



UniSA Experience. The Difference.

# Annual Report 2007



Educating professionals  
Creating and applying knowledge  
Engaging our communities

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Front cover: UniSA staff and students in front of the Hawke Building at City West Campus.

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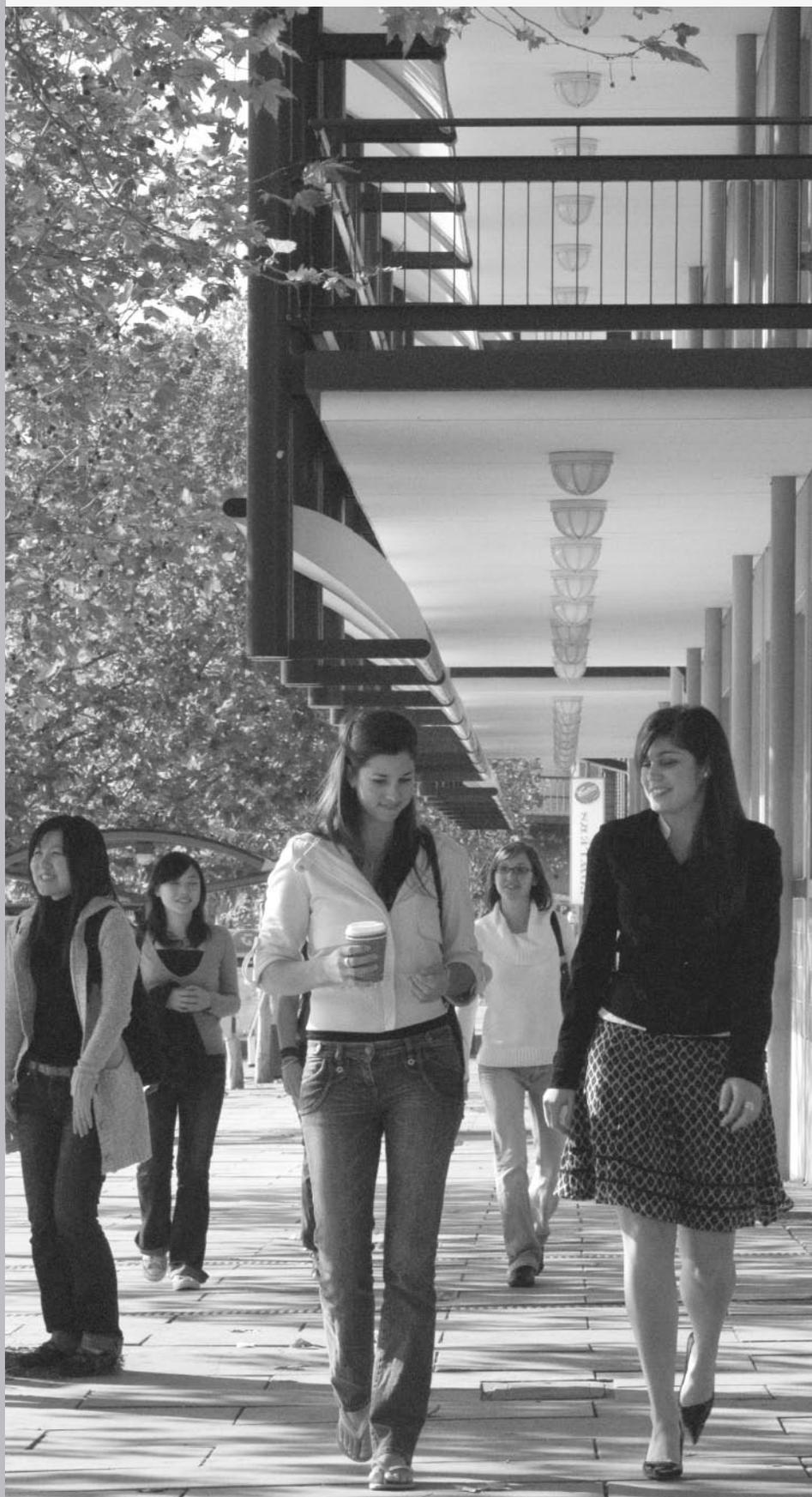
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# Overview

## Introducing UniSA

### At a glance

**Location:** South Australia, Australia

**Student population:** 34,603

**International student population:** 11,575

**Staff population:** 2,412

**Alumni:** 130,378\*

**Campuses:** five, including four metropolitan and one regional campus

**Research Institutes:** 8

**Research Centres:** 13

**Research Groups:** 24

**Transnational partner institutions:** 20

**Student exchange partner institutions:** 90

\*Includes recorded alumni from antecedent institutions

### Vision, Mission, Values

#### Vision

UniSA will be a leading contributor to Australia having the best higher education system in the world, supporting the world's best educated and most innovative, cohesive and sustainable society.

#### Mission

UniSA educates professionals and citizens to the highest standards; creates and disseminates knowledge; and engages with our communities to address the major issues of our time.

#### Values

*Scholarship* – UniSA promotes and sustains open intellectual enquiry characterised by high standards of ethics and integrity. Academic rigour, excellence and relevance underpin our actions in research and its applications, in teaching and learning and in engagement with our communities.

*Engagement* – UniSA's teaching and research connect strongly with the issues of our local, national and international stakeholders – students, alumni, staff, partners, professions, government, industry, academic peers and community groups.

*Social Justice* – UniSA gives effect to reconciliation with Indigenous Australians and builds social cohesion by achieving equitable educational access and outcomes across our diverse student community, through research that aims to improve the quality of life and by acting responsibly as a corporate citizen.

*Sustainability* – UniSA contributes to environmentally, economically, socially and culturally sustainable development, and we aim to reduce our own environmental impact.

*Innovation* – UniSA anticipates change and acts quickly to seize opportunities and solve problems.

*Openness* – UniSA is outward looking, welcoming diversity and the wide range of perspectives it brings, international in outlook, collaborative, creative, agile and enterprising.

# Overview

## About us

Founded in 1991, the University of South Australia (UniSA) is a modern, dynamic, accessible, international and entrepreneurial institution built on more than a century's experience as a leader in educating professionals and research with application in mind. It has unique national relationships through partnerships in Open Universities Australia (OUA) and the Australian Technology Network (ATN) which is made up of five Australian Universities including UniSA.

The teaching and learning environment is shaped by student-engaged learning, integration of real world professional experience, and a set of Graduate Qualities. The University has an excellent record in the provision of flexible education, online and offshore teaching programs and industry partnerships.

UniSA has a reputation for conducting quality end-user inspired research in collaboration with industry, government, other education providers and the professions, across Australia and internationally. It consistently performs well in the Cooperative Research Centres Program and the Australian Research Council's (ARC) Linkage Project grants which support collaborative, innovative and research alliances between higher education institutions and industry. The University has eight Research Institutes which specialise in the following areas: particle and material interfaces, nanotechnology and biotechnology, pharmaceutical and biomedical science, defence, wireless communications, sustainable systems and technologies, marketing science, advanced manufacturing, and environmental and social sustainability.

In late 2006, UniSA became one of the first universities in the world to gain ISO9001 certification for the quality framework of its business arrangements for teaching outside Australia. Its Division of Business is one of only 110 business schools world-wide, including only eight in Australia, to have its programs accredited by the European Quality Improvement System (EQUIS).

Giving UniSA its distinct character is the diversity of the student population – over 11,000 of its 34,000 students are international students from over 70 countries. Almost 6,000 of these study from their home countries, making it one of the largest providers of transnational education in Australia. The University is also committed to making education more accessible and holds scholarship and social justice as core values. It is committed to reconciliation and has a range of programs in place to support the education of Aboriginal and Torres Strait Islander people.

The University operates five campuses in South Australia including four in metropolitan Adelaide and one in Whyalla.

Its Centre for Regional Engagement, based in Whyalla and with a presence in Mt Gambier, was established as part of its commitment to developing sustainable regional communities.

UniSA's collaborative research, innovative teaching and learning approach, focus on industry partnerships, flexible entrance policies, regional engagement and commitment to Indigenous education have earned it a distinctive position in the Australian higher education landscape.

### 2007 awards and accolades

- » South Australian of the Year awarded to Laureate Professor John Ralston – 2007
- » Carrick Awards for Australian University Teaching, eight Citations for Outstanding Contributions to Student Learning – 2007
- » South Australian Science Excellence Awards awarded to Professor Chris Daniels for Science Education and Community Excellence and Professor Jerzy Filar for Science Leadership and Management Excellence – 2007
- » British Council Eureka Prize for Young Leaders for Environmental Issues awarded to Mr Nick Palousis, PhD student – 2007
- » Design Institute of Australia, Best of State Award for commercial interior, awarded to the Kaurna Building – 2007
- » 2007 Scientist of the Year, South Australian Science Excellence Award awarded to Laureate Professor John Ralston – 2007
- » 2007 Bulletin Bayer Smart 100 awarded to Professor Barbara Pocock as one of Australia's smartest, most innovative and creative people – 2007
- » 2007 Young Tall Poppy Science Awards, Dr Craig Williams was named the 2007 Young Tall Poppy of the Year, Dr Beverley Muhlhausler and Dr Emma Parkinson-Lawrence were awarded Young Tall Poppy Awards
- » Equal Opportunity for Women in the Workplace Agency, Employer of Choice for Women – 2007, 2006, 2005, 2004, 2003.



## 2007 highlights

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### Educating professionals

UniSA was successful in winning substantial Federal Government funds to establish a National Centre for Student Equity in Higher Education.

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In August 2007 the University committed \$4.7M to implement the new Teaching and Learning Framework.

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UniSA launched the unique Hawke Ambassador International Volunteer Experience Program and selected the first 20 students to take overseas placements with non-government organisations in countries such as Ghana, China, Mexico and Argentina.

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### Creating and applying knowledge

Total research income in 2007 was \$45.7M representing a 13% increase over 2006.

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The Australian Research Council's College of Experts appointed three UniSA staff members to support the advancement of knowledge and contribute to national innovation through the provision of strategic advice and identification of research excellence.

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UniSA established three new supported Research Centres in 2007 in the fields of:

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Languages and Cultures;  
Market Regulation and Analysis; and  
Urban Ecology.

The University's total number of supported Research Centres is now 13.

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### Engaging our communities

The Maurice de Rohan International Scholarship was established which marks the University's first foray into international fundraising.

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The Centre for Rural Health and Community Development was officially opened at the Whyalla campus.

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## 2007 highlights (continued)

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### Our people, services, finance and infrastructure

- Completion of the \$35M Hawke Building at City West, which also marked the completion of the \$135M six-year asset plan (known as Blueprint) that included the construction of six major buildings, extensions and upgrades across UniSA's five campuses. **Page 44**
- The University was named an Employer of Choice for Women for the 5th consecutive year since 2003. **Page 46**
- The University won a grant of \$2.8M that will be awarded over three years (2008–2010) under Round 2 of the Workplace Productivity Programme for an Efficiency and Governance of Corporate Services Project. **Page 46**
- The Design Institute of Australia awarded UniSA's Karna Building the Best of State Award for a commercial interior. **Page 46**
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### Our academic achievements

#### Business

- The Division of Business was re-accredited with the European Quality Improvement System (EQUIS), one of only eight EQUIS-accredited University business schools in Australia. **Page 48**
- A new School of Law was established at the City West campus.

#### Education, Arts and Social Sciences

- The School of Communication was involved with the 2007 World Police and Fire Games, the world's third-biggest sporting event (after the World Cup and the Olympics). The University was awarded a Business-Higher Education Round Table commendation award for collaboration with community organisations. **Page 48**
- The new Samstag Museum of Art was launched in October 2007. The Museum is a world-class facility which features three substantial and elegant exhibition galleries over two levels. **Page 49**

#### Health Sciences

- Dr Craig Williams from the Sansom Institute was named the winner of the overall SA Tall Poppy Award. **Page 49**
- The Division achieved its highest ever National Health and Medical Research Council (NHMRC) new grants awarded, totalling nearly \$6M. **Page 49**

#### Information Technology, Engineering and the Environment

- The Mawson Institute of Advanced Manufacturing received approximately \$3.9M in funding in 2007. **Page 50**
- The International Centre of Excellence in Water Resources Management, of which UniSA is a partner, was acknowledged by the Business – Higher Education Round Table with the 2007 Award for Outstanding International Collaboration in Education. **Page 50**
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## Key statistics

		2002	2003	2004	2005	2006	2007	% change 2006-07
<b>Number of students</b>	<b>Total</b>	<b>31,104</b>	<b>31,828</b>	<b>32,951</b>	<b>32,266</b>	<b>33,680</b>	<b>34,603</b>	<b>3%</b>
	Commencing	11,892	11,546	12,025	12,232	13,519	13,417	-1%
<b>Student load (EFTSL)</b>	<b>Total</b>	<b>20,822</b>	<b>21,384</b>	<b>22,126</b>	<b>21,378</b>	<b>22,535</b>	<b>23,302</b>	<b>3%</b>
	Undergraduate	16,195	16,748	17,229	16,958	17,984	18,621	4%
	Postgraduate	4,412	4,636	4,897	4,420	4,551	4,681	3%
<b>Student load by funding source (EFTSL)</b>	Commonwealth Operating Grant	14,266	13,970	14,294	-	-	-	
	Commonwealth Grant Scheme	-	-	-	14,024	14,756	14,512	-2%
	Commonwealth Research Training Scheme	362	380	392	425	432	466	8%
	Domestic fee paying	516	570	631	703	663	678	2%
	International onshore	1,684	2,163	2,533	3,037	3,317	3,505	6%
	Transnational	3,968	4,286	4,265	3,185	3,364	4,135	23%
	Other	26	15	11	3	4	6	
<b>Award completions</b>	<b>Total</b>	<b>6,384</b>	<b>7,644</b>	<b>8,370</b>	<b>7,961</b>	<b>8,262</b>	<b>8,450</b>	<b>2%</b>
	Undergraduate	4,383	4,839	5,280	5,078	5,317	5,336	0%
	Postgraduate	2,001	2,805	3,090	2,883	2,945	3,114	6%
<b>Research income (\$M)</b>	<b>Total</b>	<b>20</b>	<b>22.7</b>	<b>26.5</b>	<b>30.3</b>	<b>40.3</b>	<b>45.7</b>	<b>13%</b>
<b>Staff (FTE)</b>	<b>Total</b>	<b>1,931</b>	<b>2,005</b>	<b>2,086</b>	<b>2,103</b>	<b>2,162</b>	<b>2,266</b>	<b>5%</b>
	Academic	829	858	891	920	956	1,010	6%
	Professional	1,102	1,147	1,195	1,183	1,205	1,256	4%
	Teaching and research	679	702	716	714	753	778	3%
	Research only	159	167	183	210	213	253	19%
	Other function	1,093	1,135	1,187	1,179	1,196	1,235	3%
<b>Consolidated operating result (\$M)</b>		13.6	13.5	12.8	19.5	30.5	24.5	-20%
<b>Operating margin</b>		5.0%	4.6%	4.4%	5.9%	8.3%	6.1%	
<b>Net assets (\$M)</b>		386.0	420.2	449.4	473.1	506.2	602.1	19%
<b>Total assets (\$M)</b>		749.8	800.3	825.9	881.4	900.8	993.6	10%
<b>Total revenue (\$M)</b>		269.6	292.3	301.6	329.5	369.3	399.0	8%

### Notes

Enrolment figures before 2005 are not directly comparable with later years due to the change in scope of the Student Data Collection. 2007 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.

## Chancellor's report

Due to the outstanding commitment of its staff the University of South Australia continues to grow and demonstrate innovation and improvement throughout its operations. This annual report records the many outstanding achievements made in 2007.

## Annual Report 2007

**Governance**

2007 was a year of change for the University of South Australia with its long standing Vice Chancellor, Professor Denise Bradley AO, retiring in May after ten years of service in that position. Professor Peter Høj commenced as Vice Chancellor in June 2007. On Council's behalf I have taken a lead role in inducting Professor Høj into his role, with a particular emphasis on the University's external relationships and partnerships. Council has been very impressed with Professor Høj's leadership of the institution.

A change in leadership also marks a time for the University to assess its goals and directions, and this occurred in the second half of 2007. The University Council supported the development of a new vision for the University, and indeed the Australian higher education sector, as outlined in the vision paper entitled *New Horizons: Our aspirations, people and performance*.

Another major activity of the University Council in 2007 was to establish a process for selecting and appointing a new Chancellor to commence on 1 July 2008. From mid-2007 a sub-committee of Council embarked on this process, chaired by the University's Deputy Chancellor, Alice McCleary. The University Council approved the composition of the sub-committee, the criteria and procedures for the appointment of a new Chancellor, including expectations of the role of Chancellor at its June 2007 meeting. The process for selection continued through the second half of 2007 and the new Chancellor, Dr Ian Gould, was appointed in February to commence on 1st July 2008. Dr Gould is exceptionally well qualified for the role of Chancellor, with forty years' experience in the minerals industry in senior positions.

**Finance**

In 2007 UniSA delivered another solid financial result with a consolidated surplus of \$24.4M (2006 \$30.5M) which equates to 6.1% of revenue (2006: 8.3%). Consolidated revenue (excluding superannuation supplementation) grew by 8.1% to \$399.0M with growth across all major categories of teaching and research income. The University's consolidated financial position remained sound during 2007 with cash and cash equivalents totalling \$77.9M at 31 December 2007 (2006: \$72.5M). Consolidated cash flows from operating activities in 2007 were \$52.7M (2006: \$53.6M).

The University believes that our deferral of the recognition of the grant income until the year that the grant obligations are satisfied presents a true and

fair view of the financial position of the University as at 31 December 2007 and the result of its operations and its cash flows for the year then ended.

**Council**

In April 2007, the Council welcomed five new members, community members Jim McDowell and Anne Skipper AM; student members Finn McCarthy-Adams and Ms Dhivya Venugopal; and Academic staff member Associate Professor Ingrid Day. Our thanks go to the retiring Academic staff member Dr Tim Ferris and students, Markus Grammanitsch and Sanu Kuruvilla Ranju for their contribution.

Our appreciation and thanks was again recorded to Ms Alice McCleary for her work in the office of Deputy Chancellor and for her ongoing contribution as presiding officer of the Finance Committee in 2007. Our thanks also to Peter Smith, Pro Chancellor; Ian McLachlan, presiding officer of Audit and Risk Management Committee; Dr Adele Lloyd, presiding officer of Foundation Committee; 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 2007 for their commitment and expertise.

I continued to be actively involved in the University Chancellors Conference (UCC) in 2007. The UCC continues to provide a forum for Chancellors to discuss governance and other major issues affecting the higher education sector.

**Council highlights****Universities Australia**

The Australian Vice Chancellors' Committee (AVCC) commissioned a review of its structure and functions which was conducted throughout 2006. The overarching recommendation of the Review was that, given the changed environment in which universities operate, the AVCC recreate itself as a new peak body. Following the Review, the AVCC agreed to a number of changes in its structure and adopted the name Universities Australia for the new advocacy body. Most notable of its structural changes was that it is the institution that is a member of the body, rather than the Vice Chancellor, and that the body is determined to foster a cooperative and strong relationship with the University Chancellors' Council as the Council representing the Chairs of the governing bodies. A constitution for the new body was developed in consultation with the Vice Chancellors and Chancellors and in early 2007 universities were asked to consider joining the body as a member institution.

The University Council agreed to become a member of Universities Australia at its April 2007 meeting.

#### Major Capital Works

Council approved the construction of a number of new buildings in 2007, including:

- » A new building at Magill campus to accommodate the expanding research activities of the Division of Education, Arts and Social Sciences, and in particular the Australian Centre for Child Protection and the Hawke Research Institute for Sustainable Societies.
- » A new building at Mawson Lakes campus to accommodate the Centre for Environmental Risk Assessment and Remediation. The building is expected to be completed by August 2008.

A highlight for Council members in 2007 was the opening of the Hawke Building at the University's City West campus.

#### Key Performance Indicators

Throughout 2006 the University undertook an examination of its strategic planning documents which resulted in the development of a Strategic Plan in late 2006, and also led to a review of the University's Key Performance Indicators (KPIs). A revised set of KPIs was approved by University Council in May 2007. The revised KPIs provide a high level overview of performance and were selected for their usefulness in evaluating performance, quality and success in core activities; showing achievement of institutional goals; linking to strategic objectives and the distinctive mission of the University; improving management; benchmarking performance with other institutions; and demonstrating accountability.

#### Medici Upgrade

In June 2007 University Council agreed to undertake a major upgrade of the University's student information system, known as Medici, for a cost of \$7.38M. The project is necessary in order to ensure the viability of the Medici student system and ongoing support provided through the software provider, Oracle, and to consolidate all student data into one information system which is at present held in a number of different systems. The project commenced in July 2007 and is due for completion in October 2008.

#### Council Remuneration

In December 2007 University Council endorsed a proposal to remunerate members of Council, other than full-time staff members and Members of Parliament, for the work they undertake as Council members. The proposal to remunerate members was driven in part in recognition of the significant work undertaken by members of Council, particularly those who hold positions such as Chancellor, Deputy Chancellor and Chairs of Council sub-committees. In addition, while the remuneration would not be comparable with that provided to Directors in the commercial environment, it was considered necessary to remunerate members to some degree to

increase opportunities to attract Councilors with desirable professional skills to the governing body.

The Council endorsed the proposal in principle and asked the University's Senior Remuneration Committee to determine an appropriate fee structure. The arrangement will come into effect in July 2008.

#### Thanks

On behalf of the Council, I thank Professor Denise Bradley AO, Vice Chancellor and President, an exceptional leader who has been the mastermind behind UniSA's success over the last ten years. Under Denise's leadership, the institution has grown from a fragile financial base to being in a very strong financial position and both research income and student numbers have increased significantly.

We acknowledge and thank Professor Denise Bradley AO for her efforts and contributions to UniSA, the State and our Nation. Friends and partners of the University community, along with staff, farewelled and thanked Denise at a dinner held at the Adelaide Convention Centre. I congratulate Denise on being awarded the Companion in the Order of Australia in early 2008 (AC) for her contribution and dedication to education in Australia and wish her well as she embarks on her new role, Chair of the National Review of Higher Education.

As we farewelled Professor Bradley and wished her well, the University community welcomed Professor Peter Høj as Vice Chancellor and President. I also extend my gratitude to the members of the Senior Management Group. The University is privileged to have an exceptional group of leaders to advise the Vice Chancellor and guide the future direction of the University.

I would like to acknowledge and thank the friends of UniSA for their ongoing support in 2007 and all staff at UniSA for their high quality work and dedication throughout the year. The University's achievements and accolades are only possible because of the commitment and excellence of our staff.

Finally, I would also like to acknowledge those people that I have worked most closely with during my time at the University—Ms Mary Taylor was the Director of Council Services and Chancellery for almost my entire period as Chancellor and I would like to thank her for her dedicated support of myself and the University throughout her long career; and my heartfelt thanks to Ms Joanne Gatsios, my Executive Assistant who has given me unwavering support of an exceptional quality.

This is my last Annual Report as Chancellor of the University of South Australia. It has been an honour to work in the role of Chancellor. I have thoroughly enjoyed the experience, both at a professional and personal level. I leave the University in this capacity at a time when I am very confident it will continue to grow and succeed. The future of UniSA is in excellent hands.



**David Klingberg AM**  
Chancellor

# Overview

## Vice Chancellor's report

"The mind, once expanded to the dimensions of larger ideas, never returns to its original size." – Oliver Wendell Holmes

The University of South Australia is passionate about education and innovative research. We believe it is the cornerstone to forming the foundation of a prosperous, cohesive and sustainable society. This belief is reflected in the Vision, Mission and Values statement which we started developing through a University wide consultation process in 2007.

### Vision

UniSA will be a leading contributor to Australia having the best higher education system in the world, supporting the world's best educated and most innovative, cohesive and sustainable society.

### Mission

UniSA educates professionals and citizens to the highest standards; creates and disseminates knowledge; and engages with our communities to address the major issues of our time.

### Values

UniSA's values are Scholarship; Engagement; Social Justice; Sustainability; Innovation; and Openness.

In 2007 a number of our staff were publicly recognised for their achievements and dedication to teaching and learning and research, reflective of the University's commitment to high standards both in education and in the creation, dissemination and application of knowledge. I would like to congratulate and recognise Laureate Professor John Ralston, Director of the Ian Wark Research Institute, on being named the South Australian of the Year for 2007, and the 2007 Scientist of the Year; Professor Barbara Pocock for being recognised as one of Australia's smartest, most innovative and creative people by the Bulletin Magazine; Professor Chris Daniels and Professor Jerzy Filar for being awarded South Australian Science Excellence Awards in the Communications and Leadership categories, respectively; Dr Craig Williams for being named the 2007 Young Tall Poppy of the Year; and our PhD student Mr Nick Palousis for being awarded the British Council Eureka Prize in the 'Young Leaders for Environmental Issues' category.

### Major achievements

The University's achievements for 2007 were significant and place the institution in good stead to face the challenges and opportunities that will present themselves in the coming years.

This report highlights the University's major achievements, but there are a number of stand-out achievements which I would like to mention.

In 2007 the University adopted a new Teaching and Learning Framework, which has been implemented to guide our planning and activities for the next five years. A commitment of \$4.7M was made by the University to fund the Framework, which encapsulates the core concept of experiential learning as a means of increasing student engagement and, as part of its development, UniSA has strategically reviewed all of its programs and analysed how changes could be made to the way courses are taught. The Teaching and Learning Framework consists of three components of experiential learning – the teaching research nexus, service learning, and practice-based learning. Our aim is that within two years about a third of all learning experiences in all programs at UniSA will be related to a combination of the three elements of experiential learning. Significant resources and funds have been invested to upgrade teaching and learning spaces to further enhance student learning outcomes.

We were successful in winning substantial Federal Government funds to establish a National Centre for Student Equity in Higher Education. The establishment of this Centre reinforces the University's commitment to enhancing participation in higher education for Australians from disadvantaged backgrounds.

UniSA's research performance continued to strengthen in 2007. The University witnessed a 50% growth in research income over the past two years from \$30M in 2005 to \$45.7M in 2007. This included the University's highest ever funding for National Health and Medical Research Council Project Grant Awards, and the highest ever allocation of funding for Australian Research Council Discovery Projects. The University's research profile was further strengthened with the appointment of three staff members to the Australian Research Council's prestigious 77 member College of Experts, who will be contributing to national innovation through the provision of strategic advice. The Centre for Rural Health and Community Development based at the University's Whyalla campus was officially opened and has already won a major consultancy with the Commonwealth Department of Health and Ageing.

The Hawke Building was officially opened in October 2007 which marked the completion of the University's \$135M six-year asset plan (known as Blueprint).

The building features the second largest public art gallery in the State, the Anne and Gordon Samstag Museum of Art and the Kerry Packer Civic Gallery, the Allan Scott Auditorium for student and public lectures, and houses the Bob Hawke Prime Ministerial Library which includes the full Parliamentary Hansard from the Hawke era. Furthermore, our Kaurna Building, was recognised by the Design Institute of Australia with the Best of State Award for a commercial interior.

I am extremely proud that the University was recognised as an employer of choice for women for the fifth consecutive year. Our academic staff were recognised nationally through the Carrick Awards for Australian University Teaching with eight Citations for Outstanding Contributions to Student Learning.

Also in 2007, UniSA established the new School of Law within the Division of Business at the City West campus.

### Senior staff movements

In May the University community farewelled and thanked Professor Denise Bradley AO for her outstanding contribution to the University and to education and education policy as Vice Chancellor and President, as she retired after 10 years of service in that role and after more than 30 years service to the University and its antecedent institutions. The University also recognised and thanked Professor Robin King, Pro Vice Chancellor of the Division of IT, Engineering and the Environment and Professor Bruce King, Director of the Flexible Learning Centre as they retired from their positions within the University.

Significant appointments made in 2007 include:

- » Professor Andrew Parfitt, Pro Vice Chancellor: Division of Information Technology, Engineering and the Environment
- » Professor Pal Ahluwalia, Pro Vice Chancellor: Division of Education, Arts and Social Sciences (will commence in March 2008)
- » Professor Bruce Johnson, Professor of Education
- » Professor John Lynch, Research SA Chair in Epidemiology
- » Professor Lee Parker, Professor of Accounting in the School of Commerce
- » Professor Len Pullin, Head of the International Graduate School of Business
- » Professor Malcolm Wright, Head of School of Marketing
- » Professor Neil Otway, Director: Centre for Regional Engagement
- » Professor Peter Majewski, Professor of Nanotechnology and Nanomanufacturing, School of Advanced Manufacturing and Mechanical Engineering
- » Professor Vicki Wayne, Professor of Law in the School of Law.

### The future

UniSA is a proud institution with a remarkable level of achievement but with aspirations that require improvements in everything we do. The University has developed a vision paper called *New Horizons: Our aspirations, people and performance* which sets the context for the range of challenges that must be addressed if UniSA is to realise its vision for the future. The goal is for a high performance culture driven by pride and passion and for our people to be the core of, and vital to, the University's strategy. We will seek to ensure that UniSA is proud of every single one of its employees and that all employees can say they are proud and happy to be with UniSA. Realising this ambitious goal will allow the institution to emphatically state that UniSA is a leading contributor to Australia having the best higher education system in the world, supporting the world's best educated and most innovative, cohesive and sustainable society.

### Thanks

I would like to thank and congratulate all members of the UniSA community who contributed to the outstanding achievements outlined in this report. I appreciate and acknowledge your dedication, passion and commitment to results.

As an incoming Vice Chancellor, I have appreciated the warm welcome that I have received from the University's staff, Council and external stakeholders including representatives from government and business. It has been a great privilege and responsibility to be in this role after Professor Denise Bradley, who enhanced the quality and standing of the University, both nationally and internationally. Denise's astute leadership ensured that I was given stewardship of an organisation that will continue to succeed and grow.

With considerable assistance from senior colleagues within the University, the *New Horizons* document sets the context for the range of challenges that must be addressed if UniSA is to realise its vision for the future. *New Horizons* outlines the path that must be taken to drive the institution forward. It is a path that requires change, something that we are not afraid of because we have accepted the need for change. Both the past and present clearly indicate that UniSA has the capacity to further accelerate its already impressive path towards premium global recognition.



**Professor Peter Høj**  
Vice Chancellor and President

Note: Professor Peter Høj commenced as Vice Chancellor on 1 June 2007 following the retirement of Professor Denise Bradley AO on 25 May 2007.

# Governance and management

## Governance

### Organisation

#### Basis of authority

The University is governed by the *University of South Australia Act 1990*.

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 through teaching, research, scholarship, consultancy or any other means
- » provide tertiary education in such disciplines and areas of study as the University thinks appropriate to meet the needs of industry, commerce, the professions or any other section of the community
- » provide such tertiary education programs as the University thinks appropriate to meet the needs of Australia's Indigenous people
- » provide such tertiary education programs as the University thinks appropriate to meet the needs of groups within the community that the University considers have suffered disadvantages in education
- » provide educational programmes for the benefit of the wider community or programmes for the enhancement of the diverse cultural life of the community, as the University thinks fit
- » foster and further an active corporate life within the University
- » perform any functions ancillary or incidental to the functions referred to above, and
- » 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, and
- » approving significant commercial activities of the University.

The current Council comprises 21 members, of whom twelve 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 appoints one of its external members as presiding officer to each of its Standing Committees, apart from Academic Board.

Members of Council complete and update annually a Register of Interest as a probity measure. In 2007 no member of Council received any remuneration from the University other than by way of salary and related benefits from a normal employment relationship. Directors of Subsidiary companies received remuneration for their services as Director.

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 seven times from April to December 2007.



## Council Members 2007

### Chancellor

David Klingberg AM FTSE BTEch (CivilEng)  
FIEAust FAusIMM FAICD KSJ

### Deputy Chancellor

Alice McCleary BEc FTIA FAICD FCA

### Pro Chancellor

Peter Smith BEng(Aero) BEc

### Appointed Members

Bill Cossey AM BSc FAIM  
Terry Evans LLB LLM  
Kerryne Liddle BA  
Bruce Linn BSc FAICD FACS  
Dr Adele Lloyd DAdmin&Mngt  
MAdmin&Mngt  
Jan Lowe BA DipEd  
Jim McDowell LL.B(Hons) (Warwick)  
Ian McLachlan BEc FICAA  
Anne Skipper AM RN FAICD FAIM  
Dr Sue Vardon AO BSocWk GradSocWkAdmin  
HonD(Univ) FAIM FIPA

### Elected Student Members

Finn McCarthy-Adams  
Dhivya Venugopal

### Elected Academic Staff

Associate Professor Ingrid Day BA(Hons) PhD  
Dr Michael Venning BSc(Hons) DipT PhD

### Elected General Staff

Kath Higgins  
Heather Ryland

### Ex Officio

Vice Chancellor and President AO  
Professor Denise Bradley BA DipEd GradDipLib  
MSocAdmin DBusAdmin  
(honoris causa) (Pukyong)  
FAICD FACE (until the end of May 2007).  
Professor Peter Høj MSc PhD, FTSE  
(commenced in June 2007).

### 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, was reappointed in 2002 and again in 2005 for a term to June 30 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, was reappointed in 2005 and again in 2007 for a term of two years to 31 December 2009. In November 2005 the Council appointed Peter Smith to the office of Pro Chancellor.

## Council Secretariat

The Council and its sub-committees are supported in their work by a Secretariat located within the Chancellery. The principal manager of information to and from the Council, is the Director of Council Services and Chancellery. In 2007 this position was occupied by 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. 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 the principal academic advisory body to Council and is responsible for assuring the quality of teaching, learning and research in the University.

## 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 the 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 Committee are reported to Council through an annual report.

## 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, membership of Council, to undertake searches on behalf of Council for candidates to office of Chancellor and to review the University's Act, Statutes and By-laws from time to time and advise 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, which is responsible for approving appointments.

## Committees of Council and sub-committee structure

### Council



### Other Committees established by Council (as required)

Honorary Awards Committee  
Academic Staff Appeals Committee  
Professional Staff Appeals Committee  
Student 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 2007 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 2007 including reports on:

- » Student Complaints and Grievances
- » Improving Assessment Practices
- » Wireless Mobile Access and Support
- » Environmental Protection Act Legislative Compliance
- » Experiences of Off-Campus Students
- » ESOS Act Legislative Compliance.

## Finance

In 2007 UniSA delivered another solid financial result with a consolidated surplus of \$24.4M (2006: \$30.5M) which equates to 6.1% of revenue (2006: 8.3%). Consolidated revenue (excluding superannuation supplementation) grew by 8.1% to \$399.0M with growth across all major categories of teaching and research income. Consolidated expenses grew by \$36.1M (10.7%) mostly in the area of staff salaries and related expenses (up \$26.3M) as the University made further investments in staff to support improvements in teaching and research outcomes.

The University's consolidated financial position remained sound during 2007 with cash and cash equivalents totalling \$77.9M at 31 December 2007 (2006: \$72.5M). Consolidated cash flows from operating activities in 2007 were \$52.7M (2006: \$53.6M). During 2007 \$45.6M was invested in property, plant & equipment which included completion of the \$35M Hawke Building and commencement of construction of a \$19M research facility for UniSA's Centre for Environmental Risk Assessment and Remediation.

In 2007 consolidated total assets grew by \$92.9M and consolidated net assets grew by \$96.0M largely the result of the triennial revaluation of land and buildings which accounted for \$70.2M of the increase.

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 and the State Government with specified conditions are treated by the University as Income in Advance at 31 December 2007 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 presents a true and fair view of the financial position of the University as at 31 December 2007 and the result of its operations and its cash flows for the year then ended. 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 2007 has resulted in the deferral of \$10.6M of grant income as Income in Advance (\$5.2M relating to 2006 and \$3.8M relating to 2005) and a corresponding liability on the Balance Sheet.

## Freedom of information

During the period 2006–2007 UniSA received a total of 15 applications to access documents under the *South Australian Freedom of Information Act 1991*.

Of these 15 applications, three were withdrawn. The withdrawn applications were from students seeking to access their own records. The information was located and divulged before a determination was made, therefore the applications were unnecessary.

## Management

Of the remaining 12 applications, two non-personal and five personal applications were released in full. Three personal applications were granted partial release, as exemption was claimed for internal working documents contained therein. Two personal applications were refused. One was refused because the document did not exist, and the other one was refused as causing unreasonable diversion of resources.

The majority of applications had their fees waived and only one of the applicants paid the required fee.

### 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 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

Research is delivered by Schools, Research Institutes and Research Centres, mostly within the Divisions, and academic programs are delivered by Schools. 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 in all Divisions – 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 thirteen 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 but within a Division 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 Deputy 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 Deputy 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 2007

**Vice Chancellor and President: Professor Peter Høj (commenced June 2007)**  
**Professor Denise Bradley AO (until the end of May 2007)**

### Internal audit

### Council Services and Chancellery

#### Coordinating Portfolios

##### Academic

Deputy Vice Chancellor and Vice President: Professor Peter Lee

- » Flexible Learning Centre
- » Student and Academic Services
- » Library

##### Research and Innovation

Deputy Vice Chancellor and Vice President:  
Professor Caroline McMillen

- » Ian Wark Research Institute
- » Institute for Telecommunications Research
- » Research and Innovation Services

##### Finance and Resources

Executive Director and Vice President: Paul Beard

- » Finance
- » Facilities Management

##### International and Development

Pro Vice Chancellor and Vice President: Dr Anna Ciccarelli

- » UniSA International
- » Marketing and Development

##### 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

#### 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 Andrew Parfitt

- » 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 Law
- » School of Management
- » School of Marketing
- » International Graduate School of Business
- » Ehrenberg – Bass Institute for Marketing Science
- » 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
- » Sansom Institute
- » Responsible for City East campus

## Senior officers

### Chancellor

**David Klingberg AM**  
**FTSE BTech (CivilEng) FIEAust FAusIMM FAICD KSJ**

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 engineering company to one of the largest and most successful firms of professional engineers in Australia and South East Asia, with approximately 2000 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 an Advisory Board Member to Thomson Playford and Chair of the Building and Development Committee of St Andrew 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 Plantations Limited; UraniumSA Limited; 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

**From June 07 onwards**

**Professor Peter Høj**  
**MSc, PhD (Copenhagen), FTSE**

Professor Peter Høj commenced as the Vice Chancellor and President of the University of South Australia on 1 June 2007. The former CEO of the Australian Research Council, he has been a teaching academic, a professor engaged in high quality research in biochemistry and viticulture, and an industry leader in his former role as the Managing Director of the Australian Wine Research Institute. Educated at the University of Copenhagen, majoring in biochemistry and chemistry, Professor Høj has a Master of Science degree in biochemistry and genetics and a PhD in plant biochemistry. He received fellowships from Denmark and Australia for post-doctoral studies

# Governance and management

in biochemistry. Since arriving in Australia in 1987 he has worked as a lecturer and senior lecturer in biochemistry at La Trobe University and Professor of Viticultural Science and Professor of Oenology at the University of Adelaide. In 1992, he was awarded the Boehringer-Mannheim medal by the Australian Society for Biochemistry and Molecular Biology and in 2003 the Centenary Medal for his contribution to research and wine science. He is also a Fellow of the Australian Academy of Technological Sciences and Engineering. From October 2004 to April 2007 he was CEO of the Australian Research Council – the peak funding body for research in Australia today. He served as a private member of the Prime Minister's Science Engineering and Innovation Council (PMSEIC) from 1999–2004 and as an ex officio member in 2006–2007. He is a former member of the Australian Institute of Marine Science Council; the Cooperative Research Centres Committee; the National Collaborative Research Infrastructure Strategy Committees; and of the Industry and Technology Council of South Australia, the Premier's Science and Research Council, and the South Australian Wine Industry Council.

From Jan 07 – May 07:

## Professor Denise Bradley AO

BA DipEd GradDipLib MSocAdmin DBusAdmin (honoris causa) (Pukyong) FAICD FACE

## 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 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.

## Executive Director and Vice President: International and Development

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

Dr Anna Ciccarelli began her professional background teaching humanities, social sciences and English in secondary schools. Her ongoing interest in teaching English to speakers of other languages then took her to Sydney, where she was the Principal of a private English language college for seven years.

During this time she completed a 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. Her particular research interest is in educational organisations; how they work, how they are managed and the challenges they pose for leaders and managers.

In 1998 Dr Ciccarelli joined the University of South Australia as Division Manager in the Division of Education, Arts and Social Sciences before being appointed as Director of UniSA's International Office in 2001 and to her current position in 2004.

Among other responsibilities, Dr Ciccarelli is a member of the Education Adelaide Board of Directors; a member of the Australian University Quality Agency (AUQA) English Language Steering Committee; and a member of the Australian National Commission for UNESCO. She was the inaugural Vice President of the International Education Association of Australia (IEAA).

## Pro Vice Chancellor and Vice President: Organisational Strategy and Change

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

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 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. In 2007, she was appointed to the Quality Assurance Council, part of the University Grants Committee of Hong Kong.

## Deputy Vice Chancellor and Vice President: Research and Innovation

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

Professor Caroline McMillen was appointed to her current position 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.

Professor McMillen 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.

She is also Co-Chair of the Steering Committee for Healthy Development Adelaide and a member of the Steering Committee for Bio Innovation SA's Adelaide Integrated Biosciences Laboratories.

Professor McMillen is active in her role as the Champion of Women in Science, Engineering and Technology – an appointment made by the South Australian Department of Further Education Employment Science and Technology. In October of 2006, she 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.

## Deputy Vice Chancellor and Vice President: Academic

**Professor Peter Lee**  
BE(Chem) PhD FIEAust FICHEM 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 four books and over 280 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.

# Governance and management

## 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. Before that, he was Professor of Industrial Relations and Director of the ARC-funded National Key Centre in Industrial Relations at Monash University for nine years. 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. Professor Griffin 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. He is a regular member of review panels for the international business school accreditation agency EQUIS, and is a member of the national executive of the Australian Higher Education Industrial Association.

## 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. Among a wide range of leadership roles in the University, Professor Rowan was lead negotiator for the University in the 1997, 2003 and 2006 rounds of Enterprise Bargaining.

As a senior manager, Professor Rowan has taken a particular interest in strategic planning, quality assurance and improvement and industrial relations. He has published and lectured in the fields of reasoning in natural language and philosophy of science. He is a member of the Australian Association of Philosophers and auditor for the Australian Universities Quality Agency (AUQA). He chaired the 2002 AUQA audit of the Australian Catholic University, was a member of the Sydney University audit panel in 2004 and chaired the audit of Victoria University in 2006.

## 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

**From August 07 onwards**  
**Professor Andrew Parfitt**  
 BE(Hons) PhD FIEAust

Professor Parfitt commenced as Pro Vice Chancellor and Vice President of the Division of Information Technology, Engineering and the Environment on 6 August 2007. Previously, he was the Director of UniSA's Institute of Telecommunications Research (ITR) (2004–2007), one of Australia's foremost ICT research organisations. He has had an outstanding career as a specialist in antenna and radio systems and more recently in areas relating to space science and technology. A graduate in engineering from the University of Adelaide, he began his professional career with the Defence Science and Technology Organisation before returning to study under a DSTO cadetship. He has a PhD in Electrical and Electronic Engineering from Adelaide University and was an Associate Dean in the Faculty of Engineering there, before joining CSIRO's Telecommunications and Industrial Physics division in Sydney. Within the CSIRO he led the Space and Satellite Communication Systems team from 2001. During this time he was responsible for fundamental and applied research in areas ranging from radar and communications to satellite systems and radio astronomy technologies.

In 2003 Professor Parfitt took on the leadership of the Cooperative Research Centre for Satellite Systems (CRCSS), the national research group responsible for launching FedSat, Australia's first satellite in 30 years. He has held adjunct academic positions at UniSA, the University of Adelaide, Sydney University and Macquarie University.

In a professional capacity he is a Senior Member of the Institute of Electrical and Electronics Engineers and has been Chair of both its South Australia and New South Wales Sections. He is a member of the Australian Academy of Science National Committee for Space Science and Deputy Chair of the National Committee for Radio Science, and is a Fellow of Engineers Australia.

**From Feb 07 – July 07**  
**Associate Professor David Panton**  
 BSc(Hons) MSc PhD

**From Jan 07 – Feb 07:**  
**Professor Robin King**  
 BEng PhD FIEAust CPEng MIEE CEng



# Report on activities

## Educating professionals

The University strives to create learning experiences that educate professionals, whilst embracing excellence, equity and diversity as core values. Through experiential learning and flexible environments, we seek to actively engage our students, preparing them to succeed in their chosen profession and in life. 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, law, 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 holds social justice and community engagement as core values. The University is committed to reconciliation between Indigenous and non-Indigenous people and to enhancing higher education opportunities for people who have experienced educational disadvantage.

### Internationalisation

UniSA aims to be a truly international university which fosters intercultural and global partnerships and perspectives in all areas of our education, research and engagement activities. One third of the University's students are citizens of another country. UniSA has developed highly innovative mobility and service learning programs to offer international experiences for domestic students.

### Performance

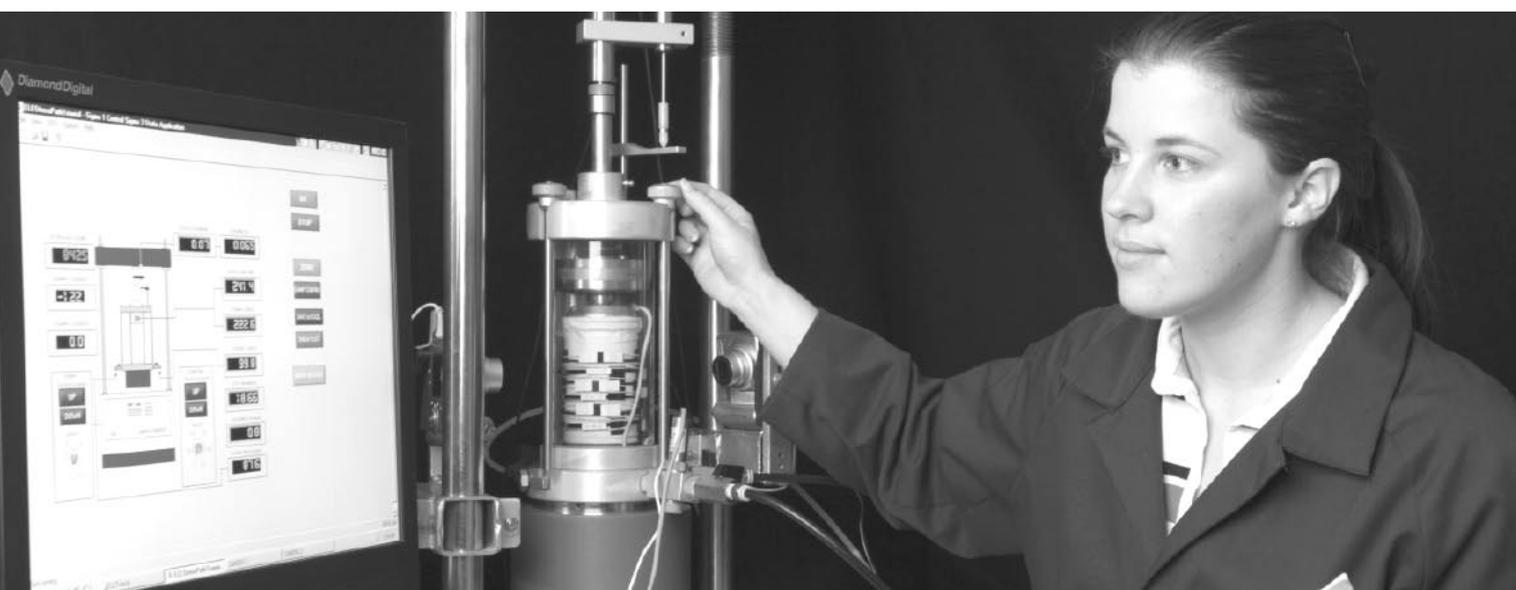
#### Teaching and learning performance

##### Enrolments

Total enrolments for 2007 were 34,603, which included 8,998 postgraduates.

##### Graduations

In 2007 the University graduated 8,450 students. Since its inception in 1991, the University of South Australia has graduated 105,037 students.



### Graduate outcomes

The University's commitment to excellence in teaching and learning was demonstrated through positive results in the Good Teaching and the Generic Skills scales, which improved by 3% and 2% respectively, to exceed the ATN benchmarks. Increased participation in the University's Teaching@UniSA and Tutoring@UniSA programs have helped the University reach this positive result, with 185 staff participating in these training sessions.

### Equity performance

2007 was a successful year for student equity at UniSA, culminating with our success in winning substantial Federal Government funds to establish a National Centre for Student Equity in Higher Education. This success recognises UniSA's position as a national leader in student equity and positions us well to further that leadership through the integration of high level research and best practice.

UniSA has continued to increase its performance in student equity with 43% of our domestic students coming from one or more of our equity groups. Increases in success and retention rates have also been experienced for most of our targeted equity groups. The new corporate KPI for equity student satisfaction indicates that equity students are at least as satisfied as other students at UniSA.

Following a review of our equity scholarships, UniSA has entered into a partnership arrangement with the Country Education Foundation of Australia (CEFA), allocating a portion of equity scholarship funds to match funds awarded to rural students by their own local communities. In response to a further recommendation from the scholarships review, the University has begun exploring options for targeting educationally disadvantaged senior secondary students for scholarships.

### Foundation Studies Program

During 2007 the University conducted a comprehensive evaluation of its new Foundation Studies program. Demand has remained strong for most strands of this program, which prepares adults without prior entry qualifications for entry to the full range of UniSA's undergraduate programs. In 2007 220 students enrolled in 7 strands of the program, including a new pilot program at Mt Gambier.

### USANET Special Access Scheme

2007 saw a 50% increase in the number of rural and isolated students admitted to UniSA through the USANET special access scheme as a result of significant expansion of the number of rural and isolated schools targeted by the program. USANET assists the entry of students from rural, isolated and low SES schools through an extensive outreach program to schools in South Australia, Victoria and NSW. Students who have experienced educational disadvantage are awarded bonus points to their year 12 scores to help them compete in tertiary entry rankings.

### Associate Degree in Engineering

UniSA collaborated with the other ATN universities and the Australian Council of Education Research (ACER) to develop an Engineering Aptitude Test for entry to the new Associate Degree in Engineering. The two year Associate Degree provides an alternative pathway to the full four year engineering degree for students who do not meet the usual prerequisites and is offered at both the Mawson Lakes campus and through the Centre for Regional Engagement (CRE) at Whyalla. It is one of seven Associate degrees now offered by UniSA that provide an alternative pathway to degrees in Business, Information Technology and Engineering and are eligible for the new Commonwealth Scholarships (Associate Degrees).

### National Disability Liaison Officers

The CRE was successful in its bid to host two of the new National Disability Liaison Officer positions, one based at Mawson Lakes and the other at Whyalla. These positions will have an important role in encouraging and supporting young people with a disability to access tertiary education.

### UniSA Northern Adelaide Partnership (UNAP)

UNAP continued to facilitate a wide range of programs in the northern suburbs including the Science and Maths School at Mawson Lakes (SMS@Mawson Lakes), where 81 year 12 students from eight northern Adelaide schools study science and maths subjects that their schools are not able to offer; and the University Orientation Program, where up to 160 year 10 and 11 students from northern schools visit the Mawson Lakes campus to gain an experience of university life. During 2007 Planning and Assurance Services staff conducted a comprehensive analysis of northern Adelaide data, highlighting the concentrated educational disadvantage in this region and preparing the way for more informed collaboration with northern Adelaide schools in order to redress this disadvantage.

# Report on activities

## Indigenous students

Preliminary data indicates that Indigenous student retention rates continue to improve on previous years. The 2007 retention rate of 75.2% is 4.1% higher than the 2006 result. Participation rates were marginally lower in 2007 (1.37% of the all student population) than in 2006 (1.46%) due to a decline in commencing Indigenous enrolments, as evidenced by the decrease in access rates from 1.46% of the commencing student population in 2006 to 1.13% in 2007. Decreasing access rates continue to be of concern for the University and are indicative of national policy initiatives to encourage Indigenous students Australia wide into TAFE, apprenticeships and traineeships.

## Internationalisation performance

### Student numbers and profile

In 2007 the University enrolled 11,575 international students, comprising 4,875 onshore and 6,700 transnational (offshore) students. Total international students increased by 10% over 2006.

As in 2006 the top four UniSA onshore source markets in order were India, China, Malaysia and Hong Kong. India and China were not quite as dominant while Malaysia and Hong Kong both showed increases. Nationally, China was the leading source market, ahead of India, Malaysia and Hong Kong.

The University's transnational enrolments rose by 15%, reflecting UniSA's leadership role in Australia as a provider of offshore teaching. The major transnational markets are in Hong Kong, Singapore and Malaysia where the University has significant multi-program partners. During 2007 UniSA initiated a comprehensive review of its transnational courses.

### Cultural diversity

In 2007 the University drew its international student population from 86 countries. While the major source countries were in South and South-East Asia, significant gains were made in less traditional markets such as the Middle East, North America and Africa. This was due in part to expanded international relations and attracting government-sponsored postgraduate students. The University also increased its activities in countries with predominantly Muslim populations; students from 13 such countries comprised 20% of the international student population.

Our re-entry into the AusAID market again proved valuable, as we welcomed students from China, Laos, the Solomon Islands, Indonesia, Papua New Guinea, Vietnam and Uganda. A successful strategy in the US saw study abroad student numbers increase by about 30% over 2006.

## Student mobility

Student mobility is an important indicator of a university's commitment to internationalisation. In 2007, 241 students received funding support for offshore study and for the second successive year \$60K was specifically allocated to support postgraduate research students for overseas opportunities.

During the year UniSA secured \$425K of Endeavour (DEEWR) funding to support 40 outbound and 43 inbound undergraduate students in 2008 and provided seven staff travel subsidies.

The University also successfully secured \$25K to support five students on exchange in 2008 in the inaugural IDP Study Overseas or Study in Australia Scholarships.

### New exchange initiatives

During 2007 UniSA launched two exciting programs designed to broaden our students' international learning experience. The Global Experience Program is available to all onshore undergraduate students and delivers the skills and knowledge needed to work in international contexts and communicate easily across cultures. Graduates receive a certificate on completion.

The Hawke Ambassador International Volunteer Experience Program offers overseas placement and internship opportunities for international studies, communications and language students. Unlike traditional exchange or study abroad programs, students work as volunteers with international non-government organisations (NGO) rather than undertaking formal study at university. In 2008, 20 students will be involved, working in countries such as Ghana, China, Mexico and Argentina.

## Achievements

### Teaching and learning achievements

#### New Teaching and Learning Framework

The University's commitment to excellence in teaching and learning was affirmed by the introduction of a revitalised Teaching and Learning Framework to accommodate the changing context of higher education. The framework builds on earlier commitments and seeks to position the University as dynamic, progressive and responsive to the range of stakeholders who have legitimate interest in higher education and its graduates.

The framework aims to identify key elements of our teaching and learning activity and the relationships between them, indicating a coherent process linking intentions, implementation activity, outcomes and reflections on improvements.

The framework will increase the level and quality of student engagement by providing active learning experiences and flexible learning environments while embracing excellence, equity and diversity. The University pledged \$4.7M in August 2007 to implement the new Framework through the Student Engagement Project (STEP 2010). Stage one of STEP 2010 will be completed in March 2008.

The framework will guide planning and activities in teaching and learning for at least the next five years.

#### **Medici Upgrade**

The 'Student Systems Upgrade Project' was initiated in April 2007 as part of a significant systems review affecting the University's core business of teaching, learning and research. This key strategic initiative will upgrade the University's core student administration system (Medici version 7.6) and transfer the partner student data into the upgraded system. The project will ensure the sustainability of the University's core student administration system (Medici). The upgrade will also ensure reduced maintenance costs and better position the University to undertake future system upgrades. The migration of the partner student data previously on a stand alone information system was successfully implemented in November 2007. Subsequent stages to upgrade the Medici version and the merger of the two systems will occur in October 2008.

#### **English Language Proficiency**

As part of continuous improvement, the University embarked upon a Corporate Project for 'English Language Proficiency' throughout 2007. The Corporate Project gathered information about the English language competencies of UniSA's students and graduates that could be used to shape future actions for improvement. Detailed research and analysis was undertaken to deduce contributing factors to English language proficiency outcomes, with the final report completed in August 2007.

The project successfully identified student cohorts that are most vulnerable to reduced English language skills in the workplace. An analysis and review of key stakeholder feedback took place, and provided recommendations for strategic interventions during the student lifecycle.

The project is confirmation of the University's commitment to achieving English language proficiency for all its graduates, striving for effective communication in professional practice and as members of the community.

#### **Exploring Student Satisfaction to Support Quality Teaching and Learning**

UniSA's dedication to the continuous improvement of teaching and learning was affirmed through a corporate project mining Student Evaluation of Teaching and Course Evaluation Data. The project evaluated and explored the Course Evaluation Instrument (CEI) and Student Evaluation of Teaching (SET) Data as a source of management information, undertaking analyses that investigated reliable predictors of student satisfaction. The project has delivered UniSA with an invaluable resource to assess, compare and benchmark levels of student satisfaction and further supports the quality assurance and improvement of programs, courses and teaching at UniSA.

#### **Internationalisation achievements**

UniSA retained International Organisation of Standardisation (ISO9001) accreditation for its Transnational Quality Framework (TQF) processes after the annual audit acknowledged its transparent and effective business process. The University was first accredited in 2006.

The University expanded its engagement with government scholarship programs in Asia, signing agreements with the Mekong 1000 program in Vietnam, the Government of Kazakhstan and the Office of the Civil Service Commission in Thailand.

Twenty students were chosen to take part in the inaugural Hawke Ambassador International Volunteer Experience Program, which will take place in 2008. They will work on projects in Ghana, Kenya, Argentina, Mexico and China run by NGOs such as Projects Aboard, World Youth International and Red Cross. Travel grants are provided by UniSA International under the student exchange scheme.

UniSA received \$425.5K in Government funded Endeavour Student Exchange Scholarships for undergraduate students commencing in 2008, a pleasing increase from \$330.5K in 2007. The money will be used to support student mobility with established partners in North America, Japan and Hong Kong and help develop new relationships in China, Korea, India, Malaysia, Pakistan and the Philippines.

UniSA hosted 20 agents from around the world during Experience UniSA Agent's Week in August. The agents visited each of the University's academic Divisions, were involved in UniSA Open Day and also had a social program after hours to build connections through informal interaction between the visitors and staff.

# Report on activities

## Priorities and results

Priorities	Results
<p><b>Monitoring assessment practices to ensure appropriate timing of assignments within study periods and implementing any changes that may result from the 2006 audit of assessment.</b></p>	<p>Activities across the University to improve assessment practices included:</p> <ul style="list-style-type: none"> <li>» Comprehensive audits of undergraduate assessment, including compliance audits of the new assessment policy, audits of the approved course statements, and adherence to the Course Information Booklet templates</li> <li>» Implementation of AssignIT policy in all schools as a mechanism to monitor assignment timing and return</li> <li>» Regular and early discussion of feedback proformas at School Teaching and Learning Committees and School Boards</li> <li>» Supporting professional development opportunities for academic staff</li> <li>» Annual mapping of the timing of assignments across various courses</li> <li>» Development and implementation of Divisional assessment typology</li> <li>» Establishment of the Assessment Working Groups to focus on enhancing best-practice for providing effective feedback to student on assignments.</li> </ul>
<p><b>Facilitating the wider use of AssignIT and applying the preliminary data to benchmark Division performance on assignment turnaround times.</b></p>	<p>Activities across the University to improve the wider use of AssignIT included:</p> <ul style="list-style-type: none"> <li>» Providing hands-on AssignIT training for staff to become more familiar with the technology</li> <li>» Full compliance with the use of AssignIT was implemented at the Centre for Regional Engagement during Study Period 5, 2007</li> <li>» Additional promotion and communication of AssignIT capabilities so that staff are aware of the time-savings AssignIT can bring</li> <li>» Complex issues related to use of AssignIT for the Chinese MBA program in the International Graduate School of Business have been addressed. The School selected one partner and one intake as a test case for AssignIT and the effectiveness of this trial will be reviewed early 2008. A successful review will result in further implementation of AssignIT across the suite of Chinese MBA programs.</li> </ul>
<p><b>Ensuring that all Schools are utilising the results of student evaluation data to improve teaching performance.</b></p>	<p>Activities across the University to ensure Schools use the results of the student evaluation data have included:</p> <ul style="list-style-type: none"> <li>» Paper-based Student Evaluation of Teaching (SETs) to increase sample size of participating students</li> <li>» Providing Program Directors with summary SET data on all academic staff teaching in their program to ensure quality performance and consistency. Course coordinators with multiple tutors were encouraged to seek this information from School Executive Officers (SEOs)</li> <li>» Providing data from Planning and Assurance Services (PAS) to Heads of Schools for discussion at Division Executive and School Board meetings</li> <li>» Utilising data from SETs, Course Evaluation Instrument (CEIs) and the Graduate Course Experience Questionnaire (GCEQ) in the performance management process for monitoring the quality of teaching and improving teaching performance</li> <li>» Providing accessible data (by program, student, staff and course characteristics) to enable staff on all levels to keep track of performance and indicators that may affect performance (through the CEI / SET data mining research project).</li> </ul>

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**Establishing a tailored website in all Divisions for all first year students that provides advice to students over their first six weeks at university to address their changing demand for information during that time.**

Activities across the University associated with the First Six Weeks website have included:

- » Actively introducing students to available resources to help them achieve success through the First Six Weeks website
  - » Initiating and developing tailored Divisional and CRE websites for all first year students to provide relevant and timely advice over their first six weeks at university
  - » Developing a program-tailored website for the new School of Law
  - » Employing students, or recent graduates, to update the First Six Weeks website for each study period, and to include student-tips to add value to the site.
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**Implementing student engagement initiatives.**

Activities across the University associated with implementing a student engagement project have included:

- » Commencement of the STEP 2010 project to assess, evaluate and implement active learning and student engagement facilitated by the provision of experiential learning activities in a flexible environment
  - » Identifying and disseminating examples of best practice in the use of active learning, such as case studies, workshops and practicums and encouraging students to be involved in active tutorial participation
  - » Hosting student information sessions that highlight various program elements of student engagement
  - » Establishment of the University's new Global Experience Program, allowing students to supplement their degree through a range of international activities to develop their skills in networking, communication and intercultural learning. Involving several elements that can be undertaken both within and outside Australia, students can tailor their learning to reflect their personal goals and motivations
  - » Development of a range of marketing materials (including web, brochures and promotional materials) to promote various programs with experiential learning activities and student engagement projects
  - » Initiation of a project in the Division of Education, Arts and Social Sciences entitled 'Developing Creativity', to develop and apply methodologies for redesigning curriculum content and assessment, thereby enhancing the creative capacities and approaches of students.
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**Equity Performance**

- » 43% of domestic students at UniSA are now from one or more equity groups, with excellent performance outcomes for most groups. Improvements in retention and success were recorded for all groups except Non-English Speaking
  - » Successful bid to gain Federal Government funding for a National Centre for Student Equity in Higher Education.
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# Report on activities

## Priorities and results (continued)

### Onshore international programs

**Scholarships:** Efforts to attract more government-sponsored scholarship students were successful, particularly in Vietnam. An agreement signed with the Mekong 1000 program resulted in 14 successful Masters degree applications. Agreements were also signed with the governments of Thailand and Kazakhstan and discussions were held with the Public Service Department and MARA in Malaysia. UniSA was active in raising awareness of the University as a destination for AusAID scholarship recipients.

**Indian sub-continent:** There was a downturn in recruitment from India during 2007 because of changes to the Federal Government's General Skilled Migration regulations. However, India remained UniSA's leading source country, with 558 new students enrolling. Three new agents with a total of 60 new offices were appointed, some in areas not previously covered by UniSA. A number of other significant changes were made to agent relationships.

Student numbers continued to increase from Pakistan (56 to 65), Bangladesh (16 to 21) and Nepal (7 to 13) but the worsening security situation in Sri Lanka caused a slight fall (33 to 29). New articulation agreements were signed with Sri Lanka and Bangladesh.

**China:** China is a key market and in 2007 accounted for 20% of onshore international enrolments, either directly or through onshore pathways. China is soon expected to overtake India as UniSA's largest source country. New articulation pathways were developed and collaborative marketing was undertaken with English language providers SAIBT and CELUSA to present a broader range of pathway options.

**Middle East and Central Asia:** Iran has risen to become the tenth largest source country for newly enrolling international students, due to the support of a strong local agent who lived in South Australia for 12 years. Activities in Saudi Arabia have been slower than expected but the Division of Health Sciences has attracted a number of postgraduate students from Saudi and Oman. The first five Bolashak scholarship holders from Kazakhstan arrived during 2007 and annual intakes through this program are expected to increase.

**Africa:** Recruitment activity continues to be centred on Botswana, a source of government scholarship students (over 80 have enrolled at UniSA since 2001) and Kenya (23 students in 2007 compared with 10 in 2006). The University has also begun to attract AusAID students from a number of countries, including Lesotho, Uganda and Zambia.

**Europe, the Americas, Japan and Korea:** These are relatively small markets, but contribute greatly towards UniSA's student diversity. In 2007 the University consolidated its representation in South Korea, which is now one of UniSA's top 10 source countries, developed a successful model of credit transfer in France (resulting in small but steady flow of students), and boosted student numbers from the UK from 16 to 25.

A tuition, housing and excursion package for US study abroad students was launched in May 2007.

UniSA further developed its study abroad programs in Germany. This was particularly successful in the case of University of Nürtingen-Geislingen, where the collaboration covers exchange and study abroad activity. One UniSA student has been awarded a Baden Württemberg Scholarship.

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**Transnational programs**

Transnational programs remained a significant contributor to the University's international teaching profile in 2007, notably through ongoing relationships with major partners APMI Kaplan (Singapore and Hong Kong), Taylor's International College (Malaysia) and Hong Kong Baptist University. Offshore student numbers increased 23% on 2006 figures.

Transnational highlights in 2007 included a ceremony in Beijing for graduates of our Master of Civil Engineering program, which was approved by China's Ministry of Education and delivered in partnership with the Beijing University of Civil Engineering and Architecture, and the signing of an agreement with Malaysia's National Heart Institute for delivery of a Professional Certificate in Critical Coronary Care Nursing.

The 2007 Transnational Student Experiences Questionnaire showed more than 75% of respondents were satisfied with their experiences as a UniSA student. The University's Transnational Quality Framework retained its ISO 9001:2000 accreditation after the annual audit acknowledged its transparent and effective business process.

At the end of 2007 UniSA began a major review of its transnational profile to ensure that all programs and partners were consistent with the University's mission and vision and remained viable in an economic climate marked by a strong Australian dollar.

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**Student mobility**

During 2007, 241 students received funding support for offshore study, comprising.

- » 142 full semester exchanges
- » 80 study tours
- » 19 short-term placements

Additional University mobility funding of \$60K supported 14 postgraduate research students studying offshore for the first time.

Five exchange partners from Europe, Asia and North America participated in an Exchange and Study Abroad Fair and a range of information seminars was held to promote student mobility. Funding was provided to assist the Exchange Society (a group of students returned from mobility placements) to run events for inbound and outbound students.

The Student Exchange Website was reviewed and redeveloped during the year and new promotional materials produced.

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# Report on activities

## 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.

### Performance

The University has continued to build on the solid foundation laid since its establishment and is rapidly increasing its research capacity and performance as outlined below.

#### Research income

Total research income in 2007 was \$45.7M representing a 13% increase over 2006. Direct industry contributions (\$13.9M) accounted for 30% of this total.

In 2006 (the most recent year for which national benchmarked data are available), the University was ranked in the top third of Australian Universities (13th out of 42) and second in the state on the basis of total research income, which is testament to its continued growth as a research institution in a relatively short period of time.

#### Australian Research Council (ARC) Funding

The University of South Australia achieved a success rate of 48% in Australian Research Council (ARC) Linkage grants awarded overall during 2007. A success rate of 20.6% was achieved in ARC Discovery projects, which is close to the national success rate of 21.4% and significantly higher than the 2006 success rate of 12%.

#### National Health and Medical Research Council (NHMRC) Funding

In 2007, the University was awarded four NHMRC project grants as the administering organisation totalling \$1.9M. Although the same number of NHMRC project grants was awarded in 2006, the total amount awarded has increased by 19%. This represents the fourth consecutive increase in NHMRC funding to the University.

#### Cooperative Research Centre (CRC) performance

Three successful Round 9 CRCs, which commenced officially in the second half of 2005, began to fund significant research programs in late 2006 and this together with the subsequent successful re-bid by CRC Rail, resulted in an increase (45%) in CRC income in 2007 totalling \$3.3M.

### Research training

The University experienced growth in higher degree by research load from 702 in 2006 to 744 in 2007. The strategies introduced in 2006 to ensure more vigilant monitoring of candidature progress were further embedded in 2007, resulting in 80% of students identified at the start of the year as 'due to submit' completing. China and India remain the main source countries for international higher degree research students, with small increases in the number of students from Malaysia and Thailand. The structured program to incorporate the ATN e Grad School (Australia), offering the Graduate Certificate in Research Commercialisation was again run successfully in 2007.

### Commercialisation

During 2007 ITEK, the University's commercialisation company, evaluated 41 opportunities for commercialisation, submitted 12 new patent applications, and had three new patents granted.

ITEK successfully secured a Commercial Development Initiative grant from Bio Innovation SA to continue the development of a project to further develop a novel anti-cancer drug candidate and treatment which was commenced by ITEK in 2005 and supported throughout 2006.

ITEK also made three new and/or further investments during 2007:

- 1 Cavitus Pty Ltd, a start-up company formed in June 2007 to develop proprietary high-power ultrasonics systems and solutions wherever liquids are processed to food-grade standards.
- 2 Neve Corp Pty Ltd, a company established by ITEK in May 2003 to commercialise technology in the design and delivery of advanced Global Positioning System solutions.
- 3 Cohda Wireless Pty Ltd, a company established by ITEK in February 2004 to develop and commercialise digital wireless communications technology and products based on intellectual property developed at UniSA.

ITEK's investment in technology and intellectual property developed by UniSA has yielded dividends with the sale of the satellite communications business DSpace to a leading US wireless and satellite communications company. DSpace is the first sale out of 10 early-stage businesses in which

ITEK has invested some \$2.5M covering material sciences, health sciences and technology as part of UniSA's commitment to taking University technology from the laboratory to the marketplace.

The Board Members of ITEK are:

Emeritus Professor Kevin O'Brien (Chairman)  
Professor Caroline McMillen  
Mr Ian McLachlan  
Mr Paul Beard

The Board membership is current as of 30 June 2008.

### Scholarships and research

The Graduate Studies Office and UniSA International worked closely on a strategy to attract more higher-degree scholarship candidates to UniSA. This included a series of presentations to partner institutions in Malaysia to promote our research and supervisory capacity. Professor Roger Horn, a Deputy Director of the Ian Wark Research Institute, also presented AEI Postgraduate Research seminars in Malaysia.

Agreement was reached with the Ministry of Education and Training in Vietnam to support in partnership selected PhD candidates to study at UniSA, while in the Middle East UniSA actively recruited students through the scholarship programs run by the Iraqi, Saudi and Iranian governments. In almost all cases candidates in these programs enrolled in higher degree research programs.

## Achievements

### Research Funding

In 2007 the University achieved:

- » A 50% increase in total research income (\$45.7M) compared to \$30M in 2005.
- » Its highest ever allocation of funding (\$1.9M) for National Health and Medical Research Council Project Grant Awards.
- » Its highest ever allocation of funding for Australian Research Council Discovery Projects awarded for commencement in 2008 – 14 grants totalling \$3.6M.

### National Profile

Three staff members at the University of South Australia were appointed to the Australian Research Council's 77 member College of Experts.

The role of members of the College of Experts is to support the advancement of knowledge and contribute to national innovation through the provision of strategic advice and identification of research excellence. The University staff appointed as Experts are:

- » Professor Barbara Comber, Acting Director of the Hawke Research Institute for Sustainable Societies;
- » Professor Andrea Gerson, Director of the Applied Centre for Structural and Synchrotron Studies; and
- » Professor Rob Short, Director of the Mawson Institute for Advanced Manufacturing.

UniSA attracted five new externally funded ARC and NHMRC Fellowships in 2007:

- » Associate Professor Cory Xian joined UniSA in 2007 to lead the Bone Growth and Injury Repair Research Group, situated within the Sansom Institute. Professor Xian was awarded an NHMRC Senior Research Fellowship (\$537.5K over 5 years);
- » Dr Janna Morrison of the Sansom Institute was awarded a NHMRC Career Development Award, co-funded by the Australian Heart Foundation (\$370K over 4 years) for her project Fetal cardiovascular development and the impact of chronic hypoxia and fetal growth restriction;
- » Dr Matthew Haren of the Spencer Gulf Rural Health School has been awarded a NHMRC Training Fellowship (\$279K over 4 years) for his project Familial, behavioural and environmental determinants of respiratory and metabolic fitness in regional South Australia;
- » Dr Jun Ma of the School of Advanced Manufacturing and Mechanical Engineering was awarded an ARC Discovery Project (2006–2009, \$285K) with an associated Australian Postdoctoral Fellowship for a project entitled: The development of super-toughened epoxies using novel nanomaterials; and
- » Dr Natalie Sinn of the Nutritional Physiology Research Centre in the School of Health Sciences is the recipient of an Australian Research Council Post Doctoral Fellowship (Industry) for the project Cognitive and behavioural benefits of omega-3 fatty acids across the lifespan.

# Report on activities

## National and State Partnerships

The University became a core partner in the newly funded Australian Seafood Cooperative Research Centre (CRC). The University's involvement in this CRC spans several disciplines including marketing, nutritional physiology and advanced manufacturing. The University is also a partner in the newly funded CRC for Rail Innovation which formally commenced in 2007. The University is providing two of the four program leaders to this CRC.

Three major projects with significant long-term benefits for South Australia's mining, resource, defence and manufacturing sectors and regional communities were awarded more than \$2.5M from the Premier's Science and Research Fund (PSRF) in 2007.

- » The State's manufacturing capability and capacity will be enhanced through the award of \$910K to UniSA for research and development of a cutting-edge technology that could position SA as a world leader in advanced manufacturing.

Led by the Director of UniSA's Mawson Institute for Advanced Manufacturing, Professor Rob Short, a consortium from the Ian Wark Research Institute, Flinders University, the CSIRO, Research Laboratories Australia, Schefenacker Vision Systems Australia, Carl Zeiss Vision, Bio Innovation SA and the Electronics Industry Association will explore how micro-cavity plasma discharges could provide a new generation of products and services across a range of industries.

- » A new \$3.3M Regional Sustainability Centre, an initiative of the Institute for Sustainable Systems and Technologies to be based at UniSA's Whyalla campus, was awarded \$660K through the PSRF. The Centre will work collaboratively with UniSA's CRE and the Centre for Rural Health and Community Development (both based at Whyalla). The Centre will initially focus on solar power and water desalination for the Upper Spencer Gulf to help meet the enormous energy, water and infrastructure needs of the State's booming mining and resources industry in the region.

- » The third project, the South Australia Networking Laboratory (SANLAB), to be jointly undertaken by UniSA's Institute for Telecommunications Research (ITR) and the Centre for Defence Communications and Information Networking at the University of Adelaide, together with Tenix Defence and Aerospace and Cisco Systems, has been awarded \$900K through the PSRF.

The SANLAB will provide experimentation facilities and research expertise for the development of Defence Mobile Ad Hoc Networks, an emerging communication technology that holds great promise for the Australian Defence Forces.

## Building Capacity

The University established three new supported Research Centres in 2007 in the fields of:

- » Languages and Cultures
- » Market Regulation and Analysis, and
- » Urban Ecology.

## Research Training

As a result of the success of the Graduate Certificate in Research Commercialisation offered by the ATN, the Co-operative Research Centre (CRC) Association of Australia endorsed the Graduate Certificate as its preferred research commercialisation and research management training program for its cohort of some 2,000 HDR students.

## Priorities and results

<b>Research</b>	During 2007 the major priority in research was to build competitive research and research training capacity in Divisions and Institutes in areas which add to or complement existing research concentrations and ensure that we assess the impact and quality of research outputs of research concentrations through a range of mechanisms including the appropriate use of external benchmarking.
<b>Priorities</b>	<b>Results</b>
<b>Implementing research workforce planning in Divisions and Institutes with a focus on the proportion of staff at different academic levels who are Supported Researchers and/or on the Higher Degree by Research (HDR) supervisor register.</b>	<p>The number of Supported Researchers within the University increased from 326 (35%) in 2006 to 395 (45%) in 2007.</p> <p>During 2007 a pilot research for the Academic Workforce Research Activity Planning Project was undertaken. The aim of the project was to understand how Heads of School engage with the corporate research Key Performance Indicators (KPIs) in the context of the range of their other academic and administrative requirements; how they work to build the capacity of the academic workforce to deliver research KPI targets; and how they develop strategies to change the profile of their academic workforce where required to build areas of research strength. The pilot study of research performance metrics was undertaken in six Schools for incorporation into the University's overall Workforce Planning Project during 2008.</p>
<b>Recruiting research leaders and externally funded Research Fellows to key research areas.</b>	Several Research SA Chairs recruited into key research areas during 2006 commenced at the University in 2007. A further Research SA Chair in Epidemiology was appointed in 2007 and will take up this position in early 2008. The University achieved five new nationally competitive, externally funded Research Fellowships through both the recruitment of externally funded Fellows and a number of outstanding UniSA researchers being awarded Fellowships from the NHMRC and ARC.
<b>Developing research capacity in new and existing Cooperative Research Centres (CRCs).</b>	The University became a member of the newly formed Australian Seafood CRC and is a member of the re-funded CRC for Rail Innovation. A National Partnerships and CRC Engagement Group was formed to monitor and provide advice on the University's strategic participation in Cooperative Research Centres.
<b>Increasing the quality and quantity of applications to the Australian Research Council (ARC) and National Health and Medical Research Council (NHMRC) through the Australian Competitive Grants (ACG) Development Grant Schemes.</b>	The University implemented development grant programs for the ARC Discovery Project Program and the NHMRC Project Grants Program. The end result of 14 ARC Discovery Grants worth \$3.6M was the University's best performance in this scheme. Similarly the awarding of four NHMRC grants in 2007 worth \$1.9M was the University's best performance in the NHMRC Project Grant Scheme.
<b>Implementing the Research Leadership Development Program.</b>	The Research Leadership Development Program (RLDP) was launched February 2007. The University identified 20 emerging research leaders across all four Divisions of the University for participation in the program. The program offered opportunities for specialist mentoring from senior colleagues and included a series of seminars, workshops and presentations designed to hone leadership skills.

# Report on activities

## Priorities and results (continued)

<p><b>Assessing the impact and quality of research outputs cited in staff Individual Research Portfolios and in Group Research Portfolios through rigorous peer review processes including external benchmarking.</b></p>	<p>During 2007, the University undertook intense planning and preparation ahead of the foreshadowed Research Quality Framework. The Individual Research Portfolio (IRP) system was implemented and more than 400 staff invited to submit an IRP. These were assessed by the University's RQF Action Group and Internal Discipline Panels. Research Groupings were formed which each developed trial evidence portfolios which were assessed by internal and external staff who were asked to provide a quality rating in line with the criteria for the RQF quality ratings. The University also developed significant capacity in bibliometric analysis. A range of sessions was also conducted in the University on developing case studies outlining the broad impact of the University's research and these were further developed in the individual draft evidence portfolios.</p>
<p><b>Research education</b></p>	<p>During 2007 the major priority for research education was to increase higher degree load. Initiatives undertaken in 2007 to achieve this priority, and their outcomes, are reported below:</p>
<p><b>Targeting and recruiting high quality candidates through a publicity campaign focused on UniSA honours students.</b></p>	<p>The Medici (University's student administration system) configuration for degrees with honours was revised to enable better tracking and reporting of students undertaking degrees with honours. This will enable the University to more accurately identify these students and encourage their progress to HDR programs. While there was not a higher proportion of students from UniSA applying to undertake higher degrees by research in 2007, the quality of the applicants was demonstrably higher. There was also a higher proportion of accepted offers by graduates from other institutions for commencement in 2008 compared with 2007.</p>
<p><b>Increasing exposure of undergraduates to research through a range of pathways including summer internship programs in Research Centres and Institutes.</b></p>	<p>38 vacation scholarships were awarded in 2007. The scheme has run for two years and is due to be evaluated in 2008.</p>
<p><b>Increasing the numbers of honours by research students.</b></p>	<p>As a result of the Report of the 2006 Honours Working Group being approved by Academic Board, revisions to the academic policy on Honours Programs were implemented during 2007 including the grading system used, the definition of an honours thesis, and examination requirements for all honours theses.</p> <p>The University's Research Degrees Committee established a new Honours Working Group to look at broader issues relating to honours in the University including marketing, recruitment, the culture of honours, and staff development for honours supervisors.</p>
<p><b>Increasing the number of University scholarships offered in areas of strategic research strength.</b></p>	<p>In 2007, due to the competition from industry for high quality graduates, the University increased the stipends available to HDR scholarship holders for both Australian Postgraduate Award and UniSA Australian Postgraduate Awards. Scholarship agreements continued to be signed with industry partners and overseas institutions.</p>
<p><b>Sustaining the number of high quality higher degree International students.</b></p>	<p>UniSA continues to implement its internationalisation strategy. International student numbers total over one-third of the HDR student population. The current strategy targets particular countries that are offering government sponsorships to enable academic staff to upgrade their skills. In addition, there are more than 100 University's President's Scholars with the largest number being from China and India.</p>

## 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 an 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, Nursing, and Social Work and Rural Practice. The UniSA Foundation Studies program is also offered at Whyalla, and since 2007 at Mt Gambier.

### 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 and with over three hundred Indigenous students enrolled each year, UniSA is one of the major providers of Indigenous higher education in Australia. The University's Unaipon School was established in 1996 as a multi-disciplinary school offering programs in Aboriginal Studies, Aboriginal Affairs Administration and Australian Studies. The School, now the David Unaipon College of Indigenous Education and Research, provides a supportive study environment for Indigenous students and services which helps them achieve their academic goals. 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 2007.

### Community Engagement

According to the University's approach and strategy to embed responsibility for engagement at all levels of the organisation, staff continued to engage with the community in its many different permutations and in a wide array of forums – through professional accreditations, student placements, and consultancies, as well as the external media.

The University's corporate engagement included continued participation in major public events, such as the Tour Down Under, International Business Week and public seminars conducted by the Hawke Research Institute and other Schools, and provision of access to its facilities, notably those available in the new Hawke Building. A highlight of the Hawke Centre's 2007 program was the Annual Hawke Lecture at the Adelaide Town Hall which featured the Hon Justice Michael Kirby AC CMG speaking on 'Consensus and Dissent in Australia'.

### 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-minded intentions within that context. The Centre works to promote open debate and discussion in the community, consistent with the Centre's 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 in education to 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.

# Report on activities

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 transferred to the new Hawke Building and has further extended its reach into community life through the provision of the Kerry Packer Civic Gallery devoted to civil society issues and used as both a public display and gathering space.

The Hawke Centre's Public Program serves the broad community through a lively calendar of national and state lectures, partnerships, government and business briefings; over 5,000 members of the community registered as Centre supporters by the close of 2007 to receive program news. The Hawke Centre presented 20 events to capacity audiences and achieved over 6,000 attendances.

The following events were of particular importance to the Centre:

- » Australian International Documentary Conference Fringe 2007, Tuesday 27 February
- » John Dear, SJ 'Human Rights and Non-violence in a Culture of War and Injustice', Thursday 8 March
- » Malalai Joya MP "the most famous woman in Afghanistan" (BBC) 'Justice for Women in Afghanistan', Tuesday 13 March
- » Dr Fraser Mustard 'The AW Jones Oration: Early Child Development: The building blocks for successful societies' – Adelaide Thinkers in Residence/Hawke Centre public lecture, Monday 19 March
- » Margaret Somerville – 'In Conversation', Monday 21 May
- » 'Rock the Vote' National Launch supported by The Bob Hawke Prime Ministerial Centre, Thursday 7 June
- » International Alert Series 'The Business of Aid – creating partnerships, combating corruption', Tuesday 19 June
- » Dr Dennis Jaffe 'The future of family business in South Australia' – Adelaide Thinkers in Residence/Hawke Centre public lecture, Monday 20 August
- » International Alert Series, 'Relief in sight? How well prepared is Australia to respond to a crisis in our region?' Thursday 23 August
- » BEYOND BELIEFS – Muslim and Non-Muslim Australians Deliberate: Australian Premiere documentary screening, Friday 21 September
- » The Hon Justice Michael Kirby AC CMG 10th Annual Hawke Lecture: 'Consensus and Dissent in Australia', Wednesday 10 October
- » Professor Ilona Kickbusch 'Healthy societies' – Adelaide Thinkers in Residence/Hawke Centre public lecture, Tuesday 13 November
- » UNIFEM Informs/Hawke Centre Seminar: 'The security of women; building a safer future', Wednesday 21 November
- » Elizabeth Broderick, Sex Discrimination Commissioner and Commissioner responsible for Age Discrimination Listening Tour: community consultation event, Monday 26 November
- » Alexander Sadlo: 'Experimental Journey – An Artist in Three Countries', Book launch, Friday 14 December.

## Achievements

### Centre for Regional Engagement (CRE) developments

The University's ongoing performance and interest in engagement were sustained and strengthened in 2007. In particular, the University implemented the Regional, Industry and Community Engagement (RICE) strategy of the Strategic Plan approved by Council in 2006 and continued work on the RICE project which included:

- » A survey of University engagement activity
- » A major consultation event held in November 2007 at which Monsignor David Cappo AO, Commissioner for Social Inclusion and Chair of the Premier's Social Inclusion Board, addressed the guests
- » Preparation of a corporate publication on the University's engagement profile
- » Participation in the Australian Universities Community Engagement Alliance (AUCEA) national benchmarking pilot project.

Concurrently, the University addressed specific objectives of the RICE strategy by: implementing the 2007 Teaching and Learning Framework and practice-based learning; continuing to collaborate to develop research projects to meet industry needs; establishing the UniSA Research and Innovation Cluster Directorate; and foreshadowing the establishment of the Business, Industry and Commercialisation Support section within Research and Innovation Services.

The University's regional engagement was led by the CRE at Whyalla and Mount Gambier and UNAP in northern Adelaide.

### UniSA Northern Adelaide Partnerships (UNAP)

The University's work in northern Adelaide promoted participation in education through outstanding programs developed together with the community.

- » In November, UNAP launched its Achievements 2007 brochure at the Watershed Sustainability Centre in Salisbury. The event was attended by key internal and external partners of UNAP together with local politicians the Honorable Lea Stevens, MP, Tony Zappia, Mayor of the City of Salisbury and Chair of the UNAP Advisory Group and newly elected federal MP for Makin, and Martin Lindsell, Mayor of the City of Playford.

### UniSA Foundation

The University's philanthropic support continues to grow and almost \$1M in donations were received by the UniSA Foundation in 2007. Over \$7M in donated funds are now under management by the Foundation Committee and \$600K was distributed to support scholarships, awards, student support, research and facilities.

A major highlight in 2007 was the establishment of the Maurice de Rohan International Scholarship, which marked the University's first foray into international fundraising. The fundraising committee is made up of individuals from around the world. The official campaign launch took place at Lord's Cricket Ground. To date \$235K has been raised for this prestigious scholarship and the income has been matched by the University.

# Report on activities

## Priorities and results

### Community and regional engagement

#### Centre for Regional Engagement (CRE):

The Centre for Rural Health and Community Development was opened at the Whyalla campus. The Centre comprises a team of 30 researchers working in three main areas: sustainable communities and livelihoods in rural and remote places; health and well being in rural and remote communities; and, Indigenous health. The Centre won a \$100K consultancy with the Commonwealth Department of Health and Ageing to develop performance measures for community functioning for Indigenous communities. The Director, Professor Brian Cheers, co-authored a book on Social Practice in Regional Communities, released in 2007 by Federation Press.

In May 2007, the University opened the relocated Indigenous Services Study Centre and the new Indigenous Hall of Art on the Whyalla campus. The Hall of Art is a collaborative effort of the CRE, the David Unaipon College of Indigenous Education and Research, the Spencer Gulf Rural Health School and stakeholders from Upper Spencer Gulf Indigenous communities. It includes more than 50 items and contains Indigenous paintings, artefacts and historical posters for permanent display and loan.

In July, the CRE hosted the Drug and Alcohol Nurses of Australasia National Conference. It was attended by 150 delegates and included 12 nationally and internationally recognised keynote speakers on the theme 'Regional Perspectives in Practice'. The conference was opened by the Honorable Gail Gago MLC, Minister for Mental Health and Substance Abuse who gave the opening address. The Drug and Alcohol Nurses of Australasia created a scholarship for a CRE nursing student to attend the conference. Katherine Stubing, a third year student who lives 150 km away at Kyancutta and works as an enrolled nurse at Wudinna Hospital, won the scholarship.

Foundation Studies was introduced as a new program in Mount Gambier.

Whyalla-UniSA Partnering in Sustainability day in December brought together key stakeholders from industry and the community in Whyalla and UniSA researchers to explore opportunities for collaborating on social and environmental sustainability.

Robert Laing, a lecturer in the CRE at Whyalla, participated in a \$2.5M project examining the knowledge, skills, attitude and training needs in mental health of police for the NSW Police and Justice and NSW Department of Health.

In July, Dr Dennis Jaffe, an Adelaide Thinker in Residence, visited the Whyalla campus to give a public lecture on family-based business development.

#### UniSA Northern Adelaide Partnerships (UNAP)

UNAP Activity 2007

- » 13 new projects engaging 34 UniSA staff and 32 external partners
- » Nine projects were carried over from 2006, engaging 31 UniSA staff and 49 partners.

#### Award

- » UniSA Chancellor's Award for Community Engagement (May 2007) – awarded to UniSA School of Education staff for their role in the Lapsit Outreach Literacy Project; UNAP was a member of this team.

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### **New scholarships**

In 2007 \$52.5K was secured for scholarships focused on northern Adelaide.

### **Involvement in regional structures**

UNAP's involvement in the north extends to governance groups, community-led projects and initiatives driven by UNAP including:

- » Developing a formal agreement to engage strategically with the City of Salisbury
- » Cross-regional partnering with the Department of Education and Children's Services and the Northern Adelaide State Secondary Schools Alliance (NASSSA) Skills Hubs
- » Supporting local community partnerships, Northern Futures and Western Futures, by integrating UniSA marketing and academic staff into regional initiatives such as student careers, families as career partners, and teacher/industry events
- » Supporting the Northern Futures 'Northern Adelaide World of Work' workforce development initiative. \$300K in DEEWR funding was secured for intervention with long term unemployed into work or education.

### **Mapping educational success**

UNAP engaged the University's Planning and Assurance Services (PAS) to undertake a project to acquire and analyse data about participation and success in education in the northern area of Adelaide. The mapping of the data set that was produced has been presented to a range of groups in northern Adelaide. As a result of this new amalgamation of data, a project to examine UniSA's engagement with northern schools began. The aim is to review UniSA's interactions with northern schools and identify collaborative activities to increase access to tertiary pathways.

### **Health and wellbeing**

UNAP is involved in a number of groups related to health and wellbeing. Outcomes from these groups included:

- » A presentation by industry to students in the social work and psychology programs at Magill
- » A UniSA stand at a community day for adult entry
- » A presentation by health professionals to first year Nursing students.

### **Mathematics and science**

UNAP is working with SciWorld to establish a presence at Mawson Lakes.

### **Adult literacy**

UNAP facilitated the partnership that resulted in a successful application for DEEWR funding of approximately \$65K for an Adult Literacy Innovative Project: Building literacy capacity through learning communities.

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# Report on activities

## 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 2007. They included:

### Honorary Doctor of the University

**Professor Denise Bradley AO**, in recognition of her outstanding contribution to the University and to education and education policy as former Vice Chancellor and President of the University of South Australia, a position she held from 1997 to May 2007. She was also recognised in 2003 by the award of the Centenary Medal for services to Australian society through tertiary education and in 1995 when she was made an Officer of the Order of Australia (in early 2008 Professor Bradley was awarded Australia's greatest civic honour, the Companion of the Order of Australia). Professor Bradley had many highlights in her distinguished career including: in 2003 being named one of Australia's top 25 leaders by the Australian Financial Review's BOSS Magazine; in 2005 being named Asia Pacific Woman of Distinction in Education and South Australian of the Year; being granted the award of an Honorary Doctorate of Business Administration from Korea's Pukyong National University in 2006; and being identified as one of the five most powerful people in higher education in Australia in The Australian Financial Review Magazine's special edition on 'Power' in 2006.

**Professor Donald Bursill AM**, in recognition of his significant national and international reputation in the field of water science as applied to water industry, both in respect of the utilities sector as well as the natural resources management sector. Professor Bursill has made contributions through research with both the CRC for Water Quality and Treatment and the Australian Water Quality Centre, which has had a significant impact on the health of the community and the water industry, and the valuable links he has forged with other individuals and organisations, which have led to cooperative arrangements for research in water quality and water treatment.

**Dr Ron Radford AM**, in recognition of his significant contributions to the art community in South Australia and Nationally. Dr Radford is the Director of the National Gallery of Australia, and before taking up this position in early 2005 he had been Director of the Art Gallery of South Australia for 13 years. In his 30 years of working in the art museum profession in Victoria, South Australia and the Australian Capital Territory, he has been responsible for the acquisition of approximately 15,000 works of art and has personally curated almost 60 exhibitions.

He is also the author of numerous catalogues and books, and was appointed Australian Commissioner for the 1999 Venice Biennale.

**Professor Leanna Read** in recognition of her outstanding contribution to industry and research and her unflinching commitment to, and enthusiasm for, advancing South Australia's standing and participation in the biosciences. Professor Read is the Managing Director and Chief Executive Officer of TGR Biosciences Proprietary Ltd – she is a scientist of distinction, an award winning research leader and a champion of the translation of research findings beyond the walls of academia into applications in the real world designed to improve health outcomes and to grow employment through a stronger national biotechnology industry.

### University Fellows

**Mr Stephen Hains** in recognition of his active support of UniSA and the educational links associated with the Mawson Lakes development and the University's Northern area goals. He is a member of the Federal Sustainable Regions Advisory Committee and is involved in a wide range of educational, environmental and social sustainability issues in the Salisbury/Playford region. He is Deputy Chair to the Board of the Environment Protection Authority and the State Emergency Management Committee, as well as a Business Ambassador for South Australia, and foundation Member of the Leaders Institute of South Australia.

**Li Yian Lin (Mrs Chow)** in recognition of her significant contribution to improving the social and economic well being of deprived, rural and remote communities in the South Western provinces of Hong Kong through the Grace Charity Foundation, which is in keeping with the strong equity values of the University of South Australia.

### Emeritus Professors

**Professor Denise Bradley AO**, in recognition of her outstanding contribution as former Vice Chancellor and President of the University of South Australia, a position she held from 1997 to May 2007.

**Professor Robin King** in recognition of his outstanding service to the University of South Australia since joining the University in 1997 as Dean of the Faculty of Information Technology, and his appointment in 1998 as Pro Vice Chancellor of the Division of Information Technology, Engineering and the Environment.

**Professor Bruce King** in recognition of his outstanding service to the University of South Australia over a period of some 20 years at a senior level, in particular, his contribution to over nine years as Director of the Flexible Learning Centre and in his former position of Director: Distance Education.

## External appointments

- » Association of Arts Administrator Educators (USA) – Associate Professor Stephen Boyle elected Secretary
- » Australian Academy of Law – Professor Paul Fairall appointed as Member
- » Australia and New Zealand Journal of Health Policy Editorial Board – Professor Robyn McDermott appointed as Member
- » Australian Association for Professional and Applied Ethics – Dr Howard Harris re-elected as National President
- » Australian Institute of Medical Scientists – Associate Professor Tony Woods appointed as President Elect (President from October 2008)
- » Australian Pharmaceutical Advisory Council – Dr Kay Price appointed as Member
- » Australasian Pharmaceutical Science Association – Professor Ross McKinnon re-elected as President
- » Australian Research Council's College of Experts – Professor Barbara Comber, Professor Andrea Gerson, and Professor Rob Short appointed as Members
- » Australian Research Council's Quality and Scrutiny Committee – Professor Caroline McMillen appointed as Member
- » Board of the Cooperative Research Centre for Automotive Technologies – Professor Caroline McMillen appointed as a Director
- » Board of the Cooperative Research Centre for Rail Innovation – Professor Caroline McMillen appointed as a Director
- » Catherine Helen Spence Memorial Scholarship Committee – Ms Elizabeth Ho appointed as Member by Minister Lomax Smith
- » City of Adelaide Urban Design Advisory Panel – Professor Mads Gaardboe appointed as Member
- » Council for the Care of Children – Dr Fiona Arney appointed as Member by Her Excellency the Governor to the Council for the Care of Children
- » Council of the National Ethnic Disability Alliance – Associate Professor Nicholas Procter appointed as Member
- » CSIRO Health Sector Advisory Board – Professor Ross McKinnon reappointed as Member
- » Department of Premier and Cabinet of South Australia Improving Wellbeing in South Australia's Strategic Plan – Professor Helen McCutcheon invited to be Member
- » Department of Health Workforce Group – Professor Esther May appointed as Member
- » Desert Knowledge Cooperative Research Centre's Participants Forum – Dr Mark Hochman appointed as Chair
- » Environment, Resources and Development Court of South Australia – Professor Steve Hamnett appointed as Commissioner
- » Executive of the Australian and New Zealand Council of Deans of Nursing and Midwifery – Professor Helen McCutcheon appointed as Member
- » Governor's Leadership Foundation Program – Dr Jenni Romaniuk and Ms Amy Cleland selected as Members
- » Hong Kong Quality Assurance Council's Register of Auditors – Professor Hilary Winchester appointed as Member
- » Hong Kong Baptist University Audit Panel – Professor Hilary Winchester appointed as Chair
- » International Advisory Board of the Ageing and Life Conditions project at the Centre for Population Studies, Umea University, Sweden – Emeritus Professor Alison Mackinnon appointed as Member
- » International Engineering Meetings – Emeritus Professor Robin King appointed by Engineers Australia as their official representative
- » International Law Committee for Sustainable Development of the International Law Association – Professor Jennifer McKay appointed as Australian delegate
- » Marjorie Jackson Nelson Hospital Steering Group – Professor Esther May invited as Member
- » Menzies School of Health Research, Academic Standing Committee – Professor Robyn McDermott appointed as Member
- » MIT's Information Quality Industry Symposium Organising Committee – Professor Andy Koronios as appointed Member
- » National Advisory Group for the development of a child care quality assurance system – Ms Valerie Aloa appointed as Member
- » National Committee for Radio Science – Professor Andrew Parfitt appointed as Deputy Chair
- » National Health and Medical Research Council's Child, Maternal and Reproductive Health Grant Advisory Group – Professor Caroline McMillen appointed as Member
- » RQF Panel – Professor Pal Ahluwalia and Professor Phyllis Tharenou appointed as Members
- » RSPCA South Australia – Professor Mary Barton elected as President

# Report on activities

- » Senior Secondary Assessment Board of South Australia – Associate Professor Adrian Vicary re-appointed as Deputy Presiding Member
- » South Australian Environmental Protection Authority Executive Steering Committee for the production of the SA State of the Environment Report 2008 – Professor Michael Taylor invited to be Member
- » South Australian Training and Skills Commission, Grievances and Disputes Mediation Committee – Professor Hilary Winchester re-appointed as Member
- » Student Selection Panel of the SpiRit of Science Program part of the Adelaide Thinkers in Residence Unit of the Department of Premier and Cabinet – Mr Marc Shannon appointed as Member
- » Survey Reference Group, a sub-committee of the Graduate Careers Council of Australia Board – Ms Sue Mikilewicz appointed as Member
- » Sydney Accord, the International Agreement covering Recognition of Equivalence of Accredited Engineering Technology Education Programs – Emeritus Professor Robin King elected as Deputy Chair
- » Taylors University College Council – Professor Claire Woods appointed as Member
- » 2007 Training Initiative Awards judging panel coordinated by the Quality Directorate, Department of Further Education Employment Science and Technology – Professor Hilary Winchester appointed as Chair
- » The Prime Minister's Science, Engineering and Innovation Councils – Professor Caroline McMillen appointed as member of the Working Group on Aboriginal and Torres Strait Islander Health focussing on Maternal, Foetal and Post-Natal Health
- » WorkCover's Advisory Panel – Ms Marie Kennedy invited to be Member

## Significant appointments

- » Professor Andrew Parfitt, Pro Vice Chancellor: Division of Information Technology, Engineering and the Environment
- » Professor Pal Ahluwalia, Pro Vice Chancellor: Division of Education, Arts and Social Sciences (will commence in March 2008)
- » Professor Bruce Johnson, Professor of Education
- » Professor John Lynch, Research SA Chair in Epidemiology
- » Professor Lee Parker, Professor of Accounting in the School of Commerce
- » Professor Len Pullin, Head of the International Graduate School of Business
- » Professor Malcolm Wright, Head of the School of Marketing
- » Professor Neil Otway, Director: Centre for Regional Engagement
- » Professor Peter Majewski, Professor of Nanotechnology and Nanomanufacturing, School of Advanced Manufacturing and Mechanical Engineering
- » Professor Vicki Waye, Professor of Law in the School of Law

# Our people, services, finance and infrastructure

## Performance

### Staffing

Total full-time equivalent (fte) staff employed by UniSA in 2007 (including casuals) was 2,633, an increase of 124 fte (4.7%) over 2006. Of the total staff FTE, 64% were in continuing positions, 22% held contract positions, and 14% were casually employed.

### Indigenous employment

UniSA is committed to employing Indigenous staff and has set a goal of achieving a workforce with 2% Indigenous staff. The percentage of staff who identified as Indigenous was 1.4% in 2007. The University adopted a revised Indigenous Employment Strategy and entered an agreement with the Department of Education, Employment and Workplace Relations (DEEWR) to participate in DEEWR's Corporate Leaders for Indigenous Employment project and the Structured Training and Employment project. The partnership with DEEWR will strengthen employment and career development opportunities for Indigenous Australians at UniSA.

### Youth employment

The percentage of professional staff under the age of 25 increased from 6.0% to 6.3% in 2007. The Graduate Recruitment program introduced as a pilot project was highly successful with three out of a cohort of 11 graduates being employed by the University before the completion of their two-year program. The project has been highly rated by participating units which have employed recruits for six months over a two-year program of rotation in different sections of the University.

### Gender ratio

Fifty-seven percent of the University's workforce (excluding casuals), 47% of academic staff and 66% of professional staff are women. On the basis of the latest available confirmed figures for all Australian universities, UniSA ranks 11th for representation of women in the academic staff and first in the ATN group. In relation to senior academic staff (Level D and above), UniSA ranked 14th for representation of women at Level D and above, above the national average of 23% and 2nd in the ATN group of universities.



# Report on activities

## Investment in IT

In 2007, the University continued to make significant investment in IT to ensure that it has the technological capacity to support teaching and research. Achievements included:

- » Major upgrade of the Student Information System, the University's largest corporate information system, to the latest version of software commenced. The total value of the project is \$7.4M with completion in 2008 and involves a core team of staff from Information Strategy and Technology Services and Student and Academic Services supplemented by additional resources from other Units, including Finance, Research and Innovation Services, Flexible Learning Centre, Planning and Assurance Services and UniSA International.
- » Continuation of the upgrading of the Finance Management System and completion in 2007 of the Accounts Payable Electronic System in 2007 with funding support from a Workplace Productivity Program Grant of \$295K.
- » Development and launch of a new system for managing scholarships.
- » Development of a business case and planning to establish a new corporate data centre in 160 Currie Street, a project valued at \$2M, as part of the University's disaster recovery strategy.
- » Development and launch of the Staff Portal.

## Capital investment

During 2007 the University continued to improve and develop learning, teaching and research infrastructure across all campuses. Major initiatives included:

- » Completion of the \$35M Hawke Building at City West, which also marked the completion of the \$135M six-year asset plan (known as Blueprint) that included the construction of six major buildings, extensions and upgrades across UniSA's five campuses.
- » Tendering and commencement of construction of a new \$19M research building at Mawson Lakes providing laboratories and office accommodation for the Centre for Environmental Risk Assessment and Remediation (CERAR) and Cooperative Research Centre for Contaminated Assessment and Remediation of the Environment (CRC CARE).

- » Approvals and completion of design for a new \$11M research building at Mawson Lakes to house laboratories and office accommodation for the Mawson Institute for Advanced Manufacturing (MIAM).
- » Commencement of construction on a new \$1.5M building at Mt Gambier, designed by local architects and built by local builders. The new building includes teaching spaces and a laboratory for students enrolled in the Bachelor of Nursing program.
- » Approvals and commencement of design for a new \$7.5M building at Magill to provide office accommodation for research staff and students.
- » Completion of construction on the City West external master plan landscaping works.
- » Refurbishment and remodelling of the facades of the main building at Whyalla, enhancing the amenity of the campus.
- » Successful negotiation of contracts for bookshop, cafe and cafeteria provision post voluntary student unionism and upgrade of facilities on all campuses.
- » Management of remediation works following a major fire causing \$650K damage in Building Q at Mawson Lakes.
- » Purchase of 58–60 North Terrace, adjacent to the Hawke Building at City West.
- » Purchase of 224 Hindley Street to provide teaching spaces and office accommodation for the newly established School of Law at City West.

**Environmental Sustainability**

During 2007 net carbon emissions grew by 2,426 tonnes (9.5%) to 27,880 tonnes. Approximately 92% of carbon emissions are from electricity consumption and 5% relate to gas consumption. Offsets are generated from UniSA's paper recycling program and green fleet program.

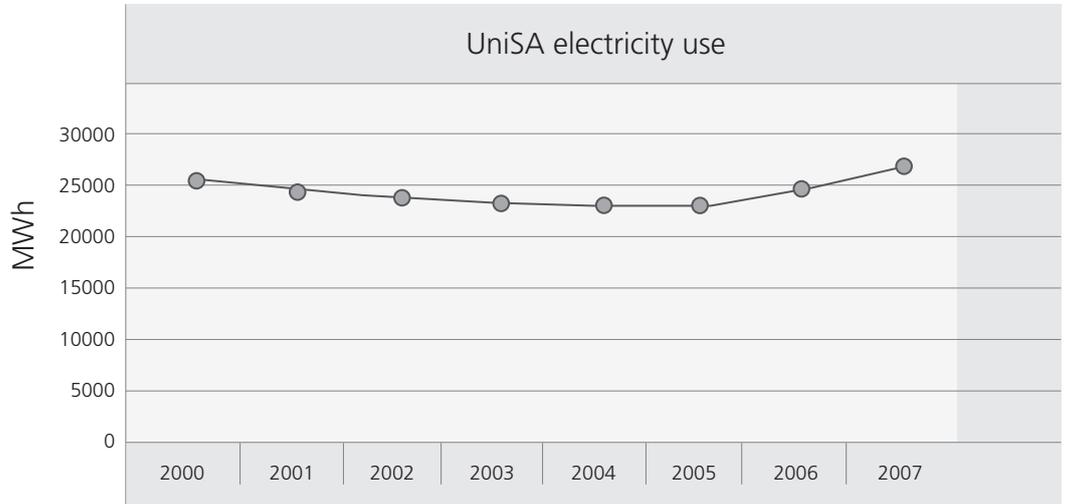


Figure 1: UniSA annual electricity use 2000–2007

In 2007, electricity consumption increased due to a combination of:

- » higher mean temperatures

Adelaide had an annual mean temperature of 18.4°C, 1.3°C above the long-term average of 17.1°C, and the warmest year on record since comparable temperature records began in 1887. The previous record was 18.1°C in 1914.

- » additional floor area

The completion of the Hawke Building and acquisition of the 58–60 North Terrace and 224 Hindley Street added approximately 10,000 square metres of space, the majority of which (Hawke) is intensively air conditioned and humidity controlled.

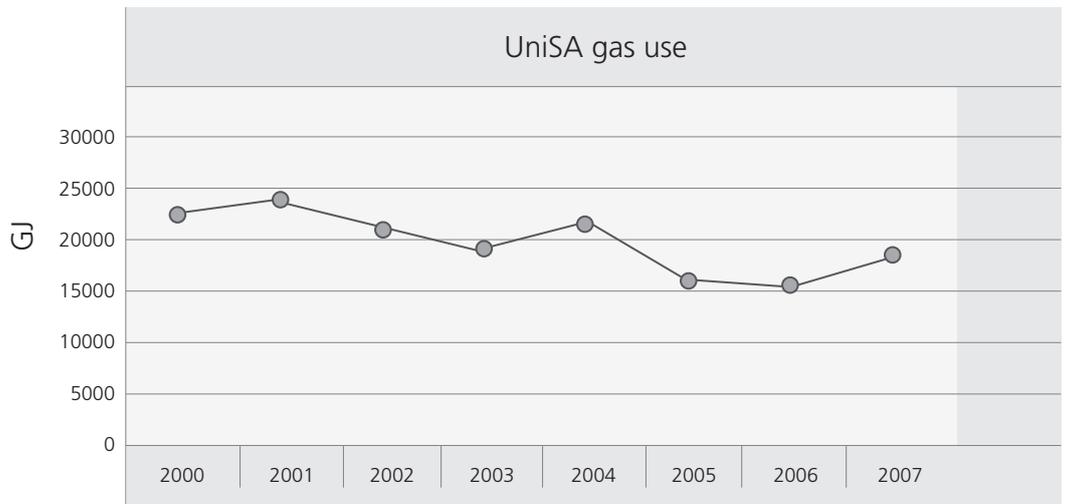


Figure 2: UniSA annual gas use 2000–2007

Gas consumption increased to 19,785 GJ, again being largely attributable to the Hawke Building at City West.

# Report on activities

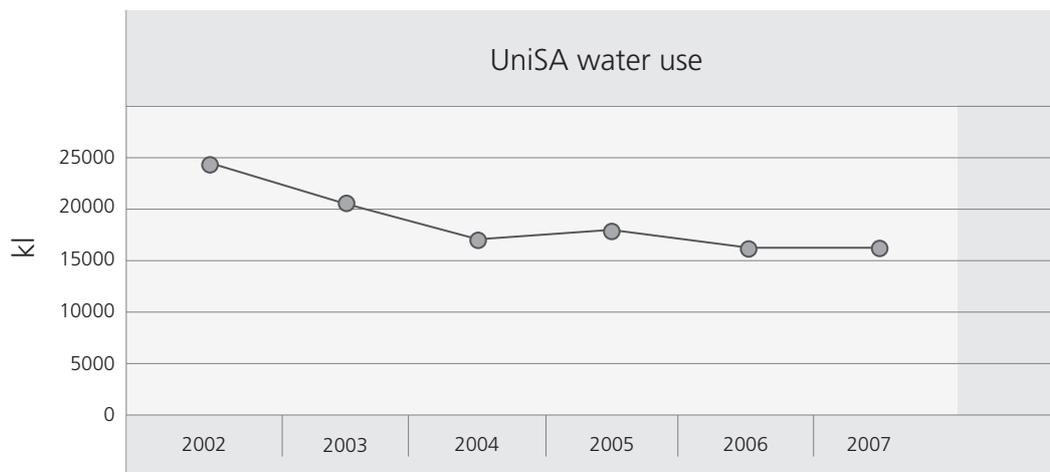


Figure 3: UniSA annual water use 2000–2007

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. Water consumption remained relatively static from 2006 to 2007 as depicted in the graph above.

## Achievements

- » The University was named an Employer of Choice for Women for the 5th consecutive year since 2003.
- » UniSA bid successfully to host two out of three National Disability Coordination Officer Positions in South Australia, one at Whyalla and the other located in the UNAP office of the Centre for Regional Engagement. The positions focus on creating and promoting pathways to tertiary education and employment for people with disabilities.
- » The University won a grant of \$2.8M that will be awarded over three years (2008–2010) under Round 2 of the Workplace Productivity Programme for an Efficiency and Governance of Corporate Services Project.
- » The self-insurers licence and partnership plan with WorkCover was renewed for three years.
- » Preparatory work to transfer management and administration of Open Universities Australia (OUA) to the Centre for Regional Engagement (effective in 2008) was completed. UniSA is a major provider of courses offered by the OUA and UniSA staff are highly rated by students undertaking OUA degree programs.
- » Campus developments at the CRE included significant upgrading at Whyalla (video conferencing, landscaping, access) and a new building at Mt Gambier that will be officially opened in April 2008. The \$1.5M building development will provide a new reception area and office space and upgrading of the Nursing Skills Laboratory at Mt Gambier.
- » Due to generous support from OneSteel Whyalla Steelworks and collaboration of the CRE and the Division of IT, Engineering and the Environment, in 2007, a key industrial qualification will once again be offered at UniSA Whyalla Campus. The two year Associate Degree in Engineering will be on offer for part time study in 2008 and as a cadetship with OneSteel.
- » The University signed an Alliance Agreement with South Australia's Strategic Plan Community Engagement Board, to support and achieve targets of the SA Strategic Plan. The agreement is for a period of two years from 31 August 2007 and will focus initially on Targets 6.19 (Non-school qualifications) and 6.20 (Higher education) in the Plan. The University is one of eight SA Strategic Plan partners and the only university in the 2007 list of partners.
- » The Design Institute of Australia awarded UniSA's Karna Building the Best of State Award for a commercial interior.

## Priorities and results

<b>People, Services, Finance and Infrastructure</b>	
<b>Priorities</b>	<b>Results</b>
<b>More effective and responsive administrative processes</b>	<p>With the focus on improvement of research and teaching performance, the University's priority for people, services, finances and infrastructure in 2007 was on more effective and responsive administrative services that would maximise the amount of time available for teaching and research and associated activities.</p> <p><b>More effective and responsive administrative processes</b></p> <p>In the area of Human Resources, the University undertook two separate reviews of the role of School Executive Officers and Program Directors to determine whether roles, structures and supporting roles and reporting relationships could be improved to enhance program management and service delivery. Workloads and issues associated with the scope of school responsibility for specialist functions (HR, Finance, research support) and multi-campus responsibilities, size of school, size and structure of school support positions and services. The support provided by Division office were examined. Staff surveys assisted the reviews and were helpful in identifying key issues for further examination.</p> <p>A major achievement in 2007 was the successful application for Commonwealth funding under the Workplace Productivity Programme (WPP). The University won a grant of \$2.8M that will be awarded over three years (2008–2010) under Round 2 of the program for an Efficiency and Governance of Corporate Services Project. Using this grant the University will improve business processes. The WPP project includes a cluster of initiatives under the title of the Business Process Improvement Project that will reduce the administrative load on academic staff by ensuring optimal support and resources in Schools and Institutes and, where possible, consolidate processes at the most appropriate level.</p> <p>The Staff Portal was launched in 2007 and provides a one-stop access on the University website to relevant information for individual staff across a wide range of staff activities and data, including teaching, research, personal records, induction and training. Through the portal staff can access OHSW induction and training and many other training modules. The provision of online training in a single location is helping to improve staff completion rates. In OHSW this greatly assists workplace safety and the University's maintenance of WorkCover self-insurer status. In 2007 the University was successful in renewing for three years its self-insurers licence and partnership plan with WorkCover.</p> <p>Investment in IT which specifically addressed the University's technological capacity to support teaching and research included the major upgrade of the Student Information System. This is the University's largest corporate information system which will cost \$4.7M and will be due for completion in 2008. It will incorporate the development and launch of a new system for managing scholarships.</p> <p>A pilot project on Academic Workforce Research Activity Planning was conducted by the Director of Human Resources and the Deputy Vice Chancellor: Research. A focus of the project was to understand how Heads of Schools engage with corporate research KPIs, build the capacity of the academic workforce and develop strategies to build areas of research strength. The project led to specific initiatives of Heads of Schools relating to recruitment, performance management, research focus and incentive schemes, and related policy and program development. The pilot proved a useful model that will assist ongoing improvement in research output and teaching performance and helped inform the University's New Horizons strategy that was developed at the end of the year and adopted early in 2008.</p>

# Report on activities

## Academic Divisions – achievements

### Business

The Division of Business was re-accredited by the European Quality Improvement System (EQUIS), remaining one of only eight EQUIS-accredited university business schools in Australia.

A new School of Law was established in the Division of Business.

Professor Carol Kulik, Research SA Chair in Human Resource Management, was the 2007 winner of the Sage Distinguished Scholarship Award, presented by the Gender and Diversity in Organisations Division of the Academy of Management.

The 2007 Market Research Society Silver Medal for Best Paper was awarded to Dr Carl Driesener and Dr Jenni Romaniuk for their article published in the International Journal of Market Research – ‘Comparing methods of brand image measurement’. The judges said ‘This paper makes an important comparison of various methods of brand image measurement. It provides clear and substantive results on the performance of the measures and on the times they take to administer.’

Associate Professor Prashant Bordia (School of Management) received the best competitive paper award from the Organizational Development & Change Division of the US Academy of Management at the annual conference in Philadelphia for the paper: Bordia P, Restubog S, Jimmieson N, & Irmer B 2007. ‘Haunted by the past: Effects of poor change management history on employee attitudes and turnover.’

The Division presented its eighth Working Links seminar series, which included a seminar from the Hon Nick Xenophon MLC.

The Ehrenberg-Bass Institute for Marketing Science formed a North American advisory board with senior representation from, among others, A C Nielsen Bases, Colgate-Palmolive, Procter & Gamble, General Mills, Kraft Food, Coca-Cola, General Motors and the Wharton School. The Institute presented globally, at multiple locations, to Mars Marketing senior managers as part of the company’s elite education program.

The Mandarin-language Master of Business Administration resumed in China in partnership with the Southwest Jiaotong University and the Jiangxi University of Finance and Economics following Ministry of Education approval.

The Division of Business in conjunction with the Division of Education, Arts and Social Sciences, introduced the Bachelor of Marketing and Communication.

The Marketing Planning Project held its 20 Year Celebration of Experiential Learning. The program has provided experiential learning to over 500 students, and has been sponsored by over 200 South Australian organisations.

Significant appointments during the year included:

- » Professor Malcolm Wright, Head of the School of Marketing
- » Professor Len Pullin, Head of the International Graduate School of Business
- » Professor Vicki Wayne, Professor of Law in the School of Law
- » Professor Lee Parker, Professor of Accounting in the School of Commerce

### Education, Arts and Social Sciences

The Division has reached 100% compliance in the Indigenous Content in Undergraduate Programs project (this is a University wide project). The project, a national first, has received excellent support from the Senior Management Group and is on track for the 2010 completion date.

The Division was awarded 6 ARC Discovery grants valued at \$2.3M for funding to commence in 2008. This was the Division’s best result for Discovery grants to date. The Division was also awarded two ARC Linkage Grants (Round 2 2006) (one in partnership with the Division of Business) valued at \$590.5K.

The Division celebrated the success of two Carrick Award Winners: David Badenoch (School of Education) and Dr Ioana Petrescu (School of Communication). David and Ioana also received a UniSA Award for Teaching Excellence.

The School of Communication celebrated its 30th anniversary with a series of events over the first week of December 2007. The School used its anniversary as an opportunity to celebrate its continuing success as one of Australia’s oldest communication programs, and to publicise a number of School initiatives to important industry and community leaders. In particular, the School highlighted its position within the South Australian community as the major provider of Communication graduates and as the only source of Journalism graduates.

The School of Communication was involved with the 2007 World Police and Fire Games, the world’s third-biggest sporting event (after the World Cup and the Olympics), which attracted approximately 10,000 competitors from law enforcement and fire-fighting agencies worldwide.

The University was awarded a Business-Higher Education Round Table commendation award for collaboration with community organisations, which has resulted in a number of ongoing partnerships with international institutions.

The new Samstag Museum of Art was launched in October 2007. The Museum is a world-class facility that answers a long-standing need in Adelaide for a second public gallery of scale. The Museum features three substantial and elegant exhibition galleries over two levels, with a technological and structural capacity to accommodate a range of works that other galleries would find prohibitive.

The Division of Education, Arts and Social Sciences developed the following new programs in 2007:

- » Bachelor of Media Arts
- » Bachelor of Public Relations
- » Bachelor of Psychology (Honours)
- » Bachelor of Marketing and Communication (in conjunction with the Division of Business)
- » Graduate Diploma in Education (Secondary)
- » Master of Teaching (Middle and Secondary)

The new Bob Hawke Prime Ministerial Centre office and Kerry Packer Civic Gallery were opened to the public in October 2007 in the new Hawke Building. The Centre assisted with raising over \$8M towards the new building. The opening coincided with the Tenth Annual Hawke Lecture delivered by the Hon Justice Michael Kirby AC to an audience of 1100 people at the Adelaide Town Hall. The Kerry Packer Civic Gallery was generously endowed by the family of the late Kerry Packer, media giant and supporter of a number of charitable and medical causes. The Hawke Centre offers guest exhibition and gathering spaces and a permanent presentation on social sustainability, featuring international patron of the Hawke Centre, Nelson Mandela and former PM, Bob Hawke, in this "ideas" Gallery.

Significant appointments during the year included:

- » Professor Pal Ahluwalia, Research SA Chair and Professor of Post-Colonial Studies, appointed as Pro Vice Chancellor of the Division (will commence as Pro Vice Chancellor March 2008)
- » Professor Bruce Johnson, Professor of Education

## Health Sciences

The Division is the lead organisation in a coordinated program of studies into the wellbeing of selected populations in South Australia. The South Australian Population Health Intergenerational Research (SAPHIRE) project, led by Professor Robyn McDermott is a 3-year \$2.1M collaborative project between the SA Government and the three State Universities. Under the project, the health of volunteer participants will be routinely assessed in a coordinated scientific way to provide the first comprehensive view of the state of health of South Australians living in the Adelaide metropolitan area and in Whyalla.

The Division achieved its highest ever National Health and Medical Research Council new grants awarded, totalling nearly \$6M.

The Sansom Institute received three of the four National Health and Medical Research Council (NHMRC) grants awarded in 2007 to UniSA (Value \$1.33M) together with an ARC Linkage – Infrastructure, Equipment and Facilities Grant (\$245K).

Dr Janna Morrison was awarded a NHMRC Career Development Award.

Three Sansom Institute researchers, Dr. Beverly Muhlhausler, Dr. Emma Parkinson-Lawrence and Dr. Craig Williams were recipients of South Australian Young Tall Poppy Awards. Dr. Williams was winner of the overall SA Tall Poppy Award.

Emeritus Professor Lloyd Sansom (former Head of the School of Pharmacy and Medical Sciences), a leading light in pharmacy for more than four decades, was awarded the inaugural Pharmaceutical Society of Australia Lifetime Achievement Award. Recognised nationally and internationally as a visionary leader of the profession, Professor Sansom was honoured as a guiding hand for many significant advances that have taken the profession forward. Professor Sansom is currently the Chair of the Pharmaceutical Benefits Advisory Committee, a position he has held since 2001.

In 2007 four Division staff received Carrick Institute Citations for Outstanding Contributions to Student Learning:

- » Ms Sue Gilbert-Hunt – for sustained commitment in innovative curriculum development that fosters student ability to work autonomously in addressing the needs of targeted community groups
- » Dr Carol Grech – for innovation in program design and implementation to support and enhance international nursing students' transition to the Australian healthcare workforce
- » Associate Professor Eimear Muir-Cochrane – for over a decade of sustained innovation and leadership in teaching and curricula development in postgraduate mental health programs

# Report on activities

- » Dr Jyothi Thalluri – for developing and implementing innovative learning initiatives for commencing and continuing Nursing/Midwifery undergraduates that significantly contribute to individual student success and positive learning experience

Three Division staff were team members on Carrick Institute Learning and Teaching Grants awarded in 2007– Professor Helen McCutcheon, Dr Sheila Scutter and Associate Professor Ieva Stupans.

The Division successfully completed an 18 month national survey of children's eating habits and activity profiles for the Commonwealth Government with a UniSA team led by Professor Tim Olds, with other expertise provided by the CSIRO and a national market survey company. The \$3.7M Children's Nutrition and Physical Activity Survey has provided the Commonwealth Department of Health & Ageing with a comprehensive set of data on children from across Australia.

The Medicines Advice and Therapeutic Education Services program which began in 2004 for an initial three year period and led by Professor Andrew Gilbert received funding from the Commonwealth Department of Veterans Affairs for a further two years. This extension brings the total value of the project to \$12.8M. The program examines the use of the national primary health care system by war veterans with emphasis on prescribed medicines.

An agreement was signed with IJN – Malaysian National Heart Institute to offer a Professional Certificate in Coronary Critical Care Nursing.

The Division successfully centralised its administration of student clinical placements into a Divisional Clinical Placement Unit. Approximately 5,000 student placements were administered through the Unit in 2007.

The following significant appointment was made in 2007:

- » Professor John Lynch, Research SA Chair in Epidemiology

## Information Technology, Engineering and the Environment

The Mawson Institute of Advanced Manufacturing, established in 2006, has exceeded expectations in winning research funding in 2007. Under the leadership of Professor Rob Short the institute was highly successful in participating in five significant awards, three of which commenced in 2007, and the others will commence in 2008. These were the Premier's Science and Research Fund (PSRF) Bid, a Federal Government International Science Linkage Grant and an ARC Linkage Project. In total the institute has secured approximately \$3.9M in funding.

In conjunction with the Northern Advanced Manufacturing Group, the Robotics Peer Mentoring program received a funding boost from the State and National governments. In the 2007 State budget a total of \$1.225M was made available over 3.5 years to support NAMIG and the RPM program.

In July the Prime Minister announced matching funding. This will provide a total of approximately \$400K over 3.5 years for the program.

The School of Electrical and Information Engineering commenced delivery of its overseas Bachelor of Engineering (Electronics Engineering) program with APMI, Singapore in January 2007. A cohort of 48 students from a variety of industries enrolled in the program.

The Aviation Academy took delivery of five Cessna 172 aircraft equipped with G1000 glass cockpits. The new fleet will place the Academy in a strong commercial position to support undergraduates and postgraduate aviation programs for domestic and overseas students.

The Division hosted a second cohort of students from China's Yellow River Conservancy Commission (YRCC). The first cohort completed the 47 week program in tackling water scarcity, water allocation and environmental degradation problems in 2004. In 2007, this unique Australian education program was run in collaboration with the International Centre of Excellence in Water Resources Management (ICE WaRM) and provided specialist education to 18 future leaders of the YRCC. ICE WaRM and its partners were subsequently acknowledged by the Business/Higher Education Round Table with the 2007 Award for Outstanding International Collaboration in Education. The ICE WaRM partnership includes academic and applied expertise in key areas from its founding partners UniSA, Flinders, Adelaide and Deakin Universities and the University of Central Queensland.

Significant appointments during the year included:

- » Professor Andrew Parfitt, Pro Vice Chancellor: Division of Information Technology, Engineering and the Environment, formerly Director of UniSA's Institute for Telecommunications Research
- » Professor Peter Majewski, Professor of Nanotechnology and Nanomanufacturing in the School of Advanced Manufacturing and Mechanical Engineering, formerly a professorial fellow in the Ian Wark Research Centre

The Division developed the following new programs in 2007:

- » Associate Degree in Engineering, which was developed in conjunction with OneSteel at Whyalla
- » Associate Degree in Engineering (Defence Systems)
- » Bachelor of Science (Honours)
- » Graduate Diploma in Environmental Management
- » Master of Business Information Management

In addition, the Division's Bachelor of Engineering programs established a common first year and an accelerated three year program.

# Financial report summary

## Income statement for the year ended 31 December 2007

	Consolidated		University	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>Revenue from continuing operations</b>				
Australian Government financial assistance				
Australian Government grants	165,634	153,554	165,634	153,554
HECS-HELP Australian Government payments	68,152	64,353	68,152	64,353
FEE-HELP	4,527	3,448	4,527	3,448
State and Local Government financial assistance	9,676	8,833	9,676	8,833
HECS-HELP Student payments	11,776	12,129	11,776	12,129
Fees and charges	86,826	78,658	86,826	78,658
Investment income	6,839	6,276	7,676	7,218
Royalties	591	646	534	504
Consultancy and contract research	23,274	18,130	23,400	18,234
Other revenue	21,687	23,223	14,259	16,230
	<b>398,982</b>	<b>369,250</b>	<b>392,460</b>	<b>363,161</b>
Superannuation:				
Commonwealth supplementation	22,074	22,671	22,074	22,671
Deferred Government contributions	(8,700)	-	(8,700)	-
<b>Total revenue from continuing operations</b>	<b>412,356</b>	<b>391,921</b>	<b>405,834</b>	<b>385,832</b>
Other income/(loss)	(349)	(346)	(347)	(332)
<b>Total income</b>	<b>412,007</b>	<b>391,575</b>	<b>405,487</b>	<b>385,500</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	235,085	208,759	230,751	205,204
Depreciation and amortisation	23,453	21,054	23,260	20,902
Repairs and maintenance	6,756	8,402	6,740	8,382
Finance costs	40	612	40	612
Bad and doubtful debts	(457)	1,055	(457)	1,055
Other expenses	109,372	98,266	107,316	96,378
	<b>374,249</b>	<b>338,148</b>	<b>367,650</b>	<b>332,533</b>
Superannuation:				
Commonwealth supplementation	22,074	22,671	22,074	22,671
Deferred employee benefits	(8,700)	-	(8,700)	-
<b>Total expenses from continuing operations</b>	<b>387,623</b>	<b>360,819</b>	<b>381,024</b>	<b>355,204</b>
<b>Operating result before income tax</b>	<b>24,384</b>	<b>30,756</b>	<b>24,463</b>	<b>30,296</b>
Income tax expense	-	216	-	216
<b>Operating result after income tax for the year attributable to the members of the University of South Australia</b>	<b>24,384</b>	<b>30,540</b>	<b>24,463</b>	<b>30,080</b>

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 2007

	Consolidated		University	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	77,933	72,479	75,698	69,804
Receivables	23,356	21,769	21,885	20,600
Other financial assets	420	492	420	492
Other non-financial assets	7,350	6,877	7,333	6,852
Deferred Government superannuation contribution	24,600	26,200	24,600	26,200
<b>Total Current Assets</b>	<b>133,659</b>	<b>127,817</b>	<b>129,936</b>	<b>123,948</b>
<b>NON-CURRENT ASSETS</b>				
Other financial assets	9,571	9,313	10,291	10,069
Property, plant and equipment	572,732	480,284	572,333	479,901
Intangible assets	2,378	948	2,378	948
Deferred Government superannuation contribution	275,300	282,400	275,300	282,400
<b>Total Non-Current Assets</b>	<b>859,981</b>	<b>772,945</b>	<b>860,302</b>	<b>773,318</b>
<b>Total Assets</b>	<b>993,640</b>	<b>900,762</b>	<b>990,238</b>	<b>897,266</b>
<b>CURRENT LIABILITIES</b>				
Payables	19,496	15,730	19,058	15,297
Borrowings	-	1,005	-	1,005
Provisions	16,479	16,688	16,139	16,345
Other liabilities	22,704	24,447	22,926	24,652
Income tax payable	632	995	632	995
Provision for superannuation	24,600	26,200	24,600	26,200
<b>Total Current Liabilities</b>	<b>83,911</b>	<b>85,065</b>	<b>83,355</b>	<b>84,494</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables	3,918	3,211	3,918	3,211
Provisions	28,377	23,933	28,377	23,933
Provision for superannuation	275,300	282,400	275,300	282,400
<b>Total Non-Current Liabilities</b>	<b>307,595</b>	<b>309,544</b>	<b>307,595</b>	<b>309,544</b>
<b>Total Liabilities</b>	<b>391,506</b>	<b>394,609</b>	<b>390,950</b>	<b>394,038</b>
<b>Net Assets</b>	<b>602,134</b>	<b>506,153</b>	<b>599,288</b>	<b>503,228</b>
<b>EQUITY</b>				
Reserves	127,983	56,386	127,983	56,386
Retained surplus	474,151	449,767	471,305	446,842
<b>Total Equity</b>	<b>602,134</b>	<b>506,153</b>	<b>599,288</b>	<b>503,228</b>

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

## Statement of recognised income and expense for the year ended 31 December 2007

	Consolidated		University	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>Total equity at the beginning of the financial year</b>	<b>506,153</b>	<b>474,707</b>	<b>503,228</b>	<b>472,242</b>
Property, plant and equipment revaluation reserve:				
Gain on revaluation of land and buildings	70,203	-	70,203	-
Gain/(Loss) on revaluation of library	940	669	940	669
Available-for-sale investments reserve:				
Gain on revaluation Available-for-sale financial assets	454	237	454	237
<b>Net income recognised directly in equity</b>	<b>71,597</b>	<b>906</b>	<b>71,597</b>	<b>906</b>
<b>Operating result for the year</b>	<b>24,384</b>	<b>30,540</b>	<b>24,463</b>	<b>30,080</b>
<b>Total recognised income and expense for the year</b>	<b>95,981</b>	<b>31,446</b>	<b>96,060</b>	<b>30,986</b>
<b>Total equity at the end of the financial year</b>	<b>602,134</b>	<b>506,153</b>	<b>599,288</b>	<b>503,228</b>
<b>Total recognised income and expense for the year attributable to the University of South Australia</b>	<b>95,981</b>	<b>31,446</b>	<b>96,060</b>	<b>30,986</b>

The above Statement of recognised income and expense 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 2007

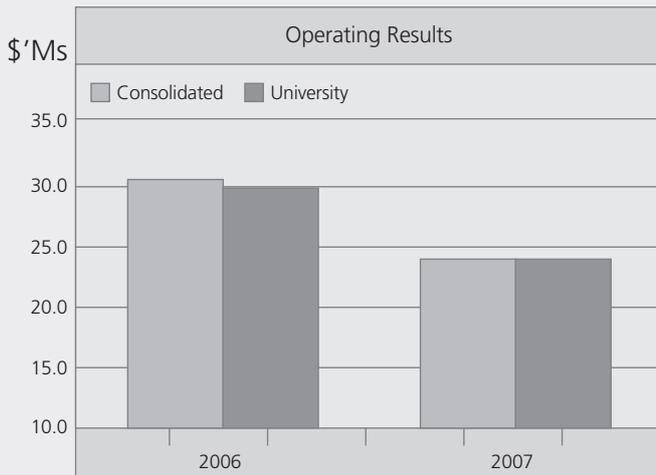
	Consolidated		University	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Inflows:				
Australian Government Grants received	262,484	244,930	262,484	244,930
State and Local Government grants	10,704	7,803	10,704	7,803
HECS-HELP – Student payments	12,284	12,040	12,284	12,040
Receipts from student fees and other customers	92,556	89,776	91,813	89,776
Dividends received	343	252	1,352	1,358
Interest received	6,201	6,077	6,029	5,913
Royalties	591	1,080	534	938
Consultancy and contract research	22,111	15,658	22,540	15,750
Other receipts	21,416	22,765	13,990	15,770
Taxes recovered (GST)	5,772	6,201	6,247	6,201
Outflows:				
Payments to suppliers and employees (inclusive of GST)	(381,678)	(352,107)	(375,099)	(346,896)
Interest paid	(40)	(867)	(40)	(867)
<b>Net Cash Inflow from Operating Activities</b>	<b>52,744</b>	<b>53,608</b>	<b>52,838</b>	<b>52,716</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Inflows:				
Proceeds from sale of property, plant and equipment	119	91	119	91
Proceeds from sale of investments	314	303	260	303
Outflows:				
Payments for property, plant and equipment	(45,599)	(45,328)	(45,389)	(45,026)
Payments for investments	(1,119)	(1,136)	(929)	(996)
<b>Net Cash Outflow from Investing Activities</b>	<b>(46,285)</b>	<b>(46,070)</b>	<b>(45,939)</b>	<b>(45,628)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Outflows:				
Principal repayments under finance lease	(1,005)	(1,169)	(1,005)	(1,169)
Repayment of borrowings	-	(15,000)	-	(15,000)
<b>Net Cash Outflow from Financing Activities</b>	<b>(1,005)</b>	<b>(16,169)</b>	<b>(1,005)</b>	<b>(16,169)</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>5,454</b>	<b>(8,631)</b>	<b>5,894</b>	<b>(9,081)</b>
<b>Cash and Cash Equivalents at Beginning of the Year</b>	<b>72,479</b>	<b>81,110</b>	<b>69,804</b>	<b>78,885</b>
<b>Cash and Cash Equivalents at End of Year</b>	<b>77,933</b>	<b>72,479</b>	<b>75,698</b>	<b>69,804</b>

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 2007 was \$24.4M, \$6.1M (20.2%) below the 2006 result of \$30.5M. This equated to an operating margin of 6.1% (2006: 8.3%). The University operating result for 2007 of \$24.5M was \$5.6M (18.7%) below the 2006 result of \$30.1M.

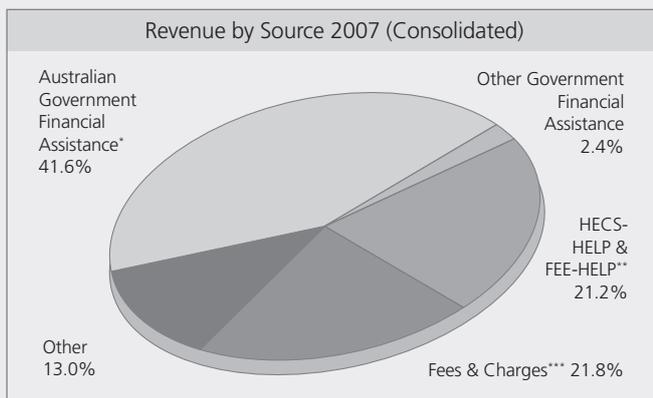
The graph below shows the operating results for 2007 and 2006.



## Revenue

Consolidated revenue in 2007 was \$399.0M, \$29.7M (8.1%) higher than the 2006 revenue of \$369.3M.

As shown in the graph below, Australian Government financial assistance accounts for 41.6% 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.



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

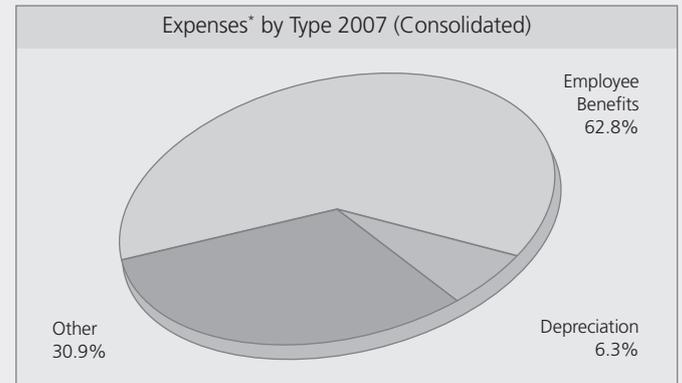
\*\* Includes student contributions.

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

## Expenses

Consolidated expenses of \$374.2M in 2007 is shown by major type in the graph below.

Employee benefits account for 62.8% of total consolidated expenses.

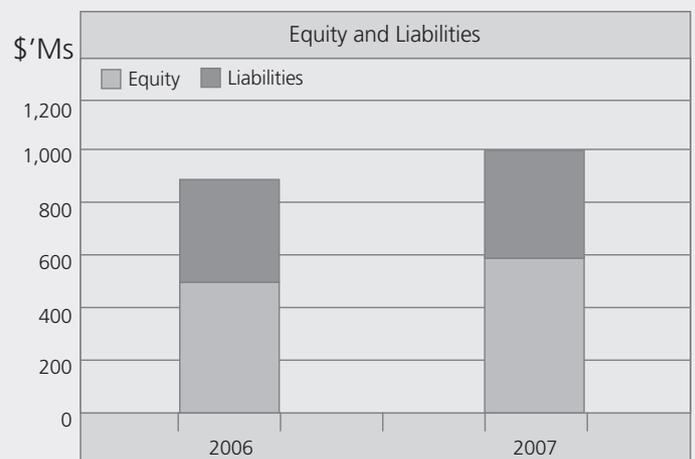


\* Excludes Commonwealth deferred superannuation contributions and supplementary funding in relation to the SA superannuation scheme.

## Financial Position

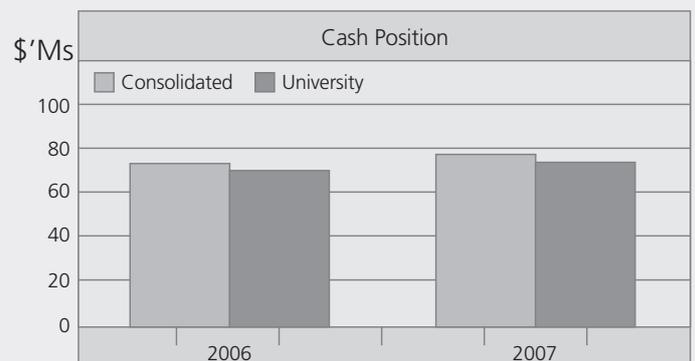
Consolidated net assets increased by \$96.0M in 2007 to \$602.1M. This consists of \$993.6M total assets less \$391.5M total liabilities.

The graph below shows total assets, total liabilities and total equity as at 31 December 2007 and 31 December 2006.



## Cash Position

The graph below shows the cash balance as at 31 December 2007 and 31 December 2006.



# Looking back, looking forward

## Looking back: Milestones 1856–2007

**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).

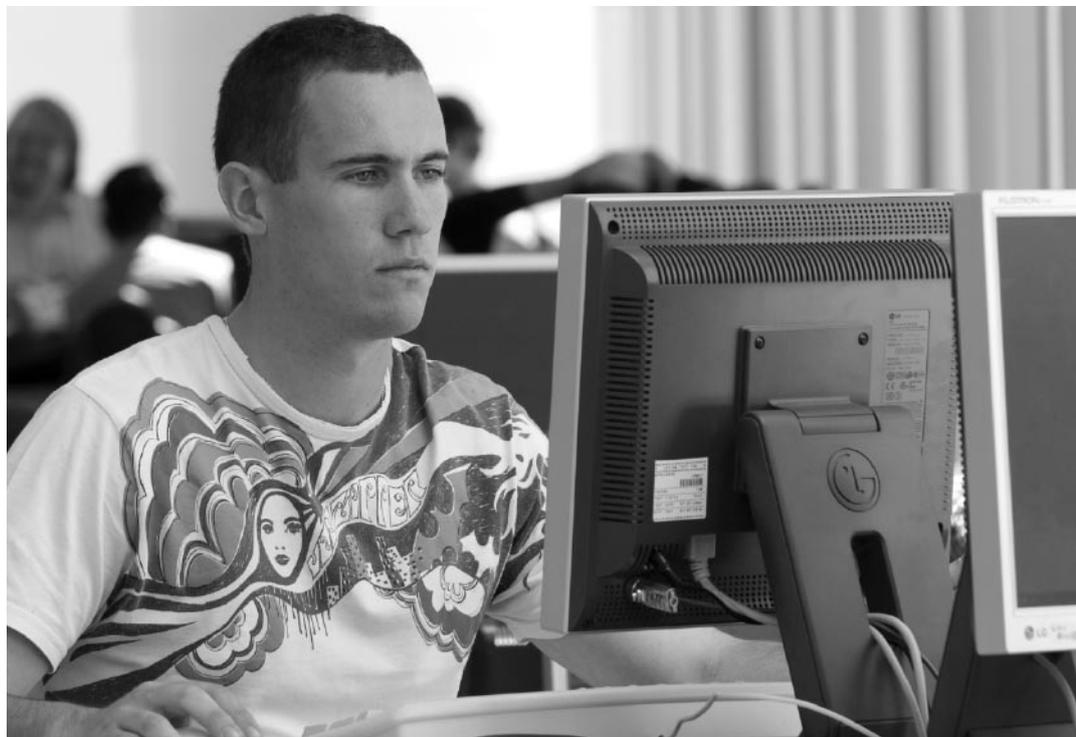
**1988**

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.

2007: Eight individuals and teams from UniSA received Citations for Outstanding Contributions to Student Learning in the Carrick Australian Awards for University Teaching.



**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.

**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 Hon Sir William Deane AC, KBE, Governor General of Australia.

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**

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

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.

# Looking back, looking forward

## 1999

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

## 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.

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 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 contributed 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 Australia 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 \$135M capital development program, Blueprint, was completed early in the year. Five new buildings (the Karna 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.

Professor Denise Bradley AO is named South Australian of the year for her contributions to the State.

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.

## 2006

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.

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 and was awarded the Premier's Science Excellence Award in Research Leadership, the Chemeca Medal and Mining Australia's Most Outstanding Contribution to Mining Award.

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

The Royal Institute of Architects awarded the nation's highest accolade for a public building, the Sir Zelman Cowen Award, to the UniSA's new Kurna building at City West campus.

UniSA won 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 was named as Employer of Choice for Women for the fourth consecutive year since 2003.

UniSA PhD student Nick Palousis named Young South Australian of the Year.

## 2007

Professor Denise Bradley AO retired as Vice Chancellor and President of UniSA and received both an Honorary Doctorate and the title of Emeritus Professor from the University. Professor Peter Høj began as the new Vice Chancellor in June 2007.

The jewel in the crown of the Blueprint program, the Hawke Building, was completed and occupied in June and officially opened in October 2007.

Eight individuals and teams from UniSA received Citations for Outstanding Contributions to Student Learning in the Carrick Australian Awards for University Teaching.

The Kurna Building, designed by John Wardle Architects and HASSELL (in association), was recognised by the Design Institute of Australia, winning the Best of State Award for commercial interior.

Professor Barbara Pocock was named one of Australia's 13 smartest, most innovative and creative people as the "Society" winner of the 2007 Bulletin Bayer Smart 100.

Laureate Professor John Ralston was named the SA Great 2007 South Australian of the Year and also SA's first Scientist of the Year at the 2007 South Australian Science Excellence Awards. At these same awards, Professor Chris Daniels received the award for Science Education and Communication Excellence and Professor Jerzy Filar was recognised for Science Leadership and Management Excellence.

UniSA PhD student Nick Palousis was awarded the \$10K British Council Eureka Prize for Young Leaders in Environmental Issues and Climate Change at the 2007 Australian Museum Eureka Prizes.

Dr Craig Williams was named the 2007 South Australian Young Tall Poppy of the Year.

UniSA's Division of Business was re-accredited with the European Quality Improvement System (EQUIS), remaining one of only 8 EQUIS-accredited University business schools in Australia.

# 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.



UniSA Experience. The Difference.

unisa

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CRICOS Provider Code: 00121B

## Campuses

### City West campus

North Terrace  
Adelaide  
South Australia 5000

### City East campus

North Terrace  
Adelaide  
South Australia 5000

### Mawson Lakes campus

Mawson Lakes Boulevard  
Mawson Lakes  
South Australia 5095

### Magill campus

St Bernards Rd  
Magill  
South Australia 5072

### Whyalla campus

Nicholson Avenue  
Whyalla Norrie  
South Australia 5608

Telephone +61 8 8647 6161

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### Mt Gambier regional centre

Wireless Road  
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