University of South Australia

Annual Report 2002

Educating professionals
Creating and applying knowledge
Serving the community
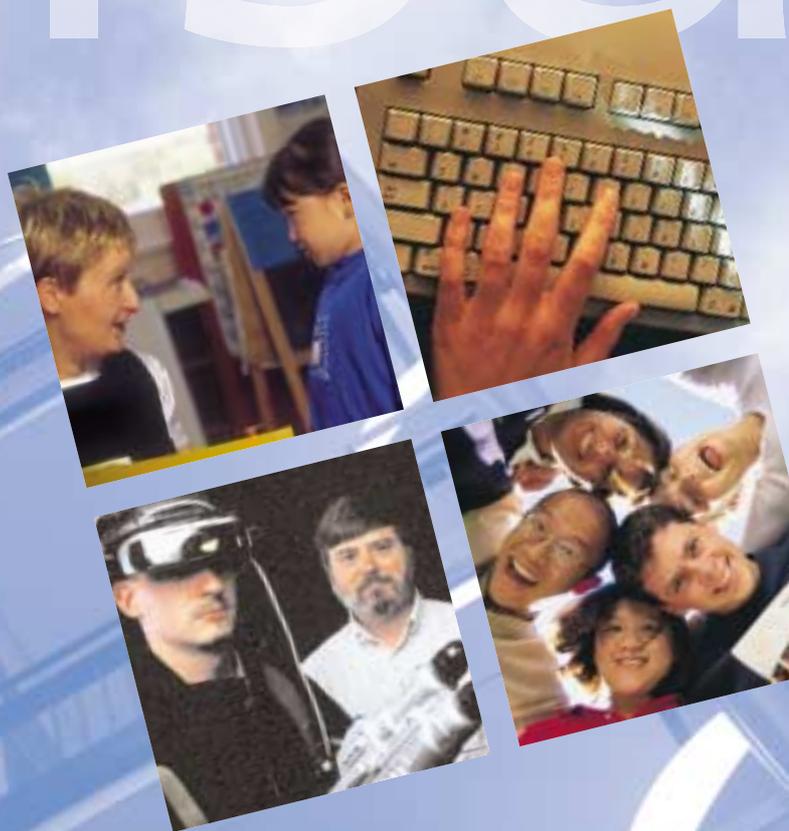
University of
South Australia

Contents

Overview

Profile of UniSA

UniSA is committed to educating professionals; creating and applying knowledge; serving the community; maintaining cultural diversity amongst our staff and students; and providing equitable access to education for greater numbers of people. In this way, UniSA continues to build on the long-standing traditions of its antecedent institutions.

Milestones

1856: SA School of Art founded.

1876: Formation of first of several Teachers Training Colleges.

1889: The South Australian School of Mines and Industries founded.

1960: The South Australian School of Mines and Industries and the Adelaide Technical High School (established 1918) combined to form the South Australian Institute of Technology.

1982: The South Australian College of Advanced Education was formed through the amalgamation of four Colleges of Advanced Education.

1991: Professor Alan Mead appointed Vice Chancellor. University of South Australia established and mission statement adopted.

1992: Professor David Robinson appointed Vice Chancellor. Faculty structure adopted.

1993: Formation of the Australian Technology Network.

1994: Formation of two Research Institutes.

1996: Formation of the Flexible Learning Centre.

1997: Professor Denise Bradley appointed Vice Chancellor. Graduate Qualities adopted. Statement of Commitment to Australian Reconciliation adopted.

1998: Statement of Strategic Intent adopted. Divisional structure adopted.

1999: Official launch of UniSAnet and formation of Campus Central.

2000: Special Research Centre established.

2002: UniSA Northern Adelaide Partnerships (UNAP) program established.

Strategic intent

Together we:

value quality, diversity, sustainability and equality create, apply and communicate knowledge that delivers economic and social benefits through action that is:

- intelligent in its use of new and emerging technologies

- innovative, collaborative and enterprising

- flexible, international and industry focused

- student centred, service oriented and multidisciplinary

- built upon our strengths.

Our graduates:

- operate effectively with and upon a body of knowledge of sufficient depth to begin professional practice

- are prepared for lifelong learning in pursuit of personal development and excellence in professional practice

- are effective problem solvers, capable of applying logical, critical and creative thinking to a range of problems

- can work both autonomously and collaboratively as professionals

- are committed to ethical action and social responsibility as professionals and as citizens

- communicate effectively in professional practice and as members of the community

- demonstrate international perspectives as professionals and as citizens.

Strategic directions

The University of South Australia works with industry and community partners to pursue common interests in developing a technologically advanced, sustainable, and ethical society. Our teaching and research together focus on professional careers in a modern economy, contribute actively to the economic and social development of our society and use new and emerging technologies intelligently.

Our founding Act requires the University to meet the educational needs of Australia's Indigenous peoples. This commitment has been integrated into a comprehensive approach to achieving educational equity for all sectors of society. The diversity of our student population, including a large number of international students, enhances learning for all. We intend to meet the needs of our students to gain flexible access to learning, particularly through the innovative use of information technologies. We have a clear view of the qualities we wish to see our graduates demonstrate as professionals and as members of their communities.

Our success in a competitive and increasingly international environment is based on actively shaping our program profile, managing our research activities and pursuing mutually beneficial partnerships and alliances with other universities and organisations, locally and internationally. The University's programs are innovative and oriented to developing professionals, supported by consultation with community and professional associations. Our research is mainly applied, commonly involving industry partners, and aims to provide solutions to technological, economic and social problems.

Doing things well is important to us. We constantly strive to improve the quality of all our activities and recognise this means active pursuit of purposeful change.

The University will maintain its ability to adapt rapidly, seeking out new opportunities whenever they arise. Our development will be guided by our commitments to industry and community partnerships, equity, diversity and quality, and supported by decision-making processes that are open and participative, engaging student representatives and staff in well-informed discussion of the University's environment, aspirations and achievements.

UniSA 2005

In 2005 UniSA will:

- be a leader in creating and applying knowledge and an innovator in blending online and campus-based learning

- be a distinctive, internationally competitive institution in a global market for students and research contracts

- be an institution with an internal culture that embraces change and will be recognised for education and research undertaken in collaboration with industry and the professions

- have students and staff learning and working in an environment that reflects the University's commitment to quality, diversity, sustainability and equality and the creation, application and communication of knowledge that delivers economic and social benefits

- be based in South Australia, but research and teaching will be conducted in many countries through the innovative use of e-learning and e-business

- have increasing numbers of students living and studying interstate and overseas

- experience a major increase in income derived from commercialisation of our intellectual property through our distinctive approach to research.
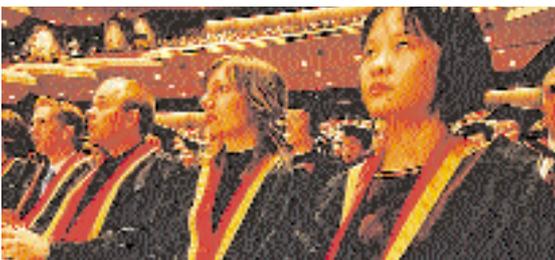
Blueprint 2005

Building on a comprehensive assessment of longer-term needs, the University has developed a strategic asset plan - Blueprint 2005 - that articulates a blueprint for the future of our property assets. The plan focuses on consolidation, an improved teaching and learning environment, efficiency and strategic repositioning of the property portfolio.

The $100m investment will improve amenities and facilities and will generate an improved environment for on-campus students whilst reducing floor space by 20 000 square metres. This rationalisation will lead to a substantial reduction in the annual costs of maintaining and operating the remaining property assets of the university.

Part of UniSA's overall corporate strategy, Blueprint 2005 involves:

- relocating from Underdale Campus
- moving Education programs to Mawson Lakes Campus
- expanding and updating Pharmaceutical, Molecular and Biomedical Sciences at City East
- moving the Art School to City West
- library extensions at Mawson Lakes Campus and City West Campus

The developments on each campus will include:

- *City East Campus*: building on Frome Road and the refurbishment of the Reid Building
- *Mawson Lakes Campus*: Library extension, Education Building and Mawson Centre
- *City West Campus*: SA School of Art and Louis Laybourne Smith School of Architecture and Design Building. More space for Business, more leisure facilities for students, Art Gallery, Library extension, Hawke Library and Hawke Centre.

Blueprint 2005, planned since 1999, is due for completion by the end of 2005.

Chancellor's report

After celebrating a decade of achievement the previous year, 2002 gave the University of South Australia an opportunity to look forward to the next decade. This was expressed through a number of significant planning exercises throughout the year, including a review of UniSA's Academic Profile 2010-2015 and its Teaching and Learning Framework 2010.

Finance

2002 was another successful year for the University financially. The consolidated surplus of $13.6m was $6.7m above last year and greater than budgeted. The increased surplus resulted in a safety margin (operating surplus as a percentage of revenue) of 5%, which we consider satisfactory for a 'not for profit' institution. The University continued to perform well in diversifying its revenue base through continued growth in international student revenue and the commercialisation of intellectual property. Revenue grew by 5.9% to $269.4m, with the largest increase being fee-paying overseas students up $7.2m to $45.1m. The University's financial position improved during 2002 with an increase in cash balances to $85.0m resulting from strong cashflows from operating activities of $37.9m, an increase of $10.1m over 2001. The carrying value of Underdale campus was reviewed at the end of 2002 and devalued by $24.4m. This devaluation resulted from a change in the valuation basis of Underdale campus to market value in preparation for disposal as part of the Blueprint 2005 capital program. The devaluation of Underdale campus was charged to the asset revaluation reserve and was the reason for a fall in net assets of $9.8m to $386.0m.

It should be noted that The Auditor General has again provided a qualified audit opinion on our financial statements relating to the conservative position we have taken on recognition of the Commonwealth Operating Grant.

Major initiatives and achievements

The University's major initiatives and achievements are detailed in the Vice Chancellor and President's report. They included:

- the establishment of the UniSA Northern Adelaide Partnerships program (UNAP)

- the implementation of the university's new student administrative system, Medici

- remaining the largest provider of offshore education in Australia and the fifth largest provider of education to international students among all Australian universities

- success in the 2002 Australian Awards for University Teaching

- success in the 2003 round of Australian Research Council Discovery Grants and Linkage Projects and the Cooperative Research Centre program

- significant involvement in the launch of FedSat, Australia's experimental satellite.

The many other significant initiatives and achievements throughout the University are detailed in the balance of this report.

Major decisions

In 2002, the Council approved the $100m, largely self-financed, capital investment program, Blueprint 2005. The investment in our campuses will facilitate the relocation from the Underdale Campus, improve amenities and facilities and will generate an improved environment for on-campus students of the university. This rationalisation was justified by the substantial reduction in the annual costs of maintaining and operating the remaining property assets of the university. Significant progress was made on the project throughout the year. All principal and sub consultants for major projects were engaged by March 2002 and the communication and consultation processes for all projects were completed.

In September 2002, the Council supported a significant investment in implementation of a Commercialisation and Innovation Initiative for 2003-2004 which takes a focussed approach to increasing income from commercialisation and provides the appropriate mechanisms for the integrated management and incubation of intellectual property.

Governance

The annual review of Council's governance and operations was conducted by a working group on behalf of Council. The roles and responsibilities of members of Council and responsibilities of the Chancellor were documented in detail as an outcome of discussion on these issues. In addition, a document was produced to assist future appointment processes that profiles attributes required for appointment to the office of Chancellor. As a result of the review, the Council reaffirmed its determination to continue to conduct annual performance reviews and reviews of governance and operations.

In November 2002, the University hosted a Meeting of the Australian University Chancellors. The two major items of discussion were the review process for performance of Executive staff and Councils and the likely outcomes of Higher Education Review.

Students

The number of UniSA students increased from approximately 29 900 in 2001 to 31 300 in 2002. The 2002 Student Experience Questionnaire results indicated a 10 percent improvement in general student satisfaction levels since 2000 and throughout the year, initiatives to increase graduate employment outcomes were introduced by all areas of the University. A service that has dramatically increased access to employment options for our graduates, Experiencebank, was developed in 2002. Experiencebank is linked to an international online career service with TMP Worldwide. UniSA is the first Australian University to take such a step.

Also in 2002, the University appointed a Student Ombud, a position responsible for the provision of University-wide advice to students and staff on the interpretation and management of policies, guidelines and procedures governing student-related activities.

On behalf of the University I would like to thank the UniSA Students Association, and particularly the President, Gabrielle Hummel, for their excellent work throughout 2002.

Staff

A number of significant appointments were made in 2002. The University welcomed Professor David Wilkinson to the senior management team following the retirement of Professor Ruth Grant; the Whyalla Campus welcomed Professor Scott Bowman as Dean; and in Professor Kym Adey's absence, Dr Alan Bundy joined the senior management team as

Acting Pro Vice Chancellor and Vice President: Access and Learning Support. On behalf of the University, I would like to thank Professor Ruth Grant for her significant service to the University and its antecedent institutions. In recognition of her contributions, particularly in her role as Pro Vice Chancellor and Vice President: Health Sciences, the Council approved the awarding of the title of Emeritus Professor to her.

Council

During 2002, the Council farewelled Geoff Spring and welcomed Bruce Linn and Bill Cossey and Alice McCleary completed her first year as the new Deputy Chancellor of the University. Our sincere thanks must go to Alice for her work in the position and also for carrying out the role of presiding officer of the Finance Committee in 2002. Our thanks also go to Virginia Hickey, presiding officer of Audit Committee; Jan Lowe, presiding officer of Senior Academic Promotions Committee and Student Appeals Committee; Professor Claire Woods, presiding officer of Academic Board; and to all members of Council in 2002 for their commitment and expertise.

I would also like to acknowledge and thank the friends of UniSA for their ongoing support in 2002. With their help the University raised close to $130 000 for scholarships, projects and equipment. On behalf of the Council, I congratulate and thank Professor Denise Bradley AO, Vice Chancellor and President, and the University's Senior Management Group for their leadership during another very successful year for the University of South Australia. I would also like to thank all staff for their efforts and enthusiasm throughout the year. I continue to be impressed by the quality and creativity of the staff at UniSA across such a broad range of academic areas. It is enormously satisfying for me that UniSA is living up to its reputation as an innovative and enterprising University.

In April 2002 I was reappointed as Chancellor for a further four-year term. I am honored to continue this role as UniSA moves into its next decade of success.
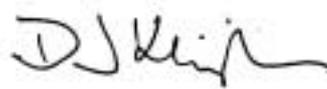
David Klingberg AM

Chancellor

University governance

An Act

The University of South Australia was established by an Act of the South Australian Parliament in 1990 (amended 1996). The Act outlines the functions and powers of the University, and establishes a framework for good governance and management of its activities.

The Council

The University's principal governing body is the Council. The powers of the Council are assigned in Part 3 (Division 1) of the *University of South Australia Act* and include:

- overseeing the management and development of the University

- approving strategic plans and major policies, devising or approving statutes and by-laws for the University

- monitoring and reviewing the operation of the University

- appointing and overseeing the performance of the Chief Executive Officer, the Vice Chancellor.

The University recognises the importance of effective governance in enhancing outcomes for all stakeholders, including the community at large, in the pursuit of the University's legislated functions. The Council comprises 21 members, 12 external to the University and 9 internal. External members (including the Chancellor) are appointed to Council on the basis of their expertise and commitment to the mission of the University.

The University of South Australia Council met seven times from March to December 2002.

Council members 2002

Chancellor

David Klingberg AM BTech (CivilEng) FTSE FIEAust FAusIMM FAICD

Deputy Chancellor

Alice McCleary BEc FCA FTIA FAICD FACE

Appointed Members

Bill Cossey BSc FAIM (appointed June 2002)

Dr Patricia Crook AO JP MAICD

Dr Joy Gilbertson BHlthAdmin MBus PhD

Virginia Hickey BA LLB

Bruce Linn BSc FAICD FACS MinstEng (appointed June 2002)

Jan Lowe BA DipEd

Greg Mackie OAM BA

Ian McLachlan BEc FICAA

Shirley Peisley AM

Peter Smith BEc BAeroEng FRIBA FinsAA

Geoff Spring BA Med FACE FAIM FACEA FACEID (retired March 2002)

Student Representatives

Matthew Dyki

Scott McFarlane

Elected Academic Staff

Associate Professor Kazem Abhary BSc MSc

Dr Michael Venning BSc(Hons) DipT PhD

Elected General Staff

Liz Stinson BSc(Hons) BEd MEd MSc(Zoology) Grad Cert Mgmt

Dianne Van Eck BBus GradCertEd

Ex Officio
Vice Chancellor and President

Professor Denise Bradley AO BA DipEd GradDipLib MSocAdmin FACE

President of University of South Australia Students Association

Gabrielle Hummel

Chair of Academic Board

Professor Claire Woods BA(Hons) DipT EdM PhD FRSA

Council Executive Officer

Mary Taylor JP

The Council is committed to continuously improving its effectiveness in carrying out its primary responsibilities. The Council undertakes an annual review of its operations which includes reviews of the performance of Council and its subcommittees, the quality of information provided by management and subcommittees, the achievement of planned objectives, and establishment of new goals. The 2002 review of Council was undertaken at the March meeting of Council. One of the key outcomes was the development of a document that describes the roles and responsibilities of the Chancellor.

The Chancellor

The Act stipulates the University will have a Chancellor and Deputy Chancellor. By convention, the Chancellor is the honorary, titular head of the institution and the presiding officer of the Council. Since its establishment, three people have occupied the position of Chancellor of the University of South Australia. The founding Chancellor was John McDonald AM followed by the Hon Dr Basil Hetzel, AC. The current Chancellor, David Klingberg, was appointed in 1998. Dagmar Egan AM (1993 - 2001) and Ms Alice McCleary (2002) respectively have been appointed to the position of Deputy Chancellor.

Committees of Council

The Council has delegated authority to a number of standing committees to provide advice and to contribute to good governance of the institution. Among the Standing Committees of Council are Academic Board, Finance Committee, Immediate Business Committee, Audit Committee, Staff Remuneration Committee and Senior Academic Promotions Committee.

Academic Board

Academic Board is the peak academic decision making body of the University established by, and reporting to, Council under the powers vested in it by the *University of South Australia Act.*

The Academic Board has three broad functions:

- acting as a forum for the debate of University-wide academic issues

- responsibility for the review and evaluation of quality assurance processes, and the administration of academic and research matters

- providing formal input into the corporate planning process, through the review of priorities and parameters for the annual Corporate Plan.

Audit Committee

The primary function of Audit Committee is to assist the Council in exercising due care, diligence and skill in discharging its oversight and monitoring responsibilities. Its membership primarily consists of nominated external Council members. Its defined responsibilities include liaison with the external auditors and overview of the risk management and internal audit processes.

Finance Committee

The Finance Committee has responsibility for the provision, to Council, of expert advice on both the University's financial performance in the current year and also the financial implications of any future plans.

Council Secretariat

The Council and many of its sub-Committees are supported, in their work, by a secretariat located within the Chancellery. The principal manager of information to and from the Council, is the Council Secretariat Mary Taylor.
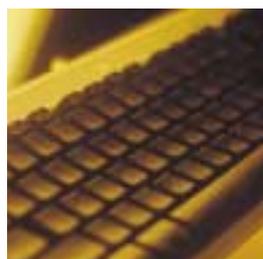
Committees of Council and Sub-Committee Structure

Council

- Academic Board
- Audit Committee
- Finance Comittee
  - Student Services Sub-committee
- Immediate Business Committee
- Promotion to Associate Professor/ Professor Committee
- Remuneration Committee

- Division Boards
- Whyalla Board
- Academic Program Review Commitee
- Teaching and Learning Committee
- Research Policy Committee
- Research Degrees Committee
- Promotion to Lecture B Committee
- Promotion to Senior Lecturer Committee

- Business and Enterprise
- Education, Arts and Social Sciences
- Health Sciences
- Information Technology, Engineering and the Environment

Established by Council

Academic Staff Appeals Committee
General Staff Appeals Committee
Student Assessment Appeals Committee
Penalty Appeals Committee
Misconduct Appeals Committee
Joint Consultative Committee

Other entities associated with the University

UniSA Foundation Inc
ITEK Pty Ltd

Vice Chancellor and President's report 2002

2002 saw the establishment of a Review of Higher Education by the Commonwealth Minister, Dr Brendan Nelson. During the year the Minister issued a series of discussion papers and UniSA provided responses on a range of issues including governance, quality in teaching and learning, relationships with the Vocational Education and Training sector and Indigenous issues.

The uncertainties inevitable with a national policy review underway did not find the University waiting for others to provide a framework for its future. Rather, we undertook ambitious long term planning for the future academic profile and for the teaching and learning environment. This planning involved environmental scanning, consultation with the University's stakeholders and lively discussion internally.

At the end of 2002, the Council adopted a statement on the University's Academic Profile 2010-2015. The following themes were identified as long term priorities for the support of new teaching programs and development of new research concentrations from 2003:

- Sustainability – including sustainable environments, sustainable societies and sustainable economies. This priority means attention to issues related to water use, renewable energy, democratic citizenship, social justice, equity, the impact of globalised economies on work and triple bottom line approaches.

- Healthy Lifestyles – including successful ageing, food production and distribution, and the use of medicines and therapies to maintain health.

- Modelling and Managing Complex Systems – including e-business, e-work, e-cultures, intelligent manufacturing, total product life management, innovation and entrepreneurship.

During 2002 we also assessed our progress against the targets we set while implementing the teaching and learning environment that we first envisaged in 1993. Our teaching and learning strategy with its commitment to student centred learning and the achievement of our distinctive qualities enabled by flexible delivery has allowed us to implement a coherent and distinctive teaching and learning environment. At the end of 2002, Academic Board agreed a set of underpinning commitments which will now guide planning for our teaching and learning environment in 2010-2015.

But, as we planned for the long term, we achieved some great results. We were successful in winning an award in the Institutional category of the 2002 Australian Awards for University Teaching for innovative and practical approaches to the provision of student support services that assist student learning. The award was for UniSA's online workshops provided by Learning Connection.

Our commitment to e-business was justified when our new student administrative system, Medici, allowed 70% of continuing students and 40% of new students to enrol online from outside the University. We are also the only Australian University that is enabling students to enrol directly into classes, including tutorials. Medici was, too, delivered on time and on budget.

In research our long term efforts to build a research culture and reward excellence were awarded by our most outstanding results ever in the 2002 round of Australian Research Council Discovery Grants and Linkage Projects. The results represent an increase of $1.55m in grants won in comparison to the previous year.

Perhaps, however, the most public demonstration yet of our research performance was the launch of Fedsat, Australia's experimental satellite developed by the Cooperative Research Centre for Satellite Systems. The University's Institute for Telecommunications Research contributed to the development of a communications payload launched on the satellite as well as leading the development of ground station activities. Now in orbit, the satellite is being controlled and monitored by the ground station on our Mawson Lakes Campus.

The reshaping of our approach to access and equity, a major commitment of this University, was demonstrated by the establishment late in 2002 of UNAP – UniSA Northern Adelaide Partnerships Program. The University has made a significant investment in this program which aims to:

- increase participation in education

- enhance professional skills

- address skill shortages

- improve social resources.

Finally, our major capital program, Blueprint 2005, gathered speed as the detailed design phase for $100m worth of investment in capital infrastructure on the metropolitan campuses began. This phase involved consultation with hundreds of staff as we designed buildings for the exciting future we plan for UniSA.

This emphasis during 2002 on medium and long term planning did not, however, mean that our staff were not attending to the regular business of the University. International student income, research income and commercialization income all rose. The end of year result of $13.6m consolidated surplus demonstrated conclusively that our staff are producing great outcomes for the institution and the state.

Professor Denise Bradley AO

Vice Chancellor and President

University structure
(as at December 2002)

| Vice Chancellor & President | Chancellory |
| Professor Denise Bradley AO | |

CO-ORDINATING PORTFOLIOS

ACADEMIC DIVISIONS

Executive Director/PVC Vice President: Organisational Change & Development	Executive Director & Vice President: Business Development	Executive Director & Vice President: Finance & Resources	Pro Vice Chancellor & Vice President: Research & International	Pro Vice Chancellor & Vice President: Access & Learning Support	Pro Vice Chancellor & Vice President: Division of Education, Arts & Social Science	Pro Vice Chancellor & Vice President Division of Information Technology Engineering & the Environment	Pro Vice Chancellor & Vice President: Division of Business & Enterprise	Pro Vice Chancellor & Vice President: Division of Health Science
To be appointed	*Mark Hender*	*Paul Beard*	*Professor Ian Davey*	*Dr Alan Bundy (Acting - End Feb '03)*	*Professor Michael Rowan*	*Professor Robin King*	*Professor Kevin O'Brien*	*Professor David Wilkinson*
Human Resources	Marketing & Development Unit	Finance Unit	Ian Wark Research Institute	Whyalla Campus	Aboriginal & Islander Suport Unit	School of Advanced Manufacturing & Mechanical Engineering	International Graduate School of Management	School of Heath Sciences
Assurance Services	ITEK Pty Ltd	Property Unit	Institute for Telecommunications Research	Flexible Learning Centre	Aboriginal Research Institute	School of Computer & Information Science	School of Accounting & Information Systems	School of Nursing & Midwifery
		Services Unit	UniSA International	Information Strategy & Technology Services	Louis-Laybourne Smith School of Architecture & Design	School of Electrical & Informtion Science	School of International Business	School of Pharmaceutical, Molecular & Biomedical Sciences
		Responsible for Underdale Campus	Research Services	Student & Academic Services	School of Communication, Information & New Media	School of Environmental & Recreation Management	School of Marketing	Responsible for City East Campus
				Library	School of Education	School of Geoinformatics Planning & Building	Responsible for City West Campus	
					School of International Studies	School of Geoscience Minerals & Civil Engineering		
					School of Psychology	School of Mathematics		
					School of Social Work & Social Policy	Responsible for Mawson Lakes Campus		
					South Australian School of Art			
					The Unaipon School			
					University Art Museum			
					Bob Hawke Prime Ministerial Centre			
					Responsible for Magill Campus			

Senior Management Group
(as at December 2002)

University management

The Vice Chancellor of the University of South Australia is the Chief Executive Officer and is responsible for the overall management and administration of the University. The Vice Chancellor is appointed by, and reports to, the University Council.

Management authority

Along with the delegation of some authority to its standing committees the Council also delegates to the holder of the office of Vice Chancellor such powers and functions as are reasonably required to enable the Vice Chancellor to undertake, either personally or through properly authorised staff, the management and administration of the University.

The Vice Chancellor, in turn, directly authorises staff occupying standard management positions in the University to undertake functions to give effect to the good management and administration of the institution's affairs.

Senior management

A series of managers assist the Vice Chancellor with the administration of the University's activities. The most senior group of managers, apart from the Vice Chancellor, include:

- four Pro Vice Chancellors with responsibility for the University's academic Divisions

- two Pro Vice Chancellors, responsible for providing corporate leadership and management in the areas of Access and Learning Support and Research and International affairs

- two Executive Directors responsible for providing corporate leadership and management in Finance and Resources and Business Development.

With the Vice Chancellor, this group of nine forms the Senior Management Group.

The group meets weekly and notes of their meetings are available on the web for all staff. A structure of management is in place that reports to this group of executive staff.

Management groups

A number of management groups facilitate communication and provide structured advice to managers on areas of activity within their authority. Principal among these is the regular meeting of the Senior Management Group that provides a forum:

- to advise the Vice Chancellor on both operational and policy matters

- to facilitate communication, team work and collegial management processes among the members of the Senior Management Group.

Other working groups provide advice to individual Pro Vice Chancellors, Executive Directors or other managers or Heads of School.

Corporate priorities

Following a review of performance in 2001 and an analysis of the internal and external environment, corporate priorities for 2002 were identified. These were determined to continue to position the University as an internationally competitive institution in a global market place, to make it more distinctive and ultimately to determine its future in the long term. The priorities were:

1. Enhance graduate outcomes

2. Develop an international and cross-cultural perspective in all we do

3. Strengthen our staff profile through initiatives in recruitment, induction, development and succession planning

4. Implement an institution-wide online strategy

5. Clarify our future academic profile.

Priority 1: Enhance graduate outcomes

Graduate employment outcomes have been greatly enhanced by the introduction of our innovative online careers service, Experiencebank, developed in consultation with TMP Worldwide to link students and recent graduates with employers through a virtual recruitment service.

A Graduate Employment Project was undertaken to investigate ways in which graduate employment outcomes could be enhanced. A number of recommendations are now being considered for implementation in 2003.

An important part of this project was the review of the role of program directors. The outcomes of this review emphasised the responsibility these key staff have in enhancing graduate outcomes through their oversight of student progress in academic programs and the building of relationships with the professions. These important responsibilities are clearly articulated in the newly drafted position description for program directors.

Priority 2: Develop an international and cross-cultural perspective in all we do

There was an institution-wide focus in 2002 on the development of an international and cross-cultural perspective in all we do. Internationalisation was supported by the development of both an action plan by the Flexible Learning Centre (FLC) and a Human Resources Strategy. The FLC focused on the teaching and learning aspects of the international agenda with Graduate Quality Seven – 'demonstrates international perspectives as a professional and as a citizen' – informing strategies.

The Human Resources Strategy emphasises the growth and development of internationalisation within the workforce as an organisational capability. Initiatives undertaken to strengthen our staff profile also contributed to internationalisation with a commitment to an international perspective, transcultural sensitivity and inclusion of diversity underpinning their development.

Priority 3: Strengthen our staff profile

The University moved to strengthen its staff profile through the development of a Workforce Planning Strategy and initiatives in recruitment, induction and organisational learning. A working group was established in 2002 to investigate the development of a generic set of staff attributes. These attributes are intended to build organisational culture and capabilities, in particular, our capacity for innovation, as both an individual and organisational capability.

These strategies will ensure we build a staff profile that meets the University's immediate and future organisational requirements and builds organisational capabilities as well as positions the University as an employer of choice for high quality staff.

Priority 4: Implement an institution-wide online strategy

A taskforce recommended the establishment of new arrangements for governing the development of the University's corporate information systems environment. The Information Environment Strategic Planning Group (IESPG) now has oversight of the University's information environment strategic planning. These arrangements are designed to ensure the University's information environment is developed using a robust process that clearly reflects the overall priorities of the organisation.

IESPG recommended to the University's Senior Management Group that the IT Capital Development Fund finance 12 projects in 2003, including the piloting of wireless technology at City West in 2003.

Late in 2002 the University considered whether actual or anticipated changes in the context of teaching and learning, technological changes or the impacts of the shifts we have already made in the teaching and learning environment internally meant that the current framework and plans needed to be reviewed. Consequently the development of a Teaching and Learning Framework 2010-2015 began. This review reaffirmed the University's commitment to flexible delivery as an enabling mechanism to facilitate achievement of the central commitments of the University to student-centred learning and the fostering of the Graduate Qualities in all programs.

Priority 5: Clarify our future academic profile

The University undertook a consultative exercise internally and with external stakeholders about the University of South Australia's academic profile in 2010-2015. In November 2002, Council approved the following themes as long-term priorities for development from 2003:

- **Sustainability** – including sustainable environments, sustainable societies and sustainable economies. This priority means attention to issues related to water use, renewable energy, democratic citizenship, social justice, equity, the impact of globalised economies on work and triple bottom line approaches.

- **Healthy Lifestyles** – including successful ageing, food production and distribution, and the use of medicines and therapies to maintain health.

- **Modelling and Managing Complex Systems** – including e-business, e-work, e-cultures, intelligent manufacturing, total product life management, innovation and entrepreneurship.

These themes are now an organising focus for building new cross-disciplinary teaching programs, fostering research collaborations and recruiting and developing our academic staff. The Divisions and Institutes have established supporting processes and structures to facilitate the development of the academic profile to 2010.
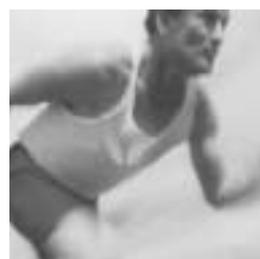
Educating professionals

Priorities

The University's teaching and learning priorities in 2002 were to:

1. Provide student-centred systems and infrastructure

2. Develop high quality online resources

3. Support post-graduate education

4. Improve program quality and viability

and to support the corporate priorities:

5. Promote an international and cross-cultural perspective in all we do

6. Enhance graduate outcomes

Achievements against priorities

Achievements:

- introduced the Medici student administration system on time and on budget

- introduced the Voyager Library system on time and on budget

- expanded the range of face-to face and online services through Learning Connection

- increased the amount and range of services available through Campus Central

- put quality assurance measures in place through monitoring by Student Services Advisory Committee of institution-wide service improvements addressing issues raised in annual Student Experience Questionnaire (SEQ)

- 2002 SEQ results indicated a 10 percent improvement in general student satisfaction levels since 2000

- the Student Services Advisory Committee (SSAC) website informs students of improvements initiated as result of their feedback.

Priority 2: Develop high quality online resources

Achievements:

- increased the numbers of online course and support materials, including chat-rooms and problem-based teaching resources

- enhanced the student portal

- introduced the Experiencebank online careers service

- implemented online tools for evaluation of courses, programs and teaching

- created tools to monitor online components of programs

- increased the number of electronic databases in the Library

- created a Digitisation Resource Centre managed by the Library

- began the investigation of wireless technology.

Priority 3: Support postgraduate education

Achievements:

- prepared for extending the revised Graduate Qualities to research degrees

- provided professional development for research supervisors

- created and distributed learning and teaching guides to support supervisors and research degree students.

Priority 4: Improve program quality and viability

Achievement:

- completely implemented the revised policy on the evaluation of programs, courses and teaching arrangements.

Priority 5: Promote international and cross-cultural perspectives

Achievements:

- monitored the quality of teaching, learning and service provisions to international students through committees reporting to the Teaching and Learning Committee (TALC) and SSAC

- prepared for extending the revised Graduate Qualities to offshore programs

- collected feedback from international student surveys, leading to service improvements

- increased staffing levels to enhance international student support

- held relevant contextual awareness sessions for staff

- held specialised inductions for staff who teach offshore

- created and distributed learning guides for international students.

Priority 6: Improve graduate outcomes

Achievements:

- undertook a major review into graduate employment outcomes

- increased the number of students, graduates and employers using Experiencebank

- committed, via policy, to stronger links between graduate qualities and assessment.

Unit Reports

Flexible Learning Centre

To increase the understanding of and commitment to the Teaching and Learning Framework, the Flexible Learning Centre (FLC) ran five Contextual Awareness Seminars, and made presentations to Council, Academic Board, and a meeting of about 150 senior staff.

The FLC assisted the implementation of the course evaluation elements of Policy A35A. The instruments for the evaluation of courses and the student experience of teaching were developed and the policy is now in operation.

The embedding of the Graduate Qualities in teaching and learning arrangements is an ongoing activity. In 2002, exemplars were publicised in conferences and papers and the University was shortlisted for a National Teaching Award for institutional change.

The FLC assisted with the embedding of access and equity considerations in program development, cross-sectoral relationships, and credit transfer arrangements, including, but extending beyond, USANET. It maintained links with the Riverland in relation to rural and remote programs, extended USANET to TAFE and a broader spectrum of low SES secondary students, reviewed Uni/TAFE Links and built a credit transfer database.

UniSAnet version 2 (v2) was rolled out across the University. It is now the mainstream delivery mechanism for online teaching and associated support. The FLC also focused on improving online teaching strategies and adopting the principles of online accessibility. A working party developed and will disseminate guidelines for accessibility.

To help increase students' use of Experiencebank, the Centre piloted the software with nine groups of students.

To support the internationalisation of the curriculum, professional development materials were produced and distributed and workshops organised. The FLC also participated in relevant contextual awareness workshops focusing on internationalisation.

The FLC continued to work with students from non-English speaking backgrounds (NESB). Special materials for NESB students were created and provided online and the NESB services provided were used heavily throughout the year.

Progress was made on the integration and application of the Graduate Qualities in research and offshore programs. The Pro Vice Chancellor and Vice President: Research and International agreed to link research programs to revised Graduate Qualities, while induction and professional development materials were trialled with offshore teaching staff in Hong Kong.

One of the Centre's priorities for 2002 was to work more closely with and provide greater support to early career researchers and post-graduate students. Special FLC workshops for both staff and students in research and post-graduate programs were held throughout the year.

Finally, the FLC assisted with the implementation of Windows 2000 across the University and provided manuals to technical staff across the organisation.

The Library

The new Library system, Voyager, was implemented in February 2002. Selection, purchase and implementation was carried out in conjunction with the other two South Australian university libraries. The common use of the same software provides substantial benefits to users, including the ability to borrow from each library without needing to register in person. The new system enabled the Library to introduce an electronic reserve with direct access to electronic articles and images. The project was completed on time and within budget.

The Digital Resource Management Centre was established and is proving popular with students. It is also providing a centre for copyright regulation for the University. By the end of 2002, usage of e-reserve was matching loans from print reserve for the year at 30 000 hits. The Centre creates electronic copies of excerpts from books, journals and other print publications. The digitised copies are stored in a central database and are used to support online teaching and other academic programs. The Centre also provides central record keeping to comply with copyright law and the licence agreement between the AVCC and the Copyright Agency Limited (CAL).

A bookplate appeal initiated by the Library as a way to supplement and promote its collections was organised by the Marketing Development Unit. The appeal raised $66 000, which was used to purchase books ($30 000), e-books ($10 000) and CCTV and software to assist students with disabilities ($26 000).

Liaison librarians made visits to Singapore, Taipei and Hong Kong to conduct training sessions in the discovery and use of information resources. These and individual consultations were planned in collaboration with academics and were offered as part of the offshore teaching of the International Graduate School of Management.

A report on Graduate Qualities, information literacy and the role of the University Library in the UniSA transnational context was prepared by an external consultant. The report identified strategies for more closely integrating the Library into the teaching and learning activities of the University.

Student and Academic Services

In 2002 the Student and Academic Services Unit (SAS) was formed from the former Registry, and restructured to accommodate the new student system and the changing nature of student and academic administration in the University.

The unit's chief priority was to roll out core elements of the new student system. In 2002 UniSA became the first University to successfully enable all students to enrol online into each of their classes including tutorials, practicals, lectures and seminars.

Following the 2002 enrolment process a major review was conducted, including extensive student and staff feedback. This information was used to make significant improvements to the 2003 enrolment process. All other modules of the new system were implemented successfully in 2002 including major changes to processes. This involved the consolidation of student data management, reporting and fees administration within SAS.

Information Strategy and Technology Services

The Information Strategy and Technology Services Unit (ISTS) had eight main priorities in 2002.

The first was the provision of strategic advice to the Senior Management Group (SMG) on development of the University's information environment. In 2002 SMG established the Information Environment Strategic Planning Group, which assessed business cases for the funding of IT projects in 2003. SMG endorsed 12 projects for $1.5m of funding.

The second priority was to continue the expansion of access to information technology facilities for on campus students. During the year, ISTS installed a new 24-hour barn at Underdale, installed 445 new PCs to replace old equipment, piloted the provision of facilities for students with disabilities, installed new 'walk up' PCs at several locations including Learning Connection offices, and created Web pages to show the availability of PCs in pools. The network link to Whyalla was upgraded to provide better service to that campus.

ISTS also planned to consolidate the new student administration system. In 2002, stage one of the Medici implementation was completed. Production support teams were established in ISTS and SAS, the payment of fees through the web was introduced, and new versions of the International Student Information System and online enrolment were implemented.

The continued development of UniSAinfo and LookUp as web-based services for the delivery of information to staff and students was another priority. In response, the student section of UniSAinfo was re-developed to provide significant improvements and the LookUP student portal was enhanced.

Priority number five was to better manage the University's IT risks and to increase the availability of systems. In 2002 a risk management framework was developed, and significant progress made on the identification, assessment and control of risks. An emergency power generator installed at Mawson Lakes, and system security and data backup were improved.

ISTS also intended to complete a range of market testing activities in the areas of voice communications services and PC purchasing. Following extensive analysis and testing, new contracts were put in place for voice carrier services and for the supply of computer hardware to the University.

Improvement in the use of new technologies was a significant priority for the unit. Voice-over IP technology was introduced for UniSA staff based at the Whyalla Hospital. A project to provide wireless access to the UniSA network from the City West campus began.

Finally, the ongoing enhancement of the messaging, web and administrative systems was a focus in 2002. Agreement was reached with Sun Microsystems for an extensive refresh of the Unix hardware used by our corporate systems. ISTS implemented the new chart of accounts across several corporate systems, upgraded the Finance system, and upgraded the corporate system database software.

Creating and applying knowledge

In 2002 the University continued its strategy of selectivity and concentration in building research strengths. The research and research education priorities were to:

1. Emphasise multidisciplinary, applied and collaborative research

2. Conduct innovative research in partnership with industry and the professions

3. Foster a richer research education environment within the University's research concentrations

4. Strengthen cooperation and collaboration with key international partners

5. Increase commercialisation and intellectual property capital

These priorities continue to be influenced by the national policy environment. In 2002 the University specifically focused on:

- improving the research education environment and increasing research degree completions by conducting comprehensive internal and external reviews of research degree policy, regulations, codes, practices and development programs

- developing the University's research priorities and ensuring these align with existing areas of strength and the Commonwealth government's own strategic framework for national priorities in science and technology

- increasing publication rates amongst academic staff and formally mentoring Early Career Researchers (ECR)

- promoting more interdisciplinary research and recognising that innovation and excellence exists at the intersection of research activities across the institution

- increasing collaborative research activity with local, national and international partners.

Major achievements

UniSA achieved its best ever performance in the ARC Discovery and Linkage Grant results for 2002. The University's allocation for Discovery Grants was the largest ever won and was also the first time the University obtained more funding in Discovery than Linkage Grants. The University's national combined grants position was the highest ever with grant success rates well above the national average. Most encouraging for the University was the number of first time ARC grant winners in 2002 demonstrating the success of professional development programs and administrative process improvements.

UniSA's emphasis on collaborative and applied research was also recognised in 2002 through increased participation in Cooperative Research Centres (CRCs). CRCs continue to reshape the national landscape of Australian research and encapsulate the University's core mission in bringing researchers together with industry, government and other end users. UniSA gained key roles in the new CRCs for Integrated Engineering Asset Management, Enterprise Distributed Systems, Irrigation Futures, and is also involved in Desert Knowledge. With the successful rebid for Sustainable Tourism this brings the University's participation to a total of 10 CRCs.

The University awarded funding to six research initiatives under the Emerging Thematic Priorities (ETP) funding scheme. The ETP scheme is designed to stimulate innovative collaborations between existing research concentrations and promote multidisciplinary research. All applications for the scheme were assessed on their research excellence and contribution to the University's 2010 priority areas of Healthy Lifestyles, Sustainability and Managing and Modelling Complex Systems as well as their capacity to work towards research institute status. Successful initiatives included:

- Management and Design of Complex Technological, Social and Business Systems

- Australian Manufacturing Centre of Excellence

- Sustainable Systems Technologies

- Advanced Pharmaceutical Characterisation, Formulation and Manufacturing

- Sustainable Societies

- South Australian Clinical Pharmacogenomics Initiative.

An external review of research education was conducted with an implementation plan approved by the Senior Management Group. The review, while commending a number of projects and programs to improve the research education environment, provided important recommendations for further developing the performance of its research education profile. A full time Dean of Graduate Studies, located in a more accessible and high profile Graduate Studies Office, will be appointed in 2003 to coordinate and manage the University's initiatives in research education.

The Board of SA Water approved the establishment of an SA Water Chair in Hydrosciences and Engineering to be located at UniSA. The appointment will promote research and teaching links between the three South Australian universities, CSIRO and the state's water industry.

The University's Research Centre for Environmental Remediation and Contamination Assessment was conceived in 2002. Led by Professor Ravi Naidu, the Centre is set to commence operations in 2003 and brings to the University world-class research capability in an area of strategic importance to modern and emerging industrial societies. The Centre will be a linchpin in the University's sustainability priority for 2010 and promote key industry and professional links in environmental science assessment and remediation projects.

The University successfully upgraded its ISO accreditation for Research and Consultancy project management from ISO9001:1994 to ISO9001:2000. An external audit in 2002 confirmed that the current management system is relevant and compliant to this new standard. This was achieved 15 months before the ISO deadline.

Institute Reports

The Institute for Telecommunications Research (ITR) is one of Australia's foremost research organisations specializing in technology for digital wireless communications. The ITR works closely with international partners, government and private industry to provide innovative research and development expertise in product and service development. During 2002 ITR continued to build the University's commercial and intellectual capital through projects involving turbo-coded high rate satellite communications and improved terrestrial wireless communications systems.

The following activities were highlights for 2002:

The Cooperative Research Centre for Satellite Systems (CRCSS) FedSat, Australia's first satellite in 32 years, was successfully launched from the Tanegashima Space Centre aboard a Japanese rocket. ITR led the development of the control ground station activities and was a key player in the design of the communications payload launched on the satellite. In orbit, the satellite has been controlled and monitored by the ground station at the ITR on the University's Mawson Lakes Campus.

The FedSat microsatellite project commenced in 1998 as the major project of the CRCSS. The most sophisticated satellite ever built in Australia, FedSat will carry advanced communication, space science, navigation and computing payloads. Data from the scientific payloads will contribute to international research programs and the research projects of the Centre.

The groundstation is also used for other satellite missions. Late in 2002 ITR hosted three American visitors from SpaceDev Inc, a US-based satellite manufacturer, to finalise the use of the CRCSS S-Band facility as the Southern tracking station for the CHIPSat mission satellite. The Mawson Lakes ground Station is now used on a routine basis for secondary telemetry, tracking and control for CHIPSat.

ITR continued to strengthen international linkages in 2002, particularly with the Korean Advanced Institute for Science and Technology (KAIST). Collaboration is based on testing on KAISTSAT-4, a Korean satellite due for launch in 2003. ITR provided KAIST with a copy of the UHF communications system used in FedSat for use in KAISTSAT-4. Final integration tests were performed between the Satellite UHF payload and the UHF ground-station mobile terminal.

During 2002, ITR continued to provide a significant contribution to the development of Australian Defence's high capacity, satellite-based information delivery system, the Theatre Broadcast System (TBS). The TBS concept of supplying advanced video, data and voice broadcast to field operations was initially developed at the Defence Science and Technology Organisation (DSTO) as a Concept and Technology Demonstrator, and subsequently taken over by the Defence Materiel Organisation to complete and take through the procurement phase. In 2002 ITR provided key input towards the completion of the TBS development, including various trials involving Australian Defence and international agencies.

Ian Wark Research Institute

2002 was an outstanding year for The Ian Wark Research Institute (IWRI). The IWRI provides a 'best practice' model for researchers at UniSA by successfully combining fundamental and basic research of international repute. Collaborating with over 70 industry partners in Australia and overseas, the IWRI's network of research programs and projects significantly strengthened the University's international and national reputation in the field of science and particle interfaces.

In 2002:

The IWRI Australian Research Council (ARC) Special Research Centre (SRC) for Particle and Material Interfaces was reviewed following its third year of operation. The review report, approved by the Minister the Hon Dr Brendan Nelson, not only approved funding for the next triennium but provided an outstanding commendation of the Centre's research activities and performance.

The report focussed on the professionalism and expertise of the Centre while acknowledging that "it is a dynamic, exciting research centre with exceptionally strong links to industry end users and very successful research training". The report also commented that "The Centre has outstanding collaborations and excellent visibility. It is the leading Centre in the science of particle and material interfaces in Australia and a leader in this field internationally". The review results are a credit to the staff and students of the IWRI and prove that it occupies a premier position of research leadership at UniSA.

The IWRI secured a $1m project on advanced coatings funded by AusIndustry, together with four Australian companies. Multi-million dollar international support has been provided by five academic and five industrial laboratories in Europe. The flow of information and collaboration that will occur across this network will bring considerable benefits to Australian capability in this area, with extensive technology transfer and commercialisation opportunities for Australian researchers and industry.

Professor Peter Majewski of the Max Planck Institute in Stuttgart, Germany was appointed to the IWRI and is the first to be awarded a SA Biosciences Fellowship from Bioinnovation SA. The fellowship, worth $500 000 over five years, is designed to assist South Australia develop its bioscience research expertise by attracting internationally renowned researchers. Professor Majewski brings to the University a distinguished international career in materials and mineral science research and acts as an excellent ambassador for bioscience industry development in South Australia.

Significant progress was made during 2002 in securing a key role for the IWRI in the Canadian /Australian Synchrotron project. Worth almost $160 million this major project involves both Australian and Canadian partners in the research and development of a synchrotron – a facility much more powerful than the best conventional microscope. The IWRI continues to negotiate with the South Australian and Victorian Governments for involvement in both the construction phase and the subsequent operation of the synchrotron.

Research Institutes

Ian Wark Research Institute

Institute for Telecommunications Research

Research Centres

Aboriginal Research Institute

Advanced Computing Research Centre

Agricultural Machinery Research and Design Centre

Centre for Advanced Manufacturing Research

Centre for Allied Health Research

Centre for Applied Behavioural Research

Centre for Biomolecular Studies

Centre for Business Analysis and Research

Centre for Industrial and Applicable Mathematics

Centre for Pharmaceutical Research

Centre for Research in Education, Equity and Work

Centre for Research into Nursing and Health Care

Centre for Studies in Literacy, Policy and Learning Cultures

Marketing Science Centre

Quality Use of Medicines & Pharmacy Research Centre

Research Centre for Environmental Remediation and Contamination Assessment

Research Centre for Gender Studies

Sustainable Energy Centre

Systems Engineering and Evaluation Centre

Transport Systems Centre

Bob Hawke Prime Ministerial Centre

Research grants

The following results relate to grants where UniSA is the administering institution.

Dr G Bloustien, Dr M Peters, Dr S Homan, S Baker, Dr A Bennett, Professor D Buckingham, Associate Professor De Frantz, Dr B Cohen: *Playing for Life: The Everyday Music Practices of Marginalised Youth as Strategic Pathways to Agency, Employment and Socio-Economic Inclusion* (2003-2005 $370 000)

Professor J Filar, Dr J Gondzio, P Zograf: *New Analytical Perspectives on the Algorithmic Complexity of the Hamitonian Cycle Problem* (2003-2005 $172 536)

Dr A Fletcher, G Roach: *Development of a Validated Tool to Help Manage the Risk of Human Fatigue in the Workplace* (2003-2005 $181 000)

Associate Professor V Gaitsgory: *Multiscale Singularly Perturbed Control Systems* (2003-2005 $163 136)

Dr A Grant, Professor L Rasmussen: *Iterative Architectures for Data Communications* (2003-2005 $180 000)

Adjunct Professor T Koch, Dr D Kralik, Dr K Price *Describing Transition for People Living with Chronic Illness* (2003-2005 $225 000)

Dr L Kong, DR A Kouzani, F She: *Intelligent and Objective Measurement of Wool Fibre Diameter* (2003-2005 $199 857)

Dr K Lushington, Dr C Van den Heuvel: *The Effect of Temperature Biofeedback on Sleep and Cardiac Autonomic Tone in Young and Aged Adults* (2003-2005 $65 000)

Dr H Nixon, Dr C Beavis: *Cyberkids and Cyberworlds: New Literacies, Identities and Communities in Formation* (2003- $50 000)

Associate Professor M Shanahan: *The Impact of Globalisation On Inequality in a Small Regional Economy: South Australia 1845 - 1925* (2003-2005 $120 000)

Associate Professor J Warren, Associate Professor G Dong: *Continuous Process Improvement Through Workstation Feedback for General Practice Medicine Using Experts-In-the-Loop Data Mining* (2003-2005 $155 000)

Dr R Zito, Dr J Woolley: *Derivation of Emissions Models from Vehicle Certification Tests* (2003- $50 000)

Dr J Addai-Mensah, Dr K Bremmell with AMIRA International Ltd: *Optimizing Tailings Dewatering Through Interfacial Chemistry and Particle Interactions*: (2003-2005 $360 000)

Associate Professor E Carson, Dr L Kerr, P Simmons with SACOSS: *Reconceptualising Partnerships: New Options For Effective Partnerships Between State Governments and the Third Sector in Employment Services in Australia* (2003-2005 $69 099)

Professor J Cheek, Dr J Jones, A Ballantyne, G Roder-Allen, Dr P Flett with ACH Group and Brightwater Care Group (Inc): *Options, Opportunities and Older People: An Exploration of Care Transitions of Older People* (2003-2004 $125 000)

Dr N Choudhury, Dr N Dutta with Visy Plastics: *A Novel Approach for Color and Degradation Control in Post Consumer Polyethylene Terephthalate During Recycling* (2003-2005 $69 099)

Associate Professor A Gerson, Dr W Skinner, Dr M Barnes, Dr H Sithole, M De Vos with Tiwest Joint Venture: *Electronic and Optical Properties of Doped Titanium Dioxide* (2003-2005 $112 500)

Dr H Harris, Professor L Luong, Associate Professor C Provis with Gerard Industries Pty Ltd: *Decision Support Systems for the Implementation of Team Based Cellular Manufacturing in Adaptive Organizations* (2003-2005 $69 099)

Professor K Howells, Associate Professor A Ward, Dr A Day, A Birgden with the Office of the Correctional Services Commissioner: *Assessing Readiness for Treatment in Violent Offenders* (2003-2004 $50 526)

Dr L Kong with Dynek Sutures Pty Ltd: *Monitoring, Calibration and Control of a Mirco Assembly Process with Machine Vision Systems* (2003-2005 $69 099)

Professor G Lin, Dr S Nagalingam with Dynek Pty Ltd: *Development of a Global Decision Support System Towards Virtual Manufacturing* (2003-2005 $69 099)

Professor G Lin, Dr R Bensley with Schefenacker Vision Systems Australia: *An implementation Tool for Achieving Individual and Enterprise Innovation Competency* (2003-2005 $69 099)

Professor J Ralston, Associate Professor D Fornasiero, Dr S Grano, Dr R Manessah, Dr Y Zhu, Dr M Rudman, Professor L Leal Filho with AMIRA International: *Optimising the Capture of Fine and Coarse Particles in Mineral Floatation* (2003-2005 $314 599)

Professor L Sansom, Dr T Kuchel, Dr A Juhasz, Dr E Smith, Dr R Naidu with IPOH Pacific Ltd: *Assessment of Bentonites as Remediating Agents for Metal Contaminated Soils Using Innovative Bioavailability Reduction Technology* (2003-2006 $290 000)

Associate Professor A Sheppard, C Landorf, S Upton: *Successful Ageing: Design of Residential Care Facilities for Better Health Delivery with Helping Hand Aged Care Inc, Delfin Lend Lease, Spotless Services SSL; Aged Care Services* (2003 - $70 000)

Professor R Smart, Dr N Voelcker, Dr S Kumar, Dr M DeNichilo with TGR Biosciences Pty Ltd: *Covalent Immobilisation of Growth Factors on Plasma Modified Titanium for Achieving Enhanced Bone Growth and Bonding in Implant Prosthetics* (2003-2005 $255 000)

Dr J Woolley, Professor M Taylor, P Hewitt with Adelaide City Council: *Traffic Microsimulation of ITS Implementations in CBD Road Networks* (2003-2005 $195 000)

Australian Research Council Linkage – Infrastructure, Equipment and Facilities

Dr K Bremmell, Professor J Ralston, Professor R Horn, Dr C Prestidge, Dr E J Wanless, Associate Professor S Biggs, Dr N Fazzalari: *Nanoscale Interaction Forces in Particulate and Molecular Systems* (2003 $210 000)

Professor P Howe, Professor K Norton, Professor I McMillen, Dr J Owens, Dr L Cleland, Dr D Saint: *Human Physiology and Nutrition Research Facility for Assessment of Metabolic Status and Vascular Function* (2003 $180 000)

Australian Research Council Linkage – International

Associate Professor M Dollard, Professor A H Winefield, Dr J Metzer, Dr R Ranzijn, Professor J De Jonge, Professor W Schaufeli, Associate Professor A Bakker, Associate Professor M Peeters, Associate Professor P Le Blanc : *The Australian-Netherlands Project on Work and Stress Research* (2003 - 2005 $55 718)

UniSA Research Development Grants

Professor B Banerjee: Opportunities for Sustainable Development in Remote Indigenous Communities *A Triple Bottom Line Analysis* (2003 $14 000)

Dr H Bjornlund: *The Valuation Implication of the Separation of Land and Water Rights* (2003 $18 000)

Dr T Donaghy: *The Transformative Value, Vulnerabilities, and Applied Experiences of Gender Mainstreaming: A Comparative Analysis of Northern Ireland and Australia's Mainstreaming Strategies* (2003 - $10 000)

Dr R Ranzijn, Dr J Bryan, Dr D Cox: *New Directions in Assessing the Complexity of Cognitive Processes of Older Adults* (2003 $22 000)

Associate Professor R Andrews: *The Ecology of An Invading Tick Amblyomma Triguttatum Triguttatum and its Impact on Public Health in South Australia* (2003 $19 000)

Associate Professor R McKinnon, Dr P Smith: *In Silico Modelling of Clinically Relevant CYP Enzymes* (2003 - $20 000)

Dr B Roberts: *Finding New Pathways of Action of the Von-Hippel-Lindau Tumour Suppressor Protein* (2003 $17 000)

Professor P Howlett, Associate Professor C Pearce: *Optimal Nonlinear Transforms With Variable Structures and Their Application to Mathematical Signal Processing* (2003 $20 000)

Professor M Taylor, Dr R Raicu: *Developing an Australian City Logistics Model* (2003 $18 000)

Dr A Grant, Professor C Schelegel: *Analog Decoding for Mobile Communication Systems* (2003 $12 375)

Professor L Rasmussen, Professor T Abdelzaher, Associate Professor J Jonsson, E Uhleman: *Deadline Dependent Coding for Wireless Communication Systems* (2003 $14 000)

Associate Professor B Cheers, Associate Professor K Francis, Dr R Lonne, Professor W Schiller, J Petkov: *Better Social Care For Rural Australians: Removing the Human Resource Barriers and Establishing a Sound Professional Knowledge Base* (2003 $15 000)

UniSA Collaborative Research Grants

Dr P Pudney, P Murphy, R Coker, Professor P Howlett, G Schurer, Dr J Boland, Associate Professor W Saman, Dr R Zito: *Solar Commuter Research, Design and Development* ($30 000)

Associate Professor A Evans, Dr L Kong, Dr HY Hsu, Dr R Milne: *Development of Novel Systems for the Delivery of Drugs to the Eye* ($40 000)

Dr P Arbon, Dr B Gurd, A weideman: *The Impact of Management Structures and Approaches on Public Safety Agencies in Pacific Rim* ($20 000)

Emerging Thematic Priorities Initiatives

Professor S Cook, Professor M Smith, Professor D Taylor, Professor M Stumptner, Associate Professor V Lee: *Institute for the Management and Design of Complex Technological, Social and Business Systems* (2003 – 2005 $360 000)

Dr L Kong, Dr C Prestidge, Dr H Y Hsu, Associate Professor D Fornasiero, Dr P Spiridonov, Dr L Britcher, Dr H Ming, Dr J Addai-Mensah: *Centre for Advanced Pharmaceutical Characterisation, Formulation, and Manufacturing* (2003 – 2005 $210 000)

Professor A Mackinnon, Professor J Kenway, Professor B Comber, Associate Professor R Harris, Professor A Reid, Associate Professor S Franzway, Professor R Sharp, Associate Professor C Provis, Associate Professor E Carson: *Hawke Research Institute for Sustainable Societies* (2003 – 2005 $450 000)

Professor M Taylor, Associate Professor W Saman, Professor P Howlett, Associate Professor J Fielke, Professor S Hamnett, Professor J Filar, Dr J Boland: *Institute for Sustainable Systems and Technologies* (2003 –2005 $450 000)

Professor G Lin, Professor M Stumptner, Professor H Griesser, Associate Professor B Thomas, Dr N Dutta, Dr N Choudhury, Professor M Schrefl, Dr S Nagalingam, Dr H Hsu, Dr R Bensley: *Australian Manufacturing Centre of Excellence* (2003 – 2005 $450 000)

Associate Professor R McKinnon, Associate Professor A Evans, Associate Professor A Gilbert, Dr E Roughead: *South Australian Clinical Pharmacogenomics Initiative* (2003 – 2005 $390 000)

Serving the community

The University contributes at all levels to the social, intellectual, economic and cultural development of the community. The driving force behind UniSA's professional education programs and its applied research focus is that of meeting the present and future needs of society. Service to the community is a defining characteristic of all that we do and the University is enriched through its interaction with different communities.

In 2002 the University's service was expressed through its involvement in community events, its contribution to cultural and public life and through various other initiatives.

Involvement in community events

The University, through the Division of Business and Enterprise continued its support of Australian Business Week (ABW), an annual business competition for high school students. The winning state team also won the national finals. The Governor of South Australia, Her Excellency Marjorie Jackson-Nelson AC CVO MBE, became patron of ABW.

The University continued as the principal sponsor of International Business Week (IBW), SA's premier event for exporters and for companies considering the leap from domestic to world markets. The UniSA IBW 2002 program of events included 40 seminars and workshops and an extensive regional program.

The Bob Hawke Prime Ministerial Centre hosted the International Human Rights Day Address for 2002 by Margaret Reynolds, President of the United Nations Association of Australia, in conjunction with the International Human Rights Day SA Planning Committee.

The Bob Hawke Prime Ministerial Centre and the Australia-Israel Chamber of Commerce jointly hosted the 2002 Australia –Israel Hawke Lecture, established to raise awareness of international affairs relevant to Australia and Israel.

The Hawke Research Institute co-convened the *Fear of Strangers: wogs, illegals and refos* in the popular imagination conference at the Art Gallery of South Australia with the Valmae and Herbert Freilich Foundation, dedicated to opposing bigotry in all its forms.

As part of the Adelaide Fringe Festival 2002, The Bob Hawke Prime Ministerial Centre, with Imprints Booksellers, presented the *Salon des Intellectuels Spiegeltent* forums on green technology futures for the State and examining freedom and the detention of asylum seekers.

Students from the de Lissa Institute of Early Childhood and Family Studies participated actively in the Windmill Theatre productions for children.

Associate Professor Ingrid Day chaired a Constitutional Convention Public Forum organised by the Office for the Status of Women.

The Siemens Summer Science project was run successfully with two days of activity at Mawson Lakes and at the City East campus for more than 50 high school students.

The Experiencebank team, with the Marketing and Development Unit, hosted groups of employers at the monthly Adelaide Press Club luncheons.

The Community Journalism Program, a project by the State Government's Office for Volunteers, The Advertiser and UniSA involved 40 undergraduate and postgraduate Journalism students working with community organisations to publicise the organisations and volunteering.

For the third successive year, the Centre for Industrial and Applicable Mathematics organised the annual national Mathematics-in-Industry Study Group workshop (MISG), examining problems drawn from industry partners.

Contribution to cultural and public life

The Working Links Seminar Series for industry and alumni continued and included the presentation *Corporate Responsibility in the Wake of Enron* by visiting Fulbright scholar Larry White, Arthur E Imperatore Professor of Economics at New York University's Stern School of Business.

The School of Accounting and Information Systems held a joint seminar with the Centre for Innovation, Business and Manufacturing (CIBM) titled *Bringing E-Business Into Your Business.* The seminar was attended by approximately 200 industry members.

The Bob Hawke Prime Ministerial Centre presented the Annual Hawke Lecture, featuring Aboriginal activist Noel Pearson on Indigenous futures, attended by over 900 people, including patron in chief Her Excellency Marjorie Jackson-Nelson AC CVO MBE.

The Hawke Research Institute, with the Division of Education, Arts and Social Sciences, hosted the fourth Weaving the Social Fabric public lecture series, which brought together researchers and the community to discuss some of the major issues shaping our lives, our learning and our work in 21st century Australia.

The Bob Hawke Prime Ministerial Centre and the Hawke Research Institute hosted the Encounter Public Lecture series as part of the Encounter 2002 community-based celebrations of the encounter between Flinders and Baudin. The series explored the significance of this event in shaping South Australia's future and cultural identity.

For the fourth consecutive year, the South Australian School of Art, in partnership with Nexus Multicultural Arts Centre, AIT Arts, Contemporary Art Centre, (SA) and the JamFactory held the Public Forums in the Visual Arts program *(Shifting Horizons: Contemporary art and culture, Australia and beyond)*. The forums focused on Singaporean art, Middle Eastern issues and disability.

The Division of Information Technology, Engineering and the Environment hosted Dr Amory Lovins' lecture Actions for Sustainable Cities on 13 November 2002 at the Adelaide Town Hall. The 800-strong audience were captivated by Dr Lovins' innovative approaches to reducing energy and materials while maintaining a high quality lifestyle.

Professor Mike Taylor and the staff of the Transport Systems Centre organised and hosted the 15th International Symposium on Transportation and Traffic Theory. More than 60 people from 13 countries attended.

Professor Jonathan Billington chaired the organising committee of Petri-Net 2002, the 23rd International Petri-Net Conference held at City West. More than 85 delegates from 13 countries attended.

Professor Grier Lin created and led the Inaugural International Manufacturing Leaders Forum in February 2002, opened by the Hon Rob Lucas, representing the Premier.

More than 150 people attended the annual Clare Burton Memorial lecture, presented by Moira Rayner.

95 delegates from overseas, interstate and locally attended *The Vital Link 3: Staffing in Library and Information Services in the 21st Century* in November 2002. The aim of the conference was to present, identify and discuss staffing issues in libraries and information services.

The development of the Mawson Centre progressed in 2002 - a civic building built in conjunction with the Department of Education and Children's Services, City of Salisbury, Land Management Corporation and the Mawson Lakes Economic Development joint venture partners.

The Art Museum

In 2002, the Art Museum Advisory Committee recommended the following art works be added to the UniSA Art Collection:

- *Forest of words*, 2000, bronze, eighteen parts, dimensions variable, from the Art Museum's Orbit exhibition, by South Australian School of Art Alumni Hossein and Angela Valamanesh

- *Alias 2*, 1999, oil on canvas, 140 x 128 cm, It's not you it's me, 2000, oil on canvas, 137 x 153cm

- *Plastic Park*, 2001, oil on canvas, 127 x 152cm, by Samstag Scholar Megan Walch.

The Art Museum Advisory Committee also recommended the acquisition of the art works:

- *Ideal City*, 1970 oil and enamel on aluminium, 83.9 x 65.2cm

- *Desert*, 1986, oil and acrylic on two wood panels, 92.5 x 92.4cm and

- *Homage to the Sun No 38,* 1984, oil and acrylic on plywood, 91.0 x 91.5cm by Dusan Marek.

The art works were donated to the UniSA Art Collection under the Federal Government's Tax Incentive for the Arts Scheme.

The Aleks Danko public art work *Song of Australia Volume 3 - At Home* in the Lion Arts courtyard, commissioned by the University of South Australia through the Art Museum, provided the backdrop for a plan of action mounted by UniSA to show support for asylum seekers. With the artist's agreement razor wire was mounted around the sculpture. At Home was also used on the front cover of a UniSA accommodation brochure and featured in a national PGH Bricks promotion. PGH provided support for the construction of the work.

Samstag Program

In November, the University awarded seven artists from around Australia Anne and Gordon Samstag International Visual Arts Scholarships. Now in their 11th year, and with 87 scholarships awarded so far, the prestigious Samstag Scholarships are widely recognised as the most valuable offered in Australia, for overseas study in the visual arts.

The seven Samstag Scholars who will take up their scholarships in 2003 are: Samantha Small (SA), Rebecca Ann Hobbs, John Meade and Callum Morton (Vic), Maria Kontis (NSW), Anke Kindle (Tas) and Simon Pericich (WA).

Internationalisation

Internationalisation of the University's teaching, research and student profile remained both a priority and an area of outstanding achievement in 2002.

Through selective and strategic alliances, the University continued to mature as an international institution. It progressed its mission of embedding an intercultural dimension within the University community by:

- promoting programs and professional development forums that contribute to an international perspective in the personal and professional lives of staff and students

- increasing both onshore and offshore international student numbers, and

- continuing to refine policy, systems, processes, and procedures for guiding the University's internationalisation objectives and aspirations.

In 2002 the University began to engage in the challenges of, and responses to global education issues to 2010 and beyond. Issues such as student mix, institutional capacity, diversity, quality assurance and the global demand for Australian education services are areas to be examined closely in 2003.

Major achievements

Commencing onshore international students numbers grew significantly in 2002 when compared to previous years. In semester two alone numbers rose by 25 percent when compared to the same time in 2001. The semester two National IDP snapshot series revealed UniSA:

- maintained its position as the largest provider of offshore education in Australia, and

- maintained its position as having the greatest number of international students in South Australia.

UniSA International was announced the joint winner of the Best International Office award by IDP Singapore Director Daryl Fong. The award is designed to acknowledge outstanding customer service, efficiency and professionalism in dealing with enquiries and applications from prospective students in Singapore.

The total number of UniSA undergraduate students participating in international exchange programs with partner institutions increased to a record 119 during 2002.

Compared to 2001 the University almost doubled funding won through the University Mobility in the Asia Pacific (UMAP) scheme. In 2002 grants were awarded for five projects involving student exchanges in Canada, the Philippines, China, Japan and the USA. UniSA received a total of $81 500 to fund the exchanges. UniSA's share of the funds was substantial given it was drawn from a total pool of $1.4m which, in turn, was divided amongst 29 institutions.

The University managed and co-hosted the inaugural Australia-Taiwan Conference on Higher Education Quality Assurance and The Pursuit of Excellence held in Adelaide in April 2002. The conference was a great success, attracting Australian Vice Chancellors and a high level delegation from Taiwan including the 1996 Nobel Laureate Dr Yuan-tse Lee.

Oversight of the University's International Quality Agenda progressed during 2002 through the University wide International Quality Steering Group. Significant progress was made in the implementation of the recommendations of the 2000 and 2001 Audits of International Activity and in the development of frameworks for future audits in 2003.

A 2002 audit of transnational programs indicated UniSA delivers 40 programs, the large majority of which are delivered in eight main countries.

A key initiative in the quality assurance of transnational programs involved the planning and development of a Project Quality System (PQS) enhancement project. After an extensive scoping process, the project will commence in 2003 to include the management and administration of transnational programs within the University's existing PQS system.

UniSA International continued to develop the University's online client relationship management and recruitment strategies through the Service Centre.

The International and Prospective Office underwent a restructure following a review conducted by Assurance Services. Significant process improvements were put in place during 2002 to maximize productivity. In Semester Two, UniSA International processed 1 400 offers. This was a remarkable achievement given that 774 offers were processed for the same semester in 2001 and 428 in 1998. Quality systems for selecting, appointing and reviewing the performance of UniSA representatives were implemented during 2002. E-marketing strategies were identified as a priority both to reach new markets and to supplement in-country recruitment activities. Closer collaboration with the other two Universities and Education Adelaide resulted in a state strategy for agent visits in 2003.

UniSA International continued to provide University-wide strategic and policy support for international activity and program development. This was facilitated through the coordination of the Transnational Student Services Group, preparation of country reports, international intelligence briefings and country working groups.

UniSA International strengthened its role in crisis management and contingency management particularly in relation to managing staff and student travel safety.

Collaboration

In this age of globalisation, collaboration and strategic alliances are essential to success. It is important that these alliances transcend state and national boundaries. The University of South Australia has developed strong alliances and collaborative working relationships with a range of organisations, education providers and agencies, both domestically and internationally. These valued relationships feed back into and enhance the relevance and performance of our teaching and research.

Major achievements

Business and Enterprise

The Strategic Partnerships program won a tender from the South Australia Police (SAPOL) for a management development program for police seeking promotion to superintendent, equivalent to a Graduate Certificate in Management. This will be a compulsory qualification from 2005.

Representatives from CPA Australia and the Institute of Chartered Accountants in Australia conducted their five-yearly review and re-accredited the Bachelor of Commerce and Bachelor of Accountancy degrees.

Strategic Partnership agreements were extended for three years with the Australian Institute of Management to provide the Graduate Certificate and Diploma in Management and with Adelaide Institute of TAFE for the Graduate Certificate in Management.

The relationship with Le Cordon Bleu continued to develop in 2002 with the first intake of students into the postgraduate hospitality and hotel management courses and discussions about an undergraduate program.

Smartlink (the National Institute for Manufacturing Management) provided management and innovation education to small and medium enterprises under a Commonwealth Technology Diffusion grant.

Education, Arts and Social Sciences

The Bob Hawke Prime Ministerial Centre collaborated with Amnesty International, the United Nations Association and other groups to organise Human Rights Day on 10 December 2002 in Adelaide.

The Research Centre for Gender Studies, in conjunction with the Division of Information, Technology, Engineering and the Environment, won a UniSA collaborative grant of $45 000 from the Institution of Engineers Australia to investigate problems confronting professional women in engineering.

The Division entered into a joint DETE/UniSA/ Para West Adult Campus/Partnerships 21 partnership program, UniSA Preparation Program for Adult Learners (UniSA/PAL). The program is a University-entrance program for adults and will be extended to all other adult re-entry schools in 2003.

A Memorandum of Understanding between the University and the Adelaide Institute of TAFE, Roma Mitchell Arts Education Centre (AIT Arts) was signed to support the cooperation between the South Australian School of Art and AIT Arts to provide the highest quality visual art, craft and design education in South Australia.

A Memorandum of Understanding between the University and the Queen Elizabeth Hospital (QEH) was signed to support the cooperation between the QEH Social Work and Counselling Service and the School of Social Work and Social Policy in field education placements.

The de Lissa Institute of Early Childhood and Family Studies signed a partnership agreement with Windmill Performing Arts Company, the national company for children and families based in Adelaide.

Health Sciences

The Australian Centre for Community Ageing, a collaboration between UniSA, the Centre for Ageing Studies, Regency Institute of TAFE, Helping Hand Aged Care, and Delfin Lend Lease was officially launched in April with the signing of a Memorandum of Agreement at the site of the future aged care complex at Mawson Lakes.

The podiatry program commenced a collaborative surgical clinic with the Repatriation General Hospital, Daw Park, involving specialist clinical staff employed by the School of Physiotherapy and final year students. The clinics will be held once a week and will involve the conduct of a range of surgical procedures by students under supervision, using the theatre facilities available at RGH.

The podiatry program commenced a new collaborative clinic with Diabetes Australia (SA), involving clinics at both the City East campus and at Diabetes Australia (SA) headquarters at Hilton. The clinical program, involving teaching staff and second year students, provides assessment and treatment services for people with diabetes who may otherwise have difficulty accessing services.

The work of the Driver Assessment and Rehabilitation Service and the services it offers to the community was showcased in a booklet prepared by Transport SA entitled The South Australian Handbook for Older Drivers. The handbook focuses on giving older drivers information about how to determine whether they are driving safely, how to continue to drive safely and when to make the decision to hand in their licences.

Professor Peter Howe took up a joint appointment between UniSA and the University of Adelaide. Professor Howe is a world expert in human nutrition, with particular interests and expertise in the impact of omega-3 enriched foods on improvements in human health. He will be based in the Physiology Department at Adelaide University.

Professor Gary Andrews took up the position of Professor of Ageing in the Australian Centre for Successful Ageing. This position is jointly funded by UniSA, Regency Institute of TAFE, Helping Hand Aged Care and Delfin Lend Lease. Professor Andrews and his staff relocated from Flinders University to UniSA.

Professor David Wilkinson, Associate Professor Karen Grimmer, Mary Russell and Angela Berndt and colleagues at the University of Adelaide won an $80 000 contract with the Motor Accident Commission to undertake some policy work around the compulsory third party insurance scheme.

Information Technology, Engineering and the Environment

Sun Microsystems sponsored and established the School of Electrical and Information Engineering's Real Time Computing Laboratory with 20 industry standard double system workstations, worth $100 000.

A Memorandum of Understanding was signed between the School of Environmental and Recreation Management and the Adelaide Botanic Gardens and the Royal Zoological Society in relation to visitor management research.

A collaborative project with Minda Inc and students from the School of Environmental and Recreation Management commenced to develop and trial surveys for people with an intellectual disability. The research methodology will be adapted by Townsend House to ensure inclusion of people with a disability in decision-making about their recreation choices.

170 students found industry placements through the Industry Internship Program.

University wide

The University launched the UniSA Northern Adelaide Partnerships program (UNAP) in November 2002 to formalise, coordinate and strengthen our engagement with the northern Adelaide region (see Equity and access section of this report for further information).

The University continues to participate in the Government's Contract of Training program (Traineeships). Traineeships provide staff with professional development opportunities and are offered to both new and existing staff.

Collaboration with the Department of Education Training and Employment, Registered Training Organisations and New Apprenticeship Centres occurred continuously to help streamline traineeship management.

External appointments

Adelaide University Professorial Promotions Board: Professor David Corkindale was appointed as a Member.

Aerospace Nurses Society, within the parent organisation of the Aerospace Medical Association: Jillian Newlands was elected as President. This is the first time the presidency has been held outside of North America.

Annual Advertising Awards for the World Lotteries Association: Professor David Corkindale was appointed to the International Panel of Judges.

Association for Accountancy and Business Affairs (AABA) Journal (UK): Associate Research Professor Glen Lehman was appointed to the Editorial Board.

Australian Association for Research in Education: Associate Professor Judith Gill was elected President of this national peak body for educational research.

Australian Council of University Art and Design Schools National Executive: Professor Kay Lawrence was elected as a Member.

Australian Government's Higher Education Review Reference Group: Professor Denise Bradley AO was appointed as a Member.

Australian Institute of Radiographers Rural and Remote Board: Professor Scott Bowman was appointed as the South Australian delegate on the Board.

Australian Learning Disabilities Association (ALDA): Justene Knight was reappointed as the Representative for South Australia

Australian Public Service Commission: Rosemary Kennedy and Di Gursansky were appointed Regional Advisors in South Australia and the Northern Territory.

Australian Universities Quality Agency: Professor Michael Rowan was appointed as Chair of the Audit of the Australian Catholic University.

Children's Services Consultative Committee: Professor Marjory Ebbeck was re-appointed as Member and Chair.

Committee undertaking a 'Generational Review of the South Australian Health Care System' expected to result in substantive and fundamental recommendations for the reform of the health care system in our State: Professor David Wilkinson was appointed by the State Government.

Commonwealth Government task force to provide independent advice to the Commonwealth Government on a program of national activities in transcultural mental health: Associate Professor Nicholas Procter was appointed.

Council of Australian University Museum Executive: Erica Green was appointed as a Member and Editor of the newsletter.

East End Coordinating Group (EECG): Lindsay Ryan was elected as Co-Chair.

Editorial Board: Paula Roberts was appointed as founding Member of the new refereed journal International Journal of Society, Information, Communication and Ethics.

Environment, Resources and Development Court in Port Lincoln: Professor Steve Hamnett sat as the Commissioner of the Court.

Federal Government's Drug Utilisation Subcommittee of the Pharmaceutical Benefits Advisory Committee: Dr Libby Roughead was appointed as a Member.

Journal of Diagnostice Radiography and Imaging: Professor Scott Bowman was appointed Regional Editor.

Higher Education Advisory Group for the Nurses Board of SA's newly formed Education and Accreditation Committee: Terri Gibson was appointed Convenor.

Improving Rural Health Reference Group to inform the next Australian Health Care Agreements: Professor David Wilkinson was invited by Minister John Thwaites (Victoria) to Co-chair.

Institution of Engineers (Australia)- Whyalla Group: Krishnan Ananthakrishnan was appointed to the Executive Committee.

International Association for Accounting Education and Research (IAAER): Bryan Howieson was elected Vice President At Large and representative for the Accounting Association of Australia and New Zealand.

International Association for the Project Management of Construction: Associate Professor George Zillante was appointed to the Association.

International Association of University Presidents: Professor Denise Bradley AO was appointed Treasurer.

International Office of Vine and Wine: Tony Spawton was appointed President of Market Analysis and Networks Commission and Delegate to the Scientific and Technical Committee.

Journal of Electronic Commerce Research based at California State University: Associate Professor Michael Heng was elected as Associate Editor.

Journal of Management Education: John Rice was appointed to the Board of Reviewers.

National Advisory Council on Ageing: Professor Gary Andrews was appointed by the Federal Minister of Ageing to the newly established Council.

National Board of Directors of St John's Ambulance Australia: Dr Paul Arbon was appointed as a Member.

NHMRC Research Grants Panel - Health Sciences Research: Professor Julianne Cheek was appointed to the panel.

Northern Country Party Australian Association of Social Workers: Associate Professor Peter Munn was elected as Convenor and Treasurer.

NTEU Women's Action Committee: Marie Kennedy was elected the South Australian Academic Representative (representing all three Universities).

NTEU Women's Conference planning committee: Marie Kennedy was elected an Executive Member.

Pacific Rim Real Estate Society: Associate Professor Geoff Page was appointed as President.

Premier's Science and Research Council: Professor Richard Blandy joined the Council.

Qualitative Health Research: Professor Julianne Cheek was appointed Associate Editor. This is the first time anyone outside North America has been appointed to this level in the journal.

Royal Architects Institute of Australia National Education Committee National Visiting Panel: John Schenk was appointed as Member.

Royal District Nursing Service (SA): Terri Gibson was appointed to the Board.

Scientific Advisory Committee of the World Alliance of Neuromuscular Disorders Associations (WANDA): Professor Alan Bretag became a Member.

SSABSA Year 12 Accounting Studies Exam Vetting Panel: Scott Copeland was appointed to the four-person panel.

State Government's Art In Public Places Committee: Associate Professor Gini Lee was appointed as Member.

State Heritage Authority: Elizabeth Ho was reappointed as Member.

Statewide Sport and Recreation Facilities Audit Steering Group: Associate Professor Gary Howat was made the University's representative on the group.

Steering Group for SA Skills Enquiry: Professor Denise Bradley AO was made a Member.

Swedish Research Council: Professor Alison Mackinnon was appointed Kerstin Hesselgren Guest Professor.

TAFE Advisory Committee for the Diploma and Advanced Diploma of Engineering (Aircraft Maintenance Engineering): Steve Thatcher was appointed to the Committee.

Telstra Small Business Awards for 2002: Anne McCutcheon was appointed a Judge.

TESOL-China Teacher Education Project: Associate Professor Jill Burton was appointed Project Director of this Chinese Government initiative.

The Dance Board of the Australia Council: Jeff Meiners was appointed as Community Interest Representative.

The Institute of Public Administration Australia (SA Division): Elizabeth Ho was elected as Councillor.

The National Council of the Royal Australian Institute of Architects: John Schenk was appointed as Life Fellow.

The Sir Charles Bright Scholarship panel: Justene Knight was appointed as a trustee on the panel. Scholarships are awarded to students with disabilities undertaking further education.

US Journal of Information Systems Education (JISE) Editorial Board: Dr Jill Slay was invited to join the Board for three years.

Wal Read Prize awarded by the Australian and New Zealand Solar Energy Society: Dr John Boland was appointed Coordinator.

Whyalla Filipino Cultural Association: Joy Penman was elected Chairperson.

Whyalla Rural Australians for Refugees: Marie Kennedy was elected Chair.

Whyalla Youth Services Board of Management: Jane Farin was appointed a Member.

Industry scholarships and prizes

In 2002 a number of new industry-sponsored scholarships and prizes were established or increased in value. They included:

The Queen Elizabeth Hospital Research Foundation: to provide the School of Marketing with $22 000 per annum for three years to support PhD scholarships and an ARC linkage grant application to begin work in the area of fundraising.

Centre for Innovation, Business and Management – CIBM Logistics Management Scholarships: two scholarships each year to the value of $6 000 for students enrolling in the Graduate Certificate in Management (Manufacturing).

AMP Financial Planning Pty Ltd: a scholarship for third year financial planning students for $5 000 per annum over three years.

Kick Brand Management (KBM) scholarship: was introduced by the South Australian School of Art to support an outstanding graduate from the Bachelor of Visual Communications, Honours program to work in the design industry. The $5 000 Scholarship comprises a six month mentorship followed by a 12 month fully paid internship.

Whyalla City Council Scholarship: $5 000 per year for three years awarded to a first year student who has lived in Whyalla for three years.

Deborah Paauwe Photography Awards for Excellence: The South Australian School of Art introduced the awards valued between $1 500 $2 000 to encourage photography as a medium at the South Australian School of Art.

The City of Salisbury Scholarship: available to commencing students residing in the Salisbury Council area to study with the Division of Information Technology, Engineering and the Environment at Mawson Lakes. Selection is based on academic merit and equity considerations. Four scholarships of $1 500 per student for one year are available.

BHP Steel Lysaght Award for Outstanding Achievement: was introduced by the Louis Laybourne-Smith School of Architecture for the student with the most outstanding academic achievement undertaking courses in Architectural Design. The award of $1 000 is to be used for architectural travel and study.

The Pank Family Trust donated the Pank Prize for Entrepreneurs: valued at $10 000 per annum for the next four years.

Master of Project Management Prize (Hong Kong): awarded annually to the graduand with the highest grade point average in the Master of Project Management program offered in Hong Kong. The prize is valued at HK $3 000.

Oracle Database Design Prize: Training to the value of approx $2 200 for the best Bachelor of Business (Management Information Systems) or Bachelor of Business (e-Business) student in Database Design.

Qantas Corporate Safety Prize: awarded to the student with the best performance in the courses Aviation Human Factors and Crew Resource Management in the Bachelor of Applied Science (Civil Aviation) program. Prize includes a Qantas Corporate Safety Accident Investigation Course and return airfare to the value of $1 200.

Deloitte Touche Tohmatsu Prize: $500 for outstanding academic performance in Global Issues for Australian Business.

Australian Property Institute (SA Division) - Gary Lindblom Memorial Prize: $500 awarded to the student with the highest grade point average over three years in Bachelor of Business (Property).

McGraw-Hill Australia Prize: books to the value of $300 for outstanding academic performance in Issues in Corporate Accounting and Reporting.

Whyalla Economic Development Board Prize: $250 for the best student in the course Economic Environment.

Business SA Prize: $200 awarded to the most outstanding student in the course Strategic Management of the International Corporation.

Pearson Education Prize: a $200 book voucher for outstanding performance in Small Business Accounting.

Bridgestone Australia Ltd Prize: awarded to the most outstanding student in the course Project Planning and Control in Manufacture in the Bachelor of Engineering (Mechanical and Manufacturing Engineering or Robotics and Intelligent Manufacturing) and associated double degrees. The prize includes $200 and a certificate.

SA Water Corporation Prize: awarded to the most outstanding student in the course Fluid Mechanics and Heat Transfer in the Bachelor of Engineering (Mechanical and Manufacturing Engineering) or (Robotics and Intelligent Manufacturing) and associated double degrees. Prize includes $200 and a certificate

Stillwell Management Consultants Prize: a $150 book voucher for the best student in the Graduate Certificate of Management from the Adelaide Institute of TAFE cohort.

ElectraNet 2002 Final Year Project Awards: awarded to Bachelor of Engineering (Information Technology) and associated double degree final year Honours Project teams who successfully complete projects defined by ElectraNet, in consultation with the Head of School. Provision is made for up to four project awards of $1 000 each (maximum of $500 per student). On a discretionary basis, ElectraNet may also award up to $1 500 for the project judged to be the most meritorious.

Economics Society of Australia (SA Branch) Prize: $100 awarded to the best student in Economic Environment.

Economics Society of Australia (SA Branch) Prize: $100 for the best student in Business Economics.

Bureau of Meteorology Prize: awarded to the student achieving the best overall performance in the Meteorology component in the courses Navigation & Meteorology 1 and Navigation & Meteorology 2 and in the course Meteorology 3 in the Bachelor of Applied Science (Civil Aviation) program. Prize includes a book to the value of $100 presented by the Bureau of Meteorology.

Our people

Achievements against priorities

Priority 1: Develop a planned and diverse workforce

During 2002 the University used Rodski Behavioural Research to complete its second comprehensive staff attitude survey (the previous survey was conducted in 1999). The analysis of the 2002 survey revealed:

- Our staff have a very positive perception of UniSA. The increased sense of pride in shared achievements and the strong identification with the values of the University were clearly evident in responses to structured questions and in written responses received from staff.

- Overall staff satisfaction has risen significantly since 1999 and now compares well with the results of similar surveys in the Rodski Group's benchmarking database.

- Staff identified improvements across all areas and issues covered by the survey, and significantly, in areas identified as concerns in the 1999 survey.

- Staff continued to see the University as performing well in providing a safe and harassment-free working environment, providing flexible working conditions, in fulfilling its commitment to reconciliation between Indigenous and non-Indigenous people, to equity, and in producing quality outcomes and quality services. Additional responses highlighted the University's achievements in online delivery and internationalisation.

- The number of priorities identified for improvement decreased from the 1999 survey, which was due, according to Rodski, to significant increases in positive perceptions about performance.

A framework for Workforce Planning for the University was developed and gained approval (Corporate Plan).

The Remuneration and Reward Policy was approved for implementation and a series of guidelines were developed for remuneration management in the University in accordance with best practice:

- Conditions of Employment for Heads of Schools guidelines

- Conditions of Employment for Dean's guidelines

- Senior Management Performance Pay Scheme guidelines

- Market Attraction and Retention Allowance Guidelines.

A Career Management Workshop was facilitated for staff going through a managing change process.

Priority 2: Recruit and train quality staff

The new Recruitment and Selection Policy was developed and implemented. The Selection and Recruitment website was developed and included guidelines for managers and human resources (HR) administrators. Information sessions were also facilitated by the HR Unit for each of the University's metropolitan campuses.

The new Academic Promotion Policy was implemented during 2002. The major changes to the policy included the devolution of Promotion to Level B and C to the Academic Divisions. The HR Unit coordinated and facilitated training sessions for devolved HR Coordinators and Executive Officers. A formal evaluation was conducted with modifications recommended for 2003.

Priority 3: Manage and develop performance

A new 360 degree feedback tool for managers was developed and implemented, including information sessions and administration of the 360 degree process for all Heads of Schools, Directors of Units and Deans. The process was formally evaluated in November 2002.

Priority 4: Create a safe and healthy workplace

2002 saw a significant change in how UniSA managed its Occupational Health, Safety, Welfare and Injury Management (OHSW&IM) program.

A major review was undertaken of the OHSW&IM program after an initial gap analysis audit was conducted in August 2001. The review included the development of a two year OHSW&IM Action Plan, and a review and development of current OHSW&IM policy and procedures. An OHSW legislative compliance audit was also conducted for all UniSA Campuses.

An audit by the WorkCover Corporation was undertaken in August 2002, the outcomes of this audit stated that the OHSW&IM documentation developed formed an excellent foundation for UniSA to comply with OHSW&IM legislation.

Priority 5: Create a learning organisation

A new website for the induction of new staff was completed and placed online. The feedback on the information provided was very positive. A wide range of new resources for supervisors and managers were also completed and placed online. These included induction checklists for academic and general staff.

Consultations on priorities for the UniSA's Academic Profile for 2010-2015 and seminars for general staff on UniSA's teaching and learning strategy were held throughout the year.

The University's Contextual Awareness Series was well attended by staff. Topics included: business development strategies, the challenges of transnational teaching and supervision, global trends in internationalisation, UniSA's research and commercialisation strategies and enterprise bargaining. A number of skill-building, short course activities and workshops for front-line supervisors on managing people and teams were also held throughout the year.

The first Retreat for Managers/Directors took place in April. This was preceded by another successful Heads of School Retreat in March. In addition, a range of individual events for managers, Heads of School and middle managers took place during the year.

Equity and access

In 2002 the University strengthened its commitment to providing equitable access to education for greater numbers of people.

UniSA was the best performer in South Australia and one of the best in Australia for access and for success in higher education by people from educationally and socially disadvantaged backgrounds.

We launched the UniSA Northern Adelaide Partnerships program (UNAP) in November 2002 to formalise, coordinate and strengthen our engagement with the northern Adelaide region. Mike Elliott was appointed as Director of this program, which will build on the success of our existing initiatives and established links to help:

- increase participation in education in the northern suburbs

- enhance professional skills

- address skill shortages, and

- improve social resources.

The School of International Studies, in conjunction with Para West Adult Campus piloted UniSA Preparation Program for Adult Learners (UniSA/PAL). 20 students participated.

Stage one of the Career UniSA Program, an employment program for people aged 16 - 24 years was piloted.

The WorkAble Program, a work experience program for UniSA students with disabilities, was developed and implemented.

An Indigenous Employment Strategy Plan was developed and endorsed by Senior Management Group. The implementation of the Plan commenced during 2002. The Indigenous Employment Advisory group was also established with representation from the Indigenous community.

A draft three year plan addressing Equal Opportunity for Women in the Workplace was completed. The implementation plan will be placed on human resources website when it has been approved.

A variety of workshops were offered through the Women and Leadership program. In 2002 the program attracted more participants than in previous years. A highlight was the Early Career Researchers program.

Stephen Manson (Disability Liaison Officer) assisted in presenting Come and Try workshops for school students with disabilities. He also attended various expos and forums to provide information about studying at university with a disability, including the Chronic Fatigue Society forums and Options expo.

USANET, the University's Special Access Scheme continued to expand with 572 enrolments, an increase of 12 percent from 2001 (518 enrolments).

ISTS offered surplus computer stock to selected disadvantaged schools.

Buildings and environment

Achievements against priorities

Priority 1: Progress Blueprint 2005 building projects taking environmental guidelines into account

The successful implementation of the Blueprint 2005 program was continued in 2002. All principal and sub consultants for major Blueprint 2005 projects were engaged by March 2002, the communication and consultation processes for all projects were completed and environmentally sustainable development (ESD) guidelines were provided in all project briefs.

Space reduction targets developed for Blueprint 2005 were reviewed during the year. The review confirmed that the objective to reduce gross floor space of the University by 20 000m2 by 2005 is achievable.

Priority 2: Optimise the use of existing UniSA facilities

Campus amenities were improved during the year resulting in more positive Student Experience Questionnaire (SEQ) scores (an increase of 16.4 percent since 2000).

General teaching spaces were refurbished, 18 percent ahead of the original target timeframe and space utilisation was improved by 1.8 percent (this figure will increase dramatically in 2005 with the divestment of Underdale Campus).

The property unit continued work on the University-wide audio-visual and refurbishment program for all general teaching spaces. The plan, to be completed by 2005, is also 18 percent ahead of schedule. A cross-functional advisory group helped to address recent emerging issues concerning audio-visual facilities.

Space reviews on all metropolitan campuses were undertaken to help optimise the use of existing University facilities. Campus outcomes were fed back to the Divisional Pro Vice Chancellor's to inform current space strategies.

Priority 3: Develop master plans for all metropolitan campuses and a divestment strategy for Underdale campus

A paper outlining the process-to-date in developing an asset divestment strategy for Underdale campus was submitted to the University Council in November 2002. The Council approved the sale of the campus and endorsed the approach for the Underdale divestment strategy.

Campus Master Plans were completed for Mawson Lakes and City East and progress was made on the Magill and City East Campuses space and master planning processes.

Priority 4: Manage the financial and non financial risks in the delivery of capital and maintenance programs

All projects in the design documentation stage were within 2.5 percent of budget.

Priority 5: Improve working relationships with other units

The Property Unit developed a service charter and completed a Relationship/Service Level Agreement between Property and Services in November 2002.

Division of Business and Enterprise

Achievements against Divisional priorities

Priority 1: Develop a new Division leadership team

The Division appointed two new Heads of School and constructed a development program for Executive members.

Priority 2: Review the balance between consolidation and development in offshore programs

The work of the Overseas Programs Management Board continued and negotiations with overseas partners were undertaken to cap expansion in some programs to allow the consolidation of resources.

Priority 3: Improve the academic management and leadership of offshore programs

Management and leadership were strengthened with a number of significant appointments, particularly in the International Graduate School of Management. The Division continued to build academic leadership with seven appointments at the level of Professor or Associate Professor.

Priority 4: Review the academic and staff profile

The Division contributed to University-wide discussions about academic profile. The staffing profile in each School was examined and staffing plans were either completed or are in development for all Schools. The number of continuing academic staff rose and is expected to continue rising in the next four years as appointments are made to strengthen particular areas.

Priority 5: Improve the management and administrative support of Mandarin language programs

The Division has a core of Mandarin speaking academic and administrative staff, with academic leaders at both the postgraduate and undergraduate level. The Australia China Business Studies Centre was launched and will provide support and advice to academics involved in research and teaching in China.

Priority 6: Develop and manage online programs across the Division

A Director: Online Programs was appointed to the International Graduate School of Management and will gradually extend his activities to the entire Division.

Priority 7: Review the Division's core courses

The Division undertook a complete review of the Division Core (eight compulsory courses taken by all Division students).

Achievements against Corporate priorities

Priority 1: Enhance graduate outcomes

The Division provided support to the Experiencebank initiative and consistently marketed the University positioning statement, *Experience. The difference.*

Priority 2: Develop an international and cross-cultural perspective in all we do

The Division now has a core of Mandarin speaking academic and general staff. Mandarin programs will be developed to include appropriate perspectives (rather than being direct translations of onshore programs).

The Australia Chinese Business Studies Centre was established to provide business and cultural advice and assistance to academics and to other UniSA staff seeking to develop research, teaching and consultancy activities in China.

The Division continued its active student exchange program involving over 30 international partner universities. Students undertook overseas study as part of their UniSA programs.

The Division conducted a cross-cultural studies pilot program, which paired Australian and international students for a course attracting credit.

The Division appointed an additional lecturer to work with students from non-English speaking backgrounds and to reinforce services to international students.

Priority 3: Strengthen our staff profile through initiatives in recruitment, induction, development and succession planning

The Head of School induction program was strengthened, improving the production of development plans and the review of administration was fully implemented.

An executive leadership development program was held throughout the year and included sessions on performance management, performance improvement and discipline and conflict resolution.

The Division continued to make strong academic appointments, and to only make appointments when suitable candidates were available.

Priority 4: Implement an institution-wide online strategy

The Division appointed a Director: Online Education. Online education will be a special School Review focus for 2003.

Priority 5: Clarify our future academic profile

The Division contributed to University-wide discussions through forums for academic staff. These discussions resulted in the establishment of unifying research themes for the Division, including sustainable organisations, sustainable communities and marketing.

A number of senior academic staff were appointed in key areas to provide leadership in teaching and research, and several highly qualified staff at other levels were also appointed.

Other achievements

Educating professionals

The International Graduate School of Management commenced a rigorous review of its MBA, DBA and PhD programs, resulting in the development of an Executive MBA for senior managers and a major revision of the existing MBA. The doctoral reviews will be completed during 2003.

Excellent growth in postgraduate coursework programs continued in 2002, particularly in the School of Accounting and Information Systems.

The School of Marketing restructured teaching to ensure senior academics and researchers are involved in the design, content and teaching of undergraduate courses.

The Masters of Business Administration with Le Cordon Bleu was established and had its first student intake.

Links between the Division, the Unaipon School and the Aboriginal and Islander Support Unit were strengthened through student, teaching and research interactions.

A proposal to raise the English proficiency entrance standards of international students was accepted for implementation in 2004.

The Division established a system of e-Reserve readings for onshore and offshore students and CDROM readings for offshore students.

The School of International Business developed the Bachelor of Management (Human Resource Management). It will be the only full sequence undergraduate human resource management program in South Australia.

Creating and applying knowledge

Researchers in the Division of Business and Enterprise earned 169.74 DEST publication points for publications in 2001 (or 1.46 points per FTE) with each School achieving over 1.0 points per FTE.

57 researchers (compared to 33 in 2000) published in refereed journals in 2001. The Centre of Business Analysis and Research (CoBAR) had the best publication record of any University-funded research centre.

The Anne Hawke Prize for best paper was won by Associate Professor Byron Sharp and Dr John Dawes for their paper *What is Differentiation and How Does it Work?*

The Division was involved in three successful CRC bids - Irrigation Futures, Integrated Asset Management and Sustainable Tourism (a re-bid).

The Division strengthened its research degree candidature process with the introduction of a proposal review panel and an annual Divisional colloquium to be attended by all candidates and supervisors.

Divisional candidates successfully completed 17 research degrees. Division researchers earned over $2.1m in research and consultancy income.

Associate Professor Rhonda Sharp secured a USD$260 000 contract with the Asian Development Bank to provide advice on including equity issues in budgeting to the governments of Samoa and the Marshall Islands.

Serving the community

The School of Accounting and Information Systems facilitated an E-Team of four year 10 and 11 Adelaide High School students. E-Teams are run by the Australian Quality Council and are aimed at promoting awareness of quality issues and providing students with experience using quality theories in a business environment.

Internationalisation

Growth in international student numbers continued and was particularly strong (21 percent in equivalent full time students) in onshore students. The Division had 4 700 international students offshore and over 1 000 onshore. 2 900 were postgraduate students. Key offshore locations were: the People's Republic of China, the SAR Hong Kong, Singapore, Malaysia, Switzerland, the Republic of China (Taiwan) and Thailand.

The international student exchange program had 36 key partner universities in 17 countries throughout Europe, North America and Asia.

The Division became a foundation member of the International Management Education Consortium, which includes universities from Canada, Hungary, France and China.

The contract for the Environmental Law and Enforcement training program for Indonesian judges, prosecutors and other legal officials was extended. Two groups visited UniSA, and 11 short courses were delivered in Indonesia.

Division of Education, Arts and Social Sciences

Achievements against Divisional priorities

Priority 1: Improve program quality and viability

A set of requirements were developed for the five-yearly review of programs. A process for annual program evaluation was established to ensure the Division's programs are continuously monitored in a way that facilitates the five-yearly review.

Priority 2: Develop a systematic approach to teaching and learning across the Division

The Division set in train a systematic approach to implement the University's teaching and learning priorities. This will include divisional seminars, program director support, establishment of the online working group and equity working group under the Division Teaching and Learning Committee and recognising good teaching.

Priority 3: Improve the research culture in the Division

An expanded calendar of events for research students including University and Division-structured programs, visiting scholars, seminars and workshops at all levels and an annual research student forum, created networking opportunities for students and a sense of community that was previously lacking. The Division's student travel fund conditions were also adjusted to support external students visiting UniSA for seminar activities in the Division, Schools and Research Centres.

Priority 4: Strengthen developmental strategies for increasing National Competitive Grant submissions and success rates

Success rates in the latest round of ARC grants (for 2003) were well above the 2001 results. Submission rates are growing each year for Discovery grants (11 in 2002, 4 in 2000), showing a growth in interest from intending and early career researchers. The success rate for Linkage grants was 100 percent.

Priority 5: Develop international research linkages supporting collaborative research, joint conferences and staff and student exchange

The Division won seven international projects in 2002 at a total value of $865 358. Through the Division Research Performance Funds Scheme for 2002 the Division supported the running of two international research conferences.

Priority 6: Encourage research collaborations

Under the Thematic Priorities Fund, the Division gained funding to develop a major research Institute in the Social Sciences æ the Hawke Research Institute for Sustainable Societies, which involves staff from across and outside the Division.

Priority 7: Review casual staffing arrangements

Issues relating to casual staff identified in 2002 led to the Division to initiate a small study of casual employment practices. This resulted in the development of divisional guidelines for employment and management of casual staff, with the aim of achieving consistency with the Enterprise Bargaining Agreement across the Division and ensuring clarification of work requirements and payment.
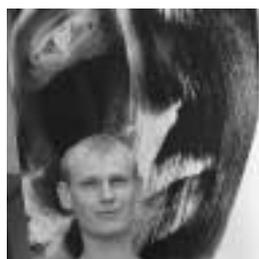
Achievements against Corporate priorities

Priority 1: Enhance graduate employment outcomes

In collaboration with the Experiencebank team the Division arranged a number of activities to assist students in finding employment on graduating. These included:

- employment information sessions
- staff development sessions
- Preparation for Employment seminars
- an exit student employment program, consisting of weekly online vacancy advertising (over 500 positions), online resume posting, employment email alert service, recruitment communication with employers and employer visits.

Priority 2: Develop an international and cross-cultural perspective in all we do

A number of Schools in the Division progressed with the internationalisation of their curriculum. The Dean: Teaching and Learning has been given the role of developing internationalisation within the Division and this priority will continue as a particular focus for the Division in 2003. The Division will review its performance in this area in 2003.

Priority 3: Strengthen the staff profile through initiatives in recruitment, induction, development and succession planning

The Division adopted a Division-wide induction process, completed workforce plans for several schools, and used performance management effectively to encourage staff to apply for promotion as appropriate. Support for existing staff and recruitment increased the percentage of staff with doctorates from 24 percent in 2001 to 32 percent in 2002.

The Division adopted a systematic framework for staff development, based on work done by the Dean: Teaching and Learning.

Priority 4: Implement an institution-wide online strategy

With the assistance of the Flexible Learning Centre (FLC), the Division saw an increase in the number of courses with first-time online resources and courses with an increasing online presence.

A staff development program for the schools was developed in accordance with the Division/FLC agreement. It involved program director workshops in online teaching and learning, UniSAnet v2 workshops and online workshops for students and resulted in enhanced online capacity and greater confidence in the use of technology.

The Division began a knowledge management project with the aim of developing the Division's web presence so staff are able to access key divisional documents.

Priority 5: Clarify our future academic profile

The Division held a seminar on the University's Academic Profile to 2010. It was attended by 39 staff including members of the Division Executive and program directors. Participants were asked to consider what the University might reasonably aim to be known for in 2010, and how this should influence our programs.

Other achievements

Educating professionals

The Anangu Tertiary Education Program (AnTEP) won a contract from the South Australia Police to deliver appropriate literacy and numeracy training for Community Constables on the Pitjantjatjara Lands.

The Louis Laybourne-Smith School of Architecture and Design Industrial Design students, in collaboration with staff and students from the de Lissa Institute of Early Childhood and Family Studies, developed new toys to meet the developmental needs of children up to eight years of age. The toys are being examined for possible production. The project was sponsored by Adelaide-based toy manufacturer, Orbit Products.

The College of Indigenous Education and Research's 11th Aboriginal Summer School for Excellence in Science and Technology, which offers a range of different education, cultural and personal development activities, was attended by 24 Indigenous youth from across the nation.

All of the three 2002 UniSA Excellence in Teaching Awards were awarded to staff from the Division of Education, Arts and Social Science.

Creating and applying knowledge

The Research Centre for Gender Studies was awarded $750 000 from the Federal Office of the Status of Women to investigate the effectiveness of prevention programs for perpetrators of domestic violence.

The Centre for Research in Education, Equity and Work won three national competition research grants:

- $250 000 Category Two grant from Department of Prime Minister and Cabinet, for the development of competency based standards and resources for staff working with people who perpetrate domestic violence.

- $100 000 Category Two grant from Federal Attorney-General's Department for the development of crime prevention competency standards.

- $36 000 Category One grant from the National Research and Evaluation Committee (ANTA), investigating VET practitioners' ways of working with private enterprises.

The Centre for Applied Psychological Research was established as a recognised Centre in 2002. It will comprise the Forensic and Applied Psychology Research Group, the Work-Stress Research Group and two new groups focussing on Ageing and Counselling. Projects to the value of approximately $650 000 were won by Centre staff in 2002.

The Research Centre for Languages and Cultures Education won a $350 000 consultancy to provide a program of professional development for teachers of Indonesian, Italian and Chinese.

The Research Centre for Languages and Cultures Education won two nationally competitive Department of Education, Science and Training grants: one worth $50 000 in conjunction with Griffith University, and the second worth $88 000 in conjunction with the University of Melbourne.

Professor Kay Lawrence won an $84 000 commission to design an artwork for the Glazed Entry in the redevelopment of the State Library of South Australia.

Dr Rob Amery and Mr Lewis O'Brien, Kaurna elder, were awarded an Australian Institute of Aboriginal and Torres Strait Islander Studies Research Grant of $5 000 for a project titled *Kaurna Protocols - Cultural Renewal through Language Development and Enrichment.*

The Pandora's Paintbox research project, developed by Kathleen Connellan provided a national benchmark of the significant growth of design history and theory in Australian universities.

Serving the community

The Unaipon School was selected by Family and Youth Services to undertake an evaluation of a holistic and integrated service response being developed and trialed to improve the health and well-being of Aboriginal families in the northern metropolitan region.

Professor Marjory Ebbeck chaired the Ministerial State Children's Services Consultative Committee. The Committee advises the Minister for Education and Children's Services and responds to policy and review issues that pertain to a wide range of early childhood services provision in South Australia.

The Louise Laybourne Smith School of Architecture and Design co-ordinated the prefabrication of a Visitor's Centre for the Patjarr Aboriginal Community in the Gibson Desert in Western Australia. The Centre will increase the economic self-sufficiency of the community.

The Centre for Studies in Literacy, Policy and Learning Cultures developed *Our Families: Strengthening Family-School Relationships,* a policy and kit of professional development materials.

The South Australian School of Art collaborated with the Adelaide Festival 2000 to develop Intertwine, an intercultural program of events bringing Indigenous and non-Indigenous weavers from the Australasian region to work with communities in Adelaide's.

The School of Education (Underdale) conducted in-service workshops/seminars for school counsellors, school leadership teams and teachers who work in schools in the northern suburbs.

The Art Museum presented the Eden and the Apple of Sodom exhibition, featuring artists whose practices engage with the environment in distinctive ways, as part of the 2002 Adelaide Festival visual arts program.

Visual Communications at the South Australian School of Art conducted in-service workshops for teachers to raise the understanding of the importance of design in the urban environment.

Internationalisation

The School of International Studies commenced its first offshore program, the Diploma in Industrial Communication at the Kolej Professional MARA, in Kuantan, Malaysia, valued at $1.2m.

Associate Professor Rhonda Sharp won a $500 000 grant from the Asian Development Bank for a project on youth and gender budget analysis in the Pacific.

The School of Social Work and Social Policy and the School of Communication, Information and New Media, in conjunction with the Division of Business and Enterprise, secured funding totalling $19 500 for visits by one staff and six students to the University of Calgary, Canada.

The Hawke Research Institute was awarded funding of $18 500 from the Australia India Council to strengthen its research relationship with the University of Madras, Chennai, India.

The School of Communication, Information and New Media secured funding totalling $6 000 for two students to undertake a 16 week in-country programme at the Governors State University, USA.

The de Lissa Institute of Early Childhood and Family Studies commenced a two-year PNG AusAid project to upgrade 40 elementary teacher educators' qualifications to degree status.

Mary Freer was invited to be the Australian representative on a World Health Organisation commissioned research project: *Review of Health Service Models for the Provision of Care to Persons Who Experience Sexual Violence.*

Division of Health Sciences

Achievements against Divisional priorities

Priority 1: Undertake a Division-wide review

A Division-wide review into structures, functions and staffing profiles of its Schools, research centres and affiliated groups was carried out and resulted in a:

- new School of Health Sciences from January 2003, formed through the merging of the former Schools of Physiotherapy, Occupational Therapy, Medical Radiation and Physical Education, Exercise and Sports Studies

- new Division Office structure

- more transparent budgetary process that rewards performance

- new Research Strategy that explicitly values research, supports the notion of research concentrations, and values support for new researchers

- new International Strategy

- more refined governance and management structure.

Priority 2: Position the Division as a key player in aged care teaching and research

Appointed Professor Gary Andrews as Professor of Ageing in the newly established Australian Centre for Community Ageing (ACCA).

Priority 3: Increase the number of international students studying in the Division

Onshore enrolments from fee paying overseas students increased by 44 percent in 2002. This increase was due largely to increased enrolments in the pharmacy, nursing, and occupational therapy undergraduate programs.

Achievements against Corporate priorities

Priority 1: Enhance graduate outcomes

Major revisions were made to two programs offered by the School of Pharmaceutical Molecular and Biomedical Sciences (Food Science & Nutrition, and Biomolecular Chemistry), to more thoroughly embed the Graduate Qualities.

The Division will further enhance the embedding of Graduate Qualities in 2003 through its Teaching and Learning Grants Scheme.

Priority 2: Develop an international cross-cultural perspective in all we do

The Division's international performance demonstrates an improved international perspective. In 2002, the International Committee was restructured, a Division Internationalisation Strategy established and a new Business Development Manager International appointed.

The Division's focus on Indigenous health issues was strengthened by its links with the Spencer Gulf Rural Health School and the Division continued to develop its important profile in refugee and NESB health issues.

Priority 3: Strengthen the staff profile through initiatives in recruitment, induction, development and succession planning

The Division implemented a Division-wide Staff Establishment process and is developing a new approval processes for staff recruitment and hiring.

Priority 4: Implement an institution-wide online strategy

Online courses began to be integrated into the third and fourth years of the occupational therapy programs to allow students to combine field practice with other courses and to provide greater flexibility in study locations. Three complete professional certificates in Occupational Health and Safety, Wound Care and Immunisation became available online and a further 30 percent of the courses in the Master of Nursing Science will go online in 2003. The Division's Graduate Certificate in Research Methodologies was also made available on-line.

Priority 5: Clarify our future academic profile

The Division began to formally describe and analyse its current and future academic profile and began reviewing its program profile to identify new programs corresponding with this corporate strategy. The Staff Establishment process for the appointment of new staff will help to ensure all appointments align with the Division and University Academic Profile.

The 2002 Division Review and the 2003 Reviews in the School's of Pharmaceutical, Molecular and Biomedical Sciences, Nursing and Midwifery, and the Review of School Non-Academic Staff Structures all take direct account of the Academic Profile 2010-2015 document.

Other achievements

Educating professionals

The School of Medical Radiation was awarded $205 000 over four years from the Commonwealth Department of Health and Ageing to fund a 0.6 lecturer position and purchase additional IT equipment to support the increase in radiation therapy students in the School.

The School of Nursing and Midwifery and the South Australian Immunisation Coordination Unit of the Department of Human Service (DHS) signed a five year collaborative agreement to continue to provide the Immunisation short course. The DHS will provide approximately $180 000 over the period for online development and continual improvement of the course, marketing and scholarships.

The three year Bachelor of Midwifery, offered both by UniSA and Flinders University, was officially launched by the Hon Sandra Kanck MLC in March.

The School of Medical Radiation was awarded funding for four years from the Western Australian Health Department for a 0.4 clinical tutor position in Western Australia to support the Bachelor of Medical Radiation (Nuclear Medicine) offered in external mode in that State.

The first Graduation Ceremony for graduands from the Post Partum Household Assistant Project was held in March in Brookman Hall. This project is educating unemployed young women from the Northern suburbs to assist early discharged young mothers in their homes in the first two weeks after childbirth.

Creating and applying knowledge

The Division of Health Sciences achieved the excellent result of 30 (22 PhD plus 8 Masters) research degree completions for 2002.

The Centre for Allied Health Research was appointed The Joanna Briggs Collaborative Centre for Evidence-based Allied Health Care in Australia. The new Collaborative Centre will include Associate Professor Karen Grimmer (Director), Professor David Wilkinson (Mentor), and Associate Professor Lorraine Sheppard, Associate Professor Esther May, Dr Sara Jones, Dr Sheila Scutter (all Directors of units within the new Centre) as members.

Professor Mary Barton was awarded funding of $305 000 over three years from Australian Pork Ltd for her research project: *Epidemiology of Antibiotic Resistant Bacteria and Genes on Piggeries.*

Dr Kay Price and Dr Lynne Barnes were successful in their tender to the Department of Health and Ageing for the project: *Development of a Decision Making Tool in Relation to the Use of Restraint in the Delivery of Aged Care in Residential Facilities* valued at $153 535.

The Quality Use of Medicines and Pharmacy Research Centre, led by Associate Professor Andy Gilbert, was awarded a $150 000 Pharmacy Guild of Australia Rural Infrastructure Grant for the project: *Improving the Quality, Effectiveness and Sustainability of Smoking Cessation Services,* delivered through community pharmacies. This 12 month project involves a collaboration of professional and government organisations including QUIT SA, Pharmaceutical Society of Australia (SA Branch) and Drug and Therapeutics Information Service.

Professor David Wilkinson and Associate Professor Lindsay Richards were awarded an NHMRC Grant for the project: *Dental Care and Oral Health for the Indigenous Communities of South Australia's Mid-North*, valued at $100 000.

Professor David Wilkinson together with Associate Professor Gary Misan and Associate Professor Lindsay Richards were awarded an NHMRC Strategic Research and Development Oral Health research grant valued at $100 000 for an Indigenous Health research project in Pika Wiya.

Professor Esther May and Associate Professor Karen Grimmer were successful in securing a Commonwealth Tender to evaluate literature and database integrity for pre- and post-admission to public hospitals, worth approximately $80 000.

The research team of Associate Professor Karen Grimmer, Professor Esther May, Professor David Wilkinson and Dr Paul Arbon received $76 435 from the Australian Health Ministers' Advisory Council Working Group on Care for the Older Australian (administered by the DHS in SA) for the Review of Assessment and Transition Practices in Public Hospitals.

Helen Bradley was awarded a RHSET Grant worth $61 790 for the project: *Extending the Clinical Education Experiences of Aboriginal Health Workers for the Improvement of Aboriginal Health.*

Professor Jan Pincombe and Anne Henderson were awarded a Women's and Children's Foundation Grant of $43 500 for the project: *The Breastfeeding Self Efficacy Scale as a Tool for Predicting the Duration of Breastfeeding in First Time Mothers.*

Dr Ian Blue, Professor David Wilkinson, Jeff Fuller, Colin Weetra and Anna Dawson were awarded a grant of $40 764 from the Northern Territory government for the project: *Evaluation of Pathways to Primary Health Care Program for Remote Area Nurses.*

Dr Sheila Scutter and Maureen Wilkinson and the Centre for Allied Health Research successfully tendered to DHS for a project entitled: *Time Based Relativity Study of the Vascular Ultrasound Items of the Medicare Benefits Schedule* valued at approximately $40 000.

Dr Bob Milne, in collaboration with Associate Professor Kingsley Coulthard and Professor John Turnidge from the Women's and Children's Hospital, received a grant of $37 500 from the Channel Seven Children's Research Foundation Inc. of SA to examine the disposition of colistin in patients with cystic fibrosis, and of colistin and its prodrug, colistin methanesulphonate, in the kidney.

Jim Dollman and Professor Kevin Norton were awarded a $35 000 grant from Department of Education, Training and Employment and the DHS to further develop a strategy for promoting physical activity in Out-of-Hours Care Centres.

Jim Dollman and Dr Tim Olds received a grant of $20 000 from the Office of Recreation and Sport to administer a computer-based physical activity survey in South Australian schools in 2003.

Professor Simon Stewart was awarded a five year NHMRC Career Development Fellowship.

The Centre for Molecular and Materials Sciences was formed from a merging of the Porous Materials Research Group, the Analysis and Sensors Research Group and the Food Science and Technology Centre. The Director of the new Centre is Associate Professor Phillip Pendleton.

The Ion Channel Group within the Centre for Biomolecular Studies led by Professor Allan Bretag was cited in the January issue of Nature for their work on the ion selectivity of the prokaryotic ClC chloride channel protein. The feature article described the solving of this unique crystal structure for the first time by scientists at Rockefeller University, NY.

Serving the community

Sara Jones and a group of final year podiatry students conducted a series of community assessment and treatment clinics for the Nganampa Health Service. The week-long clinical visit to the Pitjantjatjara Lands included the provision of podiatry sessions at Ernabella, Amata, Fregon and Mimili. The visit formed part of an ongoing community program in remote Aboriginal health sponsored by the Podiatry program, involving three visits to the Pitjantjatjara Lands and one visit to Coober Pedy annually.

A brochure on good adolescent spinal health practices developed by the Centre for Allied Health Research was launched in October by the Hon Trish White, Minister for Education. The brochure was the culmination of nearly six years of work by over 380 students, eight staff and six researchers. It will be distributed to all schools in SA.

Nursing and Midwifery staff hosted Aboriginal Health Workers from the Pitjantjatjara Lands. The visits involved excursions to all major hospitals, observing operations and neonatal care. The initiative was a direct result of a grant gained by Helen Bradley, which will also allow for further visits from Umoona (Coober Pedy), Raukkan (Meningie) and Pt Lincoln Aboriginal Health Services.

Agreements were signed for the provision of the Bachelor of Nursing (Post Registration) in Singapore with the National Kidney Foundation of Singapore and in Malaysia with Masterskill Sdb Bhd.

Professor David Wilkinson, Dr Colleen Smith, Ann Kempe from the South Australian Immunisation Coordination Unit and DHS successfully tendered for a $208 000 project with the World Health Organisation (WHO) Geneva to develop and revise 12 immunization training modules for middle-level managers. These modules will then be pilot tested in eight African countries and other WHO regional offices.

A Memorandum of Intent (MOI) between Harbin Physical Education Institute, China and UniSA was signed in March. The MOI signifies an intent for collaboration in a number of areas including the development of undergraduate and postgraduate programs in the areas of exercise and sport science, and health and physical education.

The Division hosted visitors from Bahrain, Norway, Sweden, China, Malaysia and the Philippines.

The School of Occupational Therapy, in collaboration with the School of Physiotherapy, won a UMAP grant for $20 000 to send students to the Philippines for field practice in 2003. This is the third successive UMAP grant awarded to the School of Occupational Therapy.

The second cohort of Sepang Institute of Technology students arrived in Adelaide to commence year three of the Bachelor of Pharmacy Twinning Program.

Division of Information Technology, Engineering and the Environment

Achievements against Divisional priorities

Priority 1: Undertake an in-depth review of professional areas associated with Environmental Sustainability

A major review of the discipline areas of three schools will lead to the development of stronger programs in areas of environmental sustainability and revised school structures.

Priority 2: Position the division for success in a number of cooperative research centre bids

Division staff were key members of two successful bids in the 2002 CRC grants round, the CRC for Integrated Engineering Asset Management, and the Enterprise Distributed Systems Technology CRC. They also participated in other successful CRC bids including the CRC for Desert Knowledge and the CRC for Sustainable Tourism.

Priority 3: Work towards cross-disciplinary research programs under Emerging Thematic Priorities scheme

A number of three year cross-disciplinary research programs were identified and established:

- Australian Manufacturing Centre of Excellence, under the direction of Professor Grier Lin and Professor Ross Bensley

- Sustainable Systems and Technologies, under the direction of Professor Mike Taylor

- Management and Design of Complex Technological, Social and Business Systems, under the direction of Professor Stephen Cook

- Advanced Pharmaceutical Characterisation, Formulation and Manufacturing, under the direction of Dr Kong.

Priority 4: Consolidate and develop international onshore and transnational programs

Substantial work was undertaken resulting in new offshore programs/collaborations that include:

- an MOU with Khon Kaen University, Thailand, in Transport Systems and Civil Engineering

- establishment of a joint research institute with the College of Highway Engineering, Changan University

- agreement with Hassall and Associates International to offer a Master of Project Management (including a nested Graduate Certificate and Graduate Diploma) in the People's Republic of China in bilingual mode in Beijing commencing in 2003

- establishment of research relationships with the Chinese Academy of Science and Peking University, Department of Computer Science and Technology.

Achievements against Corporate priorities

Priority 1: Enhance graduate outcomes

The Division's Teaching and Learning Unit began mapping Graduate Qualities across programs in two schools as part of the A35a quality assurance process.

Major Experiencebank events were held in three Schools bringing together industry, staff and students and 170 students were successfully placed under the Industry Internship Placements Scheme.

Extra tutorial assistance and staged assessment processes were trialled successfully within the Students At Risk initiative to improve pass rates in mathematics.

Priority 2: Develop an international cross-cultural perspective in all we do

In contrast to other Divisions, staff of the Division of Information Technology, Engineering and the Environment are drawn as much from outside Australia as from within. The Division's technologically-based disciplines are global in nature, with texts drawing on examples from around the world.

In 2002, a number of students participated in exchange programs to the US and Japan. The cross-cultural dimension of student learning has been addressed within the Students at Risk program.

Priority 3: Strengthen our staff profile through initiatives in recruitment, induction, development and succession planning

School administration improvements progressed with the development of a detailed training needs analysis for all school administrators and a tailored training program to be rolled out in early 2003. The Division Office organisational restructure was completed in 2002 and new positions and roles were created in several schools to address workload and organisational issues.

The Division continued to provide financial support for women academic staff to complete PhDs. Two female academic staff members were promoted to Level C in 2002, and a third female academic staff member was appointed as Lecturer Level B in Water/Environmental Engineering. UniSA now employs one of the largest proportions of female academics in this field in Australia.

Priority 4: Implement an institution-wide online strategy

The Division continued its collaboration with the Flexible Learning Centre in the development of online materials. Five schools were involved in the development of online course content and a number of development projects were carried forward to 2003, when the next phase of staff training in online delivery will be conducted.

Priority 5: Clarify our future academic profile

Most areas of the Division have research programs that give greater expression to the three areas of the future academic profile, namely sustainability, healthy lifestyles and complex systems.

The Review of the Professional Disciplines that Underpin Environmentally Sustainable Development made recommendations for actions related to the current profile (and trends) of environmental sustainability education within the university.

Other achievements

Educating professionals

On behalf of the SA Consortium for Information Technology and Technology, the Division managed the Defence Science and Technology Organisation's (DSTO's) national continuing education initiative to raise the qualifications level of all DSTO scientists and engineers to at least Masters level. The Systems Engineering and Evaluation Centre (SEEC) provided core programs and led the systems engineering strand. The CEI program is one of the largest corporate-supported science and engineering postgraduate program initiatives in Australia.

The Division launched several new undergraduate programs, including the Bachelor of Information Technology (Geographic Information Systems and Computing) and the double degree, Bachelor of Engineering (Civil and Water Engineering)/Bachelor of Management.

The Australian Institute of Project Management formally endorsed the Graduate Diploma and Master of Project Management in 2002 and the Division launched its Professional Doctorate program in Project Management.

The Creating a Collaborative Learning Environment project continued in 2002. Three stage-one staff groups were run and two new stage-two groups were formed, one focusing on interdisciplinary scholarship and the second focusing on balance in work and life.

Creating and applying knowledge

The SA Water Corporation and the State Government committed $1.75m over five years to sponsor a Professorial position in hydrosciences and engineering and create a Centre for Water Sciences and Systems.

Associate Professor Wasim Saman led a 12 month study at Playford Primary School in conjunction with the Department of Administrative and Information Services that led to substantial energy savings through innovative building design.

Dr Jack Desbiolles managed one of the project components that contributed to the success of the BHP-Billiton National Landcare Research Award being presented to Mallee Sustainable Farming Inc.

PhD student Wayne Piekarski and Associate Professor Bruce Thomas won national and international acclaim for their work in augmented reality and wearable computers. Wayne was a finalist in the national Eureka prize for innovation.

The Transport Systems Centre became recognised as the world's fourth CUBE Special Centre of Excellence in Transport Research and Education (SPECTRE) though its collaboration with Citilabs Ltd, developers of the world's best practice software package 'CUBE/TRIPS' for multimodal travel demand analysis.

The School of Computer and Information Science established the e-World lab with support from DSTO and Defence Systems Technology Centre.

Serving the community

Adjunct Professor Bob Baldock completed a 10 day expedition on board the SARDI vessel Ngerin off Ceduna, as part of a scientific team to commemorate the Flinders-Baudin Encounter 2002 Celebrations.

Student Ambassadors from the School of Electrical and Information Engineering ran mentoring sessions for Urrbrae Agriculture College in microcontroller programming, Smithfield Plains High School in robotic assembling and programming and Windsor Gardens Vocational College in robotics, microcontroller programs and electronics.

Six undergraduate students provided tutorial and teaching assistance in Mathematics, IT and Geography at Paralowie High School as a pilot of a peer mentoring and support program in high schools.

A program to teach 60 Year 12 students from six local high schools physics, chemistry and mathematics on campus was developed in collaboration with the Department of Education and Children's Services. Known as SMS@UniSA, the program brings students with selected teachers on campus for three to six hours each week to use UniSA's laboratories and have contact with University staff and research students.

Internationalisation

In January 2002 a series of two-day seminars on building defects were run by Steve Pullen in Singapore, Kuala Lumpur and Hong Kong. The seminars were well attended by building engineers, maintenance managers and architects from a range of private and public sector organisations.

The School of Advanced Manufacturing and Mechanical Engineering's undergraduate upgrade program Bachelor of Engineering (Mechanical and Manufacturing Management) in Singapore was awarded provisional accreditation by the IEAust. This is the first international program of its type to attain this milestone.

Research relationships were established between the School of Computer and Information Science and the Chinese Academy of Science (Intelligent Systems, Mathematics and Systems Science and Automation Institutes) and Peking University, Department of Computer Science and Technology.

The Division's growth between 2001 and 2002 for international onshore EFTSU was 30 percent with a 32 percent increase in revenue. Growth between 2001 and 2002 for transnational EFTSU was 37 percent with a 49 percent increase in revenue.
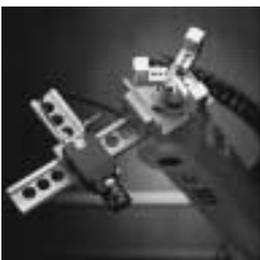
Whyalla Campus

Achievements against Campus priorities

Priority 1: Carry out a change management process

The Campus underwent a major change management process. The change management was made up of four major aspects: it changed the organisational structure, the way that students are supported, the academic support staff and the staff profile of the campus. By the beginning of 2003 all changes had been implemented with the support of staff and staff organisations. The campus is now well positioned for success in the coming years.

Priority 2: Improve the staff profile

The Campus employed nine new staff in areas of significant academic activity. These appointments will provide a good foundation for developing and sustaining the campus.

Priority 3: Increase the profile of the Campus

A marketing officer was appointed to help enhance the profile of the campus in the community. In 2002 all Campus promotional materials were redesigned, consistent with the UniSA corporate style. The Campus also had a constant presence in local media outlets.

Priority 4: Diversify the Campus's income stream

Major new initiatives in 2002 were the establishment of the South Australian Centre for Arid Lands Technology (SACALT), the Whyalla Campus Outdoor Education Centre and the Applied Statistics Unit (ASU). These initiatives helped to diversify the funds flowing into the campus, build on the environmental strengths that its rural location offers and helped to enhance the University's offerings overall.

Priority 5: Continue to engage with regional stakeholders

Whyalla staff worked with a number of stakeholders, both inside and outside the university. The campus continues to be a major player in the economic development of the region through its participation in the Whyalla Economic Development Board (WEDB) and the Upper Spencer Gulf Common Purpose Group (USGCPG).

Major achievements have also been made through the collaborative work with the Spencer Gulf Rural Health School (SGRHS).

Achievements against Corporate priorities

Priority 1: Enhance graduate outcomes:

82 percent of students graduating from the Whyalla Campus are now in fulltime employment, well above the corporate target. Nursing and Social Work experienced 100 percent graduate employment.

The campus continues to work closely with advisors from the workplace to ensure programs are relevant. The campus has a formal external advisory group that reports to the Dean, and disciplines work directly with industry to ensure the relevance of program content. The Campus is also working to meet its objective of having an element of work practice in all its programs by 2005.

In 2002 staff from Learning Connection came and spoke to over 60 students about Experiencebank and also to over 20 employers about what it could offer to both students and employers.

Priority 2: Develop an international and cross-cultural perspective in all we do

Learning Connection provided a workshop to staff on how the international and cross-cultural perspective could be built into their courses in 2002. This workshop was well attended by staff.

Priority 3: Strengthen our staff profile through initiatives in recruitment, induction, development and succession-planning

A good mixture of staff with local knowledge and academic experience were recruited in 2002 as a result of the change management process. The Campus worked closely with human resources to provide comprehensive induction and a successful academic orientation program was offered to the new staff. A Deputy Dean and Discipline Leaders were appointed to help address succession planning issues.

Priority 4: Implement an institution-wide online strategy

In 2002 the first courses of the Master of Rural Health were developed online. All courses in this program will be developed in this way. Other courses incorporated aspects of online delivery through the establishment of discussion boards. There was an extensive program of professional development for staff beginning to offer their courses on-line. This program included sessions delivered by the FLC.

Priority 5: Clarify our future academic profile

The campus reviewed its academic profile in light of corporate data, including viability data. Decisions were made to terminate some programs, increase student numbers in others and to look at establishing new programs on the campus.

Other achievements

Educating professionals

The Bachelor of Social Work was accredited by the Association of Social Workers. It was accredited for five years and the report written by the association was very positive.

The nursing discipline entered into an agreement with the School of Nursing in the Division of Health Sciences to offer the Bachelor of Midwifery degree from the Whyalla Campus.

The Master of Rural Health was accredited. This is the first online case-based masters degree to be offered in Australia.

Creating and applying knowledge

Two members of staff completed their PhDs and one member of staff was recruited with a PhD, bringing the percentage of staff with PhD's to 33 percent. This is a particularly pleasing result for the campus given the difficulties of recruiting staff to rural campuses.

The Campus had its first graduates from its PhD program

The Reconnect and Parenting programs were re-profiled to better reflect the support that the campus could provide.

Serving the community

Links with the local communities were strengthened during the year. The senior staff from the campus presented to a number of local councils in the Upper Spencer Gulf including Whyalla and Port Pirie.

Networks for You set up their office in the E-commerce Centre. They use the Centre to deliver courses to the community. This relationship has improved usage of the E-commerce facility and has encouraged more people to come onto the campus.

The Campus formed a positive relationship with the Smith Family and the University of the Third Age. The Smith Family operate their office for educational scholarships from the Campus, encouraging high school students and their families to come onto the campus and disadvantaged families to fully engage in education. To the University of the Third Age, the Campus offered facilities and teaching staff.

The Campus also entered into close relationships with local schools, providing them with the opportunity to use campus facilities to deliver their courses. These activities led to a greater presence of the public on Campus and it is emerging as a major community resource.

Discussions took place with the local council and educational establishments in Whyalla regarding the feasibility of establishing a joint use library.

The Whyalla Select program and the Whyalla Bridging Program continued to be instrumental in opening up higher education to under-represented groups.

Internationalisation

Although it is not envisaged that the Whyalla Campus will become a major provider of programs to overseas students, it is thought it could be more involved with enhancing programs for international students. This policy was discussed at length with the International Office in 2002.

The Campus developed a strategy to enable it to deliver courses within programs delivered through schools in Adelaide.

The Campus' Outdoor Education Centre, based at Roopena Station, will be utilised to deliver Outback encounter courses, which could be used to enhance and add value to programs from within the Divisions.

The Campus hosted students from Bhutan on its business program and had a visiting academic from Scandinavia who undertook research in Whyalla.

Awards and achievements

2002 Chancellor's Awards for Community Service

Individual winner:

Suzanne Mills from the Port Lincoln Aboriginal and Islander Study Centre - in partnership with the Indigenous community and community organisations in the Port Lincoln Region

Team winners:

The Development Office Team in partnership with contributing organisations including St Andrew's Hospital, PodSquared, OneSteel Whyalla, Baulderstone Hornibrook, Gerard Industries, Built Environs, Whyalla City Council and Trojan
Team members: Yvonne Clark, Chris Michelmore (Connell Wagner), Susan Seymour, Troy Shiels, Desiree Utting, Sheila Bailey

Mothercarers Team - for their 'Post Partum Household Assistant Project' in partnership with the Foundation for Young Australians, the Department of Human Services, General Motors Holden, North West Adelaide Health Service, Lyell McEwin Hospital Campus, The Playford Partnership, TAFE Para West, Smithfield Plains High School and Centre Link
Team members: Annette Summers, Beth Grinter, Gus Dekker (Lyell McEwin), Di Beveridge (Lyell McEwin) and Cathy McDonald (Project Officer)

Podiatry Clinical Outreach Team - in partnership with the Nganampa Health Council, Umoona Health Service, Diabetes Outreach Services
Team members: Sara Jones, Helen Banwell and participating undergraduate podiatry students

Coorong Restoration Team - in partnership with the Ngarrindjeri people
Team members: Joan Gibbs, Richard Mills and participating undergraduate environmental and recreation management students

UNIque Constructions Team - in partnership with the Patjarr Aboriginal Community
Team members: David Morris, Nick Opie (deceased), Matt Rumbelow, Gerhard Schurer, Oli Schulz (graduate), Nicko Young (graduate) and approximately 150 participating undergraduate architecture students

Occupational Therapy Community Projects Team - in partnership with 29 community agencies
Team members: Susan Gilbert-Hunt, Sue Hartshorne, Merle Weston and fourth year occupational therapy students (2001)

Science and Technology Awareness Team - in partnership with local northern Adelaide area schools including Urrbrae Agricultural High School, Windsor Gardens Vocational College and Smithfield Plains High School and industry partners including eLabtronics, ITEK and the Electronics Industry Association
Team members: Zorica Nedic, Andrew Nafalski, Ozdemir Gol, Graham Mitchell, Paul White, John Wilson, Jarrod Pitt (student), Ben Mercorella (student), Sahar Ardalan (student) and Priyamvada Ravindra (student)

Vice Chancellor's Awards for General Staff Excellence

Individual winners:

Sally Carpenter, Research Services for providing Quality Service

Pat Watson, Assurance Services for Building Bridges

Trevor Christofis, The South Australian School of Art for providing Quality Service

Team winners:

The Integrated Library Management System for Building Bridges
Team members: Margareta Nicholas, Elizabeth Collins, Irene Doskatsch, Heather Dutney, Matthew Hooper, Mervyn Islip, Marcia Lohe, Daniela Nastasie, Tania Pugh, Juli Pullman, Jenny Quilliam, Fiona Thomson, Arne van Zijl, and Roy Worthington

The Medici Project Management Team for Leading Change and Providing Quality Service
Team members: Lohlan Lee and Judy Szekeres

The Experience Bank Team for Working Smarter, Getting Results and Building Bridges
Team members: Lorraine Connor, Stephen Jeisman, David Walters, Simon Matthias and Adam Barclay

Vice Chancellor's Awards For Innovation, Product Improvement and Process Improvement

Award for Innovation: Process Improvement

Nursing Field Placement Unit Team, School of Nursing Innovative Allocation (SONIA)

SONIA is an innovative software system developed by the staff of the Nursing Field Placement Unit to manage around 2500 local and interstate clinical placements each year.
Team members: Kate Andre, Lauren Spencer and Carmen Baker

Award for Innovation: Product Improvement

Analysis and Sensors Group Team, Centre for Molecular and Materials Sciences

Development of a real time monitoring system for wine fermentation

The product comprises a UniSA designed and built software system with a screen and interactive pad that can monitor the wine fermentation process.
Team members: Dr Alexander Badalyan, Associate Professor David Davey and Dr Stan McLeod

2002 Excellence in Teaching Awards

Excellence in Teaching Awards

Denise MacGregor, School of Education, for excellence in Technology Education

David Morris and the late Nicholas Opie, Louis Laybourne Smith School of Architecture and Design, for excellence in the teaching of Design and Construction

Kathy Paige, Mike Chartres and David Lloyd, School of Education, for excellence in the integration of Mathematics and Science Education

Highly Commended

Professor Andrew Nafalski, Jan Machotka and Zorica Nedic, School of Electrical and Information Engineering

Associate Professor Rick Sarre, School of International Business

The Medical Radiation Postgraduate Teaching Team, School of Health Sciences: Wendy Barber, Maureen Wilkinson, Hala Iasello, Trenna Albrecht, Sean McPeake

The Master of Social Science (Counselling) Team, School of Psychology: Mark Cescato, Greg Ireland, Josie Luscri, Kurt Lushington, Melanie Parry-Jones, Ilona Reid, Denise Skinner, Paul Wetham

2002 USASA Postgraduate Excellence Awards

Lecturer of the Year: Dr Eimear Muir-Cochrane, School of Nursing and Midwifery

General Staff Person of the Year: Ann Mather, Library, Underdale

Supervisor of the Year: Professor Don Langmead, Louis Laybourne-Smith School of Architecture and Design

Postgraduate Representative Award: Professor Roger Horn, Deputy Director, IWRI

2002 Teaching Grants

Supported Teacher Awards and Teaching Grants were not allocated in 2002 awaiting the outcomes of the Review of Teaching and Learning Awards and Grants.

Other awards and achievements

Accounting Forum, co-edited by Associate Research Professor Glen Lehman and Professor Tony Tinker won an Emerald Golden Page Award for Readability of Research in the Accounting and Finance Category.

Associate Professor Alan Reid was awarded the Department of Education, Science, and Training Research Fellowship for 2002-2003.

Associate Professor Alan Reid was presented with a Fellowship of the Australian College of Educators in recognition of his continuing exemplary service to the education profession.

Erica Green was awarded a prestigious Gordon Darling Foundation travel grant to visit new art museums and to undertake research into the development of a touring exhibitions program.

Gabriella Bisetto was awarded a Helpmann Grant to assist 14 glass students to attend the Ausglass Conference, an international conference hosting international speakers, workshops and exhibitions.

The Eden and the Apple of Sodom exhibition catalogue, published by the Art Museum, was awarded a gold medal PICA award.

Peter Schumacher received a bronze leaf at the International Furniture Design Fair Asahikawa, a major international furniture design competition.

Anne Glover was a State Finalist for the Australian of the Year Award in recognition of her outstanding work with Aboriginal, South Pacific, PNG and East Timor disadvantaged children.

Lewis O'Brien won the 'Local Hero' category for the metropolitan area of South Australia at the Australian of the Year Awards, in recognition of the outstanding achievement and significant contribution he has made in his local community.

Dr Libby Roughead was one of only two Australians to win the prestigious Harkness Fellowship for Health Policy. The US$85 000 award will allow her to spend up to a year in the United States conducting research and working with leading health policy experts.

Associate Professor Nicholas Procter and Associate Professor Simon Stewart were recipients of 2002 Nursing Excellence Awards at the 2002 Government of SA Nursing Excellence Awards.

Professor Simon Stewart was the only recipient from UniSA and one of only six in the State awarded a 2002 South Australian Tall Poppy Award by the Australian Institute of Political Science.

Associate Professor Ross McKinnon and co-workers from the Centre for Pharmaceutical Research were joint recipients with staff from Flinders University of the prestigious Merck Sharp and Dohme prize for the best medical information poster at the Australian Health and Medical Research Congress held in Melbourne.

Debra Rowett was awarded the Society of Hospital Pharmacists Association Australian Clinical Pharmacy Award.

Alvin Summerton received the Inaugural President's Award from the Royal Australian Chemical Institute (SA Branch). The President's Award is given to a member who has contributed significantly to the advancement of the profession of chemistry in South Australia and/or service to the South Australian Branch.

Kim Ferguson was awarded the Young Water Scientist of the Year. Her groundbreaking research has developed a DNA-based method for rapid detection of toxic blue-green algae in fresh water, providing managers with an early warning system for potential algal blooms.

Dr Stephen Lucas received the Australian Best Young Applied Mathematician Award from the Australian and New Zealand Industrial and Applied Mathematics (ANZIAM), a Division of the Australian Mathematical Society.

Sue Mikilewicz was awarded the Australia New Zealand Leisure Studies Association Thesis of the year for her honours thesis. Scott Edgecombe achieved second place.

Guy Gallasch and Matthew Elliot won the State Prize in the Siemens Prize for Innovation. The project was supervised by Professor Jonathan Billington and funded by DSTO.

Senior appointments and promotions

The following senior promotions and appointments were approved by Council in 2002:

Associate Professor

Josephine Caust

Dr Suzanne Franzway

Dr Bruce Gurd

Associate Research Professor

Dr Glen Lehman

Dr Eimear Muir-Cochrane

Professor

Associate Professor Mary Barton

Associate Professor Barbara Comber

Associate professor Alan Evans

Associate Professor Alan Reid

Associate Professor Rhonda Sharp

Associate Professor Larry Lockshin

Doctors and Emeritus Professors of the University

The University conferred the award of Doctor of the University on the eminent Australians:

Dagmar Egan AM in recognition of her major contribution and commitment to the promotion of the University of South Australia as an inaugural member of the Council of the University and as Deputy Chancellor from 1993. In addition, Ms Egen has been influential in acting as an ambassador for the University in the broader community.

Professor Yuan-tseh Lee in recognition of his contribution to science and higher education. A Nobel laureate in chemistry in 1986, Dr Lee is the current President of Academia Sinica. President Lee also chairs the Convocation and the Council of Academia Sinica.

Professor Eleanor Ramsay in recognition of her major contribution and commitment to the University of South Australia and service to the community through national leadership in advancing access and equity in education and employment.

Professor Zhang Xiaowei in recognition of his contribution to science and higher education. Professor Zhang is the Director General of the Natural Science Foundation of China's Heilongjiang province. With a highly distinguished career in science and technology he has made an important contribution to the University's relationships in China.

The title of 'Emeritus Professor' was awarded to two former members of staff:

Professor Ruth Grant in recognition and acknowledgement of her significant service to the University of South Australia and its antecedent institutions. Professor Grant's distinguished career has included some notable appointments – she was first female professorial appointment in 1989 in the 100 year history of the South Australian Institute of Technology and first President of the International Society of Educators in Physiotherapy. Professor Grant was also appointed Honorary Adviser to the Hong Kong Physiotherapy Association - the first person outside of Hong Kong to receive this honour.

Professor Freda Briggs in recognition of her significant contribution to the University and to the community as an advocate for children. Professor Briggs's work has been acknowledged by several significant honorary awards during her career, including an ANZAC Award from the Federal Department of Foreign Affairs and the New Zealand Government in 1998 for research benefiting both countries.

The title of 'University Fellow' was awarded to an outstanding member of the community:

Wallace Camerson, Managing Director, Gribbles Pathology in recognition of the valuable and considerable support he has generated through Gribbles to the University's Medical Science programs. In 1997 Mr Cameron supported an initiative resulting in a joint staffing appointment, the Gribbles Clinical Professor in Biomedical Science.

Financial Statements 2002

Following is an excerpt of the
University of South Australia's
Financial Statements 2002

*The comprehensive Financial Statements 2002
are presented in Volume 2 and are available upon
request from the University's Finance Unit.
(Contact +61 8 8302 1720)*

Statement of financial performance for the year ended 31 December 2002

	Consolidated		University	
	2002 $`000	**2001** $`000	**2002** $`000	**2001** $`000
Revenue				
Commonwealth government financial assistance	115 886	111 080	115 808	110 981
South Australian government financial assistance	2 294	2 074	2 294	2 074
Higher Education Contribution Scheme:				
• Student contributions	8 996	8 528	8 996	8 528
• Commonwealth contributions	52 267	52 906	52 267	52 906
Postgraduate Education Loans Scheme (PELS)	555	-	555	-
Fees and charges	65 403	57 785	58 902	51 149
Investment income	3 139	2 661	4 778	3 569
Royalties, trademarks and licenses	367	535	367	509
Consultancy and contract research	14 873	14 002	14 873	14 002
Other revenue	5 617	4 814	5 372	4 155
	269 397	**254 385**	**264 212**	**247 873**
Superannuation:				
• Commonwealth supplementation	21 895	20 164	21 895	20 164
• Deferred government contributions	16 300	500	16 300	500
Total revenue from ordinary activities	**307 592**	**275 049**	**302 407**	**268 537**
Expenses				
Employee benefits	155 965	153 975	153 260	151 087
Depreciation and amortisation	22 324	18 779	22 163	18 630
Buildings and grounds	10 811	12 182	10 811	12 182
Bad and doubtful debts	491	617	491	553
Other expenses	64 363	59 714	62 442	57 960
Borrowing cost expense	1 862	2 230	1 862	2 230
	255 816	**247 497**	**251 029**	**242 642**
Superannuation:				
• Commonwealth supplemented	21 895	20 164	21 895	20 164
• Deferred employee benefits	16 300	500	16 300	500
	294 011	**268 161**	**289 224**	**263 306**
Operating result from ordinary activities	13 581	6 888	13 183	5 231
Direct credits or debits to equity:				
• Asset revaluation reserves	(23 383)	(3 339)	(23 273)	(3 491)
Total revenue, expense and valuation adjustments attributed to the parent entity and recognised directly in equity	**(23 383)**	**(3 339)**	**(23 273)**	**(3 491)**
Total changes in equity other than those resulting from transactions with owners as owners	**(9 802)**	**3 549**	**(10 090)**	**1 740**

Statement of financial position as at 31 December 2002

	Consolidated		University	
	2002	**2001**	**2002**	**2001**
	$`000	**$`000**	**$`000**	**$`000**
Current assets				
Cash assets	84 952	57 553	81 021	53 896
Receivables	13 269	11 117	12 120	10 147
Other financial assets	115	119	115	119
Property, plant and equipment	6 280	-	6 280	-
Deferred government superannuation contribution	23 600	22 900	23 600	22 900
Other assets	2 405	2 303	2 379	2 288
Total current assets	**130 621**	**93 992**	**125 515**	**89 350**
Non-current assets				
Other financial assets	7 585	7 321	6 664	7 000
Property, plant and equipment	357 869	400 045	357 687	399 756
Deferred government superannuation contribution	253 700	238 100	253 700	238 100
Total non-current assets	**619 154**	**645 466**	**618 051**	**644 856**
Total assets	**749 775**	**739 458**	**743 566**	**734 206**
Current liabilities				
Payables	12 664	12 567	12 589	12 424
Provision for State superannuation	23 600	22 900	23 600	22 900
Provisions	12 044	12 866	11 886	12 725
Other liabilities	25 282	20 467	24 663	20 568
Total current liabilities	**73 590**	**68 800**	**72 738**	**68 617**
Non-current liabilities				
Payables	3 362	3 279	3 362	3 279
Interest bearing liabilities	15 000	15 000	15 000	15 000
Provision for State superannuation	253 700	238 100	253 700	238 100
Provisions	17 270	17 130	17 270	17 130
Other liabilities	825	1 319	825	1 319
Total non-current liabilities	**290 157**	**274 828**	**290 157**	**274 828**
Total liabilities	**363 747**	**343 628**	**362 895**	**343 445**
Net assets	**386 028**	**395 830**	**380 671**	**390 761**
Equity				
Asset revaluation reserve	7 515	30 898	7 473	30 746
Accumulated results of operations	378 513	364 932	373 198	360 015
Total equity	**386 028**	**395 830**	**380 671**	**390 761**

Statement of cash flows for the year ended 31 December 2002

|	Consolidated		University	
	2002	2001	2002	2001
	$`000	$`000	$`000	$`000
Cash flows from operating activities				
Inflows:				
Financial Assistance:				
• Commonwealth operating	115 220	112 599	115 143	112 599
• Other government	2 294	2 134	2 294	2 045
Higher Education Contribution Scheme:				
• HECS upfront receipts	8 996	8 528	8 996	8 528
• HECS Trust Fund	53 446	54 468	53 446	54 468
Postgraduate Education Loans Scheme (PELS)	555	-	555	-
Fees and Charges	67 078	50 248	60 680	50 248
Investment income	3 139	3 418	4 778	3 821
Royalties, trademarks and licenses	367	509	367	509
Consultancy and contract research	17 885	13 526	17 864	13 526
Other revenue	6 196	11 940	5 976	3 936
Superannuation supplementation	21 927	15 335	21 927	15 335
Taxes recovered	3 021	3 707	3 021	3 707
Outflows:				
Staff salaries and related expenditure	(154 210)	(151 465)	(151 524)	(148 443)
Non salary payments	(84 241)	(75 433)	(82 179)	(73 762)
Superannuation payments	(21 895)	(19 320)	(21 895)	(19 320)
Interest and other expenditure of finance paid	(1 890)	(2 454)	(1 890)	(2 454)
Net cash provided by operating activities	**37 888**	**27 740**	**37 559**	**24 743**
Cash flows from investing activities				
Inflows:				
Proceeds from sale of property, plant and equipment	203	720	203	612
Outflows:				
Payments for property plant and equipment	(10 240)	(13 075)	(10 185)	(12 902)
Payments for investments	-	(993)	-	(474)
Net cash used in investing activities	**(10 037)**	**(13 348)**	**(9 982)**	**(12 764)**
Cash flows from financing activities				
Outflows:				
Principal repayments under finance lease	(452)	(415)	(452)	(415)
Repayment of borrowings	-	(5 056)	-	(5 056)
Net cash used in financing activities	**(452)**	**(5 471)**	**(452)**	**(5 471)**
Net increase/(decrease) in cash held	**27 399**	**8 921**	**27 125**	**6 508**
Cash at beginning of reporting period	**57 553**	**48 632**	**53 896**	**47 388**
Cash at end of reporting period	**84 952**	**57 553**	**81 021**	**53 896**

Operating result from ordinary activities

The operating result from ordinary activities for 2002 was $13.6 million consolidated and $13.2 million University (parent entity) (2001: $6.9 million consolidated and $5.2 million University).

The graph below depicts the operating results for 2002 and 2001.
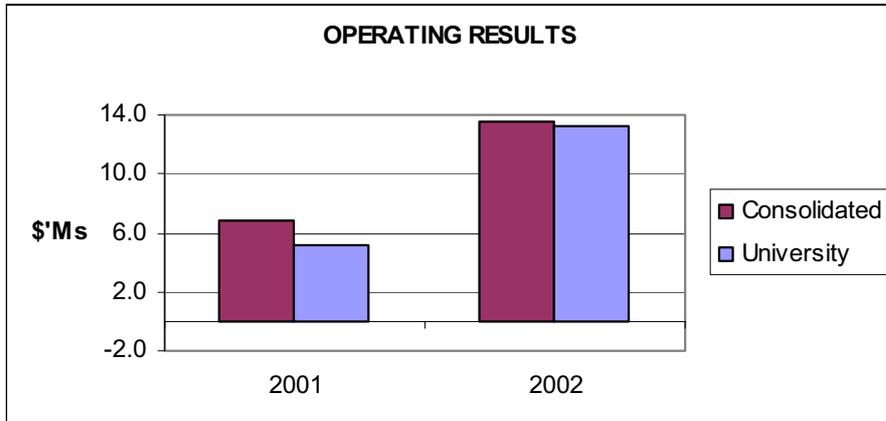
Revenue

The graph below depicts the major sources of funding to the University in 2002. Commonwealth Government operating financial assistance accounts for 41% of total revenue. South Australian Government financial assistance is included under other revenue and accounts for less than 1% of total revenue.
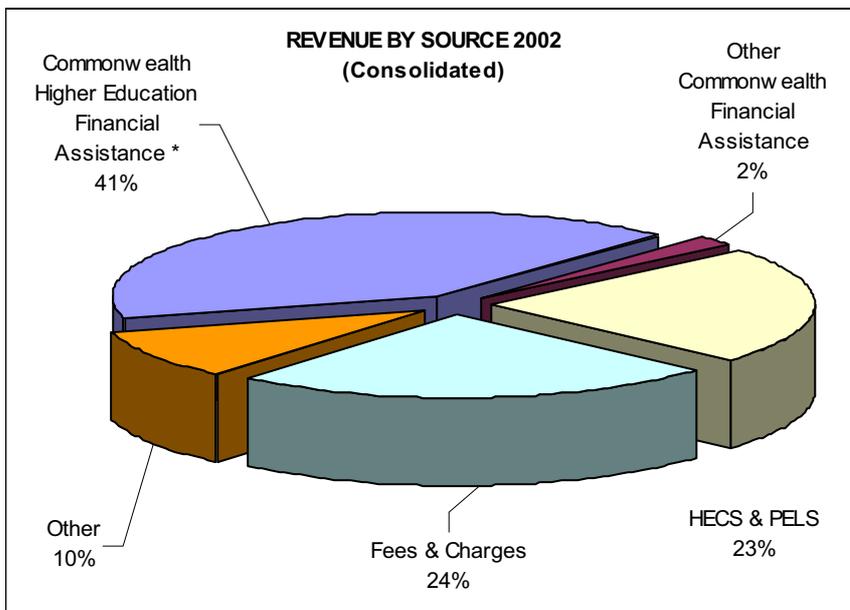
** Excludes Commonwealth deferred superannuation contributions
and supplementary funding in relation to the SA superannuation scheme.*

Expenses

The graph below depicts expenses by major type for 2002. Employee benefits account for 61% of total expenses.
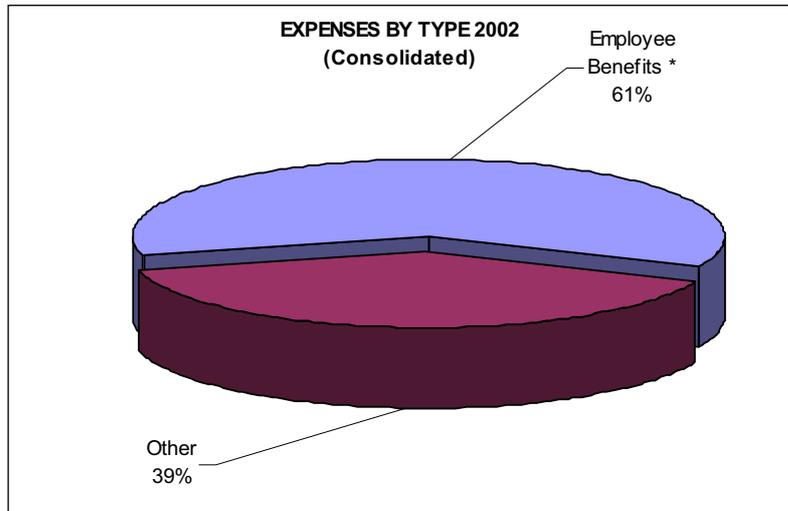
EXPENSES BY TYPE 2002 (Consolidated)

Employee Benefits *
61%

Other
39%

** Excludes Commonwealth deferred superannuation contributions
and supplementary funding in relation to the SA superannuation scheme.*

Financial position

The graph below depicts how total University assets are funded by liabilities and equity as at 31 December 2002 and 2001.

EQUITY AND LIABILITIES

$'M

Liabilities
Equity

2001   2002
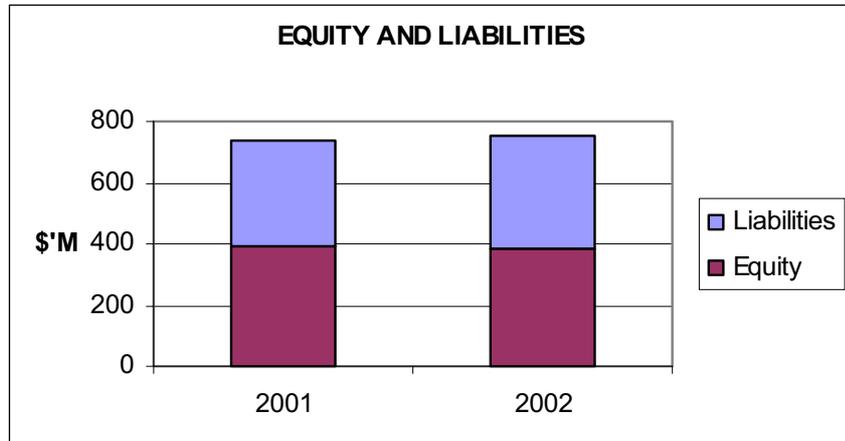
Cash position

The graph below depicts the cash balance as at 31 December 2002 and 2001.
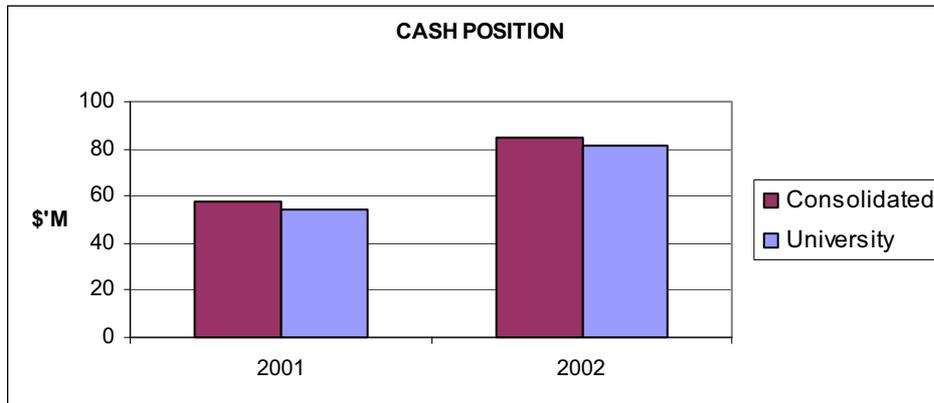
University of South Australia in brief 2002

Staff and student numbers

	Female	Male	Total
Enrolments			
Cumulative total for year to 31 August 2002			
Total number of students			
Higher degree – research	500	635	1 135
Higher degree – coursework	2 050	2 756	4 806
Other postgraduate	1 017	755	1772
Undergraduate	13 790	8 905	22 695
Cross-institution and non-award	436	260	696
Grand Total	**17 793**	**13 311**	**31 104**
Total number of international students			
Offshore	3 184	3 426	6 610
Onshore	1 229	1 274	2 503
Grand Total	**4 413**	**4 700**	**9 113**
Graduates			
Total completions in 2001			
Higher degree – research	42	49	91
Higher degree – coursework	565	647	1 212
Other postgraduate	419	344	763
Undergraduate	2 969	1 516	4 484
Grand Total	**3 995**	**2 556**	**6 551**
Full and fractional time staff (full-time equivalent)			
Snapshot at 31 March 2002			
Total staff			
Academic staff – teaching only and teaching & research	300	373	673
Academic staff – research only	47	91	138
Academic staff – other function	18	15	33
General staff	656	432	1 088
Grand Total	**1 021**	**911**	**1 932**
Academic units			
Divisions			4
Schools (excluding Divisional Offices)			28
Research Centres			22
Research Institutes			2

University of
South Australia