University of the
Sunshine Coast
Queensland, Australia

2008 Annual

Report

Report of the Council of the University of the Sunshine Coast

For the period 1 January 2008 to 31 December 2008

31 March 2009

The Hon Geoff Wilson MP

Minister for Education and Training

In accordance with the provisions of Section 46J(1) of the *Financial Administration and Audit Act 1997*, I have the honour to present to you, on behalf of the Council of the University of the Sunshine Coast, the Annual Report for the year ended 31 December 2008.

John Dobson OAM
Chancellor

Communication objectives

This Annual Report provides a comprehensive record of the University of the Sunshine Coast's performance in 2008 and outlines plans for the future. Achievements are documented against the goals of the University's Strategic Plan 2005–2010.

The Annual Report highlights teaching and research activities during the year and reflects the University's commitment to its students, staff, the region and its community. It presents the University's financial statements, and meets the reporting requirements of the Queensland Minister for Education and Training.

Potential readers of the Annual Report include members of State Parliament, the University community (including staff, graduates and students), business and media, potential benefactors, international visitors and members of the public.

Copies of the Annual Report 2008 are available from the Office of Marketing and Communications, University of the Sunshine Coast, by telephoning <+61 7 5459 4558>. The Report is also available online at <www.usc.edu.au/reports>.

Cover image: Health and Sport Centre, USC.

Standing

On opening in 1996, USC became the first greenfield university in Australia since 1975. It pursues distinctiveness through long-term strategies focused on two major themes: regional engagement and sustainability.

It is building a solid international reputation for local, national and international engagement as evidenced in an OECD study in which it participated in 2005, and was published in 2007. It also has a commitment to sustainability, encompassing many aspects of University life: an increasing suite of academic teaching and research programs promoting sustainability; pursuing the feasibility of developing an 'ecoversity' through its campus enhancement activities; its 'architectural laboratory' approach to sub-tropical buildings; its emphasis on sustainability of business through the Innovation Centre; and many other initiatives which are preoccupying an increasing number of staff and students.

Mission

The mission of the University of the Sunshine Coast is to be the major catalyst for the innovative and sustainable economic, cultural and educational advancement of the region, through the pursuit of international standards in teaching, research and engagement.

Values

In pursuing its mission and conducting daily operations, the University is committed to:

- the advancement, dissemination and preservation of knowledge through innovative and effective teaching and research of the highest quality;
- fostering freedom of inquiry and expression;
- the process of lifelong learning;
- engaging in and responding to the community's intellectual, cultural and economic needs;
- adopting consultative processes and ethical behaviour in all activities;
- engendering respect among students, staff and Council of the University for their diverse roles and contributions;
- fairness, openness, honesty, trust and effective communication as fundamental expectations of students, staff and all associated with the University;
- developing the University and its surrounds as an environmentally sensitive exemplar; and
- the advancement of human rights within a tolerant and inclusive society, in which respect for Indigenous and international peoples is fundamental.

Contents

Highlights

- Significant improvements in research grants and publication achievements by staff.

- Increases in the range of academic programs available for students.

- 11 percent increase in enrolments, defying general sectoral trends.

- Postgraduate enrolments continued to increase.

- International on-campus enrolments grew by 28 percent, to 13 percent of total on-campus enrolments.

- Best performing Queensland public university in the achievement of 5-star ratings in the 'Good Universities Guide'.

- Complete revision of planning, budget, and reporting frameworks to enhance operational effectiveness and transparency.

- 'Accelerator' within the Innovation Centre opened by The Hon Desley Boyle, Queensland Minister for Tourism, Regional Development and Industry.

- Sunshine Coast University Hospital named by Queensland Minister for Health, The Hon Stephen Robertson, signalling close links with Queensland Health.

- Health and Sports Centre officially opened by the Federal Treasurer, The Hon Wayne Swan.

- 'Clever Networks' partnership with local government and private interests— significantly boosting broadband connectivity—launched by the Federal Treasurer, The Hon Wayne Swan.

- $66 million road upgrade around Sippy Downs undertaken by the State Government.

- Translink finalised plans for a major bus interchange on the University campus.

- The 'Building Excellence' campaign successfully achieved its $5 million fundraising target.

- Record high levels of interest in USC, evidenced at Open Day (3,500 visitors), Options Evening (1,240 visitors) and in enrolments.

- E-learning and use of the Learning Management System increased by 25 percent.

- South East Queensland Regional Plan reaffirmed Sippy Downs as a major activity centre of sub-regional significance, for concentrations of educational, technological and health-related job generating opportunities.

- Tertiary Preparation Pathway (TPP) initiative continued its success in expanding equity and access.

- Major independent 'Climate Survey' reports high levels of staff satisfaction at USC, above sectoral norms.

- The University received its first bequest.

- USC launched three YouTube channels with videos on the USC study experience (>11,600 viewings).

- A system of webcasting lectures and events created.

- 'Voices on the Coast' received Australia Day Award.

- USC named as 'Employer of Choice for Women' for fourth successive year.

- Peoplesoft System upgraded.

- An ESOS compliance project to ensure compliance with the ESOS Act and Code, and to document comprehensive evidence of compliance, completed.

- Architectural awards for new buildings ('H' and 'C') received.

- Art Gallery set a new record with 14,644 visitors.

Vice-Chancellor's review

2008 commenced with a new Federal Labor Government committed to an 'education revolution'. There was much speculation on what this would mean for universities, especially following announcements about a 2020 Summit, as well as major reviews on higher education, research and innovation, and the impact of voluntary student unionism.

At year-end the Summit and the Reports had been finalised but large-scale changes to the sector were unlikely before 2010 at the earliest, and the global financial crisis will significantly influence final outcomes.

For USC it was another year of growth and development, despite the sectoral downturn in demand for higher education.

Enrolments at Census 1 totalled 5,833, an 11 percent increase on 2007. Postgraduate enrolments were 6 percent higher than 2007, almost doubling since 2003. New teaching areas were developed or delivered for the first time, such as occupational therapy, paramedic science, nutrition and psychology in allied health, as well as engineering.

Two new areas of research concentration were developed in Genecology and Regional Sustainability. There have been a number of major funding announcements during the second half of 2008 associated with these groups. Total grant income to USC of over $4m is expected over the coming three years, which will positively impact research income and should see the trend of an annual increase in total research income continue.

Outstanding contributions to student learning were recognised at a national level and two staff were joint winners of the prestigious ALTC (formerly Carrick) Citations.

International on campus enrolments increased by 27.9 percent. As a consequence, international on-campus students grew from 12.4 percent to 13.5 percent of total on-campus enrolments, from 2007 to 2008. The increase is in the context of the strong growth in domestic enrolments. International fee income increased from $6.9 million to $8.9 million.

The 'Global Opportunities' (GO) program continues to facilitate overseas study opportunities for students. The proportion of graduates who had undertaken part of their undergraduate program overseas increased from 6.6 percent in 2007 to 7.5 percent in 2008.

The 2009 'Good Universities Guide' acknowledged the progress of USC by awarding five-star ratings in four categories (staff qualifications, teaching quality, and graduate satisfaction (2 measures)). No other public Queensland university achieved that number of five-star ratings.

There were major changes in budgeting, planning, and regular reporting of progress against quantifiable KPIs. These actions have resulted in greater transparency and predictability for financial planning, both at the University and cost centre levels.

The University's AUQA Audit Action Plan was completed, and a six-year schedule for evaluative reviews across all areas of the University has been approved by Council, following University-wide consultation. The Quality Unit also began developing a program accreditation database to help track, manage and record program activity.

The University continues to take its wider regional and community roles as a deep commitment, and as major driving forces for the advancement of the Sunshine Coast. For example, the completion of the Health and Sport Centre to complement the Stadium signals not only heightened academic activity around health and sport, but also increased leisure opportunities for the wider community.

On economic engagement, the Innovation Centre continued its success and the 'Accelerator' was opened by Queensland Minister Desley Boyle in August. The planning approvals for the Sippy Downs Town Centre have now been approved by State and local governments, so that marketing and specific private developments can progress, with an emphasis on the creation of new job opportunities in a unique University township.

The Sippy Downs area generally was made more accessible as a result of the State Government's $66 million road upgrade, thus facilitating the status of Sippy Downs as a major activity centre of sub-regional significance within the South East Queensland Regional Plan.

The Queensland Health Minister, Stephen Robertson, announced that the proposed $1.2 billion public hospital to open in 2014 would be called the Sunshine Coast University Hospital, thus valuably reinforcing its tertiary status and increasing the opportunities for students, staff, health professionals, teaching and learning programs and research.

Another important milestone was the completion of the University's first major fundraising campaign. In less than three years, $5 million had been raised, making it the most successful campaign of its kind ever undertaken on the Sunshine Coast.

These are just some of the many achievements by USC staff in 2008, as the University continues to grow and achieve some needed economies of scale that affect gradual re-evaluation of financial redistributions that, in turn, influence its continued academic advancement.

The University remains focussed on its 'Mission' and 'Values', and an independently conducted Climate Survey in 2008 showed exceptional support and loyalty from staff of USC, in driving this mission.

If the recommendations of the various 2008 national reviews are implemented, even in part, the funding environment for USC will further improve in the years ahead. In that environment USC will continue to realise its potential as one of Australia's strongest regional universities of the 21st century.

Professor Paul Thomas AM
Vice-Chancellor and President
March 2009

Financial review

The University continued to strengthen its financial position this year as a solid base for continued growth in all aspects of its operations.

Results for the year included an operating surplus of $13.32 million, with an operating margin of 14 percent. The University is thus well-placed to pursue plans to:

- increase emphasis on research performance on the research themes of (1) regional engagement and (2) sustainability; and
- diversify revenue sources through growth in fee-paying international and domestic students.

Income and expenditure

Total income for the year was $95.02 million—an increase of $16.59 million on the previous year. The increase was driven primarily by strong growth in Commonwealth-funded student places and fee-paying international students. Funds derived from government sources totalled $69.47 million or 73 percent of revenue, an increase from the $10.83 (18 percent) received in the previous year.

Expenses for the year totalled $81.69 million—an increase of $11.4 million on the previous year. This was due in part to a 16 percent ($6.77 million) increase in employee benefits, mainly related to greater provision for long service leave due to staff retention.

Asset growth

At year's end, the University's net assets totalled $139.66 million—$22.26 million (19 percent) more than in the previous year. This reflected the revaluation of existing buildings and major building activity completed during the year.

The University spent $17.90 million on capital projects during the year and $1.89 million on building maintenance and minor works.

The year 2009

During 2009 the University will continue its development of the Triennium Budget in accordance with the University Planning Framework. The Triennium Budget will include greater linkages of forward budget estimates based on load modelling, workforce planning and space management in advancing the University's strategic objectives.

The completion of the Administrative Productivity Improvement Project will also be a major focus. Partly funded by a $3.22 million grant under the Commonwealth Government's Workplace Productivity Program, it will boost administrative capacity and services for staff, students and linked external organisations through the re-engineering of business processes and functions.

The introduction of key financial indicators to assess the University's financial performance and benchmarking against the higher education sector will continue in 2009 as a part of regular financial reviews, and other priorities will include:

- a review of the University's cost structures, including faculty work load policy; and
- a review of course offerings and staffing of courses.

Key five-year figures

Category	2004	2005	2006	2007	2008	Annual % change	Trend
Number of students[1]	3,862	4,280	4,760	5,246	5,833	11.2%	↑
Female	2,191	2,469	2,807	3,163	3,624	14.6%	↑
Male	1,671	1,811	1,953	2,083	2,209	6.0%	↑
On-campus students	3,455	3,768	4,267	4,750	5,383	13.3%	↑
Undergraduate	3,060	3,295	3,494	3,811	4,239	11.2%	↑
Postgraduate coursework	408	549	773	867	904	4.3%	↑
Higher degree by research	65	72	71	100	118	18.0%	↑
Non-award	329	365	427	469	573	22.2%	↑
International (all students)	521	694	730	855	977	14.3%	↑
International (on campus)	297	362	414	527	674	27.9%	↑
Student load (EFTSL)[2]	2,977.5	3,265.7	3,716.2	4,103.9	4,566.1	11.3%	↑
Degrees conferred							
Undergraduate	526	481	535	592	591	-0.1%	↓
Postgraduate coursework	154	303	313	492	654	32.9%	↑
Higher degree by research	6	5	9	13	9	-30.8%	↓
Total	686	789	857	1,097	1,254	14.3%	↑
Equity							
Disability[3]	4.94%	4.10%	4.12%	3.80%	3.52%	—	↓
Indigenous[3]	1.08%	1.42%	1.19%	1.50%	1.63%	—	↑
First in family to attend university[4]	40%	53%	52%	52%	52%	—	—
Number of staff (full-time equivalent)							
Academic[5]	101	105	123	144	173	20.14%	↑
Non-academic[6]	198	223	242	280	295	5.36%	↑
Total	299	328	365	423	468	10.64%	↑
Proportion of academic staff with higher degree qualifications	86%	88%	87%	85%	83%	-2%	↓
Operating revenue (parent entity)	$40.95m	$50.60m	$66.80m	$78.40m	$94.98m	21.15%	↑
Research income[7]	$1.51m	$1.69m	$1.97m	$2.99m	$3.35m[8]	—	—
Research publications[9]	60.76	88.07	119.36	120.96	NA[8]	—	—
Property, plant and equipment	$73.31m	$97.10m	$126.80m	$146.55m	$165.31m	12.80%	↑

1. Number of students is as at Census 1 each year.
2. Student load excludes inbound exchange students; EFTSL = Equivalent Full Time Student Load and for 2008 is based on preliminary data.
3. Disability and Indigenous percentages are as a proportion of domestic students only.
4. First in family percentages are as a proportion of undergraduate students only.
5. Academic = Vice-Chancellor; Deputy Vice-Chancellor; Teaching and Research (Level A-E) staff.
6. Non-academic = Administrative, Professional and Technical (APT) Level 1–10 staff; APT staff above award.
7. Figures include research income reported to the Department of Education, Employment and Workplace Relations (DEEWR) through the Higher Education Research Data Collection (HERD), as well as research funding received from DEEWR.
8. Higher Education Research Data Collection (HERD) figure for the previous year is not finalised until June of the following year.
9. Weighted calculation reported to the Department of Education, Employment and Workplace Relations (DEEWR) in the Higher Education Research Data Collection (HERD).

Organisation

Basis of authority

The institution was established under the Sunshine Coast University College Act 1994 and officially opened by the Governor of Queensland, Mrs Leneen Forde AC, in 1996. Full university powers were granted under the University of the Sunshine Coast Act 1998.

Functions of the University

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; and
- perform other functions given to the University under the Act or another Act.

University powers

(1) Under the University of the Sunshine Coast Act 1998 the University has all the powers of an individual. It may, for example:
  a) enter into contracts;
  b) acquire, hold, dispose of, and deal with property;
  c) appoint agents and attorneys;
  d) engage consultants;
  e) fix charges, and other terms, for services and other facilities it supplies; and
  f) 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.

Governing body

Under the University of the Sunshine Coast Act 1998, Council (pages 7–8) is designated as the University's governing body. In particular, Council has power to appoint University staff and manage and control University affairs, property and finances. Where allowed under the Act, 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.

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 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 on its premises an award-winning technology Business Incubator, part of a $7 million facility on the University campus. The Business Incubator has nurtured more than 50 early-stage businesses, principally in the information and communications technology, sustainable technologies, and creative industry sectors.

On 6 August 2008, Queensland Tourism, Regional Development and Industry Minister, The Hon Desley Boyle, officially opened the Business Accelerator to provide office space and business development services for more established companies and professional service firms. This development was supported by a $3.6 million financing package from the Queensland Government's Department of Tourism, Regional Development and Industry.

ICSC continued to develop the Student Enterprise Program in collaboration with the University's Faculty of Business, to enable students and graduates to start and grow their own businesses. In 2008, the program included a series of seven Enterprise Tuesday business networking events, direct business mentoring, and presentation of a Start It Up course in partnership with the USC Alumni. This one-day course was held in May and attracted around 40 delegates.

The Innovation Centre also introduced the UniConnect program to build added-value connections between businesses based at the Innovation Centre and the University.

A nominee of the Queensland Audit Office audits the company's financial statements. These are reported in the Consolidated Statements section of the University's financial statements for the year ended 31 December 2008.

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

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	Art Acquisition Advisory Committee		Information and Communications Technology Board
Learning and Teaching Management Committee	Equity Advisory Committee		Student Liaison Committee
Research Degrees Committee	Indigenous Advisory Committee		Fraser Island Research and Education Centre Management Advisory Committee
Research Management Committee	Internationalisation Advisory Committee		
Internal Research Grants Sub-Committee	Regional Engagement Advisory Committee		
	University Environment Advisory Committee		Deans Group
	Senior Staff Advisory Committee		
	Workplace Health and Safety Committee		Cost Centre Managers Group

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, BAgrSc, 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

The University
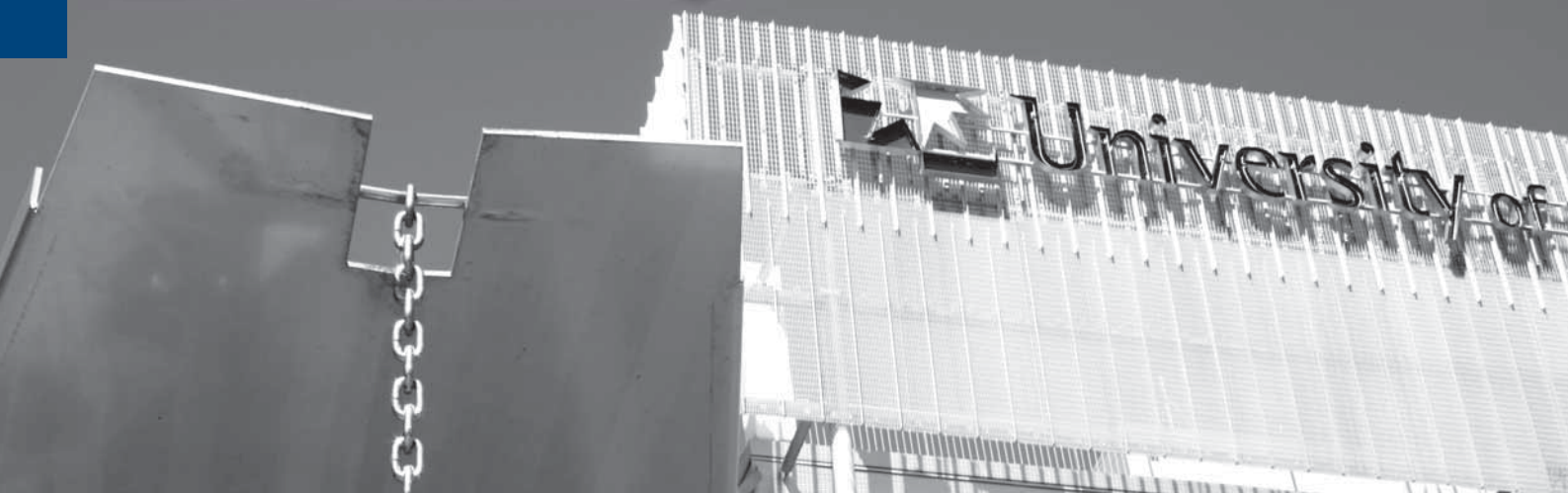
University leadership

The Vice-Chancellor and President, Professor Paul Thomas AM, is the Chief Executive Officer reporting to Council. He is responsible for the University's strategic development, organisational leadership and day-to-day operations.

The Vice-Chancellor is supported by a Deputy Vice-Chancellor and Pro Vice-Chancellor (International and Quality). Five additional senior University positions report directly to the Vice-Chancellor. They are the Chief Financial Officer; Director, Capital Programs and Operations; Director, Human Resources, Events and Catering and USC Sport; Executive Officer, University Foundation; and Director, Regional Engagement. The Chief Executive Officer of Innovation Centre Sunshine Coast (ICSC) Pty Ltd also reports directly to the Vice-Chancellor—the Vice-Chancellor is Chair of the Board of ICSC Pty Ltd.

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

Vice-Chancellor and President

University CEO, responsible to Council for strategic development 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.

Professor Greg Hill
CertTeach, BA(Hons), PhD *Qld.*

Deputy Vice-Chancellor

Oversees the academic functions (learning, teaching and research) of the University, with responsibility for related support areas including Teaching and Research Services, Information Services, Information Technology, 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.

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

Pro Vice-Chancellor (International and Quality)

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.

Org chart 1

- Vice-Chancellor
  - Chief Financial Officer
  - Pro Vice-Chancellor (International and Quality)
  - Deputy Vice-Chancellor
  - Director, Capital Programs and Operations
  - Director, Human Resources, Events and Catering and USC Sport
  - Executive Officer, University Foundation
  - Director, Regional Engagement

Org chart 2

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

Org chart 3

- Pro Vice-Chancellor (International and Quality)
  - USC International
    - Director, International Relations
    - Director of Studies, English Language Programs
  - Director, Marketing and Communications
  - Quality Unit
  - Director, Strategic Information and Analysis Unit

Planning for the future

The Strategic Plan <www.usc.edu.au/strategicplan> is the University's highest-level planning document, along with the Master Plan. Functional Plans such as the Learning and Teaching Plan and the Internationalisation Plan complement the Strategic Plan. These apply University-wide, and drive resource allocations through the budget process. Operational Plans for individual cost centres support initiatives outlined in the Strategic and Functional Plans.

Strategic framework

The imperative of a changing policy environment and increasing national and international competition requires that the University energetically pursue its distinctiveness through a long-term strategic approach built around the following two major themes:

- regional engagement
- sustainability

Regional engagement

The University has earned an international reputation for implementing the engagement emphasis of its mission. Engagement has been local, national and international and is manifest across the range of University activities. The University is intent on developing its symbiotic relationship with the regional community as a springboard for wider national and international engagement.

Sustainability

Concepts of sustainability drove the way in which the University was conceived and developed, including through sustainable master planning, sub-tropical architectural design, and academic work related to the sustainable development of the Sunshine Coast region.
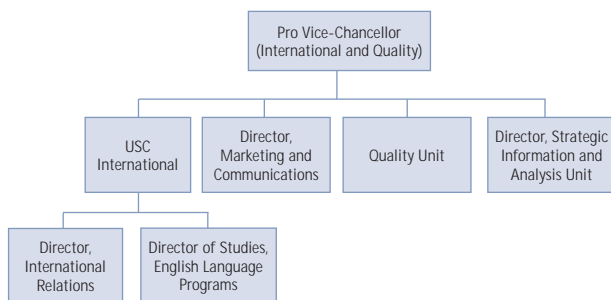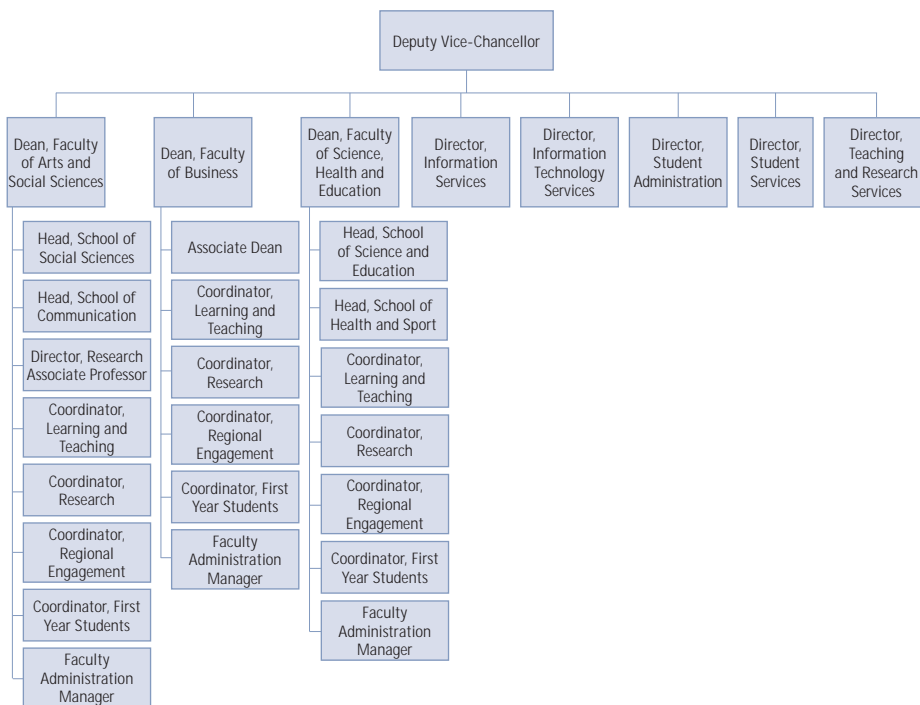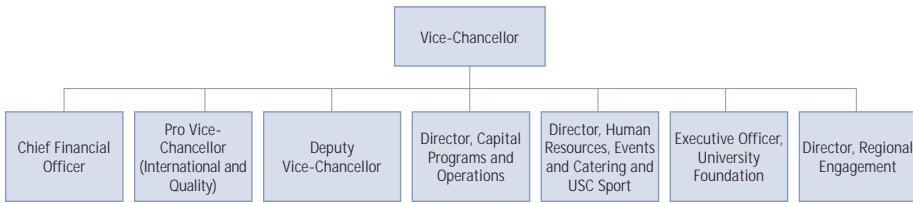
The concept is now much wider, and encompasses every aspect of human life—social inclusion, energy for the future, the effective and equitable use of natural resources, preservation of built and natural environments, preservation of cultural and social heritages, and the development of sustainable economic opportunities.

Key areas

The University measures progress according to key indicators for eight areas:

- growth and development;
- learning and teaching;
- research;
- regional engagement;
- internationalisation;
- student support;
- staff; and
- environmental sustainability.

The goals, strategies and key performance indicators for the eight areas are addressed on the following pages.

Review of operations
Growth and development

Develop closer integration of policy, planning and budgetary processes within the University's quality framework to guide sustainable growth

Responses to AUQA

In its 2007 quality audit report on the University, the Australian Universities Quality Agency (AUQA) affirmed a need for:

- further development and alignment of the University's planning framework;
- continued development of its Key Performance Indicator (KPI) system; and
- a formal process for monitoring and reviewing progress against planned objectives.

During 2008, policy, planning and budgetary processes were integrated more closely via:

- revision of the Planning Frameworks, and Quality and Risk Management policies to emphasise connections between University planning and budgeting and review mechanisms;
- development and implementation of integrated budgeting, risk management, operational and workforce planning processes for organisational areas;
- incremental development and implementation of formal ways to monitor and review University plans and activities;

- consolidation of strategic planning functions and the appointment of a Planning Officer within the Chief Financial Officer's portfolio;
- further development, refinement and adoption of KPIs and measures, through consultation with key stakeholders;
- revision of the Strategic Plan, taking into account the new suite of KPIs and measures;
- development and approval of additional Functional Plans relating to Finance and Infrastructure, Information Communication Technology and Student Support;
- revision of Functional Plans for Learning and Teaching, Research and Research Training, Regional Engagement, and Staff, including greater specificity of measurable KPIs;
- introduction of Corporate Performance Reports, submitted to each meeting of Council;
- introduction of quarterly budget reviews, six-monthly budget re-forecasts, and annual outcomes reports;
- initiation of regular meetings between the CFO and managers of organisational areas to review expenditure against budgets, and progress towards meeting operational plan goals; and
- introduction of triennial budgeting for the 2009–2011 period.

Plan for and support sustainable growth to a student population of at least 5,000 EFTSL by 2010, comprising:

- growth in Commonwealth-funded students
- growth in fee-paying international and domestic students

Record enrolments

Record enrolments applied for both semesters in 2008, including 2,490 new students in first semester and 1,046 in second. Enrolments at Census 1 totalled 5,833—11 percent more than in 2007. Fee-paying international and domestic students represented 25 percent of the total.

Most on-campus students came from the Sunshine Coast (74.7 percent), with a minority drawn from Brisbane and regional Queensland (10.0 percent) and interstate (2.6 percent). Students with a permanent home residence overseas counted for 12.7 percent of on-campus students.

International on-campus enrolments grew by 27.9 percent between 2007 and 2008, from 527 to 674. This resulted from increased marketing efforts in existing key source countries, most notably Germany, USA and

Canada, and success in improving numbers from relatively new source countries, most notably Norway, France, Korea and India.

As a consequence of this increase the proportion of international on-campus students grew from 11.1 percent to 12.5 percent from 2007 to 2008. The increase is in the context of strong growth in domestic on-campus student enrolments.

The 10 most popular degrees for new students in Semester 1, 2008

Graduate Diploma in Education

Bachelor of Nursing Science

Bachelor of Science (Sport and Exercise Science)

Bachelor of Social Science (Psychology)

Bachelor of Business (Accounting)

Bachelor of Nutrition and Dietetics

Bachelor of Education (Early Childhood)/Bachelor of Human Services

Bachelor of Arts

Bachelor of Business

Bachelor of Journalism

Commonwealth-supported students

In 2008, the Commonwealth-supported load increased by approximately 400 EFTSL (equating to 12 percent) over 2007, and since 2005 has experienced an increase of over 1,000 EFTSL.

Postgraduates

The number of students enrolled in postgraduate coursework and higher degree by research programs grew to 1,022—6 percent more than in 2007. Postgraduate numbers, as a percentage of all enrolments in award programs, have almost doubled since 2003. Almost one in five award students is now enrolled in a postgraduate program.
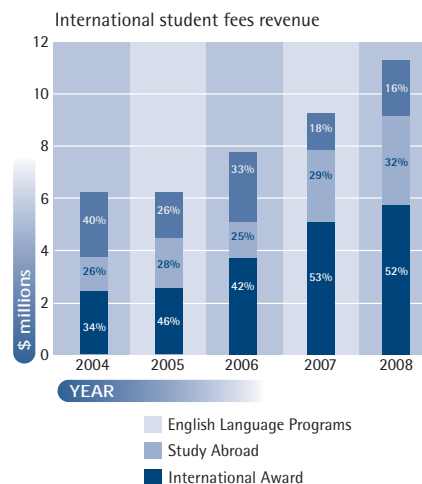

(From left) Federal Treasurer Wayne Swan joins USC staff Melissa Waterson and Natasha King in trialling the gym equipment after officiating at the opening of the five-storey Health and Sport Centre.

International students

International enrolments continued double-digit growth with a total of 977—14 percent more than in 2007. Students represented 60 countries. Most on-campus students were from Germany, followed by those from Canada, the United States, France, Japan, Norway, Sweden, the United Kingdom, Zimbabwe and India.

At Census 1, 2008, international students accounted for 17 percent of all USC students, compared with 16 percent the previous year, and 15 percent in 2006.

International student fees revenue

	2004	2005	2006	2007	2008
English Language Programs	40%	26%	33%	18%	16%
Study Abroad	26%	28%	25%	29%	32%
International Award	34%	46%	42%	53%	52%

YEAR

■ English Language Programs
■ Study Abroad
■ International Award

Infrastructure supporting growth

Federal Treasurer Wayne Swan officially opened the five-storey, $13.8 million Health and Sport Centre in July 2008. Adjoining the $10 million Indoor Sports Stadium opened a year earlier, the Centre includes state-of-the-art testing and research laboratories, a gymnasium, a café, office space and dedicated teaching spaces for degrees such as biomedical science, paramedic science, occupational therapy, nursing science, sport science, nutrition and dietetics, psychology and public health. Key features include a free public psychology clinic.

The Centre was built over nine months by the Evans Harch Group, which donated $500,000 for the project via the Building Excellence campaign. The Commonwealth Government contributed $8 million, and numerous private donations came in via the University's ongoing Building Excellence campaign.

In August, Queensland Minister for Tourism, Regional Development and Industry Desley Boyle officially opened the Innovation Centre's Business Accelerator. Redevelopment of premises for this facility began in 2007, backed by State Government funding of $3.6 million.

Review of operations
Growth and development

Designed to house up to 20 established technology and knowledge-based businesses and professional service firms at a time, the Accelerator will be a significant part of the Business and Technology Precinct under development on campus. The Accelerator will also complement the Innovation Centre's Business Incubator which, over the past six years, has assisted more than 50 start-up businesses.

Planning for the Sunshine Coast University Hospital, scheduled to open in 2014, continued throughout 2008, with expectations of future teaching and research collaborations involving USC, the University of Queensland and the hospital.

Expanding facilities

Expanded full-text database offerings at the University Library in 2008 supported teaching and research. Improvements to IT software and hardware boosted functionality for Library clients and staff, and laptop computers were purchased for student loans.

The herbarium collection, started in 1950 and established at the Library in 2007, was digitised to provide virtual access to materials and launched for University and community use. The catalogue includes hundreds of regional plant specimens. Those who helped establish the herbarium include the Department of Primary Industries and Fisheries, which donated the resource to the University, and Hessie and Keith Lindsell of Buderim, who helped fund the project.

In October, the University launched USCCentral—an improved online student enrolment system replacing SOLAR (Student On Line Access and Registration). The new system gives students more control of their own information, with facilities for updating personal details, enrolling in classes and viewing grades. A special feature is a digital enrolment cart that students can use to search for and add classes to individual timetables.

Encouraging enrolments

Initiatives to boost student growth included new degree programs, alternative entry pathways and support services to ensure students' academic and personal growth. Marketing strategies included the following:

- USC organised a travelling University Showcase visiting 14 high schools on the Sunshine Coast. Almost every university in Queensland participated, along with the Sunshine Coast Institute of TAFE and the Australian Defence Force.
- Nine career markets were attended in a variety of areas, including Sunshine Coast, Caboolture, Brisbane, Darling Downs, Bundaberg and Maryborough.
- USC hosted an interactive career planning workshop for high school students considering university study and adults looking for career changes.
- An inaugural information night for parents of Years 10 and 12 students helped meet demand for advice on ways to help with preparations for tertiary study.
- USC participated in the TAFE Sunskills Expo to promote pathways to university study.
- A mid-year study options evening catered for people interested in second semester study. It included opportunities for one-on-one discussions with academics and admissions staff about study options, scholarships and career paths.
- The University launched three YouTube channels featuring a series of videos about studying at USC. By year's end, the USC channels had been viewed 3,219 times. As at December 2008, USC's 36 YouTube videos collectively had amassed more than 11,600 separate viewings.
- The University launched a new design and navigation structure on the corporate website in August. The website had more than 6.4 million visitors in 2008 and the homepage was viewed 3,717,496 times. The most popular areas of the website were: undergraduate courses, course descriptions, current students, study abroad and the Library.
- USC exhibited at the Sunshine Coast Daily Careers Expo and Brisbane's Tertiary Studies Expo (TSXPO). Program advisers from all three faculties talked to prospective students and parents about the University and its programs.

- A record crowd of about 3,500 people attended the annual Open Day in August. Some came from as far afield as Mackay, Roma and Port Macquarie. The program included seminars on degree programs and career prospects; presentations on how to apply for entry, seek financial support, and access student services; campus tours; and opportunities to speak with USC staff and students.
- Information sessions for prospective 2009 students included a general information evening in October. Specific events in November focused on undergraduate studies in engineering, postgraduate business programs, and careers in nursing.
- An Options Evening in December attracted 1,240 people – almost double the previous year's attendance. Attendees ranged from first-preference and change-of-preference applicants to TPP and deferred students. Numerous new enquiries came from people yet to apply for entry. Campus tours ran every 15 minutes, with multiple tours often running simultaneously for groups as large as 100.

Develop and implement a revenue attraction plan for maximising public and private income streams and resources to support planned sustainable growth

Public funding

The University received $1.52 million from the Federal Government's $83 million Learning and Teaching Performance Fund (LTPF). The amount received included: a university grant worth $1 million; $192,524 for the discipline group of business, law and economics; and $324,282 for the discipline group of humanities, arts and education. The performance indicators used in the LTPF assessment are derived from DEEWR's Higher Education Statistics Collection, the Graduate Destination Survey and the Course Experience Questionnaire.

Funding for the University's new $13.8 million Health and Sport Centre included $8 million from the Federal Government. In 2008, USC received $2.3 million towards the project as part of the Better Universities Renewal Fund. Of this, $2 million assisted with fit-out costs for the ground and first-

level floors of the Centre, and the remaining $300,000 contributed to a major upgrade of USC's information technology video and data network.

Other funding for the Centre included $6 million from the Commonwealth Government's Capital Development Pool. The pool released $3.5 million in 2008-2009 and will provide $2.5 million in 2010. The Centre also received a boost from private donations through the Building Excellence campaign.

The Innovation Centre's Business Accelerator also opened in 2008, having secured a $3.6 million funding package from the Queensland Government in 2006.

In October 2008, the University applied for almost $2.5 million from the Australian Government's Local Schools Working Together pilot program. If successful, the funds will help build an Olympic-sized swimming pool for use by the University, Sunshine Coast schools and the wider community. The pool is to be located adjacent the USC Health and Sport Centre. Successful funding applicants are expected to be announced early in 2009.

The University's Capital Programs and Operations section submitted several funding applications this year, including:

- an Expression of Interest (EoI) for $900,000 from the Sport and Recreation Queensland Major Facilities Program, to help build an Olympic-size swimming pool – successful EoIs will be invited to submit a funding application to the program in early 2009;
- an Expression of Interest to the Federal Government's Early Learning and Care Centre initiative to help build a childcare facility on campus for children of USC students and staff, and families in the community. It is proposed to locate the centre within the Health and Sport Precinct to provide work placement options for USC education students. Successful applicants may receive up to $500,000 but this amount will vary depending on the size of the facility needed. Successful applicants will be invited to apply for funding progressively by the end of 2014; and
- an application for $2.5 million from the Capital Development Pool in December 2008 for the construction of a Science Skills Training Facility on campus. The stated funding period for successful applications is 2010-2011.

Planning continued on an application for $100,000 from the Australian Government's Remote Renewable Power Generation Program, to help fund a $200,000 solar-powered energy system for USC's Dilli Village facility on Fraser Island (goal: less reliance on fossil fuels, improved environmental outcomes and significantly-lower diesel fuel costs). It is anticipated a submission will be made in 2009.

Private sector funding

The University Foundation identifies, prioritises and raises funds for key University initiatives.

The Building Excellence campaign closed this year having passed its goal of $5 million in gifts and pledges during the past three years. The funds support three main priority areas: Health and Sport Centre, student scholarships and campus enhancement projects.

Sunshine Coast development and construction company Evans Harch Group donated $500,000 to the campaign. This donation was among the largest ever received by the University, and helped support completion of the Health and Sport Centre.

The University received its first bequest—a $10,000 gift from late Sunshine Coast resident Marjorie Harrold, wife of Dr Arthur Harrold, awarded a USC Honorary Doctorate in 1999. The gift will support environmental studies at USC.

A new sculpture (see page 40) was installed on campus in December. Obelisk, by Sydney artist Leonard Sabol, was a highlight of the Sculpture by the Sea exhibition at Bondi Beach, NSW. The sculpture is a gift to the University from the California-based Lee Graff Foundation and Mrs Arija Austin of Buderim, and was included in the campus enhancement priority of the Building Excellence campaign.

The University paid tribute to its generous benefactors by establishing a donor recognition wall at the entrance to the Chancellery Building. The wall lists the names of more than 100 individuals, businesses and organisations who have supported the University financially.

Gifts and pledges raised in 2008

In 2008, the campaign attracted $3.2 million in donations, pledges, sponsorship, grants and in kind support, bringing the total raised towards the campaign to more than $5 million for the following areas:

- Health and Sport Centre
- Scholarships and bursaries
- Campus enhancement
- Other initiatives

Conduct regular performance evaluations to monitor or review progress in achieving plans for sustainable growth and in achieving quality and efficiency, improving plans and actions as required

A schedule was approved this year for reviewing faculties, organisational units, key decision-making bodies and the University's Strategic Plan and functional plans. Associated guidelines for these reviews and supplementary guidelines for different types of reviews were developed, to maintain and enhance the University's quality system.

Major reviews of Information Services, and Events and Catering, were conducted in 2008; and the Faculty of Business continued its drive for accreditation by the prestigious US-based Association to Advance Collegiate Schools of Business (AACSB).

Undertake regular Council self-evaluations and performance reviews of senior staff to promote and assure effective governance and management of the University

Council members conducted a self-review early this year. A special meeting of Council was held to discuss survey responses and determine further action.

All senior staff participated in the annual Performance, Planning and Review (PPR) process. The Vice-Chancellor directed all senior staff to include specific, measurable targets in their 2008 performance agreements, as agreed with relevant executives.

Review of operations
Growth and development

Key performance indicators

Growth in EFTSL—Commonwealth Grant Scheme and fee-paying

Projected five-year growth is the minimum Equivalent Full Time Student Load (EFTSL) required each year to meet the target of 5,000 EFTSL by 2010.

Minimum growth requirements were exceeded in 2006, 2007 and 2008 (based on preliminary data) and this is expected to continue in 2009 and 2010. These projections indicate that the University is on track to achieve the 2010 target of 5000 EFTSL.

Note: projections are subject to change and will be re-forecast for an updated estimate in 2009.

Achieving DEEWR-funded load

The DEEWR-funded EFTSL target was achieved in 2006—but not in 2005, 2007 and, according to preliminary data, not in 2008. Non-achievement of targets in 2007 and 2008 creates a pipeline effect that may continue to impact in future years.

Operating margin

The Operating Margin (Operating Profit as a proportion of Total Revenue) of 14 percent as at 31 December 2008 compares favourably against the 10 percent reforecasted target for 2008 and the 10 percent Operating Margin in 2007.

The Operating Profit and Total Revenue include full accruals (eg. debtors, creditors, depreciation and employee provisions) and capital revenue. Total Revenue for 2008 has been inflated by significant revenues and contributions including $2.3 million in Better Universities Renewal Funding, $3.4 million Capital Development Program Funding and approximately $2 million from the Building Excellence Campaign.

The Operating Margin adjusted for significant contributions is 7 percent.

Liquidity ratio

The liquidity ratio (Current Assets over Current Liabilities) reflects the University's ability to meet short term debts. The 31 December 2008 year end ratio of 0.73:1 is below the Australian university average ratio for 2007 of 1.20:1 and the Queensland university average ratio for 2007 of 1.51:1. The year end ratio reflects that the University is experiencing a less fluid cash flow as repayments of debt and surplus funds to funding bodies are made.

The University does not operate with significant cash reserves, however, current debt facilities allow for an operating overdraft of $4 million (previously not drawn upon) and longer term debt facilities pre-approved by QTC.

Growth in EFTSL   Target: 5000 EFTSL by 2010

— Target Load (5000 EFTSL by 2010)
— Actual Load (Projected 2008-2010)

Growth in CGS EFTSL (Preliminary 2008 EFTSL)

— DEEWR Funding Agreement
— Actual CGS EFTSL[1]

[1] *Preliminary 2008 data including Summer Semester, as at 4 February 2009.*

Operating margin

USC
Qld Uni Average
Australian Uni Average
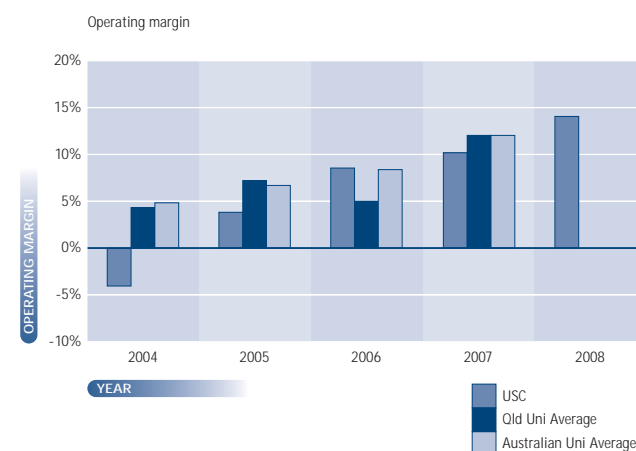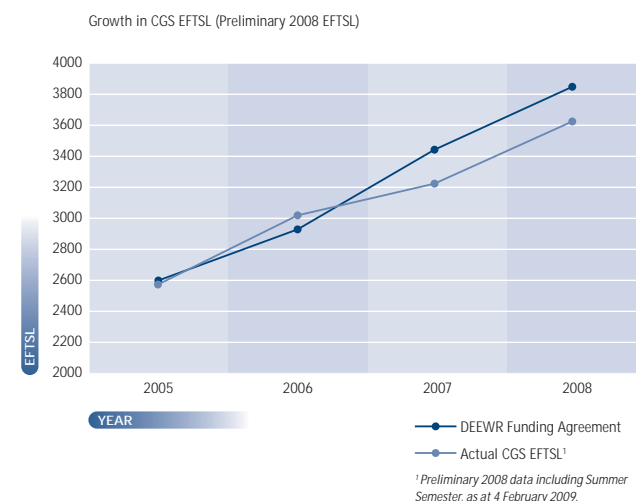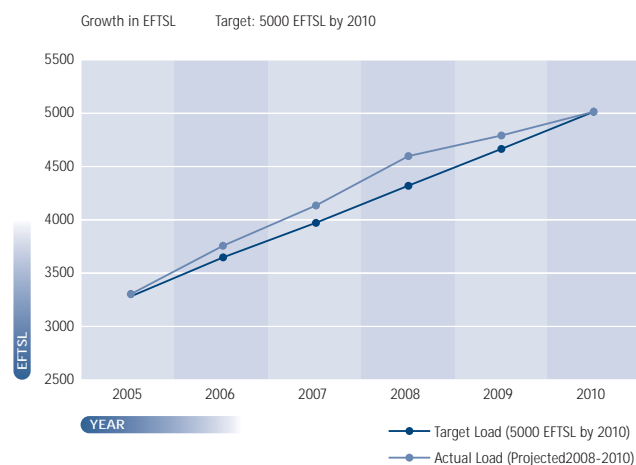
Employment costs as a percentage of revenue

Employment costs as a percentage of revenue as at 31 December 2008 is 52.6 percent which is higher than the 2008 reforecasted ratio of 51 percent, however, is below the 2007 Australian university and Queensland university average costs.

Employment costs include associated fringe benefits tax and provisions for leave entitlements (long service leave and recreation leave). Total Revenue includes capital funding grants and donations which reduces the employment costs as a percentage of revenue as a result.

The strong commitment from University Executive to manage employment costs and drive to increase external funding should result in a percentage decrease over time.

Revenue by source categories

Total revenue earned for the year ended 31 December 2008 was $94.9 million, including $5.7 million in Government Capital Funding. Australian Government Grants include Commonwealth Government Support, HECS-HELP arrangements and other DEEWR operating funds. State and Local Government Grants includes capital funding (excludes inflows from debt facilities held with the Queensland Treasury Corporation). Student Fees and Charges include full-fee paying International Award and Non-Award students and associated administration charges. Consultancy and Contracts includes all research and non-research commercial funding. Other Revenue includes University donations.

The University continues to grow its research and consultancy contracts with non-government sources. The Australian Government Grants and the State and Local Government Grants include some contractual funding for research purposes which is independent to the general operating of the University.

The University continues to rely on Government support particularly in relation to capital infrastructure and general operating activities. Approximately 4 percent of Australian Government Grants received is allocated to funding the repayment of debt.

Liquidity ratio
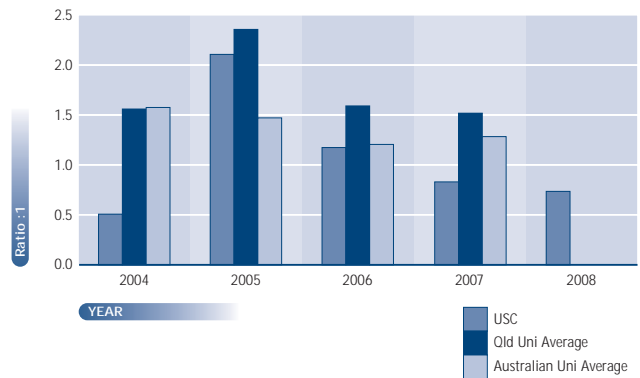
- USC
- Qld Uni Average
- Australian Uni Average

Employment costs as a percentage of revenue

- USC
- Qld Uni Average
- Australian Uni Average

Revenue by source categories

- Australian Government Grants
- State and Local Government Grants
- Student Fees and Charges
- Consultancy and Contracts
- Other Revenue
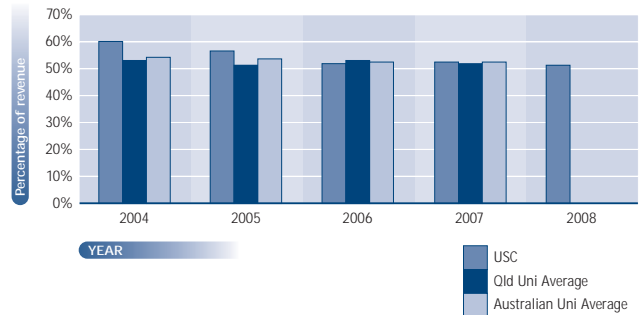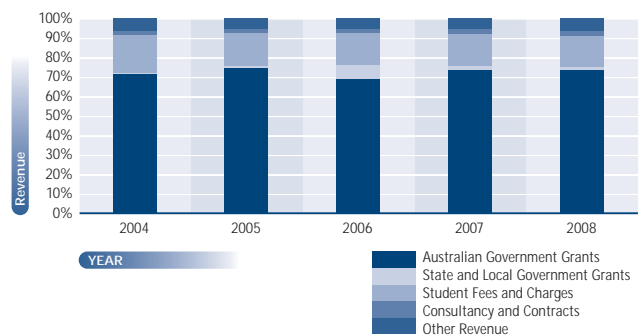
The year 2009

- Enrolment growth will continue its unbroken upward trend.
- Marketing initiatives, particularly in the online environment, will continue to be developed to encourage enrolments.
- The USC's Capital Programs and Operations section will act on outcomes of major funding applications and expressions of interest submitted in 2007.
- USC will continue collaborating with the University of Queensland and hospital planners to provide teaching and research facilities at the Sunshine Coast University Hospital, scheduled to open in 2014.

- Further work will be undertaken to improve the University's quality framework.
- Implementation of a new version of the University's financial reporting system which will provide enhanced information to assist in the University's decision-making processes.
- Further refinement of the University's monitoring and reporting of performance against key performance indicators.
- Continuation of implementation of recommendations of the AQUA review relating to closer alignment of the University's planning and budget processes.

Review of Operations
Learning and teaching

Goal: to provide an increasingly comprehensive range of sustainable programs that position students for success in the global economy and which are aligned to the University's priorities

Increase the number of sustainable disciplines available in undergraduate, postgraduate coursework and research programs

Sustainable studies

Program sustainability was a focus in 2008, generating activities such as:

- successfully piloting a template for new program business cases (these are now required for all new programs and considered by Planning and Resources Committee);
- amending existing programs to improve marketability and sustainability (for example, the BBus (Tourism) was renamed to reach a wider audience); and
- discontinuing some programs to clarify and boost sustainability for program offerings.

New programs

Introduction of associate degrees in arts, business and science this year provided another pathway to tertiary study. Completion of a two-year program guarantees entry to a degree program, and eligibility to apply for one of 20 Commonwealth Government-funded scholarships.

New undergraduate and postgraduate programs offered this year included the following:

- Bachelor of Business/Bachelor of Science (Sport Management)
- Bachelor of Design
- Bachelor of Education
- Bachelor of Education/Bachelor of Arts (Special Education and Psychology)
- Bachelor of Engineering (Construction Management)
- Bachelor of Engineering (Water and Sustainable Resource Management)
- Bachelor of Exercise Science
- Bachelor of Nutrition
- Bachelor of Occupational Therapy
- Bachelor of Paramedic Science
- Bachelor of Social Science (Psychology)
- Bachelor of Social Science (Psychology) (Honours)
- Graduate Certificate in Professional Learning (TESOL)
- Graduate Certificate in Special Education
- Graduate Diploma in Special Education
- Master of Climate Change Adaptation by Research
- Master of Environmental Change Management by Research
- Master of Integrated Coastal Zone Management by Research
- Master of Psychology (Clinical)
- Master of Social Work
- Master of Wetlands Management by Research

Of these new degrees, the Bachelor of Social Science (Psychology) and the Bachelor of Paramedic Science proved popular. They ranked among the University's most sought-after programs for new students in Semester1, 2008.

The mid-year intake reflected high demand for the Bachelor of Social Science (Psychology), which attracted the highest number of new undergraduate enrolments for second semester.

New or significantly revised programs developed in 2008 for delivery in 2009 include:

- Bachelor of Clinical Exercise Science
- Bachelor of Corporate and Public Affairs
- Bachelor of Regional and Urban Planning (4 years)
- Bachelor of Commerce (Accounting)
- Bachelor of Commerce (Financial Planning)
- Bachelor of Business/Bachelor of Commerce (Financial Planning)
- Bachelor of Business/Bachelor of Commerce (Accounting)
- Master of Management
- Graduate Certificate in Management
- Postgraduate Certificate in Nursing (Advanced Practice)
- Master of Advanced Nursing Practice (Emergency Care)
- Master of Sports Nutrition by Research*
- Executive Master of Business Administration**
- Master of Business Administration
- Graduate Diploma in Business Administration
- Graduate Certificate in Business Administration
- Graduate Certificate in Sustainability
- Master of Advanced Nursing Practice

Subject to final approval

**Open only to students with substantial work experience, delivered as intensive weekend classes once a month for two years*

The Bachelor of Business (Property and Asset Management) was endorsed and approved by the Australian Property Institute (API) in December. Undergraduates completing the property major can now apply for associate membership of API, while those completing the property major plus the property valuation minor can apply for full membership. These graduates, if they also complete an appropriate term of professional practice, will also be eligible to apply to the Valuers Registration Board of Queensland for registration as Certified Practicing Valuers (CPVs).

Promote and facilitate multi-disciplinary and cross-faculty coursework program structures

The Academic Board and the Learning and Teaching Management Committee (LTMC) required program structures to follow the 16-8 model (unless there were strong grounds for not doing so), whereby programs include two of the three core courses and at least six electives. This enables a student to construct a multidisciplinary program using electives from faculties other than his or her own. The Quality Office conducted an institutional analysis of program structures in February 2008.

Complementary combinations

A combined or cross-faculty program blends two degrees in complementary areas and thus expands career opportunities. The program can be studied over four years full-time, less time than if two degrees were studied separately.

Combined program offerings increased in 2008 to include the Bachelor of Business/Bachelor of Science (Sport Management) and Bachelor of Education/Bachelor of Arts (Special Education and Psychology). USC now teaches a total of 18 combined programs.

Increase and facilitate the direct involvement of the professions and industry in sustainable program and course development and delivery

In 2007, the Australian Department of Education, Employment and Workplace Relations (DEEWR) awarded Collaboration and Structural Reform Fund funding for the following USC projects, to enhance universities' contributions to regional development:

- the Optimisation Project, aimed at strengthening university-community connections in the Sunshine Coast and Wide Bay-Burnett regions (collaboration with the University of Southern Queensland); and
- the Engineering Project, titled *Growing Engineering Pathways across the Sunshine Coast.* This aims to produce graduates with skills relevant to industry needs and regional economic growth.

These projects began in March 2008 for completion by December 2009. They exploit opportunities identified in a self-evaluation report compiled by USC and USQ in 2005 as part of an international study led by the Organisation for Economic Co-Operation and Development (OECD). The self-evaluation identified chances for USC and USQ, both young universities, to develop niche markets while boosting regional development through course selections and professional programs.

Other moves to maintain workplace relevance in USC teaching included:

- industry and professional representation on faculty academic advisory committees, providing input to program development; and
- full professional accreditation by the Australian Property Institute for the new Bachelor of Business (Property and Asset Management), which offers a pathway to careers in valuation, development, property management, asset and facilities management, and property sales and leasing.

Professional partnerships

The University's new programs in psychology, paramedic science and engineering were developed cooperatively with relevant industry and professional bodies.

The Bachelor of Social Science (Psychology) was accredited by the Australian Psychology Accreditation Council as a three-year undergraduate program, and the Bachelor of Paramedic Science was developed in partnership with the Queensland Ambulance Service.

The structure and content of the University's new engineering programs in construction and water and sustainable resource management reflect requirements of the peak accrediting body, Engineers Australia.

The Graduate Certificate in Nursing (General Practice) was designed by USC staff in collaboration with the Sunshine Coast Division of General Practice in 2004. It is now offered nationally, and more than 100 practice nurses across Australia studied the program in 2008. In July, the Parliamentary Secretary to the Federal Minister for Health and Ageing, Senator Jan McLucas, visited campus to present certificates to the first USC graduates.

Review of operations
Learning and teaching

Advisory groups

An industry advisory group overseeing strategic direction for the Bachelor of Business (Property and Asset Management) met for the first time in September. It will meet three times each year. The group, chaired by USC's Professor of Property and Development, includes representatives from industry leaders such as Australian Environment International, CSIRO Corporate Property, Herron Todd White, Juniper Development Group, PricewaterhouseCoopers and the Department of Natural Resources and Water. The University's Dean of Business is also a member.

Increase and promote opportunities for work-integrated learning within programs

WIL activities

During 2008, the WIL Reference Group of the Learning and Teaching Management Committee furthered the Work Integrated Learning Policy to articulate the institution's position on work integrated learning (WIL). The Policy will be considered by Academic Board in 2009.

WIL opportunities are available in numerous degree programs in all faculties. A student can enrol in specific WIL or industry project courses as part of a degree program, or access informal work experience arrangements.

Business-related projects introduced students to the practical application of theory while benefiting local industry, including companies based at the University's Innovation Centre. This USC-Innovation Centre engagement supports the objectives of the Uniconnect program.

More than 280 final-year business students worked with industry as part of their degrees. Assignments included:

- an export management project, involving research and analysis to assess export readiness; and
- a market research project resulting in a report to help guide business development.

The Master of Business Administration (MBA) Strategic Management Project provided students with the opportunity to complete an external analysis of a business's competitive position and strategy.

Exploring career options

Numerous on-campus events promoted WIL and other industry opportunities throughout the year. These included the annual Careers Fair and an inaugural presentation by Walt Disney World, outlining the company's International College Program.

Available for the first time this year to Australian students and recent graduates, this work placement scheme runs for 6-12 months at the Disney resort in Florida. Participants develop skills in customer service, communication, teamwork, leadership, responsibility and cultural sensitivity.

USC also delivered work-relevant information to students due for practicum placements throughout the year. From 2009, the WIL Skills Program will expand its workplace-preparation repertoire to include tips on professional skills and behaviours.

Work experience outcomes

The blend of study and workplace experiences resulted in numerous positive outcomes. These included award nominations, a gallery exhibition, positive contributions to communities in Australia and overseas, and student employment opportunities:

- Advanced computer-based design students staged two exhibitions of their professional portfolios of digital design and commercial art at the USC Gallery. These are part of the Gallery's annual program of exhibitions and related events, and attracted more than 3,000 visitors.
- Five public relations students organised and ran a community event at Stockland Park, Kawana, honouring the region's emergency rescue workers. Operation Rescue evolved from a University assignment, and featured interactive displays by the Queensland Police Service, Australian Volunteer Coast Guard, Queensland Ambulance Service, Energex Community Rescue Helicopter, State Emergency Service, Queensland Fire and Rescue Service and Life Saving Queensland. Other attractions included food vendors, children's rides and a live radio broadcast.

Sisters Namrata (above) and Neha Bhola graduated together in 2008 with Bachelor of Business (Accounting) degrees. Namrata, 20, completed her three-year degree in just two years by taking part in Headstart, completing an extra course each semester, and enrolling for summer semesters.

Provide and promote a range of transition and enabling programs for prospective and new students

Getting a Headstart

The Headstart program was established in 2003 with 40 participants. Since then, 441 students from 36 regional schools have successfully completed at least one Headstart course each. Of these students, 65 percent were female, 35 percent were male, and 44 percent were the first in their families to undertake university study.

In 2008, 138 students enrolled in the program, collectively completing 165 courses. A total of 23 scholarships eased the way for those with financial needs or disabilities; and orientation programs each semester familiarised students and parents with all aspects of the University.

Headstart students can access more than 90 USC courses, including 10 at the USC Noosa Centre. The most popular relate to psychology, creative writing, communications, languages, science, computer-based art and design, business and health. Students attend lectures, tutorials and laboratory sessions, and undergo assessment. Completion of two Headstart courses and award of a Queensland Certificate of Education from school guarantees entry to most USC degrees—with academic credit for relevant Headstart completions.

On average, 41 percent of Headstart students subsequently enrol in USC degrees. Generally their academic performance is high, with about nine percent achieving High Distinction grades, 20 percent Distinctions, 27 percent Credits, 28 percent Pass grades and 13 percent Fail grades.

Alternative entry: TPP

Enrolments in the University's Tertiary Preparation Pathway (TPP) have increased steadily since the program launched in second semester 2006 as a way to increase access for students to enter USC undergraduate programs.

New enrolments peaked in first semester this year, with 148 new students bringing total enrolments to 158. This figure grew by 10 percent in second semester when 173 new and continuing students were enrolled in TPP.

On course for a new career ... qualified mechanic, sports coach and scuba diving instructor Robert Watts completed TPP in 2007 to enrol this year for a Bachelor of Science (Sport and Exercise Science) degree, having left school in the UK without taking the A-level tests required for university entry.

Of the 158 TPP enrolments in first semester, 63 percent (99 students) became undergraduate students in the first semester (58 students) or continued with TPP (41).

As in previous years, those students entering undergraduate programs were concentrated in the Faculty of Science, Health and Education (34 percent). The most popular program, with 17 percent, was the Bachelor of Social Science (Psychology), offered by the Faculty of Arts and Social Sciences.

To cater for TPP's increasing popularity, for the first time TPP courses were delivered during summer semester and a TPP course was taught off-campus for teenage mothers. Eight mothers from Nambour-based group STEMM (Supporting Teenagers with Education, Mothering and Mentoring) signed up for the program, with a USC tutor taking one class each week in Nambour. Two of the women chose to complete all four TPP courses, with the aim of starting degrees in nursing science and paramedic science in 2009.

The success of the STEMM partnership could lead to TPP courses for other community groups; and in October a public information evening was held in Gympie to gauge interest.

A new TPP course was developed for delivery from 2009—An Introduction to Working within the Community, aimed at meeting increased demand for undergraduate social welfare pathways.

While TPP helps domestic students gain entry to USC via QTAC, it also caters for international students lacking academic entry criteria. The University offers an additional International Foundation Pathway (IFP) for students who need to meet English language entry requirements. Further information on TPP is available under Strategic Plan Key Performance Indicator 'Uptake of transition programs by students'.

Enabling study: TEP

The Tertiary Enabling Program (TEP)—a range of optional, non-credit courses—attracted increasing numbers of new students in 2008. More than 500 students enrolled in seven enabling courses, upgrading skills in writing, computer literacy, chemistry, general mathematics, mathematics for physics, statistics and biology.

Review of operations
Learning and teaching

Research findings suggest that students who take the courses achieve higher scores than those who do not. Advances planned for 2009 include:

- increased contact hours for Enabling Mathematics for Physics, in response to a recognised need for more tutorial interaction; and
- an extra weekly tutorial in the intensive Enabling Chemistry, to increase pharmacology content for paramedic science students.

International Foundation Pathway, designed for international students unable to meet USC's English language or academic entry requirements, attracted several enrolments in 2008. It was reconfigured during the year and in 2009 will feature more prominently in promotions as a study pathway.

Associate degrees

In second semester, new associate degrees in arts, business and science added to alternative entry options for undergraduate study. Completion of a two-year program guarantees entry to a full degree program, with credit for completed subjects and eligibility to apply for one of 20 Commonwealth-funded scholarships.

Develop and promote pathways for progression from TAFE/VET to USC programs, and options for dual TAFE/VET and USC award programs

Articulation pathways are under development in the following areas:

- Property and asset management
- Sport and exercise
- Nursing
- Hospitality/events

In addition, staff members from both Sunshine Coast Institute of TAFE and the University have been reviewing existing dual awards as well as discussing opportunities for joint business development.

Provide appropriate professional development programs and technological support for Teaching and Research staff in order to increase and improve flexible curriculum delivery, including e-learning, within programs

Professional development

Technical staff supporting USC's e-learning environment underwent recognised certification training and now are boosting staff skills generally. Flow-on effects have included advanced training workshops, one-on-one sessions and documentation—all available to staff as part of the University's focus on e-learning.

Other initiatives included:

- a Sessional Staff Development Day workshop delivered by the Office of Learning and Teaching, incorporating tips on using the Blackboard Learning Management System; and
- Foundations of University Teaching for USC staff and nursing clinical facilitators, exploring e-learning and flexible delivery and including the Teaching-Research Nexus.

Technological support

Technology initiatives enhanced levels of IT support for academic staff and a new Information and Communication Technology (ICT) Learning Space advanced and supported e-learning professional development.

An enterprise solution for webcasting lectures was installed in three on-campus lecture theatres, with a further mobile unit available in the University's Multimedia Studio. The system caters for the diverse needs of different academic programs, and the flexibility of the mobile unit has facilitated recording of lectures in other lecture theatres. The ability to record and webcast the University's graduation ceremony provided a solution for those unable to attend.

Outcomes

There was a 25 percent increase in active e-learning courses and use of the Learning Management System this year. While this placed additional demands on the system, service availability improved. The positive effects of efforts begun in 2007 to address the scalability and resilience of the University's e-learning environment in particular, and across all IT systems in general, emerged this year, with improved service performance and stability.

Bringing Beijing to USC classrooms … business lecturer and former Olympic kayaker Gayle Mayes (pictured, right) gave sport/event marketing lectures via interactive video links while at the 2008 Olympics. She also linked with Caloundra City School for three hours of real-time interactive sessions streamed to multiple classrooms, where discussions ranged from the weather and food in China to Olympic athletes and events. Ms Mayes uses experiential education as a teaching strategy—an approach which earned her a $10,000 award in 2007 from the prestigious Carrick Institute for Learning and Teaching in Higher Education (now the Australian Learning and Teaching Council).

Provide professional development support for teaching and research staff to assist them in building the teaching-research nexus in courses and programs

Teaching-Research nexus

Learning and Teaching Management Committee and Research Management Committee provided advice to the Academic Board on the Teaching-Research Nexus Statement in 2008. This will be progressed in 2009.

USC staff attended the national launch of a website funded by the Australian Learning and Teaching Council (ALTC): *The teaching-research nexus: a guide for academics and policy-makers in higher education.* This provides resources for implementing the Nexus Statement once it is endorsed. Staff can access the site through the USC Portal.

Performance review

The University's Human Resources (HR) section delivered regular Performance Planning and Review training for staff, and directly supported deans as required. Promotion and Professional Development Program policies and procedures were reviewed and amended to align with the University's latest Strategic Plan.

Australian Learning and Teaching Council: promoting excellence

The University received $220,000 from the ALTC Promoting Excellence Initiative to facilitate staff participation in the programs and resources of the ALTC. The University's Promoting Excellence Project runs until December 2010 and aims to:

- establish supportive institutional systems facilitating staff engagement with ALTC;
- optimise successful outcomes by helping staff prepare and submit ALTC grant applications; and
- engage proactively with ALTC in ways beyond the means of routine budget allocations.

ALTC Grants received in 2008:

In 2008, Professor Mary Katsikitis was a co-investigator in an ALTC Competitive Grant on 'Strengthening the ALTC exchange through evidence based resource development for the teaching of psychology', submitted through Southern Cross University. The grant is for $212,983, and the aim of the project is to establish disciplinary networks within Australia designed to advance teaching and learning in higher education by ensuring that the ALTC Exchange will be populated with material that is well focused and of immediate practical value to academics.

Also, Emeritus Professor Graham Davidson was a co-investigator in an ALTC Leadership for Excellence in Learning and Teaching Grant on 'Developing cross-disciplinary leadership capacity for enhancing the professional education of multidisciplinary mental health workers', submitted through Griffith University. The grant is for $218,925, and the primary aim of the project is to increase engagement and empowerment of mental health educators to lead changes in curriculum design and application that are synergistic with the principles, practices and standards of multidisciplinary mental health service delivery.

Honouring top teachers

A new Wall of Fame in the Library recognises staff honoured nationally as teachers. These include six winners (in three years of awards) of the prestigious ALTC (formerly Carrick) Citations for Outstanding Contributions to Student Learning. Joint winners of a $10,000 award this year are Associate Professor Stephen Lamble, Head of the School of Communication, and Associate Lecturer Gillian Cowden. The award is for creating innovative curricula and research-informed teaching resources designed to boost graduate employment opportunities.

Previous Citation winners are Gayle Mayes and Associate Professor Karen Brooks (2007); and Associate Professor Gary Crew and Dr Maria Raciti (2006).

Heads of School Forums

HR coordinated regular Heads of School Forums during the year to foster discussion of various leadership and management issues.

Monitor, analyse and act on findings from program reviews, formal student and employer surveys and other feedback processes, including satisfaction with teaching and courses

The 2009 edition of the Good Universities Guide gave USC maximum five-star ratings in four categories—staff qualifications, teaching quality, and graduate satisfaction with (a) the overall university experience and (b) generic skills gained at university. USC also scored four stars in each of two more categories—access by equity groups and Indigenous enrolments. Ratings are based on data from the Commonwealth Department of Education, Employment and Workplace Relations and results of the Australian Graduate Survey.

LTMC members received and discussed aggregated student feedback on courses each semester; and Committee members received annual reports on the three core courses.

Organise teaching and supervision sessions to sustain high levels of interaction between students and their teachers or supervisors

As a smaller institution, USC provides a personalised student experience. The intention is to maintain this human scale as the University grows; and this year an LTMC working party developed a draft Statement on Human Scale for consideration by the Committee in early 2009.

A student:teacher ratio of 19:32 (including casuals) put USC slightly above the national average of 19:2. This is 2006 data—the latest available, drawn from the DEEWR Higher Education Student, and Higher Education Staff, Collections.

Review of operations
Learning and teaching

Key performance indicators

Graduate satisfaction with educational experience as measured through the Australian Graduate Survey (AGS)

The annual AGS uses three core scales to assess 'graduate satisfaction': Generic Skills; Good Teaching; and the Overall Satisfaction Index. Data in the following table shows the percentage agreement for each of the core scales from 2005 to 2007 for each faculty.

The results are based on USC response rates of: 59 percent in 2005; 69 percent in 2006; 76 percent in 2007; and 66 percent in 2008.*

		2005[1]	2006[2]	2007[3]
Generic Skills Scale (GSS)	Arts and Social Sciences	68%	70%	69%
	Business	69%	70%	68%
	Science, Health and Education	71%	70%	62%
	USC Total	69%	70%	67%
	Target achieved?[4]	✓	✓	✗
Good Teaching Scale (GTS)	Arts and Social Sciences	64%	72%	68%
	Business	54%	54%	49%
	Science, Health and Education	58%	61%	59%
	USC Total	69%	70%	67%
	Target achieved?[4]	✓	✓	✗
Overall Satisfaction Index (OSI)	Arts and Social Sciences	70%	78%	77%
	Business	75%	71%	69%
	Science, Health and Education	73%	67%	65%
	USC Total	73%	73%	70%
	Target achieved?[4]	✓	✓	✗

1 Data from the AGS 2005 (2004 Graduates).

2 Data from the AGS 2006 (2005 Graduates).

3 Data from the AGS 2007 (2006 Graduates).

4 Assessment for achievement of the KPI target was based on the results for the USC Total.

*AGS results for 2008 are under analysis and will be available in 2009. The University's Strategic Information and Analysis Unit pursues high response rates for the AGS to maximise representation of the student experience.

USC's graduate satisfaction ratings are compared nationally in the Learning and Teaching Performance Fund. USC's performance for graduate satisfaction in the 2008 LTPF was as follows:

- USC ranks first nationally in the Humanities, Arts and Education Group for all three performance indicators for graduate satisfaction.
- USC ranks first nationally in the Business, Law and Economics Group for two of the three performance indicators for graduate satisfaction and fifth nationally for the third.

- USC's ranking is variable in the Science Computing, Engineering, Architecture and Agriculture Group. However, the University exceeded national averages in all instances (except for overall satisfaction in 2008).
- USC was excluded from 2007 and 2008 assessments in the Health Group due to the small number of graduates included in the data for the assessment of that group.

Student feedback on courses (SFC) and teaching (SFT)

The data collection and management of the Student Feedback on Courses (SFC) and the Student Feedback on Teaching (SFT) relocated effective Semester 1, 2008 to the Strategic Information and Analysis Unit (SIAU).

The inaugural SFC exercise was undertaken in second semester 2006 and SFC results were reported from first semester 2007, when a complete dataset was available for each faculty. Since then, targets (of at least an overall average score of four on a five-point scale) have been met.

SFT has been conducted since Semester 1, 2004. Results are reported to individuals, Heads of School and Deans. A method of reporting aggregated SFT results is under consideration.

In 2008, the University commenced investigation into the operations and analysis of student feedback on courses and teaching. The Learning and Teaching Management Committee commissioned a working party to develop a set of recommendations regarding academics' requirements of an SFT/SFC system that may contribute to the future direction of the SFT and SFC instruments. The Strategic Information and Analysis Unit is currently exploring options for the introduction of a new electronic student feedback system and further updating and developing a comprehensive suite of analytical reports.

Student feedback on courses
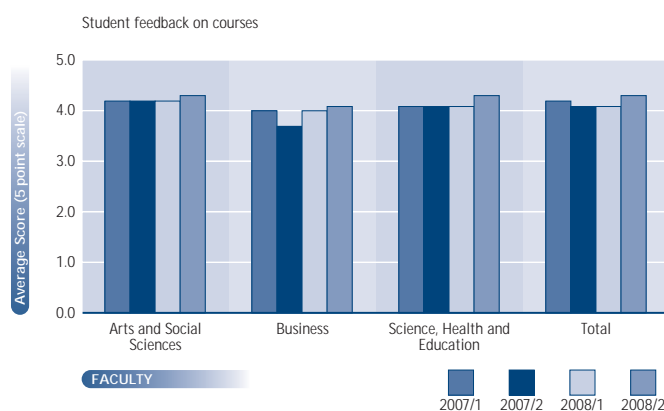
Number and proportion of students undertaking work-integrated learning (WIL)

This year, 119 regional professions, businesses and industries provided WIL placements. Until now, data has been managed at faculty level and not aggregated University-wide. However, this year a system for managing and recording WIL activities was piloted successfully with the areas of education and nursing and will apply more widely in 2009. A new Career Placement Database will then boost capacity to track placement data and histories across all operational areas.

Uptake of transition programs by students

The Tertiary Preparation Pathway (TPP) was launched in second semester 2006 to provide alternative entry to undergraduate study. Enrolments have increased steadily, in line with general student growth. As might be expected, first semester intakes remain higher than second.

New enrolments in tertiary preparation pathway by semester

Semester	New Enrolments
2006/2	66
2007/1	136
2007/2	121
2008/1	148
2008/2	136
2008/Summer	65

The year 2009

- The Learning and Teaching Management Committee will pursue strategic priorities in embedding the Learning and Teaching Plan.
- Seventeen new academic programs will be delivered and some superseded programs will be discontinued.
- New academic staff will benefit from targeted professional development resources and induction.
- Academic staff will have access to a suite of professional development opportunities devised by the Learning and Teaching Management Committee, including a strong focus on program leadership and curriculum design.
- New postgraduate programs will include the innovative Executive MBA. Delivered as intensive weekend classes once a month for two years, it will be open only to candidates with substantial work experience.
- The Vice-Chancellor's Learning and Teaching Colloquium will again recognise the institutional importance of outstanding learning and teaching practice.
- Two major projects will be completed: the Optimisation Project aimed at strengthening university-community connections in the Sunshine Coast and Wide Bay-Burnett regions (collaboration with USQ); and the Engineering Project, aimed at turning out workplace-ready graduates.
- The University will pursue plans for off-campus TPP courses following a successful 2007 program for teenage mothers in Nambour. Two of eight women enrolled qualified for 2009 entry to degrees in nursing science and paramedic science.
- A new approach to graduate attributes to be implemented, following consultation in 2008.

Review of operations
Research

Goal: to concentrate the University's research effort and achieve national and international distinction in ways that advance University priorities

Mobilise research capacity and infrastructure around regional engagement and sustainability themes

Provide increased levels of financial, human and infrastructural research support for research conducted in the two designated research themes and in collaboration with external research partners

The Research Management Committee has, as a result of an extensive consultation process, endorsed Sustainability and Regional Engagement as themes under which the University focuses its research effort.

Sustainability is defined as the enhancement of communities into the indefinite future without impinging on the intrinsic value of natural systems.

Regional Engagement is defined as the process of building mutually beneficial relationships within and between regions to foster, inspire and activate communities to achieve sustainable outcomes.

The University has established two new research groups that conduct research under these themes: the Genecology Research Group and the Regional Sustainability Research Group. 2008 was the first full year of operation of these two research groups.

In 2008 the University provided a base operating budget for each of the research groups and granted other financial assistance, for instance for the purchase of equipment. In addition, the University provided targeted support for grant applications, project management, infrastructure acquisition, research training scholarships and memberships of key organisations, as well as advice and support for strategic planning.

Research activities

Research activities conducted in 2008 by the new research groups and other USC staff around the sustainability and regional engagement themes included:

Ecological Risks to Burnett Mary Sandy Foreshores: A Pilot Project to Assess Pressures from Recreational Activities

This project, led by Associate Professor Thomas Schlacher and funded through the Burnett Mary Regional Group for Natural Resource Management (BMRG), aims to identify key risk activities and quantify key aspects of ecological impacts caused by direct human impacts, such as recreational activities including four wheel driving, fishing, camping and other shore-based tourism. The research should be completed mid-2009.

Smart Forests Alliance Queensland

This $5.5 million forestry project, awarded in 2008 to commence in 2009, is being led by Associate Professor Helen Wallace and Dr Stephen Trueman. The success of the application follows a significant investment both in the application process and the long term commitment to the relationship with the partners. The project will tackle climate change by using biotechnology to speed production of carbon-absorbent trees. Potential benefits include climate change mitigation, forestry investment in Queensland, and building rural and regional industries. The University will be partnering with CSIRO, Queensland Department of Primary Industries and Fisheries, the Northern Territory Department of Primary Industries, Fisheries and Mines, Integrated Tree Cropping Pty Ltd and Forest Enterprises Australia Ltd and will receive $1.9 million in funding from the Queensland Government.

Community Based Governance Arrangements for Water Resource Management in Western Australia

USC regional and urban planning lecturer, Dr Claudia Baldwin, and two New South Wales researchers, Mark Hamstead and Vanessa O'Keefe of Hamstead Consulting Pty Ltd, produced a 528-page report (published in April) on Australian water planning practices after winning a competitive tender from the National Water Commission last year. Outcomes include Commission funding for relevant postgraduate programs and establishment of an evaluation system for continuing improvement.

Teacher Education for Sustainability

Led by Lisa Ryan from USC's Regional Sustainability Research Group in collaboration with the Eidos Institute, this project represents Stage II of an Australian Research Institute in Education for Sustainability (ARIES) research report completed in 2006. The report examined a variety of models for professional development within teacher education and recommended a systemic model as the most effective for mainstreaming

environmental education for sustainability within teacher education. Stage II of the project encompasses a Queensland-based participatory action research approach with the aim of mainstreaming environmental education for sustainability within pre-service teacher education courses, through a systemic approach to change to improve opportunities for trainee teachers to develop knowledge and competence in this area.

Building Local Government Resilience through Scenario Planning

The objective of this Burnett Mary Regional Group for Natural Resource Management (BMRG) funded project is to better equip coastal councils to deal with key emerging environmental concerns such as climate change, sea level rise, storm surge, tourism development and managing changing land use. The project is led by Associate Professor Peter Waterman and Dr Neil Tindale from the School of Science and Education.

Fighting the Invader—Weed Management on Fraser Island World Heritage Area

This Burnett Mary Regional Group for Natural Resource Management (BMRG) funded project is being led by Dr Alison Shapcott and is a continuation of the Fraser Island Weeds Project completed in 2007. The research focuses on planning, prevention and strategic, practical on-ground action to the invasive weed issues on Fraser Island.

Being Safety Smart

Being Safety Smart is a free-to-use online educational gaming environment providing abduction prevention strategies for children aged 6 to 8 years. Led by Professor Pam Dyer and Dr Christian Jones, the project is designed to increase the awareness of children to situations which might impact upon their personal safety. Being Safety Smart has been developed by the University of the Sunshine Coast for the Queensland Police Service in partnership with Education Queensland and the Crime and Misconduct Commission, and supported by the Daniel

Morcombe Foundation. The initiative will be launched to schools early in 2009 and integrated into school curricula.

HMAS Brisbane

The wreck of the ex-HMAS Brisbane off Mooloolaba represents one of the most significant nearshore assets in South East Queensland. Since the ship was scuttled in 2006 it has played a significant role in underpinning marine-based tourism on the Sunshine Coast, attracting large numbers of divers and creating a 'wreck-based' diving industry.

The Environmental Protection Authority (Queensland Parks and Wildlife) provided funding of $40,000 to continue work commenced in 2007 by Associate Professor Thomas Schlacher and expand to include the PhD work of Vikki Schaffer. The monitoring work will include reassessment of encrusting biota, fish and larger invertebrates. In addition the project will include an evaluation of the economic and social values of the ex-HMAS Brisbane.

Provide increased support service to researchers in attempting to attract or secure research grants and other research income from external sources

Provide increased support service to researchers in developing regional, national and international research collaborations

In 2008 the University's reported external research income increased from $1,023,803 to $2,049,559—a 100 percent increase. Key research collaborations were greatly advanced with the Queensland Department of Primary Industries and Fisheries, CSIRO, and the Queensland Government, particularly through its Smart State program, the Sunshine Coast Regional Council, Paspaley Pearls, the Queensland EPA, and Queensland Health.

Review of operations
Research

Investment in research collaborations included:

The National Climate Change Adaptation Research Facility

The University is a partner in the Commonwealth funded National Climate Change Adaptation Research Facility hosted at Griffith University. The facility will lead the research community in a national interdisciplinary effort to generate the information needed by decision-makers in government and in vulnerable sectors and communities to manage the risks of climate change impacts.

The Queensland Smart Water Research Facility

The University is also a partner in the Griffith University-hosted SmartWater Research Facility. The Facility will enhance research undertaken into sustainable water supplies, safeguarding water quality and exploring alternative water sources. The research program will bring together experts from across the research institutions, water supply authorities and water technology companies.

Other partners include CQ University, Gold Coast City Council, Wide Bay Water, International Water Centre Pty Ltd and Aqua Diagnostics Pty Ltd.

Seafood Cooperative Research Centre

The Seafood CRC aims to provide comprehensive seafood-related research and development and industry leadership on a national basis. Current USC research activity sits within the Production Innovation Research Program around pre-harvest activities. This research program aims to create a substantial increase in the production and profitability of selected wild-harvest and aquaculture species.

The University is in receipt of over $400,000 funded by the Seafood CRC for several projects led by Professor Abigail Elizur, such as the 'Southern Bluefin Tuna Maturation and Sexing: Development and application of new technologies'; 'The development of a genetic management and improvement strategy for temperate marine finfish', and 'The advancement of reproductive development in Southern bluefin tuna using hormonal manipulations of kisspeptin, the gatekeepers of puberty'. A PhD scholarship and Masters scholarship have also been funded by the Seafood CRC.

In performance planning and management of T&R staff, increase emphasis on research performance, output, quality and impact especially in the two designated research themes

The full reporting of 2008 income and publications will take place during 2009, however, initial indications are that in 2008 the amount of research income derived from National Competitive Grants rose from $611,970 to $866,985.

The full publications collection has not taken place for 2008 but again the current indications are promising with increasing percentages of publications in higher ranked journals including some 25 percent of current publications in A* or A ranked journals. These higher quality and impact research outcomes and outputs all advanced the University's reputation for research related to sustainability and regional engagement.

Research contributing to these outcomes and outputs included:

Farming in the South Pacific

Funded through the Australian Centre for International Agricultural Research (ACIAR) for $651,774 from 2008 to 2010, this project, Processing of Canarium Indicum Nuts: Adapting and Refining Techniques to Benefit Farmers in the South Pacific, is led by Associate Professor Helen Wallace from the Genecology Research Group with Dr Jennifer Carter from the Regional Sustainability Research Group.

The project brings together international partners Hidden Valley Plantations, Papua New Guinea; National Agricultural Research Institute, Vanuatu and the Department of Forests. The aim of this project is to develop post-harvest processes and techniques for Melanesian C. indicum nuts that can be optimally used by small-scale, block and plantation farmers. Anticipated community impact includes economic impacts, social impacts and environmental impacts.

This project will enable the development and expansion of the Canarium nut industry to domestic and eventually export markets. This is likely to improve the financial status of smallholders, women, and communities. In partner countries this project will enhance participation in the cash economy, expand opportunities for paid work, and reduce crop losses through spoilage. Impacts on developing processing knowledge and expertise are expected within five years of project completion.

Pearling and sustainable fishing

The challenge of this project is to respond to, and take advantage of, increased demand for seafood and for recreational and customary fishing experiences; to maintain and improve the management and use of aquatic natural resources to ensure their sustainability.

The researchers will commence a pearl oyster genetic selection program and base it on international best practice in quantitative and molecular genetics, and hatchery biology that will maximise investment returns, cost:benefit ratios, and speed of selection response. This will secure and sustain commercial advantage for Australian pearling companies and enhance pearl industry profitability.

The outcome will be a more profitable, competitive and resilient pearling industry, using genetic technologies to withstand competitive commercial pressures from the region. This addresses specifically the need with respect to international competition and to increase revenue for pearling companies and export revenue for Australia.

The Fisheries, Research & Development Corporation (FRDC via Paspaley) has awarded Dr Lesley Brooker $285,919 for her project, Shell Biomineralisation. This project will investigate the cellular structure of pearl sacs from different production stages and for pearls of varying quality along with the structure of the resultant pearls.

The extension of knowledge generated through this project, augmented by information from other research programs will enable development of strategies and appropriate biotechnologies to improve pearl quality.

This project will benefit the majority of the Australian pearling industry. Improvements in production processes achieved by Paspaley as a result of this project will be passed on to the company's joint venture partners within the Australian pearling industry.

Going forward USC is well placed to continue the trend of increasing income from National Competitive Grants with the following awards made in 2008 for Australian Research Council (ARC) Linkage Projects commencing in 2009.

ARC Linkage Grants

The Australian Research Council recently awarded a project grant for two years for the project 'From postbox to policy powerhouse: The history and politics of the Department of the Prime Minister and Cabinet 1911-2010'. This project is led by Associate Professor Joanne Scott with USC researcher Dr Bron Stevens and colleagues from Griffith University (Professor Patrick Weller) and University of Queensland (Dr Ross Laurie).

The Department of the Prime Minister and Cabinet is the core department that advises Prime Ministers. Its centenary on 1 July 2011 provides an opportunity to chart its history, explore its development, understand its dilemmas and assess its performance. As the first analytical study of this Department, the project will develop an historical narrative and thematic analyses to show how the Department has flexibly and creatively supported the priorities and prerogatives of Prime Ministers. Through the prism of the Department the researchers will also illuminate the changes to the Australian Public Services more generally. The outcomes will include a scholarly book, series of articles and photographic exhibition.

The University's Associate Professor Brendan Burkett is a Chief Investigator on an ARC Linkage grant gained by Griffith University entitled 'Development and application of wearable micro technologies for the assessment of swimming performance and activity'. Over a three-year period the group of researchers will receive $195,000.

Australia's sporting performance at a national and international level is ingrained in the psyche of everyday Australians. It encourages sporting activity at every level of our society contributing to our well being and the development of tomorrow's athletes. This research project will develop important tools for the assessment and servicing of our nations elite athletes, including those in regional areas. These tools will encompass the very latest in wearable technology and allow athletes to be measured under performance conditions rather than in the laboratory. Assessment of human motion is also desirable as we seek to assess and aid a progressively aging population and a growing epidemic of obesity in our children.

Increase the number of higher degree by research enrolments

Develop and implement comprehensive development and training programs for higher degree by research candidates, supervisors and potential supervisors

In 2008 higher degree by research EFTSL increased from 75.88 in 2007 to 87.00. This improved performance resulted mainly from stronger promotion of research opportunities, including those linked to the themes of sustainability and regional engagement, and the higher profile of USC's researchers and their greater capacity to attract candidates.

In 2008, as part of the research development strategy, the University reinvigorated its approach to the quality of research training, including supervision and the provision of additional educational opportunities for candidates. This was achieved through the following actions:

- emphasis on quality of research training in the new Research and Research Training Plan 2009-2011;
- work through the Research Degrees Committee to draw together a range of policy-documents into a consolidated Research Training Policy and associated procedures; and
- joint development by the Research Management Committee and Research Degrees Committee of a plan for professional development for researchers and supervisors.

The Graduate Centre was fully completed in 2008 and registered high levels of occupancy. Candidates continued to report satisfaction with the arrangements in the Graduate Centre, including provision of a workshop and seminar program.

In 2008 research candidates were involved in a range of projects advancing the University's key research themes, a large number of which were funded by scholarships through external research grants as well as the University. Examples of projects being undertaken by our Doctor of Philosophy candidates include:

- Tissue culture of tropical plantation eucalypts (Hung Cao, Principal Supervisor Dr Stephen Trueman).
- Improving crustacean aquaculture production efficiencies through development of monosex population using endocrine and molecular manipulations (Vijay Mareddy, Principal Supervisor Professor Abigail Elizur).
- The effect of temperature on reproductive development in maiden and repeat spawning farmed Atlantic salmon: understanding the molecular basis for improved egg quality survival (Kelli Anderson, Principal Supervisor Professor Abigail Elizur).
- Assessment of planning support system based growth efficiency modelling through contrast with fiscal impact models (Scott Lieske, Principal Supervisor Professor Tim Smith).
- An integrated approach for the management of Bioenergy Systems (Robert Mangoyana, Principal Supervisor Professor Tim Smith).
- Facilitating effective education for sustainability with primary and secondary schools (Michael Duggan, Principal Supervisor Professor Tim Smith).
- Engaging with climate change mitigation opportunities in Australia (Noni Keays, Principal Supervisor Professor Tim Smith).
- Emotion, Engagement and Technological Attraction: Modelling the Human Interactive Experience (Matthew Willis, Principal Supervisor Dr Christian Jones).

Review of operations
Research

Key performance indicators

Research publications

There has been a steady increase in quality research publications over the past few years reflecting the increased focus on research.

Research income

Total research income has increased over 200 percent from $0.7 million in 2005 to just over $2.3 million in 2008. An annual increase in total research income has been achieved in each of the last three years.

There have been a number of major funding announcements during the second half of 2008 which will positively impact research income over the coming three years and should see the trend of an annual increase in total research income continue.

Number of completing higher degree by research (HDR) students

Higher degree by research completions have fluctuated a little in the past but are now on a steady upward trend, reflecting increases in enrolments.

Total research grant income ($ '000) by faculty and year

FACULTY

2004 2005 2006 2007 2008[1]

[1] The 2008 data is unaudited and may be subject to change.
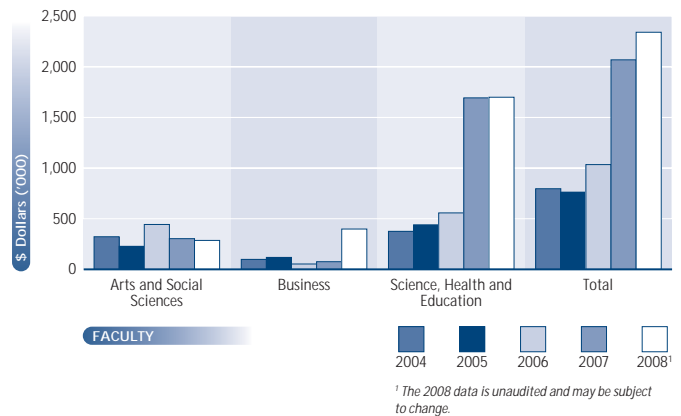
Publications by faculty by year

FACULTY

2004 2005 2006 2007
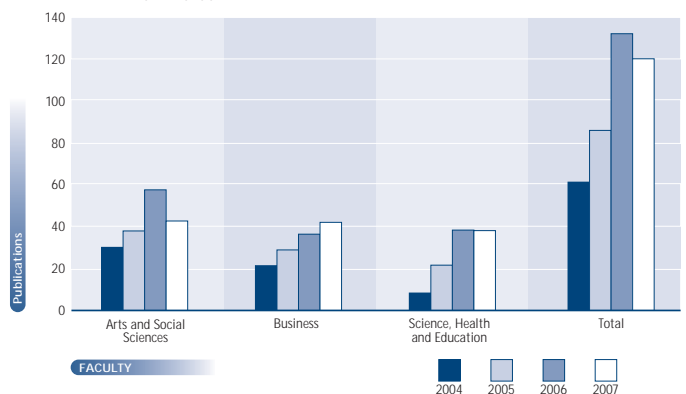
Higher Degree by Research (HDR) completions by faculty (Reported to DEEWR)

FACULTY

2004 2005 2006 2007 2008[1]

[1] The 2008 data is at 31 January 2009 and is subject to change, HDR Completions data is finalised at 30 April each year.
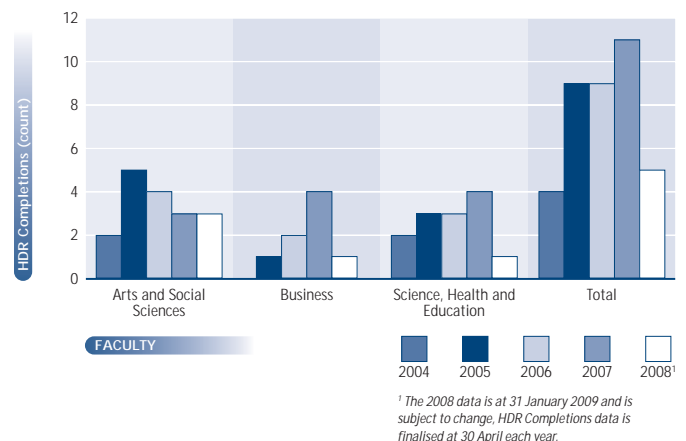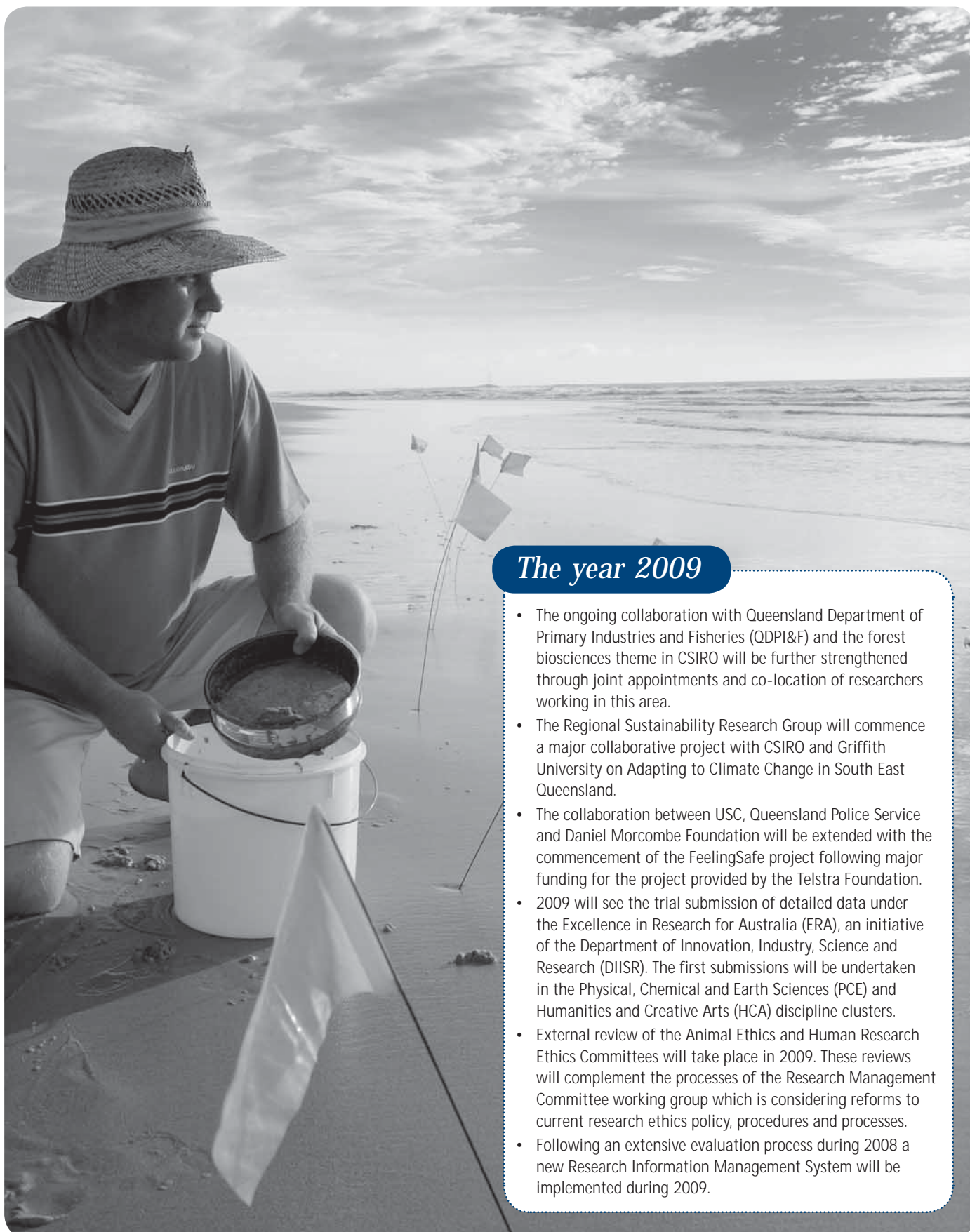
The year 2009

- The ongoing collaboration with Queensland Department of Primary Industries and Fisheries (QDPI&F) and the forest biosciences theme in CSIRO will be further strengthened through joint appointments and co-location of researchers working in this area.

- The Regional Sustainability Research Group will commence a major collaborative project with CSIRO and Griffith University on Adapting to Climate Change in South East Queensland.

- The collaboration between USC, Queensland Police Service and Daniel Morcombe Foundation will be extended with the commencement of the FeelingSafe project following major funding for the project provided by the Telstra Foundation.

- 2009 will see the trial submission of detailed data under the Excellence in Research for Australia (ERA), an initiative of the Department of Innovation, Industry, Science and Research (DIISR). The first submissions will be undertaken in the Physical, Chemical and Earth Sciences (PCE) and Humanities and Creative Arts (HCA) discipline clusters.

- External review of the Animal Ethics and Human Research Ethics Committees will take place in 2009. These reviews will complement the processes of the Research Management Committee working group which is considering reforms to current research ethics policy, procedures and processes.

- Following an extensive evaluation process during 2008 a new Research Information Management System will be implemented during 2009.

Review of operations
Regional engagement

Goal: to engage in productive partnerships to further the region's interests and the University's strategic priorities

Inform decision-making about sustainable futures for the region

USC hosted the inaugural public meeting of Sunshine Coast Regional Council on 3 April 2008, and the Mayor and Councillors (including two USC graduates) acknowledged the value of existing University-Council relationships and the common goal of a sustainable future. The newly-amalgamated Sunshine Coast region represents the previous local authorities of Noosa, Maroochy and Caloundra. It is now the fourth-largest regional local government in Queensland and one of the largest in Australia.

Conferences

More than 200 business, government and community representatives gathered on campus for the fourth annual State of the Region Summit, where discussions centred on three new strategies for implementation by 2011 to maintain sustainable regional growth. The conference was sponsored by St George Bank, Investa, Parsons Brinkerhoff, Munro Thompson Lawyers and USC.

Other on-campus events addressing regional interests included:

*   the ninth Australasian Urban History/Planning History Conference, where town planners and academics from Australia and New Zealand discussed the national effects of "sea change" on town planning;
*   a national Public Policy Network Conference exploring federal-state relations, Indigenous issues, rural policy, minerals policy and globalisation, environmental and oceans policy (co-hosted by USC and University of Southern Queensland);

*   public forums at the World Environment Day festival;
*   a series of public seminars on urban planning;
*   a sustainability forum on climate change, led by the Sunshine Coast Mayor and featuring an international panel of specialists (one of three by-invitation events sponsored by USC, Council and Parsons Brinkerhoff); and
*   the fifth National Conference of the Australian Universities Community Engagement Alliance. This attracted public and private sector community engagement practitioners plus people from 35 Australian universities to discuss ideas such as ways to develop universities as "eco-versities".

Promote and support research effort, teaching programs, scholarly activities, strategic partnerships, consultancies, educational initiatives and productive relationships with governments and their agencies that contribute to advancing regional sustainability

Teaching tomorrow's teachers

Two academics (one each from USC and Queensland University of Technology) are leading a joint research project aimed at merging sustainability with teacher education curricula at five partner universities: USC, QUT, James Cook University, University of Southern Queensland and Australian Catholic University. Outcomes so far include a pre-service charter for sustainability, presented to the Queensland Education Minister and awaiting publication.

Links with schools

Voices on the Coast, an annual week-long literature festival including a two-day on-campus program co-hosted by Immanuel Lutheran College and USC, won the 2008 Maroochy Council Australia Day Award for the Community Event of the Year. About 5,000 school children attended—up from 4000 the previous year.

School-related research outcomes included publication of *It's a Girl Thing*, a book including practical advice for parents and teachers on combating cyber-bullying among girls. Authored by a behaviour management specialist, it follows *Boys Stir Us*, outlining strategies for engaging positively with boys.

CareerConnection staff reached out to local schools with Exploring Career Pathways seminars for students in Years 10 and 12. They also contributed to the Sunshine Coast Schools Industry Links Scheme via practice interview sessions for students at Sunshine Beach State High School, Mountain Creek State High School, Kawana Waters State College and other high schools.

Other school-linked initiatives included:

- 105 school visits conducted in Queensland, to areas including Sunshine Coast, Caboolture, Brisbane, Darling Downs, Bundaberg and Maryborough.
- USC coordinated the Sunshine Coast University Showcase incorporating all Queensland universities participating in a roadshow to 14 Sunshine Coast high schools.
- The inaugural Sunshine Coast Science, Engineering and Technology Expo for Years 5 and 9, was organised by USC, Education Queensland, the Queensland Government Office for Women, Engineers Australia and Girls in ICT.
- A dozen high school visits discussed study and employment opportunities with 350 Indigenous students.
- Indigenous workshops were held on campus for 122 school students—part of the second Indigenous Education Symposium.
- The annual Business Enterprise Day was organised by USC's Faculty of Business and the Business Educators Association of Queensland for 200 students from Years 9 and 10.
- Sponsorship of the Maths Tournament involved approximately 300 secondary school top maths students from Sunshine Coast schools.
- Development and delivery of a complete term of study in molecular biology, biotechnology, and molecular forensics at a Sunshine Coast school.
- The Food for Thought program involved gifted high school students from around 10 schools in science activities relating to primary industries and food.
- Development of a biotechnology kit for high schools, which is now being used in schools across the region (co-developed in conjunction with the Queensland Museum and Education Queensland).
- Two language immersion days brought together native speaking international students and school students to do vocabulary exercises, activities, games and general interaction.
- Guidance Officer Day, an informative event for more than 80 guidance officers and careers advisers about USC's study options was held in May.

Enterprise Tuesdays

Seven Enterprise Tuesday events drew large crowds again this year. Each free public event featured a presentation by a successful entrepreneur and networking opportunities for local business owners, young entrepreneurs and start-up company directors. The program, based on one of the same name at the University of Cambridge, is part of a wider USC initiative inspiring entrepreneurship.

Topics and speakers this year included:

- staff motivation (Dr Angela Huntsman, UCLA);
- avoiding big mistakes (Sunshine Coast entrepreneur Steve Huff, founder of Typéfi, Praxis Systems, Sixty Second Parent and other companies); and
- lifestyle and global business (Karen Woolley, CEO of ProScribe).

Workplace partnerships

The Faculty of Arts and Social Sciences contributed to re-establishment of a regional branch of the Australian Association of Social Workers, and ran several successful forums involving USC students and practising social workers.

CareerConnection staff ran career planning and job-search workshops as two-hour sessions over four weeks. Topics included career planning, writing resumes, exploring hidden job markets, and interview skills. They also organised employer-led seminars on topics such as specific industries, job-search and employment opportunities, with presenters drawn from:

- ANZUK Teachers,
- Education Queensland,
- Department of Foreign Affairs and Trade,
- Brisbane Catholic Education,
- Defence Force Recruiting,
- PriceWaterhouseCoopers,
- Ernst and Young,
- Commonwealth Bank, and
- Walt Disney World Florida.

Community support for USC teaching included significant input to scholarships and bursaries.

Review of operations
Regional engagement

More than 40 local, national and government employers talked with students at the annual Careers Fair; and an alumni Skills Workshop helped completing students refine job search techniques such as writing job applications and performing well at interviews.

Students and graduates: advancing community interests

- Jonty Bush (business graduate, 2002: named Queensland Young Australian of the Year in 2008 (and national Young Australian of the Year in 2009) for her work as CEO of the Queensland Homicide Victims' Support Group, which she joined in 2003 as a volunteer.
- Jarryd Townson (business marketing and business design): marketing coordinator at the Toyota National Country Music Muster, a six-day event near Gympie.
- Sharna Taylor (public health): organiser of the Fusion Festival, a free public event for Mental Health week.

Making the most of an Olympic year ...

- Graduate Marayke Jonkers (social science and arts communication): Silver Medal for swimming at the Paralympic Games in Beijing.
- Associate Professor Brendan Burkett: Sports Science Coordinator for the Australian swimming team at the Paralympics.
- Lecturer Gayle Mayes, former Olympic kayaker* and 2008 Olympics visitor: using video links to deliver university lectures and school talks from Beijing.
- USC's nomination as a Talent Assessment Centre for the Australian Sports Commission's National Talent Identification and Development Program: finding and preparing new athletes with Olympic potential.

Ms Mayes donated her 1992 Barcelona Olympics tracksuit and 2000 Sydney Olympic Relay torch to USC this year (see page 24).

Work-integrated learning

The Work Integrated Learning initiative represents one of the University's most critical partnerships with the business community. It facilitates work placements for students within regional professions, businesses and industries. This year, 119 regional professions, businesses and industries provided WIL placements. In 2009, a new Career Placement Database will boost capacity to track placement data and histories across all operational areas.

Prepare graduates capable of contributing to the achievement of regional economic, social and cultural environmental priorities

A current review of graduate attributes, aimed at maintaining currency in the workplace, takes account of graduate contributions to the region.

A Graduate Certificate in Sustainability was accredited and minors in both sustainability and entrepreneurship were approved. All are available from 2009.

SIFE: enhancing communities

The University continued its involvement in Students in Free Enterprise (SIFE) as an initiative whereby students learn to create economic opportunities for others while developing their own leadership, communication and teamwork skills.

The University's SIFE team won $1,500 as a semi-finalist at this year's SIFE Australia National Conference and Championships, with an entry based on projects begun or continued in 2008. These included the following:

- The Rai Rai Vinaka project helped Fijian people gain entrepreneurial skills, financial literacy and an understanding of business enterprise while developing a sustainable eco-tourism operation. The collaboration involves USC, a remote highland community in Fiji, and Sunshine Coast-based adventure tourism company Fiji Dreaming. Work to date has included analysis, market research for a resort, and planning for a permanent natural water purification system.

- The Eumundi Markets Sustainability Initiative aims to help 600 stallholders (whose income from a million visitors totals $2 million each year) achieve Australia's lowest ecological footprint market.
- In 2008, SIFE students led classes in fundamental marketing theories and concepts at three local schools as an adjunct to students' business enterprise studies, with plans to continue the initiative in 2009.

Play a leading role in initiatives and planning designed to foster economic and social development, and shared infrastructure, within the region

Clever Networks

The University, Maroochy Shire Council and Allegro Networks won a $2.9 million Federal Department of Communications, Information Technology and the Arts (DCITA) grant to develop regional high-speed broadband network capability. The grant, from the Federal Government's Connect Australia Clever Networks Innovative Service Delivery program, matched funding from project partners, including $600,000 from USC. Infrastructure will be available in mid-2009, enabling leverage for future needs.

University Hospital

USC, the University of Queensland and Sunshine Coast TAFE continued working with Queensland Health to plan for and provide teaching, skills training and research facilities at the new Sunshine Coast University Hospital, due to open in 2014.

Innovation Centre

The Innovation Centre's Business Incubator and new Business Accelerator represent significant investment by USC and the local State and Commonwealth Governments in advancing the knowledge economy on the Sunshine Coast. The Accelerator complements the Business Incubator, which has assisted around 50 start-up businesses during the past six years. More than 25 companies make up the Innovation Centre, which employs more than 70 full-time and 30 part-time staff.

Sharing infrastructure

USC partners with government and non-government bodies to develop shared, jointly-funded infrastructure at Sippy Downs as a value-adding strategy to benefit the whole region. At year's end, 11 shared infrastructure partnerships were in place and total investment by USC's partners was about $11.36 million. Project outcomes include:

- occupancy licences (eg with the University of the Third Age, Sunshine Coast);
- in-kind developments such as the Compensatory Habitat;
- major projects such as the Sports Stadium; and
- smaller initiatives like Alumni Way.

Sharing resources

USC's short history includes an enduring community focus visible in public events, educational initiatives and access to resources such as sport and Library facilities.

This year a free Psychology Clinic in the new Health and Sport Centre added a new element to the mix—much-needed psychology services for the region alongside work-integrated learning opportunities for advanced students. Clinic activities include assessment of and treatment for (with or without referrals) for wide-ranging mental health conditions experienced by adults, adolescents and children.

All-in celebrations

University and outside communities joined forces on campus for numerous celebratory and/or awareness-raising events such as:

- World Environment Day;
- International Nurses Day, featuring tours of the nursing teaching precinct, study and careers advice and displays of nursing memorabilia;
- a half-day forum co-hosted by Queensland Health and USC on National Social Work Day; and
- a National Sorry Day event including a forum and production of a mural—a foot- and hand-print painting on calico.

The Art Gallery received 14,644 visitors in 2008, which was a new record.

(From left) Australian String Quartet members Sophie Rowell, Rachel Johnston, Sally Boud and Anne Horton tune up for their seventh annual concert at USC—part of their 2008 Australian Concert Series. Proceeds benefited the new Health and Sport Centre.

Community-access classes included ...

- A two-day professional development course for property developers.
- An evening career planning workshop for adults and high school students.
- 10-week language courses in French, Indonesian, Italian, Japanese, German, Mandarin and Spanish.
- A one-day course about online marketing.
- A free professional development conference for Sunshine Coast child protection workers (co-hosted by USC and Queensland Department of Child Safety).

Free exhibitions at USC Art Gallery* included ...

- Grassland: paintings by Yvonne Mills-Stanley.
- Dryland: multi -layered and textured collages by Pamela Kouwenhoven.
- Thread: portfolios of 38 advanced computer-based art and design students.
- Western Desert art by Indigenous artists such as Naata Nungurrayi, Ronnie Tjampitjinpa and George Tjungurrayi.
- Memento: souvenirs finalling in the Memento Australia Awards.
- Place = Space + Meaning: tourism-related postgraduate projects by business students.
- Come this way: photographs of ephemeral art by Burnside State School students.
- inSIGHT: digital illustrations by advanced design students.
- Tattoos and Piercings: a Human Canvas, a photographic exhibition touring from the Port Macquarie Hastings Regional Gallery, NSW.
- Artworks by senior students from more than 20 local high schools.

*Open 10am to 4pm Monday to Saturday; exhibition program supported by Coastline BMW.

Review of operations
Regional engagement

Key performance indicators

Regional relationships and projects: research and consultancy

Data is based on HERDC*–reported research projects and consultancy project information managed by the University's Office of Research; and income figures provided by Finance. (Note: data relates to projects of regional relevance, consistent with target statement.)

HERDC: Higher Education Research Data Collection.

Regional relationships and projects: learning and teaching

This year, students completed WIL placements in 119 regional professions, businesses and industries. Data was tracked manually with data sets held separately within operational areas, thus presented some small potential for double-counting. A new IT-focused Career Placement Database piloted successfully with the areas of education and nursing this year and widespread use from 2009 will provide more accurate information for reporting.

Regional relationships and projects: shared, jointly-funded infrastructure

USC's partners invested $11.36 million in 11 shared infrastructure projects on the Sippy Downs campus.

Regional relationships and projects: support to advance the knowledge economy

Twenty-seven companies in the Innovation Centre currently employ 75 full-time and 34-part-time staff. (Note: data reflects employment created directly through operation of the Innovation Centre and associated business development programs.)

Number of graduates employed in the region

The table, right, is based on data from respondents to the Australian Graduate Survey (AGS), completed annually by graduates within four months of graduation. Data suggest the number of locally-employed USC graduates fell from 180 in 2005 to 158 the following year. This result improved dramatically a year later (in 2007), with 237 graduates employed locally and again in 2008 with 264 graduates employed locally.

Percentage (%) of research and consultancy income related to projects of regional relevance
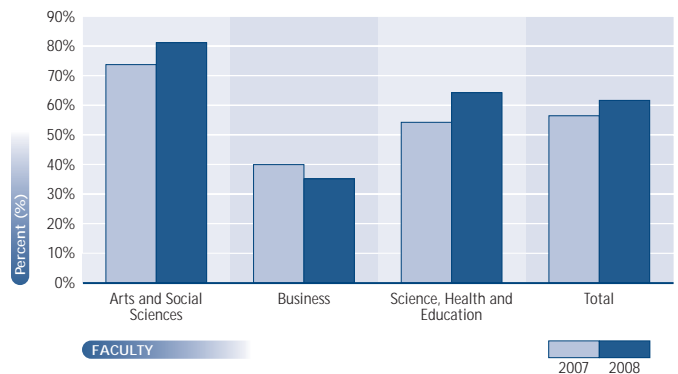
Number (n) and proportion (%) of graduates employed in the region
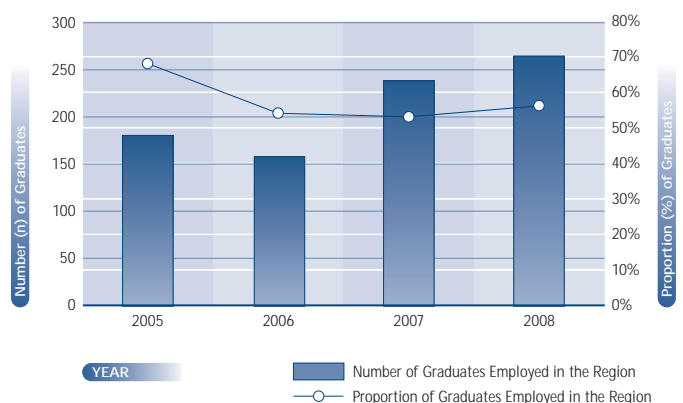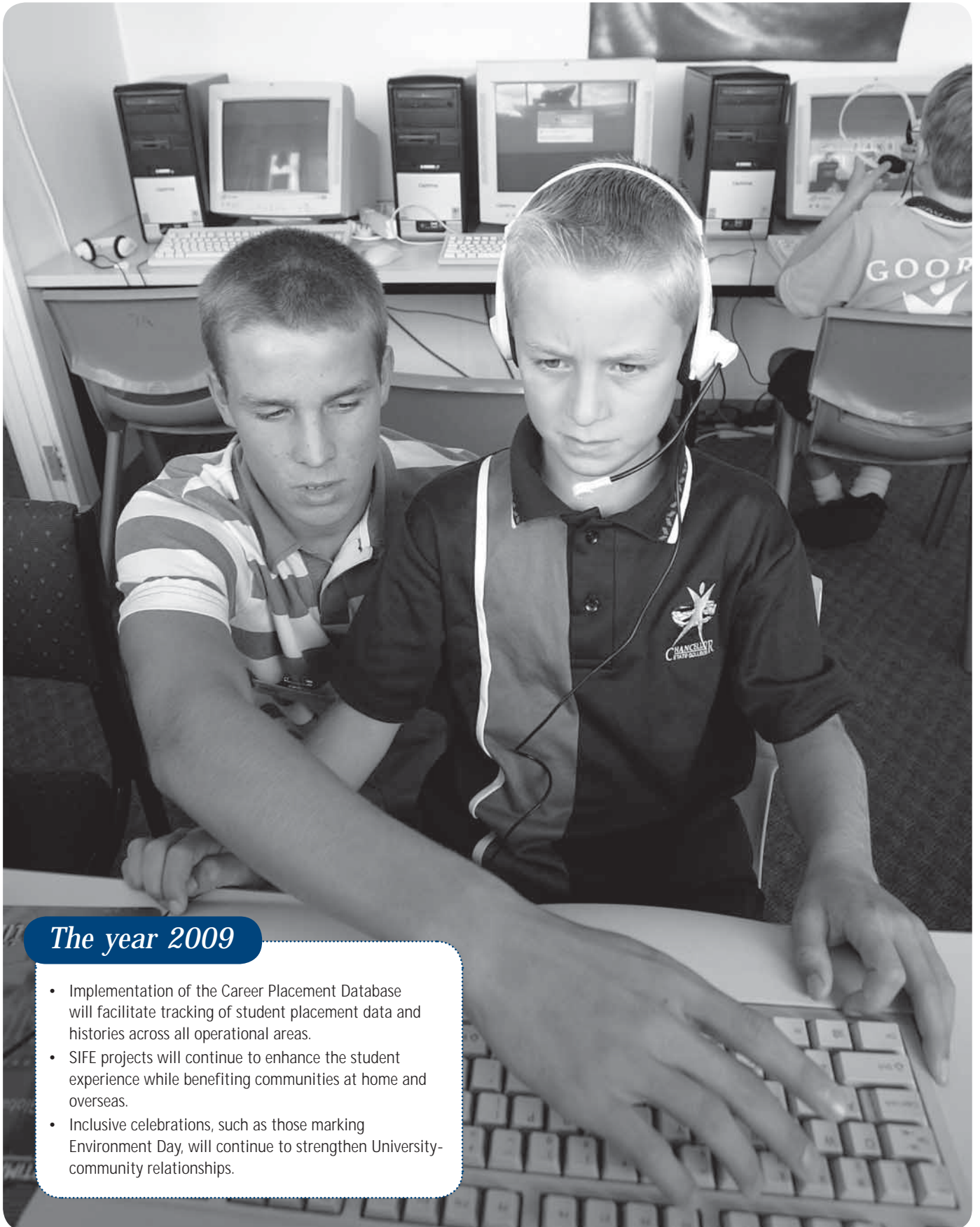
The year 2009

- Implementation of the Career Placement Database will facilitate tracking of student placement data and histories across all operational areas.
- SIFE projects will continue to enhance the student experience while benefiting communities at home and overseas.
- Inclusive celebrations, such as those marking Environment Day, will continue to strengthen University-community relationships.

Review of operations
Internationalisation

Goal: to engage in international activities, including internationalisation of the curriculum, to heighten academic, economic and cultural benefits for the region

Increase the number of domestic students studying part of their program overseas, including through the Global Opportunities Program

GO-ing overseas

The University's Global Opportunities (GO) Program, launched in 2004, gives graduates a competitive edge in the employment market by enabling domestic students to study overseas for academic credit. Advantages include opportunities to develop useful cultural understandings and foreign language skills.

For example, 2003 graduate Naomi Stenning's arts/business degree included a GO stint at Sugiyama Women's University in Japan, where her fluency in Japanese helped her win scholarships to complete a masters (2004) and study for a PhD at Ritsumeikan Asia Pacific University in Asia Pacific Studies. Her PhD scholarship includes tuition, accommodation, flights and spending money; and her research on rural community development has taken her to Indonesia, Kenya and Uganda.

This year, the University had partnerships with more than 70 overseas institutions in 15 countries. GO places were available in Austria, China, Mexico, Ecuador, USA, UK, Japan, Korea, Denmark, Finland, France, Germany, Italy, Spain, Sweden and Norway. Further information on GO is available under Strategic Plan Key Performance Indicator "Number and proportion of eligible students undertaking part of their undergraduate program overseas".

Financial assistance

Each GO participant received either a USC Overseas Study Grant of up to $2,000, or one of several scholarships offered by particular overseas partner institutions, external organisations, and the Australian Government. This year, 37 students received USC Overseas Study Grants, and another 30 received other forms of financial assistance.

Exchange Fair

Representatives from partner institutions in Austria, France and Germany attended the annual on-campus Exchange Fair for current and prospective USC students. International students spoke about their home schools and countries, and former GO Program participants shared their experiences.

Increase the proportion of international students in the student body

Student increase

On-campus international students this year accounted for 12.5 percent of the on-campus student body. This compares with 11.1 percent in 2007 and just below 10 percent each in 2005 and 2006. Numbers grew while percentages remained stable due to concurrent increases in domestic student enrolments. Most of these students were from Germany, followed by those from Canada, USA, France, Japan, Norway, Sweden, the United Kingdom, Zimbabwe, and India.

Further information on International students is available under Strategic Plan Key Performance Indicator 'Proportion of on-campus international students in the on-campus student body'.

Increase the number of USC staff undertaking projects involving teaching and research in collaboration with international partner universities

International teaching and research collaborations this year included the following.

- USC and University of Iowa (UI) researchers continued a joint research project begun at the height of the 2007 horse flu epidemic. It included an assessment of local levels of human exposure to the virus and effects on human health—information which could help prevent future epidemics—and a visit to USC by the Director of UI's Centre for Emerging Infectious Diseases, Professor Gregory Gray, who gave a public talk on the potential for an influenza pandemic and possibilities for bird, swine and horse flu transmission to humans.

- The University signed an agreement to provide professional development training for teachers from Indonesian (West) Papua. Fifteen teachers visited in May for a program which included working with USC science lecturers and observation of maths and science teaching in local high schools. The agreement aims to facilitate joint research projects and shared arrangements between USC and the Indonesian Government, as well as between Sunshine Coast and West Papuan schools.

- Two USC academics visited a remote school at Wamena, a mountain location in Indonesian (West) Papua accessible only by light aircraft, as part of a move to lift schooling standards. The school performs well in difficult circumstances including a need for all children, aged from five years, to board because of access problems. A second group of USC staff will go to Papua in January 2009.

- A USC health and sport scientist (one of only two Australian invited speakers) and colleagues from the German Sport University addressed the 10-day International Convention of Science Education and Medicine in Sport, held in Guangzhou.

Second-year journalism student Megan Mackander, an intern with American cable television channel MSNBC, helps host 3,000 journalists at the first presidential debate between John McCain and Barack Obama at the University of Mississippi (UM). Her GO experiences at UM also included work with the University's media relations team during the lead-up to the debate.

Review of operations
Internationalisation

- Three journalists from major Indonesian publications gave a talk on Indonesian media to journalism and Indonesian language students during a half-day campus tour—part of their two-day visit to South East Queensland researching articles on education and tourism.

Internationalise the curriculum

The Internationalisation of the curriculum project has been carried forward as a 2009/2010 priority for the Learning and Teaching Management Committee. Adherence to the 16-8 program structure model facilitates student participation in the GO Program.

International outlooks

USC students often used knowledge gained at the University to join in international events, and to work or study overseas.

- Elyse Wohling (arts/business) was selected to present a paper at the prestigious Harvard Project for Asian and International Relations conference in Malaysia. She spoke about the Australian Government's position on the relationship between China and Taiwan.
- Kylie Beard (education/science) taught in a remote highland village in Fiji, as one of 17 students and three lecturers who worked on a project USC started there last year in collaboration with Sunshine Coast tourism company Fiji Dreaming.
- Rei Joseph (social science/community work) founded Students With a Purpose (SWAP) in 2007 and led an initiative where he and four other students spent five weeks of their summer holidays in a Nepalese town working with families of children with muscular dystrophy. He took another group of students to Nepal from November-December 2008 to help build a community hospital.
- Kylie Stephenson (journalism) won an international competition offering a six-day tour of Cambodia and the chance to produce a documentary on local eye surgery work by the Fred Hollows Foundation.

Professor Evan Douglas, Dean of Business, congratulates Dr PM Kam on receiving a PhD. Dr Kam is chief financial officer of Jardines in Hong Kong, a company with an annual turnover of $36 billion, and studied offshore under supervision by Dr Chris Lambert. His thesis was on corporate governance and earnings management in Hong Kong—a study with implications for Hong Kong policymakers and for emerging markets throughout the Asia-Pacific region.

Promote appreciation of global and intercultural issues through interaction between international students, other parts of the University community and the broader community

The Homestay program placed 878 English Language Program students with 240 different families. Homestay gives students the opportunity to live with an Australian family, experience the Australian culture and speak English on a daily basis.

USC students and staff joined members of the public at an on-campus mini-festival celebrating Harmony Day in March. Attractions included international and Indigenous dancing and singing, and multicultural cuisine; and USC's international students shared stories about their home countries and cultures.

Personal examples abound of the benefits that flow from interactions involving the University, local communities and overseas interests, such as a Nepalese student (education/arts) working towards a career in her home country, teaching poor children in remote communities. Raised in a village with no school, she eventually gained entry to USC in 2006 through the goodwill of others including American benefactors in Nepal and a Coolum couple who brought her to the Sunshine Coast in 2002 for further schooling at Mountain Creek State High School.

Key performance indicators

Proportion of on-campus international students in the on-campus student body

International on-campus EFTSL continues to increase each year in parallel with domestic on-campus EFTSL. Although the former has lifted substantially, it seems unlikely, under the current definition, that the KPI target (25 percent of all on-campus EFTSL by the end of 2010) will be achieved, due to the concurrent increase in domestic students. This is exacerbated further by increased numbers of programs and courses (TPP and TEP) that international students are unlikely to engage in.

Number and proportion of eligible students undertaking part of their undergraduate program overseas

The number of students who complete part of their undergraduate programs overseas increases annually. Preliminary figures are available for 2008 and USC appears close to achieving its target for an annual increase in students undertaking part of their undergraduate program overseas.

The proportion of eligible Bachelor graduates to have undertaken part of their program overseas has increased from 4.1 percent in 2005, to 4.3 percent in 2006, to 6.6 percent in 2007 and to 7.5 percent in 2008. Based on this trend the University is on track to meet the target set for 2010 (10 percent of eligible Bachelor graduates to have undertaken part of their program overseas).

The year 2009

- The Internationalisation of the curriculum project will be a priority for the Learning and Teaching Management Committee.
- USC academics will make a second visit to a remote school in Wamena, Indonesian (West) Papua to advance an initiative aimed at raising local levels of schooling.
- Increase international enrolments and diversify source countries.

On-campus international students as a proportion (%) of total on-campus students by faculty

[1] Projected as at September 2008 (Census 2).
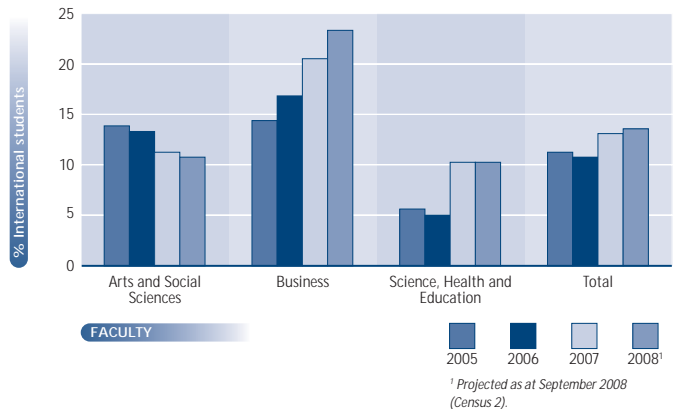
Number of students undertaking part of their undergraduate program overseas by program faculty
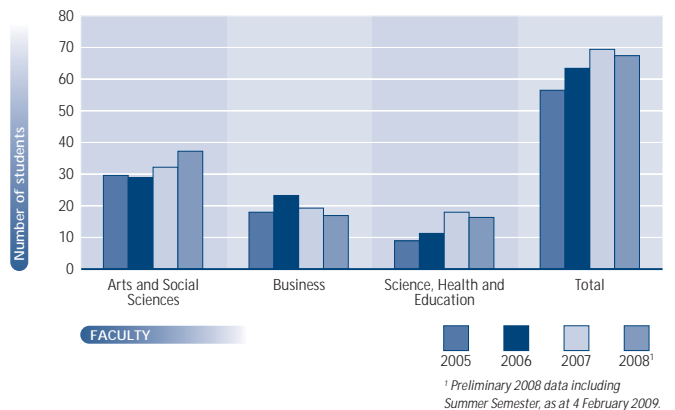
[1] Preliminary 2008 data including Summer Semester, as at 4 February 2009.

Proportion of eligible bachelor graduates to have undertaken part of their undergraduate program overseas by faculty

[1] Up to and including last major graduation ceremony in May 2008.
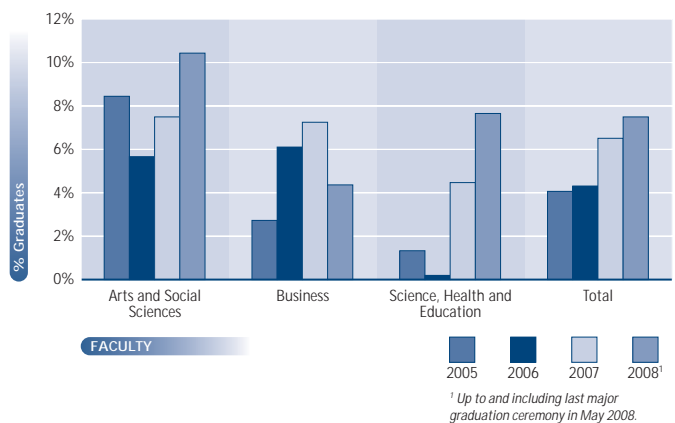
Review of operations
Student support
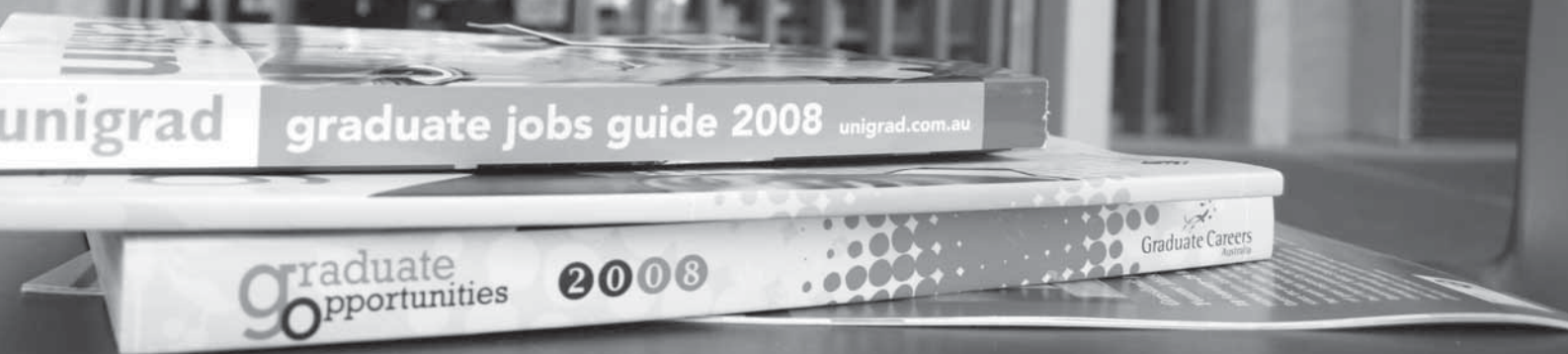
Goal: to set standards in student support which will help attract, support and retain students

Establish, in partnership with other parties where appropriate, a range of amenities to attract and support both domestic and international students

Orientation

Orientation activities welcomed new students each semester with an official welcome plus academic and social activities such as information sessions, tutorials on using the library and computer network, campus tours, visits to local tourist attractions and a social weekend camp at Dilli Village on Fraser Island. Second semester Orientation included a World Cup soccer match with players representing their countries of origin.

Special Orientation programs catered specifically for international and Indigenous Australian students, and of students enrolled at the USC Noosa Centre.

Matt Osberger, left, wins the USC Great Court Race men's event ahead of American students Eric Stroh and Eric Juven. Emma Cooper won the women's event, with Jacqui Scriven (running barefoot) second and German student Susanne Koll third. Only a split-second separated first and second place-getters in both events. The 400-metre dash around campus is an annual highlight of Orientation.

Sporting facilities

In August, a fitness centre/gymnasium in the new Health and Sport Centre opened to students, staff and the general community. More than 250 people took individual memberships (concessions for USC staff and students) and more than 200 signed up each week for group exercise sessions and sports activities. These included:

- the Rez Shield, a team competition for students living at Varsity Apartments and UniCentral;
- twice-weekly Run'n'Talk sessions for runners of all levels;
- pilates and yoga classes;
- a daily Recharge Hour of free sport; and
- twice-weekly social soccer.

Use of the indoor Sports Stadium, opened in 2007, increased, with 21 community and University sporting groups using the venue for training and competition. Football Field One was top dressed and levelled for student use. Other facilities, including an IAAF-standard athletics track, multipurpose playing fields and outdoor hard-courts were available for hire, attracting school sports carnivals, athletics events and other local sporting groups.

Faculty of Business students devised and presented Campus Alive, a series of events and activities to enhance the community atmosphere on campus. The program launch featured a Soccer Olympics tournament organised by three students as a Project and Event Management assignment; and hundreds of students attended to enjoy free food, drinks and entertainment.

Campus Alive includes on-campus market days held on the first Monday of each month, with goods ranging from jewellery and bags to handmade soap and organic fruit and vegetables. Project and Event management students have planned other Campus Alive events for 2009, such as a social event for mature-age students, and a Battle of the Bands competition involving bands from each of USC's three faculties.

Golden Key at USC

A USC chapter of Golden Key—an international society recognising academic excellence—was established this year. The Chapter provides opportunities for leadership and on-campus and regional engagement through fundraising and networking activities.

More than 50 students attended a New Member Reception in September and a student Executive Committee was elected the following week. The inaugural student Executive Committee and Chapter Adviser took responsibility for establishing a web presence and newsletter, and for planning future initiatives. Golden Key membership invitations will be sent annually to all those within the top 15 percent of achievers in each faculty.

Student mentoring

The University's Mentor Program grew to include Headstart and Tertiary Preparation Pathway (TPP) students as well as undergraduates. Expanded leadership opportunities included a chance for experienced mentors to lead mentor-specific sessions and campus tours during Orientation.

The Mentor Program helps first-year students make the transition to tertiary study by linking each new student with a seasoned student from his or her own faculty. Mentors familiarise new students with campus support services, answer questions and provide support and guidance.

Youth health check

USC Student Services is a member of the Youth Health Consortium, which promotes positive health behaviours among young people on the Sunshine Coast. The Consortium comprises numerous local health sector agencies including the Sunshine Coast Division of General Practice and Drug Arm. Consortium members conducted free health checks during Orientation to highlight positive health behaviours and raise awareness of sexual health, responsible drinking, and mental health issues.

Producing skilled graduates

Various activities linked student learning outcomes with the workplace in a bid to produce graduates who are well-equipped to begin careers. More than 40 local and national employers (government and private) attended the Careers Fair to talk with students about work experience, career paths and graduate employment prospects.

Other initiatives involved the University's CareerConnection service, as follows:

- The Employability Program ran campus-wide and included workshops in career planning, resume writing, and interview skills (including practice with mock interviews). Presentations included *Capabilities for the tourism industry* and *Where to go from here—financial planning and accounting.* Day and evening workshops featured industry professionals as guest speakers.
- Partnership agreements with the dean of each faculty expanded opportunities to help students realise the value of early career planning. CareerConnection staff worked with academics to include career management and employability presentations in lectures and tutorials for students of accounting, engineering, communications and nursing.
- CareerConnection and Graduate Centre staff partnered in providing career information and Life After Research, a career seminar for research postgraduates research. Resources from this seminar were disseminated to all postgraduate research students and staff.
- In November, CareerConnection staff attended the second Australian Association of Graduate Employers National Careers Forum in Brisbane. The biannual forums enable employers, university representatives and other key stakeholders to identify and implement strategies for addressing skills shortages and helping graduates realise their employment goals.

In 2009, the University plans to boost its WIL (Work Integrated Learning) offerings by launching the WIL Skills Program to help students prepare for practicum placements.

Review of operations
Student support

Financial support: scholarships

The University held a *Fees and financial support for students* information night in January, to advise on how to deal with study-related expenses and access financial assistance. USC students can access various government initiatives, and the USC Health and Wellbeing Officer offers student loans and financial counselling.

A total of 144 new and established scholarships and bursaries worth $168,000 supported USC students this year. These were funded via the USC Foundation Building Excellence campaign, which included donations from Sir Clem Renouf, Tim Fairfax AM, and the community.

Awards included the following:

- The Renouf Family Scholarships, commemorating Sir Clem Renouf's parents for giving him the best education possible under challenging circumstances, went to Karina Hamilton of Urangan State High School and Tamika Magometovs of Maroochydore State High School.
- The Tim Fairfax Regional Scholarships, for students relocating from regional or remote areas, were awarded to Fiona Finnegan of Gin Gin State High School and Sarah McIntosh of Chinchilla State High School.
- The USC Chancellor's Scholarships for academic excellence went to Nikita Tully of Suncoast Christian College and Rebecca Rinehart of St Patrick's College in Gympie.

(From left) Rebecca Rinehart, Sarah McIntosh, Fiona Finnegan, Nikita Tully, Tamika Magometovs and Karina Hamilton ... inaugural winners of six new academic excellence scholarships worth $12,000 each and awarded to first-year undergraduates scoring Overall Position (OP) scores between 1 and 6 or equivalent.

Following the launch of two engineering degrees this year, USC established its first engineering scholarship thanks to a $100,000 gift to the Building Excellence campaign. Hall Contracting Pty Ltd owners Brian and Peter Hall endowed the annual Les and Mary Hall Family Scholarship—worth $5,000 to a first-year engineering student—to commemorate their parents, who founded the company in 1946.

Twenty Federal Government-funded scholarships supported students enrolled in the University's new associate degrees, offered for the first time in second semester. Fifteen Commonwealth Education Costs Scholarships (each worth $2,162 per year)

and five Commonwealth Accommodation Scholarships (each worth $4,324) assisted students from disadvantaged backgrounds.

Seventeen regional Rotary Clubs meet annually at the University, and they have donated more than $40,000 in scholarships to USC students progressing from undergraduate to postgraduate studies. This year, three Rotary Club scholarships worth $2,500 each went to PhD students conducting research:

- Jamilla Rosdahl—Female masculinity: a case study of young women, Faculty of Arts and Social Sciences;
- Wayne Graham—The dynamics of strategy emergence in organisations, Faculty of Business; and
- Nubia Ramos—Virulence factors of translocating Escherichia coli, a new class of pathogenic E. coli, Faculty of Science, Health and Education.

Three Indigenous Health Scholarships awarded by the Australian Rotary Health Research Fund, each worth $5,000 a year for two years, went to Nicole Wilmett, Judith Whitfield and Nicole Ellis.

Seventeen students from 15 Sunshine Coast high schools received Headstart Scholarships. Worth $375 each, these were presented at a celebration event acknowledging the support of Headstart Scholarship donors David Kirk of the Kirk Foundation, John Shadforth of The Encouragement Foundation and State Member for Kawana Steve Dickson.

Women helping women ... (from left) Michele Gilchrist (arts), Lydia Fairhall (social science), Lea-Anne Keen (science), Terri Waller (arts/education), Gina Leach (arts/science) and Macaela French (arts/business, not pictured) won Australian Federation of University Women Queensland (AFUWQ) bursaries worth $1,000 each for exceptional academic performance. AFUWQ raises funds by gowning graduates and to date has awarded bursaries totalling $42,000 to USC students.

Provide for the particular needs of equity groups and Indigenous students

USC gained four-star ratings in the 2009 Good Universities Guide for access by equity groups and for Indigenous enrolments, plus maximum five-star ratings in four other categories.

Indigenous Australian students

USC gives priority to providing access for Indigenous people, for personal development and Indigenous community capacity-building. This year 79 Indigenous Australian students accounted for 1.6 percent of domestic students—up from 1.5 percent the previous year. More than 100 Indigenous enrolments are expected in 2009, maintaining an unbroken upward trend since the University opened.

USC's commitment to higher education pathways for Indigenous people includes cross-sectoral relationships with surrounding schools, TAFE colleges, and local community organisations. It also provides scholarships for Years 11 and 12 Indigenous students who want to join the Headstart program.

Initiatives in 2008 included the following:

- The Indigenous Services Officer (Regional Engagement) promoted courses, programs and the USC Buranga Centre throughout the Sunshine Coast and Cooloola regions, with the aim of encouraging Headstart enrolments.
- As a member of the Murri Pathways project, USC organised visits to about a dozen high schools to reach a total audience of more than 350 Indigenous students. Information sessions focused on study and employment opportunities, with speakers representing Murri Pathways partner institutions—USC, Indigenous Education Queensland, TAFE, the Department of Employment and Industrial Relations, and Tourism Queensland.
- The second annual USC Indigenous Education Symposium drew about 100 educators, Department of Education, Employment and Workplace Relations and Education Queensland staff, and members of the public. The three-day event included the following highlights -

    o a keynote address by Michele Hall, Director of the New South Wales Aboriginal Education and Training Directorate, on the topic *Aboriginal education is everyone's business*;
    o presentations by some of Australia's leading Indigenous education specialists;
    o an Indigenous research ethics workshop led by Professor Yvonne Cadet-James, Head of the School of Indigenous Australian Studies at James Cook University; and
    o a three-day cultural program for 122 Year 8 students from Chancellor State College and Nambour State High School, including a guided tour of USC's Western Desert art collection and workshops on Indigenous art, culture, education and environmental relationships.

Indigenous student achievers this year included:

- Lachlan Anderson (first-year arts/education), chosen to attend the National Student Leadership Forum on Faith and Values in Canberra;
- Stephanie Pabai (first-year education), the first Torres Strait Islander student at USC to receive the prestigious Pearl Duncan Teaching Scholarship,
- Nicole Copley (second-year education/human services), who represented USC at the inaugural National Indigenous Students Conference at the University of Sydney; and
- Lee Clarke (third-year science/arts), the first Indigenous student to join the University's Global Opportunities (GO) program. He will spend two semesters at Nagoya University, Japan and assessment there will count towards his double degree at USC.

Respite room

Students and staff with conditions such as arthritis, diabetes, or chronic fatigue now can access a comfortable, private, and purpose-equipped on-campus environment. A Respite Room opened in late 2008 as a place where those with diagnosed health conditions can take brief rest breaks, if required.

Maintaining mental health

USC Student Services staff started a group of the GROW recovery-focused program for mental health. GROW is a nationally-run self-help program for people who have experienced depression, anxiety or other mental or emotional distress. In 2008, students in the GROW group met regularly to share their experiences and strategies, and to support each other.

Expanded staffing

Student Services established a Student Equity and Diversity Officer position to promote student equity and equal opportunity on campus. The incumbent will:

- be responsible for projects that support social justice principles; and
- provide professional advice on ways to improve educational outcomes, academic progress, and retention rates for students from defined equity target groups.

Sexuality and gender identity awareness

Student Services staff worked with facilitators from the Queensland Association for Healthy Communities (QAHC) to design and run seven workshops on Sexuality and Gender Identity Awareness. These focused on terminology, the impact of homophobia and transphobia on the health of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI), social isolation and exclusion, young people, transgender and sistergirls and creating inclusive service provision frameworks. All workshops were fully subscribed by staff and students.

Disability Action Day

This annual awareness-raising event for staff and students has become a full-day activity featuring informational workshops, community stalls from various disability sector agencies, and general activities focused on fun and entertainment.

A highlight this year was Baxter, the 2008 Variety Bash rally car entry from local support agency Integrated Family and Youth Service. Baxter crew spokesperson Glen Sheppard is a USC creative writing student who uses Facilitated Communication for his studies. He is an accomplished author and poet.

Review of operations
Student support

Provide academic support services to assist students in achieving the best possible academic outcomes

An easy-to-navigate web interface embedded in the USC Portal gave staff and students easy access to diverse resources for improving academic skills. The interface delivered content in multiple formats including Mediasite video and PowerPoint presentations, self-help sheets, and links to external academic skills resources.

CareerConnection services included numerous workshops and opportunities for individual consultations.

More than 250 international students attended workshops to learn about the University's academic environment. These focused on assignment writing skills and academic protocols that may differ significantly from those expected in overseas institutions.

Tertiary Preparation Pathway (TPP) classes were delivered off-campus for the first time, to improve access for a group of young mothers.

Faculty Deans (back row, from left) Professors Rod Simpson, Pam Dyer and Evan Douglas congratulate University Medallists (from left, front) Roslyn Clapperton, Lauren Clark and Nicole Kahler. Roslyn achieved a perfect GPA of 7. Laura and Nicole were close behind with 6.7 and 6.6 respectively.

Outcomes: excellence in academe

- 2008 graduate Marjorie Blowers (human services) won the Chancellor's Medal—USC's highest student award, recognising exceptional academic and community service achievement.
- Peter Gough (sport and exercise science) won a National Officiating Scholarship for rugby league—one of only 16 awarded nationally (in 12 sporting codes) by the Australian Sports Commission.
- Tom Haynes (journalism) won the $6,000 Queensland Media Award for the Most Outstanding Journalism Student from a Regional University, and USC students Kerry Brown and Kylie Stephenson were among the finalists.
- 2008 graduate Kirsty Redgen won seven prizes during the course of her Bachelor of Business (Accounting) degree.
- David Zemp (creative writing) beat 300 entrants to win $1,000—and publication in the Maygog Anthology of Short Stories Volume II—in a national competition.

Plan for ongoing development of library resources and IT capacity to support students, and implement those plans

The University developed its first Information and Communication Technology (ICT) Functional Plan to guide strategy for the next three years. This plan, together with a new Strategic Asset Management Plan, provides a roadmap for the phased implementation of new and upgraded systems to support the University's key goals.

The core of the University's network communications and server infrastructure is housed in a state-of-the-art data centre delivering ICT services to the University community. Moves to boost scalability and resilience, begun in 2007, showed results this year with improved:

- service performance and stability;
- support for the new Student Administration system, and for other major systems due for implementation in 2009.

A second data centre was constructed this year to keep pace with increasing demand and service delivery will begin in early 2009.

Other advances included the following:

- A Student Administration systems upgrade provided a more intuitive interface and a platform for future improvements.
- IT Services collaborated with Capital Programs and Operations to install three new Smart Rooms in the Health and Sport Centre (Building T) and upgrade five rooms elsewhere. The University now has 57 AV-rich teaching spaces.
- A system for webcasting lectures was installed in three venues (LT1, LT2 and LT7) and a mobile unit added to the Multimedia Studio.
- More than 5,300 staff and students were invited to participate in the inaugural Council of Australian University Directors of Information Technology (CAUDIT) IT Service Delivery Benchmark Survey, to help USC measure its performance against that of other institutions. Results will help target areas for improvement and enable longitudinal benchmarking of USC services.
- A system for managing and recording WIL activities was piloted successfully with the education and nursing areas and will apply more widely in 2009.
- The wireless service launched in 2007 expanded to support both Microsoft Vista and Apple Macintosh platforms, and to provide broader coverage from the start of the 2009 academic year.

Library resources

A review of database subscriptions generated extra subscriptions to full-text databases for use in teaching and research. These included:

- Factiva – current affairs and business;
- World Advertising Research Center Online – media, advertising and marketing;

- Sports Discus/CINAHL – sports, sport medicine and physical education (nursing and allied health);
- Community of Science – details on researchers, scholars, organisations and research funding opportunities; and
- Proquest Central – multidisciplinary database including business, health, education, psychology and current affairs.

Purchase of eight laptop computers for student loan gave non-laptop-owners more flexibility; and IT advances included the following:

- Library server hardware was upgraded to boost search facilities for clients and efficiencies for staff. Relocation of the new server from the Library to IT Services' centralised server room support the system more effectively via better backups, monitoring and power failure protection.
- A management system upgrade to the latest software release in December provided new system functionality and better process capabilities.

Utilise student input in University decision-making processes

Faculty and University committees involve student members and the Graduate Attributes Forum included a student panel, whose insights will be taken into account in the review of Graduate Attributes.

Mechanisms for Indigenous students to participate in University governance and management included representation on the:

- Indigenous Advisory Committee (three student representatives);
- Buranga Indigenous Students Committee (BISC), re-formed in 2007; and
- Deputy Vice-Chancellor's Student Liaison Committee, established in 2007.

Indigenous students were also involved in Student Services' delivery of peer mentoring.

Childcare on campus

In second semester, the Capital Programs and Operations/Student Services Childcare on Campus project collaborated with regional infrastructure planning students on consulting stakeholders about needs and preferred models for childcare at USC.

The group surveyed students and staff as well as peak bodies and University departments, and presented findings and recommendations to the University in October.

Encourage and promote alumni activities that contribute to student support

USC alumni activities help support students academically, professionally and financially. By encouraging an active alumni group, USC is strengthening a graduate network to benefit current students. Raising the profile of alumni in Australia and overseas also increases the University's visibility, reputation and value of its degrees.

Alumni successes were profiled throughout the year via the USC website, Community magazine, the alumni e-newsletter *Connected* and by alumni speakers at Open Day and other University events. Various articles also appeared in local and state news media.

A survey distributed electronically to alumni attracted more than 800 responses (30 percent).

2008 Outstanding Alumni Award winner Dr Elke Hacker, honoured for exceptional achievement … she holds a Bachelor of Science (honours) from USC and PhD from the University of Queensland, and her research career includes work at institutions such as Yale, Harvard and the Marie Curie Research Institute. Now she's investigating the genetics of melanoma cancer at the Queensland Institute of Medical Research in Brisbane.

Data gathered included: current employment details; availability for USC involvement (eg helping students with work placements, speaking to students about careers and/or sitting on USC advisory committees); and intentions on returning to study at USC.

Recruiting alumni members

Initiatives to attract new members to the alumni network included:

- email communications with completing students;
- presentations in final-year lectures;
- addressing graduands at the 2008 Graduation Ceremony with more than 2,300 graduands and guests; and
- advertising USC Alumni Relations in the 2008 Student Diary.

Other opportunities for alumni to engage with the University and strengthen their network included:

- alumni receptions in Brisbane, London and Fiji;
- an Alumni Employment Skills workshop; and
- Start It Up! 08 and Digital Futures: building your online business—one-day seminars organised by the Innovation Centre to help alumni start and succeed in establishing businesses.

Alumni contributions

Alumni contributed throughout the year to the growth of their alma mater and to services available to current students. Examples include the following:

- Establishment of the Anita Pitcher Memorial Prize for Marketing Research commemorated a graduate (2007) and former staff member who died this year of melanoma. $10,000 was needed to award the $500 annual prize in perpetuity; and by the end of 2008, pledges totalled $10,000.
- Alumni-supported WIL opportunities gave students practical experience in the workplace.
- Continuing donations to the Alumni Native Tree Project supported tree plantings along Alumni Way, a pathway established in 2007 as part of the Building Excellence campaign.

Review of operations
Student support

Key performance indicators

Student feedback on infrastructure and services

Australian Graduate Survey: CEQ

The Student Support Scale in the Course Experience Questionnaire (CEQ), which rates satisfaction with student services and support, suggests USC improved from 2005 to 2007 (latest available data). The University scored above the national averages in 2005 and 2006, and slightly below in 2007.

Course Experience Questionnaire student support scale, USC percentage agreement[1] relative to national percentage agreement

	2005[2]	2006[3]	2007[4]
USC	55.85%	57.69%	57.52%
National	53.93%	54.06%	58.18%
Target achieved?	n/a	✓	✗

1 Combination of percentage of responses that Agree or Strongly Agree with the Student Support Scale items:
- I was able to access information technology resources when I needed them
- Relevant learning resources were accessible when I needed them
- Health, welfare and counselling services met my requirements
- The library services were readily accessible
- I was satisfied with the course and careers advice provided
2 Data from the AGS 2005 (2004 Graduates).
3 Data from the AGS 2006 (2005 Graduates).
4 Data from the AGS 2007 (2006 Graduates).

National ranking

Inclusion of the Student Support Scale in the CEQ is optional. Twelve institutions included it in the questionnaire administered to their students in 2005 and 2006, and 14 did so in 2007. USC ranked fairly consistently as fifth in 2005, fourth in 2006 and sixth in 2007.

Evaluation of academic skills support

An academic writing and study skills course evaluation survey this year suggested high levels of student satisfaction. In particular, students credited the course with increasing their confidence in approaching study and writing assignments.

Participation and access rates for equity groups

Numbers of new (commencing) Indigenous students (according to the DEEWR definition, including only permanent Australian residents) continued to rise, as shown below by faculty.

Faculty	2005	2006	2007	2008
Arts and Social Sciences	7	14	9	13
Business	9	6	12	7
Science, Health and Education	9	7	11	18
Non Award	1	7	9	6
Total	26	33	40	42
Target achieved?	n/a	✓	✓	✓

The table below shows participation rates for various equity groups along with comparative national figures. In 2007 (latest available national data), the University equalled or exceeded the national average for participation by students from the Indigenous and rural (regional) groups. Participation rates were below average for students from low socio-economic (SES) backgrounds and students with a disability. Although the participation rates show a decrease in the proportion of students with a disability, the actual number of students with a disability has increased, as have the associated support costs. (Note: the rate for two groups—non-English speaking background and isolated (remote)—should be considered with caution due to low numbers used for calculations.)

Participation Rates[1]	2004 (%)	2005 (%)	2006 (%)	2007 (%)	National 2007 (%)	Target achieved?
Low SES (all ages)	13.22	12.03	11.94	11.82	15.02	✗
Non-English Speaking Background[2]	0.56	0.64	0.67	0.67	3.83	-
Disability	5.32	4.51	4.23	3.86	4.07	✗
Rural (Regional)	26.39	26.38	26.32	29.06	18.08	✓
Isolated (Remote)[2]	0.42	0.26	0.41	0.43	1.12	-
Indigenous	1.07	1.29	1.26	1.42	1.29	✓

1 Domestic students with permanent home residence in Australia only.
2 Rates to be assessed with caution due to the small number of student enrolments included in the calculation of these rates.

Access Rates[1]	2004 (%)	2005 (%)	2006 (%)	2007 (%)	National 2007 (%)	Target achieved?
Low SES (all ages)	15.26	12.25	12.67	11.87	15.92	✘
Non-English Speaking Background[2]	0.81	0.85	0.72	0.60	4.30	-
Disability	3.30	2.31	2.98	2.86	3.49	✘
Rural (Regional)	27.00	25.82	27.12	30.43	19.07	✓
Isolated (Remote)[2]	0.64	0.28	0.49	0.48	1.30	-
Indigenous	1.12	1.41	1.25	1.59	1.51	✓

1 Domestic students with permanent home residence in Australia only
2 Rates to be assessed with caution due to the small number of student enrolments included in the calculation of these rates.

Access rates for equity groups, from 2004 to 2007 (latest available national data), are shown left. The table shows each equity group as a proportion of the total commencing domestic cohort. In 2007 (latest available data), the University was above the national average for access by Indigenous and rural (regional) students. It was below average for the disability and low SES groups. (Note: the rate for two groups—non-English speaking background and isolated (remote)—should be considered with caution due to low numbers used for calculations.)

Undergraduate student progress rates

Progress rates continue to improve, and undergraduate progress rates by faculty are summarised in the table below. The progress rate refers to Equivalent Full Time Student Load (EFTSL) successfully completed as a proportion of total EFTSL enrolled at census. The rates include new and continuing students, and both domestic and international students.

Faculty	2005	2006	2007
Arts and Social Sciences	83.9%	84.6%	84.4%
Business	79.4%	82.0%	81.4%
Science, Health and Education	80.4%	81.9%	83.9%
Total	81.3%	82.9%	83.3%
Target achieved?	✘	✓	✓

The University's overall performance in the Learning and Teaching Performance Fund for progress rates shows consistent improvement but remains relatively low. In 2007, its national rankings (out of 38 universities) were 34 (Science, Computing, Engineering, Architecture and Agriculture Group), 34 (Business, Law and Economics Group) and 35 (Humanities, Arts and Education Group). In 2008 this improved to 30, 27 and 33 respectively—but remained below the national average.

Undergraduate student retention rates

Overall, the domestic Bachelor attrition rate (inverse retention) for new students has improved since 2005, from 40.1 percent in 2005 to 2006 to 38.1 percent in 2007 to 2008. There was a slight increase in attrition in the 2006 to 2007 period to 41.6 percent.

For continuing students, there has been a decline in attrition, from 24.0 percent in the 2005 to 2006 period to 20.6 percent in the 2007 to 2008 period.

Faculty	2005 to 2006 New[1]	2005 to 2006 Continuing	2006 to 2007 New[1]	2006 to 2007 Continuing	2007 to 2008 New[1]	2007 to 2008 Continuing
Arts and Social Sciences	38.3%	22.9%	39.3%	21.5%	37.8%	19.3%
Business	39.8%	25.9%	41.6%	23.4%	39.7%	22.4%
Science, Health and Education	42.1%	22.8%	44.4%	24.6%	37.3%	20.4%
Total	40.1%	24.0%	41.6%	23.1%	38.1%	20.6%
Target achieved?	✓	✘	✘	✓	✓	✓

Overall performance in the Learning and Teaching Performance Fund for retention rates remains low. USC was placed in the range of the lowest to 3rd lowest performance nationally, for all three of the assessed Discipline Groups each year. In all instances these results are below the national average.

1 A student is defined as a new student if they have been admitted to the University for the first time; re-admitted into a new program following completion of a program, withdrawal, abandonment or exclusion; or when admitted to a new career (e.g. from non award to undergraduate).

The year 2009

- Indigenous enrolments will continue to increase with more than 100 Indigenous students (about 1.7 percent of all domestic students) expected to register.
- Expanded ICT services will include opening of a new, second state-of-the-art data centre and extended use of an ICT system (piloted in 2008) for managing WIL activities.
- On-campus wireless coverage, supporting both Microsoft Vista and Apple Macintosh platforms, will expand.
- The student-organised Campus Alive program will continue, with plans including a social event for mature-age students and a Battle of the Bands competition involving all three faculties.

Review of operations
Staff

Goal: to attract, retain, develop and reward excellent staff

Develop and implement a workforce plan informed by the University's strategic vision and integrated with University-wide plans

A more comprehensive approach to workforce planning (including comprehensive guidelines, staffing datasets and templates) was developed as part of the University's revised planning and budget framework. Each organisational area has established a three-year Workforce Plan.

Regularly monitor data on staff recruitment, development and retention and, where appropriate, review and improve processes

The Staff Plan was revised to align with the revised Strategic Plan and includes recruitment strategies designed to deliver the desired workforce profile.

Human Resources continued to monitor data on staff recruitment, development and retention, for benchmarking within the sector and against Australian industry averages. Human Resources also conducted an internal review of recruitment, selection and appointment processes to improve quality and efficiency.

Increase the professoriate to enhance academic leadership

Professional appointments in 2008 included the new Dean of the Faculty of Business and the nation's first Professor of Public Health Nutrition. USC now has 16 professors and 28 adjunct professors.

The proportion of teaching and research staff at Associate Professorial (Level D) and Professorial levels (Level E) continued to increase (by 37 percent in 2008).

DEEWR staff FTE data on academic staff levels 2007-2008

Level	2007	percent change	2008	percent change
Above senior lecturer (D & E)	27	23 percent	37	37 percent
Senior lecturer (C)	43	10 percent	46	7 percent
Lecturer (B)	56	17 percent	63	13 percent
Associate lecturer (A)	17	21 percent	27	71 percent
Total staff	143	14 percent	173	20 percent

Develop and implement an annual organisational climate survey by 2008 to obtain staff feedback and measure staff satisfaction levels

The University engaged the Voice Project Group from Macquarie University to conduct an employee opinion survey in August. The Voice Project has been utilised by a number of other Australian universities, which will allow opportunities for benchmarking.

The USC survey achieved a 53 percent response rate and results will be used to advance the University's understanding of how staff perceive their roles, working environment, and the way their University is managed.

Identify training and development needs, including performance management and leadership development, and provide appropriate programs

Human Resources facilitated regular (Middle) Management Forums and Heads of School Forums during 2008. These forums aim to create a communication network, promote discussion of leadership and management issues, and identify further development needs for managers and academic staff.

USC continued to invest significantly in the staff development program. Activities included development and delivery of a bi-monthly staff development calendar and promoting and monitoring participation in internal staff development activities.

The Learning and Teaching Management Committee undertook an extensive consultation process to inform professional development planning for 2009. This has resulted in the identification of curriculum design and program leadership as priority areas for academic staff development.

Develop and implement procedures for ensuring alignment of staff performance planning, management and review with strategic and operational goals

The planning process at USC involves four interlinked levels:

- the University of the Sunshine Coast Strategic Plan 2005-2010;
- functional plans;
- operational plans; and
- individual staff Performance, Planning and Review (PPR) plans.

Through this interlinked planning process, staff performance goals are set through the PPR process and are directly related to a work areas organisational plan, which in turn aligns with the University's Strategic Plan.

Additionally, PPR training workshops are delivered regularly and where a strategic, functional or operational change or need is identified, training is modified to ensure alignment.

Develop and implement a range of reward systems for staff to advance strategic goals

Teaching Research and Development Grants were awarded to staff in 2008 for two projects:

- *An evaluation of peer feedback on student oral presentations to investigate the concern of peer acceptance as a contributor to poor oral presentation outcomes*, led by Dr Amalia Matheson.
- *Teaching social theory in Australian universities in the twenty-first century: Issues, challenges and opportunities to investigate and improve the theoretically informed understanding and knowledge of successful teaching approaches to social theory in undergraduate courses*, led by Dr Phillip Ablett.

The University maintained competitive conditions of employment and rewarded exceptional performance (identified via the PPR process) through accelerated incremental salary progression, Promotion and Professional Development Programs.

USC honours its own ...Outstanding University Teacher Dr Ann Parkinson (left) and Outstanding University Researcher Associate Professor Julie Matthews won the 2008 Vice-Chancellor's Medals. Dr Parkinson lectures in physiology and anatomy. Dr Matthews' research interests include refugee and minority education, visual research and education, and sustainable education.

A fourth successive Employer of Choice for Women award recognised USC's own high performance as an employer.

USC staff include ...

- An invited delegate to the Federal Government's 2020 Summit, developing long-term options for the nation's future.
- One of only two Australian academics invited to speak in Guangzhou, China at the 10-day International Convention of Science Education and Medicine in Sport.
- A member of the national board of the 7,000-member Australian Association for Exercise and Sports Science.
- Winner of a national media award given by the Professional Teachers Council NSW, for a nationally-published article entitled *Teaching the teachers*.
- President of the board of Relationships Australia (Qld), which serves more than 25,000 clients annually.
- The Sports Science Coordinator for the Australian swimming team at the Beijing Paralympics.

Review of operations
Staff

Key performance indicators

Staff profile: proportion of women in senior positions

Overall, the University remained above sector averages for relevant senior female staff levels this year. Points of note include the following:

- Women held 41 percent of senior positions—well above the Federal Government's Equal Opportunity for Women in the Workplace Agency (EOWA) overall Australian industry average of 28.1 percent.

(Note: At USC, the category of senior staff includes executives, senior staff, and Administrative, Professional and Technical Level 10 and teaching/research Level C and above.)

- USC was one of only 10 bodies in Queensland (and 99 nationally) named by EOWA this year as an Employer of Choice for Women. This was the University's fourth successive award.
- The University marked International Women's Day with lunchtime celebrations for staff and students. Highlights included presentations by three high-achieving staff, live entertainment featuring a female tribal dance group and a singer/guitarist, and a free sausage sizzle.

Employment Category	2006		2007		2008	
	% Female Staff	Sector Average	% Female Staff	Sector Average	% Female Staff	Sector Average*
Executive & Senior Staff	44%	32%	40%	34%	44%	Not available
Target achieved?	✓		✓		n/a	
APT Level 10	33%	43%	50%	46%	69%	Not available
Target achieved?	✗		✓		n/a[1]	
T&R Level E	20%	18%	20%	20%	30%	Not available
Target achieved?	✓		✓		n/a[1]	
T&R Level D	43%	27%	47%	28%	45%	Not available
Target achieved?	✓		✓		n/a[1]	
T&R Level C	63%	36%	31%	38%	32%	Not available
Target achieved?	✓		✗		n/a[1]	
Total Staff (Senior positions)	33%	n/a	36%	n/a	41%	n/a

*Sector average derived from Universities' HR Benchmarking Program © (*2008 data not released until mid 2009).*

High qualification profile

The following table summarises the number and proportion of teaching and research staff and full-time equivalent staff with postgraduate qualifications. It also shows the University's national ranking for each category.

	2005		2006		2007		2008*	
	PhD	Masters or HD	PhD	Masters or HD	PhD	Masters or HD	PhD	Masters or HD
USC FTE	37	92	77	107	89	123	103	143
USC Staff %	62%	88%	63%	88%	62%	85%	60%	83%
National Average	54%	75%	55%	75%	55%	79%	Not available	
National Rank	9th (equal)	3rd	10th (equal)	3rd (equal)	11th (equal)	5th (equal)	Not available	
Target achieved?	✓	✓	✓	✓	✓	✓	Not available	
#1 Rank	ANU	Avondale	ADFA & ANU	ADFA & Avondale	ANU	Avondale	Not available	
#2 Rank	UQ	Newcastle	UQ	UTS	UQ	Wollongong	Not available	

*Derived from published DEEWR Staff Tables at 31 March each year (*2008 national data released late 2009).*

Below is a snapshot of USC's teaching and research staff qualification profile (since 31 March 2008). Other points of note (based on available published data for 2005-2007) are as follows.

• USC is in the top quintile of Australian Higher Education Providers for teaching and research staff holding masters or higher-level degrees, and expects to maintain this measure.
• USC remains in the top third of Australian Higher Education Providers for full-time equivalent teaching and research staff holding PhD degrees, and expects to maintain this measure.

2008 Qualification Snapshot

	31/03/2008		14/09/2008		03/11/2008	
Qualifications	PhD	Masters or HD	PhD	Masters or HD	PhD	Masters or HD
USC FTE	103	143	103	136	103	139
USC Staff %	60%	83%	64%	84%	62%	84%

The year 2009

• PPR and induction will be delivered on-line.
• Results will be available from the USC employee opinion survey conducted in 2008 by the Voice Project Group (Macquarie University).
• The University will maintain its commitment to maintaining (1) high proportions of women in senior positions and (2) well-qualified academic staff.
• Comprehensive training programs and PPR processes will continue to support high-level job performance.
• Staff engagement and success with the Australian Learning and Teaching Council to continue to grow through the Promoting Excellence Project.

Review of operations
Environmental sustainability

Goal: to continue to lead, by example, in the areas of campus planning and development, sub-tropical architecture and all operations that have environmental impact

Identify and implement additional means by which the University can exemplify sustainable and environmentally responsible campus development

Awards

USC achieved an Environmentally Sustainable Development (ESD) result of 80/100 in the annual Australasian Tertiary Education Facilities Management Association (TEFMA) Benchmark survey, conducted in 2007 and published in 2008. ESD relates to master planning for enhancing ecological values, construction and rehabilitation projects incorporating principles of 'green buildings', space usage, energy use, water, waste and natural environmental components.

Building C (home to the Chancellery) was completed according to ESD principles for $13 million in 2007. This year it won the:

- Public Architecture Award;
- Harry S. Marks Award for Sustainable Architecture; and
- Colorbond Award for Steel Architecture.

Campus development

Building projects this year included completion of the $13.8 million Health and Sport Centre featuring large expanses of glass for natural lighting and an energy-efficient air conditioning system. Federal Treasurer Wayne Swan officially opened the building in July.

Stage One of the Compensatory Habitat, an environmental project in partnership with development company Stockland, finished in May. One of the largest such initiatives attempted in Australia, it involves translocating 12.2 hectares of rare and threatened native vegetation from Bundilla to a new 15ha site at the University. The initiative fits seamlessly with USC's commitment to sustainability and regional partnerships, and will provide a living laboratory for teaching and research as well as a place to relax in natural surrounds.

The Queensland Minister for Regional Development and Industry, The Hon Desley Boyle, officially opened the Business Accelerator at the Innovation Centre. The facility integrates office space, fast speed fibre access, business services, and executive coaching and strategic business planning for established technology and knowledge-based businesses and professional service firms.

The Business Water Efficiency Program funded 50 percent of the cost of a submersible pump for recycling water from the University lakes for uses such as cooling tower air conditioning. A return line gives the option of returning all used water to the lake system at any selected point.

The Bus Interchange, funded by Queensland Transport and including the Greenlink to Scholars Way, was due for completion this year but has been delayed to commence in January 2009.

2003 science graduate Kate Hoad, now a restoration ecologist with Arborcare Queensland, checks a rare Boronia plant transplanted to the University as part of the Compensatory Habitat project. Her job includes arranging plants according to their specific hydrological and topographical needs; and she'll be working on site for the next three years alongside USC researchers keen to monitor the Habitat's health and record changes in the biodiversity of its flora and fauna.

Identify and implement cost-effective measures to maintain the security and environmental integrity of the Sippy Downs campus as the surrounding urban fabric becomes more dense

Campus security

Capital Programs and Operations (CPO) sections, including Security, was reunified in a new building adjacent to the Arts and Social Sciences Building and this central office was designated a Critical Incident Response Centre for use in emergencies.

The first megapixel camera was installed as a trial to boost security along the University–UniCentral pathway; and the Closed Circuit Television (CCTV) network continued to expand:

- within buildings, main concourses, computer laboratories and high-risk areas; and
- in new open-space areas associated with building construction.

Extra fencing (including perimeter fencing) also improved security and vehicle control.

Traffic and parking

Opening of the Dixon Road interchange alleviated peak-hour traffic congestion at the entrance to the University, and traffic counts conducted around week six of each semester contributed to a longitudinal study monitoring vehicle movements to and from campus.

The University continues to suffer from overflow parking and attendant issues; and this year two temporary overflow parking areas were stabilised with road base to accommodate some of these vehicles.

Energy consumption/expenditure

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Annual consumption in gigajoules (GJ)	8,956	10,597	12,048	13,027	14,596	19,867	22,200	21,976	23,664
Energy consumption per EFTSL (GJ/EFTSL)	4.3	4.4	4.6	4.8	4.9	6.1	5.9	5.3	5.2

Cleaning and Waste Management Services

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total cost cleaning ($/EFTSL)	109	118	132	132	127	110	99	136	137

Security

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total cost of security ($/EFTSL)	N/A	N/A	152	193	182	158	151	148	154

Workmen unload some of the 30,000 squares of habitat relocated to the USC campus.

Review of operations
Environmental sustainability

Promote and initiate projects and other activities that aid in protecting and sustaining the green campus corridor linking the Sippy Downs campus with Mooloolah National Park

Continuing low-key protective measures included maintaining limits on activities such as bird watching, animal monitoring and bushwalking along management trails. Bigger initiatives included completion of Stage One of the Compensatory Habitat and the following World Environment Day activities:

- University academics and students helped 200 Year 8 students from Chancellor State College plant more than 400 swamp mahogany and pink bloodwood seedlings in College grounds. These will enhance the wildlife corridor for native animals and birds and so encourage children to care for the environment; and they will complement a revegetation program in the Mooloolah River catchment area, likely to boost water quality in the river.
- Thousands of people attended *Small footprints, big steps—our region's future*, a huge festival on campus co-hosted by USC, Sunshine Coast Environment Council, Sunshine Coast Regional Council and SEQ Catchments. The event addressed ways to deal with future rapid population growth and development, and included displays by green technologies and businesses, live music, activities for children, forums and workshops. A highlight was the Mayor's Forum discussing how the Sunshine Coast might become the most sustainable region in Australia.

Plan and undertake actions to increase the University's and broader community's awareness of, and respect for, the campus as an environmental sanctuary for all native wildlife

The Compensatory Habitat preserves an entire slice of the environment for the benefit of local and wider communities, now and in the future. On a smaller scale, continuing moves aimed at sustainability included:

- support for the Faculty of Science, Health and Education to monitor animals movements;
- maintenance of fencing and wildlife sanctuary signage; and
- continuing prohibition of domestic animals on campus.

Key performance indicators

Proportion of operating expenditure allocated to environmental sustainability

Twenty-eight percent of the $13.8 million spent on building the new Health and Sport Centre elated to sustainable initiatives. Building features taken into account included:

- a naturally-ventilated foyer;
- an airconditioning system designed for part-floor use as required; and
- capacity for using either natural ventilation or airconditioning to cool the gymnasium.

Energy consumption

Power usage per Gross Floor Area (GFA) was 0.4735 GJ/m2 – below annual target of 0.55 GJ/m2.

Carbon emissions per GFA were 120.28 kg of CO2/m2 – below annual target of 135kg of CO2/m2.

Water consumption

Total water consumption per kL was 4.6/EFTSL – below annual target of 5kL per EFTSL per year.

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total water consumption (kL)	9995	8731	10,375	13,605	15,960	17,154	20,652	20,483	20,939
Water consumption per EFTSL (kL/EFTSL)	4.8	3.7	3.9	5.0	5.4	5.3	5.5	5.0	4.6

The year 2009

- The Bus Interchange, funded by Queensland Transport, will be completed following delays in 2008.
- Stage II of the Compensatory Habitat is to be completed.
- Design of the Building H extension for science laboratories will be undertaken.
- Photovoltaic systems will be designed and constructed at Dilli Village.

Staff travel

Employee	Position	Destination	Depart date	Days away	Return date	$ Cost
Chancellery						
Dobson J	Chancellor	Fiji	13-Nov-08	5	17-Nov-08	$3,386.70
Elliot R, Prof	Pro Vice Chancellor	France, Denmark, Sweden	09-Feb-08	18	26-Feb-08	$26,986.62
Elliot R, Prof	Pro Vice Chancellor	Japan	23-Mar-08	8	31-Mar-08	$7,382.61
Elliot R, Prof	Pro Vice Chancellor	Netherlands, Belgium, Germany	06-Sep-08	17	22-Sep-08	$16,017.42
Garlick S, Prof	Professor of Regional Engagement	Ireland	26-May-08	11	05-Jun-08	$4,142.59
Thomas P, Prof	Vice-Chancellor and President	Ireland	22-May-08	21	11-Jun-08	$27,152.22
Thomas P, Prof	Vice-Chancellor and President	UK	03-Oct-08	10	12-Oct-08	$22,112.84
Faculty of Arts and Social Sciences						
Burford S, Ms	Curriculum Development Officer RUILI	Indonesia	19-Jan-08	9 (4 non-USC)	27-Jan-08	$2,298.64
Bussey M, Mr	PhD Candidate and Sessional Staff Member	Sweden	21-Jun-08	25 (10 non-USC)	15-Jul-08	$3,485.93
Chandler L, Dr	Regional Engagement Coordinator	Korea	29-Dec-07	35	01-Feb-08	$2,096.55
Dyer P, Assoc Prof	Dean, Faculty of Arts and Social Sciences	Denmark	24-Mar-08	17	09-Apr-08	$8,482.09
Hanusch F, Dr	Lecturer	Spain	25-Nov-08	5	29-Nov-08	$1,730.56
Hatley B, Ms	Resident Lecturer	Indonesia	19-Jan-08	29 (5 non-USC)	16-Feb-08	$2,033.86
Janzekovic J, Dr	Lecturer	Austria	03-Mar-08	14 (4 non-USC)	16-Mar-08	$3,835.05
Katsikitis M, Prof	Professor	France, Germany	02-Jul-08	25 (7 non-USC)	26-Jul-08	$13,870.67
Mahnken P, Dr	Lecturer	Indonesia	31-Dec-07	25	24-Jan-08	$3,273.95
Matthews J, Assoc Prof	Associate Professor and Director of Research	Spain, UK	01-Sep-08	17	17-Sep-08	$6,180.16
Potter A, Ms	Lecturer	New Zealand	08-Jul-08	5	12-Jul-08	$1,546.57
Ricatti F, Dr	Lecturer	UK, Italy	22-Nov-08	23 (9 non-USC)	14-Dec-08	NIL COST
Rosier J, Assoc Prof	Professor	New Zealand	07-Apr-08	5	11-Apr-08	NIL COST
Rosier J, Assoc Prof	Professor	USA	05-Jul-08	12	16-Jul-08	NIL COST
Scott J, Assoc Prof	Head of School	Mexico	20-Sep-08	15 (5 non-USC)	04-Oct-08	NIL COST
Todd K, Mr	Senior Lecturer	UK, USA	30-Jun-08	201 (72 non-USC)	16-Jan-09	$2,921.87
Faculty of Business						
Cameron L, Dr	Lecturer	Fiji	01-Nov-08	6 (2 non-USC)	06-Nov-08	$2,015.31
Cradduck L, Ms	Lecturer	Fiji	12-Jul-08	5	16-Jul-08	$2,819.45
Douglas E, Prof	Dean, Faculty of Business	USA	12-Apr-08	7 (2 non-USC)	18-Apr-08	$4,120.41
Douglas E, Prof	Dean, Faculty of Business	USA	03-Jun-08	7	09-Jun-08	$4,542.13
Douglas E, Prof	Dean, Faculty of Business	China	09-Nov-08	8	16-Nov-08	$6,443.41
Douglas S, Ms	Lecturer	India	14-Aug-07	180	09-Feb-08	$2,534.64
Farr-Wharton R, Dr	Senior Lecturer	Fiji	10-Mar-08	4	13-Mar-08	$1,968.94
Farr-Wharton R, Dr	Senior Lecturer	USA	07-Aug-08	10	16-Aug-08	$6,231.65
Farr-Wharton R, Dr	Senior Lecturer	UK	26-Aug-08	20	14-Sep-08	$7,250.33

Employee	Position	Destination	Depart date	Days away	Return date	$ Cost
Farr-Wharton R, Dr	Senior Lecturer	UK	31-Oct-08	9	08-Nov-08	$7,942.02
Foster D, Dr	Senior Lecturer	Turkey	18-Jun-08	33 (3 non-USC)	20-Jul-08	$3,929.19
Harker D, Assoc Prof	Associate Professor	Germany, UK	05-Sep-08	32	06-Oct-08	$4,186.38
Harker M, Assoc Prof	Associate Professor	Fiji	05-Mar-08	4	08-Mar-08	$1,474.29
Harker M, Assoc Prof	Associate Professor	UK	16-Sep-08	21	06-Oct-08	$5,731.72
Hefferen M, Prof	Professor	New Zealand, USA	08-May-08	23	23-May-08	$9,876.39
Hefferen M, Prof	Professor	Philippines	11-Jul-08	9	19-Jul-08	$6,076.77
Hefferen M, Prof	Professor	New Zealand	30-Aug-08	9 (4 non-USC)	07-Sep-08	$1,741.93
Hefferen M, Prof	Professor	Fiji	12-Nov-08	6 (2 non-USC)	17-Nov-08	$2,279.27
Kerr D, Dr	Associate Professor	Fiji	07-Jul-08	4	10-Jul-08	$2,126.37
Kerr D, Dr	Associate Professor	New Zealand	02-Dec-08	5	06-Dec-08	$1,740.33
Lawley M, Assoc Prof	Associate Professor	Fiji	11-Mar-08	5	15-Mar-08	$2,006.95
Lawley M, Assoc Prof	Associate Professor	Thailand, Switzerland, Germany	07-Oct-08	40	15-Nov-08	$8,450.13
Mayes G, Ms	Lecturer	China	02-Aug-08	25	26-Aug-08	$4,709.59
Mayes G, Ms	Lecturer	Fiji	22-Nov-08	13	04-Dec-08	$4,921.00
McKelvey J, Mr	Manager, Graduate Studies	Malaysia	29-Jun-08	11	09-Jul-08	$4,859.37
McKelvey J, Mr	Manager, Graduate Studies	Malaysia	30-Jul-08	3	01-Aug-08	$3,200.88
Navratil F, Mr	Guest, Faculty of Business	USA - USC - USA	19-Jul-08	7	25-Jul-08	$7,352.47
Parle G, Mrs	Associate Professor	Fiji	05-Nov-08	4	08-Nov-08	$1,650.83
Rivers C, Dr	Senior Lecturer	USA	30-Jun-08	10	09-Jul-08	$2,369.17
Rivers C, Dr	Senior Lecturer	Thailand, India	24-Nov-08	15	08-Dec-08	$8,308.38
Sands J, Dr	Associate Professor	Fiji	17-Mar-08	4	20-Mar-08	$2,266.57
Sharma B, Dr	Senior Lecturer	New Zealand	02-Dec-08	4	05-Dec-08	$2,235.61
Tomasich S, Mrs	ITAS Tutor	Fiji	09-Nov-08	5 (1 non-USC)	13-Nov-08	$1,546.82
Vinnicombe T, Dr	Lecturer	Fiji	09-Jul-08	4	12-Jul-08	$1,936.05
Willcoxson L, Dr	Coordinator, Teaching and Learning	USA	12-Apr-08	6	17-Apr-08	$4,044.17
Wynder M, Dr	Senior Lecturer	Canada, France, Germany	20-Oct-07	92	18-Feb-08	$10,890.71
Faculty of Science, Health and Education						
Alcanices M, Ms	Guest (Receiving money from AUSAID to fund people from other countries to attend conference)	Philippines - China	19-Oct-08	5	23-Oct-08	$1,270.90
Allen B, Dr	Lecturer	West Papua	17-Oct-08	8	24-Oct-08	$3,240.08
Askew C, Dr	Senior Lecturer	Norway, Denmark, Germany	14-Apr-08	19	02-May-08	$8,219.50
Askew C, Dr	Senior Lecturer	China	07-Sep-08	7	13-Sep-08	NIL COST
Aspland T, Prof	Professor	South Korea, Hong Kong, Austria, Singapore	30-Aug-08	25	23-Sep-08	$6,539.94
Aspland T, Prof	Professor	Hong Kong	09-Nov-08	4	12-Nov-08	$1,709.11
Barnes M, Dr	Senior Lecturer	Scotland	01-Jun-08	6	05-Jun-08	$6,760.82

Staff travel

Employee	Position	Destination	Depart date	Days away	Return date	$ Cost
Barnes M, Dr	Senior Lecturer	Ireland	01-Nov-08	14 (6 non-USC)	14-Nov-08	$4,468.05
Brooker L, Dr	Lecturer	China	27-Aug-08	10	06-Sep-08	$3,262.58
Burkett B, Dr	Associate Professor	Brazil	21-Jan-08	9	30-Jan-08	$14,124.05
Burkett B, Dr	Associate Professor	China	30-Jul-08	9	07-Aug-08	$3,463.77
Burkett B, Dr	Associate Professor	China	21-Aug-08	28	17-Sep-08	$1,816.62
Calder A, Ms	Lecturer	Canada	23-Sep-08	14	06-Oct-08	NIL COST
Chin M Dr	Guest, Faculty of Science, Health and Education	Hong Kong - USC - Hong Kong	23-Feb-08	10	03-Mar-08	$2,015.98
Dall A, Ms	PhD Student	Sweden, Finland	14-Sep-08	6	19-Sep-08	$754.10
Dann C, Mr	Lecturer	Fiji	13-Jul-08	9	21-Jul-08	$2,120.00
Dann C, Mr	Lecturer	Fiji	17-Nov-08	9	25-Nov-08	$1,027.70
Duggan M, Mr	PhD Student	Switzerland	20-Sep-08	10	29-Sep-08	$3,570.88
Duncan P, Dr	Lecturer	Philippines	05-Apr-08	17	21-Apr-08	$1,997.23
Duncan P, Dr	Lecturer	Philippines	08-Nov-08	9	16-Nov-08	$2,075.34
Elizur A, Prof	Professor	Belguim, Israel	29-Mar-08	21	18-Apr-08	$6,559.21
Elizur A, Prof	Professor	Canada, Germany	20-Jun-08	32	21-Jul-08	$8,570.97
Elizur A, Prof	Professor	Spain	05-Oct-08	14	14-Oct-08	$4,805.90
Hughes R, Prof	Professor	UK, Ireland, Slovenia	24-Jul-08	37	29-Aug-08	NIL COST
Hughes R, Prof	Professor	Ireland, Iceland	07-Nov-08	16	22-Nov-08	NIL COST
John T, Mrs	Lecturer	Thailand	08-Nov-08	8	15-Nov-08	$1,300.26
Juntarashote K, Dr	Guest (Receiving money from AUSAID to fund people from other countries to attend Conf)	Thailand - China	19-Oct-08	5	23-Oct-08	$1,402.75
Knibb W, Assoc Prof	Associate Professor	Canada, Germany	26-Jun-08	26	21-Jul-08	$6,816.20
Knibb W, Assoc Prof	Associate Professor	Taiwan	16-Nov-08	7	22-Nov-08	$2,744.23
Kuballa A, Ms	Postdoctoral Research and Teaching Fellow	China	27-Aug-08	10	06-Sep-08	$3,096.96
Lamont R, Mr	PhD Student	UK	29-Feb-08	7	06-Mar-08	$423.21
Lowe J, Prof	Head of School	USA	22-Oct-08	19	09-Nov-08	$14,282.33
McAllister M, Dr	Associate Professor	Holland	01-Oct-08	10 (5 non-USC)	10-Oct-08	$3,604.56
Mosel-Williams L, Dr	Senior Lecturer	Austria	23-Aug-08	33 (16 non-USC)	23-Sep-08	$657.73
Nagel M, Dr	Senior Lecturer	New Zealand	04-Feb-08	2	05-Feb-08	NIL COST
Nagel M, Dr	Senior Lecturer	USA, Canada	04-Jul-08	15	18-Jul-08	$7,620.56
Neller R, Assoc Prof	Associate Professor	Cook Islands	31-May-08	15	14-Jun-08	NIL COST
Pelly F, Dr	Senior Lecturer	USA	26-May-08	10 (1 non-USC)	04-Jun-08	$4,867.91
Pelly F, Dr	Senior Lecturer	USA	26-Oct-08	14 days (8 non-USC)	08-Nov-08	NIL COST
Powell M, Mr	PhD Student	USA	11-Jul-08	13	23-Jul-08	$3,957.81
Ramawati N, Ms	Papua New Guinea Teachers Project Assistant	West Papua	17-Oct-08	8	24-Oct-08	$1,646.22

Employee	Position	Destination	Depart date	Days away	Return date	$ Cost
Randall B, Mr	Research Student	Cook Islands	31-May-08	15	14-Jun-08	$982.00
Readman K, Ms	Lecturer	Canada	15-Mar-08	19	02-Apr-08	$7,407.50
Readman K, Ms	Lecturer	Canada	22-Oct-08	28 (10 non-USC)	18-Nov-08	$7,777.49
Robinson W, Mr	Lecturer	USA	25-May-08	12	06-Jun-08	$6,728.46
Robinson W, Mr	Lecturer	South Africa	03-Jul-08	34	05-Aug-08	$11,719.53
Satumanaptan S, Dr	Guest (Receiving money from AUSAID to fund people from other countries to attend Conf)	Thailand - China	19-Oct-08	5	23-Oct-08	$1,402.75
Schlacher T, Assoc Prof	Senior Lecturer	Spain	09-Nov-08	11	19-Nov-08	$4,369.98
Shapcott A, Dr	Senior Lecturer	USA	09-Jul-08	16	24-Jul-08	$2,572.14
Shapcott A, Dr	Senior Lecturer	Maritius, Denmark, Madagascar	04-Aug-08	57	30-Sep-08	$8,177.10
Smala S, Ms	Lecturer	Germany, France, UK	02-Jan-08	21	22-Jan-08	NIL COST
Smith T, Dr	Associate Professor	USA	11-Apr-08	9	20-Apr-08	$4,954.23
Smith T, Dr	Associate Professor	China	18-Oct-08	7	24-Oct-08	$5,581.37
Wallace H, Dr	Associate Professor	Papua New Guinea	09-Jun-08	8	16-Jun-08	$2,925.14
Wallace H, Dr	Associate Professor	Papua New Guinea	04-Nov-08	9	12-Nov-08	$3,815.12
Walton D, Dr	Postdoctoral Research and Teaching Fellow	Papua New Guinea	15-Sep-08	6	20-Sep-08	$2,519.71
Waluyo U, Mr	Honours Student	Indonesia	01-Nov-08	114	22-Feb-09	$1,179.23
White E, Prof/ Winstanley J, Assoc Prof	Professor/Associate Professor	UK	06-Apr-08	19 days	24-Apr-08	$8,689.68
Wiegand A, Mr	Lecturer	UK	24-Jun-08	26	19-Jul-08	$4,845.58
Captial Programs and Operations						
Bradley M, Mr	Director, Capital Programs and Operations	Canada	18-Jul-08	7	24-Jul-08	$10,666.25
Bradley M, Mr	Director, Capital Programs and Operations	New Zealand	27-Sep-08	6	02-Oct-08	$2,659.26
Stamford R, Mr	Works Manager, Capital Programs and Operations	New Zealand	21-Sep-08	18 (6 non-USC)	08-Oct-08	$2,355.42
Information Technology Services						
Gorbett P, Mr	Instructional Technology Coordinator	USA	11-May-08	6	16-May-08	$4,979.12
Klinkert M, Mrs	Director, ITS	Canada	10-Jun-08	16	25-Jun-08	$4,693.83
Sandor L, Ms	Asset Administrator	Singapore	11-May-08	7	17-May-08	$10,632.40
Mail and Print Services						
Berneville-Claye A, Ms	Print Supervisor	New Zealand	14-Oct-08	8 (2 non-USC)	21-Oct-08	$1,485.96
Teaching and Research Services						
Hinton T, Ms	Manager, Office of Learning and Teaching	New Zealand	28-Jun-08	8 (3 non-USC)	05-Jul-08	$2,791.48
Lynch K, Assoc Prof	Associate Professor	Africa	18-Jul-08	33 (3 non-USC)	19-Aug-08	$797.66

Staff travel

Employee	Position	Destination	Depart date	Days away	Return date	$ Cost
USC International						
Batzloff J, Ms	Institutional Relation Officer	USA, UK, France, Germany	23-May-08	17	08-Jun-08	$9,719.52
Batzloff J, Ms	Institutional Relation Officer	USA	09-Nov-08	13	21-Nov-08	$7,221.49
Boon M, Ms	Admissions and Recruitment Assistant	Scandinavia	19-Sep-08	21 (8 non-USC)	10-Oct-08	$11,826.92
Burns K, Ms	Administration Assistant	Thailand	13-Mar-08	9	21-Mar-08	$6,466.04
Dall A, Ms	International Consultant	Europe	01-Feb-08	76	16-Apr-08	$6,420.79
Dall A, Ms	International Consultant	Sweden	29-Aug-08	37 (12 non-SC)	04-Oct-08	$4,376.98
Eckard L, Mrs	Recruitment Officer	Germany	02-May-08	18	19-May-08	$5,986.93
Eckard L, Mrs	Recruitment Officer	Austria, Czech Republic, Germany	26-Oct-08	29	23-Nov-08	$16,457.06
Ecuyer S, Ms	IELTS Examiner	Solomon Islands, Nauru	19-Aug-08	6	24-Aug-08	$2,094.29
Hanusch F, Dr	Lecturer	Germany	07-Nov-08	62 (38 non-USC)	07-Jan-09	$3,780.62
Jiang D, Mr	Sessional Staff Member	China	12-May-08	15 (3 non-USC)	26-May-08	$2,969.84
Scott T, Mr	Recruitment Officer	Singapore, Malaysia	04-Jan-08	7	10-Jan-08	$6,172.71
Scott T, Mr	Recruitment Officer	India	04-Feb-08	17	20-Feb-08	$5,515.82
Scott T, Mr	Recruitment Officer	Saudi Arabia, Germany, Dubai	15-Apr-08	17	01-May-08	$7,004.59
Scott T, Mr	Recruitment Officer	Japan, USA	07-Sep-08	21 (8 non-USC)	27-Sep-08	$9,922.98
Smala S, Ms	Lecturer	Germany	17-Dec-08	6	24-Dec-08	$1,554.92
Sopom M, Ms	Student	Papua New Guinea	07-Nov-08	1	07-Nov-08	$1,650.91
Tamba E, Ms	Director, International Relations	Thailand, Japan, Korea	13-Mar-08	24	05-Apr-08	$13,207.38
Tamba E, Ms	Director, International Relations	USA, China, Japan	14-May-08	21	03-Jun-08	$28,131.57
Tamba E, Ms	Director, International Relations	Korea, Japan	09-Jul-08	13	21-Jul-08	$8,831.94
Tamba E, Ms	Director, International Relations	Europe, Japan, China	07-Sep-08	19	24-Sep-08	$19,635.88
Tamba E, Ms	Director, International Relations	Korea	18-Nov-08	5	22-Nov-08	$4,227.63
Todd K, Mr	Senior Lecturer	USA	08-Sep-08	29	06-Oct-08	$2,522.30
Vallance J, Ms	Admissions and Recruitment Officer	Singapore, Thailand	24-Nov-08	9	02-Dec-08	$3,110.32
Vuille J, Mrs	Admissions and Recruitment Officer	France	09-Jan-08	15	23-Jan-08	$5,988.25
Vuille J, Mrs	Admissions and Recruitment Officer	New Caledonia	14-May-08	5	18-May-08	$2,196.82
White G, Mr	Associate Director, Recruitment	Europe	01-Feb-08	18	18-Feb-08	$15,047.15
White G, Mr	Associate Director, Recruitment	Japan, UK, Europe, South Africa	24-Mar-08	21	14-Apr-08	$10,189.91
White G, Mr	Associate Director, Recruitment	North America, Europe	23-May-08	28	20-Jun-08	$16,224.25
White G, Mr	Associate Director, Recruitment	Europe, Southern Africa	04-Sep-08	18	22-Sep-08	$6,160.28
White G, Mr	Associate Director, Recruitment	Europe	31-Oct-08	28	27-Nov-08	$12,076.27
White G, Mr	Associate Director, Recruitment	Europe, Hong Kong	21-Dec-08	20 (11 non-USC)	09-Jan-09	$928.00

Actual Total Travel Spent 2008 $839,838.74

Glossary

ALTC
Australian Learning and Teaching Council

AUQA
Australian Universities Quality Agency

CHASE
Centre for Healthy Activities, Sport and Exercise (University)

CPO
Capital Programs and Operations (University)

DEEWR
Department of Education, Employment and Workplace Relations (previously the Department of Education, Science and Training)

ESD
Environmentally Sustainable Development—related to master planning for enhancing ecological values, and construction and rehabilitation projects incorporating principles of 'green buildings', space usage, energy use, water, waste and natural environmental components

EFTSL
Equivalent Full-Time Student Load

FTE
Full-time equivalent

FTSL
Full-time student load

ICT
Information and Communication Technology

IFP
International Foundation Pathway (University)

ITS
Information Technology Services (University)

LTMC
Learning and Teaching Management Committee (University)

NICP
National Indigenous Cadetship Program

PPR
[Staff] Performance, Planning and Review (University)

SIFE
Students in Free Enterprise

QTAC
Queensland Tertiary Admissions Centre

TEFMA
Australasian Tertiary Education Facilities Management Association

TEP
Tertiary Enabling Pathway (University)

TPP
Tertiary Preparation Pathway (University)

VET
Vocational Education and Training (Certificate of – University)

WIL
Work Integrated Learning (University)

Appendix

University of the Sunshine Coast
Annual Financial Report
31 December 2008

Contents

University of the Sunshine Coast
Report by Members of the University Council
For the year ended 31 December 2008

1

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. Its powers, duties and authorities are prescribed by the *University of the Sunshine Coast Act 1998*.

The members of the Council present their report on the consolidated entity consisting of the University of the Sunshine Coast and its controlled entity, Innovation Centre Sunshine Coast, (ICSC) for, the year ended 31 December 2008.

It is recommended that this report be read in conjunction with the full details published in the 2008 Annual Report. The Annual Report provides a comprehensive record of the University's performance in 2008, plans for the future and achievements documented against the aims and objectives of the University's Strategic Plan 2005 – 2010.

Members of the University Council and Record of Attendance

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

Name and Qualifications	Resignation / Appointment / Election
Chancellor John DOBSON OAM	
Deputy Chancellor Mr Tim FAIRFAX AM, FAICD	
Vice-Chancellor and President 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.*	
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*	Appointed: 4 April 2008
Emeritus Professor Phil MEADE, BSc BEd *Qld.,* MA(Hons) *La Trobe*, PhD *NSW*	Resigned: 21 July 2008
Ms Julie-Anne MEE, FCPA, BBus *CQU*, MAdmin *Griff.*	
Dr Keith STEELE, BAgrSc, 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*	Resigned: 6 February 2008
Mr Keith CUNNINGTON	Elected: 20 February 2008
Two members of the student body Mr Marcus BUSSEY, BEd *USQ*, DipEd *Melb*, BA(Hons) *UWA*	Resigned: 17 December 2008
Ms Elyse WOHLING	
Four additional members appointed by Council Mr Scott FORSDIKE, BBus *Sunshine Coast*	

Mr Phillip HARDING

Mr David JEFFRIES, BCom *Qld*, FCA, FAICD, FFin

Mr Paul LUNN, BBus *USQ*, CPA, CA*Affil*

Meetings of Members

Six (6) ordinary meetings and two special meetings of Council were held during the year. Confirmed non-confidential minutes of the meetings are available to members of the University community for perusal upon request.

In 2008, meetings were held on 19 February, 15 April (two meetings), 17 June, 19 August, 14 October, 9 December and 23 December.

Four (4) ordinary meetings and one special meeting of the Audit and Risk Management Committee (ARMC) were held during the year.   In 2008, ARMC meetings were held on 20 March (two meetings), 29 May, 25 September and 20 November.

Five (5) ordinary meetings of the Planning and Resources Committee (PRC) were held during 2008.   In 2008, PRC meetings were held on 20 March, 29 May, 31 July, 25 September and 20 November.

Member Listing	Board (Council) Meetings	
	A	B
John DOBSON OAM	8	8
Mr Tim FAIRFAX AM, FAICD	6	8
Professor Paul THOMAS AM, BSc(Hons), DipEd *Wales*, MA *Lough.,* PhD *Qld*, FACE, LRPS	8	8
Professor Greg HILL, CertTeach, BA(Hons), PhD *Qld.*	6	8
Dr Suzanne INNES * BA(Hons) BEdSt *Qld*, GradCertTESOL *UNE*, MSchM EdD *CQU*	0	7
Emeritus Professor Phil MEADE, BSc BEd *Qld.,* MA(Hons) *La Trobe*, PhD *NSW*	4	4
Ms Julie-Anne MEE, FCPA, BBus *CQU*, MAdmin *Griff.*	7	8
Dr Keith STEELE, BAgrSc, MAgrSc(Hons) *Massey*, D Phil *Waikato*	5	8
Mr Michael WILLIAMS	4	8
Professor Robert ELLIOT, BA(Hons) *UNSW*, MA *La Trobe*, DipEd *Melb*, PhD *Qld*	6	8
Associate Professor Julie MATTHEWS, BA(Hons) *Brookes*, PGCE *Leic.,* PhD *S.Aust*	7	8
Miss Heather CARNEY, (BAComn) *Sunshine Coast*	0	0
Mr Keith CUNNINGTON	4	7
Mr Marcus BUSSEY, BEd *USQ*, DipEd *Melb*, BA(Hons) *UWA*	4	7
Ms Elyse WOHLING	6	8
Mr Scott FORSDIKE, BBus *Sunshine Coast*	3	8
Mr Phillip HARDING	6	8
Mr David JEFFRIES, BCom *Qld*, FCA, FAICD, FFin	7	8
Mr Paul LUNN, BBus *USQ*, CPA, CA*Affil*	7	8

A = Number of meetings attended
B = Number of meetings held during the time the member held office or was a member of the council during the year
* Leave of absence was granted to Dr Innes for an extended period to the end of 2008.

University of the Sunshine Coast
Report by Members of the University Council
For the year ended 31 December 2008

3

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

The University commenced triennial planning and budgeting in 2008. The establishment of the 2009-2011 Functional Planning and Budgeting process greatly enhanced the Universities ability to manage resources.

In accordance with the University's Quality – Institutional and Governing Policy and the associated guidelines and schedules, reviews were conducted in relation to Information Services (excluding Records Management Services) and Events & Catering.

During 2008 the Innovation Centre grew from strength to strength with the Accelerator project coming on line. The signing of the major gaming industry enterprise, 'Big Ant' as a client was an exciting way to end the 2008 year that will bring opportunities for the Universities' Students and provide regional engagement opportunities.

Significant Changes in the State of Affairs

During the year there were no significant changes in the state of the affairs of the University.

Matters Subsequent to the End of the Financial Year

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.

It is noted that in December 2008, the Review of Australian Higher Education Report was published and submitted to the Australian Government for consideration. A special Council Meeting was held in December 2008 to discuss the recommendations contained in the report. The members are agreed that the appropriate course of action will be determined once the Australian Government formally responds to the review in March 2009.

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 Regulation

The University's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or a State or Territory.

Insurance of Officers

In 2008, the University of the Sunshine Coast held comprehensive insurance policies in relation to its Executive Members and Officers.

The annual premium of $9,448 for Directors and Officers Insurance covered the period 1 November 2007 to 1 November 2008. ($8,819 for the period 1 November 2006 to 1 November 2007.)

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.

Professor Paul Thomas AM
Vice-Chancellor and President
University of the Sunshine Coast

John Dobson OAM
Chancellor
University of the Sunshine Coast

University of the Sunshine Coast
Income Statement
For the year ended 31 December 2008

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	Notes	Consolidated		Parent entity	
		2008	2007	**2008**	2007
		$'000	$'000	**$'000**	$'000
Revenue from continuing operations					
Australian Government financial assistance					
Australian Government grants	2	49,246	41,035	49,246	41,035
HECS-HELP- Australian Government payments	2	17,714	15,176	17,714	15,176
FEE-HELP	2	1,036	843	1,036	843
State and Local Government financial assistance	3	1,536	1,766	1,473	1,581
HECS-HELP- Student payments		2,251	2,042	2,251	2,042
Fees and charges	4	15,432	12,938	15,097	12,564
Investment income	5	1,020	590	1,017	584
Royalties, trademarks and licences	6	-	6	-	-
Consultancy and contracts	7	2,006	1,760	1,999	1,759
Other revenue	8	5,117	2,937	5,155	2,837
Total revenue from continuing operations		**95,358**	79,093	**94,988**	78,421
Income from continuing operations					
Gains on disposal of assets		26	5	26	5
Total income from continuing operations		**26**	5	**26**	5
Total revenue and income from continuing operations		**95,384**	79,098	**95,014**	78,426
Expenses from continuing operations					
Employee related expenses	9	50,389	43,717	49,991	43,225
Depreciation	10	5,398	4,511	5,393	4,507
Repairs and maintenance	11	1,896	1,481	1,894	1,478
Finance costs	12	1,505	1,582	1,505	1,582
Impairment of assets	13	117	22	111	47
Losses on disposal of assets		32	98	32	98
Other expenses	14	22,726	19,600	22,768	19,357
Total expenses from continuing operations		**82,063**	71,011	**81,694**	70,294
Operating result before income tax		**13,321**	8,087	**13,320**	8,132
Income tax expense		-	-	-	-
Operating result after income tax for the period and attributable to members of the University of the Sunshine Coast		**13,321**	8,087	**13,320**	8,132

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

	Notes	Consolidated		Parent entity	
		2008 **$'000**	2007 $'000	**2008** **$'000**	2007 $'000
ASSETS					
Current assets					
Cash and cash equivalents	15	8,548	7,106	8,272	6,909
Receivables	16	2,238	3,250	2,327	3,329
Other assets	17	1,926	1,281	1,926	1,281
Total current assets		**12,712**	11,637	**12,525**	11,519
Non-current assets					
Property, plant and equipment	18	165,333	146,582	165,310	146,555
Intangible assets	19	2,828	240	2,828	240
Other assets	17	213	200	213	200
Total non-current assets		**168,374**	**147,022**	**168,351**	**146,995**
Total assets		**181,086**	158,659	**180,876**	158,514
LIABILITIES					
Current liabilities					
Trade and other payables	20	2,148	3,704	2,068	3,619
Borrowings	21	2,407	2,048	2,407	2,048
Provisions	22	8,739	5,743	8,723	5,723
Other liabilities	23	4,122	2,565	4,059	2,565
Total current liabilities		**17,416**	14,060	**17,257**	13,955
Non-current liabilities					
Borrowings	21	22,464	26,075	22,464	26,075
Provisions	22	1,520	1,095	1,500	1,084
Total non-current liabilities		**23,984**	27,170	**23,964**	27,159
Total liabilities		**41,400**	41,230	**41,221**	41,114
Net assets		**139,686**	117,429	**139,656**	117,400
EQUITY					
Reserves	24	63,088	54,152	63,088	54,152
Retained surplus	24	76,598	63,277	76,568	63,248
Total equity		**139,686**	117,429	**139,656**	117,400

The above balance sheet should be read in conjunction with the accompanying notes.

University of the Sunshine Coast
Statement of Changes in Equity
For the year ended 31 December 2008

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	Notes	Consolidated		Parent entity	
		2008 **$'000**	2007 $'000	**2008** **$'000**	2007 $'000
Total equity at the beginning of the financial year		**117,429**	101,321	**117,400**	101,247
Gain on revaluation of land and buildings, net of tax		8,936	8,021	8,936	8,021
Net income recognised directly in equity		**8,936**	8,021	**8,936**	8,021
Operating result for the period		**13,321**	8,087	**13,320**	8,132
Total recognised income and expense for the period		**22,257**	16,108	**22,256**	16,153
Total equity at the end of the year before adjustments		**139,686**	117,429	**139,656**	117,400
Total equity at the end of the year		**139,686**	117,429	**139,656**	117,400

Total recognised income and expense for the year is attributable to the members of the University of the Sunshine Coast.

The above statement of changes in equity should be read in conjunction with the accompanying notes.

University of the Sunshine Coast
8 Cash Flow Statement
For the year ended 31 December 2008

	Notes	Consolidated		Parent entity	
		2008	2007	**2008**	2007
		$'000	$'000	**$'000**	$'000
Cash flows from operating activities					
Australian Government Grants received	2(h)	69,948	59,756	69,948	59,756
State Government Grants received		1,341	3,791	1,279	3,606
Local Government Grants received		194	77	194	77
HECS-HELP - Student payments		2,251	2,042	2,251	2,042
Receipts from students fees and other customers		24,132	17,217	23,435	16,389
Interest received	5	1,020	590	1,017	584
Interest and other costs of finance paid	12	(1,505)	(1,582)	(1,505)	(1,582)
Payments to suppliers and employees (inclusive of goods and services tax)		(77,724)	(68,929)	(77,042)	(67,941)
GST recovered/(paid)		2,848	2,706	2,848	2,706
Net cash provided by / (used in) operating activities	29	**22,505**	15,668	**22,425**	15,637
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment		94	42	94	42
Payments for property, plant and equipment		(17,904)	(16,462)	(17,904)	(16,462)
Net cash provided by / (used in) investing activities		**(17,810)**	(16,420)	**(17,810)**	(16,420)
Cash flows from financing activities					
Proceeds from borrowings		735	1,416	735	1,416
Repayment of borrowings		(3,987)	(1,907)	(3,987)	(1,907)
Net cash provided by / (used in) financing activities		**(3,252)**	(491)	**(3,252)**	(491)
Net increase / (decrease) in cash and cash equivalents		1,442	(1,243)	1,363	(1,274)
Cash and cash equivalents at beginning of the financial year		7,106	8,349	6,909	8,183
Cash and cash equivalents at the end of the financial year	15	**8,548**	7,106	**8,272**	6,909
Financing arrangements	21				

The above cash flow statement should be read in conjunction with the accompanying notes.

University of the Sunshine Coast
Notes to the financial statements
For the year ended 31 December 2008

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University of the Sunshine Coast
10 Notes to the financial statements
For the year ended 31 December 2008

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 Administration and Audit Act 1977*.

The principal accounting policies adopted in the preparation of this financial report by the University are stated in order to assist in a general understanding of the financial statements. These policies have been consistently applied to all years presented, unless otherwise indicated. Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts and other disclosures.

The financial report includes separate financial statements for the University as an individual entity and the consolidated entity consisting of the University and its subsidiary, the Innovation Centre Sunshine Coast Pty Ltd. The following is a summary of the material, significant accounting policies adopted by the economic entity in the preparation of the financial report.

a)   Basis of preparation

These financial statements are a general purpose financial report that has been prepared in accordance with the Financial Management Standard, issued under Section 46L of the *Financial Administration and Audit Act 1977*, applicable Australian Accounting Standards (AASB) AASB Interpretations and the requirements of the Department of Education, Employment and Workplace Relations (DEEWR) and other State/Australian Government legislative requirements.

Compliance with International Financial Reporting Standards (IFRS)

These financial statements and notes of the University comply with Australian Accounting Standards, some of which contain requirements specific to not-for-profit entities that are inconsistent with International Financial Reporting Standards (IFRS) requirements.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain classes of property, plant and equipment.

Accrual basis of accounting

The financial statements, except for cash flow information, have been prepared using the accrual basis of accounting.

Critical accounting estimates and judgments

The members evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the group.

There were no critical accounting estimates or judgments made during the preparation of the financial report.

b) Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of the University ("parent entity") as at 31 December 2008 and the results of the subsidiary for the year then ended. The University and its subsidiary together are referred to in this financial report as the consolidated entity.

The subsidiary is that entity over which the University has the power to govern the financial and operating policies so as to obtain benefits from its activities. Control generally accompanies a shareholding of 100%. The financial statements of the subsidiary are included in the consolidated financial statements from the date that control commences until the date control ceases.

University of the Sunshine Coast
Notes to the financial statements
For the year ended 31 December 2008

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Note 1 Summary of significant accounting policies

All inter-company balances and transactions between entities in the consolidated entity, including any unrealised profits and losses, have been eliminated on consolidation. Accounting policies of subsidiaries have been changed, where necessary, to ensure consistency with those policies applied by the parent entity.

c) Foreign Currency Translation

Functional and presentation currency

Items included in the financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Australian dollars, which is the University's functional and presentation currency.

d) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances and duties and taxes paid.

Financial assistance is recognised as revenue when the University obtains control over the income. Control over the income would normally be obtained upon the earlier of their receipt or their becoming contractually due. Financial assistance that DEEWR has identified as being recoverable is disclosed within other liabilities (refer Note 23). Financial assistance yet to be received from DEEWR has been disclosed in receivables (refer Note 16). All revenue is stated net of the amount of goods and services tax (GST).

The following specific recognition criteria must also be met before revenue is recognised:

Government grants

The University treats operating grants received from Australian Government entities as income in the year of receipt. Grants are recognised at their fair value where the University obtains control of the right to receive the grant, it is likely that economic benefits will flow to the University and it can be reliably measured.

Student fees and charges

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges relate to courses to be held in future periods. Such income is treated as income in advance. Conversely, fees and charges relating to debtors are recognised as revenue in the year to which the prescribed course relates.

Interest

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets. This is generally recorded on receipt from the relevant financial institution.

Contributions

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which the University obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Human resources

Contract revenue is recognised in accordance with the percentage of completion method. The stage of completion is measured by reference to labour hours incurred to date as a percentage of estimated total labour hours for each contract.

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Notes to the financial statements
For the year ended 31 December 2008

Note 1 Summary of significant accounting policies

Lease income

Lease income from operating leases is recognised as income on a straight-line basis over the lease term.

e) Taxation

The University and its controlled entity 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 entity are, however, subject to Payroll Tax, Fringe Benefits Tax 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 an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST. Cash flows are presented in the cash flow statement on a gross basis, except for the GST component on investing and financing activities, which are disclosed as operating cash flows.

f) Leases

All of the current leases held by the University are determined as operating leases. Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. No accrual has been included to recognise the outstanding commitments on the term of the operating lease (refer Note 27(b)). Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis, over the period of the lease, where material.

The University has not entered into any and does not hold any finance leases.

g) Impairment of assets

The carrying amounts of all assets, other than inventories, are reviewed for indicators of impairment at each reporting date. If an indicator of impairment exists, the asset's recoverable amount is estimated. 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.

An impairment loss is recognised immediately in the Income Statement, unless the asset is carried at a re-valued amount. When the asset is measured at a re-valued amount, the impairment loss is offset against the asset revaluation reserve of the relevant class to the extent available.

h) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, in banks and deposits held at call with financial institutions convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

i) Trade and other receivables

Trade and other receivables measured at amortised cost, using the effective interest rate method, less provision for impairment. Trade and other receivables are due for settlement no more than 30 days from the date of recognition. Receivables arising from student fees are recognised as amounts receivable, as sanctions are applied to students who do not pay.

Collectability of trade and other receivables is reviewed on an ongoing basis. All impaired receivables are written off in the year in which they are impaired and are recognised in the income statement. A provision for impairment is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables.

University of the Sunshine Coast
Notes to the financial statements
For the year ended 31 December 2008

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Note 1 Summary of significant accounting policies

j) Prepayments

Prepayments for goods and services which are to be provided in future years are recognised as prepayments. Prepayments are recorded in other financial assets in the balance sheet.

k) Inventories

Stock on hand at balance sheet date represents licences purchased for resale. Inventories are valued at the lower of cost and net realisable value. Inventories are recorded in other financial assets in the balance sheet.

l) Property, Plant and Equipment

Each class of property, plant and equipment is carried at fair value, less where applicable, any accumulated depreciation and impairment losses. Assets are valued at their fair value in accordance with the Queensland Treasury 'Non-Current Asset Policies for the Queensland Public Sector'.

Subsequent costs to an asset 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 University and the cost of the item can be measured reliably.

Land

The asset recognition threshold for land is $1. Land is not depreciated.

Buildings and infrastructure assets

The asset recognition threshold for building and infrastructure assets is $10,000.

Construction in progress

Construction in progress is shown at a value that recognises the extent of completion of construction work, as represented by progress payments to date. Contracts signed for the purpose of building projects that have not been completed and / or commenced at 31 December 2008 have been disclosed as capital expenditure commitments (refer Note 27).

Library – Heritage Collection
The Library Heritage Collection is valued at fair value in accordance with Accounting for Library Collections Policy. The asset threshold for Library Heritage Collection is $5,000.

Leasehold Improvements

Leasehold Improvements are valued at cost. The asset recognition threshold for leasehold improvements is $5,000. Leasehold improvements are depreciated over the unexpired period of the lease.

Plant and Equipment

All other plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Plant and equipment with a value of equal to or greater than $5,000 are recorded at cost less depreciation and impairment losses. Additions with a value of less than $5,000 are expensed in the year of purchase. Plant and equipment donated to the University is recorded at valuation in the year of donation.

Art Collection

The University's art collection is valued at cost, with donations to the collection, being independently valued. In respect of art collections the asset recognition threshold is $5,000.

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Notes to the financial statements
For the year ended 31 December 2008

Note 1 Summary of significant accounting policies

Revaluations

Land, building, infrastructure, library heritage and art collections are revalued every 5 years by external independent valuers in accordance with Queensland Treasury's asset policy. In 2008 an interim revaluation of buildings & infrastructure (all valued at fair value) was performed using Australian Bureau of Statistics price indices or other reliable measures. All assets requiring formal revaluation where last revalued as at 31st December 2005 and are due for formal revaluation again in 2009.

Accumulated depreciation at the date of revaluation is restated proportionately with the change in the gross carrying amount of the asset as mandated by Queensland Treasury. The carrying amount of the asset after revaluation equals its revalued amount.

Revaluation increments are credited directly to the asset revaluation reserve, except where the increment reverses a previously recognised decrement. In such cases the increments are recognised as revenue in the income statement. Revaluation decrements are recognised as an expense in the income statement except where the decrement reverses a revaluation increment held in the asset revaluation reserve.

Depreciation

Property, plant and equipment, other than land and the library heritage collection are depreciated on a straight line basis over their expected useful lives at the following rates:

Item	Useful Life (years)	Depreciation Rate (%)
Freehold Buildings	40	2.5
Leasehold Improvements	10	10
Plant & Equipment	6	21
Infrastructure	20	5
Laboratory Equipment	7.5	13

Depreciation is charged from the month after acquisition or, in respect of buildings and infrastructure assets under construction, from the month after the asset is completed and ready for use.

Disposals

Gains or losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the income statement. When re-valued assets are sold, it is University policy to transfer the amounts included in asset revaluation reserves in respect of those assets to retained earnings.

m) Intangible assets

Research and development

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

Computer Software

Computer software with a value equal to or greater than $100,000 is recognised at cost of acquisition less accumulated amortisation and any impairment losses. Computer software is amortised over its useful life. Software under construction is valued at cost where the cumulative value of invoices exceeds $100,000. Directly attributed costs of materials, hardware and services used or consumed in generating the software have been recognised excluding costs of employee benefits which remain as and are included in ordinary business operations.

University of the Sunshine Coast
Notes to the financial statements
For the year ended 31 December 2008

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Note 1 Summary of significant accounting policies

n) Trade and other payables

These amounts represent liabilities for goods and services provided to the University prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

o) Borrowings

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 income statement over the period of the borrowings using the effective interest method.

p) Finance costs

All finance costs are expensed in the period in which they have been incurred.

q) Employee benefits

Provision is made for the liability for employee benefits arising from services rendered by employees to balance date. Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be settled within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for sick leave are recognised when the leave is taken and measured at the rates paid or payable.

Annual Leave

The provision for annual leave does not include any entitlements due and payable to eligible scholarship holders, consultants and casual employees. Annual leave entitlements have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs.

Long Service Leave

Provision for long service leave has been measured with reference to the present value of the estimated future cash outflows to be made, predictions of when leave will be taken and the consolidated entity's experience of the probability that employees will qualify for long service leave. That part of the provision that is expected to be payable within 12 months of the reporting date is classified as a current provision and measured at its nominal amount. The liability for long service leave expected to be settled more than 12 months from the reporting date is recognised in the provision for employee benefits and measured as 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 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 of maturity and currency that match, as closely as possible, the estimated future cash outflows.

Retirement benefit obligations

Contributions are made by the University to employee superannuation funds and are charged as expenses when incurred.

Superannuation

During the 2006 financial year Clause 34 of the UniSuper deed was amended in order to clarify UniSuper's position as a Defined Contribution Fund (DCF). The Trust Deed with effect 31 December 2006 defines UniSuper as a defined contribution plan where:

- The employer's legal or constructive obligation is limited to the amount that it agrees to contribute to the fund; and
- The actuarial risk (that benefits will be less than expected) and the investment risk (that assets invested will be insufficient to meet expected benefits) fall on the employee.

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University of the Sunshine Coast
Notes to the financial statements
For the year ended 31 December 2008

Note 1 Summary of significant accounting policies

The obligation for the University is determined by the amounts to be contributed for that period. Consequently, no actuarial assumptions are required to measure the obligation or the expense and there is no possibility of any actuarial gain or loss. Recognition of the contribution paid to the DCF is disclosed in Note 9.

r) Rounding and Comparatives

Amounts in the financial report have been rounded to the nearest $1,000 or where that amount is $500 or less to zero. Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period, particularly those required by the DEEWR guidelines.

s) Authority to issue financial report

The financial report is authorised for issue by the Chancellor and the Vice-Chancellor (and President) at the date of signing the Management Certificate.

University of the Sunshine Coast
Notes to the financial statements
For the year ended 31 December 2008

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	Notes	Consolidated		Parent entity	
		2008	2007	**2008**	2007
		$'000	$'000	**$'000**	$'000
Note 2 Australian Government financial assistance including HECS - HELP and other Australian Government loan programs					
(a) Commonwealth Grants Scheme and Other Grants	31.1				
Commonwealth Grant Scheme #		35,877	31,344	35,877	31,344
Indigenous Support Program		185	150	185	150
Equity Support Program		86	65	86	65
Disability Support Program		109	73	109	73
Workplace Reform Program		442	387	442	387
Workplace Productivity Program		676	-	676	-
Learning & Teaching Performance Fund		1,517	500	1,517	500
Capital Development Pool		3,381	-	3,381	-
Collaboration & Structural Reform Program ##		107	500	107	500
Component of Teacher Education Initiative		115	-	115	-
Transitional Cost Program		390	-	390	-
Total Commonwealth Grants Scheme and Other Grants		**42,885**	33,019	**42,885**	33,019
(b) Higher Education Loan Programs	31.2				
HECS - HELP		17,714	15,176	17,714	15,176
FEE - HELP		1,036	843	1,036	843
Total Higher Education Loan Programs		**18,750**	16,019	**18,750**	16,019
(c) Scholarships	31.3				
Australian Postgraduate Awards		83	61	83	61
International Postgraduate Research Scholarships		55	37	55	37
Commonwealth Education Cost Scholarships		571	361	571	361
Commonwealth Accommodation Scholarships		895	835	895	835
Indigenous Access Scholarships		98	-	98	-
Total Scholarships		**1,702**	1,294	**1,702**	1,294
(d) DIISR - Research	31.4				
Institutional Grants Scheme		273	241	273	241
Research Training Scheme		633	653	633	653
Research Infrastructure Block Grants		35	51	35	51
Implementation Assistance Program		57	28	57	28
Australian Scheme for Higher Education Repositories		156	79	156	79
Commercialisation Training Scheme		21	21	21	21
Total DIISR - Research Grants		**1,175**	1,073	**1,175**	1,073
(e) Voluntary Student Unionism	31.5				
VSU Transition Fund		-	5,000	-	5,000
Total VSU		**-**	**5,000**	**-**	**5,000**
(f) Better Universities Renewal Funding	31.5				
Total BURF		**2,299**	-	**2,299**	-

Includes the basic CGS grant amount, CGS-Regional Loading and CGS-Enabling Loading

Includes Diversity and Structural Adjustment Fund

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Notes to the financial statements
For the year ended 31 December 2008

			Consolidated		Parent entity	
			2008	2007	**2008**	2007
			$'000	$'000	**$'000**	$'000
Note	**2**	**Australian Government financial assistance including HECS - HELP and other Australian Government loan programmes (continued)**				
		(g) Australian Research Council				
		(i) Discovery				
		Projects 31.6(a)	-	53	-	53
		(ii) Linkages				
		Projects 31.6(b)	95	73	95	73
		Total Australian Research Council	95	126	95	126
		(h) Other Australian Government financial assistance				
		Department of Education, Employment and Workplace Relations				
		Australian Learning and Teaching Council	264	256	264	256
		Primary Pre-Service Teacher Awards	-	14	-	14
		Indigenous Tutorial Assistance Scheme	119	104	119	104
		National Indigenous Cadetship Program	46	28	46	28
		International Study Grants	122	50	122	50
		Aus Aid	88	-	88	-
		Aust Centre International Agriculture Research	186	-	186	-
		Human Rights & Equal Opportunities	-	3	-	3
		Collaboration and Structural Reform Fund	-	46	-	46
		Dept of Families, Housing, Community Services & Indigenous Affairs	-	20	-	20
		Dept of Environment, Heritage and the Arts	88	-	88	-
		Department of Climate Change	120	-	120	-
		Department of Health and Aging	57	-	57	-
		Department of Foreign Affairs and Trade	-	2	-	2
		Total other Australian Government financial assistance	**1,090**	523	**1,090**	523
		Total Australian Government financial assistance	**67,996**	57,054	**67,996**	57,054
		Reconciliation				
		Australian Government grants	49,246	41,035	49,246	41,035
		HECS - HELP Australian Government payments	17,714	15,176	17,714	15,176
		Other Australian Government loan programmes (FEE-HELP)	1,036	843	1,036	843
		Total Australian Government financial assistance	**67,996**	57,054	**67,996**	57,054
		Australian Government Grants received - cash basis				
		CGS and Other DEEWR Grants	44,475	35,141	44,475	35,141
		Higher Education Loan Programmes	19,138	16,639	19,138	16,639
		Scholarships	1,702	1,294	1,702	1,294
		DEEWR research	1,175	1,073	1,175	1,073
		Voluntary Student Unionism & Better Universities Renewal Funding	2,299	5,000	2,299	5,000
		ARC grants - Discovery	-	53	-	53
		ARC grants - Linkages	95	73	95	73
		Other Australian Government Grants	1,090	523	1,090	523
		Total Australian Government Grants received - cash basis	**69,974**	**59,796**	**69,974**	**59,796**
		OS HELP (Net)	(26)	(40)	(26)	(40)
		Total Australian Government Grants received - cash basis	**69,948**	**59,756**	**69,948**	**59,756**

University of the Sunshine Coast
Notes to the financial statements
For the year ended 31 December 2008

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			Consolidated		Parent entity	
			2008	2007	**2008**	2007
			$'000	$'000	**$'000**	$'000
Note	**3**	**State and Local Government financial assistance**				
		Brisbane City Council	18	3	18	3
		Department of Communities	-	29	-	29
		Department of Education, Training and the Arts	5	123	5	123
		Department of Infrastructure and Planning	-	10	-	10
		Department of Local Government, Sport & Recreation	162	-	162	-
		Department of Natural Resources and Water	93	42	93	42
		Department of Primary Industries & Fisheries	120	137	120	137
		Department of the Premier & Cabinet	10	-	10	-
		Department of Tourism, Regional Development and Industry	641	1,228	578	1,043
		Disability Services Queensland	1	2	1	2
		Environmental Protection Agency	123	11	123	11
		Health & Community Service	2	-	2	-
		Local Government Association of Queensland	10	-	10	-
		Moreton Bay Regional Council	-	20	-	20
		Queensland Academy of Sport	24	-	24	-
		Queensland Health	89	76	89	76
		Queensland Nursing Council	52	-	52	-
		Queensland Police Service	10	31	10	31
		Redland City Council	10	-	10	-
		Sunshine Coast Regional Council	166	54	166	54
		Total State and Local Government financial assistance	**1,536**	1,766	**1,473**	1,581
Note	**4**	**Fees and charges**				
		Course fees and charges				
		Fee-paying overseas students	11,277	9,370	11,277	9,370
		Fee-paying domestic postgraduate students	2,456	2,042	2,456	2,042
		Fee-paying domestic non-award students	140	102	140	102
		Total course fees and charges	**13,873**	11,514	**13,873**	11,514
		Other fees and charges				
		Amenities and service fees	37	26	-	-
		Applications and Late fees	143	95	143	95
		Examination fees	331	181	331	181
		Library fines	31	31	31	31
		Conferences, activities & excursions	190	399	190	288
		Rental charges	298	237	-	-
		Hire of equipment and facilities	461	443	461	443
		Other	68	12	68	12
		Total other fees and charges	**1,559**	1,424	**1,224**	1,050
		Total fees and charges	**15,432**	12,938	**15,097**	12,564
Note	**5**	**Investment income**				
		Queensland Treasury Corporation - interest	839	544	839	544
		Westpac Banking Corporation -interest	181	46	178	40
		Total investment income	**1,020**	590	**1,017**	584

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For the year ended 31 December 2008

			Consolidated		Parent entity	
			2008	2007	**2008**	2007
			$'000	$'000	**$'000**	$'000
Note	**6**	**Royalties, trademarks and licences**				
		Royalties	-	6	-	-
		Total royalties, trademarks and licences	**-**	6	**-**	-
Note	**7**	**Consultancy and contracts**				
		Consultancy	629	442	625	442
		Contract research	1,374	1,317	1,374	1,317
		Other consultancy	3	1	-	-
		Total consultancy and contracts	**2,006**	1,760	**1,999**	1,759
Note	**8**	**Other revenue**				
		Donations and bequests	2,725	528	2,725	528
		Scholarships, sponsorships and prizes	111	182	111	134
		Food services	1,668	1,473	1,672	1,473
		Sales - Publications and printing	370	294	370	294
		Other	243	460	277	408
		Total other revenue	**5,117**	2,937	**5,155**	2,837
Note	**9**	**Employee related expenses**				
		Academic				
		Salaries	18,855	16,247	18,855	16,247
		Contributions to superannuation and pension schemes:				
		Funded	2,856	2,311	2,856	2,311
		Payroll tax	1,024	882	1,024	882
		Workers' compensation	108	93	108	93
		Long service leave - transfer to provision	428	139	428	139
		Annual leave - transfer to provision	247	248	247	248
		Other	113	157	113	157
		Total academic	**23,631**	20,077	**23,631**	20,077
		Non-academic				
		Salaries	21,570	19,273	21,252	18,860
		Contributions to superannuation and pension schemes:				
		Funded	3,112	2,762	3,072	2,708
		Payroll tax	1,169	1,038	1,150	1,018
		Workers' compensation	123	110	121	107
		Long service leave - transfer to provision	394	108	385	106
		Annual leave - transfer to provision	265	245	269	245
		Other	126	104	112	104
		Total non-academic	**26,758**	23,640	**26,360**	23,148
		Total employee benefits and on costs	**50,389**	43,717	**49,991**	43,225

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For the year ended 31 December 2008

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			Consolidated		Parent entity	
			2008	2007	**2008**	2007
			$'000	$'000	**$'000**	$'000
Note	**10**	**Depreciation**				
		Buildings	3,465	2,874	3,465	2,874
		Leasehold improvements	27	3	27	3
		Plant & equipment	1,425	1,208	1,420	1,204
		Infrastructure	480	426	480	426
		Total depreciation	**5,398**	4,511	**5,393**	4,507
Note	**11**	**Repairs and maintenance**				
		Maintenance-buildings/grounds	830	695	830	695
		Maintenance-plant & equipment	773	538	771	535
		Minor alterations/works	293	248	293	248
		Total repairs and maintenance	**1,896**	1,481	**1,894**	1,478
Note	**12**	**Finance costs**				
		Interest payments	1,505	1,582	1,505	1,582
		Total finance costs	**1,505**	1,582	**1,505**	1,582
Note	**13**	**Impairment of assets**				
		Receivables - student fees and loans	18	14	18	14
		Receivables - trade receivables	99	8	93	33
		Total impairment of assets	**117**	22	**111**	47
Note	**14**	**Other expenses**				
		Scholarships, grants and prizes	4,709	3,704	4,959	3,933
		Non-capitalised equipment	3,713	2,823	3,655	2,803
		Advertising, marketing and promotional expenses	1,056	842	1,034	806
		Bank fees & charges	150	157	150	156
		Professional fees - audit, legal & consulting	2,625	2,514	2,621	2,440
		Insurance	285	220	285	220
		General consumables	496	543	496	543
		Postage, Printing and stationery	664	611	649	586
		Telecommunications	601	614	539	548
		Travel & entertainment	1,341	1,521	1,329	1,374
		Subscriptions and memberships	683	595	683	590
		Rental, hire and other leasing fees	961	802	948	794
		Motor vehicles	150	137	150	123
		IT software and licences	1,179	815	1,179	815
		Commissions paid	823	616	823	616
		Food and catering	868	821	867	778
		Staff development and recruitment	675	814	673	796
		Occupancy & Utilities	1,687	1,401	1,670	1,386
		Other	60	50	58	50
		Total other expenses	**22,726**	19,600	**22,768**	19,357

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For the year ended 31 December 2008

			Consolidated		Parent entity	
			2008	2007	**2008**	2007
			$'000	$'000	**$'000**	$'000
Note	**15**	**Cash and cash equivalents**				
		Cash at bank and on hand	3,176	1,446	2,900	1,249
		Deposits at call	5,372	5,660	5,372	5,660
		Total cash and cash equivalents	**8,548**	7,106	**8,272**	6,909

(a) Reconcilation to cash at the end of the year

The above figures are reconciled to cash at the end of the year as shown in the statement of cash flows as follows:

	Consolidated		Parent entity	
Balance as above	8,548	7,106	8,272	6,909
Less: Bank overdrafts	**-**	-	**-**	-
Balance as per statement of cash flows	**8,548**	7,106	**8,272**	6,909

(b) Cash at bank and on hand

	Consolidated		Parent entity	
Cash at bank - effective interest rate on the operating account as at 31 December 2008 was 1.20% (2007 4.50%)	640	693	364	496
Cash at bank - effective interest rate on the Foundation account as at 31 December 2008 was 5.05% (2007 6.30%)	2,522	743	2,522	743
Non-interest bearing - floats and petty cash	14	10	14	10
	3,176	1,446	**2,900**	1,249

(c) Deposits at call

	Consolidated		Parent entity	
The deposits (QTC Capital Guarantee Fund) are bearing floating annual effective interest rate of 6.44% and 7.33% (2007 - 6.44% and 7.33%). These deposits are held at call.	5,372	5,660	5,372	5,660
	5,372	5,660	**5,372**	5,660

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			Consolidated		Parent entity	
		2008	2007	**2008**	2007
		$'000	$'000	**$'000**	$'000
Note	**16 Receivables**				
	Current				
	Student fees and loans	186	223	186	223
	Less: Provision for impaired receivables	(20)	(11)	(20)	(11)
	Trade receivables	1,787	2,524	1,726	2,433
	Less: Provision for impaired receivables	(64)	(15)	(54)	(7)
		1,889	2,721	1,838	2,638
	GST receivable	152	260	152	255
	Accrued revenue	193	263	193	263
	Sundry loans and advances	4	6	4	6
	Amounts receivable from wholly owned subsidiaries	-	-	140	167
	Total current receivables	**2,238**	3,250	**2,327**	3,329

(a) Impaired receivables

As at the 31 December 2008 current receivables of the group with a nominal value of $71k (2007 $47k) were impaired. The amount of the provision was $74k (2007 $18k). The individually impaired receivables mainly relates to an entity placed into receivership in December 2008.

As at the 31 December 2008, trade receivables of $334k (2007 $129k) were past due (greater than 30 days) but not impaired. These relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these receivables are as follows:

	Consolidated	
	2008	2007
	$'000	$'000
1 to 3 months	115	96
Over 3 months	219	33
	334	129

Movements in the provision for impaired receivables are as follows:

At 1 January	18	8
Provision for impairment recognised during the year	73	7
Receivables written off during the year as uncollectible	(55)	(33)
Unused amount reversed	38	36
	74	18

The creation and release of the provision for impaired receivables has been included in 'other expenses' in the income statement. Amount charged to the provision account are generally written off when there is no expectation of recovering additional cash.

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Note **16 Receivables (continued)**

(b) Foreign exchange and interest rate risk

The carrying amounts of the Group's and parent entity's current and non-current receivables are in Australian Dollars.

A summarised analysis of the sensitiviy of receivables to foreign exchange and interest rate risk can be found in note 30.

(c) Fair value and credit risk

Due to the short-term nature of the current receivables, their carrying value is assumed to approximate their fair value.

The fair values are carried at nominal amounts due less any provision for impairment.

Exposure to credit risk at the reporting date is considered negligible as the receivable invoice issued to external parties of the Group, is a fee for service provision arrangement and is generally paid prior to the service being rendered. The Group does not hold any collateral as security. Refer to note 30 for more information of the risk management policy of the Group.

	Consolidated		Parent entity	
	2008	2007	**2008**	2007
Note **17 Other assets**	**$'000**	$'000	**$'000**	$'000
Current				
Prepayments	1,926	1,281	1,926	1,281
Total current	**1,926**	1,281	**1,926**	1,281
Non-Current				
Prepayments	193	180	193	180
Shares in IDP Education Australia Ltd	20	20	20	20
Total non-current	**213**	200	**213**	200
Total other assets	**2,139**	1,481	**2,139**	1,481

(a) Fair value and risk exposure

The fair values of unlisted shares have been carried at cost as there is no organised financial market to determine fair value.

The carrying amounts of the Group's and parent entity's other assets are in Australian Dollars.

A summarised analysis of the sensitivity of other assets to foreign exchange and interest rate risk can be found in note 30.

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Note   18   Property, plant and equipment

Consolidated	Construction in progress $'000	Freehold land $'000	Freehold buildings $'000	Infrastructure assets $'000	Leasehold improvements $'000	Plant & equipment* $'000	Library reference collection $'000	Art collection $'000	Total $'000
At 1 January 2007									
-Cost	16,613	-	-	-	25	7,662	-	-	24,300
-Valuation	-	17,300	88,731	7,803	-	-	25	613	114,472
Accumulated depreciation	-	-	(6,871)	(1,326)	(11)	(3,702)	-	-	(11,910)
Net book amount	16,613	17,300	81,860	6,477	14	3,960	25	613	**126,862**
Year ended 31 December 2007									
Opening net book amount	16,613	17,300	81,860	6,476	14	3,960	25	613	126,861
Revaluation surplus	-	-	7,336	543	-	-	-	142	8,021
Additions	4,995	-	25,509	577	-	1,692	-	185	32,958
Disposals	(16,613)	-	-	-	-	(797)	-	-	(17,410)
Depreciation charge	-	-	(2,874)	(426)	(3)	(545)	-	-	(3,848)
Closing net book amount	4,995	17,300	111,831	7,170	11	4,310	25	940	**146,582**
At 31 December 2007									
-Cost	4,995	-	-	-	25	8,558	-	66	13,644
-Valuation	-	17,300	121,575	8,922	-	-	25	874	148,696
Accumulated depreciation	-	-	(9,744)	(1,752)	(14)	(4,248)	-	-	(15,758)
Net book amount	4,995	17,300	111,831	7,170	11	4,310	25	940	**146,582**

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Note 18. Property, plant and equipment (continued)

Consolidated	Construction in progress $'000	Freehold land $'000	Freehold buildings $'000	Infrastructure assets $'000	Leasehold improvements $'000	Plant & equipment* $'000	Library reference collection $'000	Art collection $'000	Total $'000
Year ended 31 December 2008									
Opening net book amount	4,995	17,300	111,831	7,170	11	4,310	25	940	146,582
Revaluation surplus	-	1,200	7,251	482	-	-	-	-	8,933
Additions	34	-	17,533	289	240	2,046	-	47	20,189
Disposals	(4,934)	-	-	-	-	(42)	-	-	(4,976)
Depreciation charge	-	-	(3,466)	(478)	(27)	(1,425)	-	-	(5,396)
Closing net book amount	95	18,500	133,149	7,462	225	4,889	25	987	**165,333**
At 31 December 2008									
-Cost	95	-	-	-	265	9,910	-	94	10,364
-Valuation	-	18,500	146,359	9,694	-	-	25	893	175,471
Accumulated depreciation	-	-	(13,210)	(2,232)	(40)	(5,022)	-	-	(20,503)
Net book amount	95	18,500	133,149	7,462	225	4,889	25	987	**165,333**

Note 18. Property, plant and equipment (continued)

Parent entity	Construction in progress $'000	Freehold land $'000	Freehold buildings $'000	Infrastructure assets $'000	Leasehold improvements $'000	Plant & equipment* $'000	Library reference collection $'000	Art collection $'000	Total $'000
At 1 January 2007									
-Cost	16,613	-	-	-	25	7,617	-	-	24,255
-Valuation	-	17,300	88,731	7,803	-	-	25	613	114,472
Accumulated depreciation	-	-	(6,871)	(1,326)	(11)	(3,687)	-	-	(11,895)
Net book amount	16,613	17,300	81,860	6,476	14	3,930	25	613	**126,831**
Year ended 31 December 2007									
Opening net book amount	16,613	17,300	81,860	6,476	14	3,930	25	613	126,831
Revaluation surplus	-	-	7,336	543	-	-	-	142	8,021
Additions	4,995	-	25,509	577	-	1,692	-	185	32,958
Disposals	(16,613)	-	-	-	-	(797)	-	-	(17,410)
Depreciation charge	-	-	(2,874)	(426)	(3)	(542)	-	-	(3,845)
Closing net book amount	4,995	17,300	111,831	7,170	11	4,283	25	940	**146,555**
At 31 December 2007									
-Cost	4,995	-	-	-	25	8,512	-	66	13,598
-Valuation	-	17,300	121,575	8,922	-	-	25	874	148,696
Accumulated depreciation	-	-	(9,744)	(1,752)	(14)	(4,229)	-	-	(15,739)
Net book amount	4,995	17,300	111,831	7,170	11	4,283	25	940	**146,555**

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Note 18. Property, plant and equipment (continued)

Parent entity	Construction in Progress $'000	Freehold land $'000	Freehold buildings $'000	Infrastructure assets $'000	Leasehold improvements $'000	Plant & equipment* $'000	Library reference collection $'000	Art collection $'000	Total $'000
Year ended 31 December 2008									
Opening net book amount	4,995	17,300	111,831	7,170	11	4,284	25	940	146,556
Revaluation surplus	-	1,200	7,251	482	-	-	-	-	8,933
Additions	34	-	17,533	289	240	2,046	-	47	20,189
Disposals	(4,934)	-	-	-	-	(42)	-	-	(4,976)
Depreciation charge	-	-	(3,466)	(478)	(27)	(1,421)	-	-	(5,391)
Closing net book amount	95	18,500	133,149	7,462	225	4,867	25	987	**165,310**
At 31 December 2008									
-Cost	95	-	-	-	265	9,864	-	94	10,318
-Valuation	-	18,500	146,359	9,694	-	-	25	893	175,471
Accumulated depreciation	-	-	(13,210)	(2,232)	(40)	(4,997)	-	-	(20,479)
Net book amount	95	18,500	133,149	7,462	225	4,867	25	987	**165,310**

* Plant & equipment represents all operational assets, including motor vehicles and computer equipment.

(i) Valuations of land and buildings

Revaluation for buildings and infrastructure assets has been based on the IPD = Implicit Price Deflator. Average on the most recent 4 quarters as per the Non Current Asset Policy 5.3 Interim Revaluations

(ii) Non-current assets pledged as security

No non-current assets have been pledged as security.

(iii) Valuation Effective Dates

All assets requiring formal revaluation where last revalued on 31st December 2005 and are due for formal revaluation again in 2009.

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19 **Intangible assets**

Consolidated	Software work in progress (development costs) $'000	Total $'000
At 1 January 2007		
-Cost	-	-
-Valuation	-	-
Accumulated depreciation	-	-
Net book amount	-	**-**
Year ended 31 December 2007		
Opening net book amount	-	-
Additions	240	240
Disposals	-	-
Depreciation charge	-	-
Closing net book amount	240	**240**
At 31 December 2007		
-Cost	240	240
-Valuation	-	-
Accumulated amortisation	-	-
Net book amount	240	**240**
Year ended 31 December 2008		
Opening net book amount	240	240
Additions	2,588	2,588
Disposals	-	-
Amortisation charge	-	-
Closing net book amount	2,828	**2,828**
At 31 December 2008		
-Cost	2,828	2,828
-Valuation	-	-
Accumulated amortisation	-	-
Net book amount	2,828	**2,828**

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| | | Consolidated | | Parent entity | |
	Notes	**2008** **$'000**	2007 $'000	**2008** **$'000**	2007 $'000
Note 20 Trade and other payables					
Current					
OS-HELP Liability to Australian Government	31.2	27	52	27	52
GST Payable		16	-	-	-
Creditors		1,148	1,364	1,094	1,335
Accrued expenses		957	2,288	947	2,232
Total trade and other payables		**2,148**	3,704	**2,068**	3,619

(a) Foreign currency risk

The carrying amounts of the Group's and parent entity's trade and other payables are in Australian Dollars.

For an analysis of the sensitivity of trade and other payables to foreign currency risk refer to note 30.

Note 21 Borrowings					
Current					
Secured					
Loan - Queensland Department of Tourism, Regional Development and Industry		144	-	144	-
Loan - Queensland Treasury Corporation		2,263	2,048	2,263	2,048
Total current secured borrowings		**2,407**	2,048	**2,407**	2,048
Non-Current					
Secured					
Loan - Queensland Department of Tourism, Regional Development and Industry		2,007	1,417	2,007	1,417
Loan - Queensland Treasury Corporation		20,457	24,658	20,457	24,658
Total non-current secured borrowings		**22,464**	26,075	**22,464**	26,075
Total borrowings		**24,871**	28,123	**24,871**	28,123

(a) Assets pledged as security

Security for loan liabilities to the QTC is a guarantee of due performance and observance of the Borrower'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 facilities have been taken out under Queensland Government arrangements:

Queensland Treasury Corporation

Credit standby arrangements					
Total facilities					
QTC - Overdraft/Short-term Funding Facility		4,000	4,000	4,000	4,000
Total facilities		**4,000**	4,000	**4,000**	4,000
Used (Drawndown) at balance date					
QTC - Overdraft/Short-term Funding Facility		-	-	-	-
		-	-	**-**	-
Used (Drawndown) at balance date					
QTC - Overdraft/Short-term Funding Facility		4,000	4,000	4,000	4,000
		4,000	4,000	**4,000**	4,000

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		Consolidated		Parent entity	
		2008	2007	**2008**	2007
		$'000	$'000	**$'000**	$'000
Note	**21 Borrowings (continued)**				

Queensland Treasury Corporation (continued)

Bank loan facilities

	2008	2007	**2008**	2007
Total facilities	40,650	40,650	40,650	40,650
Used (Drawndown) at balance date	30,000	30,000	30,000	30,000
Available facilities at balance date	**10,650**	10,650	**10,650**	10,650

(i) $15 million 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 at the end of the expected term of 17 years.

(ii) QTC Debt Pools -
   - $10 million 9 Year Debt Pool (adjusted from 15 Year Debt Pool on 6 October 2008), expected term of 10 years
   - $5 million 3 Year Debt Pool commenced 27 July 2006, expected term of 10 years

(iii) State Borrowing Program consisting of:
   - $10.15 million Capital Works Management Plan ($2.75 million carried forward from 2006)
   - $0.50 million for an Operating Lease in relation to IT Equipment

As at 31 December 2008 no funds have been drawndown in relation to this borrowing program.

(iv) $4million Overdraft/short term funding facility. No overdraft exists at balance sheet date as funds are currently being drawn from the QTC Capital Guarantee Fund.

Department of Tourism, Regional Development and Industry

Bank loan facilities

	2008	2007	**2008**	2007
Total facilities	2,160	2,160	2,160	2,160
Used (Drawndown) at balance date	2,160	1,417	2,160	1,417
Available facilities at balance date	-	743	-	743

(i) $2.16 million available loan facility to be drawndown in stages in accordance with milestones met. A total of $2.151 million was required and has been fully drawndown at 31 December 2008. Loan commenced 1 February 2007 with an expected term of 12 years. Quarterly repayments commence on the 28th September 2009 with equal instalments of $72k. The final repayment scheduled for June 2019.

(c) Fair value

All QTC borrowings are recorded at book value.

Market Value of QTC borrowings as at 31 December 2008 is $23,740,224.43 (2007 $24,969,309.40).

The effective book interest rates as at balance date on fixed rate borrowings range from 5.70% to 6.43% (2007 5.48% to 6.05%).

Expected final repayment dates vary from 07 March 2011 to 15 September 2022.

The fair value of the loan with the State Government is carried at the principal amount drawndown.

(d) Risk exposures

The exposure of the Group's and parent entity's borrowings to interest rate changes is considered minimal as all major borrowings are held with State Government entities in fixed rate arrangements.

The carrying amounts of the Group's and parent entity's borrowings are in Australian Dollars.

For an analysis of the sensitivity of borrowings to interest rate risk refer to Note 30.

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	Consolidated		Parent entity	
	2008	2007	**2008**	2007
	$'000	$'000	**$'000**	$'000

22 Provisions

Current provisions expected to be settled within 12 months
Employee benefits

	Consolidated		Parent entity	
Annual leave	3,183	2,671	3,167	2,651
Long service leave	2,064	1,667	2,064	1,667
Workers' compensation and insurances clearance	616	456	616	456
Australian Government Financial Assistance Repayment	2,876	949	2,876	949
Total current	**8,739**	5,743	**8,723**	5,723
Non-Current				
Employee benefits				
Long service leave	1,520	1,095	1,500	1,084
Total non-current	**1,520**	1,095	**1,500**	1,084
Total provisions	**10,259**	6,838	**10,223**	6,807

(i) Workers' compensation and insurances clearance

This provision is based on recovered oncost from wages and salaries and is designed to offset the cost of Workers' Compensation Insurance and other insurance cost contingencies where actual insurance cost overrun budget estimates.

(ii) Australian Government Financial Assistance Repayment

This provision is based on the expected repayment required in relation to excess 2008 Commonwealth funding received.

(iii) Employee Benefits

This provision is based on employee benefits arising from services rendered by employees at balance date that are expected to be settled within 12 months of the reporting date.

(a) Movements in provisions

Movements in each class of provision during the financial year, other than employee benefits, are set out below.

Consolidated - 2008

	Workers' Compensation and Insurances	Aust Government Financial Assistance	Total $'000
Current			
Carrying amounts at start of year	456	949	1,405
Additional provisions recognised (Net)	160	1,927	2,087
Unused amounts reversed	-	-	-
Carrying amounts at end of year	**616**	**2,876**	**3,492**

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		Consolidated		Parent entity	
		2008	2007	**2008**	2007
		$'000	$'000	**$'000**	$'000
Note	**23 Other current liabilities**				
	Current				
	Income in advance	4,100	2,468	4,037	2,468
	Other liabilities	22	97	22	97
	Total other liabilities	**4,122**	2,565	**4,059**	2,565
Note	**24 Reserves and retained surplus**				
	(a) Reserves				
	Property, plant & equipment revaluation reserve	63,089	54,152	63,089	54,152
	Total reserves	**63,089**	54,152	**63,089**	54,152
	Movements:				
	Property, plant & equipment revaluation reserve				
	Balance 1 January	54,152	46,131	54,152	46,131
	Revaluation - gross	8,936	8,021	8,936	8,021
	Balance 31 December	**63,088**	54,152	**63,088**	54,152
	(b) Retained surplus				
	Movements in retained surplus were as follows:				
	Retained surplus at 1 January	63,277	55,190	63,248	55,116
	Net operating result for the year	13,321	8,087	13,320	8,132
	Retained surplus at 31 December	**76,598**	63,277	**76,568**	63,248

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Note   25   Key management personnel disclosures

(a) Names of responsible persons and executive officers

Details of the University's Council Membership are located in the Governannce Section of the Annual Report.

Executive Officers
Prof, Paul Thomas (VC and President)   Prof, Robert Elliot (PVC)
Prof, Greg Hill (DVC)

(b) Other key management personnel

Key Personnel
Ms Patricia Allen (Director, SA, Part Year)   Mr Don Maconachie (Director, TARS)
Mr Mark Bradley (Director, CPO)   Ms Kerry Martin (Director, SIAU)
Prof Pamela Dyer (Dean, FASS)   Mr Mark Nugent (Director, HR)
Prof Evan Douglas (Dean, FoB, Part Year)   Mr Andrew Pentland (Exec Officer, Foundation)
Prof Edmond Fitzgerald (Dean, FoB, Part Year)   Ms Eva-Maree Seeto (Director, SS)
Mr Colin Graham (Exec Director, ICSC)   Prof Rod Simpson (Dean, FOSHE)
Ms Sharon Hall (Director, ORE)   Ms Pamela Smith (Director, SA, Part Year)
Ms Sandra Jefferies (Director, IS)   Mr Peter Sullivan (CFO)
Ms Maureen Klinkert (Director, ITS)   Ms Margaret Thursby (Director, M&C)

(c) Remuneration of Council members, executives and key management personnel

Remuneration of executive officers
No Council Member received remuneration for duties performed in their role as Council Member. No Council Member is entitled to any Retirement Benefit arising from their role as a Council Member.

	Consolidated		Parent entity	
	2008	**2007**	**2008**	**2007**
$210,000 to $219,999	-	1	-	1
$250,000 to $259,999	1	-	1	-
$260,000 to $269,999	-	1	-	1
$280,000 to $289,999	1	-	1	-
$380,000 to $389,999	-	1	-	1
$450,000 to $459,999	1	-	1	-
Remuneration of key management personnel				
$10,000 to $19,999	1	-	1	-
$30,000 to $39,999	1	1	1	1
$80,000 to $89,999	-	1	-	1
$90,000 to $99,999	1	2	1	2
$100,000 to $109,999	2	1	2	1
$110,000 to $119,999	2	-	2	-
$120,000 to $129,999	-	3	-	3
$130,000 to $139,999	2	3	2	2
$140,000 to $149,999	-	1	-	1
$150,000 to $159,999	1	3	1	3
$170,000 to $179,999	1	-	1	-
$180,000 to $189,999	3	2	2	2
$190,000 to $199,999	-	1	-	1
$210,000 to $219,999	1	-	1	-
$220,000 to $229,999	1	-	1	-
$230,000 to $239,999	1	-	1	-
$250,000 to $259,999	1	-	1	-

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	Consolidated		Parent entity	
	2008	2007	**2008**	2007
	$'000	$'000	**$'000**	$'000

Note 25 Key management personnel disclosures (continued)

(d) Key management personnel compensation

Short-term employee benefits	3,658	3,226	3,474	3,090
Post-employment benefits	-	-	-	-
Other long-term	-	-	-	-
Termination benefits	-	-	-	-
	3,658	3,226	**3,474**	3,090

(e) Loans to key management personnel

No loans were made to any key management personnel during the period.

Note 26 Remuneration of auditors

During the year the following fees were paid for services provided by the auditor of the parent entity, its related practices and non-related audit firms:

Assurance services

1. Audit services
Fees paid to the Queensland Audit Office:
Audit and review of financial reports and other audit work under the
Corporations Act 2001 and the Financial Administration & Audit Act 1977

	112	106	**112**	106

2. Other assurance services

KPMG - Internal audit, review and other audit work	-	99	-	99
AUQA	5	-	5	-
	5	99	**5**	99

Total remuneration of auditors	**117**	205	**117**	205

It is not the University's policy to employ QAO (the main auditor) on assignments additional to their statutory audit duties where QAO expertise and experience with the consolidated entity are important. It is the University's policy to seek competitive tenders for all major consulting projects where tendering is considered likely to deliver value for money.

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	Consolidated		Parent entity	
	2008	2007	**2008**	2007
	$'000	$'000	**$'000**	$'000

Note 27 Commitments

(a) Capital commitments

Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:

Property, plant and equipment
Payable:

	2008	2007	**2008**	2007
Within one year	35	12,817	35	12,817
Later than one year but not later than five years	-	-	-	-
Total property, plant & equipment	**35**	**12,817**	**35**	**12,817**

Intangible assets
Payable:

Within one year	416	774	416	774
Later than one year but not later than five years	-	-	-	-
Total intangible assets	**416**	**774**	**416**	**774**

Total capital commitments	**451**	**13,591**	**451**	**13,591**

(b) Lease commitments

Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities payable:

Within one year	303	250	275	237
Later than one year but not later than five years	354	276	318	231
Later than five years	373	456	373	456
Total lease commitments	**1,030**	**982**	**966**	**924**

Representing:

Cancellable operating leases	448	394	385	336
Non-cancellable operating leases	582	588	581	588
	1,030	**982**	**966**	**924**

There are no implicit interest rates relating to the non-cancellable operating leases. These leases relate to property.

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Note   28   Related parties

(a)   Parent entity

The ultimate Australian parent entity is the University of the Sunshine Coast which at 31 December 2008 owns 100% of the issued ordinary shares of the Innovation Centre Sunshine Coast Pty Ltd (ICSC) (2007 100%).

(b)   Subsidiaries

The primary purpose of ICSC is to provide regional leadership and support for new business designed to create wealth and generate employment on the Sunshine Coast.

(c)   Key management personnel, Directors and specified executives

Directors of ICSC who are also members of the University of Sunshine Coast Council are:
   Professor Paul Thomas
   Professor Greg Hill

 Refer to note 25 for key management personnel of the group.

(d)   Transactions with related parties

The University provides goods and services to external parties on behalf of its subsidiaries for which it is subsequently reimbursed. No fee is charged in relation to this arrangement. The University also provides a grant to each of its subsidiaries for expending in an approved manner. For 2008 ICSC received $250,000 (2007 $250,000).

(e)   Outstanding balances

As at 31 December 2008, the wholly owned subsidiary ICSC owed the University an amount of $138,975 (2007 $165,823) through normal intercompany arrangements.

The University also holds an $1,000 deposit with ICSC that was transferred to the University on dissolution of MAP.

	Consolidated		Parent entity	
	2008	2007	**2008**	2007
	$'000	$'000	**$'000**	$'000
Note 29 Reconciliation of operating result after income tax to net cash flows from operating activities				
Operating result for the period	13,321	8,087	13,320	8,132
Depreciation and amortisation	5,398	4,511	5,393	4,507
Non-cash donations	4	(122)	4	(122)
Net (gain) / loss on sale of non-current assets	6	93	6	93
(Increase) / decrease in trade and other receivables	1,012	2,977	1,002	2,859
(Increase) / decrease in other assets	(658)	21	(658)	(22)
(Decrease) / increase in trade and other payables	(1,556)	(2,472)	(1,550)	(2,478)
(Decrease) / increase in other liabilities	1,557	713	1,494	809
(Decrease) / increase in provisions	3,421	1,860	3,416	1,859
Net cash provided by / (used in) operating activities	**22,505**	15,668	**22,425**	15,637

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Note   **30 Financial risk management**

The Group's activities exposes it to a variety of financial risks, including:
- market risk
- credit risk
- liquidity risk

The Council has overall responsibiility for the establishment and oversight of the risk management framework. The Council has established the Audit & Risk Management Committee, which is responsible for developing and monitoring risk management policies.

Risk management policies are established to identify and analyse the risks faced by the Group, 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 Group's activities.

The Audit & Risk Management Committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Audit & Risk Management Committee are assisted in its oversight role by Internal Audit.

(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 Group'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 Group 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 Group's activities and associated transactions is conducted is primarily the Australian dollar (AUD). As such, the Group's exposure to currency risk on sales, purchases and borrowings is minimal.

(ii) Cash flow and fair value interest rate risk.

The Group's 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 Group's current portfolio of invesments consists of floating rate investments in the form of cash holdings with a major banking institution, and deposits held with QTC in a Capital Guaranteed Cash Fund. This 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 Group's current portfolio of borrowings consists of a mix of fixed rate funding and debt pool funding sourced through QTC. Pool lending is akin to Fixed rate lending but offers greater flexibility as lump sum re-payments can be made. Such flexibility is not available with QTC's fixed rate loans, and QTC do not offer variable rate funding. Pool lending protects borrowers from large fluctuations in market value interest rates therefore reducing interest rate risk.

QTCs debt pools are structured to protect customers against adverse interest rate movements. This protection is achieved by matching the term of the loan with the term of the QTC debt pool as closely as possible. To achieve this it is necessary to move the loan through the appropriate debt pools during the term of the loan. Book rate reviews are performed periodically to safeguard against excessive interest rate risk and can be triggered by a number of events including lump sum repayments.

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 30(c).

(iii) other price risk
As the Group has not entered into any complex financial arrangements any exposure to other price risk is immaterial.

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Note   30 Financial risk management (continued)

(iv) sensitivity analysis

The following table summarises the sensitivity of the consolidated entity's financial assets and financial liabilities to interest rate risk. As the Group is not subject to foreign exchange risk or other price risk, sensitivity analysis of these risks has been excluded.

	Carrying amount	Interest rate risk			
		-1%		1%	
31 December 2008		Result	Equity	Result	Equity
	$'000	$'000	$'000	$'000	$'000
Financial assets					
Cash and cash equivalents	8,548	(85)	(85)	85	85
Receivables	2,238	-	-	-	-
Shares - public company	20	-	-	-	-
Financial Liabilities					
Trade and other payables	2,148	-	-	-	-
Borrowings	24,871	-	-	-	-
Total increase/(decrease)		**(85)**	**(85)**	**85**	**85**

	Carrying amount	Interest rate risk			
		-1%		1%	
31 December 2007		Result	Equity	Result	Equity
	$'000	$'000	$'000	$'000	$'000
Financial assets					
Cash and cash equivalents	7,106	(71)	(71)	71	71
Receivables	3,250	-	-	-	-
Shares - public company	20	-	-	-	-
Financial Liabilities					
Trade and other payables	3,704	-	-	-	-
Borrowings	28,123	-	-	-	-
Total increase/(decrease)		**(71)**	**(71)**	**71**	**71**

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Note   30 Financial risk management (continued)

(b) Credit risk

Credit risk is the risk of financial loss to the Group if a customer fails to meet is contractual obligations, and arises principally from the Group's receivables from customers and, for the parent entity, receivables due from subsidiaries.

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

Trade Receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. Approximately 70% of the Group's revenue is attributable to Australian Government Financial Assistance, however, the arrangements are largely advancements rather than receivables.

The University's Financial Management Policy establishes a credit policy under which each new customer is analysed indvidually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. Purchase limits are established for each customer, which represents the maximum open amount without requiring approval from the Council.

More than 70% of the Group's customers have been transacting with the Group for over 3 years, and losses have occurred infrequently. The Group does not require collateral in respect of trade and other receivables.

Investments

The Group has minimal investments and has limited its exposure to credit risk by only investing in liquid securities with QTC or other Industry initiatives.

(c) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group'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 condidtions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group uses past trend analysis and commitments reporting to assist in monitoring cash flow requirements and optimising its cash return on investments. Typically the Group ensures that is 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. For further details regarding current lines of credit refer to Note 21.

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Note   **30 Financial risk management (continued)**

(c) Liquidity risk (cont)

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

31 December 2008	Average interest rate	Floating interest rate	1 Year or less	1 year to 5 years	Over 5 years	Non interest bearing	Total
	%	$'000	$'000	$'000	$'000	$'000	$'000
Financial assets							
Cash and cash equivalents	5.01	8,534	-	-	-	14	8,548
Receivables	-	-	-	-	-	2,238	2,238
Shares - public company	-	-	-	-	-	20	20
Total financial assets		**8,534**	**-**	**-**	**-**	**2,272**	**10,806**
Financial Liabilities							
Trade and other payables	-	-	-	-	-	2,148	2,148
Borrowings	5.93	-	2,407	8,759	13,705	-	24,871
Total financial liabilities		**-**	**2,407**	**8,759**	**13,705**	**2,148**	**27,019**

31 December 2007	Average interest rate	Floating interest rate	1 Year or less	over 1 year to 2 years	Over 5 years	Non interest bearing	Total
	%	$'000	$'000	$'000	$'000	$'000	$'000
Financial assets							
Cash and cash equivalents	6.05	7,096	-	-	-	10	7,106
Receivables	-	-	-	-	-	3,250	3,250
Shares - public company	-	-	-	-	-	20	20
Total financial assets		**7,096**	**-**	**-**	**-**	**3,280**	**10,376**
Financial Liabilities							
Trade and other payables	-	-	-	-	-	3,704	3,704
Borrowings	5.70	-	2,048	7,240	18,835	-	28,123
Total financial liabilities		**-**	**2,048**	**7,240**	**18,835**	**3,704**	**31,827**

(d) Fair value of financial assets and liabilities

The fair values of all financial assets and liabilities are carried at cost with the exception of receivables and borrowings. Borrowings are carried at book value with market value adjustments reflected in the profit and loss at the completion of each loan agreement.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables and payables.

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Note 31 Acquittal of Australian Government financial assistance

31.1 DEEWR - CGS and Other DEEWR Grants

Parent entity (HEP) ONLY

	Notes	Commonwealth Grants Scheme#		Indigenous Support Fund		Equity Support Program		Disability Support Program		Workplace Reform Program		Workplace Productivity Program	
		2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)		37,388	31,344	185	150	86	65	109	73	442	387	676	-
Net accrual adjustments		(1,511)	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2(a)	35,877	31,344	185	150	86	65	109	73	442	387	676	-
Surplus/(deficit) from previous year		-	-	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue		35,877	31,344	185	150	86	65	109	73	442	387	676	-
Less expenses including accrued expenses		35,877	31,344	185	150	86	65	109	73	442	387	676	-
Surplus/(deficit) for reporting period		-	-	-	-	-	-	-	-	-	-	-	-

	Notes	Learning & Teaching Performance Fund		Capital Development Pool		Collaboration & Structural Reform Program		Improving Practical Comp of Teacher Education		Transitional Cost Program		Total	
		2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)		1,517	500	3,381	2,122	107	500	168	-	416	-	44,475	35,141
Net accrual adjustments		-	-	-	(2,122)	-	-	(53)	-	(26)	-	(1,590)	(2,122)
Revenue for the period	2(a)	1,517	500	3,381	-	107	500	115	-	390	-	42,885	33,019
Surplus/(deficit) from previous year		-	-	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue		1,517	500	3,381	-	107	500	115	-	390	-	42,885	33,019
Less expenses including accrued expenses		1,517	500	3,381	-	107	500	115	-	390	-	42,885	33,019
Surplus/(deficit) for reporting period		-	-	-	-	-	-	-	-	-	-	-	-

Includes the basic CGS grant amount, CGS-Regional Loading and CGS-Enabling Loading

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Note 31 Acquittal of Australian Government financial assistance (continued)

31.2 Higher Education Loan Programs

Parent entity (HEP) ONLY

	Notes	HECS-HELP (Australian Government payments only)		FEE-HELP		Total		OS - HELP	
		2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000	2008 $'000	2007 $'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)		18,054	16,122	1,084	517	19,138	16,639	188	116
Net accrual adjustments		(340)	(946)	(48)	326	(388)	(620)	-	93
Revenue for the period	2(b)	17,714	15,176	1,036	843	18,750	16,019	188	209
Surplus/(deficit) from previous year		-	-	-	-	-	-	53	-
Total revenue including accrued revenue		17,714	15,176	1,036	843	18,750	16,019	241	209
Less expenses including accrued expenses		17,714	15,176	1,036	843	18,750	16,019	214	156
Surplus/(deficit) for reporting period		-	-	-	-	-	-	27	53

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Note **31 Acquittal of Australian Government financial assistance (continued)**

31.3 Scholarships

Parent entity (HEP) ONLY

	Notes	Australian Postgraduate Awards 2008 $'000	2007 $'000	International Postgraduate Research Scholarships 2008 $'000	2007 $'000	Commonwealth Education Costs Scholarships 2008 $'000	2007 $'000	Commonwealth Accommodation Scholarships 2008 $'000	2007 $'000	Indigenous Access Scholarships 2008 $'000	2007 $'000	Totals 2008 $'000	2007 $'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)		83	61	55	37	571	361	895	835	98	-	1,702	1,294
Net accrual adjustments		-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2(c)	83	61	55	37	571	361	895	835	98	-	1,702	1,294
Surplus/(deficit) from previous year		-	-	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue		83	61	55	37	571	361	895	835	98	-	1,702	1,294
Less expenses including accrued expenses		83	61	55	37	571	361	895	835	98	-	1,702	1,294
Surplus/(deficit) for reporting period		-	-	-	-	-	-	-	-	-	-	-	-

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Note 31 Acquittal of Australian Government financial assistance (continued)

31.4 DIISR Research

Parent entity (HEP) ONLY

	Notes	Institutional Grants Scheme 2008 $'000	2007 $'000	Research Training Scheme 2008 $'000	2007 $'000	Research Infrastructure Block Grants 2008 $'000	2007 $'000	Implementation Assistance Programme 2008 $'000	2007 $'000	Australian Scheme for Higher Education Repositories 2008 $'000	2007 $'000	Commercialisation Training Scheme 2008 $'000	2007 $'000	Totals 2008 $'000	2007 $'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)		273	241	633	653	35	51	57	28	156	79	21	21	1,175	1,073
Net accrual adjustments		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2(d)	273	241	633	653	35	51	57	28	156	79	21	21	1,175	1,073
Surplus/(deficit) from previous year		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue		273	241	633	653	35	51	57	28	156	79	21	21	1,175	1,073
Less expenses including accrued expenses		273	241	633	653	35	51	57	28	156	79	21	21	1,175	1,073
Surplus/(deficit) for reporting period		-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Note

31   Acquittal of Australian Government Financial Assistance (continued)

31.5 Voluntary Student Unionism & Better Universities Renewal Funding

	Notes	Parent Entity (HEP) ONLY				Better Universities Renewal Funding	
		VSU Transition Fund		Total		Total	
		2008 **$'000**	2007 $'000	**2008** **$'000**	2007 $'000	**2008** **$'000**	2007 $'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)		-	5,000	-	5,000	2,299	-
Net accrual adjustments		-	-	-	-	-	-
Revenue for the period	2(e)(f)	-	5,000	-	5,000	2,299	-
Surplus/(deficit) from previous year		-	-	-	-	-	-
Total revenue including accrued revenue		-	5,000	-	5,000	2,299	-
Less expenses including accrued expenses		-	5,000	-	5,000	-	-
Surplus/(deficit) for reporting period		-	-	-	-	2,299	-

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Notes to the financial statements
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Note   31   Acquittal of Australian Government Financial Assistance (continued)

31.6 Australian Research Council Grants

		Projects		Total	
(a) Discovery	Notes	**2008**	2007	**2008**	2007
		$'000	$'000	**$'000**	$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)		-	53	**-**	53
Net accrual adjustments		-	-	**-**	-
Revenue for the period	2(g)(i)	-	53	**-**	53
Surplus/(deficit) from previous year		-		**-**	-
Total revenue including accrued revenue		-	53	**-**	53
Less expenses including accrued expenses		-	53	**-**	53
Surplus/(deficit) for reporting period		-	-	**-**	-

31.6 Australian Research Council Grants

		Projects		Total	
(b) Linkages	Notes	**2008**	2007	**2008**	2007
		$'000	$'000	**$'000**	$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)		95	73	**95**	73
Net accrual adjustments		-	-	**-**	-
Revenue for the period	2(g)(ii)	95	73	**95**	73
Surplus/(deficit) from previous year		-	-	**-**	-
Total revenue including accrued revenue		95	73	**95**	73
Less expenses including accrued expenses		-	73	**-**	73
Surplus/(deficit) for reporting period		95	-	**95**	-

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We have prepared the annual financial statements pursuant to the provisions of the *Financial Administration and Audit Act 1977* and other prescribed requirements and we certify that –

(a)   the financial statements are in agreement with the accounts and records of the University of the Sunshine Coast and its controlled entity; 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 for the period 1 January 2008 to 31 December 2008, and of the financial position as at 31 December 2008 in accordance with prescribed accounting standards and conform with the Guidelines for the Preparation of Annual Financial Statements issued by the Commonwealth Department of Education, Employment and Workplace Relations;

(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 Commonwealth financial assistance expended during the year was for the purposes for which it was provided; and

(v)   the requirements of various programme guidelines that apply to the Commonwealth financial assistance identified in these financial statements have been complied with.

_____   _____

Professor Paul Thomas AM   Mr John Dobson OAM
Vice-Chancellor and President   Chancellor
University of the Sunshine Coast   University of the Sunshine Coast

12 March 2009   12 March 2009

INDEPENDENT AUDITOR'S REPORT

To the members of Council of the University of the Sunshine Coast

Matters Relating to the Electronic Presentation of the Audited Financial Report

The audit report relates to the financial report of the University of the Sunshine Coast for the financial year ended 31 December 2008 included on the University of the Sunshine Coast's web site. The Council is responsible for the integrity of the University of the Sunshine Coast's web site. We have not been engaged to report on the integrity of the University of the Sunshine Coast's web site. The audit report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from the University of the Sunshine Coast, to confirm the information included in the audited financial report presented on this web site.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

Report on the Financial Report

I have audited the accompanying financial report of the University of the Sunshine Coast , which comprises the balance sheet as at 31 December 2008 and the income statement, statement of changes in equity and cash flow statement for the year ended on that date, a summary of significant accounting policies other explanatory notes and certificates given by the Chancellor and Vice-Chancellor and President of the consolidated entity comprising the University and the entities it controlled at the year's end or from time to time during the financial year.

The Council's Responsibility for the Financial Report

The Council is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997* including compliance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with Auditor-General of Queensland Auditing Standards, which incorporate the Australian Auditing Standards. These Auditing Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report and any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

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

Independence

The Financial Administration and Audit Act 1977 promotes the independence of the Auditor-General and QAO authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Auditor's Opinion

In accordance with s.46G of the *Financial Administration and Audit Act 1977* –

(a)   I have received all the information and explanations which I have required; and

(b)   in my opinion –

    (i)   the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and

    (ii)   the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of the University of the Sunshine Coast and the consolidated entity for the financial year 1 January to 31 December 2008 and of the financial position as at the end of that year.

B P WORRALL
Delegate of the Auditor-General of Queensland

Signed at Brisbane on the 13th day of March 2009

University of the Sunshine Coast
Queensland, Australia

Queensland

South East Queensland

Fraser Island

Noosa Heads

Sippy Downs

Brisbane

Sunshine Coast
Brisbane

The University of the Sunshine Coast began as the Sunshine Coast University College. Founded in 1994, the first students started at the Sippy Downs campus in 1996. In 1998 the new institution was granted full university status, and became the University of the Sunshine Coast on 1 January 1999.

The 100-hectare Sippy Downs campus lies 100km north of Brisbane on land that was once a cane farm. Other teaching and research facilities include Dilli Village on Fraser Island and the Noosa Centre.

USC has the highest proportion of academic staff with postgraduate qualifications of any university in Queensland – and the fifth highest in Australia. In 2008, USC had a total operating revenue of $94.98 million and employed 468 staff (full-time equivalent).

More than 5,800 students (including about 900 postgraduates and 970 international students) enrolled in 433 courses in 153 programs through three faculties: Arts and Social Sciences; Business; and Science, Health and Education. The University conferred more than 1,200 degrees, bringing alumni numbers to 6,293.