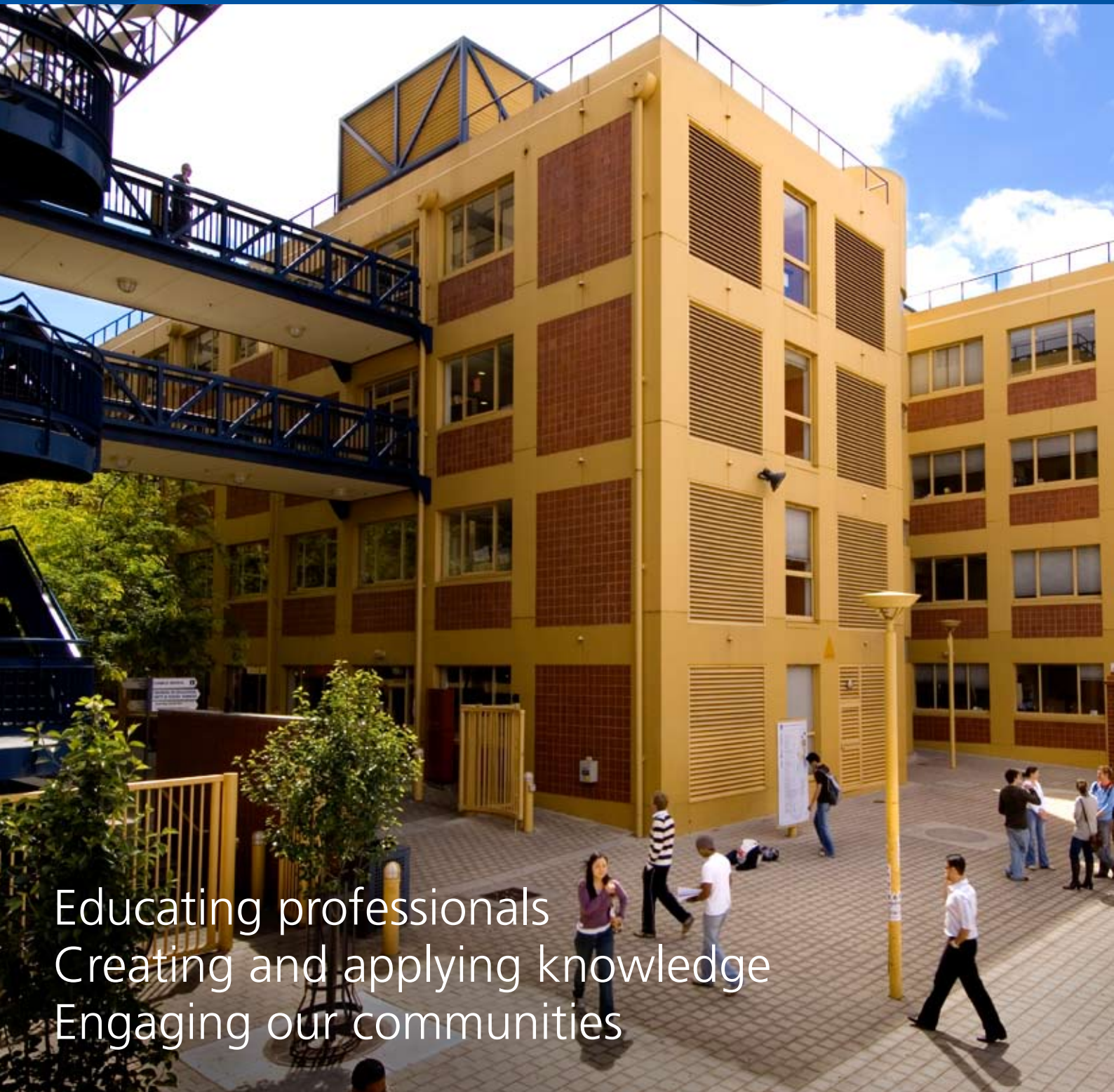UniSA Experience. The Difference.

Annual Report 2006

Educating professionals
Creating and applying knowledge
Engaging our communities

Contents

City East campus

Overview

Introducing UniSA

At a glance

Location: South Australia, Australia

Students: 33,722

International students: 10,640

Staff: 2,509*

Alumni: 96,587

Campuses: five, including four metropolitan and one regional campus

Research Institutes: 8

Research Centres: 11

Research Groups: 24

Transnational partner institutions: 19

Student exchange partner institutions: 98

* includes casual staff

Statement of strategic intent

The University of South Australia is a modern, flexible, open and innovative university which aspires to international reach and impact. Its foundations are in the 19th century's extension of access to education, and it continues to hold equity and diversity as core values.

Institutional commitment to partnerships with industry, other educational providers and the community, in educational delivery and in research, maintains a long tradition of working with industry to educate professionals.

Together we:

» value quality, diversity, sustainability and equality

» create, apply, and communicate knowledge which 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.

About us

Founded in 1991, the University of South Australia (UniSA) is a modern, vibrant and successful institution built on more than a century's experience as a leader in educating professionals and applied research.

UniSA's unique approach to teaching and learning is student-centred, focused on the outcomes of higher education, and delivered through flexible program arrangements, using online technologies. We offer more than 140 undergraduate and 200 coursework and research postgraduate programs.

Researchers at the University of South Australia solve real-world problems. Our distinctive research profile is based on our strengths in bringing together multidisciplinary teams to work with industry, government, other education providers and the professions across Australia and internationally. This approach is underpinned by a series of strategic initiatives designed to increase the University's research leadership, build capacity in research and research training, and grow the scale and focus of our research concentrations. UniSA has eight Research Institutes and consistently performs well in the Cooperative Research Centres Program and the Australian Research Council's (ARC) competitively funded grants, particularly for Linkage Projects which support collaborative, innovative and applied research alliances between higher education institutions and industry.

Overview

Nationally, we are founding members of the Australian Technology Network of Universities (ATN), an influential alliance of five distinctive and prominent Australian universities located in each mainland State. The ATN's aim is to contribute to Australia's social and economic wealth by building strategic partnerships and undertaking solution-based research which is relevant to the expectations of industry and the community.

Internationally, we offer over 30 programs in eight countries outside Australia and are one of the largest providers of transnational education in Australia. At present, a third of our students are citizens of other countries and we have the largest number of international students in South Australia.

An independent Australian Universities Quality Agency (AUQA) audit in 2004 commended UniSA's performance in 16 key areas, including strong and effective management systems, and commitment to community engagement. In late 2006 we gained ISO9001 accreditation for the quality of our processes for the management of teaching outside Australia.

The University is committed to making education more accessible and we hold equity and diversity as core values. We are committed to reconciliation between Indigenous and non-Indigenous people and have a range of programs in place to support the education of Aboriginal and Torres Strait Islander people.

Our innovative research profile, teaching and learning approach, focus on strategic partnerships, flexible entrance policies and commitment to Indigenous education and reconciliation have earned UniSA a distinctive position in the Australian higher education landscape.

Recent awards and accolades

》 Business SA Export Award for Education – 2006, 2004, 2000, 1999

》 Carrick Awards for Australian University Teaching, six Citations for Outstanding Contributions to Student Learning – 2006

》 Royal Australian Institute of Architects Sir Zelman Cowen Award, awarded to the Kaurna building, designed by John Wardle Architects in association with Hassell – 2006

》 Hong Kong Australia Business Association SA Business Awards, won the judges' award – 2006

》 Equal Opportunity for Women in the Workplace Agency, Employer of Choice for Women – 2006, 2005, 2004, 2003

》 Diversity@work Employment and Inclusion Award, for Work/Life Balance (large organisation) – 2006

》 National Investment for the Early Years Award, for UniSA Northern Adelaide Partnerships (UNAP) program's 'Lapsit Outreach Literacy Project' – 2006

》 Premier's Science Excellence Awards – 2006 Research Leader of the Year (Laureate Professor John Ralston), 2005 Science Educator of the Year (Associate Professor Brenton Dansie)

》 Australian Council of Commerce and Industry and Business Council of Australia National Work and Family Awards, Employer of the Year – 2005

》 National Greenhouse Challenge Plus Awards, Finalist – 2005

》 Australian Awards for University Teaching (replaced by the Carrick Australian Awards for University Teaching in 2006) – 2004, 2002, 2000

》 State and National Premier Commercial Property Awards in the Delfin Lend Lease Grand Masters Awards for The Mawson Centre – 2005

》 Australian Marketing Institute State Award for Marketing Excellence – 2005

》 South Australian of the Year awarded to Vice Chancellor and President, Professor Denise Bradley AO – 2005

Library, Magill

2006 highlights

Educating professionals

UniSA was one of only six universities to receive three or more grants in all three of the Carrick Institute 2006 Grant Scheme.

IDP statistics ranked UniSA third nationally for transnational enrolments and UniSA gained ISO9001 certification for the Transnational Quality Framework processes covering the development of the business case for new and amended transnational programs.

Creating and applying knowledge

UniSA attained its best ever National Health and Medical Research Council (NHMRC) results.

The Australian Minerals Science Research Institute (AMSRI) and the Cooperative Research Centre for Contamination Assessment and Remediation of the Environment (CRC CARE), both headquartered at UniSA, were officially launched in 2006.

Professor John Ralston was named UniSA's first Laureate Professor, was awarded the Premier's Science Excellence Award in Research Leadership, the Chemeca Medal and Mining Australia's Most Outstanding Contribution to Mining Award.

Engaging our communities

The Centre for Rural Health and Community Development was established as the first University Research Centre based in Whyalla as a joint initiative between the Centre for Regional Engagement and the Spencer Gulf Rural Health School.

UniSA Northern Adelaide Partnerships (UNAP) program gained the National Investment for the Early Years award for the 'Lapsit Outreach Literacy Project'.

Overview

2006 highlights (continued)

Our people, services, finance and infrastructure

Our academic achievements

Business

Education, Arts and Social Sciences

Health Sciences

Information Technology, Engineering and the Environment

Key statistics – five years

		2002	2003	2004	2005	2006	% change 2005–06
Number of students	**Total**	**31,104**	**31,828**	**32,951**	**32,266**	**33,722**	**5%**
	Commencing	11,892	11,546	12,025	12,232	13,537	11%
Student load (EFTSL)	**Total**	**20,822**	**21,384**	**22,126**	**21,378**	**22,563**	**6%**
	Undergraduate	16,195	46,748	17,025	16,958	17,993	6%
	Postgraduate	4,412	4,636	4,891	4,420	4,570	3%
Student load by funding source (EFTSL)	Commonwealth Operating Grant	14,266	13,970	14,294	–	*	
	Commonwealth Grant Scheme	–	–	–	14,030	14,765	5%
	Commonwealth Research Training Scheme	362	380	392	422	437	4%
	Domestic fee paying	516	570	631	708	669	–6%
	International onshore	1,684	2,163	2,533	3,029	3,316	9%
	Transnational	3,968	4,286	4,266	3,185	3,371	6%
	Other	26	15	10	4	5	25%
Award completions	**Total**	**6,384**	**7,644**	**8,370**	**7,961**	**8,262**	**4%**
	Undergraduate	4.383	4,839	5,280	5,078	5,317	5%
	Postgraduate	2,001	2,805	3,090	2,883	2,945	2%
Staff (FTE)	**Total**	**1,931**	**2,005**	**2,086**	**2,103**	**2,162**	**3%**
	Academic	829	858	891	920	955	4%
	Professional	1,102	1,147	1,195	1,183	1,201	2%
	Teaching and research	679	702	716	714	753	5%
	Research only	159	167	183	210	212	1%
	Other function	1,093	1,135	1,187	1,179	1,192	1%

		Actual	Actual	Actual	Actual	Actual	
	Consolidated operating result ($M)	13.6	13.5	12.8	19.5	29.8	
	Safety margin	5.0%	4.6%	4.4%	5.9%	8.1%	
	Net assets ($M)	386.0	420.2	449.4	473.1	503.8	
	Total assets ($M)	749.8	800.3	825.9	881.4	900.8	
	Total revenue ($M)	269.6	292.3	301.6	329.5	368.4	

Notes

* The scope of the Student Data Collection changed between 2004 and 2005; 2005 and 2006 enrolment figures are not directly comparable with previous years.

2006 enrolment data is subject to further minor change.

Number of students represents an unduplicated count of students enrolling in any study period during the enrolment year and includes cross institutional students.

Student load represents the sum of load for all study periods in the enrolment year as recorded at each period's census date.

Load is expressed as Equivalent Full Time Student Load (EFTSL).

Staff figures are full-time equivalent positions of full-time and part-time continuing and fixed term staff as at 31 March (figures do not include casual staff).

Overview

Chancellor's report

Annual reports provide an important opportunity for organisations to review their activities and achievements in light of their strategic goals – to compare intentions with outcomes. In yet another challenging and turbulent year for Australian higher education, 2006 was a successful year for the University of South Australia. The staff of UniSA worked consistently to realise planned goals whilst also achieving many outstanding results. We are proud of our performance and accomplishments and are pleased to present them in the pages of this report.

UniSA can demonstrate it is a flexible, innovative and responsible organisation in every aspect of its operations. It is well-planned, performing well and is in a strong position for continued success into the future.

Finance

The 2006 consolidated surplus was $29.8M in comparison to the previous year surplus of $19.5M. This resulted in an operating surplus as a percentage of revenue of 8.1% (2005: 5.9%). Revenue (before the superannuation supplementation) grew by 12.0% to $368.7M. Revenue from fee-paying education services grew by $7.5M (2005: $7.6M) or 10.7% (2005: 12.2%), with the main area of growth coming from onshore fee-paying overseas student revenue (up $5.6M) and Open Universities Australia revenue (up $1.5M). The $10.3M increase in the consolidated surplus was partially due to additional capital grants and building donations received during the year ($4.3M increase).

The University's consolidated financial position remained sound during the 2006 year with cash and cash equivalents balances being $72.5M at year end (2005: $81.1M). Consolidated current assets of $127.8M (2005: $132.4 million) as a percentage of total assets is 14.2% which is comparable to the prior year amount of 15.0%. The 2006 current ratio (current assets/current liabilities) is 1.46 which has improved slightly from last year's ratio of 1.36.

During the year $20.0M was spent on new buildings with $18.8M of this relating to the University's Hawke Building, located at the City West campus. Consolidated cash flows from operating activities in 2006 were $54.8M which is up compared to the prior year amount of $45.2M predominantly due to the $10.3M increase in surplus. Cash out flows from Financing Activities increased to $16.2M (2005: $1.4M) as the University repaid $15.0M in SA Government Financing Authority (SAFA) loans during the year.

The South Australian Auditor General has qualified the University's financial report on the grounds that grants received in advance from the Australian Research Council, National Health and Medical Research Council and the State Government with specified conditions are treated by the University as Income in Advance at 31 December 2006 and recognised as a liability on the Balance Sheet. The University believes that our deferral of the recognition of the grant income until the year that the grant obligations are satisfied is in accordance with Australian equivalents to International Financial Reporting Standards. The Auditor General has taken the view that these grants received should be treated as income in the actual year of receipt. The University's treatment is conservative and at 31 December 2006 has resulted in the deferral of $9.0M of grant income as Income in Advance ($5.2M relating to 2006) and a corresponding liability on the Balance Sheet.

Governance

The Council conducted its customary review of governance and its operations in February 2006. Of the several issues discussed there was general satisfaction expressed about the opportunity early in the coming year for members, particularly community members, to participate in a broad discussion of Corporate Plan Priorities and Key Performance Indicators.

Last year I reported that the higher education reforms passed by the Commonwealth Parliament, including a set of National Governance Protocols, were formally adopted by the Council. The concomitant legislative amendments were subsequently passed by the State Parliament with comparatively few changes required to the UniSA Act. At the February review meeting, Council members were fully apprised of the legislative amendments, in particular changes to members' responsibilities.

As part of its professional development program, the Council was briefed on the long-term strategies the University has put in place to improve its teaching and learning performance against national indicators.

Policy review

Council's annual review of governance includes a review of key policy relating to aspects of University activities. As part of this exercise Academic Board undertook a review of all policies relating to program development, course assessment requirements and processes for student academic review and appeal.

Council

In February 2006, the Council welcomed four new members, community member Kerrynne Liddle, students Markus Grammanitsch and Sanu Kuruvilla Ranju and staff member Heather Ryland who filled vacancies created by the retirement of members in December 2005. Our thanks go to the retiring external member Jim Birch and professional staff member Ray Stradwick and students, Andrew Christie and Dr Carl Driesener for their contribution.

Our appreciation and thanks was again recorded to Alice McCleary for her work in the office of Deputy Chancellor and for her ongoing contribution as presiding officer of the Finance Committee in 2006. Our thanks also to Peter Smith, Pro Chancellor; Jan Lowe, presiding officer of Senior Academic Promotions Committee and Student Appeals Committee and Associate Professor Adrian Vicary, presiding officer of Academic Board; and to all members of Council in 2006 for their commitment and expertise.

I continued to Chair the Universities Chancellors Conference (UCC) for the major part of 2006, passing the responsibilities of that office to Professor Vicki Sara, Chancellor of University of Technology, Sydney in the second part of the year. The UCC continues to provide a forum for Chancellors to discuss governance and other major issues affecting the higher education sector. It oversees professional development programs for Council members being implemented by the University of Canberra's National Institute for Governance.

Major decisions of Council

Appointment of the next Vice Chancellor

Council endorsed the unanimous recommendation of the committee established by Council to conduct the process leading to the appointment of the Vice Chancellor and President to succeed Professor Denise Bradley AO. Council appointed Professor Peter Høj to the office of Vice Chancellor and President for an initial term of five years, commencing June 2007. Council is confident that Professor Høj possesses the skills and capacity to lead our large and complex institution. His appointment was well received by the University and external community.

Voluntary Student Unionism

Council adopted a series of decisions in 2006 to address the impact of the Commonwealth's legislation that abolished compulsory up-front student association fees. In particular these decisions aim to provide cost-effective solutions to the ongoing provision of a broad range of student services. Strong support was expressed by members for ongoing student involvement in the governance of the University as well as continuing advisory and advocacy services and sporting, recreation and cultural groups.

Major capital works

Council approved a plan of Major Capital Works for the period 2006–2010 noting that the plan indicated that the major share of the funding on capital works would be spent to support research growth. The plan addressed likely major projects over this term but did not seek approval for individual projects as many would depend on the University's success in realising growth opportunities. The plan provides flexibility to proceed as required subject to a business case for individual projects endorsed by Council. The projects, which are categorised into high, medium and low priorities total $66M. Council also acknowledged that in the medium term significant capital investment would be directed towards improving spaces for students as both local and international students need facilities that enhance their university experience.

UniSA Foundation

2006 was the first full year of operation for the UniSA Foundation following the restructure the previous year. The UniSA Foundation Committee of Management under the leadership of Dr Adele Lloyd was pleased to oversee the most successful fundraising period since the inception of the University in 1991. Over $2.75M in donations was received with now more than $6M in donated funds under management and $2.5M was distributed throughout the year for scholarships, research and projects.

A significant proportion of the UniSA Foundation funds are under management and the return for 2006 was 21.6%. The balanced investment strategy currently implemented includes 50% Australian shares, 15% international shares, 15% property, 10% interest bearing and 10% cash.

Thanks

I would like to acknowledge and thank the friends of UniSA for their ongoing support in 2006.

On behalf of the Council, I 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. 2006 was our final full year with Professor Bradley at the helm of the University. She retired in mid-2007 after a decade in the role.

Professor Bradley has a long history with this University. She joined one of its founding institutions and when the University of South Australia was born in 1991, she was Deputy Vice Chancellor and played a critical role in the establishment and early growth of the institution. In 1997 she was appointed Vice Chancellor and President, a role she has excelled in for ten years – leading UniSA through a period of rapid economic, social and technological change.

In a graduation ceremony in March 2007, Professor Bradley was acknowledged with the conferral of an Honorary Doctorate and the title of Emeritus Professor. In the history of the University, no one has been proposed for both of these awards. It is fitting that Professor Bradley is the first to be recognised in this way, given both her prominence in public life and in shaping this University. The success story of UniSA has, in many ways, been penned by her hand.

We acknowledge and thank Professor Denise Bradley AO for her tireless efforts and contributions to our University, our State and our Nation.

I would also like to thank all staff at UniSA for their quality work, creativity and dedication throughout the year. It is enormously satisfying for me that UniSA continues to live up to its reputation as an innovative and enterprising University.

David Klingberg AM
Chancellor

Overview

Vice Chancellor's report

UniSA's performance and strategic achievements in 2006 have been considerable. We celebrated significant achievements in research, and received public recognition for our work internationally and in maintaining work and family friendly practices.

Also of particular note were the scale and focus of efforts to improve learning and teaching performance through attention to assessment, the review and revitalisation of the teaching and learning framework, and initiatives to improve graduate employment outcomes. The University's high level of performance in access for equity groups was strengthened by attention to improving the experience and outcomes for students.

Major achievements

The University's major achievements for the year are outlined in the highlights section at the beginning of this report while the many other initiatives and achievements throughout the year are detailed in the balance of the document.

However, one of the stand-out achievements in 2006 was the University's research performance. We celebrated two significant launches – the $23M Australian Minerals Science Research Institute (funded by the largest Australian Research Council Linkage Grant ever awarded); and the $30M Cooperative Research Centre for Contamination Assessment and Remediation of the Environment, both headquartered at UniSA. The year too saw the University's best ever National Health and Medical Research Council (NHMRC) results and the establishment of two new University-funded Research Institutes, the Defence and Systems Institute (DASI) and the Mawson Institute for Advanced Manufacturing (MIAM). The Centre for Rural Health and Community Development was established as the first University Research Centre based in Whyalla as a joint initiative between the Centre for Regional Engagement and the Spencer Gulf Rural Health School.

Our Ian Wark Research Institute won a $10M National Collaborative Research Infrastructure Strategy (NCRIS) grant to develop a new Microfluidics Nanofabrication Facility at Mawson Lakes campus, while its leader, Laureate Professor Ralston, was named Research Leader of the Year at the Premier's Science Excellence Awards.

Our performance in international education was acknowledged yet again when we won the 2006 Business SA Export Award for Education, for the fifth time since 1999; and the judges' award in the Hong Kong Australia Business Association SA Business Awards. We were also delighted, late in the year, to gain ISO9001 certification for the Transnational Quality Framework covering the development of the business case for new and amended transnational programs.

Also in 2006, UniSA was recognised for its commitment to championing diversity by winning the inaugural Employment and Inclusion Award for Work/Life Balance in a large organisation from Diversity@work, one of Australia's leading organisational consultancies; and we were named an Employer of Choice for Women for the fourth consecutive year since 2003.

The spaces in which we work and study were also acknowledged nationally. The Royal Australian Institute of Architects awarded the nation's highest accolade for a public building, the Sir Zelman Cowen Award, to UniSA's new Kaurna building, at City West.

Senior staff movements

In April we welcomed Professor Peter Lee as the new Pro Vice Chancellor and Vice President: Academic. On behalf of the University, I would like to thank Professor Ken Atkins for acting in this role over several months and for his significant service to the University.

The best sign we have that we are a successful institution is the high quality of applicants for positions in the University. We have made some outstanding appointments this year including:

》 Professor Alan Mayne, Research SA Chair and Director: Hawke Research Institute, Hawke Research Institute

》 Professor Andrew Downing, Head of School, School of Electrical and Information Engineering

》 Professor Barbara Pocock, Research SA Chair and Professor, Hawke Research Institute

》 Professor Carol Kulik, Research SA Chair in Human Resource Management

》 Professor Chris Daniels, Professor of Environmental Ecology, School of Natural and Built Environments

》 Professor Dennis Taylor, Professor in Accounting, School of Commerce

》 Professor Doug Brooks, Professorial Research Fellow, School of Pharmacy and Medical Sciences

》 Professor Elisabeth Porter, Head of School, School of International Studies

》 Professor John Benson, Head of School, School of Management

》 Professor Leonie Segal, Research SA Chair in Health Economics, School of Nursing and Midwifery

》 Professor Mark Daniels, Research SA Chair in Social Epidemiology

》 Professor Nanthi Bolan, Research SA Chair and Professor of Environmental Science, Centre for Environmental Risk and Assessment Research

》 Professor Paul Fairall, Foundation Dean of Law, School of Law

》 Professor Pal Ahluwalia, Research SA Chair and Professor of Post-Colonial Studies

》 Professor Peter Buckskin, Dean, David Unaipon College of Indigenous Education and Research

》 Professor Rob Short, Research SA Chair and Director, Mawson Institute of Advanced Manufacturing

》 Professor Roger Burritt, Professor of Accounting, School of Commerce

》 Professor Simon Beecham, Professor of Sustainable Water Resources, School of Natural and Built Environments

》 Professor Stan Miklavcic, Head of School, School of Mathematics and Statistics

》 Professor Victoria Carrington, Research SA Chair and Professor in the Centre for Studies in Literacy, Policy and Learning Cultures.

The future

The year's solid progress forms an important foundation for facing the challenges that lie ahead and during a period of transition in leadership. The detail attached to policy and funding changes introduced in the 2007 federal budget, and the possibility of a change of government later in the year will require flexibility and fleetness of foot in positioning the University in an environment of fierce competition. Performance in 2006 indicates that the University is ready and able to meet these challenges.

Thanks

The contents of this report outline our major achievements and results for the year. These should be celebrated in conjunction with the many other successes experienced across the University. My thanks and best wishes extend to all members of the UniSA community for helping to make 2006 such a memorable year and for supporting our continued growth.

This is my last Annual Report before my retirement. I leave UniSA proud to have been part of the history of an institution which has already made a real difference to the lives of tens of thousands of graduates and had an impact on the many organisations which work with us to improve their outcomes through applied research.

With its commitment to openness, flexibility, innovation and collaboration it has all the essentials for continued success. I have no doubt that Professor Peter Høj with his energy, intellect and entrepreneurial flair will prove an outstanding leader.

Denise Bradley

Professor Denise Bradley AO
Vice Chancellor and President

Note: Professor Denise Bradley AO retired in 2007, vacating office on 25 May 2007. Professor Peter Høj commenced as Vice Chancellor on 1 June 2007.

Governance and management

Governance

Organisation

Basis of authority

The University is governed by the *University of South Australia Act 1990* which was revised in 2005 to incorporate new sections 15A to 15E relating to the duties and responsibilities of members of Council.

Under sections 4–6 of the *Act* the University is constituted as a body corporate with the usual powers of a body corporate. It has a seal, and it may sue and be sued in its corporate name.

Our functions

The University's role is to:

》 preserve, extend and disseminate knowledge

》 provide education in disciplines and areas of study as it believes appropriate

》 provide tertiary education to meet the needs of Aboriginal people

》 provide tertiary education to meet the needs of disadvantaged groups

》 provide educational programs for the benefit of the wider community or that enhance the diverse cultural life of the community

》 foster and further an active corporate life

》 perform any functions ancillary or incidental to the functions referred to above

》 strive for excellence in teaching and research and for attainment of the highest standards in education.

Our powers

Section 6 of the *Act* describes the powers of the University and these may be exercised inside or outside South Australia and Australia. For example, the University may:

》 enter contracts

》 acquire, hold, dispose of and deal with property

》 confer academic awards jointly with another university or registered training organisation.

Our governing body

Under Section 10 of the *Act*, the University Council is the governing body responsible for the administration and control of University affairs. The *Act* also defines financial responsibilities and specifies matters on which Statutes can be made.

Aspirations

The *University of South Australia Act 1990*, as amended, establishes a framework for the administration of the University. Within this framework the Council, the Vice Chancellor with delegated authority from the Council, and members of senior management of the University seek to provide effective and ethical organisational leadership, consistent with recognised best practices in governance.

UniSA Council

The principal responsibilities of the Council are assigned in part 3 of the *University of South Australia Act* and include:

》 appointing the Vice Chancellor as Chief Executive Officer of the University and monitoring his or her performance

》 approving the mission and strategic direction of the University, as well as the annual budget and business plan

》 overseeing the management and development of the University

》 establishing policy and procedural principles consistent with legal requirements and community expectations

》 approving and monitoring systems of control and accountability, including general overview of any entities controlled by the University (within the meaning of section 50AA of the *Corporations Act 2001)*

》 overseeing and monitoring the assessment and management of risk across the University, including commercial undertakings

》 overseeing and monitoring academic activities across the University

》 approving significant commercial activities of the University.

The current Council comprises 21 members, of whom 12 are external to the University and nine internal. External members (including the Chancellor) are appointed to Council on the basis of their expertise and commitment to the mission of the University. Internal members are the Vice Chancellor, three students, two professional staff, two academic staff and the Chair of Academic Board. Council also appoints one of its external members as presiding officer to each of the Standing Committees, apart from Academic Board.

Members of Council complete and update annually a Register of Interest as a probity measure. Council members do not receive any remuneration for their role with the University Council.

As part of its commitment to good governance practice the Council adopted a Code of Conduct for Councillors in 1999. This Code of Conduct sits within the Council Handbook. The Handbook, which was first developed in 1994, documents procedures, roles and responsibilities. It is particularly useful as an induction tool for new members advising them of their rights and responsibilities. The Handbook is reviewed and updated annually.

The University of South Australia Council met eight times from March to December 2006.

Mawson Lakes campus

Council Members 2006

Chancellor

David Klingberg AM FTSE BTech (CivilEng) FIEAust FAusIMM

Deputy Chancellor

Alice McCleary BEc FTIA FAICD FCA

Pro Chancellor

Peter Smith BEng(Aero) BEc

Appointed Members

James Birch BHealthAdmin MACHSE
Bill Cossey AM BSc FAIM
Terry Evans LLB LLM
Kerrynne Liddle BA
Bruce Linn BSc FAICD FACS MIEAust
Adele Lloyd DAdmin&Mngt MAdmin&Mngt
Jan Lowe BA DipEd
Ian McLachlan BEc FICAA
Sue Vardon AO BSocWk GradSocWkAdmin HonD(Univ) FAIM FIPA

Elected Student Members

Justin Lee
Markus Grammanitsch
Sanu Kunuvilla Raju

Elected Academic Staff

Dr Timothy Ferris PhD BE(Hons) BTh BLitt(Hons) GradCertEd
Dr Michael Venning BSc(Hons) DipT PhD

Elected General Staff

Kath Higgins GradCertMngt
Heather Ryland

Ex Officio

Vice Chancellor and President
Professor Denise Bradley AO BA DipEd GradDipLib MSocAdmin DBusAdmin (honoris causa) FAICD FACE

Chair of Academic Board

Associate Professor Adrian Vicary BA(Hons) DipEd MA PhD

Governance and management

Chancellor

The Act stipulates that the University will have a Chancellor and Deputy Chancellor and may appoint up to two Pro Chancellors. By convention, the Chancellor is the honorary, titular head of the institution and the presiding officer of the Council. The current Chancellor, David Klingberg AM, was appointed in 1998 and reappointed in 2002 and 2005 for a term to June 2008. A position description for the role of Chancellor is included in the Council Handbook.

The current Deputy Chancellor, Alice McCleary was appointed in 2002 and reappointed in 2005 for a term of two years. In November 2005 the Council appointed Peter Smith to the office of Pro Chancellor for a term of two years.

Council Secretariat

The Council and its sub-committees are supported in their work by a Secretariat located within the Chancellery. The Council Secretary and principal manager of information to and from the Council, is the Director of Council Services and Chancellery, Mary Taylor.

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. The performance and effectiveness of each of the committees of Council is considered within the annual review process of Council. Among the Standing Committees of Council are:

》 Academic Board

》 Audit and Risk Management

》 Finance

》 Foundation

》 Governance and Legislation

》 Immediate Business

》 Staff Remuneration

》 Senior Academic Promotions.

Academic Board

Academic Board has three broad functions. They are to:

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

》 oversee academic quality assurance processes, and to

》 provide input into the corporate planning process, through the review of priorities and parameters for the annual Corporate Plan.

Academic Board is recognised as the core body protecting the integrity of the educational delivery process.

Audit and Risk Management Committee

The primary function of the Audit and Risk Management Committee is to assist the Council in exercising due care, diligence and skill in discharging its oversight and monitoring responsibilities. It plays a key role in overseeing external and internal audit functions, risk management processes and legislative compliance.

Finance Committee

Finance Committee is responsible for the provision of expert advice to Council on both the University's financial performance in the current year and financial implications of any future plans.

Foundation Committee

Foundation Committee is responsible for the oversight of University Philanthropy policies and management and administration of funds received.

Immediate Business Committee

The Immediate Business Committee of Council is delegated by Council to carry out the powers and functions of Council when it is not sitting or there is a delay in matters to be considered by Council. Decisions taken by the Immediate Business Council are reported to the next meeting of Council.

Governance and Legislation Committee

The primary function of the Governance and Legislation Committee is to provide advice and recommendations to Council on matters relating to issues of governance and membership of Council. It also undertakes searches on behalf of Council for candidates for the office of Chancellor and reviews the University's Act, Statutes and Bylaws from time, advising Council of any related matters.

Senior Remuneration Committee

Council's Senior Remuneration Committee has delegated powers and functions to determine remuneration packages for the Vice Chancellor and the senior management of the University.

Senior Academic Promotions Committee

Council's Senior Academic Promotions Committee assesses the merit of applicants applying for Academic Promotion to Associate Professor/Associate Research Professor and Professor/Research Professor and makes recommendations to Council, who are responsible for approving appointments.

Committees of Council and sub-committee structure

Council

| Academic Board | Finance Committee | Immediate Business Committee | Audit and Risk Management Committee | Senior Remuneration Committee | Senior Academic Promotions Committee | Foundation Committee | Governance and Legislation Committee |

| Divisional Boards | Student Services Sub-Committee |

Teaching and Learning Committee

Academic Policy and Program Review

Research Degrees Committee

Research Policy Committee

Established by Council (as required)

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

Controlled entity

ITEK Pty Ltd

Governance and management

Risk management

Council's Risk Management policy establishes a framework for:

» the development of a risk management culture in the University

» assignment of responsibility for aspects of risk management in the University, and

» structured communication flows about the risks faced by the University in its activities.

Key elements of the University approach are:

» consistency with the Australian Risk Management Standard AS/NZS 4360

» the development and reporting of risk registers that identify key risks at the organisational unit level

» the development and reporting at Council level of a University-wide risk register

» links to strategic planning processes

» annual update and regular audit of risk registers

» annual risk assessments of all controlled, associated and partly owned entities

» oversight of risk management processes by the Audit and Risk Management Committee of Council.

Most of these key elements have been in place since 1999 and all have been in place throughout the 2006 reporting period. Council considered and noted the University-wide risk assessment at its December meeting. A systematic approach to the identification, assessment and audit of legislative risk areas is also in place. Audit and Risk Management Committee regularly receives compliance reports from responsible officers in relation to legislative risk exposures.

Management annually certifies to Council that the University risk management and internal compliance and control systems are operating effectively in all material respects. This certificate is supported by a process involving the completion of questionnaires on control and risk management by all major organisational units within the University.

In addition to a focus on risk management, the University also maintains its capacity to respond appropriately to crises through a framework of trained emergency response groups and a trained high level strategic crisis management committee.

Internal audit

The Council has an established internal audit function to assist the University in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the University's risk management, control and governance processes. The function reports to the Vice Chancellor and to the Audit and Risk Management Committee. The Committee ensures the independence of the function, and approves the annual audit program. Internal audit staff conducted a number of complex reviews in 2006 including reports on:

» IP ownership

» student mobility

» receipting and banking, and

» legislative compliance.

Management

Administrative structure

The Vice Chancellor and President of the University of South Australia is the Chief Executive Officer and responsible for the overall management and administration of the University. The Vice Chancellor is appointed by, and reports to, the University Council which delegates to the holder of the office of Vice Chancellor a range of powers and functions.

The Vice Chancellor, in turn, directly authorises staff occupying management positions in the University to undertake functions to give effect to the good management and administration of the institution's affairs. The details of these cascading powers and responsibilities for each type of management position are outlined in the Vice Chancellor's Protocols and Authorisations.

Senior management arrangements

The nine senior managers meet regularly in a working group chaired by the Vice Chancellor. Senior Management Group meetings support communication, teamwork and collegial management processes and provide advice to the Vice Chancellor on both operational and policy matters.

The University's flat senior structure was designed to ensure parity of status and authority between those senior members of the University responsible for University-wide functions and those responsible for management of the academic Divisions.

The structure was adopted in 1998 and has allowed UniSA to plan and implement change across the University rapidly because the leaders of all significant functions have been parties to discussions about any decisions for change. Collaborative behaviour and a commitment to good outcomes for the whole institution, not just for one's area of responsibility, are emphasised in recruitment and performance management processes for senior managers.

Academic program and research management

Academic programs and research are delivered by Schools, Research Institutes and Research Centres, mostly within the Divisions. Management at Division level mirrors the central structure. Division Pro Vice Chancellors have a group of senior staff reporting to them. Heads of School are responsible for the Schools which are the primary units for management of academic programs. Research Institute and Research Centre Directors are responsible for research programs. Division Managers and Deans are responsible for cross-Division functions, including business development, financial and human resource planning and coordination, research and research education, international activities and teaching and learning.

While each Division has some flexibility in determining a structure that will deliver the desired outcomes, some positions are required—Division Manager, Dean: Teaching and Learning and Dean: Research.

The position of Dean carries a particular responsibility both to shape and to implement University policy in key areas. For example the four Deans: Teaching and Learning are members of the University's Teaching and Learning Committee where policy is framed but they also chair their respective Divisions' teaching and learning committees and are responsible for ensuring the University's teaching and learning quality processes, priorities and strategies are implemented in the Division.

Research concentration management

The University currently has 11 University recognised Research Centres and eight Research Institutes. Each Research Centre and Research Institute has an appointed Director. The majority of the University's Research Centres are located within Schools so the Centre's researchers are also School staff and the Director reports to the relevant Head of School. In the case of the two Research Centres that operate outside the School structure, the Director reports directly to the Divisional Pro Vice Chancellor.

Two of the University's Research Institutes, the Institute for Telecommunications Research and the Ian Wark Research Institute are 'stand-alone' Institutes reporting directly to the Pro Vice Chancellor: Research and Innovation. The Sansom Research Institute and the Ehrenberg-Bass Research Institute operate within the School of Pharmacy and Medical Sciences and the School of Marketing respectively. The Directors of these Institutes report to the relevant Divisional Pro Vice Chancellor through their Head of School. The Directors of the Hawke Research Institute, the Institute for Sustainable Systems and Technologies, the Mawson Institute for Advanced Manufacturing and the Defence and Systems Institute report directly to the relevant Divisional Pro Vice Chancellor. The Hawke Research Institute spans more than one Division although most of its researchers are located within the Division of Education, Arts and Social Sciences.

Research Centres and Research Institutes are required to have an active Advisory Board including external key stakeholders (national and international in the case of Research Institutes) to provide regular advice to the Director on the core business of the research concentration. The Advisory Board is required to report annually to the University's Research Policy Committee and the relevant Divisional Pro Vice Chancellor or the Pro Vice Chancellor: Research and Innovation.

Portfolio management

University-wide administrative and academic support Units are grouped together into Portfolios to facilitate coordination and management. UniSA has consciously and deliberately, through staff development activities and performance management processes, sought to develop a strong service culture of collaboration and shared responsibility for complex outcomes across organisational and physical boundaries.

Governance and management

Senior structure 2006

Vice Chancellor and President Professor Denise Bradley AO*

Internal audit

Council Services and Chancellery

Coordinating Portfolios

International and Development

Pro Vice Chancellor and Vice President: Dr Anna Ciccarelli

》 UniSA International

》 Marketing and Development

Finance and Resources

Executive Director and Vice President: Paul Beard

》 Finance

》 Facilities management

Academic

Pro Vice Chancellor and Vice President: Professor Peter Lee

》 Flexible Learning Centre

》 Student and Academic Services

》 Library

Organisational Strategy and Change

Pro Vice Chancellor and Vice President:

Professor Hilary Winchester

》 Human Resources

》 Planning and Assurance Services

》 Information Strategy and Technology Services

》 Centre for Regional Engagement

Research and Innovation

Pro Vice Chancellor and Vice President:

Professor Caroline McMillen

》 Ian Wark Research Institute

》 Institute for Telecommunications Research

》 Research and Innovation Services

* Note: Professor Denise Bradley AO retired in 2007, vacating office on 25 May 2007.
 Professor Peter Høj commenced as Vice Chancellor on 1 June 2007.

Academic Divisions

Education Arts and Social Sciences

Pro Vice Chancellor and Vice President: Professor Michael Rowan

》 David Unaipon College of Indigenous Education and Research

》 Louis Laybourne Smith School of Architecture and Design

》 School of Communication

》 School of Education

》 School of International Studies

》 School of Psychology

》 School of Social Work and Social Policy

》 South Australian School of Art

》 Bob Hawke Prime Ministerial Centre

》 Australian Centre for Child Protection

》 Hawke Research Institute for Sustainable Societies

》 Responsible for Magill campus

Information Technology, Engineering and the Environment

Pro Vice Chancellor and Vice President: Professor Robin King

》 School of Advanced Manufacturing and Mechanical Engineering

》 School of Computer and Information Science

》 School of Electrical and Information Engineering

》 School of Natural and Built Environments

》 School of Mathematics and Statistics

》 Institute for Sustainable Systems and Technologies

》 Mawson Institute for Advanced Manufacturing

》 Defence and Systems Institute

》 Responsible for Mawson Lakes campus

Business

Pro Vice Chancellor and Vice President: Professor Gerry Griffin

》 School of Commerce

》 School of Management

》 School of Marketing

》 International Graduate School of Business (IGSB)

》 Responsible for City West campus

Health Sciences

Pro Vice Chancellor and Vice President: Professor Robyn McDermott

》 School of Health Sciences

》 School of Nursing and Midwifery

》 School of Pharmacy and Medical Sciences

》 Responsible for City East campus

Senior officers

Chancellor

David Klingberg AM
FTSE BTech (CivilEng) FIEAust FAusIMM

David Klingberg AM was appointed Chancellor of the University of South Australia in 1998. This appointment followed his retirement from Kinhill Engineers – where he worked for 34 years as one of the major shareholders and as Managing Director for the last six years of his tenure. From its inception Mr Klingberg played a major role in developing the company from a small Adelaide based engineer to one of the largest and most successful firms of professional engineers in Australia and South East Asia, with approximately 2,000 staff in some 25 offices. During his engineering career, Mr Klingberg developed substantial professional expertise in finance, management, project evaluation, and major infrastructure project structuring which he now employs in his many company directorship and advisor roles. In addition to his role as Chancellor, Mr Klingberg is Chairman of Barossa Infrastructure Ltd and of the Mawson Lakes Joint Venture; and Director of Snowy Hydro Limited, Codan Limited and Centrex Metals Limited. He is also a Board Member of the Workcover Corporation of South Australia, an Advisory Board Member to Thomson Playford and Chair of the Building and Development Committee of St Andrew's Hospital Inc. In 2003 he was made a Member of the Order of Australia for his contributions to the tertiary education sector and through engineering projects and was awarded a Centenary Medal for services to civil and mining engineering. In 2005, he was acknowledged as one of Australia's 100 most influential engineers by Engineers Australia.

Deputy Chancellor

Alice McCleary
BEc FTIA FAICD FCA

Alice McCleary has been Deputy Chancellor since 2002, a member of the University Council since 1998 and Presiding Officer of the University's Finance Committee since its establishment in June 1998. Ms McCleary, a former corporate tax partner of Coopers and Lybrand is now a professional independent director. In addition to her role as Deputy Chancellor, she is Director of Great Southern Limited; UraniumSA Limited; TWT Group Ltd; Adelaide Community Healthcare Alliance Inc; Child, Youth and Women's Health Service; and a Member of the Commonwealth Takeovers Panel and Corporations and Markets Advisory Committee. Ms McCleary is an experienced public speaker and regularly addresses professional, government and business organisations on a variety of business and tax issues. In 2003 she was awarded a Centenary Medal for services to higher education and the community and was the South Australian Winner and National Finalist of the Large Business category in the Telstra Business Women's Awards in 1997.

Pro Chancellor

Peter Smith
BEng(Aero) BEc

Peter Smith has been a member of the UniSA Council since 1996 and in 2005, was appointed the inaugural Pro Chancellor. He has a long-term interest in education and training strategies, having been Deputy Chair of the South Australian Vocational Employment, Education and Training Board for several years, a member of the recent SA Skills Audit Committee, and an AUQA auditor. He has also advised the Federal Government on economic development and social inclusion policy, initially as the Chair of the Adelaide Metropolitan Areas Advisory Committee and later as Chair of the Playford Salisbury Sustainable Regions Advisory Committee. For his work in education/industry links, he was made Salisbury Citizen of the Year in 1997. Mr Smith has spent his professional career in the Australian Aerospace and Defence industries; as a Director of Hawker de Havilland, Australia's largest aerospace company; as Managing Director of AWA Defence Industries; and as CEO of British Aerospace Australia. For ten years he has run a consultancy, advising governments and companies on strategic directions in these industries. He also sits on a number of company boards. Currently, he is a member of the National Executive of the Australian Industry Group's Defence Council, a member of the Department of Defence Capability Development Advisory Committee, and inaugural Australian President of the Association for Unmanned Vehicle Systems International.

Vice Chancellor and President*

Professor Denise Bradley AO
BA DipEd GradDipLib MSocAdmin DBusAdmin (honoris causa) (Pukyong) FAICD FACE

Professor Denise Bradley has been the Vice Chancellor and President of the University of South Australia since 1997. She has been extensively involved in national education policy groups for more than two decades and currently is President and Chair of IDP Education Australia Limited, a Member of the Board of Directors of IDP Education Pty Ltd, Executive Member of the International Association of University Presidents (IAUP), Member of the Board of the Australian Vice Chancellor's Committee and Member of the Board of Directors of the Australian-American

*Note: Professor Denise Bradley AO retired in 2007, vacating office on 25 May 2007. Professor Peter Høj commenced as Vice Chancellor on 1 June 2007.

Governance and management

Fulbright Commission. She is President elect of the Australian College of Educators and will assume the Presidency in 2008 for two years. Professor Bradley is a Fellow of the Australian Institute of Company Directors and has been a Fellow of the Australian College of Educators since 1982. In 1995 she was made an Officer of the Order of Australia in recognition of her contribution to education and education policy and was awarded a Centenary Medal in 2003. In 2005 was named an Asia Pacific Woman of Distinction in Education by the Asia Pacific Women's Business Council Inc and the South Australian of the Year, for her significant contributions to the State. In 2006 Professor Bradley was awarded an Honorary Doctorate of Business Administration from Korea's Pukyong National University.

Executive Director and Vice President: Finance and Resources

Paul Beard
BA (Accountancy) CA

Paul Beard was appointed Executive Director and Vice President: Finance and Resources at the University in 2001. Prior to this appointment, he has held senior finance roles in both the private and public sectors. From 1996 to 2001 he worked in the electricity industry in South Australia, during a period of significant organisational and industry change, in roles including Chief Financial Officer of ETSA Power and Manager Finance with the new private sector owner, AGL. Prior to that Mr Beard worked as a Senior Manager with Deloitte Touche Tohmatsu in Adelaide and the United Kingdom, and worked in a senior finance position with Vision Systems, a publicly listed technology company in Adelaide.

Pro Vice Chancellor and Vice President: International and Development

Dr Anna Ciccarelli
BA, DipEd, GradDip TESOL, MEd (Admin-Management) EdD

Dr Anna Ciccarelli's professional background is a diverse one that began with teaching and consulting in South Australian secondary schools followed by a seven year term as Principal of a private English language college in Sydney. During this time Dr Ciccarelli completed her Masters in Educational Administration and Management at the University of Sydney and went on to become the first graduate of the University of Sydney's Doctorate of Education in 1996. Since joining the University of South Australia in 1998, Dr Ciccarelli has been the Division Manager in the Division

of Education, Arts and Social Sciences and was appointed Director of UniSA's International Office in 2001. Dr Ciccarelli was appointed Executive Director and Vice President of the International and Development portfolio in February 2004.

Pro Vice Chancellor and Vice President: Organisational Strategy and Change

Professor Hilary Winchester
MA (Oxon) DPhil (Oxon) MAICD

Professor Hilary Winchester was appointed Pro-Vice Chancellor and Vice President: Organisational Strategy and Change in 2003. A human geographer, Professor Winchester completed a BA (Hons) and D Phil at Oxford University in the UK and worked in Oxford, Cheltenham and Plymouth before coming to Australia in 1987, initially as a Research Fellow at the University of New England. Her research focuses on key social issues such as urban poverty, population change, the geography of families and the impact of development. She was a member of the Social Sciences Panel of the Australian Research Council from 1998 to 2000. In 2001, Professor Winchester was appointed an academic auditor for AUQA and in 2003, as the Higher Education representative on the Training and Skills Commission in South Australia. From 2005 – 2006 Professor Winchester was co-convenor of the National Colloquium of Senior University Women. Professor Winchester coordinated the Colloquium's 2005 review of the Australian Vice-Chancellors' Committee (AVCC) Action Plan for Women Employed in Australian Universities 1999 – 2003 that led to the adoption of the Second Action Plan (2006 – 2010) in March 2006. In 2006, Professor Winchester was appointed to represent the AVCC on the Priority Projects Program Board Standing Committee for the Carrick Institute for Learning and Teaching in Higher Education.

Pro Vice Chancellor and Vice President: Research and Innovation

Professor Caroline McMillen
MA(Oxon) DPhil (Oxon) MB BChir(Cantab)

Professor Caroline McMillen was appointed Pro Vice Chancellor and Vice President: Research and Innovation in December 2005. She graduated with a BA (Hons) and Doctor of Philosophy at Oxford University before completing her medical degree at the University of Cambridge. She moved to Australia to take up a Lectureship at Monash University, and was appointed as Chair of Physiology at the University of Adelaide in 1992. Professor McMillen has an international reputation as a biomedical

researcher for her work which focuses on the early origins of adult health. She is the Deputy Director of the Australian Research Council (ARC)/National Health and Medical Research Council (NHMRC) National Network and is the only Australian Commission Chair of the International Union of Physiological Societies. She served for extended periods as Chair of either the ARC Biological Sciences Panel or the NHMRC Fetal, Neonatal and Respiratory Physiology Grant Review Panel, as a member of the NHMRC Enabling Grants Committee, and on the National Collaborative Research Infrastructure Scheme Expert Sub Committee on Promoting and Maintaining Good Health.

Caroline is currently a Director of the Playford Memorial Trust Inc, a Board member of the Centre for Innovation and the CRC for Railway Engineering and Technologies, and a member of the Science Advisory Panel of the Australian Science Media Centre. Caroline is also Co-Chair of the Steering Committee for Healthy Development Adelaide and a member of the Steering Committee for BioInnovation SA's Adelaide Integrated Biosciences Laboratories.

Caroline is active in her role as the Champion of Women in Science, Engineering and Technology – an appointment made under the Bragg Initiative run by the Department of Further Education Employment Science and Technology's Science and Innovation Directorate. In October of 2006 Caroline was presented with a Woman of Achievement Award by the South Australian Chapter of Zonta International, a global service organisation of executives in business and the professions who pool their expertise to advance the status of women through action and advocacy.

Pro Vice Chancellor and Vice President: Academic

Professor Peter Lee
BE(Chem) PhD FIEAust FIChemE CPEng

Professor Peter Lee, a graduate of RMIT and Monash universities, joined UniSA in April 2006 after having been Executive Dean: Engineering, Science and Computing at Curtin since 2002. Immediately prior to his appointment at Curtin he was Principal of the Rockingham Campus of Murdoch University where he worked extensively with local industry and TAFE. He came to this position from that of Dean of the School of Engineering at Murdoch (and Foundation Professor). Previously he was Head of the School of Chemical Engineering at The University of Queensland. As a researcher he has won $4.5M in competitive research grants and $2.9M from industry and government sources. He has published 3 books and 240 papers. During his time at Curtin he initiated and led revision of the science and engineering

curriculum; focussed research into eight fields from the previous 27; and initiated and led a review of the University's budget model. He is a Fellow of the Institution of Engineers Australia and the Institute of Chemical Engineers London. He was awarded a Centenary Medal in 2003 for his services to Engineering.

Pro Vice Chancellor and Vice President: Business

Professor Gerry Griffin
BCom(Hons) MBS PhD

Professor Gerry Griffin is a graduate of University College Dublin (B.Com (Hons) and MBS) and the University of Melbourne (PhD). He joined UniSA in 2004. Prior to that, for nine years he was Professor of Industrial Relations and Director of the ARC-funded National Key Centre in Industrial Relations at Monash University. Before joining Monash he was on the staff of the Department of Management at the University of Melbourne. His major areas of research are industrial relations at the workplace level, enterprise bargaining, and international aspects of unionism, areas in which he is both an acknowledged expert and a prolific author. Gerry has extensive links with overseas universities and has held visiting appointments at universities in Britain, Canada, Ireland, New Zealand and the USA, and at the International Labour Organisation in Switzerland. Outside of the academic world, he has worked full-time in industrial relations in both the public and private sectors and has had extensive consulting experience with a wide range of national and international organisations.

Pro Vice Chancellor and Vice President: Education, Arts and Social Sciences

Professor Michael Rowan
BA(Hons) DipEd PhD

Professor Michael Rowan studied philosophy at Flinders University and the University of Adelaide. He began his career as a lecturer in philosophy before becoming the Head: School of Communication and Information Studies at the University of South Australia. He was appointed foundation Dean of the Faculty of Humanities and Social Sciences at the University of South Australia in 1994 and foundation Director of the Bob Hawke Prime Ministerial Centre in 1997. He has led the Division of Education, Arts and Social Sciences since its establishment in 1998. He is an auditor for the Australian Universities Quality Agency (AUQA), chairing the AUQA audits of the Australian Catholic University (2002) and Victoria University of Technology (2006).

Governance and management

Pro Vice Chancellor and Vice President: Health Sciences

Professor Robyn McDermott
MBBS (Syd), MPH (Harvard), FAFPHM, PhD (Syd)

A graduate of Sydney and Harvard Universities, Professor Robyn McDermott has had a variety of careers in clinical medicine, public health, health services management and international health (China, the Philippines, Indonesia, Thailand, Vietnam, Mongolia, Samoa), before joining the University of South Australia as Pro Vice Chancellor for the Division of Health Sciences in August 2004. Prior to this, she held appointments as Professor of Public Health Medicine at James Cook University in Cairns, Medical Epidemiologist at the Tropical Public Health Unit in north Queensland, and Senior Research Fellow at the Menzies School of Health Research in the Northern Territory. Her clinical and research interests include the epidemiology of chronic disease, especially among Indigenous Australians, clinical systems improvement and prevention effectiveness. She has attracted more than $6.6M as first investigator in research grant funding since 2000, principally from the National Health and Medical Research Council (NHMRC), and the work of her team in improving diabetes care systems and outcomes in north Queensland was cited among the NHMRC "Ten of the best" in 2006. Professor McDermott serves on Grant Review Panels for the NHMRC and the Health Research Council of New Zealand. At UniSA she is committed to building on existing research strengths in clinical trials, nutritional physiology, molecular biology, population health, clinical effectiveness, pharmacology and quality use of medicines, health economics and biostatistics, all linked to a high quality undergraduate and postgraduate experience. This includes a clear commitment to community engagement in health and improving the educational opportunities and success of our Indigenous students.

Pro Vice Chancellor and Vice President: Information Technology, Engineering and the Environment[*]

Professor Robin King
BEng PhD FIEAust CPEng MIEE CEng

Professor Robin King is a graduate of Sheffield University and Imperial College, London. Professor King joined UniSA in January 1997 as Dean of the Faculty of Information Technology, and was appointed to his present position in September 1998. He has held academic posts at the Universities of Sydney, New South Wales, Southampton University and the University of Technology in Lae, Papua New Guinea, and worked as a research engineer for the British Broadcasting Corporation. Professor King has worked in several areas of electronics and communication engineering, including in automatic speech recognition and synthesis, and has initiated many developments in engineering education. He is a Fellow of the Institution of Engineers, Australia and a Fellow of the Institution of Engineering and Technology, UK (formerly the Institution of Electrical Engineers). During 2000 – 2001 he served on the Australian Research Council Expert Advisory Committee in Mathematics, Communications and Information Sciences. He is currently a Director of the Cooperative Research Centre (CRC) for Integrated Engineering Asset Management and the CRC for Enterprise Distributed Systems Technologies.

[*] Note: Professor Robin King retired in 2007, vacating office on 16 February 2007. Associate Professor David Panton is acting in the role from February – August 2007, when Professor Andrew Parfitt will commence as the new Pro Vice Chancellor.

UniSA offers the most diverse educational choice in South Australia, comprising some 140 undergraduate and 200 coursework and research postgraduate programs in fields including physiotherapy, pharmacy, occupational therapy, commerce, business, management, computer and information science, engineering, visual arts, psychology and more.

Report on activities

Educating professionals

The University's approach to teaching and learning is student-centred, focused on higher education outcomes and delivered through flexible program arrangements. This enables students to develop as lifelong learners equipped to excel within their chosen profession. UniSA offers the most diverse educational choice in South Australia, comprising some 140 undergraduate and 200 coursework and research postgraduate programs in fields including physiotherapy, pharmacy, occupational therapy, commerce, business, management, computer and information science, engineering, visual arts, psychology and more.

Equity

The University's foundations are in the 19th century's extension of access to education, and it continues to hold equity and diversity as core values. We are committed to reconciliation between Indigenous and non-Indigenous people and have a range of programs in place to support the education of Aboriginal and Torres Strait Islander people.

Internationalisation

Internationally, we offer over 30 programs in eight countries outside Australia and are one of the largest providers of offshore education in Australia. At present, a third of our students are citizens of other countries and we have the largest number of international students in South Australia.

Performance

Teaching and learning performance

Enrolments

Total enrolments for 2006 were 33,722 students which included 8,911 postgraduates.

Graduations

In 2006 the University graduated 8,262 students. Since its inception in 1991, the University of South Australia has graduated 96,587 students.

Report on activities

Graduate outcomes

The results from the Graduate Careers Australia dataset for 2006 show a positive trend in improvements to the 'Good Teaching Scale' and the 'Overall Satisfaction' performance indicators for the 2002–2006 period. The 'Good Teaching Scale' and 'Overall Satisfaction' scales showed a 3% increase on the 2005 results. The 'Generic Skills' indicator remained steady and moved one percentage point higher than the national average for all Australian universities.

Staff development

The University supported the professional development of its academic staff through the development of a new Graduate Certificate in Education (University Teaching). The program will be offered to the first group of enrolments at the beginning of 2007. The program aims to provide a flexible, comprehensive and highly relevant in-service education for practitioners at a graduate level who are working as professional educators and trainers. The program has been mandated for all new continuing staff at levels A–C to undertake during probation, with special arrangements being made for casual staff. Current staff will also be invited to complete the award.

Transnational Teaching @ UniSA

The Transnational Teaching @ UniSA program was designed to help academic staff who teach in overseas programs to develop an understanding of the UniSA approach to teaching and learning. It was also designed to encourage general reflection on teaching practice, allowing staff to understand more about what happens in the classroom. In 2006, readings and research tools were added to the program guide to support staff in the investigation of their teaching practice.

Equity performance

At the 2006 Institutional Assessment Framework meeting with the Department of Education, Science and Training (DEST), UniSA was commended as 'a sector leader in its commitment to disadvantaged students' and 'a leader in its approach to equity with a number of initiatives that are good practice examples.' In particular, DEST highlighted the University's new Foundation Studies program, our comprehensive UniSA Study Grants scheme, the outreach work of the Centre for Regional Engagement and the newly introduced Credit Transfer Framework.

Equity student performance was particularly pleasing in 2006 with the highest retention rates recorded for Indigenous students, students with a disability and students from low socioeconomic status (SES) or rural backgrounds. Retention rates for students from non-English speaking backgrounds were well above the UniSA average but below the record high in 2005.

Success rates were also amongst the highest recorded, particularly for Indigenous students, students with a disability, rural and low SES students.

The University met its corporate Equity targets, with 42.1% of the local student body identifying with at least one of the designated equity characteristics.

Students with a disability and low SES students

In 2005 UniSA had more students with a disability enrolled than any other Australian university. This number increased further in 2006 to a UniSA high of over 1500 students. UniSA also had the second highest number of students from low SES backgrounds enrolled in 2005. This number also increased in 2006 (but comparative national data are not yet available).

These increases in student numbers were facilitated by:

» the continued expansion of the USANET special entry scheme for school leavers from low SES, rural and isolated backgrounds, with an 8% increase in 2006 enrolments. A revision of school eligibility in 2006 resulted in a more equitable treatment across the three schooling sectors and an expansion of rural schools

» nearly 300 commencers in the new Foundation Studies Program for adult learners. This program prepares adult learners with no prior qualifications for entry to any of the University's undergraduate degrees. Sixty-four students have now completed the program in the first year and have transferred to a wide range of degrees

» increased intakes at the newly-established Centre for Regional Engagement presence at Mt Gambier, with increased demand for its programs in Business and Enterprise, Nursing and Rural Health, and Social Work and Rural Practice. The Foundation Studies Program will commence its first intake at Mt Gambier in 2007 following a successful intake at Whyalla in 2006.

An analysis of student success by socioeconomic status conducted by Planning and Assurance Services during 2006 revealed that students from less advantaged backgrounds tend to perform as well as their more advantaged peers by the end of their degree studies.

Indigenous students

Success and retention rates for Indigenous students are now at the highest levels UniSA has ever recorded. Although 2006 figures are not yet available, 2005 DEST statistics indicate that there were significant decreases in 2005 for the number of commencing and all Indigenous students nationally. Against this trend, the University of South Australia was the only South Australian higher education provider to increase both commencing and all Indigenous student numbers.

The 2006 University Equity Report indicates that the retention rate for Indigenous students across the University was 71.6% which is the highest ever recorded.

Portfolio Entry Scheme

The University's trial of a Portfolio Entry scheme for educationally disadvantaged secondary students was approved as an ongoing alternative entry scheme for a small number of students from targeted schools in the highly disadvantaged northern suburbs of Adelaide. In its second intake in 2006 the University admitted 19 students though this scheme, with one deferral. Approximately 70 potential applicants participated in the 2006 workshops conducted at Mawson Lakes. Fifteen of these students submitted portfolio applications at the end of the year while a number of others were admitted on the basis of their Tertiary Entrance Rank (TER).

UniSA Study Grants

The University renamed its UniSA Access Scholarships to UniSA Study Grants in order to better target them to students experiencing financial difficulty. Applications increased significantly in 2006 with over 1,500 submissions for equity scholarships. One hundred and forty seven Study Grants were allocated, with 143 continuing from 2005, making a total allocation of $265,000.

UniSA/TAFE pathways

The new Credit Transfer Framework was successfully implemented during 2006, enhancing opportunities for VET students to access university study. At the same time the UniSA/TAFE Pathways Working Group developed a framework for University to TAFE credit transfer pathways including a range of possible sequential, concurrent and nested models. UniSA initiated a targeted information session for Student Counsellors working in the SA TAFE sector to publicise the new credit transfer arrangements which was very well received and will be repeated in 2007.

Internationalisation performance

Onshore students

In 2006 the University had a total of 10,640 international students (persons), comprising 4,800 onshore and 5,840 transnational students. The top five onshore source markets for UniSA were India, China, Malaysia, Hong Kong, and Singapore, in order of enrolments. Nationally, the top five onshore source markets were China, India, Malaysia, Hong Kong, and Indonesia.

Transnational students

The University's top five transnational markets in 2006 were Hong Kong, Singapore, Malaysia, Taiwan and China respectively.

Nationally, the top five source countries for transnational on campus students were Malaysia, Singapore, Hong Kong, China and Vietnam. The national enrolments for transnational students declined by 10% in 2006, while the University's enrolments stabilised after two years of contracting enrolments.

Diversity and cultural mix

In 2006, more than a third of our students came from 88 overseas countries. While the international student mix was dominated by India and China, the University pursued a strategy of cultural and market diversification through its activities in the Middle East, Africa and Malaysia; targeting government sponsored and Islamic students. The University remained a preferred destination for Botswana Government sponsored students.

This strategy, at both the undergraduate and postgraduate coursework and research degree level, reduced our reliance on the Chinese diaspora and the privately-funded student. Equally, our re-entry into the AusAID market in 2006 brought cultural diversity through enrolments from Vietnam, Indonesia, the Pacific and PNG. Student mobility, especially study abroad and exchange, were other key cultural diversity strategies, particularly for North America and Europe, with growing numbers in each.

Student mobility

In the international context, student mobility is an important indicator of a university's commitment to internationalisation of teaching and learning and research. 2006 saw a 16% increase in outbound student mobility (to 249 students) and $60,000 was specifically allocated to support postgraduate research mobility. This assisted 22 outbound research students.

In 2006, the University secured $319,000 of DEST funding for use in 2007 student mobility activity (to fund 23 outbound and 38 inbound students). The University used Endeavour Student Exchange Funding to assist with relationship building in the region with key University partners including Anna University, Khon Kaen University, Taylor's College and Kolej PolyTech MARA and University of Shanghai for Science and Technology.

Report on activities

Achievements

Teaching and learning achievements

Carrick Teaching Grants

UniSA's commitment to innovation and excellence in Teaching and Learning was affirmed by the 2006 results for the national Carrick Institute Grant scheme. UniSA achieved a success rate (37.5%) for applications, more than double the national average (16.2%). In terms of allocated funds ($490,754) the University was placed fifth in the list of the 45 institutions eligible for Carrick funding. The University's achievement is noteworthy, given that of the 15 higher education institutions that received funding, UniSA was one of only six universities to receive three or more grants, and one of only three to receive grants in all three of the Carrick grant programs.

Improvement in Student Experience Questionnaire (SEQ) responses

More than 80% of coursework students are enjoying their studies; view the quality of teaching in their program to be good; and consider what they are learning in their program to be valuable for their future. Around three-quarters of students who responded to the Student Experience Questionnaire (SEQ) agreed that their program is stimulating their enthusiasm for further learning and that their teaching staff are good at explaining things. It is apparent from student comments that issues of program design (methods, flexibility, structure, relevance) continue to be important aspects of the student experience. 2006 agreement rates were higher than in 2005 for: workload across courses, consistency in marking, return of assignments and developing international awareness.

Second Rhodes Scholar

An International Business/International Studies honours student, Amy King, was awarded the University's second Rhodes Scholarship. Fluent in Japanese and with a keen interest in Sino-Japanese relations, Amy will undertake Oxford University's Master of Philosophy in Modern Chinese Studies.

Internationalisation achievements

UniSA received the International Organisation of Standardisation (ISO9001) Certification Audit of the Transnational Quality Framework (TQF) for processes covering the development of the business case for new and amended transnational programs.

IDP statistics ranked UniSA thirteenth nationally for the number of onshore international students enrolled year to date in 2006. UniSA ranked third nationally for transnational enrolments in the same period and 7th for outbound exchange. UniSA ranked first across all three activities in South Australia.

UniSA won the Business SA Export award for the fifth time since 1999 and won the judges' award in the Hong Kong Australia Business Association SA 2006 Business Awards.

UniSA is now eligible to accept scholarship holders through all streams of Australian Scholarships. The program consolidates all the international scholarships offered by AusAID and DEST. Recruitment activities in Indonesia (APS and ADS), Vietnam, Laos and Cambodia followed this. To date more than 20 AusAID scholarship holders have enrolled.

UniSA won almost $320,000 in the DEST Endeavour Student Mobility funding for 2007 which will comprise $110,000 for 23 UniSA outbound students, $206,500 for 38 inbound students and $3,000 in travel subsidies for staff. 2007 will be the inaugural year for funding for inbound student mobility under this scheme and UniSA has won funds to support projects with institutions in India, Malaysia and Thailand. The funding will initiate six new student mobility relationships in these countries.

The School of Social Work and Social Policy's social work placements in Tamil Nadu in Southern India were recognised during a lunch including current and past students and staff with the Premier as the guest.

Information for potential students is now available on the UniSA international homepage in Bahasa, Indonesian, Chinese, French, Portuguese, Spanish, Japanese and Urdu. Each webpage provides information on studying at UniSA, living in Adelaide and a link to direct prospective students to the Service Centre.

Priorities and results

Priorities	Results
Undergraduate assessment	Implementation of the Short Term Strategies for Improving Assessment Practices took place at the beginning of the year. An internal audit of the impact of the strategies was undertaken following the second study period of 2006. The key findings of the audit report were generally positive across the University. A recommendation was made that University TALC report to Academic Board on progress and continuing implementation in 2007.
Retention and success	Retention in 2006 improved by half a percent on 2005. Success and retention are connected, as are the strategies to address them.

Major activities across the University and within Divisions to improve retention in 2006 for new students included:

» the development of a 'first six weeks' website to provide students with information when they needed it

» the Division of Information, Technology, Engineering and the Environment undertook a project to improve its approach to the first year experience in the Schools of Electrical and Information Engineering and Computer and Information Science

» the Division of Information, Technology, Engineering and the Environment focused on the early identification of students at risk and personal contact with them

» within the Centre for Regional Engagement strategies introduced in 2006 included: increased emphasis on student orientation, reviewing and implementing student support systems (e.g. critical writing workshops), introducing a mentoring program and the continuation of a professional third party counselling service for students at Whyalla and Mount Gambier

» the Division of Business introduced peer coaching in core courses where retention and success were in need of improvement

» in the Division of Education Arts and Social Sciences the Student Mentor Program involved: recruiting, screening and training approximately 150 continuing students as mentors for 1,500 commencing students; running eight face-to-face mentor training days and two online training programs; assigning every new student to a mentor, at a ratio of approximately 10:1; organising social activities for mentors to strengthen networks and establishing physical and virtual mentor centres.

For existing students work was undertaken by the Deans: Teaching and Learning with Program Directors to focus strategies on creating a sense of belonging to a community of students within programs.

2006 saw a concerted effort by all areas of the University to improve the retention and success rates of all students, including those from equity backgrounds. Initiatives included:

» the expansion of the range of peer mentoring and peer tutor schemes across all University Divisions (refer to section on Teaching and Learning Strategy)

» a major review of the orientation process to enhance student engagement including a greater focus on the student's program and a staging of activities and information over a more extended period of time

» the successful piloting of a two-day pre-entry language and development program (Unistart) for new students using English language for study for the first time, e.g. recent migrants and Humanitarian Visa holders. This program was run alongside the Returning to Study (RTS) program offered to English-speaking mature aged students wanting an early introduction to university study and was very positively received

» Success and retention rates for all groups of students continue to be monitored with a particular focus on those groups with success rates below the University average. A comprehensive analysis of the impact of the USANET bonus points on student success rates was conducted with results indicating that any impact was minimal

» The Disability Support staff in Learning Connection continue to monitor the success and retention rates of students with a disability including the preparation of comprehensive reports of performance by school and, where applicable, by program.

Report on activities

Priorities and results (continued)

Employability

In 2006 the Career Services continued to expand the range of activities and resources it provides to students, staff and employers.

Working closely with Schools and Divisions the team provided a range of discipline-specific support within the curriculum, from mock interviews to employer forums to job search strategy workshops focusing on relevant industries.

In addition, a suite of resources was developed to support academic staff to establish work integrated learning in their programs. Other notable initiatives in 2006 included:

» the launch of a new Career Services website, which provided a significant increase in the breadth and depth of online career resources available to students

» an increase in the number of positions advertised to students by 150% from 2005, which was partly as a result of a new jobs and events database, 'MyCareerPlan'. The number of lunchtime presentations in which professional associations or employers provided information about work experience or graduate employment opportunities rose to a total of 42

» successfully holding the Employment and Careers Expo off-campus for the first time. This allowed industry participation to double to 64 exhibitors from 32 in 2005, while student numbers were up by more than 400% to 2,200

» the establishment of a Work Placement Scheme in which students undertake work experience relevant to their program but outside the curriculum enabled students to access support from the University for these activities for the first time

» other new employer engagement initiatives included a successful pilot mentor program for Division of Education, Arts and Social Sciences students in programs with below-average graduate outcomes and the 'What Employers Want' workshop series, which are delivered by professional bodies, recruitment companies or employers and focus on the development of workplace skills

» the introduction of more cohort-specific workshops, for example, for postgraduates, international students and final year students.

Staff development

Staff development initiatives in 2006 included:

» a new approach to professional development, the Graduate Certificate in Education (University Teaching) was accredited in conjunction with the School of Education and mandated for all new continuing staff at levels A–C. Online resources were developed to support this initiative

» the programs Tutoring@UniSA and Teaching@UniSA incorporated new conceptualisations of good teaching and a total of 232 staff participated in them. One hundred and twenty one sessional staff took Tutoring@UniSA and 71 Teaching@UniSA

» professional development resources were produced for casual staff and those teaching offshore

» academic staff continued to be supported in developing publications under the Scholarship of Teaching Fund and 35 papers were supported financially

» other reward schemes involved internal grants (12, involving $130,000), supported teaching awards (66 staff), and support for Carrick citations (nine of 13 bids) and awards (three of eight bids). Sixty two academics participated in workshops about Carrick initiatives

» Academic Development programs for Research Supervisors included half day workshops for supervisors new to the Register of Postgraduate Research Supervisors (repeated on demand), as well as one-off, institution-wide seminars presented in collaboration with the Dean: Graduate Studies and open to supervisors and students

» Supervising@UniSA – four programs (for supervisors) were held with a total attendance across programs of 98. The recorded satisfaction in relation to the program was 93%

Staff development (continued)	» Towards completion – a program coordinated by the Graduate Studies Office and Research Education team presentations » What is a thesis? – a program attended by 13 staff (satisfaction 100%) and 22 students (satisfaction 86%).
Academic integrity	Progress was good on implementing the Academic Integrity Strategy university-wide and there were interesting initiatives being developed in some Schools. The priority for 2006 was establishing the Academic Integrity Officer (AIO) role and supporting the staff nominated in these roles to implement the policy procedures in dealing with academic misconduct cases at the initial stages of inquiry. In summary, the year's activities included: » significant changes to the Assessment Policy to include the use of text comparison software, the role of Academic Integrity Officers (AIO) and the process of initial inquiry » AIOs were appointed in all schools » support for the AIOs included workshops, regular campus-based meetings, an email distribution list and a web-site of resources » a central database was developed to record all cases of academic misconduct » the purchase of a site licence for the text-matching software Turnitin.
English language proficiency	As part of the 2006 Corporate Project, 'English Language Proficiency', a scoping exercise was completed to identify issues in the development and assessment of English language proficiency of all students. A working group guided a survey of internal and external stakeholders in an attempt to identify any significant trends, patterns and cohorts of students towards whom strategies could be targeted. The final report of the working group will be delivered in 2007 and will provide insight into the perceptions of stakeholders compared to statistical data and teaching and assessment practices. The report will be used to guide the development of effective English language skills in graduates.
Indigenous content in undergraduate programs	Indigenous indicators were developed for three of the University's eight Graduate Qualities. Work was undertaken across all Divisions, reported quarterly through the University Indigenous Education Working Group and in Annual Review Reports 2006. In 2006 a Senior Project Officer was appointed to the David Unaipon College of Indigenous Education and Research to further the project and facilitate implementation across all Divisions.
Onshore international programs	**Scholarships:** Efforts to recruit increased numbers of students on overseas scholarships – government or private – resulted in some successes. For example 18 Botswanan students enrolled in 2006 (UniSA received 18 of the 41 students supported by the Botswanan government to study in Australia). During 2006 an agreement was signed with the Iranian government for UniSA to receive postgraduate research students. Similarly negotiations commenced with the Iraqi embassy for intakes of PhD scholarship students. **The Indian sub-continent:** Recruitment from the established market of India increased again during 2006. However, rapid increases in recruitment numbers are predicted to slow, consolidating numbers at 2006 levels. Pakistan and Sri Lankan recruitment numbers increased and potential has been identified in Nepal. The University remained significantly exposed to the Indian market at 30% of onshore students. **Middle East:** UniSA put emphasis on the Gulf States which are an emerging scholarships market (particularly Saudi Arabia). **Africa:** UniSA was active in South Africa, Botswana and Kenya. **China:** China is a key market for the University with the goal of growing enrolments onshore. In 2006 enrolments from China, either directly or through onshore pathways, represented 15% of the total. With the priority focus on China in 2007 it is expected to overtake Malaysia as our second largest source country.

Report on activities

Priorities and results (continued)

Onshore international programs (continued)	The following activities in 2006 represented a more coordinated approach: 》 the successful implementation of the Delegated Authority Project improving turn-around times for applicants by authorising selected and trained agents to make offers on behalf of the University 》 collaborative marketing with the South Australian Institute of Business and Technology (SAIBT) and the University's Centre for English Language (CELUSA) 》 development of articulation pathways 》 support for agents including the successful in-country agent workshops. **Europe, the Americas, Japan and Korea:** These are relatively small markets which are important in relation to diversity of student background. A key market in these countries is study abroad and exchange students. During 2006 the identification of US study abroad partners began with two new partnerships signed during the year. A tuition, housing and excursion package for US study abroad students package was developed and will be launched in May 2007. New program developments included the accreditation of the Education, Arts and Social Sciences Foundation Studies International program, making it available for delivery by MARA in Malaysia. As well, the Bachelor of Arts in Intercultural Communication and Applied Language was approved for delivery with MARA. A number of new articulation arrangements were developed by the Divisions. The University strengthened its capability in international quality assurance and compliance in relation to the revised Education Services for Overseas Student (ESOS) Act and National Code as well as the ongoing focus on transnational quality through the formation of a new team in UniSA International.
Transnational programs	The University's enrolments stabilised in 2006, due, in large part, to new undergraduate programs coming on-stream with Taylor's College, City University and Hong Kong Baptist University. Information Technology, Engineering and the Environment programs in Singapore also grew. 2006 saw the University exit from a number of transnational partnerships, partly due to market and product cycles coming to an end. Others, as in Thailand, were based on in-country legislative requirements and the University's determination to manage risk and reputation. The key quality assurance achievement was successfully gaining ISO certification for the University's Transnational Quality Framework for business development.
Student mobility	During 2006 UniSA increased the number of outgoing students while maintaining a balance between incoming and outgoing student costs. 》 150 UniSA students went offshore on full semester exchange 》 77 UniSA students were funded on short-term placements 》 249 UniSA students were funded to go offshore (compared with 214 students in 2005), a 16% increase. Developments in postgraduate student exchange were forecast in the 2006 plan. Additional University mobility funding of $60,000 supported an additional 22 postgraduate research students studying offshore for the first time. An Exchange and Study Abroad Fair was held, along with many information seminars, to promote student mobility. The Exchange Society (a group of students returned from mobility placements) was supported to run events for inbound and outbound students.

Creating and applying knowledge

Since its establishment in 1991, UniSA has built on the work of its predecessor institutions to develop a dynamic research identity focused on excellence in scholarship, innovation and industry engagement. In 2005 (the most recent year for which national benchmarked data are available), the University was ranked 15 out of 42 universities on the basis of total research income, which is testament to its rapid growth as a research institution in a relatively short period of time.

Performance

Research income

Total research income in 2006 was $40.3M representing a 33% increase over 2005. Direct industry contributions ($9.5M) accounted for 24% of this total.

Australian Research Council (ARC) funding

The University of South Australia achieved a success rate of 53% in Australian Research Council (ARC) Linkage grants awarded overall during 2006. This result placed UniSA first within South Australia, the ATN Universities, and nationally.

In the second round of Australian Research Council (ARC) Linkage funding commencing July 2006, the University achieved ten successful ARC Linkage grants with a total funding of $2.3M. With a success rate of 48%, this result placed UniSA first in South Australia, second among the ATN Universities, and tenth nationally.

National Health and Medical Research Council (NHMRC) funding

During 2006 the University was awarded four Project Grants and one Capacity Building Grant by the National Health and Medical Research Council (NHMRC) for funding from 2007 – 2011 totalling nearly $4M. Together with a joint ARC/NHMRC grant of $2M this resulted in UniSA's best performance ever in the NHMRC and attests to the success of the strategies implemented to build research capacity in health and medical sciences at UniSA.

Cooperative Research Centre (CRC) performance

UniSA participated in the 2006 selection round for funding for new and existing Cooperative Research Centres (CRCs). The University was one of 12 core participants who were successful in their bid to continue the successful Cooperative Research Centre for Railway Engineering and Technologies (CRC Rail). Approximately $100M was pledged for rail research over the next seven years.

Research training

The benefits of implementing long term strategic initiatives were felt in 2006. The University experienced growth in research training activities, recording increased applications, highest ever HDR load, a record number of scholarships, and the University's highest ever number of research degree completions. It also experienced growth of the structured program to incorporate the ATN e-Grad School (Australia), offering the Commercialisation Training Scheme Graduate Certificate in Research Commercialisation.

Commercialisation

During 2006 ITEK, the University's commercialisation entity, evaluated 57 opportunities for commercialisation and submitted 18 new patent applications. ITEK has continued its strategy of developing new intellectual property for commercialisation by supporting carefully selected research projects and capabilities within UniSA. ITEK successfully secured Commercial Development Initiative grants from Bio Innovation SA to continue the development of three projects commenced by ITEK during 2005:

》 Bioactive Coatings – bioactive coating for metal implants that allows more efficient adhesion of the implants to bone

》 Nanoparticle Cosmeceuticals – nanoparticle coating for controlled release and improved chemical stability of active ingredients in cosmeceuticals

》 Nanoparticle Drug Delivery – nanoparticle coating for improved pharmaceutical oral drug delivery.

In addition, a number of existing startups continued to make good progress during 2006:

》 Cohda Wireless was established to deliver mobile broadband solutions for moving vehicles that are high bandwidth/low cost. During 2006, Cohda Wireless completed the development and installation of a demonstration network for its technology in the Norwood area and secured a $173,000 extension to the Commercial Ready Grant awarded in 2005

》 PharmaQest was established to commercialise a novel skin cancer drug which could prevent a common form of skin cancer. During 2006 PharmaQest successfully completed the Stage 1 and Stage 2A clinical trials of the drug.

Report on activities

Achievements

Research Institutes and Centres

The Australian Minerals Science Research Institute (AMSRI), headquartered at UniSA's Ian Wark Research Institute (IWRI), was launched by Senator Nick Minchin in September. AMSRI will conduct research into major technical challenges facing the global mining industry over the next 25 years including energy efficiency, restrictions on water use and the efficient management of waste. The Institute, a consortium of four Australian university research centres and a global network of 24 collaborators including BHP Billiton, Rio Tinto and Orica, is supported by more than $22M worth of contributions including the largest ARC Linkage Grant ever awarded.

Senator Nick Minchin also launched the Cooperative Research Centre (CRC) for Contamination Assessment and Remediation of the Environment (CARE). CRC CARE brings together scientific, industry and government organisations to devise new ways of dealing with and preventing contamination of soil, water and air and will help Australian industry to become world leaders in the management and prevention of contamination and Australian regulators to set global standards of excellence in risk assessment and clean-up.

In late 2006 the University established two new externally funded Research Institutes at its Mawson Lakes Campus: The Defence and Systems Institute (DASI) and the Mawson Institute for Advanced Manufacturing (MIAM). DASI will have a special focus on supporting South Australia's defence industry and will operate as a world leader in research and education in complex systems. MIAM will undertake industry-focused research projects and education and skills development programs designed to improve the global competitiveness of Australia's manufacturing sector.

High impact, high quality research

A research team led by Professor Andrew Gilbert of UniSA's Sansom Institute won a major grant worth $2M from the NHMRC and the ARC to develop strategies for managing the health and well being of older Australians suffering from chronic illnesses.

The Early Origins of Adult Health Research Group (new research group in the Sansom Institute) received over $1M for three NHMRC Project Grants in the areas of the early origins of obesity and intrauterine development of the heart and vasculature. One of the leaders of this group, Dr Janna Morrison, a National Heart Foundation Fellow and new appointee at UniSA was awarded $302,000 to study heart development before birth and a key researcher in the Sansom Institute, Professor Libby Roughead, was awarded $447,750 to explore consumer co-payments for subsidised medicines.

Dr Ivan Kempson from the Ian Wark Research Institute made front page news around the world when, using an advanced photon source synchrotron, Dr Kempson discovered that the distribution of arsenic in racehorse Phar Lap's hair was consistent with ingesting a single large dose of arsenic 30–40 hours prior to his death.

Research leadership

Professor John Ralston, Director of the Ian Wark Research Institute, was named UniSA's first Laureate Professor, in recognition of his distinguished career achievements locally and internationally.

Also in 2006, Laureate Professor Ralston was awarded the Premier's Science Excellence Award in Research Leadership, the Chemeca Medal for Outstanding Service and Contribution to Chemical Engineering (the most prestigious award in the Australian and New Zealand Chemical Engineering community) and the inaugural Most Outstanding Contribution to Mining Award by Australian Mining.

Dr Janna Morrison, a Research Fellow in the Early Origins of Adult Health Research Group, and Dr Nicole Lamond, a Research Fellow in the Centre for Sleep Research each received prestigious 2006 Young Tall Poppy Science Awards recognising their achievements as young researchers in the sciences.

During 2006, UniSA launched a Research Leadership Development Program to develop the research leaders of the future. This program is unique in the national sector and will ensure that the career aspirations of research leaders of the future can be fostered and developed within the institution.

Research partnerships

UniSA sponsored Professor Stephen Schneider, one of the world's leading experts in atmospheric research and its implications for environment and society, and Dr Fraser Mustard, an internationally recognised expert in the field of early childhood development as Adelaide Thinkers in Residence.

Priorities and results

Priorities	Results
Strengthen research leadership and research training capacity	Research capacity was boosted significantly through the appointment of nine new Chairs and the recruitment of eight new externally funded Research Fellows supported by awards from the ARC, NHMRC and National Heart Foundation. Research supervision capacity was analysed with a focus on building research training capacity in the University's Research Institutes and other areas of research strength.
Develop and expand existing research concentrations	The University developed two new research concentrations – the Mawson Institute of Advanced Manufacturing and the Defence and Systems Institute – both located on Mawson Lakes Campus.
Promote and support the growth of high impact and high quality research activity	The University established a number of Working Groups to develop and oversee initiatives designed to encourage and support the production of high impact and high quality research outputs. Several new schemes were put in place that will see the achievement of this strategic objective over the short and long term future.
Align research funding mechanisms with the University's strategic objectives	The University's Research Policy Committee reviewed a number of its internal funding mechanisms and revised them to better reflect external funding incentives.
Expand and enhance the quality of engagement with external partner	During 2006 the University actively participated in the National Collaborative Research Infrastructure Strategy, the 2006 selection round for Cooperative Research Centres, established the Australian Mineral Science Research Institute, and two new externally funded Research Institutes – the Mawson Institute for Advanced Manufacturing and the Defence and Systems Institute – both of which have significant industry involvement.
Strategic approach to e-research	Early in 2006 the e-Research Implementation Group coordinated a proposal to the SA Government to seek e-Research Centre funds from the Department of Education, Science and Training. As a result, a multi-partner venture to be known as e-Research SA was developed and a steering committee formed. The focus of the venture is on participation in the National Collaborative Research Infrastructure Scheme (NCRIS) 5.16 capability (Platforms for Collaboration) expected to be funded in mid-2007.
Develop national collaborative research initiatives	Considerable effort resulted in the development of national partnerships for CRC bids and for participation in NCRIS capabilities. The University is a participant in three NCRIS funded capability areas:

》 The SA Regional Facility for Microscopy and Microanalysis (the SA node of the NCRIS funded National Microscopy and Microanalysis Research Facility), a collaborative venture between the three SA universities, received a total of $6.5M in funding from NCRIS and the State Government. Of this, $2.6M will be directed to UniSA's Ian Wark Research Institute (IWRI) to purchase, operate and maintain microscopy and microanalysis equipment which will be available to users nation-wide

》 The South Australian Fabrication Facility, based at the IWRI, will receive a total of $4M from NCRIS and the State Government to offer nanoscale patterning and microfluidic device fabrication, and

》 A large Animal Imaging Facility to be established in SA which received $7M in NCRIS funding.

Report on activities

Priorities and results (continued)

Increase timely research degree completions	The University recorded its highest ever number of research degree completions in 2006 which was in large part due to continued support for research degree completions, via: 》 careful monitoring of progress reviews and planning 》 activation of completion scholarships 》 research education support activities (RESA) targeting supervisors and their HDR students towards the end of candidature 》 lagged effect of changes to intake that were introduced in 2003 and 2004 such as induction and orientation, support and monitoring.
Expand and enhance the quality of research training	The Dean: Graduate Studies implemented a series of initiatives to expand and enhance the quality of research training including the introduction of the 'GradPad' resource designed to provide facilities for HDR students to promote their research and to network and collaborate with other researchers online; and the launch of the Graduate Certificate in Research Commercialisation by the ATN Deans and Directors of Graduate Studies as part of the e-Grad School Australia project.
Internationalisation of research education	The UniSA Research Marketing Committee, established in 2006, addressed internationalisation of research education by integrating HDR marketing with broader international research marketing. This strategy will expand in 2007.

Community engagement is a defining characteristic of all that we do and the University is enriched through its interaction with different communities.

Engaging our communities

The University engages with the community at many levels and contributes to its social, intellectual, economic and cultural development. Community engagement is a defining characteristic of all that we do and the University is enriched through its interaction with different communities.

The University's initiatives benefit a variety of sectors of the community, but particularly the educationally disadvantaged – including regional Australian, Northern Adelaide and other low socioeconomic status (SES) communities, Indigenous Australian and disadvantaged international communities.

Centre for Regional Engagement (CRE)

The University's Centre for Regional Engagement incorporates a campus at Whyalla and a newly established regional centre at Mt Gambier. It coordinates teaching and learning, research and community engagement activities to meet the needs of regional and rural SA. Undergraduate and postgraduate degree programs are offered to around 600 students in the three areas of Business and Enterprise, Nursing and Rural Health and Social Work and Rural Practice. The UniSA Foundation Studies program is also offered at Whyalla.

UniSA Northern Adelaide Partnerships (UNAP)

The UniSA Northern Adelaide Partnerships (UNAP) program was established in 2003 to build relationships in Adelaide's northern suburbs, one of the most socially and educationally disadvantaged regions in Australia. Based at our Mawson Lakes campus in the northern Adelaide region, its major goals are to increase participation in education, enhance professional skills, address regional skills shortages and increase social resources.

Indigenous Australians

Commitment to Indigenous education and research is a key element in the founding legislation of the University of South Australia. With over three hundred Indigenous students enrolled each year, UniSA is one of the major providers of Indigenous higher education in Australia. UniSA was the first Australian university to adopt a Statement of Reconciliation, acknowledging our commitment to reconciliation between Indigenous and non-Indigenous people. This commitment, adopted in May 1997, has permeated the culture of the University. Engagement with the Indigenous community and Indigenous issues continued in 2006.

The Bob Hawke Prime Ministerial Centre

Named after South Australia's only Prime Minister, the Hawke Centre is a cornerstone of UniSA's strategic commitment to engaging our communities. The Centre fulfils social responsibility and civic mindedness intentions within that context. The Centre works to promote open debate and discussion in the community, consistent with Centre themes of: strengthening our democracy, valuing our cultural diversity, and building our future. It also draws attention to University innovations and expertise in topical areas. Established in 1997, the Centre has attracted an SA Great Award for services to education in the state and a number of Chancellor's Awards for Community Engagement. The Centre represents an important engagement with local and international communities through public learning activities, alliances, and collaborative projects. The Centre works both independently and collaboratively with such agencies as World Vision, UNIFEM and the Adelaide Thinkers in Residence program to gain public attention to issues that affect all Australian citizens, and which are important for democracy and our collective global future. Its regular public program of lectures and other activities feature local and international speakers and attract capacity audiences. The program offers informed viewpoints on key concerns for the 21st century, including sustainable societies, environment, human rights, Indigenous issues, leadership, mediation, and responsible economic development. Broadcasting of its lectures and a major website ensure regular community access to a range of top level resources. In mid – 2007 the Centre will be housed in the new Hawke Building and will further extend its reach into community life through the provision of a major Civic Gallery devoted to civil society issues.

Achievements

Strategy and governance development

The strategic directions for the University's regional, industry and community engagement (RICE) strategy were outlined in the Strategic Plan, approved by Council in December 2006. The Centre for Regional Engagement (CRE) was endorsed by the University Council effective from January 2006. It operates through the University's Whyalla campus and the Mount Gambier Regional Centre, and from late 2006, through UniSA's Northern Adelaide Partnerships (UNAP).

Report on activities

Centre for Regional Engagement (CRE) developments

The Centre for Rural Health and Community Development was established as the first University Research Centre based in Whyalla as a joint initiative between the CRE and the Spencer Gulf Rural Health School. This centre, utilising the new Wellness and Fitness Hub on the Whyalla campus, has undertaken significant research and consultancy projects in community health and wellbeing.

The Australian Technical College Spencer Gulf and Outback commenced construction of their $1.7M Whyalla node on the UniSA Whyalla Campus in September 2006, for occupation in January 2007.

UniSA Northern Adelaide Partnerships (UNAP)

UNAP facilitated the continuation of nine existing projects which engaged 25 UniSA staff and 40 external members with northern Adelaide communities. UNAP also commenced 18 new projects, which engaged 53 UniSA staff and 59 external members. UNAP made a positive contribution in the northern Adelaide region through active representation on a comprehensive range of community, local government and State Government decision-making and consultative groups.

UNAP was awarded a 2006 Salisbury Learning Champion Award for exceptional commitment to improving lives of learners and making an outstanding contribution to the Salisbury community.

UNAP gained recognition at the 2006 BHERT Awards for outstanding achievement in collaboration in Research and Development and Education and Training. UNAP was recognised for its innovative partnerships with government agencies, business and health and community service organisations which help to develop and deliver programs of benefit to communities in the socially disadvantaged region north of Adelaide.

UNAP contributed the keynote speech at the Australian Universities Community Engagement Alliance (AUCEA) 2006 launch at Parliament House Canberra.

UNAP gained the National Investment for the Early Years award for the 'Lapsit Outreach Literacy Project'. Lapsit is an innovative partnership program with library service teams from the northern cities of Salisbury and Playford working with staff and student teachers of the UniSA Bachelor of Early Childhood fourth year course, 'Administration, Management, Leadership and Change'. The 2006 Lapsit pilot project supported by an Australian Government Sustainable Regions Grant developed resource kits and interaction strategies to assist families with young children's emergent literacy skills in existing community services. Lapsit took library services and early childhood literacy opportunities to the community, engaging with families in non-threatening, informal and familiar settings. A new mentoring model for the next phase of Lapsit has been developed and will be trialled by students in 2007.

Indigenous Australians

The David Unaipon College of Indigenous Education and Research (DUCIER) was established in 2006 and Professor Peter Buckskin was appointed the Inaugural Dean. The new College will advise the University on all matters relating to Indigenous Australians; offer courses in Indigenous Studies and Australian Studies from degree through to doctorate; carry out Indigenous-related research and consultancy projects, and support Indigenous student entry and success.

The Australian Centre for Child Protection together with the Commonwealth Department of Families and Community Services, and Indigenous Affairs (FaCSIA) and the Department of Education and Children's Services (SA), co-sponsored a forum examining Aboriginal Early Childhood: Improving life chances of Aboriginal children birth to eight years.

Yhonnie Scarce, graduate and tutor at the South Australian School of Art, had her work Enee Meanee Minee Mo selected for the twenty-third Telstra National Aboriginal and Torres Strait Islander Award. Hers was one of only a few works purchased by the Museum and Art Gallery of the Northern Territory for their collection.

Priorities and results

Priorities	Results
Community and regional engagement	**Centre for Regional Engagement (CRE)**

Centre for Regional Engagement (CRE)

The Centre for Regional Engagement (CRE) continued its focus on providing educational programs for disadvantaged groups and Indigenous people by supporting the appointment of an Indigenous Advisor for Whyalla and Port Augusta in 2006. This initiative is associated with a consistent increase in CRE Indigenous student enrolments from five in 2004, nine in 2005 to ten in 2006. In addition to this, the CRE share of Australian students in one or more equity groups also rose from 81% in 2004, 86% in 2005 to 88% in 2006.

The CRE successfully attracted a number of regional research consultancies and grants in 2006 including:

》 $120,000 under the Palliative Care Grants Program for a Pastoral Care, Counselling and Support program in Regional SA led by Associate Professor Mary Oliver.

》 $80,000 under the Commonwealth Government Fitness for Life program for Indigenous people in the Wakefield Health region led by Professor Len Pullin with Associate Professor Gary Misan and Dr Judy Taylor.

In 2006 the CRE actively explored ways of expanding the number of tertiary programs available in South Australian regions. In November 2006, the CRE increased the number of programs offered on-campus on the Limestone Coast by introducing a pilot of the UniSA Foundation Studies Program in Mount Gambier. This program will be offered through the UniSA Mount Gambier Regional Centre for student commencement in Study Period 2, 2007.

In October 2006, the CRE engaged with OneSteel Steelworks Whyalla to explore the reintroduction of an engineering program in Whyalla. Discussions will continue in 2007 to explore the possibility of developing and implementing an Associate Degree Engineering program on the Whyalla campus in Study Period 2, 2008.

In June 2006 an external consultant was engaged to explore the viability of offering a teacher education program on the Whyalla campus. The consultant's report recommendations will be examined and options developed during 2007.

The development of a suitable set of indicators for successful regional, industry and community engagement was under investigation in 2006 through the commencement of the UniSA Regional, Industry and Community Engagement project. Proposals will be developed during 2007 for introduction in 2008.

UniSA Northern Adelaide Partnerships (UNAP)

In 2006 the Lapsit Pilot Project – a program for children from birth to five years of age and their caregivers who share stories and songs in group sessions with UniSA students acting as facilitators – in conjunction with UniSA School of Education and the Cities of Salisbury and Playford Libraries was implemented, reviewed and evaluated. The project will continue in a mentoring phase during 2007.

A Northern Adelaide Adult Literacy forum was held in 2006 to identify and commence the planning of collaborative initiatives to advance adult literacy in northern Adelaide. The forum led to the development of an adult literacy regional strategy with further meetings to be held in 2007 to discuss the formation of a regional adult literacy committee.

UNAP was a signatory to a Memorandum of Understanding (MOU) with Western Futures Health Alliance to establish an alliance of schools, University, TAFE and health industry partners.

The Child and Adolescent Mental Health Services (CAMHS) Northern Social Work Clinic was established in July 2006. UniSA's participation in the clinics leads to high quality student placements which, in turn, increase graduate employment outcomes. CAMHS have benefited from assistance with a large workload, the closure of some cases and a reduction in waiting lists.

Report on activities

Priorities and results (continued)

Community and regional engagement (continued)

The Families SA Northern Psychology Clinic was established in February 2006. Direct benefits to UniSA from this include practical placements for students and an increase in graduate employment outcomes. Families SA have benefited from a reduction in the waiting list for assessment of children under the guardianship of the Minister (see Our Academic Divisions: Education, Arts and Social Sciences for further information).

The Bob Hawke Prime Ministerial Centre

The Hawke Centre's Public Program serves the broad community through a lively calendar of national and state lectures, partnerships, special government and business briefings and over 4,000 members of the community were registered as Centre supporters by the close of 2006 to receive program news. The Hawke Centre presented 21 events in 2006, to largely full capacity audiences and achieved over 7,000 attendances. Full details appear on the Centre website, but the following were of special note:

» Women's rights in Development: International alert series – The BIG Issues: co-presented with World Vision Australia and AusAID, 7 February

» Fighting HIV-AIDS: International alert series – The BIG Issues: co-presented with World Vision Australia and AusAID, 4 April

» UNIFEM Informs Seminar: Is Child Protection a public health issue? – views from Australia and the UK co-presented with UNIFEM Australia and featuring UniSA expert Professor Dorothy Scott, 6 April

» Women in Afghanistan today: hopes, achievements and challenges: co-presented with The Support Association for Women in Afganistan, 27 April

» The ADC Gandel Oration: Atrocity Crimes: Overcoming Global Indifference presented by Gareth Evans AO President of the International Crisis group, 2 May

» UniSA United Nations Student Society launch: UniSA City East Campus – supported by the Bob Hawke Prime Ministerial Centre, 3 May

» Biomimicry: seeking sustainable solutions by emulating Nature's living examples, co-presented with TNEP and featuring U.S. Speaker Janine Beyrus, 18 May

» Free and Fairer Trade: International alert series – The BIG Issues: co-presented with World Vision Australia and AusAID, 6 June

» World Refugee Day Public Forum: What's happening to our humanity?, 20 June

» Adelaide Thinkers in Residence public lecture: Housing the homeless – whatever it takes, with Rosanne Haggerty, 10 July

» Adelaide Thinkers in Residence public lecture: Creating a Climate for Change – how SA can make a difference to global warming and reduce our vulnerability with Stephen Schneider, 18 July

» Water Lessons: International alert series – The BIG Issues: co-presented with World Vision Australia and AusAID, 7 February and 1 August

» Achieving quality and equity in education: speaker Professor Barry McGaw: co-presented with CEDA and Delfin Lend Lease, 3 August

» Peak Oil or Oil Shock? Energy security and pathways to a sustainable future, 28 August

» Keeping the peace: avoiding the cost of conflict in humanitarian aid, International alert series – The BIG Issues: co-presented with World Vision Australia and AusAID, 3 October

» Nuclear Energy Debate: Going nuclear – an answer to global warming? co-presented with The Australia and New Zealand Solar Energy Society (ANZSES), 25 October

» Australian Premiere screening: BEYOND FEAR: Finding Hope in the Horror, co-presented with Issues Deliberation Australia/America, 9 November

» The Adelaide Parklands weekend of events: Symposium, Tours and Public Forum, 10 and 12 November

» Ninth Annual Hawke Lecture: A new Australian consensus for the 21st Century, delivered by Greg Combet, Secretary, ACTU, 20 November

» UNIFEM Informs seminar: No Single Path: Cultural Perspectives in overcoming Domestic Violence, co-presented with UNIFEM Australia, 23 November.

Honouring members of the community

The University acknowledged the contributions made by members of the community to both the University and the wider community through the awarding of a number of honorary awards in 2006. They included:

Honorary Doctor of the University

Norton Jackson AM, in recognition of his outstanding services to the University. Mr Jackson, a graduate of the School of Mines was elected a University Fellow in 1999 an award conferred on his retirement from the University Council. His contribution to Australian society was acknowledged by conferral of the Order of Australia in 1987 and Centenary Medal in 2001. Mr Jackson continues to be a tireless supporter of the University.

The Hon Mike Rann MP, Premier of South Australia in recognition of his support of the University. Mr Rann was a Council Member of The South Australian Institute of Technology (SAIT); a member of UniSA's Council in the early 90s and, most significantly, was the State Minister responsible for the legislation that established our University. He has been an advocate, a supporter and a critical friend to this University.

The Hon Susan Ryan AO, in recognition of her services to education. Ms Ryan was the first woman to serve in a Labor Cabinet, Minister of Education in that Cabinet and the Minister who shepherded the legislation on Affirmative Action for Women into the statute books. At present she is Chair of a committee working to bring a Bill of Rights into Australian law.

University Fellows

Yeong Chee Meng is a long time friend and supporter of the University following his graduation in 1994 with the qualification of Master of Applied Science in Project Management. He is currently the Managing Director of Sarawak Hiidro Schn Bhd and a Councillor of the Malaysian Australian Alumni Council and Adviser of the UniSA Alumni, Malaysia Chapter. He has made a major contribution to the Alumni Malaysia Chapter and continues to demonstrate his commitment to maintaining a strong relationship with the University.

Andrew Chen, Founder and Chairman of Asia Pacific Management Institute (APMI), has performed a remarkable role in leading and growing one of the most successful private educational institutions in the Asia Pacific region. Established in 1986, APMI is dedicated to the education and development of managers and executives. It is one of the first management institutions to achieve the ISO 9000 quality certification in Singapore. Its aim is to be a leading management development institution in Singapore and the Asia Pacific region, propelled by a commitment to develop action-orientated managers with a global perspective and executive leadership qualities to meet the rapidly changing need of commerce and industry.

External appointments

» Association for Tertiary Education Management (ATEM) – Lucy Schulz elected Vice President.

» Australian Association for Professional and Applied Ethics – Dr Howard Harris elected President.

» Australasian Epidemiological Association – Professor Adrian Esterman elected Vice President.

» Australian Health Ethics Committee – Associate Professor Ian Richards invited to Chair a nation-wide Working Group of Chairs of Human Research Ethics Committees.

» Australian and New Zealand Industrial and Applied Mathematics Society (ANZIAM) – Professor Phil Howlett appointed the South Australian representative to the Executive Committee.

» Australian Research Council – Professor Jerzy Filar, Foundation Professor of Mathematics and Statistics, appointed a Research Fellow.

» Australian Research Council Discovery Projects – Associate Professor Mary Oliver nominated by the Australian Research Council College of Experts to the review panel.

» Australian Science Media Centre – Professor Caroline McMillen appointed a Member of the Science Advisory Panel.

» AUQA audit of the Victoria University of Technology – Professor Michael Rowan appointed Chair.

» BioInnovation SA's Adelaide Integrated Biosciences Laboratories (AIB Labs) – Professor Caroline McMillen appointed a Member of the Steering Committee.

» Board of Governors of the Institute of Electrical and Electronics Information Theory Society – Professor Alex Grant appointed a member.

» Carrick Institute Australian Awards for University Teaching (CAAUT) – Professor Claire Woods appointed an Expert Assessor and a panel member for the Carrick Citation Awards 2006.

» Carrick Institute Australian Awards for University Teaching (CAAUT) – Dr David Chapman appointed an Expert Assessor.

Report on activities

» Carrick Institute Fellowships – Associate Professor Ingrid Day appointed a Specialist Assessor.

» Centre for Innovation – Professor Caroline McMillen appointed a Board Member.

» Cooperative Research Centre for Railway Engineering and Technologies – Professor Caroline McMillen appointed a Board Member.

» Federal Department of Family and Community Health Services Regional, Rural and Remote Working Party – Tricia Munn invited to join to explore ways to improve human service delivery Australia wide.

» Healthy Development Adelaide – Professor Caroline McMillen appointed Co-Chair of the Steering Committee.

» IDP Education Pty Ltd – Professor Denise Bradley AO appointed a Member of the Board of Directors of this new company.

» Institute of Electrical and Electronics Engineers (IEEE) South Australia Communications and Signal Processing Chapter – Dr Kutlu Dogancay elected Vice-Chair.

» Institution of Electrical Engineers (UK) – Professor Robin King made a Fellow.

» Institute for Public Administration Australia – Elizabeth Ho made a National Fellow.

» International Journal of Electrical Engineering Education – Professor Robin King invited to serve on the Editorial Board.

» Muscular Dystrophy Association of Australia (MDAA) – Associate Professor Michael Galvin appointed National President.

» Natural Resource Management (NRM) Council – Professor Jennifer McKay appointed a member.

» Playford Memorial Trust Inc. – Professor Caroline McMillen appointed a Director.

» Reconciliation SA – Luisa O'Connor elected a Member of the Board of Directors.

» Rolex Awards for Enterprise – Professor Denise Bradley AO invited to serve on the International Selection Committee.

» Science and Innovation Directorate's Bragg Initiative – Professor Caroline McMillen appointed the Champion of Women in Science, Engineering and Technology.

» Soil Science Society of New Zealand – Professor Ravi Naidu appointed a Fellow.

» South Australian Vice Chancellor's Committee (SAVCC) – Professor Denise Bradley AO appointed Chair for 2006.

» South Australian Business Ambassadors Network – Dr Anna Ciccarelli and Elizabeth Ho appointed Business Ambassadors of South Australia.

» South Australian Strategic Plan 'Creating Opportunity' Working Group – Associate Professor Ingrid Day appointed Chair.

» State Minister for Regional Development's Regional Communities Consultative Council – Dr Janet Sawyer invited to join.

» Torrens Taskforce – Professor Hilary Winchester appointed a Member.

» United Nations Educational, Scientific and Cultural Organisation (UNESCO) – Professor Kerry Green invited to join the Communications and Information Technology Network of the Australian National Commission for UNESCO.

Our people, services, finance and infrastructure

Performance

Staffing

The total number of staff employed by UniSA in 2006 (full-time equivalent staff, including casuals) was 2,509, an increase of 64 FTE (2.6%) since 2005. Sixty six percent of these staff were employed in continuing positions, 20% on fixed-term contracts and 14% were casually employed.

Indigenous employment

UniSA is a leading university employer of Indigenous staff. Over 1.5% of staff were Indigenous Australians in 2006, significantly higher than the Australian university average of 0.9%. The university is also a leader in the provision of cultural awareness training and professional development funding.

Youth employment

The percentage of professional staff under the age of 25 increased from 5.1% (50 FTE) in 2005 to 5.8% (74 FTE) in 2006. UniSA introduced a Graduate Recruitment program in 2006 to support the growth of youth employment.

Gender ratio

Fifty-eight percent of the UniSA workforce (excluding casuals), 47% of academic staff and 67% of professional staff are women. This places the University above the average for each of these categories. Women represent 28.3% of senior academic staff (Academic Level D and above), also significantly above the national average.

Investment in IT

UniSA continued to make significant investment in IT to ensure that it has the technological capacity to support its teaching and research activities. In 2006, achievements included:

» a multi million dollar upgrade to the University's data network. The resulting state-of-the-art communications system has the flexibility and capacity to support our online teaching and e-research activities for the foreseeable future

» a single IT help desk for the entire University was established and during 2006 fielded over 46,000 requests for advice, information and assistance from staff and students

» AskIT was launched to help students and staff make best use of the University's IT facilities

» the coverage, security and reliability of the wireless network was significantly improved.

In excess of 2,000 students used the wireless network in 2006

» the student portal, myUniSA, was improved to streamline individual access to teaching and learning resources

» the number of on campus computers for student use was increased by 8%.

Capital investment

During 2006 the University continued to improve and develop learning, teaching and research infrastructure across all campuses. Major initiatives included:

» the ongoing construction of a new building at City West campus (The Hawke Building) to accommodate an Art Museum, 400 seat auditorium, a variety of teaching spaces, Art Gallery, Chancellery and the Hawke Centre ready for occupation in mid 2007

» the purchase of new premises at 224 Hindley Street to accommodate UniSA's new School of Law

» a major investment in research infrastructure with the design of a new facility for the Centre for Environmental Risk Assessment and Remediation (CERAR) and Cooperative Research Centre for Contamination Assessment and Remediation of the Environment (CRC CARE) together with the refurbishment of accommodation for the Australian Mineral Science Research Institute (AMSRI) and Ian Wark Research Institute (IWRI) at the Mawson Lakes campus

» upgrading the audio visual equipment in 33 teaching spaces including three 'Access Grid Rooms' – a type of advanced video conferencing facility focused on group-to-group collaboration rather than desktop-based person-to-person conferencing

» relocating UniSA International and the Marketing and Development Unit to 101 Currie St, completing the consolidation of administrative units off-campus

» extensive works to the external façade of the Whyalla campus to improve the image and accessibility of UniSA's portal to regional engagement. Accommodation was also provided on campus to enable the co-location of the Australian Technical College – Spencer Gulf and Outback, and

» upgrading the external amenity of City West campus to improve the environment for students' social interaction and passive recreation.

Report on activities

Environmental sustainability

Cost imperatives as well as a desire to reduce the University's carbon dioxide emissions have been the catalyst for various initiatives that have resulted in the University's usage of electricity and gas decreasing by 3.0% and 23.1% respectively over the last seven years, as illustrated in Figures 1 and 2.
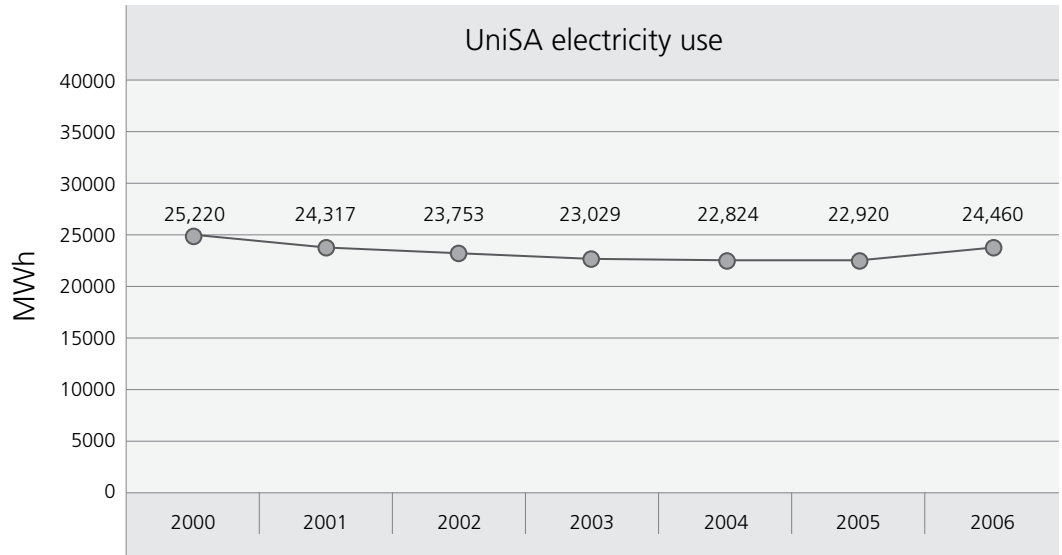

Figure 1: UniSA annual electricity usage in megawatts hour 2000 – 2006

Electricity usage increased in 2006 compared to 2005 due to a warmer start to the year than normal; a very cold autumn and early winter; the acquisition of 160 Currie St (an additional 3,000 m² of floor space); and an additional 450 computers being brought on line across all campuses for student use. The Facilities Management Unit is introducing new initiatives in 2007 to bring electricity usage below 2006 levels.
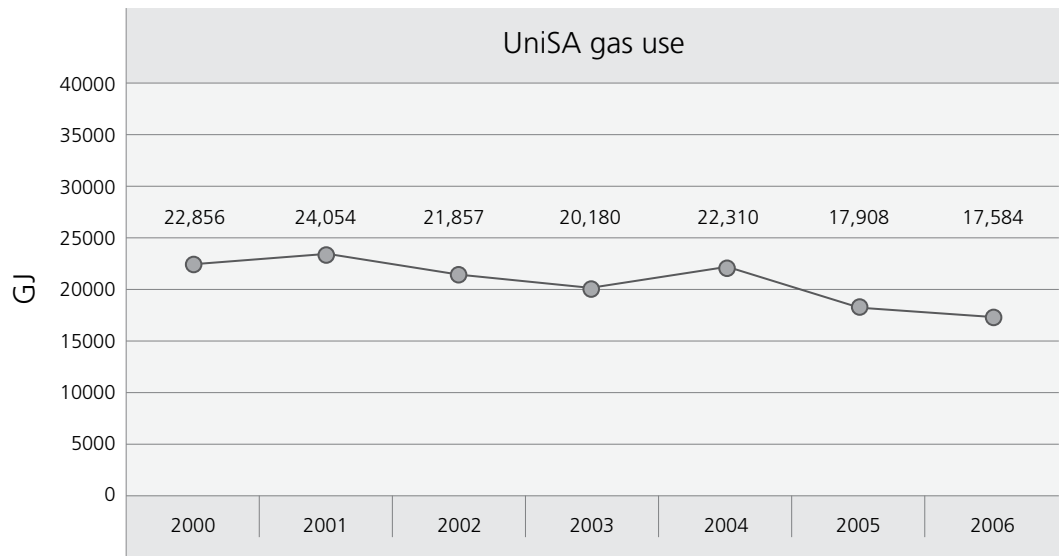

Figure 2: UniSA annual gas usage in gigajoules 2000 – 2006

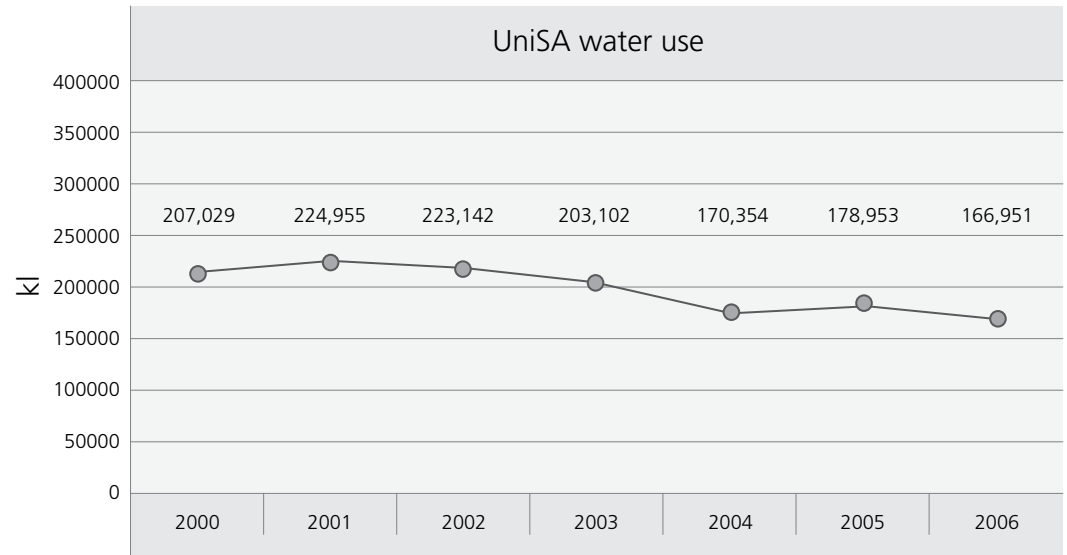Water usage across the University has decreased by 19.4% over the past seven years as shown in Figure 3.

Figure 3: UniSA annual water usage in kilolitres 2000 – 2006

The University's water plan provides a comprehensive strategy for reducing mains water use, utilising grey water and storm water, and implementing efficient water management practices.

Achievements

Top architectural award

The Royal Australian Institute of Architects awarded the nation's highest accolade for a public building, the Sir Zelman Cowen Award, to UniSA's Kaurna building, designed by John Wardle Architects in association with Hassell.

Employer of choice

The University was named an Employer of Choice for Women for the fourth consecutive year since 2003. UniSA won the inaugural Diversity@Work Employment and Inclusion: Work/Life Balance (large organisation) Award. Multi-access suites were opened on each campus to support the needs of breast-feeding mothers, and people with disabilities and medical conditions. As a result, UniSA gained Australian Breastfeeding Association Breastfeeding-Friendly Workplace Accreditation; only eight organisations in South Australia have this accreditation.

Higher Education Workplace Reform Requirements

The Federal Government deemed the University to be fully compliant with the Higher Education Workplace Reform Requirements, ensuring UniSA obtained $7.5M in Commonwealth funding for 2007.

New IT infrastructure

UniSA was a major partner in the development of the SABRENet broadband network, which provides virtually unlimited bandwidth between all major educational and medical sites in Adelaide.

New budget framework

A new budget framework was implemented which replaces existing allocation models and better identifies financial performance across the University. The framework brings greater transparency and strategic focus to resource allocation and management in the University. It was implemented in concert with a re-engineering of the Finance system (Finance One).

Finance system re-engineering

The University's Finance system (Finance One) was re-engineered in 2006. This involved the creation of new financial reporting structures and migration of the system to a completely new installation with an enhanced configuration.

Workplace Productivity Program

The University was successful with two grant applications under the Commonwealth Government's Workplace Productivity Program. The two programs being funded in 2007 are:

» Developing a Cash Flow and Forecasting and Management tool in conjunction with Deloitte; and

» Implementing a scanning solution that will allow Accounts Payable Invoices to be scanned and viewed as electronic documents in Finance One.

Report on activities

Priorities and results

Priorities	Results
Effective performance management	Significant work was undertaken across the institution in 2006 to ensure that performance management processes were operating optimally and were informed by key institutional objectives. All performance management systems and documentation were reviewed and updated. A wide range of workshops was provided to assist managers and staff with performance management. New tools and processes were developed to improve performance management of casual staff and a range of new resources were developed for supervisors of professional staff, including Quick Guides and an Action Learning Tool-kit, to improve their performance management and supervisory skills.
Attract and retain key talent	The emphasis on attracting and retaining key talent necessitated significant activity in three areas: recruitment, retention and professional development.
	Recruitment
	The competitive market for talent has required a particular emphasis on recruitment, particularly of research staff, and a significant number of new SA Research Chairs and Research Fellows were recruited in order to build on UniSA's existing research performance. In the professional staff area, a new initiative in employing our own graduates in central business units has assisted in the rejuvenation of the age profile of our staff.
	A working group completed a review of UniSA's recruitment and selection policy, guidelines and practice. This was the first step to the implementation of e-recruitment in 2007, with the aim of streamlining the processes, costs and timelines involved. Advertising for recruitment was improved including a university profile on Seek.com which links to UniSA's Careers website promoting the benefits of working within the institution.
	Retention
	A major study was undertaken on the recruitment and retention of high performing academic staff, supported by the Australian Technology Network (ATN). Retention is affected not only by competitive remuneration, but also by broader considerations, including family-friendly and work-life balance initiatives, in which UniSA is a national leader. Greater flexibility in work arrangements has also been made possible through a new classification tool for professional staff positions and classification linking across all levels.
	Professional development
	The professional development of our staff contributes to retention as well as enhancing capability. In particular, apart from the extensive range of seminars and online resources, the University developed a new cohort program to support the development of academic leaders, as well as a new leadership dimensions series for professional staff in 2006.
Develop infrastructure to support research	As outlined above, the recruitment and retention processes were improved to support research capability and a number of SA Chairs and Research Fellows appointed. Apart from the HR infrastructure, there were significant improvements in IT systems to support research. During 2006 all four of the University's metropolitan campuses were connected to the South Australian Broadband Research and Education Network (SABRENet). The virtually unlimited bandwidth provided by these connections will ensure that UniSA researchers have access to large scale research instrumentation such as the Australian synchrotron and the data from global experiments. With the establishment of access grid nodes at Mawson Lakes and Magill, UniSA researchers also now have access to high quality videoconferencing and information sharing facilities to assist them to collaborate with their research colleagues locally, interstate and internationally.
	A sustainable electronic research repository was established to store and facilitate the sharing of UniSA's research findings. Further system developments included the incorporation of research data into the Business Intelligence framework and the development of a customised system using Research Master to capture individual staff research portfolios.

Meet HEWRR requirements

The University oversaw implementation of the Higher Education Workplace Relations Requirements (HEWRR) to ensure compliance by 31 August 2006, in order to bring in approximately $7.5M in Commonwealth funding in 2007. Specific work was undertaken in the following areas:

Choice in agreement making

Significant work was undertaken in 2006 to ensure that non HEWRR compliant enterprise agreements covering Academic, Professional and Document Services staff were superseded by 31 August 2006. Approximately 2,500 Australian Workplace Agreement (AWA) offers were made on 29 August 2006, to all existing staff employed prior to 29 April 2005. A streamlined process for the negotiation, development, implementation and monitoring of AWAs was also established.

Direct relationships with staff

Arrangements were implemented to elect staff representatives to the academic and professional staff and Document Services enterprise bargaining groups. A new Staff Consultative Group was established and commenced operation to provide a forum for direct staff input into staff policies, guidelines and procedures.

Workplace flexibility/productivity and performance

AWA conditions and templates were reviewed to ensure consistency with workplace flexibility. All HR policies, procedures and guidelines were also reviewed to ensure they provide for fair and flexible arrangements and supported reward for high performance.

Governance

The University reviewed governance provisions and procedures to ensure continued compliance with respect to risk management, internal controls and wholly-owned subsidiaries.

Review and develop performance indicators

In 2006, a corporate project to review and develop the University's Key Performance Indicators (KPIs) was established. This project occurred in parallel with the development of the University's Strategic Plan, which is a streamlined document outlining seven main strategy areas (Teaching and Learning; Equity; Indigenous; Research and Research Education; Internationalisation; Regional, industry and Community Engagement; and People, Services, Finance and Infrastructure). A thorough literature review of KPIs, especially in relation to Australian universities, was undertaken.

Significant consultation was undertaken with the Corporate Planning Group and with members of Council. Indicators were chosen to provide a balance between existing and new indicators, for their capacity to be benchmarked across the sector, and to measure more closely aspects of the University's distinctive mission. The result of the review and consultation has been to maintain some existing KPIs and to establish some new or modified KPIs for each of the seven strategy areas of the Strategic Plan. These KPIs will be used for annual reporting and monitoring of institutional performance. They are supplemented by other indicators, usually at a greater level of detail, which have been designated as supporting indicators. The revised suite of indicators will be used in the planning process for 2008.

Report on activities

Academic Divisions – achievements

Business

A new School of Law was established and a Foundation Dean of Law appointed, Professor Paul Fairall. The University purchased the AIM building to house the new school.

Approval was received from the Ministry of Education in the People's Republic of China to begin a Mandarin MBA in partnership with South West Jiaotong University and Jiangxi University of Finance and Economics. First intakes will commence in 2007.

The Division entered a major new partnership with Taylor's College for the delivery of programs in Malaysia.

The Division recorded its highest ever number of Higher Degree by Research completions, with 35 PhDs and four Masters by Research.

The Division conducted a major consultation as part of developing its application for reaccreditation under the European Quality Improvement System (EQUIS), a leading international system of quality assessment and accreditation for business schools. The outcome of the application will be known in 2007.

Significant appointments during the year included:

» Professor Paul Fairall, Foundation Dean of Law

» Professor Roger Burritt and Professor Dennis Taylor, Professors in Accounting

» Professor Carol Kulik, Research SA Chair in Human Resource Management

» Professor John Benson, Head of the School of Management.

The inaugural UniSA Hypothetical, exploring the export of wine to China, was a great success. It was attended by 250 alumni, representatives of business and government, and members of the community.

The Division also presented the seventh Working Links Seminar Series, UniSA International Business Week 2006, the state's premier educational event for exporters, and the Anne Hawke Memorial Lecture. UniSA International Business Week 2006 was attended by 3,000 people in Adelaide and regional South Australia.

The Division of Business developed the following new programs in 2006:

» Business Double Masters and the MBA Double Masters

» Master of Management

» Graduate Certificate in Research Commercialisation

» Bachelor of Marketing and Communication, a joint degree offered with the Division of Education, Arts and Social Sciences.

Education, Arts and Social Sciences

The David Unaipon College of Indigenous Education and Research (DUCIER) was established, consolidating the former Unaipon School, Indigenous Support Unit and Nunga Research. The inaugural Dean of the College is Professor Peter Buckskin.

An International Business/International Studies honours student, Amy King, was awarded the University's second Rhodes Scholarship. Fluent in Japanese and with a keen interest in Sino-Japanese relations, Amy will undertake Oxford University's Master of Philosophy in Modern Chinese Studies.

The Department of Education, Science and Training under the Australian Government Quality Teacher Program awarded $2M in funding towards The Intercultural Language Teaching and Learning in Practice project. Project leaders are Angela Scarino and Assoc Prof Tony Liddicoat from UniSA's Research Centre for Languages and Cultures Education. The project's aim is to make languages education a tipping point for real intercultural engagement.

Significant appointments during the year included:

» Professor Alan Mayne, Research SA Chair and Director: Hawke Research Institute for Sustainable Societies

» Professor Elisabeth Porter, Head of School: School of International Studies

» Professor Peter Buckskin, Dean: David Unaipon College of Indigenous Education and Research

» Professor Pal Ahluwalia, Research SA Chair and Professor of Post-Colonial Studies

» Professor Victoria Carrington, Research SA Chair and Professor in the Centre for Studies in Literacy, Policy and Learning Cultures

» Professor Barbara Pocock, Research SA Chair and Professor: Hawke Research Institute.

The Hawke Ambassadors Program was created to support student exchange. The international volunteering placement and internship Program gives Australian and international students an opportunity to work in international and intercultural situations, and to volunteer their time and intellect in the service of others. It will assist with academic achievement, broader global and societal understanding, and leadership capacity.

A Division Lifetime Award for Services to Research was conferred on Emeritus Professor Alison Mackinnon, former Director of the Hawke Research Institute.

The success of the Northern Psychology Clinic, opened in 2006, led to the establishment of a Southern Psychology Clinic. The Clinics provide a high quality, inexpensive and accessible health service to low socioeconomic status communities. It contributes to the community through the provision of quality psychology and counselling services and to the University through clinical training for postgraduate students and research opportunities.

Two new programs were developed during the year:

》 Bachelor of Public Relations

》 Bachelor of Media Arts.

The Division successfully launched three programs in partnership with Taylor's College, Malaysia:

》 Bachelor of Communication and Media Management

》 Bachelor of Journalism

》 Bachelor of Multimedia Studies.

Health Sciences

In 2006, the Division achieved its highest ever National Health and Medical Research Council (NHMRC) new grants awarded, totalling nearly $6M. For Professor McDermott (Pro Vice Chancellor: Division of Health Sciences), 2006 was a year of great success – her research project on decreasing diabetes in remote Indigenous communities was featured in 'Ten of the best', an NHMRC publication celebrating success stories from Australia's leading health and medical research teams. The national recognition of this research and the successful award of a $2.4M capacity building grant led by Professor McDermott position UniSA well to make an excellent contribution in the area of Indigenous health – an area of central importance in our mission.

Other significant funding won included:

》 $2M for the Department of Veterans Affairs Veteran's MATES project (Prescriber Intervention and Feedback)

》 $3.4M grant from the Commonwealth Department of Health and Ageing, the Department of Agriculture, Fisheries and Forestry, and the Australian Food and Grocery Council, with support from the South Australian Department of Health for a National Children's Nutrition and Physical Activity Survey ('Kids Eat Kids Play'). A consortium led by UniSA and including the CSIRO and fieldwork logistics company I-view, will conduct the first national nutritional survey since 1995 and the first national physical survey since 1985.

The Division hosted a successful conference 'Interdisciplinary Learning for Interprofessional Practice' attended by national and international delegates.

Significant new appointments included:

》 Professor Leonie Segal, Research SA Chair in Health Economics

》 Professor Mark Daniels, Research SA Chair in Social Epidemiology

》 Professor Doug Brooks, NHMRC Professorial Fellow, Head of Sansom Institute Molecular Medicine Sector.

The UniSA-Playford Allied Health Clinic began operation in the community District of Playford offering high demand physiotherapy and podiatry health services to the public two days per week.

The ATN Centre for Metabolic Fitness, in collaboration with the Spencer Gulf Rural Health School and the Centre for Regional Engagement established a research facility in Whyalla.

Report on activities

Major infrastructure initiatives during 2006 included:

» finalising the Environmental Chamber and Hydro-densiometry facility in the Playford Building

» opening the Kathleen Bodnar Laboratory, complementing the Nutritional Physiology Research Centre's metabolic, cardiovascular and exercise testing facilities

» purchasing a dedicated research ultrasound machine and high performance liquid chromatograph in the Nutritional Physiology Research Centre

» refurbishing the Reid Building, including facilities for research students, and relocating part of the Centre for Molecular and Materials Science from Mawson Lakes.

Information Technology, Engineering and the Environment

The Institute for Sustainable Systems and Technologies (ISST) was launched in May. With a key objective of creating sustainable, eco-sensitive solutions for urban and rural development, it joins the University's Hawke Research Institute for Sustainable Societies in demonstrating the University's research leadership across all dimensions of sustainability – social, economic and environmental.

The new Defence and Systems Institute (DASI), set to operate as a world leader in research and education in complex systems, was established in 2006. DASI will have a special focus on supporting the defence industry's capabilities in South Australia, building on UniSA's established strengths in defence systems engineering in collaboration with industry, and its high quality postgraduate education in the field. The components of the new Institute already employ more than 30 researchers and professional staff and will generate more than $6M a year, from January 2007.

The Mawson Institute of Advanced Manufacturing (MIAM) was also established in 2006. It will undertake industry-focused research projects and education and skills development programs designed to improve the global competitiveness of Australia's manufacturing sector.

Division researchers commenced a number of major 3–5 year term Australian Research Council grant projects with a total value of $1.3M.

The Division continued its drive to foster interest in and enthusiasm for science and technology amongst secondary school students. The Robotics Peer Mentoring program expanded to 800 school students across the state, including country schools. Two Australian School Innovation in Science, Technology and Mathematics (ASISTM) projects were conducted – one covering curriculum development in a cluster of seven schools, and the other developing mathematics teaching materials to assist visual-spatial learners.

Significant appointments included:

» Professor Simon Beecham, Professor of Sustainable Water Resources

» Professor Chris Daniels, Professor of Ecology

» Professor Nanthi Bolan, Research SA Chair and Professor of Environmental Science

» Professor Rob Short, Research SA Chair and Director, Mawson Institute of Advanced Manufacturing

» Professor Stan Miklavcic, Head of School: Mathematics and Statistics

» Professor Andrew Downing, Head of School: Electrical and Information Engineering.

Two new programs were developed during the year:

» Bachelor of Sustainable Environments

» Bachelor of Mathematical Sciences.

Financial report summary

Income statement for the year ended 31 December 2006

	Consolidated		University	
	2006 **$`000**	**2005** **$`000**	**2006** **$`000**	**2005** **$`000**
Revenue from continuing operations				
Australian Government financial assistance				
Australian Government grants	153,554	142,029	153,554	142,029
HECS-HELP Australian Government payments	64,353	56,587	64,353	56,587
FEE-HELP	3,699	3,333	3,699	3,333
State and Local Government financial assistance	8,833	3,456	8,833	3,456
HECS-HELP Student payments	12,040	11,391	12,040	11,391
Fees and charges	77,541	70,017	77,541	70,017
Investment income	6,276	5,087	7,218	4,770
Royalties	1,080	1,206	938	923
Consultancy and contract research	18,130	16,884	18,234	16,724
Other revenue	23,220	19,310	16,227	13,517
	368,726	**329,300**	**362,637**	**322,747**
Superannuation:				
Commonwealth supplementation	22,671	21,628	22,671	21,628
Deferred Government contributions	–	24,200	–	24,200
Total revenue from continuing operations	**391,397**	**375,128**	**385,308**	**368,575**
Other Income/(Loss)	(346)	238	(332)	4,018
Total income	**391,051**	**375,366**	**384,976**	**372,593**
Expenses from continuing operations				
Employee benefits and on-costs	208,759	192,638	205,204	189,024
Depreciation and amortisation	21,054	19,799	20,902	19,637
Repairs and maintenance	8,402	4,433	8,382	4,411
Borrowing cost expense	612	1,728	612	1,728
Bad and doubtful debts	1,055	703	1,055	703
Other expenses	98,517	89,976	96,629	88,204
	338,399	**309,277**	**332,784**	**303,707**
Superannuation:				
Commonwealth supplementation	22,671	21,628	22,671	21,628
Deferred employee benefits	–	24,200	–	24,200
Total expenses from continuing operations	**361,070**	**355,105**	**355,455**	**349,535**
Operating result before income tax	**29,981**	**20,261**	**29,521**	**23,058**
Income tax expense	216	779	216	779
Operating result after income tax for the year attributable to the members of the University of South Australia	**29,765**	**19,482**	**29,305**	**22,279**

The above Income statement is to be read in conjunction with the notes to and forming part of the Financial statements.

Report on activities

Balance sheet as at 31 December 2006

	Consolidated		University	
	2006 **$`000**	**2005** **$`000**	**2006** **$`000**	**2005** **$`000**
CURRENT ASSETS				
Cash and cash equivalents	72,479	81,110	69,804	78,885
Receivables	21,769	20,704	20,600	19,523
Other financial assets	492	584	492	584
Other non-financial assets	6,877	4,296	6,852	4,289
Deferred Government superannuation contribution	26,200	25,700	26,200	25,700
Total Current Assets	**127,817**	**132,394**	**123,948**	**128,981**
NON-CURRENT ASSETS				
Other financial assets	9,313	8,904	10,069	9,655
Property, plant and equipment	480,284	455,895	479,901	455,647
Intangible assets	948	1,329	948	1,329
Deferred Government superannuation contribution	282,400	282,900	282,400	282,900
Total Non-Current Assets	**772,945**	**749,028**	**773,318**	**749,531**
Total Assets	**900,762**	**881,422**	**897,266**	**878,512**
CURRENT LIABILITIES				
Payables	15,730	18,101	15,297	17,726
Interest bearing liabilities	1,005	16,169	1,005	16,169
Provisions	16,688	15,290	16,345	14,965
Other liabilities	26,841	21,209	27,046	21,464
Income tax payable	995	779	995	779
Provision for superannuation	26,200	25,700	26,200	25,700
Total Current Liabilities	**87,459**	**97,248**	**86,888**	**96,803**
NON-CURRENT LIABILITIES				
Payables	3,211	3,302	3,211	3,302
Interest bearing liabilities	–	1,005	–	1,005
Derivatives	–	509	–	509
Provisions	23,933	23,370	23,933	23,370
Provision for superannuation	282,400	282,900	282,400	282,900
Total Non-Current Liabilities	**309,544**	**311,086**	**309,544**	**311,086**
Total Liabilities	**397,003**	**408,334**	**396,432**	**407,889**
Net Assets	**503,759**	**473,088**	**500,834**	**470,623**
EQUITY				
Reserves	56,386	55,480	56,386	55,480
Retained surplus	447,373	417,608	444,448	415,143
Total Equity	**503,759**	**473,088**	**500,834**	**470,623**

The above Balance sheet is to be read in conjunction with the notes to and forming part of the Financial statements.

Statement of changes in equity as at 31 December 2006

	Consolidated		University	
	2006 $`000	2005 $`000	2006 $`000	2005 $`000
Total equity at the beginning of the financial year	**473,088**	**449,441**	**470,623**	**443,687**
Retained surplus (net of tax):				
Adjustment on adoption of AASB 132 and AASB 139	–	(230)	–	(230)
Property, plant and equipment revaluation reserve (net of tax):				
Gain on revaluation of land and buildings	–	4,406	–	4,406
Gain/(Loss) on revaluation of art collection	–	(250)	–	(250)
Gain/(Loss) on revaluation of library	669	–	669	–
Available-for-sale investments reserve (net of tax):				
Gain on revaluation Available-for-sale financial assets	237	239	237	142
Transfer from the University of South Australia Foundation Incorporated	–	–	–	589
Net income recognised directly in equity	**906**	**4,165**	**906**	**4,657**
Operating result for the year	**29,765**	**19,482**	**29,305**	**22,279**
Total recognised income and expense for the year	**30,671**	**23,647**	**30,211**	**26,936**
Total equity at the end of the financial year	**503,759**	**473,088**	**500,834**	**470,623**
Total recognised income and expense for the year attributable to the University of South Australia	**30,671**	**23,647**	**30,211**	**26,936**

The above Statement of changes in equity is to be read in conjunction with the notes to and forming part of the Financial statements.

Report on activities

## Cash flow statement for the year ended 31 December 2006

	Consolidated		University	
	2006 **$`000**	**2005** **$`000**	**2006** **$`000**	**2005** **$`000**
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Australian Government financial assistance	244,930	227,460	244,930	227,460
State and Local Government grants	7,803	3,145	7,803	3,145
HECS-HELP - Student payments	12,040	11,771	12,040	11,771
Receipts from student fees and other customers	89,776	74,682	89,776	74,663
Dividends received	252	179	1,358	79
Interest received	6,077	4,598	5,913	4,464
Royalties	1,080	1,206	938	923
Consultancy and contract research	15,658	15,535	15,750	15,728
Other receipts	22,765	19,440	15,770	13,048
Taxes recovered (GST)	6,201	4,924	6,201	4,924
Proceeds from transfer of activities from University of South Australia Foundation Incorporated	–	–	–	2,553
Outflows:				
Payments to suppliers and employees (inclusive of GST)	(350,879)	(315,997)	(345,668)	(309,929)
Interest paid	(867)	(1,728)	(867)	(1,728)
Net Cash Inflow from Operating Activities	**54,836**	**45,214**	**53,944**	**47,101**
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Proceeds from sale of property, plant and equipment	91	34,061	91	34,061
Proceeds from sale of investments	303	727	303	170
Outflows:				
Payments for property, plant and equipment	(46,556)	(46,303)	(46,254)	(46,249)
Payments for investments	(1,136)	(900)	(996)	(166)
Net Cash Outflow from Investing Activities	**(47,298)**	**(12,415)**	**(46,856)**	**(12,184)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Outflows:				
Principal repayments under finance lease	(1,169)	(1,371)	(1,169)	(1,371)
Repayment of borrowings	(15,000)	–	(15,000)	–
Net Cash Outflow from Financing Activities	**(16,169)**	**(1,371)**	**(16,169)**	**(1,371)**
Net Increase/(Decrease) in Cash and Cash Equivalents	**(8,631)**	**31,428**	**(9,081)**	**33,546**
Cash and Cash Equivalents at Beginning of the Year	**81,110**	**49,682**	**78,885**	**45,339**
CASH AND CASH EQUIVALENTS AT END OF YEAR	**72,479**	**81,110**	**69,804**	**78,885**

The above Cash flow statement is to be read in conjunction with the notes to and forming part of the Financial statements.

Operating result from ordinary activities

The consolidated operating result from ordinary activities for 2006 was $29.8M, $10.3M (52.8%) better than the 2005 result of $19.5M. This equated to a safety margin of 8.1% (2005: 5.9%). The University operating result for 2006 of $29.3M was $7.0M (31.5%) better than the 2005 result of $22.3M.

The graph below shows the operating results for 2006 and 2005.
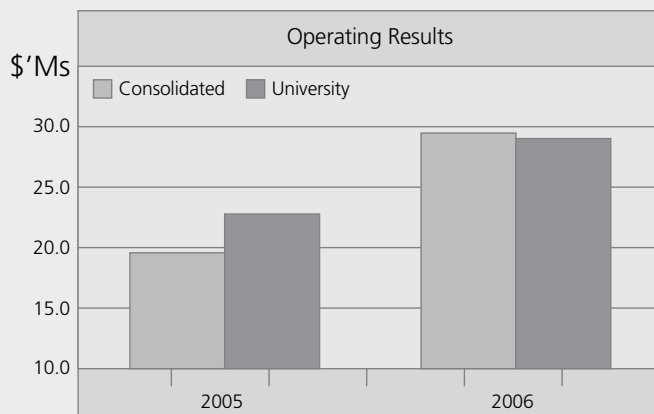
Operating Results

Revenue

Consolidated revenue in 2006 was $368.7M, $39.4M (12.0%) higher than the 2005 revenue of $329.3M.

As shown in the graph below, Australian Government financial assistance accounts for 41.7% of total operating revenue. State Government financial assistance is included under Other Government financial assistance and accounts for about 2.4% of total operating revenue.
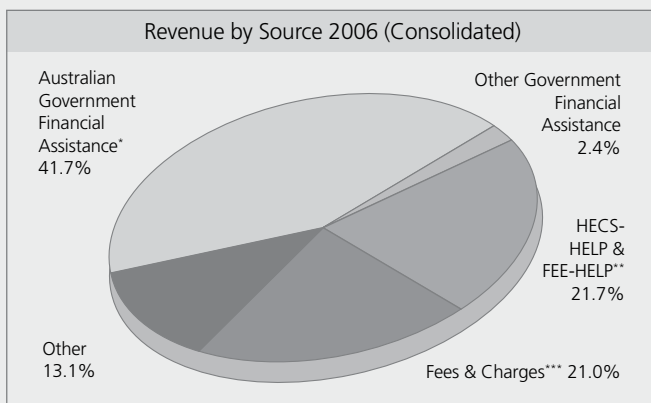
Revenue by Source 2006 (Consolidated)

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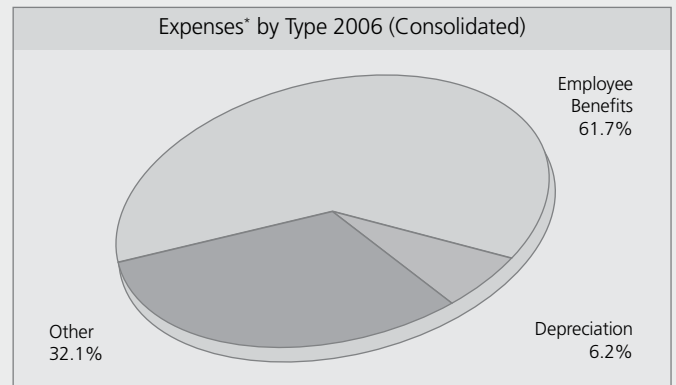
**   Includes student contributions.

*** Includes continuing education, fee-paying overseas students, fee-paying domestic postgraduate students, Open Learning Australia and miscellaneous enrolment fees.

Expenses

Consolidated expenses of $338.4M in 2006 is shown by major type in the graph below.

Employee benefits account for 61.7% of total consolidated expenses.

Expenses* by Type 2006 (Consolidated)

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

Financial Position

Consolidated net assets increased by $30.7M in 2006 to $503.8M. This consists of $900.8M total assets less $397.0M total liabilities.

The graph below shows total assets, total liabilities and total equity as at 31 December 2006 and 31 December 2005.

Equity and Liabilities
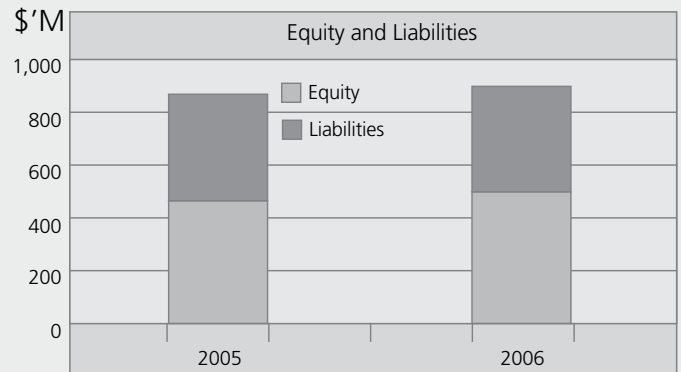
Cash Position

The graph below shows the cash balance as at 31 December 2006 and 31 December 2005.

Cash Position
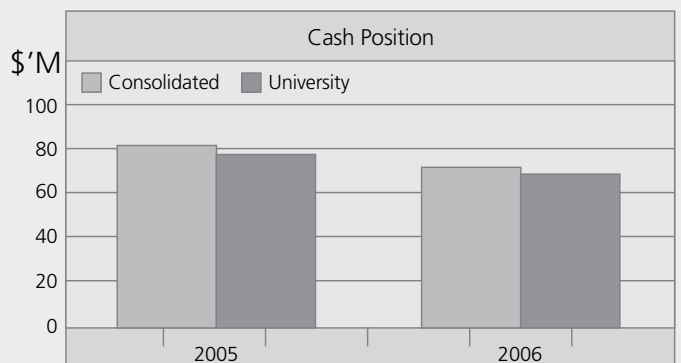
Looking back, looking forward

Looking back: Milestones 1856–2005

1856

The South Australian School of Art was established just 20 years after the proclamation of the colony of South Australia.

1876

The first South Australian Teacher Training College, The Training School, was founded.

1889

The South Australian School of Mines and Industries was established in response to the community's need for a quality technical education centre.

1906

Louis Laybourne Smith established the first architectural course at the South Australian School of Mines and headed the course until 1951.

1918

The Adelaide Technical High School was founded as a preparatory school for the courses offered by the South Australian School of Mines and Industries.

1960

The Adelaide Technical High School and the South Australian School of Mines and Industries merged to form the South Australian Institute of Technology (SAIT).

1982

Four colleges of advanced education amalgamated to form the South Australian College of Advanced Education (SACAE).

1988

SAIT accepted 11 international students to undertake onshore study programs.

1989

The South Australian College of Advanced Education (SACAE) was designated one of only eight Distance Education Centres.

2002: UniSA was named the leading provider of offshore programs in Australia, by IDP. The University maintained this top position for three years (2002–2004).

1991

The University of South Australia (UniSA) was established upon the merger of SAIT and three SACAE campuses.

John McDonald was appointed the first Chancellor and Professor Alan Mead the first Vice Chancellor of UniSA.

1992

The Hon Dr Basil Hetzel AC, world renowned for his research into the links between iodine deficiency and brain damage, was appointed Chancellor of the University of South Australia and Professor David Robinson was appointed the second Vice Chancellor of UniSA.

The University established its Faculty structure, including Australia's first Faculty of Aboriginal and Torres Strait Islander Studies.

The Anne and Gordon Samstag International Visual Arts Scholarships were established from one of the most generous bequests ever made to the visual arts community in Australia.

The University awarded its first PhD to Dr Hii Yong Tie for his thesis on computer integrated manufacture optimisation.

1993

UniSA became a foundation member of the Australian Technology Network (ATN) federation, comprising five innovative universities from around Australia.

UniSA commenced teaching programs offshore, beginning with the International MBA in Singapore.

UniSA appointed the first ever member of senior management charged with the specific role of improving equity and access to education.

The Distance Education Centre building at the Underdale campus was opened by then Federal Minister for Employment, Education and Training, The Hon Kim Beazley.

1994

Two of UniSA's key Research Institutes, the Ian Wark Research Institute (IWRI) and the Institute for Telecommunications Research (ITR) were formed and officially opened.

Eco Centre, Mawson Lakes

Looking back, looking forward

1996

The Flexible Learning Centre (FLC) was established, to play a major policy and service role in facilitating the University's strategic directions for improving teaching and learning.

The Unaipon School was established as a multi-disciplinary school offering programs in Aboriginal Studies, Aboriginal Affairs Administration and Australian Studies. It was named in honour of David Unaipon, and his father James Unaipon, the first Aboriginal teacher in South Australia.

1997

Professor Denise Bradley AO began her role as Vice Chancellor and President.

UniSA's City West campus was officially opened by His Excellency the Honorable Sir William Deane AC, KBE, Governor General of Australia.

UniSA identified seven unique Graduate Qualities that describe the knowledge, skills and personal abilities graduates will require in a dynamic global economy.

UniSA became the first Australian university to develop a Statement of Commitment to Australian Reconciliation to support reconciliation between Indigenous and non-Indigenous Australians.

The Bob Hawke Prime Ministerial Centre was established to strengthen democracy and promote responsible citizenship through public debate, research and educational programs, serving local and global audiences.

1998

UniSA's Statement of Strategic Intent was formalised, providing a clear definition of the University's character and objectives to the wider community.

A divisional structure was adopted to form the Division of Business and Enterprise (now the Division of Business); the Division of Health Sciences; the Division of Education, Arts and Social Sciences; and the Division of Information Technology, Engineering and the Environment.

UniSA awarded an Honorary Doctorate to internationally-respected political and human rights activist, Nelson Mandela.

1999

David Klingberg AM, former Managing Director of Kinhill Engineering Pty Ltd, succeeded Dr Basil Hetzel AC as UniSA's Chancellor.

UniSA won the Business SA Export Award for education for the first time. The University wins the award in 2000, 2001, 2004 and 2006 also.

2000

Nelson Mandela was formally announced as the new International Patron of UniSA's Bob Hawke Prime Ministerial Centre.

2001

The University celebrated its 10 year anniversary.

A new student administration system, Medici, was implemented.

UniSA sponsored a team of riders in the Jacob's Creek Tour Down Under for the first time. The University sponsors the team every year following this, becoming a champion of cycling and cycling-related research in South Australia.

2002

UniSA was named the leading provider of offshore programs in Australia, by IDP. The University maintained this top position for three years (2002–2004).

Fedsat, Australia's experimental satellite developed by the Cooperative Research Centre for Satellite Systems was launched. The University's Institute for Telecommunications Research contributes to the development of a communications payload launched on the satellite as well as leading the development of ground station activities. In orbit, the satellite is controlled and monitored by the ground station at Mawson Lakes Campus.

The UniSA Northern Adelaide Partnerships (UNAP) program was established.

2003

UniSA was named an Employer of Choice for Women by the Australian Government's Equal Opportunity for Women in the Workplace Agency for the first time. The University receives this award every year following this.

UniSA became the first South Australian university to give students access to wireless internet connection across an entire university campus.

UniSA, with the Adelaide Technical High School (ATHS) Old Scholars, celebrated the centenary of the Brookman Building.

2004

UniSA's Division of Business became only the second business school in Australian to receive European Quality Improvement System (EQUIS) accreditation, one of two major forms of international accreditation for business schools.

The University received an overwhelmingly positive report from the Australian Universities Quality Agency (AUQA) audit, including 16 commendations for good practice.

UniSA led a collaboration with Adelaide and Flinders to deliver the Australian International Space University intensive professional development program.

UniSA received $10M in funding from the Australian Government to establish a Chair in Child Protection at the University.

The University was awarded the Defence Reserves Support Council's 2004 National Employer Support Award.

2005

The first stage of the University's $100M capital development program, Blueprint 2005, was completed early in the year. Five new buildings (The Kaurna Building, The Dorrit Black Building, The Garth Boomer Building, The Basil Hetzel Building and the Mawson Centre) and major building extensions (The Sir Eric Neal Library) were launched in a series of celebratory events from April – May. The $35M second stage of the project began in June.

UniSA was placed first nationally in the 2005 round of the Australian Research Council's Linkage Grants.

UniSA launched four new Research Institutes – the Ehrenberg-Bass Institute for Marketing Science; the Sansom Institute; the Hawke Research Institute for Sustainable Societies; and the Institute for Sustainable Systems and Technologies.

The UniSA Mt Gambier Regional Centre was opened and the Centre for Regional Engagement established.

UniSA's exemplary work and family practices were acknowledged when it received the national gold award as Employer of the Year at the 2005 Australian Council of Commerce and Industry and Business Council of Australia National Work and Family Awards.

The Times Higher Education Supplement 2005 Guide to the World's Top Universities ranked UniSA amongst the Top 200 Universities in the World and in the Top 50 Universities outside the UK and the USA.

UniSA, in partnership with the Department of Education and Children's Services and the City of Salisbury won the State and National Premier Commercial Property Award in the Grand Masters Awards 2005 for the Mawson Centre.

The International Strategic Technology Alliance (ISTA) invited the Australian Technology Network (ATN), of which UniSA is a member, to join their Alliance. Of the 22 education institutions that form ISTA, only three are located outside of China.

Ryan Manuel, a graduate of Marketing and International Studies, became UniSA's first Rhodes Scholar.

Looking back, looking forward

Looking forward: Strategic plan

Teaching and learning

The University will flexibly provide student-centred learning experiences that educate professionals and develop Graduate Qualities, embracing excellence, equity and diversity as core values.

Key result areas

》 Program offerings

》 Student satisfaction

》 Teaching and learning approach

》 Scholarship in teaching

》 Internationalisation of the curriculum

Equity

The University will provide higher education opportunities and support success for people who have experienced educational disadvantage.

Key result areas

》 Effective entry pathways for designated equity groups

》 Improved educational participation and outcomes for designated equity groups

》 Embedded responsibility for equity at all levels of the University

》 Activities and processes inclusive of a diverse student population

》 Staff committed to the University's equity mission

》 Leadership in student equity

Indigenous education

The University will provide an environment which encourages Indigenous Australians to access programs in all disciplines and at all levels and which supports their successful study; include the study of Indigenous Australian cultures, histories and contemporary experiences, in all bachelor programs; and employ Indigenous staff.

Key result areas

》 Provision for the needs of Indigenous students

》 Access and success for Indigenous students

》 Employment of Indigenous staff

》 Indigenous perspectives in undergraduate programs

》 Staff awareness of the University's commitment to Indigenous education

》 Research on Indigenous issues that benefits Indigenous communities

Internationalisation

The University will foster international, intercultural and global partnerships and perspectives in education, research and engagement to contribute to the success and competitiveness of graduates and staff and to the achievements of the University.

Key result areas

》 International recognition

》 Internationalisation of campus, community and services

》 Onshore student program

》 Student mobility

》 Transnational education

》 Alumni

Research and research education

The University will actively engage in research through strong multidisciplinary research concentrations which have achieved the scale and focus to deliver high quality research outcomes of demonstrable social, environmental, cultural or economic impact.

Key result areas

》 Scale and focus to deliver significant research outputs

》 High impact, high quality research

》 Research leadership

》 Research training

》 Research culture

》 Knowledge transfer through engagement

Regional, industry and community engagement

The University will be distinguished for engaging with communities, for addressing contemporary multidisciplinary problems in teaching and research, for working in partnership to help build social capacity and community resilience, and for developing in graduates professionalism and good citizenship.

Key result areas

〉〉 Innovative and effective access

〉〉 Highly engaged education and research

〉〉 Social responsibility and civic-mindedness

〉〉 Development of business opportunities

〉〉 Embedded responsibility for engagement at all levels of the University

People, services, finance and infrastructure

The University will be noted for service-oriented people who work collaboratively and productively, for its commitment to sound financial management and sustainability, and for its innovative technological and built environment.

Key result areas

〉〉 Diverse, productive and effective workforce

〉〉 Strong service culture

〉〉 Financial sustainability

〉〉 Safe and healthy workplace

〉〉 Ethical actions, efficient processes and sustainable outcomes

〉〉 Quality in infrastructure and environment

Our aspiration is to see Australia as one of a handful of the world's best educated, most competitive and maximally cohesive societies. Within that context, we are proud of the contribution made so far and aspire to further increase the national importance of our contribution.

UniSA

Experience. The Difference.