replacement of its major administrative systems (Student, Human Resources, Payroll and ultimately Finance) in late 2007, for rollout during 2008 and 2009. The Student Administration system launched successfully in October, with a new look and more intuitive interface.

Work on the Human Resources and Payroll components continued throughout the year, with the aim of introducing these components in early 2009. The upgrade will provide a platform for the future: numerous productivity improvements are scheduled for 2009, and these will leverage off the system's vastly improved development capabilities.



Expenditure on consultancies

Category	2007 (\$)	2008 (\$)
Professional/technical	1,170,945	1,635,605
Communications	167,279	0
Finance/accounting	5,029	0
Information technology	300,479	256,415
Human resource management	47,754	51,248
Management	222,435	197,109
General	79,662	52,659
Total	1,993,583	2,193,036