



University of
South Australia

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South Australia

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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 Road
Magill
South Australia 5072

Whyalla Campus

Nicholson Avenue
Whyalla Norrie
South Australia 5608
Telephone: +61 8 8647 6111
Facsimile: +61 8 8647 6082

Mount Gambier Regional Centre

Wireless Road
Mt Gambier
South Australia 5290
Telephone: +61 8 8735 1478
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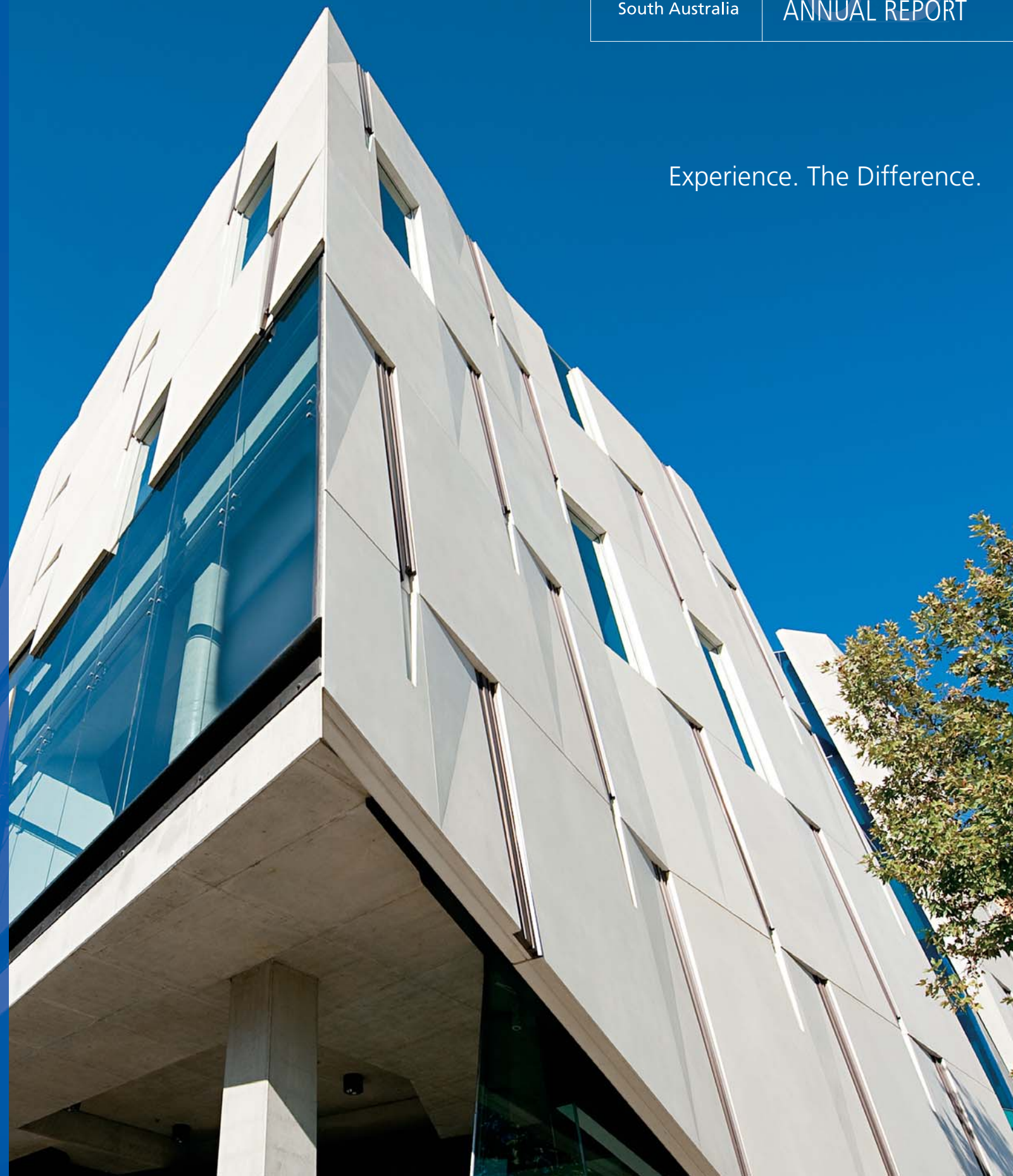


University of
South Australia

09

ANNUAL REPORT

Experience. The Difference.



Contents

Chancellor's Letter	1
About Us	2
At a Glance	3
Key Statistics	4
Vision, Mission, Values	5
Senior Structure	6
Senior Managers	7
Senior Officers	8
Highlights	12
Vice Chancellor's Report	14
AUQA Audit of UniSA	17
Quality People	18
Portfolios	
Academic	26
Research and Innovation	28
International and Development	30
Participation and Engagement	32
Finance and Resources	34
Divisional Reports	
Division of Business	36
Division of Health Sciences	38
Division of Education, Arts and Social Sciences	40
Division of Information Technology, Engineering and the Environment	42
Governance	44
Management	48
Freedom of Information	49
Honorary Awards	50
Our People	52
Building Workforce Capacity	53
ITEK	54
Risk Management	55
Looking to the Future	56
Financial Statements	60
Useful Websites	64



Chancellor's Letter

The Hon Jack Snelling MP
Minister for Employment, Training and Further Education
Level 4, Citi Central, 11 Waymouth Street, Adelaide SA 5000

21 May 2010

Dear Minister,

In accordance with the requirements of regulations under Part 4, Section 18 – Annual Report of the University of South Australia Act 1990, it gives me great pleasure to submit for your information and presentation to Parliament the Annual Report of UniSA for the year ending 31 December 2009. The report was approved by the University of South Australia Council at its meeting on 20 May 2010.

2009 has been the year when 'the umpire' has spoken on UniSA's performance.

It has been my experience in corporate, academic and personal endeavours that defining and declaring your own goals is easy. Actually kicking them is another matter.

I am delighted that 2009 marked a year when a range of independent assessors, awards and grants for teaching and learning and research have this year declared us a winner in the field of higher education.

In October the Australian Universities Quality Agency (AUQA), a truly independent and expert umpire, released the report on its second audit of the University which took place in August. The report was overwhelmingly positive, and states:

"UniSA has made considerable progress in securing major improvements in its national standing both in relation to learning and teaching outcomes and research and research training."

The report also expresses the view that;

"UniSA has a strong sense of direction, is well organised, effectively governed and managed and is tackling core issues through its focus on workforce reform. It seems well placed, therefore, to deliver on its ambitious agenda".

The University is in a sound financial position and has had great success in competitive research grants. As well, we gained support for major initiatives including the International Centre for Muslim and non-Muslim Understanding, the new National Centre for Student Equity in Higher Education and the new M² research hub at Mawson Lakes. This hub will operate as an international centre of excellence from which we hope to drive significant change in Australia's key industry sectors including mining, manufacturing, defence and systems engineering.

In 2009, UniSA has clearly made its mark, and is now an established and respected part of Australia's higher education landscape. Its historical strengths in the social sciences, engineering, business, technology and humanities have combined to provide the basis for innovative joint degrees and a collaborative, multidisciplinary outlook.

From this blend of youth and tradition the University of South Australia has emerged as a mature university – modern, flexible, and in touch with the needs of the community. With its partners in business, commerce and government, UniSA is helping to build an enriched and more sustainable tomorrow.

UniSA was founded on 1 January 1991 through the amalgamation of the South Australian Institute of Technology and the South Australian College of Advanced Education. We are committed to educating professionals, creating and applying knowledge, engaging with our communities and providing equitable access to education. In this way, we will continue to build on the long-standing traditions of our antecedent institutions, including the South Australian School of Art and Design founded in 1856 and the South Australian School of Mines and Industries established in 1889.

While our focus is on the future, our base is one firmly rooted in the distinction of these antecedents which were so well respected nationally for their development of first rate professionals.

We still have much to do, but the continuing validation from external 'umpires' confirms that we have indeed kicked some impressive educational goals and are realistically positioned to kick even more in the future.

On behalf of Council, I express our gratitude to UniSA Deputy Chancellor Alice McCleary who retired in December 2009. Alice gave long and dedicated service to UniSA – first with the UniSA Council which she joined in 1998, and then as Deputy Chancellor for seven years. I worked closely with Alice as my deputy since July 2008 and she has been a great help to me in fulfilling my role as Chancellor and I thank her for her contribution.

Yours sincerely,

Dr Ian Gould
Chancellor

About Us



UniSA was founded on 1 January 1991 through the amalgamation of the South Australian Institute of Technology and the South Australian College of Advanced Education. Since then, it has quickly earned a reputation as a national leader in collaborative research and has been recognised nationally for innovation in teaching.

UniSA is a part of an influential alliance called the Australian Technology Network (ATN), which comprises five prominent Australian universities, one from each mainland state. The ATN's aim is to help secure Australia's social and economic wealth by creating, disseminating and applying new knowledge.

UniSA strives for excellence in teaching and learning, offering student-centred and flexible program arrangements. Designed in consultation with business and the professions, UniSA programs include fieldwork, industry-guided simulations and industry projects. This real-world experience whilst studying means UniSA graduates are equipped with the qualities employers look for. UniSA graduates become significant contributors to their chosen professions – people who are instrumental in reshaping contemporary societies.

UniSA is committed to the creation and application of knowledge. Its distinctive research profile is based on bringing together teams of multidisciplinary researchers to provide solutions to questions of importance to business, the professions and the global community.

The University's multidisciplinary research concentrations address research questions in a range of priority areas including sustainability, health and medical research, defence and security, telecommunications, marketing science, advanced manufacturing, materials science and social science research.

The recent audit by the Australian Universities Quality Agency emphasised that the University is responding quickly and effectively to the forces transforming universities. It has been able to effect whole of institution change in its approaches to teaching and learning and has been successful in building a focused research culture.

Each of the University's five campuses promotes a collaborative research culture and an innovative teaching and learning approach. Its focus on business partnerships, flexible entrance policies, regional engagement and Indigenous education has earned UniSA a distinctive and reputable position in the international and national higher education landscape.

At a Glance



Location:	South Australia
Total number of students:	36,885
Total number of international students:	13,581
Onshore international students:	6,147
Offshore international students:	7,434
Number of parchments given in 2009:	9,526
Staff population (full-time equivalent) ¹ :	2,370
Total University alumni ² :	145,749
Number of Campuses:	5 (City East, City West, Magill, Mawson Lakes and Whyalla)
Number of research institutes:	6
Number of research centres:	14
Number of research groups:	7
Number of students funded for international study experience:	283
Number of student exchange partner institutions:	89

¹ Does not include casuals

² Includes registered and unregistered alumni including those from antecedent institutions.

Key Statistics

		2004	2005	2006	2007	2008	2009	% change 2008 - 09
NUMBER OF STUDENTS	Total	32,951	32,266	33,680	34,603	36,156	36,885	2%
	Commencing	12,025	12,232	13,519	13,417	14,076	13,907	-1%
STUDENT LOAD (EFTSL)	Total	22,126	21,378	22,535	23,302	24,423	25,212	3%
	Undergraduate	17,229	16,958	17,984	18,621	19,569	20,484	4%
	Postgraduate	4,897	4,420	4,551	4,681	4,854	4,728	-3%
STUDENT LOAD BY FUNDING SOURCE (EFTSL)	Commonwealth Operating Grant	14,294	-	-	-	-	-	
	Commonwealth Grant Scheme	-	14,024	14,756	14,512	14,796	15,066	2%
	Commonwealth Research Training Scheme	392	425	432	466	489	510	4%
	Domestic Fee Paying	631	703	663	678	507	445	-14%
	International Onshore	2,533	3,037	3,317	3,505	3,837	4,405	13%
	Transnational	4,265	3,185	3,364	4,135	4,786	4,777	0%
	Other	11	3	4	6	8	9	11%
AWARD COMPLETIONS	Total	8,370	7,961	8,262	8,450	9,070	9,526	5%
	Undergraduate	5,280	5,078	5,317	5,336	5,505	5,963	8%
	Postgraduate	3,090	2,883	2,945	3,114	3,565	3,563	0%
STAFF (FTE)	Total	2,086	2,103	2,162	2,266	2,396	2,370	-1%
	Academic	891	920	956	1,010	1,043	1,030	-1%
	Professional	1,195	1,183	1,205	1,256	1,353	1,340	-1%
	Teaching and Research	716	714	753	778	802	732	-8%
	Research Only	183	210	213	253	284	278	-2%
	Other Function	1,187	1,179	1,196	1,235	1,309	1,350	3%
FINANCIALS	Research Income (\$M)	26.5	30.3	40.3	45.7	54.7	57.6	5.3%
	Consolidated Operating Result (\$M)	12.8	19.5	30.5	24.4	37.2	41.5	11.6%
	Safety Margin	4.3%	5.9%	8.3%	6.1%	8.2%	8.8%	
	Net Assets (\$M)	449.4	473.1	506.2	603.4	637.7	680.8	6.7%
	Total Assets (\$M)	825.9	881.4	900.8	993.6	1,188.7	1,163.3	-2.1%
	Total Revenue (\$M)	301.6	329.3	369.3	399.0	451.9	473.6	4.8%

Notes

Enrolment figures before 2005 are not directly comparable with later years due to the change in scope of the Student Data Collection. 2009 student data is preliminary and unverified.

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 and do not include casual staff.

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 application, 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.

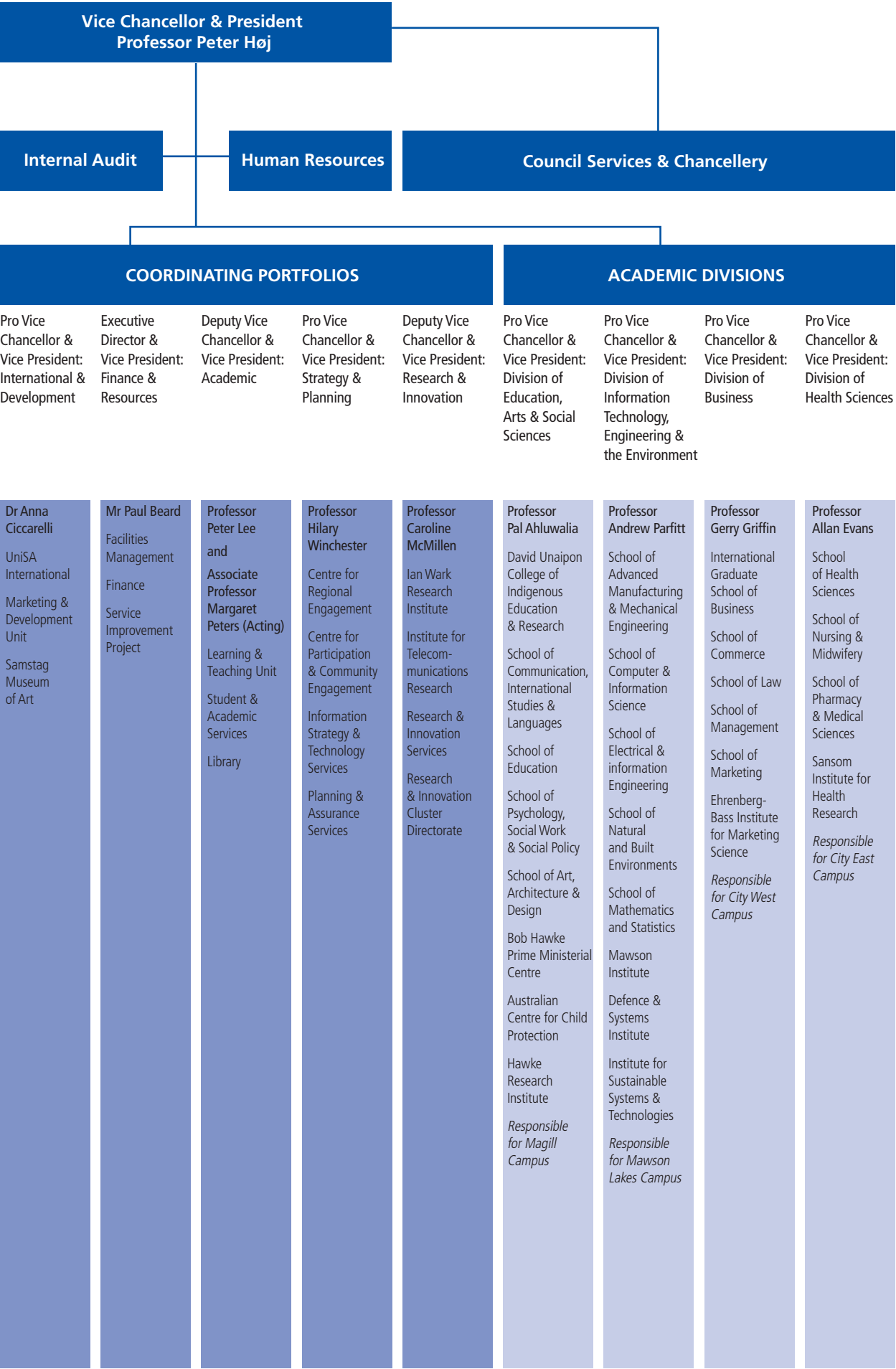
Innovation

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.

The statement of Vision, Mission and Values was adopted by Council in April 2008 after wide consultation within the University.



Senior Managers: *Front* Professor Peter Høj, Associate Professor Margaret Peters, Professor Gerry Griffin. *Middle* Professor Andrew Parfitt, Professor Pal Ahluwalia, Mr Paul Beard. *Back* Professor Hilary Winchester, Professor Caroline McMillen, Professor Allan Evans. (*Absent:* Dr Anna Ciccarelli.)

Senior Officers

Chancellor

Dr Ian Gould
BSc(Hons) PhD FTSE FAusIMM
Comp IE AUST



Dr Ian Gould has been Chancellor of the UniSA since July 2008. He is a geologist with 40 years experience in the minerals industry including working for the CRA and Rio Tinto Group as Managing Director Australia, and for Normandy Mining Ltd as Managing Director. He is a member of the Economic Development Board and the Premier's Science and Research Council, and Chair of the CSIRO Minerals Sector Advisory Committee and St. Andrew's Hospital Board.

Deputy Chancellor

Alice McCleary
BEC FTIA FAICD FCA



Alice McCleary was Deputy Chancellor from 2002 until December 2009. Alice also served as a Council member and as Presiding Officer of the University's Finance Committee from 1998 until December 2009. Ms McCleary, a professional independent director, is Director of Uranium SA Ltd, Adelaide Community Healthcare Alliance Inc, Great Southern Ltd, and Archer Exploration Ltd. She is also a member of the International Ethics Standards Board for Accountants, Commonwealth Takeovers Panel and Corporations and Markets Advisory Committee.

Vice Chancellor and President

Professor Peter Høj
MSc PhD DUniv FTSE



Professor Peter Høj has been Vice Chancellor and President of UniSA since 1 June 2007. He was educated at the University of Copenhagen, majoring in biochemistry and chemistry, and has a Master of Science degree in biochemistry and genetics, a PhD in photosynthesis and an Honorary Doctorate from the University of Copenhagen.

Professor Høj is a Board member of Universities Australia and Education Australia Pty Ltd. He is also a member of the National Research Infrastructure Committee and a Fellow of the Australian Academy of Technological Sciences and Engineering.

Deputy Vice Chancellor and Vice President: Research and Innovation

Professor Caroline McMillen
MA DPhil MB BChir



Professor Caroline McMillen, who has been in her current position since December 2005, has an international reputation as a biomedical researcher and for her work which focuses on the early origins of adult health. She is currently a Director of the Playford Memorial Trust Inc, the Cooperative Research Centre for Rail Innovation, and the Cooperative Research Centre for Advanced Automotive Technology. She is also a member of the South Australian Centre for Innovation; a member of the Automotive Industry Innovation Council, the Resources Industry Development Board, and the Premier's Climate Change Council.

Deputy Vice Chancellor and Vice President: Academic

Professor Peter Lee
BE(Chem) PhD FIEAust
FICHEM CPENG



Professor Peter Lee was Deputy Vice Chancellor: Academic for three years until September 2009 when he accepted an appointment as Vice Chancellor of Southern Cross University. During his three years at UniSA he made a tremendous contribution to senior management and helped position the University strongly in teaching and learning. He was succeeded by Professor Joanne Wright who took up her position on 8 February, 2010.

Acting Deputy Vice Chancellor and Vice President: Academic

Associate Professor Margaret Peters
Dip T GradDipEd Admin BEd (Applied Language Studies) BEd PhD



Associate Professor Margaret Peters is the Dean: Research & Research Education in the Division of Education, Arts and Social Sciences (EASS) and Chair of the Academic Board. She is a member of the Hawke Research Institute and a former director of the Research Centre for Gender Studies. Associate Professor Peters was the Acting Deputy Vice Chancellor and Vice President: Academic from July 31st 2009 to February 8th 2010.

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

Professor Pal Ahluwalia
BA(Adv) MA PhD FASSA



Professor Pal Ahluwalia has been Pro Vice Chancellor of the Division of EASS since 2008. Professor Ahluwalia's main research interests lie in the areas of African studies and social and cultural theory. His work is widely published and internationally renowned for breaking down disciplinary boundaries and challenging orthodoxy. In October 2008, Professor Ahluwalia was appointed Chair in Transnational Diasporas and Reconciliation Studies for the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

Executive Director and Vice President: Finance and Resources

Paul Beard
BA (Accountancy) CA



Paul Beard has been Executive Director and Vice President: Finance and Resources since 2001. Paul has worked with the Big 4 Accounting firms in both Australia and England and has held senior finance roles in both the private and public sectors. Paul is a Chartered Accountant and completed the Advanced Management Program at the Harvard Business School in 2007.

Pro Vice Chancellor and Vice President: International and Development

Dr Anna Ciccarelli
BA DipEd GradDip TESOL
MEd(Admin & Mgt) Ed D



Dr Anna Ciccarelli was responsible for the International and Development portfolio which includes the University's International office, the Marketing and Development Unit, the Anne & Gordon Samstag Museum of Art and the Samstag Scholarship Program. Anna began at the University on 28 April 1998, and took up the role in International and Development on 2 February 2004. In November 2009 it was announced that Anna had been appointed as Deputy Vice Chancellor: International at the University of Queensland.

Pro Vice Chancellor and Vice President: Business

Professor Gerry Griffin
B.Com(Hons) MBS PhD



Professor Gerry Griffin joined UniSA in 2004. 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. He is a regular member of EQUIS review panels and is a member of the National Executive of AHEIA.

Pro Vice Chancellor and Vice President: Strategy and Planning (until 1 November 2009); Pro Vice Chancellor and Vice President: Participation and Engagement (from 1 November 2009)

Professor Hilary Winchester
MA DPhil FAICD



Professor Hilary Winchester was appointed Pro Vice Chancellor and Vice President: Strategy and Planning in 2003. Her Senior Management responsibilities over this time have included Human Resources, Planning and Assurance Services (PAS) and Information, Strategy and Technology Services (ISTS). In November 2009 Professor Winchester took up a new role as Pro Vice Chancellor and Vice President: Participation and Engagement. She has an ongoing responsibility for the Centre for Regional Engagement and also for the newly established Centre for Participation and Community Engagement based at Mawson Lakes.

Senior Officers

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

Professor Andrew Parfitt
BE (Hons) PhD FIEAust



Professor Andrew Parfitt has been Pro Vice Chancellor and Vice President: Division of Information Technology, Engineering and the Environment since August 2007. He has an international reputation and an outstanding career as a specialist in antenna and radio systems and more recently in areas relating to space science and technology. He is a board member of the Defence Teaming Centre and the Technology Industry Association; Chair of the Australian Academy of Science National Committee for Radio Science, and is a Fellow of Engineers Australia.

Pro Vice Chancellor and Vice President: Health Sciences

Professor Allan Evans
BPharm PhD



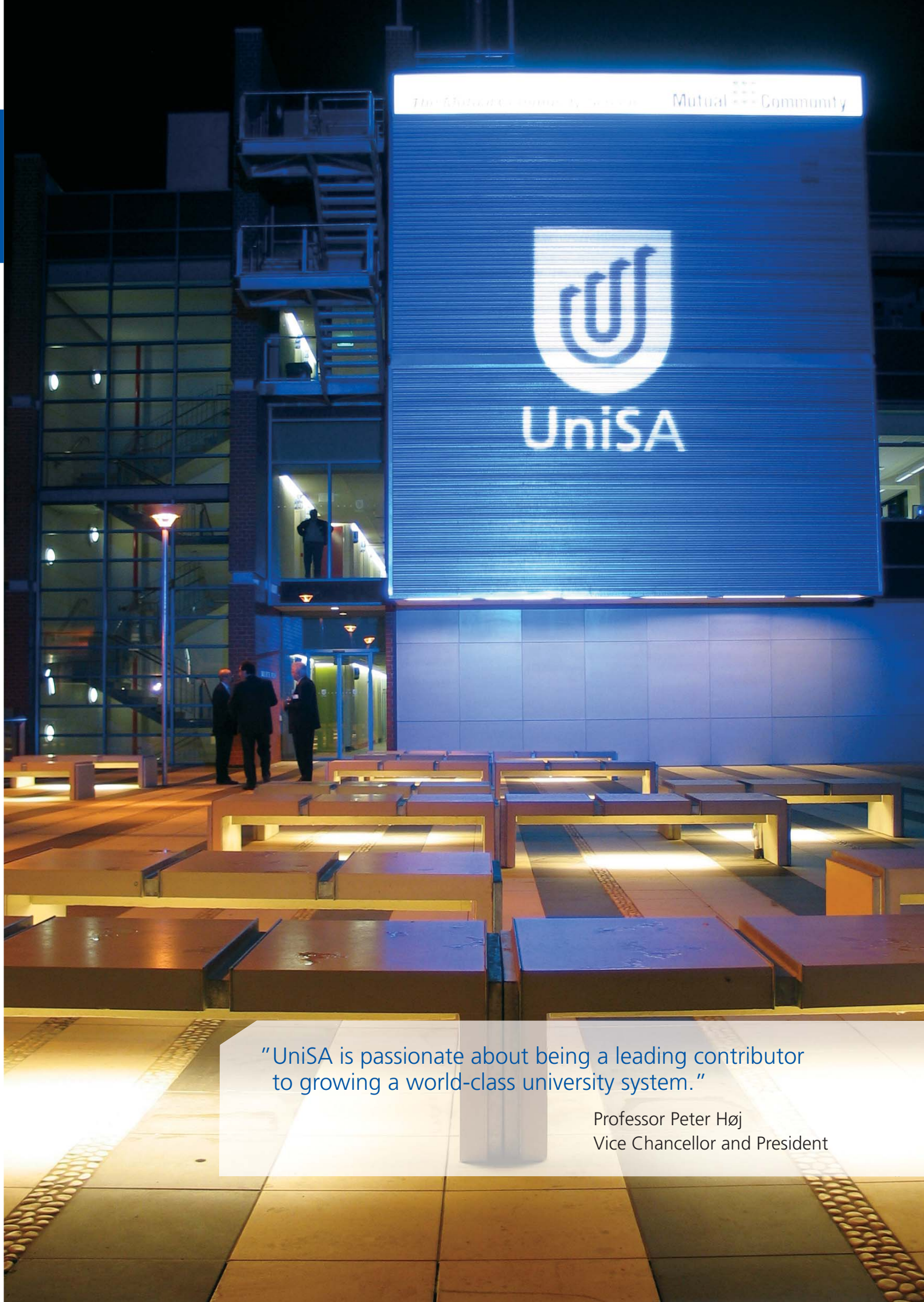
Professor Allan Evans has been Pro Vice Chancellor and Vice President: Health Sciences since August 2009. He has been an academic at UniSA since 1992 in various leadership positions including Professor in Pharmaceutics since 2003. Allan became Head of the School of Pharmacy and Medical Sciences in 2004 and played an instrumental role in establishing the Sansom Institute (now the Division-based Sansom Institute for Health Research) and in supporting tremendous growth in the School's research activity and teaching profile. Allan has been instrumental in creating strong spin-out companies from pharmaceutical research at UniSA.

Pro Vice Chancellor and Vice President: Health Sciences

Professor Robyn McDermott
MBBS MPH PhD FAFPHM



Professor Robyn McDermott spent five years leading the Division until 2 August 2009. She is credited with making significant achievements for the University in the Division's teaching and learning and particularly in the impressive development of a very strong research capacity. She decided not to seek renewal of her position in order to concentrate on her research interests at UniSA including chronic disease epidemiology, health systems improvement, health outcomes measurement, Indigenous health and an interdisciplinary approach to translational research. She was succeeded by Professor Allan Evans on 3 August 2009.



"UniSA is passionate about being a leading contributor to growing a world-class university system."

Professor Peter Høj
Vice Chancellor and President

Highlights

UniSA has a proud history of achievement since its inception. The following are some of our recent highlights.

Teaching and Learning

Improvements in teaching quality were recognised with \$1.5 million funding from the Learning and Teaching Performance Fund and major awards from the Australian Learning and Teaching Council, including the **Prime Minister's University Teacher of the Year**. Staff members were also awarded the Australasian Association for Engineering Education Teaching Excellence Award and the Australian Teacher Education Association Teacher Educator of the Year Award.

We graduated our **100,000th graduate**, who joined all those who have now gone out into the world as our problem-solvers of the future, contributing to the economic and social sustainability of Australia and indeed our world.

We entered a **Memorandum of Understanding with the Australian National University** to build joint programs that offer students the opportunity to study at both institutions: a crucial step towards establishing a world-class university system, and allowing students to benefit from the expertise of two universities.

Our MBA program became the highest ranked in South Australia and among Australia's top ten, with a five-star rating from the Graduate Management Association of Australia, as published in the 2009 Good Universities Guide. This was the second consecutive year the MBA was awarded the maximum rating. In the BOSS (Financial Review) magazine's biennial survey of alumni, the MBA improved its ranking to 6th in Australia (up from 7th place in 2007).

Australian Universities Quality Agency Audit

The Australian Universities Quality Agency (AUQA) released the report on its second audit of the University.

The audit was focussed on two themes – **internationalisation, and building workforce capacity** to improve teaching and learning and enhance research performance.

The audit was extremely positive and highlighted the wide acceptance by staff of the University's management and direction. This is something that we will build on in the next iteration of the University's Strategic Plan.

Major funding initiatives

The Federal Government announced \$4.8 million funding over two years for a **Simulation Learning Facility (SLF)** as part of a Clinical Education and Training Centre at the City East Campus. The grant was one of the largest in a national allocation of \$71.6 million.

We were awarded \$40 million through the Federal Government's Education Investment Fund and \$5 million from the State Government towards a **new international Materials and Minerals Science Learning and Research facility at Mawson Lakes**. The Materials and Minerals Science Learning and Research Hub will comprise a cluster of linked education and research activities based around the Ian Wark Research and Mawson Institutes.

We received multi-million dollar funding for two new research centres that promote our core values of cultural diversity and international relevance: the National Centre for Student Equity in Higher Education, and the International Centre for Muslim and non-Muslim Understanding.



Tour Down Under

The University was for the 10th year a major sponsor of the Tour Down Under and of the national Australia-uniSA team. Attendance and television coverage (both national and worldwide) were exceptional, due in part to the return of seven-times Tour De France winner Lance Armstrong.

Research

Our research results in 2009 were outstanding with \$57.6 million in funding received from competitive grants and other contestable sources. The value of national competitive grants which were awarded to UniSA and announced in 2009 was \$22 million which is 2.5 times greater than the amount awarded from these sources in any year between 2006-2008.

Professor John Lynch, of the Division of Health Sciences, was awarded a National Health and Medical Research Council Australia Fellowship. **The Fellowship recognised John's outstanding profile in his discipline** and confirmed UniSA's leadership in this critically important field, which is supported by a state-wide collaboration between the university sector and government agencies.

BHP Billiton announced that it would provide at least \$2.5 million over the next five years for research into improving ore processing. The research will be undertaken at the Ian Wark Research Institute.



Vice Chancellor's Report

UniSA – the complete University

At the University of South Australia we are passionate about being a leading contributor to growing a world-class university system in which all educational providers collaborate to bring about positive change in our communities and wider society.

To achieve our ambitions UniSA is positioning itself as the 'complete' University, supplying great skills, great solutions and great citizens for the 21st century.

Meeting the present and future needs of society is the driving force behind our professional education programs and research.

Notwithstanding UniSA's recent celebration of our 100,000th graduate, South Australia lags behind the nation in its pool of tertiary qualified workers to meet future needs.

South Australia has only about 200,000 graduates (Bachelor level and above) and needs more to meet the demands of a competitive, cohesive and sustainable society.

For this reason UniSA is very supportive of the Federal Government's ambitions that by 2025, 40% of all 25-34 year olds will have a qualification at Bachelor level or above. The Australian Bureau of Statistics *Survey of Education and Work* suggests that figure today stands at 35% nation wide; 2006 census data suggests it may only be 22% in South Australia.

In 2009 the Federal Government also announced that it will pursue vigorously the ambition that by 2020, 20% of higher education enrolments at undergraduate level should be comprised of people from low socio-economic backgrounds.

In making this announcement, Education Minister the Hon Julia Gillard MP made special mention of the performance of UniSA in enrolling disadvantaged students – 25% of UniSA's domestic students are from low socioeconomic backgrounds. Most importantly, in noting that such students for all intents and purposes have a success rate identical to those of other students, she put to rest the unfounded notion that equity and excellence are mutually exclusive. Indeed, we have shown in recent years that equitable access to education and excellence are equally achievable.

We have the track record to help meet the Federal Government's participation agenda, and will work even harder to increase the number of graduates while never compromising on our high standards.

Our Foundation Studies program continues to provide a pathway for applicants who have experienced educational disadvantage or who wish to return to study after a significant absence but lack the formal qualifications for University entry. I attend Foundation Studies graduations, and the commitment and intelligence of the graduates shines through.

UniSA is also supporting research in this area. On 25th February 2009, Emeritus Professor Denise Bradley officially opened the new National Centre for Student Equity in Higher Education. The Centre has been established with the financial support of the Australian Government and is a collaborative effort between UniSA and Australian Technology Network partners the Queensland University of Technology and the University of Technology, Sydney.

In 2009 UniSA gained significant national acknowledgement for excellence in teaching quality. Associate Professor Mahfuz Aziz was named as the Prime Minister's Australian University Teacher of the Year and Associate Professor Julie Mills was awarded the Australasian Association for Engineering Education Teaching Excellence Award. Rosie Le Cornu, Associate Professor of Teacher Education was awarded the Teacher Educator of the Year award by the Australian Teacher Education Association.

The University continued to review its program portfolio in 2009. The Bachelor of Medical Science was developed and will have its first intake in 2010. The third year of the program provides opportunities for students to access a wider range of medical science courses, including 'real-life' exposure to current medical research, through a collaborative teaching program with The Australian National University.

Our research results in 2009 were exceptional with \$57.6 million in funding received from competitive grants and other contestable sources. The value of national competitive grants which were awarded to UniSA and announced in 2009 was \$22 million which is 2.5 times greater than the amount awarded from these sources in any year between 2006 - 2008.

"If you are planning for a year, sow rice; if you are planning for a decade, plant trees; if you are planning for a lifetime, educate people". Chinese proverb

Vice Chancellor's Report

Other highlights included:

- a \$4 million Australia Fellowship to Professor John Lynch
- an 80% improvement on our 2008 performance in NHMRC Project Grant funding
- outstanding results in the inaugural 2009 NHMRC Partnerships Program, with UniSA being awarded the largest grant nationally
- 14 ARC Discovery grants totalling \$4.6 million in value, 75% higher than the 2008 result and a new record for the University
- consistent success in the ARC Linkage Grants Scheme, with 17 grants over the two rounds this year
- on the basis of funds awarded in the 2009 grants rounds to universities, the national ranking of UniSA among other Australian Universities was:
 - 11th in NHMRC Project Grants
 - 13th in the ARC Discovery Grants
 - 6th and 9th in the two rounds of ARC Linkage Grants
 - 3rd in NHMRC Partnership Grants
- three ARC Future Fellowship awards for individual researchers, with a total value of over \$2 million
- an Australian Postdoctoral Fellowship, and 21 new PhD student stipends as part of the ARC Discovery Grants
- a Career Development Award in the NHMRC Grants, in addition to the award of a prestigious NHMRC Australia Fellowship (worth \$4 million) earlier this year
- the receipt of an NHMRC Career Development Award for one of the University's outstanding Early Career Researchers.

Ongoing projects are contributing to the streamlining of administrative services and the reshaping of UniSA as a dynamic institution staffed by research-productive teaching scholars and highly skilled professional staff.

The physical fabric of the University also continues to improve. We were awarded \$40 million toward a \$73 million landmark education and international research facility at Mawson Lakes, for which the State Government of South Australia has pledged \$5 million additional support. The Materials and Minerals Science Learning and Research Hub will comprise a cluster of linked education and research activities based around the Ian Wark Research and Mawson Institutes. The Hub will be centred in a Materials and Minerals Science Learning and Research building, which will house facilities for engineering, materials and minerals science graduates and researchers.

Our international student numbers continued to grow in 2009, with the international student population representing more than 100 countries. In 2009 I joined the delegation to India led by the Deputy Prime Minister and Minister for Education, the Hon Julia Gillard MP who effected the international launch of UniSA's International Centre for Muslim and non-Muslim Understanding at the Australian High Commission in New Delhi on 2 September 2009.

Our second Australian Universities Quality Agency audit this year was extremely positive. The report expresses the view that 'UniSA has a strong sense of direction, is well organised, effectively governed and managed and is tackling core issues through its focus on workforce reform. It seems well placed, therefore, to deliver on its ambitious agenda'.

Such a resounding external validation of our performance will boost our efforts to improve further in 2010, the last of our teenage years as a University. I wish to take this opportunity to thank all our staff, students, graduates and partners for their crucial ongoing support to help us achieve our ambitions for continued improvement in everything we do.



Professor Peter Høj
Vice Chancellor and President

AUQA Report

The report expresses the view that 'UniSA has a strong sense of direction, is well-organised, effectively governed and managed and is tackling core issues through its focus on workforce reform. It seems well-placed, therefore, to deliver on its ambitious agenda'.

The Australian Universities Quality Agency (AUQA)

AUQA is the principal national quality assurance agency in higher education, with responsibility for quality audits of higher education institutions and accreditation authorities, reporting on performance and outcomes, assisting in quality enhancement, advising on quality assurance, and liaising internationally with quality agencies in other jurisdictions, for the benefit of Australian higher education.

AUQA quality audits of self-accrediting institutions (universities) are held approximately every five years and are based on both a self-assessment and a site visit. AUQA makes use of panels of experts with substantial senior academic and administrative experience in higher education both in Australia and overseas to undertake the audits.

2004 AUQA audit

UniSA was first audited by AUQA in early 2004. The first audit had a whole of university scope considering and reviewing UniSA's procedures to monitor and achieve all of its objectives.

2009 AUQA audit

Audit scope

AUQA's second audit of UniSA examined the University's current context and outcomes achieved since the 2004 audit, and investigated two theme areas in depth:

- Internationalisation – this theme was mandated for all universities in the second cycle of audits
- Building workforce capacity to improve teaching and learning and enhance research performance – this theme was a composite theme focussed on the development of the UniSA workforce to meet the challenges of the rapidly changing higher education environment.

Audit visit

The AUQA audit panel visited some of our transnational teaching sites in four countries in the week 3-7 August 2009.

The panel visited UniSA from 17-20 August 2009, arriving on the afternoon of Open Day for their visit. They were based mainly at City West but also visited the Mawson Lakes and Magill campuses and talked by teleconference to staff from the Centre for Regional Engagement (Whyalla). The panel talked to approximately 300 staff and students during their visit.

Audit panel

- Dr Rudi Lidl, Audit Director, AUQA
- Ian Marshman, Senior Vice-Principal, University of Melbourne (Panel Chair)
- Professor Joyce Kirk, Pro Vice Chancellor (Students), RMIT University
- Dorte Kristoffersen, Deputy Executive Director, Hong Kong Council for the Accreditation of Academic and Vocational Qualifications
- Maria Fiocco, Managing Director, Curtin International College, IBT Education Pty Ltd.

Audit Findings

The audit report was overwhelmingly positive with nine commendations for good practice and only four recommendations for improvement.

Commendations

AUQA commends UniSA:

- on the clarity of direction and the manner in which New Horizons has been communicated to engage and inspire staff at all levels in the University.
- on the widespread and sophisticated use of management information tools such as data cubes, the development of its business intelligence capabilities and their deployment in initiating and monitoring evidence-based change and improvement.

- for the substantial improvements on issues related to community engagement raised in the AUQA Cycle 1 audit.
- for the strategic and comprehensive approach it has taken to instil a greater level of commitment to a research culture across discipline areas.
- on its approach to addressing teaching and learning issues since 2005, with the STEP2010 project implementing a process of reinvention of teaching and learning, curriculum development and pedagogy.
- for its strategic approach to implementing human resources and learning & teaching support programs and its commitment to providing access to them.
- for its strategic use of resources in support of workforce planning initiatives including changed responsibilities of professional staff in schools.
- for the quality of the planning and implementation of its decision to withdraw from the substantial provision of transnational education programs and for the overall leadership and management of the associated teach-out processes.
- on the systems and processes in place, both onshore and offshore, for dealing with student issues.

The 2009 AUQA audit provides an important external validation of the University's directions and quality processes.

Quality People

The following Staff were recognised in 2009 for Excellence in Teaching

The 2009 Australian Learning and Teaching Council Citations

- Mr Steven Carson
- Ms Bronte Cerny
- Mr Gregory Donovan
- Ms Irene Duskatsch
- Ms Carole Gibbs
- Ms Jan Heath
- Dr Freya Higgins-Desbiolles
- Ms Julie Hockey
- Mr Stefan Hornlund
- Associate Professor Kazem Abhary
- Dr Karma Pearce
- Ms Olga Sankey

The 2009 Australian Learning and Teaching Council Teaching Fellowship

- Associate Professor Ieva Stupans (School of Pharmacy and Medical Sciences)

The 2009 Australian Learning and Teaching Council Awards for Teaching Excellence

- Associate Professor Mahfuz Aziz
- Mr Ken Adams
- Mr Paul Kershaw
- Professor Martin Shanahan

The 2009 Australian Learning and Teaching Council Prime Minister's Award for Australian University Teacher of the Year

- Associate Professor Mahfuz Aziz (School of Electrical and Information Engineering)

The 2009 Australian Teacher Education Association Teacher Educator of the Year Award

- Dr Rosie Le Cornu (School of Education)

The 2009 Australian Association for Engineering Education Teaching Excellence Award

- Associate Professor Julie Mills (School of Natural and Built Environments)

The following Staff were recognised in 2009 for Excellence in Research and Innovation

National Health and Medical Research Council Australia Fellowship (\$4 million)

- Professor John Lynch

The 2009 National Health and Medical Research Council Partnership Grants (\$2 million)

- Professor Mark Daniel
- Professor Robyn McDermott

The 2009 National Health and Medical Research Council Project Grants (\$3.5 million)

- Professor Doug Brooks
- Professor Mark Daniel
- Professor Hans Griesser
- Dr Susan Hillier
- Professor Caroline McMillen
- Professor Timothy Olds
- Dr Ben Thierry

The 2009 Australian Research Council Future Fellowships (\$2.2 million)

- Associate Professor Libby Roughead
- Professor Jill Slay
- Dr Catherine Whitby

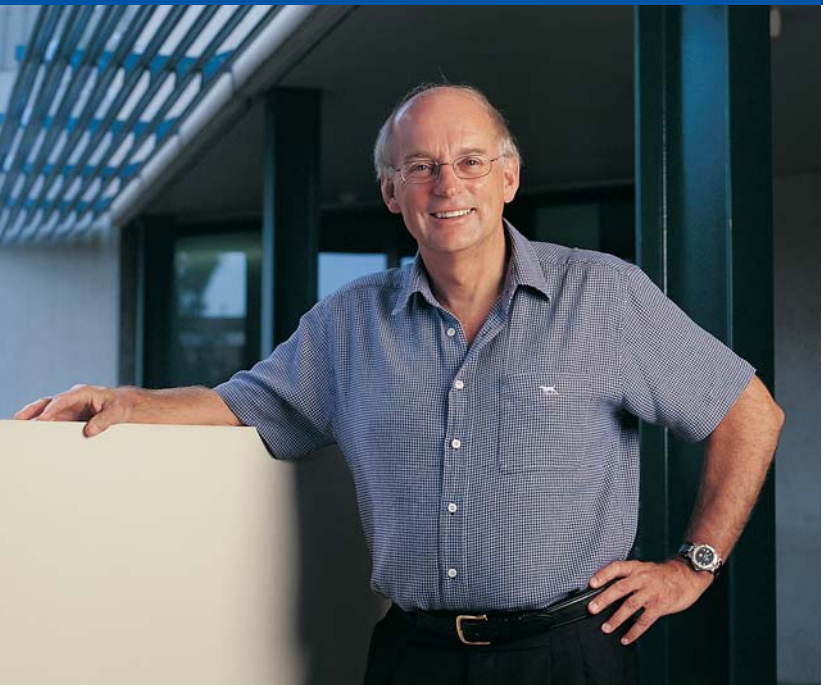
The 2009 Australian Research Council Discovery Grants (\$4.6 million)

- Professor Prashant Bordia
- Associate Professor Terence Chan
- Associate Professor Naba Dutta
- Associate Professor Robert Hattam
- Professor Phil Howlett
- Professor Carol Kulik
- Dr Dusan Losic
- Dr Mark McDonnell
- Laureate Professor John Ralston
- Professor Michael Taylor
- Professor Bruce Thomas
- Professor Millist Vincent
- Associate Professor Linda Zou

The 2009 Australian Research Council Linkage Grants (\$2.1 million)

Chief Investigators:

- Associate Professor Mahfuz Aziz
- Dr David Beattie
- Dr Sarah Blunden
- Dr Lia Bryant
- Professor Victoria Carrington
- Professor Drew Dawson
- Professor Maureen Dollard
- Professor Andrea Gerson
- Professor Alex Grant
- Dr Jun Li
- Dr Dusan Losic
- Professor Wasim Saman
- Dr Charli Sargent
- Professor Robert Short
- Dr Natalie Sinn
- Dr Michelle Tuckey
- Dr Sarah Wheeler



"Laureate Professor Ralston combines the heart of a true researcher – the curiosity and drive to make important discoveries - and the head of a visionary. "

Professor Peter Høj
Vice Chancellor and President

Laureate Professor John Ralston AO

Australian Academy of Technological Sciences and Engineering Clunies Ross Awards - Lifetime Achievement Award

Laureate Professor Ralston, the Director of the Ian Wark Research Institute and former South Australian of the Year, received this prestigious award in recognition of his long career in particle physics and colloid science and its application to the mining and mineral production industries as well as his research leadership.

Australian Academy of Technological Sciences and Engineering Clunies Ross Lifetime Achievement Award

- Laureate Professor John Ralston

2009 South Australian Science Excellence Award for Excellence in Research Commercialisation

- Professor Stephen Grano

2009 Business/Higher Education Round Table Award for Best Community Engagement

- Dr Anne Sharp

2009 South Australian Young Tall Poppy Science Awards

- Dr Matthew Haren
- Dr Karen Murphy

High Achieving Staff

South Australian Women's Honour Roll

Professor Hilary Winchester, Pro Vice Chancellor: Participation and Engagement, Ms Carol Sutherland, Division Manager, Division of Business and Ms Elizabeth Ho, Executive Director: Bob Hawke Prime Ministerial Centre have been included on the 2009 South Australian Women's Honour Roll for their work at UniSA and their positive and outstanding contributions to South Australia.

Premier's Award

Mr Phil Marriot, Lecturer in the School of Communication, International Studies and Languages received the South Australian Premier's Award for the category 'Building Communities' in collaboration with the Office for Volunteers and the Attorney General's Department. This award recognised his significant contribution to the achievement of South Australia's Strategic Plan, objectives and targets.

David Dewhurst Award

Professor Andrew Downing, Head of School, School of Electrical and Information Engineering received the David Dewhurst Award, the most prestigious accolade Engineers Australia's College of Biomedical Engineers can award. Professor Downing was recognised for his outstanding services to biomedical engineering.

Australian Research Council's College of Experts

Vladimir Gaitsgory, Professor in Mathematics and Carol Kulik, Professor in Human Resource Management, were appointed as members of the Australian Research Council's prestigious College of Experts.

Quality People

High Achieving Students



2009 Young South Australian of the Year
UniSA MBA student, Julian O'Shea (pictured above with Governor of South Australia His Excellency Rear Admiral Kevin Scarce) was awarded the 2009 Young South Australian of the Year award for his inspiring leadership in the engineering profession, the Australian Defence Force and as an active volunteer.

South Australia's Australian of the Year
In November 2009 UniSA graduate Julian Burton OAM was named South Australia's Australian of the Year for 2010 by the Australia Day Council. This prestigious award recognised his achievements in setting up the Julian Burton Burns Trust which is the first national community organisation solely committed to the prevention, care and research associated with burn injuries.

- Australia-China Alumni and CPA Australia Awards**

Division of Business alumni were recognised in 2009 most notably in the inaugural Australia-China Alumni and CPA Australia awards. UniSA was the only Australian university with two winners, including the top award of CPA Australia Alumni of the Year, awarded to Mr Hui Wing Mau.

Hesta Australia Nursing Awards

Stavroula McDevitt, a 2008 School of Nursing and Midwifery graduate won the 2009 Hesta Australia Nursing Awards Graduate Nurse of the Year. Ms McDevitt received this award for her high achievement as a student and her commitment to excellence in practice.

Agideas International Design Forum

Ms Brianna Hammond, a Bachelor of Design (Visual Communication) student, received the major Fabrica Award at the Agideas International Design Forum in Melbourne. This award gave Ms Hammond a Scholarship at the Benetton Group Design Research Centre in Italy.

University of South Australia Honours Medal

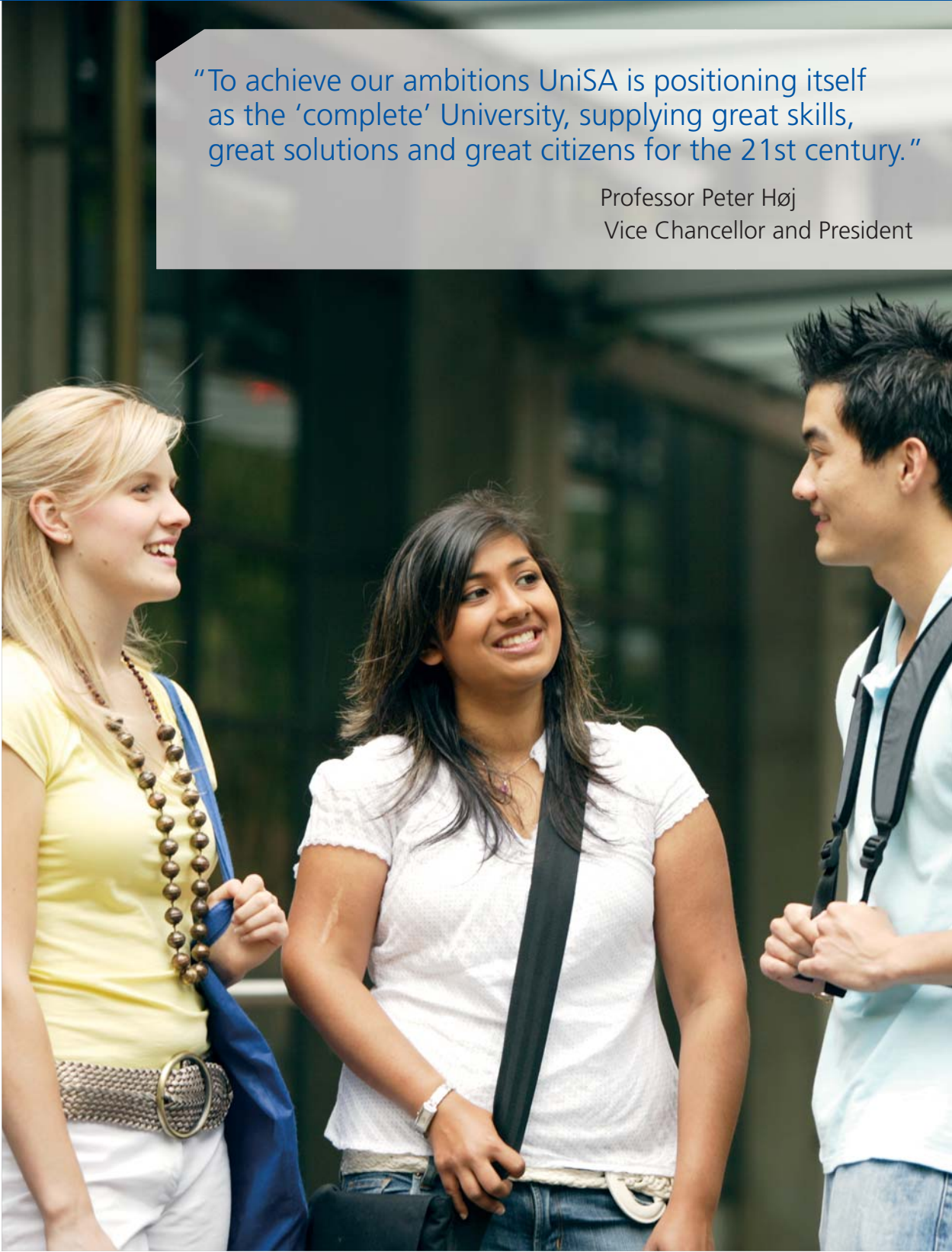
 - Richard Allan (Bachelor of Health Science (Honours))
 - Katherine Francis (Bachelor of Arts (Honours))
 - Mark McKenzie (Bachelor of Engineering (Mechanical and Mechatronic) (with Honours))
 - Grant Pannell (Bachelor of Computer and Information Science (Honours))
 - Christina Phung (Bachelor of Social Work with Honours)
 - Will Thorne (Bachelor of Commerce (Honours))
 - Amelia Walker (Bachelor of Arts (Honours))

- University of South Australia Medal**

 - Renee Anderson (Bachelor of Medical Radiation)
 - Bradley Crouch (Bachelor of Computer and Information Science)
 - Georgina Clarke (Bachelor of Biodiversity, Environmental and Park Management)
 - Ineke Clark (Bachelor of Applied Language and Intercultural Communication)
 - Rachel Du Bois (Bachelor of Business (Property))
 - Pamela Judge (Bachelor of Social Work)
 - Linda Leske (Bachelor of Nursing)
 - Laura Lukic (Bachelor of Medical Radiation)
 - Shannyn McGrice (Bachelor of Physiotherapy)
 - Leeston McNab (Bachelor of Arts (Writing and Creative Communication))
 - Linda Millison (Bachelor of Arts (Aboriginal Studies))
 - Toby Moen (Bachelor of Physiotherapy)
 - Kellie Murton (Bachelor of Commerce, Bachelor of Applied Finance)
 - Paulina Opala (Bachelor of Education (Junior Primary and Primary))
 - Scott Reynolds (Bachelor of Management (Marketing))
 - Sheree Schmaal (Bachelor of Journalism, Bachelor of Arts (International Studies))
 - Belinda Spagnoletti (Bachelor of Arts (International Studies))
 - Alicia Stengert (Bachelor of Management (Marketing))
 - Raoul Stevenson (Bachelor of Commerce)
 - Mun Ting Tan (Bachelor of Commerce)

"To achieve our ambitions UniSA is positioning itself as the 'complete' University, supplying great skills, great solutions and great citizens for the 21st century."

Professor Peter Høj
Vice Chancellor and President



Associate Professor Mahfuz Aziz



“Mahfuz is a wonderful example of what it takes to be an excellent university teacher – he is dedicated to his students and has a real passion to ensure that they have a quality educational experience at university – one that is relevant, informed by the latest research and delivered with genuine enthusiasm and care.”

Professor Peter Høj
Vice Chancellor and President

UniSA lecturer wins nation’s highest honour for university teachers.

Associate Professor Syed Mahfuz Aziz, from the School of Electrical and Information Engineering at the University of South Australia, this year won the nation’s highest honour for university teachers - the Prime Minister’s Award for Australian University Teacher of the Year.

The premier university teaching award follows his earlier recognition in the 2009 Australian Teaching and Learning Council’s Awards for Teaching Excellence in the field of physical sciences.

The Prime Minister’s Teacher of the Year Award acknowledges Dr Aziz’s sustained contributions in teaching and learning, locally and internationally, over the past 10 years.

Dr Aziz leads first year engineering programs across UniSA’s Division of Information Technology, Engineering and the Environment.

Dr Aziz has been teaching in the electronics and computer engineering disciplines for more than two decades. He has developed and taught courses on integrated circuit design and computer hardware design at both undergraduate and postgraduate levels.

Moving from Bangladesh to Australia in 1999, Dr Aziz has used his experience of teaching in a new context to create programs that help students adapt to the new social and educational environment that university provides.

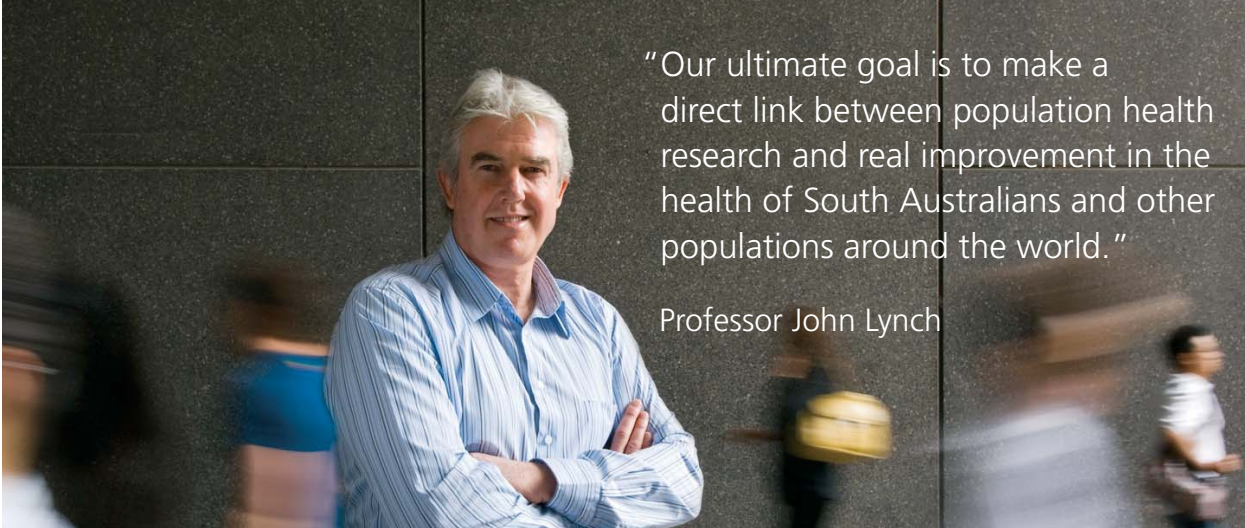
His teaching methods focus on the development of student independent learning, problem-solving and critical thinking methods. Dr Aziz assists students in developing these qualities in a self-directed manner using an innovative project-based learning approach. He has used this method effectively to address students’ academic and cultural diversity.

Engaging students in lectures, tutorials and assessments has been a particular focus of his teaching. To assist students in appreciating the importance of disciplinary research and develop design skills using the latest technologies, Dr Aziz has systematically integrated the outcomes of collaborative research with leading European institutions into educational circuit design tools. His teaching resources are used in many institutions around the world. His research interests include high performance integrated circuit (IC) and computer hardware design, and testability and modelling of next generation IC technologies.

UniSA Vice Chancellor Professor Peter Høj said the entire university community is very proud of Dr Aziz’s achievements.

“We have made a significant investment at UniSA in reshaping the student learning environment so that all students can benefit from the elements of good teaching that Mahfuz so clearly has brought to his students. This approach is invaluable because it helps us deliver the best graduates for the workforce.”

Professor John Lynch PhD, MPH, M.Ed, Dr. Med Sci (Hon)



“Our ultimate goal is to make a direct link between population health research and real improvement in the health of South Australians and other populations around the world.”

Professor John Lynch

Leading population health research.

One of UniSA’s newest professorial appointments is internationally recognised scholar in epidemiology and population health, Professor John Lynch.

Professor Lynch has returned to Australia after a distinguished 20-year career working in North America and Europe, because UniSA offered what he describes as a “rare opportunity” to work in a research environment that is truly collaborative: Collaborative beyond university corridors, to an environment of cooperation that extends out into the wider sphere of government, people and practice.

Professor Lynch is Professor of Epidemiology and Population Health in the School of Health Sciences at UniSA.

His research interests include early life determinants of health, life-course processes regulating health behaviours, population health monitoring, evidence-based public health and improving the public health research-policy nexus.

Professor Lynch is building a powerful research base at UniSA that will focus on population health – the factors and combinations of factors in a population that are indicators and influencers of good and bad health over generations.

“South Australia has the right elements in place to create an incredibly valuable environment for population health research as it moves from being a science of observation to becoming intervention-focused and more powerful in solving health problems across the life course,” Professor Lynch said.

“There is a unique situation in this State...There’s been tremendous leadership from government agencies in backing population-wide data links and innovative service delivery in health; early life intervention and education; a wide spectrum of local academic expertise across the State’s three universities; and a climate of goodwill and honest collaboration across sectors – it all makes South Australia a very desirable place to lead significant population health research.”

Professor Lynch believes South Australia will evolve as one of a handful of places in the world where health researchers can work with program and service providers to develop scientifically innovative population health research platforms.

Professor Lynch PhD, MPH, M.Ed, Dr. Med Sci (Hon) received his PhD in epidemiology from the University of California at Berkeley. Prior to joining UniSA he was at the University of Michigan’s Department of Epidemiology and was a Canada Research Chair in the Department of Epidemiology and Biostatistics at McGill University in Montreal.

Professor Lynch has had more than 200 publications and wide-ranging research collaborations in Brazil, Britain, Canada, Denmark, Korea, Sweden and the US. Professor Lynch has also served on international and national advisory and review boards including the WHO, European Science Foundation, NIH, Wellcome Trust, the UK Medical Research Council, CIHR and the NHMRC.

In 2007 his work in population health was recognised with an Honorary Doctorate in Medical Science from the University of Copenhagen. In 2009 he secured one of the most significant acknowledgements from Australia’s leading health research funding body, the National Health and Medical Research Council – a \$4 million Australia Fellowship that will strengthen a vital new research cluster at UniSA in Population Health.

Professor Joanne Wright

Deputy Vice Chancellor and Vice President: Academic



UniSA lures leading academic back to Australia.

UniSA Vice Chancellor Professor Peter Høj considers it a major coup for UniSA to entice back to Australia Professor Joanne Wright as Deputy Vice Chancellor: Academic. He announced her appointment late in 2009, and Joanne took up her position on 8 February 2010.

Professor Joanne Wright joined UniSA from the University of Sussex where she was Pro Vice Chancellor: Education. It was a role in which she had University-wide responsibility for teaching and learning strategies, student recruitment (including international recruitment), the student experience, quality assurance and academic standards.

During her three and a half years at Sussex, she successfully led the drive to improve teaching and learning indicators, especially student satisfaction. She also championed the process of curriculum rationalisation and renewal which led to significant increases in all categories of student enrolments.

Prior to her role at Sussex, Joanne was Dean of the Faculty of History and Social Science at Royal Holloway, University of London. She was concurrently the Director of European Studies and a Professor of International Relations. Whilst at Royal Holloway, Joanne was also awarded a prestigious Jean Monnet ad personum Chair in European Security Integration, one of only 9 awarded in the UK.

Joanne has held teaching and research positions at a number of UK and Australian universities, including Melbourne, Queensland, St Andrews, Ulster, London and Sussex. She has taught extensively at undergraduate and postgraduate levels and has published numerous books and articles on various aspects of state and sub-state security. Much of her academic work has been in the areas of security and terrorism.

Joanne has a BA (Hons) in Politics and Government and History from the University of Kent at Canterbury, an M.Litt in Strategic Studies from the University of Aberdeen and a PhD in International Relations from the Australian National University.

She began her academic career as a Lecturer in Politics and International Relations at the University of Melbourne.

“Joanne is highly regarded for... her clarity of thought, her commitment to improving teaching and learning and to student-centred learning, her use of data, and her ability to lead change constructively.”

Professor Peter Høj
Vice Chancellor & President

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AUSTRALIAN LEARNING TEACHING COUNCIL



Associate Professor Mahfuz Aziz was awarded the Prime Minister’s University Teacher of the Year Award by Deputy Prime Minister the Hon Julia Gillard MP.

Academic

Teaching and Learning Activities

Student Engagement Project (STEP 2010)

Throughout 2009 Schools progressively entered stage three of the University's process for the implementation of its new Teaching and Learning Framework, the Student Engagement Project (STEP 2010). Through an iterative process involving the Schools and the Deans: Teaching and Learning, University Teaching and Learning Committee, the Deputy Vice Chancellor: Academic and Divisional Pro Vice Chancellors, Schools prepared business cases for projects designed to address the implementation of the target of one third of all learning experiences being active. The proposals dealt with the issues raised during the stage one review of programs, and considered the outcomes of the program mapping undertaken in stage two. Stage three projects are designed to invigorate curriculum in both the quantity and quality of experiential learning and the outcomes will be a focus of the 2011 annual corporate review.

The STEP 2010 process has already led to improvements in the University's capacity to review program offerings. Revisions to University policy A35A Quality Assurance and Improvement: Programs, Courses and Teaching Arrangements were accepted by Academic Board in September 2008. 2009 was the first cycle of the new policy framework. The major policy change was the implementation of underpinning the quality assurance process with two review reports. Program evaluation business case review is now conducted after the second intake of any new program. Program evaluation and re-accreditation review is undertaken according to a cycle of accreditation and an assessment of viability indicators established by the STEP 2010 process.

Consolidated data sheets supported each review and included data on demand and market position, program viability and market positioning, equity and student success, student/graduate satisfaction and program quality and graduate outcomes. Sector-wide and Division based benchmarking resources were used throughout the process and data sets were updated in both July and December 2009.

The 2009 Report of the Audit of the University of South Australia commended UniSA on its approach to addressing teaching and learning issues since 2005, with the STEP 2010 project implementing a process of reinvention of teaching and learning, curriculum development and pedagogy.

English Language Proficiency

A new phase of the English Language Proficiency project began in February 2009 to focus consideration of the English language agenda whilst remaining cognisant of the Good Practice Principles for English Language Competence. The project continued to move towards its intention of developing a robust, systematic and sustainable whole-of-university response to the issue of English language competence. The Academic English Screening Test (AEST), developed for UniSA was trialed in March and testing of this tool continued in November. AUQA affirmed the University for its recognition that English language proficiency for students was a significant and immediate issue. It supported timely conclusion of the discussion about the implementation of the English language proficiency project. Consultation across the University gathered agreement for a strategy of discipline based support for the development of English language skills suitable for academic study

and specifically for the career areas students move into. A series of discipline-based pilot projects will be implemented in 2010. These will trial a range of assessment and intervention techniques and provide a more accurate assessment of the resource requirements.

Personal Learning Environment

UniSA's vision of a personal learning environment (PLE) is a fully integrated environment rich in digital learning facilities (e.g. student to student, and student to teacher communication and collaboration tools), resources (internal and external content) and services (e.g. podcasts, wikis, instant messaging) that is made available to students and staff in a personalised way to facilitate quality teaching and learning. UniSA's \$9.75 million PLE project began in 2009 with the aim of building, over a two year period, the capacity and flexibility to meet 'standard' as well as 'cutting edge' teaching and learning activities. The key components of UniSA's Personal Learning Environment are:

- a new learning management system
- a program and course management system
- a student placement system.

These components build on the recent major investment in upgrading the University's student management system 'Medici' to provide an environment which will be tightly integrated and delivered to students and staff through the student and staff portal respectively.



Teaching and Learning Major Achievements

AUQA

The University's presentation of progress since 2005 in building workforce capacity to improve teaching and learning performance for the 2009 AUQA Audit resulted in commendations for the STEP 2010 process of reinvention of teaching and learning, curriculum development and pedagogy; our strategic approach to teaching and learning support programs and commitment to providing access to these; and the development and deployment of business intelligence capabilities in initiating and monitoring evidence-based change and improvement.

Learning and Teaching Performance Fund 2009

UniSA won \$1.54 million in the 2009 round of the Australian Learning and Teaching Performance Fund. This represents a marked and consistent improvement since the first round of these grants in 2005. This success represented the many hours of dedication and self assessment and a real willingness by the teaching staff at UniSA to engage in improvement practices. It highlighted our academics as people dedicated to their profession and willing to take on the challenges of a changing education environment with innovative determination.

UniSA's successes in the previous two years at the Australian Learning and Teaching Council Awards for Outstanding Contributions to Student Learning across all four Divisions were the first indicators of this turnaround at UniSA. Feedback from academics engaged in preparing for those awards showed that in carving out time to examine how and why they teach, they have found a new energy and passion for this core aspect of their work.

ALTC Learning and Teaching Awards and Grants

The University enjoyed a year of unprecedented success at the national level of learning and teaching awards. UniSA staff were recognised with the Prime Minister's University Teacher of the Year Award (\$50,000), two Australian Learning and Teaching Council (ALTC) Awards for Teaching Excellence (\$25,000 each), seven Citations for Outstanding Contributions to Student Learning (\$10,000 each) and an ALTC Teaching Fellowship (value \$99,000). The total value of ALTC learning and teaching awards for 2009 was \$269,000.

While UniSA did not achieve success in the 2009 round of the ALTC grants scheme, its strong overall performance of the previous years meant that UniSA remained ranked seventh amongst the Australian higher education institutions in the number of ALTC projects lead by UniSA and ninth in the total number of ALTC grants scheme projects in which it was involved as either a lead or partner institution.

Teaching and Learning Academic Standards

The UniSA Teaching and Learning Academic Standards Framework was approved by Academic Board in March 2009 and adapts principles developed in ATN and ALTC academic standards projects and has also been influenced by the development of a similar framework at Curtin University of Technology. The UniSA Framework incorporates these with key elements of our own Teaching and Learning Framework – graduate qualities, student engagement and flexible learning environments. UniSA approached the Framework project as the nexus between the Strategic Plan, corporate performance indicators and the Teaching and Learning Framework.

The implied Framework has been given effect over many years through long-standing academic codes of practices, policies and procedures, many of which incorporate performance measures. As an articulated, overt Framework, measures can be benchmarked both internally and externally and there is acknowledgement that some act as proxies until a better measure becomes available. The Framework is a work in progress and will become an important resource to assist Divisions, Schools and individual academic staff to improve teaching and learning.

UniSA Advantage

In 2009, Academic Board approved the replacement of the UniSA Mathematics Bonus Points and USANET Bonus Points schemes with an overarching scheme named UniSA Advantage. UniSA Advantage comprises two streams of participation, rewarding both aspiration and achievement. Aspire Bonus Points will continue to recognise disadvantage of both schools and individuals. This stream will have a phased implementation in 2010 and 2011. The Achievement stream aims to better prepare students for tertiary study by rewarding high achievement in relevant year 12 subjects. Implementation of the Achievement stream was completed in time for the first cycle of admissions in 2010.

Research and Innovation



“Education and innovation will be the currency of the 21st century...”

US President Barack Obama 2009

Activities

During 2009 the University implemented a series of new strategies focussed on building research capacity through supporting research active staff to enhance the competitive quality of their grant applications and ensuring the development of strong multi-disciplinary Research Institutes and Centres through the implementation of the new research policy on research concentrations (ReNEW). As part of the implementation of ReNEW, a Framework of Cooperation was agreed between each Research Institute and its affiliated Schools. The aim of the Frameworks of Cooperation is to harness the primary research orientation of an Institute and the primary educational orientation of a School to facilitate cooperation and collaboration, build on the Division's research plan and support the achievement of the University's Key Performance Indicators. The University continues to build its systems and processes to support the development of a research intensive institution

and in 2009 provided academic and research leaders with current and accurate data on the research performance of their Divisions, Schools and Institutes through the use of customised Research Performance Dashboards. As part of the process of benchmarking our research, UniSA reviewed its international research linkages with the aim of developing strategies to ensure that working with first class partners delivers first class research outcomes.

During 2009 the Australian Research Council conducted a trial of the Excellence in Research for Australia (ERA) initiative ahead of the full ERA process in 2010. The trial consisted of the rating of the quality of research in submissions from all universities for Physical, Chemical and Earth Sciences and for Humanities and Creative Arts. UniSA made trial submissions for both these discipline clusters and began the roll-out of 'Publication Plus', an initiative designed to increase the quantity and quality of research publications across the University in preparation for new ERA assessment exercises in 2010.

A focus on research integrity, accountability and compliance is a key component of all professional research activity and during 2009 the University of South Australia Framework for the Responsible Conduct of Research was developed. The Framework demonstrates how the University complies with the Australian Code for the Responsible Conduct of Research and provides researchers with a 'one stop shop' guide from which they can access all information, including policies and procedures to enable compliance with the Code. Furthermore the University began the process of implementing a new system of ethical review that has been commended by the NHMRC and Australian Health Ethics Committee and is being implemented at other Australian universities. This new system will streamline the ethics application and review process and facilitate monitoring and retrieval of research ethics data for internal and external compliance and reporting requirements.

As part of their commitment to the development of future research excellence in Australia, UniSA and the Australian National University (ANU) developed the UniSA-ANU Vice Chancellors' Summer Research Scholarship program. This program offered high achieving UniSA undergraduate students the opportunity to undertake an 8-week research placement at the ANU. Likewise, high achieving students from the ANU are offered the opportunity to undertake a research placement at UniSA. In 2009, 7 UniSA students completed a placement at the ANU while 8 ANU students undertook a placement at UniSA.

Lastly, the new Environmental Sciences building and home to UniSA's Centre for Environmental Risk Assessment and Remediation and headquarters for the national Cooperative Research Centre for Contamination Assessment and Remediation of the Environment (CRC CARE), at Mawson Lakes was officially launched. The \$20 million



building is the Australasian hub for research into environmental risk assessment and remediation.

Major Achievements

In 2009 UniSA was delighted to receive a commendation from AUQA for the "strategic and comprehensive approach it has taken to instil a greater level of commitment to a research culture across discipline areas."

Despite the widespread effects of the Global Financial Crisis, UniSA increased its total research income to \$57.6 million. This represents a doubling of research income over a 5 year period. Importantly there was also a doubling of our Australian Competitive Grant income across this period signalling an increase in both the quantity and quality of our research activity. UniSA recorded an ~80% increase in the value of National Health and Medical Research Council (NHMRC) project grants announced in 2009 compared to 2008. In addition, the University received the only two NHMRC Partnership Grants awarded in South Australia, one of which was the largest Partnership Grant awarded in the whole program, which was an outstanding result.

UniSA was ranked 11th among all Australian universities in NHMRC Project grants and 3rd nationally in NHMRC Partnership grants, as well as 6th and 9th nationally in the two rounds of ARC Linkage grants and 13th nationally in ARC Discovery grants signalling its upward research trajectory.

At the 2009 Business/Higher Education Round Table Awards, UniSA was recognised with the Best Community Engagement Award for the 'Community Panel' initiative. Established as a joint initiative between the Ehrenberg-Bass Institute for Marketing Science and three large metropolitan city councils, the project which was led by Dr Anne Sharp established 'community panels' of residents in five city councils which

are used primarily to engage residents and gather feedback about decisions affecting the local community. UniSA was also awarded an honourable mention in the category of Best Research and Development Collaboration for a project with InterDynamics and Integrated Safety Support led by Professor Drew Dawson, the Director of the Centre for Sleep Research.

Another measure of UniSA's focus on engagement and collaboration with industry and business partners was the participation of UniSA in three successful bids for Cooperative Research Centres (CRCs) which will commence in 2010. These included the CRC for Integrated Engineering and Asset Management, the Wound Management Innovation CRC, and the CRC for Remote Economic Participation.

During 2009 a number of outstanding UniSA researchers achieved awards in recognition of their success. Laureate Professor John Ralston (AO), Director of the Ian Wark Research Institute and former South Australian of the Year, received the Australian Academy of Technological Sciences and Engineering Clunies Ross Lifetime Achievement Award. Professor Stephen Grano from the Ian Wark Research Institute received the award for Excellence in Research Commercialisation in the 2009 South Australian Science Excellence Awards. Other finalists nominated for this award included Professor Andrea Gerson, Director: Applied Centre for Structural and Synchrotron Studies and Cohda Wireless which was founded in 2004 by a team of UniSA researchers. Healthy Development Adelaide (HDA), a multidisciplinary state-based research cluster was also honoured on the evening with the Excellence in Research Collaboration Award. UniSA is a leading partner in this collaboration which addresses high priority research issues relating

to the physical, psychological and social health of Australian infants, children and adolescents.

The achievements of two UniSA scientists, Dr Karen Murphy (Nutritional Physiology Research Centre), and Dr Matthew Haren (Division of Health Sciences) were recognised at the Young Tall Poppy Science Awards in August. Finally, three of UniSA's top women researchers received highly prestigious Australian Research Council Future Fellowships. The successful Fellows were Associate Professor Libby Roughead, Project Co-Director, Division of Health Sciences; Associate Professor Jill Slay, Dean of Research: Division of Information Technology, Engineering and the Environment; and Dr Catherine Whitby, Research Fellow, Ian Wark Research Institute.

Also during 2009, two of the University's leading researchers were appointed as members of the Australian Research Council's prestigious College of Experts. Vladimir Gaitsgory, Professor in Mathematics, and Carol Kulik Research Professor in Human Resource Management, will take up these appointments in 2010.

In 2009 the University awarded three Maurice de Rohan International Scholarships to provide the opportunity for higher degree by research students to gain an international perspective and improve their thesis by undertaking research in the UK or USA. These prestigious scholarships were awarded to Gavin Smith – a second year PhD candidate in the School of Computer and Information Science, Jessica Paterson – a third year PhD candidate in the School of Psychology, Social Work and Social Policy, and Matthew Simon – a second year PhD candidate in the School of Electrical and Information Engineering.

Finally the Ian Davey Research Thesis Prize which recognises the most outstanding research thesis by a UniSA PhD student was awarded to Dr Georg Grossman from the School of Computer and Information Science.

International and Development



Activities

The International and Development portfolio tells the University's story to external stakeholders, prospective international and domestic students, alumni, philanthropists, and the general public, both locally and internationally. In 2009 we had a great story to tell. The year saw increased engagement with the local secondary school sector, growth in international student numbers, increases in philanthropy, significant community engagement, and a successful AUQA audit. This audit included a commendation for the implementation of the University's exit from a large number of transnational education programs.

The University affirmed its ongoing commitment to international engagement, by participating in the Deputy Prime Minister's visit to India in September. As part of the visit, the University's South Australian-based International Centre for Muslim and non-Muslim Understanding was launched internationally by the Deputy Prime Minister in New Delhi. The Deputy Prime Minister also participated in a round table in Chennai with Madras Christian College staff and UniSA students on education field placements at the College.

UniSA was proud to provide sponsorship for some key events in 2009, including two of the State's most significant events – the Tour Down Under and the Australian HPV (Human Powered Vehicle) Super Series, known to many as the Pedal Prix. Both events were highly successful, with record crowds in attendance and a great level of engagement from the community.

In 2009, the Samstag Museum of Art partnered with the Adelaide Film Festival and the Come Out Festival to present exhibitions, host school groups and present a teacher's professional development forum. These events were well received and demonstrated the University's commitment to visual arts in South Australia. This commitment was affirmed when the University entered into a 'cultural partnership' with the Adelaide Festival that saw UniSA become a major sponsor of the Festival's 2010 visual arts program.

The Samstag Scholarship Program provides a once in a lifetime opportunity for Australian visual artists to study and develop their artistic capacities, skills and talents outside Australia. In 2009, the Samstag Scholarship Program became a partner of the Australia Council for the Arts' Visual Arts Board. This partnership will mean that from 2010, the Board's two annual studio residencies at the International Studio and Curatorial Program, New York, will be offered to Australian artists in a funding partnership with the Samstag Program.

The University has been able to provide a number of other significant scholarship opportunities as a result of the generosity of its donors. Despite the challenges of the global financial crisis, 2009 saw a substantial increase in the University's philanthropic support with revenue of more than \$3.3 million raised. This figure includes \$2 million of funding from the Department of Innovation, Industry, Science and Research to support the Australian Centre for Child Protection which they have agreed can be used to assist in establishing an Endowed Chair in Child Protection (subject to UniSA securing matched funding). During 2009, approximately \$680,000 was distributed to support scholarships, awards, research and facilities.

Major Achievements

In 2009, a number of outstanding UniSA alumni were acknowledged. The achievements of two UniSA alumni were recognised at the Australia-China Alumni Awards in Beijing. Mr Wing Mau Hui, Chairman and Executive Director, Shimao Property Holdings, received the CPA Australian Alumni of the Year Award. Mr Hui is a 2003 MBA graduate. Mr Luqiang Qiao, Director of International Arts Cooperation, China's National Centre for the Performing Arts, received the Australian Alumni Award for Culture and Arts. Mr Qiao graduated with an MBA in 2000 and a Graduate Diploma in Arts Management in 1999. UniSA was the only institution to achieve two winning nominations.

A third UniSA alumnus, Mr C. Ananda Jyothi was named the inaugural Indian-Australian Citizen of the Year by the Australian Alumni Association of India at a ceremony in Chennai. Mr Jyothi graduated with a Masters in Physiotherapy in 1999 and is founder and chairman of the company Rehab India.

Also during 2009 UniSA's innovative CareerShop website, which provides career and University program advice to secondary school students, was recognised at both an international and local level. The Domestic Student Recruitment Team was awarded the annual 'International Innovation' award at the Hobsons US Universities conference in recognition of CareerShop. The team went on to win the SA Marketing Institute State Excellence Award, in the 'Relationship Marketing' category, for CareerShop.

Participation and Engagement

For most of 2009, Information Strategy and Technology Services (ISTS), Planning and Assurance Services (PAS) and the Centre for Regional Engagement (CRE) sat in the Strategy and Planning Portfolio. On 1 November 2009, the Participation and Engagement Portfolio came into being. Comprising the Centre for Regional Engagement and the newly-established Centre for Participation and Community Engagement (PACE) based at Mawson Lakes, the creation of this new portfolio reflects the University's commitment to its participation strategy and to engaging with its communities. ISTS and PAS were moved to the portfolio of the Executive Director: Finance and Resources.



Activities

ISTS, with assistance from the Learning and Teaching Unit and Student and Academic Services, led the establishment of the Personal Learning Environment (PLE) project. The PLE, which represents the University's largest ever investment in teaching and learning systems (\$9.75M over three years) will deliver state-of-the-art capabilities for online learning to students and staff. Building on the University's recent investment in its student management system and including new systems for curriculum management and student placement, the PLE will ensure the University is well positioned to take advantage of rapid advances in information and communications technology for teaching and learning.

ISTS completed the corporate server replacement project and made improvements to IT security, which resulted in a reduction in the University's overall IT risk profile. ISTS also undertook a comprehensive review of student computing facilities, which resulted in plans to increase the number of computers at City West and City East for the start of 2010.

The University maximised its 2009 audit outcomes from the Australian Universities Quality Agency (AUQA) through careful planning and preparation by PAS. PAS contributed to the AUQA effort via the Steering Group and by preparing the Performance Portfolio and managing supporting resources for the audit. PAS staff also assisted in the preparation of the interim compact with the Department of Education, Employment and Workplace Relations (DEEWR), the first step towards the government's new regulatory framework for higher education.

The University's business intelligence framework was developed and grown to meet business needs over 2009, through collaborative work between PAS, ISTS and other parts of the University. The main focus for the year was the continuing migration to a new reporting environment which will be able to leverage off improved information and communication technology.

Major strides were made in improving the research profile of the CRE in 2009. Achievements included two successful Australian Research Council linkage applications (\$163K and \$127K, both with CRE staff as Chief Investigators), involvement in the Premier's Science and Research Fund, and a significant increase in the number of CRE staff achieving Supported Researcher status in 2009. The CRE is leading a University-wide cluster initiative on resilient communities in the Upper Spencer Gulf and achieved a significant increase in the number and quality of publications in 2009.

For the first time, the University was involved in supporting the Aboriginal Power Cup, a unique program targeted at Aboriginal school students that is organised by the Port Adelaide Football Club in conjunction with the Attorney-General's Department and the SA Aboriginal Sports Training Academy. The event was an opportunity for the University to promote its programs, and their related career paths, to participants.

Through the University Aspirations Project, PACE is working with schools in northern Adelaide to enhance educational outcomes and increase participation in higher education.



PACE has drawn together a range of existing UniSA initiatives that encourage and enable connectivity between the community and the University. PACE staff have made substantial progress on two Diversity and Structural Adjustment Fund grants awarded in 2008. Through the University Aspirations Project, PACE is working with schools in northern Adelaide to enhance educational outcomes and increase participation in higher education

– this includes plans to fund the roll-out of high-speed broadband (SABRENet) to these schools. The Student Employability Skills and Community Service Project provides the opportunity for Australian universities to either establish or enhance their local application of the Students in Free Enterprise (SIFE) model of engaged learning and community empowerment through student social entrepreneurship.

Major Achievements

Following its 2009 audit, the University was commended by AUQA for its "widespread and sophisticated use of management information tools" and the "development of its business intelligence capabilities and their deployment in initiating and monitoring evidence-based change and improvement". This is a culmination of several years of effort by business intelligence and information technology workers across PAS and ISTS in bringing relevant data to the fore in university management and decision-making processes.

The CRE organised and hosted a successful Australian Universities Community Engagement Alliance (AUCEA) Conference at the Whyalla Campus in July 2009. It was a 3-day conference at which 30 peer-reviewed academic papers were presented; plenary sessions involving university Vice Chancellors were held, as well as a community panel and industry presentations.

The University's Centre for Participation and Community Engagement (PACE) was launched on 13 November 2009. The Centre was established to coordinate the University's aim of increasing opportunities for participation in education and lifelong learning. In conjunction with schools, government, industry and the broader community, PACE will build on the University's long history of working with communities in the northern Adelaide area to strengthen, focus and coordinate activities that provide greater educational opportunities. The Centre enhances our position as a university leader in community engagement and experiential learning, and is further evidence of the University's commitment to contribute at all levels to the social, intellectual, economic and cultural development of our communities.

Professor Hilary Winchester
Pro Vice Chancellor and Vice President: Participation and Engagement

Finance and Resources



Finance

In 2009 UniSA delivered another solid financial result with a consolidated surplus of \$41.5 million (2008: \$37.2 million), which equates to 8.8% of revenue (2008: 8.2%). Consolidated revenue grew by 4.8% to \$473.6 million with growth in teaching and research income.

Consolidated expenses grew by \$16.7 million (4.0%). Salaries and related expenses grew by \$7.8 million (3.1%) and non salary expenses grew by \$8.9 million (5.6%).

The University's consolidated financial position remained sound during 2009 with cash and cash equivalents totalling \$145.6 million at 31 December 2009 (2008: \$111.4 million). Consolidated cash flows from operating activities in 2009 were \$86.5 million (2008: \$77.8 million). In 2009, consolidated total assets fell by \$25.4 million due to a \$86.8 million fall in Deferred Government super contribution. Consolidated net assets grew by \$43.0 million, largely as a result of an increased cash balance.

The South Australian Auditor-General has qualified the University's financial report on the grounds that grants received in advance from Commonwealth Government, State Government and contract research with specified conditions are treated by the University as income in advance at 31 December 2009 and recognised as a liability on the balance sheet.

The University believes that its 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 2009, 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 resulted in the deferral during 2009 of \$9.6 million of unspent funds (2008: \$5.4 million).

Capital Investment

During 2009, the University invested \$52.1 million in property, plant and equipment to continue to improve and develop learning, teaching and research infrastructure across all campuses.

Key Activities

Construction continued on the new \$14 million research building at Mawson Lakes to accommodate the Mawson Institute with occupation of the building in March 2010.

The design has been completed of a new \$50 million M² building at Mawson Lakes to accommodate research teams from the Ian Wark Research Institute and the Mawson Institute together with contemporary student learning and teaching facilities. The Managing Contractor has been appointed, early civil works for new campus infrastructure commenced in December 2009 and building construction commenced in April 2010.

The University is 18 months into a four year, \$15 million Teaching and Learning program to undertake a major upgrade of teaching and learning facilities, including the introduction of innovative learning technologies.

Key Achievements

The University received the RAIA Sir James Irwin President's Medal 2009 awarded to UniSA's Facilities Management Unit for its significant contribution to Architecture in South Australia, including consistent commitment to the highest standards of design procurement and exemplary terms of engagement.

Environmental Sustainability

In February 2009 the ATN Universities announced a commitment to reducing Scope 1 and 2 carbon emissions by 10% of 2007 levels by 2012/13 and 25% by 2020/21.

UniSA's carbon emissions (Scope 1 and 2) during 2008/9 of 24,970.3 tonnes CO₂-e, whilst a nominal reduction of 0.3% from 2007 the University's gross floor area grew by 1% over the same period.

During 2009, UniSA commenced installation of pipe work to connect to the City of Salisbury's recycled water scheme at Mawson Lakes. This initiative will serve to dramatically reduce UniSA's potable water consumption from 2010.



Each of the University's five campuses promotes a collaborative research culture and an innovative teaching and learning approach.

Division of Business

Activities

Throughout the year, the Division invested in strategies to strengthen its research performance and to build research concentrations that have a national or international profile by appointing research leaders for targeted research areas and recruiting research-active academics. Key appointments included the Foundation Professor of Property, Professor David Parker, in the School of Commerce. In addition, the Division established a new Research Group, the Centre for Asian Business, launched in January 2010, based in the International Graduate School of Business (IGSB).

The Division's established Research Centres and Groups contributed to improved research results, and the Ehrenberg-Bass Institute for Marketing Science (EBI), a University recognised Research Institute that has achieved national and international prominence, substantially deepened key client relationships, as evidenced by the establishment of a marketing laboratory funded by Mars Inc.

The Working Links research seminar series celebrated its tenth year, and featured seminars by Professor Janek Ratnatunga, Head of School (School of Commerce), Associate Professor Rachel Kennedy (EBI), and Associate Professor Wendy Lacey (School of Law).

In the teaching and learning area, the Division's undergraduate and postgraduate programs were in high demand, with international onshore enrolments continuing to rise strongly. Over 80 nationalities are currently represented amongst the Division's diverse student body.

Internationalisation is also increasingly embedded in the curriculum of the Division's academic programs, providing students with an enriched learning experience.

In 2009, 228 students enrolled in the course, 'Global Experience Professional Development', a component of the Global Experience program initiated by the Division of Business in 2008. The Global Experience program is now offered to onshore students across all Divisions and is designed to develop students' ability to network effectively with people from different linguistic and cultural backgrounds in their personal and professional life.

Other global mobility opportunities included the Business in China Intensive School where participants network and explore business and management practices in one of the world's most dynamic economies. In 2009, 39 MBA students undertook this two week visit to Beijing and Shanghai where structured learning activities were combined with visits to political, business and cultural establishments. In addition, the Division, through the IGSB, is a member of the Consortium of the European Summer School of Advanced Management (ESSAM). In 2009, 22 of our MBA students joined other international postgraduate students for two weeks in Denmark where they engaged in academic and social activities that provided valuable experience in a multicultural and European environment.

Achievements

2009 was a year of considerable success for the Division, with improvements in teaching quality, research results, student recruitment, and industry engagement.

Throughout the year, Division of Business staff were recognised for their achievements, including the prestigious Australian Learning and Teaching Council (ALTC) awards, with an ALTC Citation for Outstanding Contributions to Student Learning, and an ALTC Australian Award for University Teaching.

The Division's academic programs also received national accolades and awards:

- The Master of Business Administration (MBA) program, offered by the International Graduate School of Business, was awarded the maximum five-star rating for the second consecutive year. UniSA is one of just eight universities Australia-wide to receive this honour, determined by the Graduate Management Association of Australia, and published in the *Good Universities Guide* - one of the nation's most highly regarded guides to MBA selection.
- The MBA achieved a ranking of 6th in Australia in the national survey of MBAs conducted by the Australian Financial Review's *BOSS* magazine. This was particularly pleasing as the survey was based on the views of alumni. The survey is conducted biennially, with the MBA improving its ranking from 7th in 2007.
- The School of Management won the Best Education Program in the Australian Event Awards, the peak awards program for the events industry in Australia.
- The School of Management won the SA Tourism Awards for Tourism Education & Training for the second consecutive year.



- The MBA program was also ranked 78th in "The Global 100" list by the Aspen Institute's 'Beyond Grey Pinstripes' biennial survey which acknowledges those MBA programs that are integrating issues of social and environmental stewardship into curricula and research.



Internationalisation is increasingly embedded in the curriculum of the Division's academic programs, providing students with an enriched learning experience.

Division of Health Sciences



Activities

The most significant event in 2009 was the launch of the new Sansom Institute for Health Research and the commencement of the new Director, Professor Kerin O'Dea. Following a retreat of leading researchers early in 2009 the five key research themes of the Sansom were determined: molecules to medicine, health and well-being through the generations, Indigenous health, prevention and management of chronic disease, and research translation: products, policy, and practice. The new Director and the research themes were presented at a community launch in August 2009, attended by Professor Warwick Anderson, CEO of the National Health and Medical Research Council.

The state-wide Data Linkage Unit, SANT Datalink was launched under the Directorship of Professor Robyn McDermott. This joint venture between the three South Australian Universities, relevant South Australian Government Departments and the NT Government is hosted by UniSA, and supports health, social and economic research, education and policy in South Australia and the Northern Territory.

A collaboration was formed between the Australian National University (ANU) and UniSA for the Health Hubs and Spokes Project. The project aims to:

- jointly explore and develop new educational programs in medical sciences, population health and epidemiology, enabling students from both Universities to access a wider range of coursework opportunities in medical and health sciences;
- arrange and manage the placement of combined ANU / UniSA student teams in health workforce deprived areas in Southern NSW, the Spencer Gulf Region, and the NT; and

- provide a practical model for policy reform for the higher education sector with the two different institutions building on their complementary strengths to respond more effectively to health workforce needs.

The Veterans' Medicine Advice and Therapeutic Education Service (Veterans' MATES) program was renewed enabling UniSA to continue delivering the Veterans' MATES program through the Quality use of Medicines and Pharmacy Research Centre.

Members of the Division were awarded in excess of \$230,000 across five projects from the Channel 7 Children's Research Foundation.

A midwifery clinical program was piloted at the Al Wasl Hospital, one of Dubai's biggest teaching hospitals. Our student midwives put theory into practice in a vastly different cultural setting, enabling them to complete part of their learning in an international context, and gain significant advantage in a career that is in high demand around the world. This is a first for midwifery education in South Australia.

Achievements

Dr Karma Pearce was awarded an Australian Learning and Teaching Council citation for creating a learning environment that engages students to be independent, self-directed learners who are industry and research ready.

Associate Professor Libby Roughead was awarded an Australian Research Council Future Fellowship valued at \$788,800 for her project, "Coverage with Evidence Development: Application to Pharmaceutical Reimbursement Decisions".

Ms Stavroula McDevitt, a 2008 School of Nursing & Midwifery Graduate, was the 2009 Hesta Australia Nursing Awards Graduate Nurse of the Year recipient, for high achievement as a student and commitment to excellence in practice.

Several members of the Division were involved in the successful award of the inaugural National Health & Medical Research Council Partnership Grants totalling \$2 million, National Health & Medical Research Council Project Grants totalling \$3.5 million, and Australian Research Council Linkage Projects totalling \$77,000.

The Division was awarded \$4.7 million in Capital Development Pool funds to build an Interprofessional Simulation Facility to enhance the clinical training of over 3,200 undergraduate nursing and allied health students. In 2009 UniSA health students undertook 4,700 clinical placements in South Australia, with an additional 350 interstate and overseas. Simulated learning is an innovative and rapidly evolving field in health professional education. The Facility will potentially reduce the amount of placement time, whilst still achieving competency and accreditation of entry level graduates.

The Division is a partner in a consortium developing the Playford North GP Super Clinic. The model of care proposed by the consortium has a strong primary care focus with the goal of improving patient health outcomes. The integrated patient-centred facility will use multidisciplinary teams that focus on prevention and wellness, coordination of care for patients with chronic disease, and provide programs that promote patient self-management. Our health students will play a key role on these teams.

Division of Education, Arts and Social Sciences



Each of the University's five campuses promotes a collaborative research culture and an innovative teaching and learning approach.



Activities

Following a major review of the structure of the Division of Education, Arts and Social Sciences, a process of School mergers was undertaken during 2009. The new Schools are:

- The School of Art, Architecture and Design (previously the Louis Laybourne Smith School of Architecture and Design and the South Australian School of Art)
- The School of Communication, International Studies and Languages (previously the School of Communication and the School of International Studies)
- The School of Psychology, Social Work and Social Policy (previously the School of Psychology and the School of Social Work and Social Policy).

As part of the Division's commitment to developing responsive, industry specific graduates, a Bachelor of Arts and a Bachelor of Journalism/ Bachelor of Arts (Writing and Creative Communication); and Bachelor of Law/Arts were developed for the undergraduate market. In addition, the School of Education's Graduate Entry programs were replaced with a suite of Master of Teaching programs and a Master of Social Work was introduced by the School of Psychology, Social Work and Social Policy to meet postgraduate needs.

The Bob Hawke Prime Ministerial Centre has projected the community engagement and internationalisation agendas of UniSA. The Centre works to promote open debate and discussion in the community, consistent with Centre themes of: strengthening our democracy, valuing our diversity, and building our future. The Centre hosted 35 public events, 10 community exhibitions and many other community events.

Among the calendar highlights were:

- The public address to celebrate the 60th anniversary of planning education at the University of SA and its antecedents, featuring Professor Sir Peter Hall of University College London,
- The '80 Hawke Years' celebration in November, marking former PM, the Hon Bob Hawke's 80th birthday and his lifetime achievements and legacy. The occasion was also combined with the launch of the book: 'The Hawke Legacy: Towards a Sustainable Society', which was one of seven books written by the Hawke Research Institute research team.

Achievements

Associate Professor Rosie Le Cornu from the School of Education was named National Teacher Educator of the Year.

EASS researchers were awarded one ARC Discovery grant and seven ARC Linkage grants as well as other Category 1 grants and numerous Category 2, 3 and 4 grants. Researchers were also successful in winning collaborative grants with external colleagues at other universities, including an increase in NHMRC grant involvement; increasing the number of papers published in A* and A ranked journals; and, increasing research income. The Division maintained its Higher Degree by Research completions, including the first PhD candidate from the David Unaipon College of Indigenous Education and Research (DUCIER).

The Centre for Work + Life continued to achieve community benefit and engagement by linking research to public policy and national effect. In 2009, major research reports included the 4 year ARC linkage project: Work, Home & Community study and the third Australian Work

and Life Index (AWALI) report: Work, Life and Flexibility AWALI 2009, which received considerable media and online interest.

The School of Communication, International Studies and Languages won the 2009 Premier's Public Sector Engagement Award (Building Communities category) for the Sustainable Online Community Engagement Project (SOCE) - a joint initiative of the State Government and the Office for Volunteers.

Staff and students of the School of Art, Architecture and Design (AAD) continued to shine on the national and international awards stage winning two Australian Institute of Architects Awards, the international advertising industry's top award at the One Show Design Awards, New York. The 2009 Venice Biennale Pocket Film Prize was won by an Honours graduate.

The National Centre for Student Equity in Higher Education was launched in 2009 and the Director was appointed as a founding member to the National VET Equity Advisory Council to provide high level advice to the Ministerial Council for Tertiary Education and Employment (MCTEE).

The Australian Centre for Child Protection (ACCP) provided high level advice to the Council of Australian Governments and the Department of Families, Housing and Community Services and Indigenous Affairs (FAHCSIA) in relation to the development of the National Framework for Protecting Australia's Children.

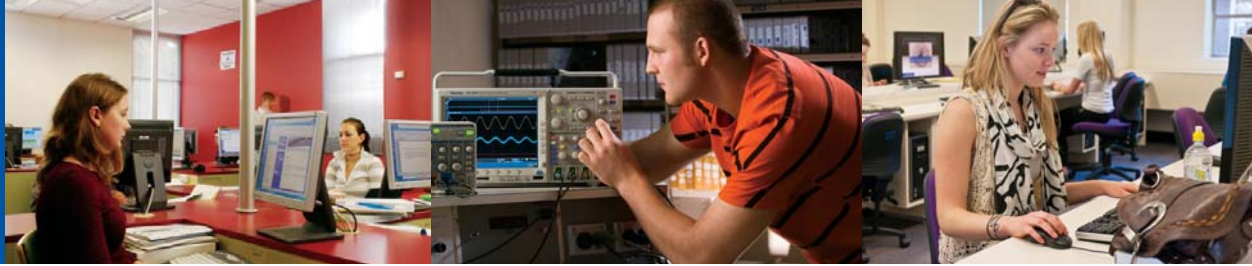
The International Centre for Muslim and non-Muslim Understanding was launched internationally in New Delhi, India by Deputy Prime Minister the Hon Julia Gillard MP, as a strategy to broaden UniSA's research engagement with India and the Asian region.

Division of Information Technology, Engineering and the Environment

Activities

The Division continued to refine and develop its suite of programs to meet the demands of industry and the professions. One addition was the new Master of Surveying program to be offered by the School of Natural and Built Environments, funded with the assistance of the surveying profession.

Division staff continued to be active in the organisation of, and participation in, major national conferences. UniSA was host to the 53rd Australian Mathematical Society Annual Meeting in September, and School of Mathematics and Statistics staff led the Local Organising Committee. A total of 24 staff and students were involved in organising specific events, special sessions, delivering papers and chairing talks. In particular an AMSI (Australian Mathematics and Science Institute) Workshop on Perturbations, Game Theory, Stochastics, Optimisation and Applications was held to coincide with the conference, and to celebrate the 60th birthday of Professor Jerzy Filar. UniSA, through the Centre for Environmental Risk Assessment and Remediation, was a conference supporter for the Cleanup 09 Conference which comprised the 3rd International Contaminated Site Remediation Conference in conjunction with the 4th International Workshop of Chemical Bioavailability, held at the Adelaide Hilton from 24 – 30 September. A highlight of the Cleanup 09 was the award of the inaugural Agilent Technologies Environmental Award for leading-edge site assessment methodology development to Dr Zuliang Chen, from the Centre for Environmental Risk Assessment and Remediation, who was selected for his outstanding publications record relating to contaminant speciation methodology development.



Professor Chris Daniels and staff from the Barbara Hardy Centre for Sustainable Urban Environments (BHCSUE) in conjunction with the SA Museum and ABC Radio, held a successful 'Bring Us Your Bugs' event on 7 October 2009. Over 700 families were presented with School of Natural and Built Environments show bags after bringing bugs they had found in their gardens. Students from the Masters course "Wildlife in Cities" and those from NBE undergraduate course "Science Communication" assisted on the day. Other organisations involved in this event were the Adelaide and Mount Lofty Ranges Natural Resource Management Board, the Urban Forest Biodiversity Program, the Beekeepers Society of South Australia, and the State Flora Belair Nursery. The BHCSUE strengthened its public profile in 2009 through conducting another of its popular Citizen Science surveys through ABC 891 radio, Operation Magpie. The outcomes of its 2008 survey, Operation Possum, were published in book form as *The Possum Tail Tree* in 2009.

The Division's research concentrations showed continued growth, particularly with the Mawson Institute, under the directorship of Professor Rob Short who received funding from the Premier's Science and Research Fund for the project Development of materials engineering solutions for treatment of Murray-Darling Basin sourced water supplies. The project will receive \$1.1 million over a three year period commencing in 2009. The research funding agreement and strategic partnership between UniSA and SA Water has been extended for a further five years providing an additional \$3.5 million funding for water research programs. This agreement extends the research collaboration in the SA Water Centre for Water Management at Mawson Lakes. The Centre will continue its work in low energy desalination systems and nanotechnology

and advanced treatment technologies, water sensitive urban design, permeable paving systems and vegetated bio-filtration systems and other innovations that have built its reputation as a knowledge base and demonstration facility for the water industry.

Achievements

The Experience 1 Studio, an innovative teaching and learning space dedicated to first year engineering students was officially opened in August. The space has state-of-the-art resources, as well as community space, and is designed to assist 1st year engineering students make the transition from a high school environment to university campus life. The event also highlighted the scholarships and prizes contributed by supporting industry partners Codan, Lockheed Martin and the Association of Consulting Engineers Australia.

The Division of IT, Engineering and the Environment was successful in the 2009 round of Cooperative Research Centre bids. Professor Andy Koronios, Head of the School of Computer and Information Science, led UniSA's contribution to the CRC for Integrated Engineering Asset Management bid that won a three year extension with significantly increased funding. Professor Rob Short, Director, Mawson Institute, was an integral part of the team that won the bid for a new CRC in Wound Management Innovation.

Associate Professor Mahfuz Aziz from the School of Electrical and Information Engineering won the Prime Minister's Prize for University Teacher of the Year. Associate Professor Aziz was presented with his award at a ceremony in Canberra.

Associate Professor Julie Mills from the School of Natural and Built Environments was also recognised for her contribution to teaching when she won the Australasian Association for Engineering Education Teaching Excellence Award which was presented to her at the Association's conference in early December.

Professor Simon Beecham, Director, SA Water Centre for Water Management and Reuse was elected Fellow of Engineers Australia for his contributions to engineering education and to research in water management and reuse.

Professor Stephen Hamnett, School of Natural and Built Environments was honoured with a Lifetime Achievement Award from the SA Branch of the Planning Institute of Australia at their awards night on 6 November 2009.

Associate Professor Jill Slay, Dean: Research, was awarded a Future Fellowship to develop her research in process control and monitoring systems for large essential utilities. She will be examining vulnerabilities due to increasing internet-connectivity through corporate IT networks.

Professor Andrew Downing, Head of The School of Electrical and Information Engineering, was awarded the David Dewhurst Award by the College of Biomedical Engineers of Engineers Australia on 18 November 2009. The David Dewhurst Award is presented to a professional biomedical engineer for outstanding service to biomedical engineering.

Governance

Governance

Legislation

The University is governed by the University of South Australia Act 1990 (the Act). Under sections 4-6 of the Act, the University is constituted as a body corporate with the usual associated powers. It has a seal, and it may sue and be sued in its corporate name.

Our Functions

- 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 whom the University considers have suffered disadvantage in education
- Provide educational programs for the benefit of the wider community or programs 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
- Strive for excellence in teaching and research and for the attainment of the highest standards in education

Our Powers

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

- enter into 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 established as the governing body responsible for accountability and control of University affairs. The Act also defines financial responsibilities and specific matters on which statutes can be made. The Council must in all matters endeavour to advance the interests of the University.

Aspirations

The Act 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 seek to provide effective and ethical organisational leadership, consistent with recognised best practice 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 the performance of Council
- Approving the mission and strategic direction of the University, as well as the annual budget and business plan

- Overseeing the management and performance of the University
- Establishing policy and procedural principles consistent with legal requirements and community expectations
- Approving and monitoring systems and control and accountability, including general overview of any entities controlled by the University
- Overseeing and monitoring the assessment and management of risk across the University, including commercial undertakings
- Overseeing and monitoring academic activities across the University
- Approving significant commercial activities of the University
- The current Council comprises a maximum of 16 members, of whom 10 are external to the University and six 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 comprise the Vice Chancellor, two students, one professional staff member, one academic staff member and the Chair of Academic Board. Council appoints one of its external members as Chair of each of its Standing Committees, apart from Academic Board. The Chair of Academic Board is elected by the academic staff of the University
- Members of Council complete and update a Register of Interest as a probity measure on an annual basis
- As part of its commitment to good governance practice, the Council has adopted a Code of Conduct for its members. This code is in the Council Handbook, which documents procedures, roles and responsibilities. It is reviewed and updated annually.



Council Members 2009

Chancellor

Dr Ian Gould BSc(Hons) PhD FTSE FAusIMM ComplEAust

Deputy Chancellor

Alice McCleary BEc FTIA FAICD FCA

Appointed Members

Bill Cossey AM BSc FAIM

Terry Evans LLB LLM

Bruce Linn BSc FAICD FACS

Jim McDowell LLB(Hons)

Ian McLachlan BEc, FCA FAICD

Anne Skipper AM RN FAICD FAIM (until April 2009)

Dr Sue Vardon AO BSocWk GradSocWkAdmin

Dr Wendy Craik AM BSc(Hons) Grad Dip Mgmt, PhD, FTSE (from December 2009)

Tanya Hosch (from March 2009)

Elected Student Members

James Wangmann (until December 2009)

Thomas Rudkin (until December 2009)

Elected Academic Staff

Professor Drew Dawson BA PhD (from March 2009)

Elected Professional Staff

Bronwen Webb BTeach (EdTrainAdults) GradCertGlobalTradeMgt

Ex-officio

Professor Peter Høj MSc PhD DUniv FTSE

Chair of Academic Board

Associate Professor Margaret Peters BEd Dip T Grad Dip Ed Adm PhD (until August 2009)

Associate Professor Stephen Boyle BMus Grad Dip Mgmt MBA PhD (from August 2009)

Chancellor

The Act stipulates that the University will have a Chancellor and Deputy Chancellor and may appoint up to two Pro Chancellors. The Chancellor is the presiding member of the Council. The current Chancellor, Dr Ian Gould, took up his appointment in July 2008. Dr Gould's term expires in January 2014.

The term of the Deputy Chancellor, Alice McCleary, concluded on 31 December 2009.

Governance

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, Dr Penny Moore.

Council Committees

The Council has a number of standing committees to provide advice and to contribute to the 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 Committee
- Finance Committee
- Foundation Committee
- Governance and Legislation Committee
- Immediate Business Committee
- Senior Academic Promotions Committee
- Senior Remuneration Committee

Academic Board

Academic Board has three broad functions:

- to act as a forum for the debate of University-wide academic issues
- to oversee academic quality assurance processes
- 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 at 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

The 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. The Committee reviews the University's draft budget prior to consideration by Council and receives regular financial reports.

Foundation Committee

The Foundation Committee is responsible for the oversight of University philanthropic policies and management and administration of funds received for these activities.

Governance and Legislation Committee

The primary function of the Governance and Legislation Committee is to provide advice and recommendations to Council on matters relating to issues of governance and membership of Council. It is also responsible for reviewing the University Act, statutes and by-laws, and for advising Council of any related matters.

Immediate Business Committee

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

Senior Academic Promotions Committee

The Senior Academic Promotions Committee assesses the merit of applicants applying for academic promotion to the positions of Associate Professor/Associate Research Professor and Professor/Research Professor, and makes recommendations to Council in relation to these applications. (Council is ultimately responsible for approving them.)

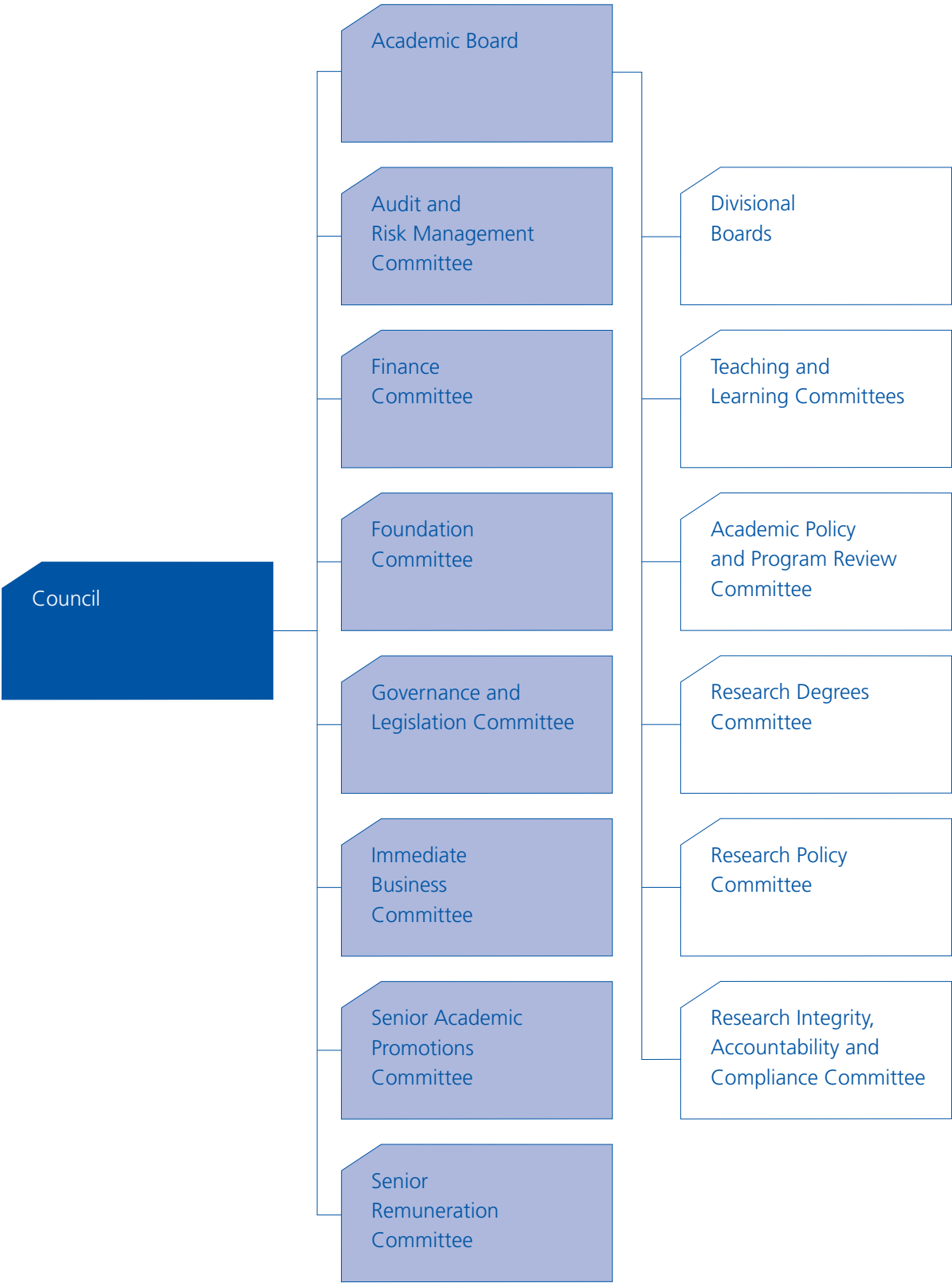
Senior Remuneration Committee

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

Other Committees established by Council (as required)

- Academic Staff Appeals Committee
- Honorary Awards Committee
- Joint Consultative Committee
- Misconduct Appeals Committee
- Penalty Appeals Committee
- Professional Staff Appeals Committee
- Student Appeals Committee

Committees of Council and sub-committee structure



Management

Administrative Structure

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

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

Senior Management Arrangements

The nine senior managers meet regularly in a working group chaired by the Vice Chancellor. The 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 rapid change across the University because the leaders of all significant functions have been party to discussions about any decisions for change. Collaborative behaviour and a commitment to good outcomes for the institution as a whole, not just for a single 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. 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 that 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. These include the position of Dean: Teaching and Learning and Dean: Research. The position of Dean carries a particular responsibility to shape and to implement University policy in key areas.

Research Concentration Management

The University currently hosts 3 National Centres and supports 6 University Research Institutes and 14 Research Centres. Each Research Institute and Research Centre has a Director. Most of the University's Research Centres, and the Ehrenberg-Bass Research Institute for Marketing Science, are located within Schools and the Director reports to the relevant Head of School. A number of Research Centres operate outside of the School structure and the Directors of these Centres and the Directors of the Hawke Research Institute, the Institute for Sustainable Systems and Technologies, and the Sansom Institute for Health Research report directly to the relevant 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.

All Research Institutes and Research Centres 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.

During 2009 the University undertook preparations for the full implementation of ReNEW, the University's new research concentrations strategy, in 2010. ReNEW established 5 levels of research concentration spanning from Research Group through to Flagship Research Institute. One of the recommendations of the ReNEW strategy is that by 2011 all University supported Research Institutes will be University or Division-based, rather than School based, and that all Directors of supported Research Institutes will report to a member of the Senior Management Group.

Portfolio Management

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

Freedom of Information

The Freedom of Information Act 1999 gives individuals a legally enforceable right to access documents within South Australian universities (subject to certain restrictions). The University strives to be an open and accountable organisation in accordance with the Act.

During 2009, UniSA received a total of three applications to access records under the South Australian Freedom of Information Act 1999. One of the applications was from a Member of Parliament. The determinations for the first and third applications resulted in a partial release of the requested documents. The determination for the second application resulted in the full release of the requested documents.

Honorary Awards



From left: Deputy Chancellor Alice McCleary, Chancellor Dr Ian Gould, Mr David John Klingberg AO, and Vice Chancellor & President Professor Peter Høj.

Honorary Doctors of the University

Mr David Klingberg AO

In recognition of his service to the University during his tenure as Chancellor as well as his service and dedication to education and the community of South Australia.

David Klingberg AO was the Chancellor of UniSA from 1998-2008. His business acumen, focus on results and attention to the bottom line put the University in a very strong position for future growth and development.

The strong relationships and networks that he established contributed to the realisation of a number of ambitious projects, all for the betterment of the community. He was the Chair of the Mawson Lakes Joint Venture and helped transform the precinct from a small campus in a paddock to a bustling, self-contained community.

He has also been involved with the University Foundation which manages the University's philanthropic activities. With Mr Klingberg's help, the Foundation has raised about \$15 million over the past 10 years, enabling scholarships for students of varying backgrounds.

Mr Martin Albrecht AC

In recognition of his significant contribution to the construction and engineering profession, the community and environmental sustainability.

Martin Albrecht AC began his engineering career after studying at the South Australian Institute of Technology and went on to become a recognised leader in the construction and engineering industry.

Mr Albrecht worked at one of Australia's leading integrated engineering and construction organisations, Thiess, since 1984, rising from Operations Manager all the way through to Chief Executive Officer. He is also Chairman of Geodynamics, which focuses on developing renewable geothermal energy.

Since retiring from Thiess, Mr Albrecht has been recognised for his commitment and dedication to education, the community and corporate social responsibility, and is involved with a number of boards and committees. He received the Companion in the General Division of the Order of Australia in 2002 for services to the construction industry.

Throughout 2009 we acknowledged individuals who had made significant contributions to the University and the wider community, and conferred upon them a number of honorary awards.

Professor Jarl Rosenholm

In recognition of his significant contributions to scientific research and the University of South Australia.

Professor Jarl Rosenholm is a Professor of Chemistry at Finland's Åbo Akademi University with a distinguished career as a scientist, researcher and entrepreneurial leader.

He has been awarded numerous awards of distinction throughout his career, but it is his links to UniSA's Ian Wark Research Institute that has earned him the honorary title of Doctor of the University.

Professor Rosenholm has been a strong supporter of the Ian Wark Research Institute for many years. He has helped to establish a student exchange program between the Institute, UniSA and Åbo Akademi University, as well as more than 20 reciprocal research visits between them, and numerous joint publications.

University Fellow

Dr Kia Ngee Chew

In recognition of his significant contributions to the growth and development of the University of South Australia.

Dr Chew retired from professional accounting practice three years ago and is now on the board of directors of a number of listed companies in Singapore. Before his retirement, Dr Chew was a partner of Coopers & Lybrand from 1978, and was appointed Senior Partner and Executive Chairman in 1996. From 1999 to 2004, he served as Deputy Chairman of PricewaterhouseCoopers following the merger of Price Waterhouse and Coopers & Lybrand.

Dr Chew is a fellow of the Institute of Certified Public Accountants of Singapore and had served as Chairman of its Auditing and Assurance Standards Committee and a member of its Professional Development Committee. He was awarded a silver medal by the Institute for 'outstanding contributions to the Accountancy Profession and the community in Singapore' in 2004. Additionally, Dr Chew also serves on the board of the Singapore Eye Foundation and the Foundation of the Rotary Clubs in Singapore.

Dr Chew is the Patron for the UniSA Singapore Alumni Chapter and a regular donor to UniSA and is also a UniSA graduate of the PhD Business & Management (1998) program.

Dr Chew has provided assistance to the University in the area of alumni services in Singapore. He has consistently provided wise counsel to the alumni chapter President and has facilitated the growth and development of the membership and chapter committee. His advice is consistently sought by our Alumni and Development office in terms of governance and compliance issues in Singapore. His standing and seniority bring prestige to the University alumni work in Singapore and his ongoing service and contribution is well recognised and highly valued.

Emeritus Professors

Emeritus Professor Alan Reid

In recognition of his significant contribution to educational policy and curriculum change at state and national levels.

Professor Alan Reid worked at UniSA from 1987 until 2008. He started as a lecturer in Curriculum Studies and went on to hold the position of Associate Dean of Teaching and Learning.

During his time as Dean of Education, he applied for and won, on behalf of the Schools of Education, a \$1.2 million government consultancy to write the first Year 12 South Australian curriculum. He was the Co-Director of the writing team, and the finished product continues to be the State's compulsory curriculum.

In 2004, Prof Reid was awarded the MacKillop Medal for distinguished services to education, and was named by *The Bulletin* as one of Australia's 10 smartest thinkers in education.

Emeritus Professor Marjory Ebbeck

In recognition of her significant contribution to early childhood teaching and curriculum development.

Professor Marjory Ebbeck was awarded the title of Emeritus Professor in recognition of her long serving and distinguished contribution to UniSA. At the end of 2008, she retired from her position as Professor of Early Childhood Education, after 22 years with UniSA.

She began her career at UniSA as a Senior Lecturer and Head of Department, and went on to hold several other positions, including Head of School and Dean of Campus.

She has been instrumental in establishing transnational programs for early childhood education that are now some of the University's most successful transnational programs. Her work includes a range of programs from degree, to Masters and PhD level.

Our People

Performance

Staffing

Total full-time equivalent (FTE) staff employed by UniSA in 2009 (including casuals) was 2,817, a decrease of 28 FTE (1%) over 2008. Of the total FTE, 59% were in continuing positions, 25% held contract positions and 16% were employed casually.

Indigenous Employment

UniSA is committed to improving the proportion of Indigenous staff in its workforce to reach a 2% target. In 2009, the percentage of staff who self-identified as Indigenous was 1.3%. The University endorsed a number of new strategies to improve employment opportunities including offering two sponsored places for Indigenous graduates in the UniSA's graduate employment program.

Youth Employment

The percentage of professional staff under the age of 25 was 6.2% for 2009. Through the Graduate Recruitment Program five graduates completed their program in 2009 and three commenced an Information Technology graduate program. Employment opportunities for a further ten graduates were identified through a new initiative, namely a talent identification graduate pool which matched graduate skills and degrees initially to short- term contracts; all have been offered further contracts. This pool complements the graduate program where hosts have been able to access the graduate pool for a brief period.

Gender Ratio

In 2009, women comprised 58% of the University's workforce (excluding casuals). Broken down, this figure equates to 47% of academic staff and 67% of professional staff being female. At senior levels women are still under-represented with 31% of academic women at Level D and above and 43% of professional women at levels HEO10 and above. 59% female academic staff now have a doctorate compared to 67% of male academics. Australia-wide data on gender, analysed and provided by QUT each year*, indicates that the sector average for senior female professional staff (Level 10 and above) is 44% and the sector average for senior academic women (Level D and above) is 25%.

* latest data available as of Feb 2010 is 2008 data.

The results in the table below indicate the continued improvement in outcome measures benchmarked against the industry sector.

	UniSA	Industry Sector
Incidence Rate (The number of lost time incidents per 100 FTE including casuals.)	0.63	0.79
Frequency Rate (The number of lost time incidents for each 1,000,000 hours worked.)	3.25	10.40
Average Lost Time Rate (The average time lost per lost time incident.)	10.56	16.00

UniSA ranks 16 out of 42 Australian universities, second in South Australia and 3rd in the ATN group of universities.

Occupational Health, Safety, Welfare and Injury Management

The University continues to be committed to maintaining a safe and healthy environment for staff, students, contractors and visitors, and to the continuous improvement of injury prevention and injury management programs with the goal of achieving the highest possible standards. This commitment is assured through strategic planning and monitoring by the Senior Management Group and the Audit and Risk Management Committee in consultation with the OHSW&IM Committee. The performance in 2009 is considered to be very pleasing and reflects the strong commitment and efforts of all University personnel.

Building Workforce Capacity

Activities

Building on objectives outlined in the New Horizons position paper, UniSA entered the second year of the three year project aimed at workforce renewal. The focus of the project was on:

- developing understanding of the disposition and performance outcomes of the academic workforce through improved use of institutional data sources and a concerted program of local level discussions with academic managers
- improving performance management outcomes by providing evidence based information for managers and staff to utilise as part of performance conversations and providing better support and professional development for managers required to lead performance management processes.

The other key building blocks of this emergent workforce strategy included a more systematic review of Human Resource policies, procedures and practices, including in the areas of reward, performance management, career development, promotion and probation among others.

The essential elements of this project were summarised in the University's Performance Portfolio to the Australian Universities Quality Agency. UniSA identified progress on building workforce capacity as its nominated issue for AUQA to audit during its 2009 visit.

The University commenced negotiations on a new collective industrial agreement for academic and general staff. The formal bargaining process took place in a new industrial environment and this offered both new challenges and opportunities for the respective bargaining teams representing management and staff.

Occupational Health, Safety and Injury Management was a significant focus of effort with a formal audit of Injury Management taking place in December 2009 and preparations being made for a major Workcover Audit scheduled for February 2010.

New legislative requirements and an increase in recruitment of staff from overseas prompted changes and improvements in the management of visa applications. In order to address changing environmental conditions and the need for work areas to remain efficient and competitive, the University instituted a number of change management initiatives including the Service Improvement Project in the Division of IT, Engineering and the Environment.

To assist staff and managers to adapt to a changing work context, professional development offerings were expanded and a number of new programs introduced.

Achievements

New systems for providing data to academic managers, designed by the Workforce Strategy Advisory Group and supported by Planning and Assurance Services were implemented and tested over the year. These systems were complemented by increased training and development opportunities to enhance the performance management process.

The AUQA Audit panel commended UniSA on a number of aspects of its people management strategies and its Human Resource support systems and services. This included positive commentary on the intent and progress of the Workforce Strategy.

To support achievement of the workforce renewal process a range of new support tools to facilitate recruitment were introduced including:

- Recruitment & Selection: *Good Practice Guide*
 - streamlined and centrally managed systems to fast-track immigration processes for offshore recruits.
- Developing the skills and capabilities of current staff was again a priority area for investment:
- development offerings for professional staff in the Worksmart program were expanded to accommodate increasing demand
 - a new induction program for managers, Managers' Informative, was trialled and implemented
 - a new generic development program for academic staff with around 18 programs aimed at strengthening generic skills and leadership and management capability, was successfully implemented
 - to assist with workforce change new coaching and development opportunities were provided to Heads of School.

ITEK



ITEK

ITEK Pty Ltd is a technology development and transfer company wholly owned by UniSA.

Its primary objective is to deliver long- term economic value from research conducted at the University by the start-up and growth of new companies and the licensing of Intellectual Property to industry.

During 2009 ITEK accelerated the development of a “hub and spoke” model to enable key staff to spend time each week in the University’s major Research Institutes and Divisions. This enabled 60 new opportunities to be evaluated for commercialisation and 13 new patent applications were made.

ITEK also provided \$284,000 from its Catalyst Fund to assist in the commercial development of the University’s Intellectual Property (IP) including proof of concepts, business and market analysis.

ITEK injected \$50,000 from its Catalyst Fund into a Green Soda Ash project to undertake validation of a Stage 1 Proof of Concept (PoC). This project is about the sustainable production of light soda ash through the combination of waste brine water from desalination plants with carbon dioxide (greenhouse gas), thereby eliminating / minimising both these industrial waste streams. The successful completion of the PoC has generated interest from industry partners and potential investors.

ITEK also delivered a number of commercial workshops within the University to improve researchers’ knowledge of Intellectual Property and Technology Commercialisation.

Risk 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’s approach

- 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 of a University-wide risk register, and reporting of this register to Council
- Links to 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
- Triennial review of the risk management framework

Most of these key elements have been in place since 1999 and all were in place during the 2009 reporting period. Council considered and noted the University-wide risk assessment at its December 2009 meeting. A systematic approach to the identification, assessment and audit of legislative risk areas is also in place. The 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 certification is supported by a process involving the completion of questionnaires on control and risk management by all senior managers and 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. Internal audit also provides Independent assurance in relation to the University’s Occupational Health, Safety and Welfare (OHSW). The function reports to the Vice Chancellor and to the Audit and Risk Management Committee.

The Committee ensures the independence of the audit function, approves the annual audit program and reviews the outcomes of internal and external audit activity.

Looking to the Future

UniSA's Strategic Plan was developed in 2006. At the end of 2009 the University began a detailed process to review the Strategic Plan; a new plan looking forward to 2020 will be developed in 2010.

Strategic Plan

Teaching and Learning

The University will provide flexible student-centred learning experiences that educate professionals and develop graduate qualities, embracing excellence, equity and diversity as core values.

Key Results

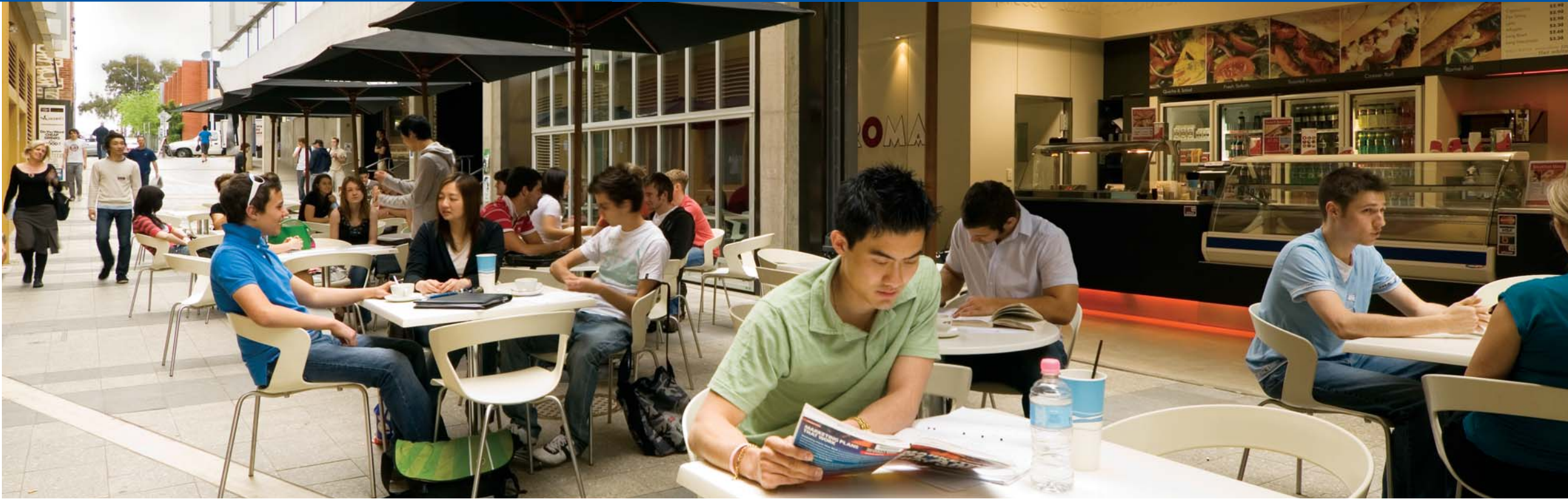
- Program offerings
- student satisfaction
- teaching and learning approach
- scholarship in teaching
- internationalisation of the curriculum.

Equity

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

Key Results

- 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 that 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 Results

- 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 Results

- International recognition
- internationalisation of campus, community and services
- onshore student program
- student mobility
- 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 Results

- 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 engagement 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 professionalism and good citizenship in its graduates.

Key Results

- 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 Results

- Diverse, productive and effective workforce
- strong service culture
- financial sustainability
- ethical actions, efficient processes and sustainable outcomes
- quality in infrastructure and environment.



"Education is not filling a bucket, but lighting a fire."

William Butler Yeats

Poet, dramatist and Nobel Prize recipient

Statement of Comprehensive Income for the Year ended 31 December 2009

	Consolidated		University	
	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000
Revenue from continuing operations				
Australian Government financial assistance				
Australian Government grants	206,705	197,085	206,705	197,085
HECS-HELP Australian Government payments	76,105	73,295	76,105	73,295
FEE-HELP	5,277	2,954	5,277	2,954
Total Australian Government financial assistance	288,087	273,334	288,087	273,334
State and Local Government financial assistance	11,630	11,580	11,630	11,632
HECS-HELP Student payments	12,986	12,758	12,986	12,758
Fees and charges	107,175	94,641	107,175	94,641
Investment income	6,548	8,662	7,178	9,329
Royalties	638	421	503	300
Consultancy and contract research	27,107	27,011	27,273	27,029
Other revenue	19,398	23,513	11,291	15,170
Total revenue from continuing operations	473,569	451,920	466,123	444,193
Other income/(loss)	(418)	127	(418)	(457)
Total income	473,151	452,047	465,705	443,736
Expenses from continuing operations				
Employee related expenses	264,692	256,852	258,732	251,705
Depreciation and amortisation	26,744	24,486	26,525	24,293
Repairs and maintenance	8,403	7,582	8,385	7,564
Bad and doubtful debts	204	535	204	535
Other expenses	131,372	125,223	128,657	122,669
Total expenses from continuing operations	431,415	414,678	422,503	406,766
Operating result before income tax	41,736	37,369	43,202	36,970
Income tax expense	214	148	214	148
Operating result after income tax for the year attributable to the members of the University of South Australia	41,522	37,221	42,988	36,822
Property, plant and equipment revaluation reserve:				
Gain/(Loss) on revaluation of library	(83)	(1,526)	(83)	(1,526)
Available-for-sale investments reserve:				
Gain/(Loss) on revaluation Available-for-sale financial assets	1,591	(1,322)	1,591	(1,322)
Total Comprehensive Income attributable to the members of the University of South Australia	43,030	34,373	44,496	33,974

The above Statement of Comprehensive Income is to be read in conjunction with the notes to and forming part of the Financial Statements. A copy of the Financial Statements is available at <http://www.unisa.edu.au/mdu/pubs/corp.asp>

Balance Sheet
as at 31 December 2009

	Consolidated		University	
	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS				
Cash and cash equivalents	145,632	111,379	143,459	108,565
Receivables	27,268	25,152	26,063	23,367
Other financial assets	-	1,790	-	1,790
Other non-financial assets	9,973	10,513	10,711	10,495
Deferred Government superannuation contribution	26,000	25,300	26,000	25,300
Total Current Assets	208,873	174,134	206,233	169,517
NON-CURRENT ASSETS				
Other financial assets	7,312	5,214	7,508	5,844
Property, plant and equipment	610,975	585,652	610,551	585,222
Intangible assets	5,553	5,638	5,553	5,638
Deferred Government superannuation contribution	330,600	418,100	330,600	418,100
Total Non-Current Assets	954,440	1,014,604	954,212	1,014,804
Total Assets	1,163,313	1,188,738	1,160,445	1,184,321
CURRENT LIABILITIES				
Payables	30,694	23,488	30,070	22,837
Provisions	18,172	17,389	17,634	16,893
Other liabilities	41,241	30,050	41,314	30,025
Current tax liabilities	689	644	689	644
Provision for superannuation	26,000	25,300	26,000	25,300
Total Current Liabilities	116,796	96,871	115,707	95,699
NON-CURRENT LIABILITIES				
Payables	4,149	4,128	4,149	4,128
Provisions	31,008	31,909	31,008	31,909
Provision for superannuation	330,600	418,100	330,600	418,100
Total Non-Current Liabilities	365,757	454,137	365,757	454,137
Total Liabilities	482,553	551,008	481,464	549,836
Net Assets	680,760	637,730	678,981	634,485
EQUITY				
Reserves	126,643	125,135	126,643	125,135
Retained surplus	554,117	512,595	552,338	509,350
Total Equity	680,760	637,730	678,981	634,485

The above Balance Sheet is to be read in conjunction with the notes to and forming part of the Financial Statements.
A copy of the Financial Statements is available at <http://www.unisa.edu.au/mdu/pubs/corp.asp> .

Statement of Cash Flows
for the year ended 31 December 2009

	Consolidated		University	
	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Australian Government Grants received	293,498	280,604	293,498	280,604
OS-HELP (net)	(3)	5	(3)	5
Superannuation Supplementation	28,924	23,398	28,924	23,398
State and Local Government grants	10,173	9,571	10,173	9,623
HECS-HELP - Student payments	12,986	12,758	12,986	12,758
Receipts from student fees and other customers	116,632	104,299	115,775	103,441
Dividends received	1,536	191	1,434	1,020
Interest received	4,607	7,939	4,533	7,777
Royalties	638	421	503	300
Consultancy and contract research	28,172	27,579	27,757	27,912
Other receipts	19,406	24,013	11,299	15,086
Taxes recovered (GST)	6,813	5,670	7,353	6,223
Outflows:				
Payments to suppliers and employees (inclusive of GST)	(436,859)	(418,682)	(427,715)	(411,274)
Net Cash Inflow from Operating Activities	86,523	77,766	86,517	76,873
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Proceeds from sale of property, plant and equipment	354	56	354	56
Proceeds from sale of investments	380	78	230	8
Outflows:				
Payments for property, plant and equipment	(52,116)	(43,684)	(51,903)	(43,460)
Payments for investments	(888)	(770)	(304)	(610)
Net Cash Outflow from Investing Activities	(52,270)	(44,320)	(51,623)	(44,006)
Net Increase/(Decrease) in Cash and Cash Equivalents	34,253	33,446	34,894	32,867
Cash and Cash Equivalents at Beginning of the Year	111,379	77,933	108,565	75,698
Cash and Cash Equivalents at End of Year	145,632	111,379	143,459	108,565

The above Statement of Cash Flows is to be read in conjunction with the notes to and forming part of the Financial Statements.
A copy of the Financial Statements is available at <http://www.unisa.edu.au/mdu/pubs/corp.asp>.

Useful Websites

Chancellery, Office of the Chancellor and Vice Chancellor:	http://www.unisa.edu.au/cha/default.asp
About UniSA:	http://www.unisa.edu.au/about/default.asp
Vision Mission and Values:	http://www.unisa.edu.au/about/intro/vision.asp
History and Development:	http://www.unisa.edu.au/about/intro/history.asp
Governance and Management:	http://www.unisa.edu.au/about/intro/orgstructure.asp
Strategies, Plans and Commitment:	http://www.unisa.edu.au/about/intro/strategies.asp
Quality and Compliance (AUQA):	http://www.unisa.edu.au/about/intro/qual-compliance.asp
Strategic Alliances:	http://www.unisa.edu.au/about/intro/strat-alliance.asp
Performance and Statistics:	http://www.unisa.edu.au/about/intro/performance.asp
Corporate Publications:	http://www.unisa.edu.au/mdu/pubs/corp.asp
UniSA Achievements:	http://www.unisa.edu.au/about/achievements.asp
Teaching and Learning:	http://www.unisa.edu.au/teachinglearning/default.asp
University Council:	http://www.unisa.edu.au/unicouncil/
Research:	http://www.unisa.edu.au/research/default.asp
Community:	http://www.unisa.edu.au/community/default.asp
Centre for Participation and Community Engagement:	http://www.unisa.edu.au/pace/default.asp
Studying at UniSA:	http://www.unisa.edu.au/study/default.asp
Alumni Homepage:	http://www.unisa.edu.au/alumni/
Business at UniSA:	http://www.unisa.edu.au/business/
Education, Arts and Social Sciences:	http://www.unisa.edu.au/eas/
Anne and Gordon Samstag Museum of Art:	http://www.unisa.edu.au/samstagmuseum/
The Bob Hawke Prime Ministerial Centre:	http://www.unisa.edu.au/hawkecentre/default.asp
Health at UniSA:	http://www.unisa.edu.au/health/
Information Technology, Engineering and the Environment:	http://www.unisa.edu.au/itee/
UniSA International:	http://www.unisa.edu.au/international/default.asp

