

UNIVERSITY OF SOUTH AUSTRALIA

ANNUAL REPORT 2011



University of
South Australia

LETTER OF TRANSMITTAL

The Hon Tom Kenyon MP
Minister for Employment, Higher Education and Skills
Level 4, City Central
11 Waymouth Street
Adelaide SA 5000

1 June 2012

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 University of South Australia Annual Report 2011 and the University of South Australia Financial Statements 2011, for the year ending 31 December 2011.

The University Council approved the Annual Report and the Financial Statements at its meeting on 30 April, 2012.

Yours sincerely



DR IAN GOULD AM
Chancellor

Companion volume

The University's complete annual financial statements for the year ended 31 December 2011, adopted by the University Council on 30 April, 2012 are contained in the University of South Australia Financial Statements 2011, a companion volume to this report.

Your feedback

We welcome any comments or suggestions on the content or layout of this report. Please contact the Corporate Communications Manager on:

Telephone: +61 8 8302 9136
Facsimile: +61 8 8302 0624
Email: andrew.ramsey@unisa.edu.au

Further information

This report and the University of South Australia Financial Statements 2011, as well as past annual reports, are available on our website:

www.unisa.edu.au/about/intro/performance.asp

For hard copies of this report or the University of South Australia Financial Statements 2011, please contact:

Telephone: +61 8 8302 0657
Facsimile: +61 8 8302 0943

Or write to:

Reception
Chancellery
University of South Australia
GPO Box 2471
Adelaide South Australia 5001

Cover photograph

Åste Corbridge, a member of the University of South Australia's Student and Academic Services team, helping a graduand prepare for a Division of Health Sciences graduation ceremony. In 2011, the University awarded 9,134 parchments to graduating students.

Picture: Italo Vardaro

ABOUT US

WHO WE ARE

AS THIS REPORT HIGHLIGHTS AND EXEMPLIFIES, THE UNIVERSITY OF SOUTH AUSTRALIA ENJOYED ANOTHER YEAR OF NOTABLE ACHIEVEMENTS AND SIGNIFICANT SUCCESSES IN 2011.

In addition to furthering our proud reputation for excellence in research, teaching and learning, and community engagement, we also continued to build on the strong commitment to equity that remains one of our institution's foundation principles.

It was 20 years since those principles were enshrined in the University of South Australia Act, which brought together the South Australian Institute of Technology, and three campuses of the South Australian College of Advanced Education. However, the University's history stretches back much further, and incorporates antecedent institutions that helped to shape the



However, we continue to believe that the true indicator of a university is the quality of the graduates it produces. By that measure, the University of South Australia can justifiably assume the title of a world-class education provider.

Today, UniSA is a globally-focused, locally-engaged institution that is ranked among the top three per cent of more than 10,000 universities worldwide. With around 35,000 students from more than 100 countries, it is the largest university in South Australia and offers more than 400 degree programs designed with strong professional emphasis, and in close consultation with industry.

The University's research strength was confirmed by the Australian Government's inaugural Excellence in Research for Australia evaluation that was released in 2011, and showed that 70 per cent of our assessed research was rated world-class standard, or above. These results encompassed a range of globally important research areas, across all four of the University's academic divisions.

With around 35,000 students from more than 100 countries,
UniSA is the largest university in South Australia

future and the reputation of our State. Among them were the South Australian School of Art (founded in 1856), the Adelaide Teachers College (1876), and the South Australian School of Mines and Industries (1889).

The vision and standing that characterised these pioneering institutions has underpinned the reputation for quality, innovation and inclusiveness that the University has developed over the past two decades. That reputation is reflected in the breadth and depth of independent assessments, industry benchmarks and individual accolades that are documented in this report.

In 2011, the percentage of our graduates in full-time employment continued to exceed the Australian average, and UniSA alumni remain in great demand from employers worldwide.

Over the past 20 years, around 120,000 students have graduated from UniSA with an array of qualifications to form a foundation of our 21st Century workforce, among them engineers, teachers, nurses, pharmacists, designers and business entrepreneurs. This lifts the total alumni network of UniSA and its antecedent institutions to more than 160,000, and the contribution they are making, throughout Australia and around the world, stands as our enduring legacy.

In keeping with our commitment to excellence, we also continue to make significant investments in physical and virtual infrastructure to ensure the ongoing improvement of our students' experience. That includes offering student-centred and flexible programs, supported by a new, state-of-the-art online personal learning environment that was unveiled during 2011.

2011 AT A GLANCE

TOTAL NUMBER OF STUDENTS ¹ :	34,899
TOTAL NUMBER OF INTERNATIONAL STUDENTS ² :	10,487
ONSHORE INTERNATIONAL STUDENTS:	5,894
OFFSHORE INTERNATIONAL STUDENTS:	4,623
NUMBER OF PARCLEMENTS GIVEN IN 2011	9,134
STAFF POPULATION (FULL-TIME EQUIVALENT) ³ :	2,575
TOTAL UNIVERSITY ALUMNI ⁴ :	164,016
NUMBER OF CAMPUSES:	5 (City East, City West, Magill, Mawson Lakes and Whyalla)
NUMBER OF RESEARCH INSTITUTES:	6
NUMBER OF RESEARCH CENTRES:	17
NUMBER OF STUDENTS FUNDED FOR INTERNATIONAL STUDY EXPERIENCE:	368
NUMBER OF STUDENT EXCHANGE PARTNER INSTITUTIONS:	75

1. 2011 student data is preliminary and unverified.

2. Students who were enrolled in both offshore and onshore programs are only counted once in the total.

3. Does not include casuals.

4. Includes alumni from antecedent institutions.



KEY STATISTICS

	2006	2007	2008	2009	2010	2011	% change 2010–11
Number of students							
Total	33,680	34,603	36,156	36,850	36,248	34,899	–4%
Commencing	13,519	13,417	14,076	13,975	13,242	12,390	–6%
Student load (EFTSL)							
Total	22,535	23,302	24,423	25,189	25,104	24,459	–3%
Undergraduate	17,984	18,621	19,569	20,458	20,577	20,417	–1%
Postgraduate	4,551	4,681	4,854	4,731	4,527	4,041	–11%
Student load by funding source (EFTSL)							
Commonwealth Operating Grant	–	–	–	–	–	–	
Commonwealth Grant Scheme	14,756	14,512	14,796	15,051	15,750	16,022	2%
Commonwealth Research Training Scheme	432	466	489	510	490	514	5%
Domestic fee paying	663	678	507	443	420	434	3%
International onshore	3,317	3,505	3,837	4,394	4,569	4,404	–4%
Transnational	3,364	4,135	4,786	4,782	3,859	3,067	–21%
Other	4	6	8	9	17	17	0%
Award completions							
Total	8,262	8,450	9,070	9,576	9,239	9,134	–1%
Undergraduate	5,317	5,336	5,505	5,995	5,960	6,358	7%
Postgraduate	2,945	3,114	3,565	3,581	3,279	2,776	–15%
Staff (FTE)							
Total	2,162	2,266	2,396	2,370	2,426	2,575	6%
Academic	956	1,010	1,043	1,030	1,032	1,102	7%
Professional	1,205	1,256	1,353	1,340	1,394	1,473	6%
Teaching and research	753	778	804	742	738	735	–0%
Research only	213	253	284	278	280	313	12%
Other function	1,196	1,235	1,309	1,350	1,407	1,478	5%
Financials							
Consolidated:	Actual	Actual	Actual	Actual	Actual	Actual	
Consolidated operating result (\$M)	30.5	24.4	37.2	41.5	70.3	72.2	
Safety margin	8.3%	6.1%	8.2%	8.8%	13.6%	13.1%	
Net assets (\$M)	506.2	603.4	637.7	680.8	785.2	856.3	
Total assets (\$M)	900.8	993.6	1,188.7	1,163.3	1,324.3	1,504.3	
Total revenue (\$M)	369.3	399.0	452.0	473.2	518.6	551.3	

Notes

2011 student data is preliminary and unverified.

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

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.

VISION, MISSION AND VALUES

VISION

The University of South Australia 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 the University Council in April 2008 after wide consultation within the University.

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THE YEAR
IN REVIEW

01

HIGHLIGHTS

INSTITUTIONAL AWARDS AND RANKINGS

In the **QS World University Rankings**, UniSA was ranked 256th among more than 10,000 universities worldwide, placing us in the top three per cent. We were ranked 11th in Australia, and recorded the fastest rise of any Australian institution for the second consecutive year. We were also rated in the top 100 worldwide on the employer reputation index.

In addition, we were ranked 13th nationally for research income, 13th for the number of weighted publications, and were in the top 10 in Australia for the proportion of staff with a doctorate (69 per cent).

In the **Tertiary Education Facilities Management Association** benchmarking report released during 2011, we were rated fourth-lowest of all Australian universities for the rate of CO2 emissions per square metre.

Our MBA program became one of only three in Australia to have held a five-star rating for four consecutive years, as awarded by the **Graduate Management Association of Australia**.

We were one of less than 100 organisations in Australia to receive a citation from the Federal Government's Equal Opportunity for Women in the Workplace Agency as an **Employer of Choice for Women** – the ninth consecutive year we have won this award.

In the **International Student Barometer**, we received an overall ranking in the top five of 28 Australian institutions.

RESEARCH

In the **Cooperative Research Centres (CRC)** scheme, we were ranked number two in Australia for income received from the Commonwealth – after the University of Melbourne and slightly ahead of the University of Queensland.

In the late 2011 round of CRC announcements, UniSA was a key participant in **two of the six centres** to receive Commonwealth funding:

- **Automotive Australia 2020 CRC** (total funding \$26 million over five years, an extension of existing CRC) will undertake research programs to build human capital in vehicle electrification, gaseous fuels and production of greener vehicles and components



Plastic mirrors.

- **CRC for Low Carbon Living** (total funding \$28 million over seven years) to bring together leading researchers and key end-users to develop new tools to reduce carbon emissions and transform our environment to a low-carbon future

The inaugural **Excellence in Research for Australia (ERA)** assessment endorsed the quality of UniSA research across all our divisions, with around 70 per cent of our assessed research rated at or above world-class standard.

We more than doubled our previous **Discovery Grant** funding to \$4.2 million, and were ranked 13th in Australia by the number of projects, and 14th in terms of dollars awarded. For the second consecutive year we were awarded a **Discovery Indigenous Project** (the only one in South Australia in 2011) and received four **Discovery Early Career Researcher Awards**.

In the 2011 **National Health and Medical Research Council (NHMRC)** announcements, we were the administering organisation for eight new grants totalling \$3.8 million.

In addition, Professor Robyn McDermott (Professor of Public Health and Director: SA NT DataLink) secured funding of \$2.5 million over four years to establish a **Centre of Research Excellence (CRE)** for the Prevention of Chronic Conditions in remote and rural communities. The Centre is being established in partnership with the Aboriginal Health Council of South Australia, Queensland Aboriginal and Islander Health Council, the Royal Flying Doctor Service, and James Cook University. The Australian Primary Health Care Research Institute is funding the CRE, which will evaluate models for primary health care services for Indigenous and other high-risk groups in rural and remote areas. It will focus on improving service delivery relating to the prevention and management of chronic diseases such as diabetes, renal and heart conditions, and mental health, as well as the complications that arise from them.



Professor Robyn McDermott.

TEACHING AND LEARNING

UniSA's **Global Experience Program** was awarded a 2011 Governor's Multicultural Award for the most outstanding contribution to youth multiculturalism by an organisation. The program is the only international leadership program of its kind offered at South Australia's tertiary institutions, and one of only five nationally. It received the honour in recognition of its encouragement of youth engagement in community organisations, and for its leadership in the promotion of the positive influence of cultural diversity within the University community. The University's Bob Hawke Prime Ministerial Centre also received an Award for the most outstanding private sector contribution.



Also in 2011, **Graduate Destinations** data showed that our bachelor degree graduates continued to secure full-time employment rates above those recorded nationally (79 per cent compared to 77 per cent Australia-wide). Results of the 2011 **Beyond Graduation** survey showed that three years after they graduated, UniSA graduates had increased their full time employment rate from 81.4 per cent to 92.8 per cent, and achieved an increase in median salary from \$48,700 to \$64,000.



CHANCELLOR'S REPORT – 20 YEARS OF SUCCESS BUILT ON MORE THAN 150 YEARS OF ACHIEVEMENT



Dr Ian Gould AM, Chancellor.

In 2011, the University of South Australia formally celebrated its 20th anniversary. In comparison to other esteemed institutions around the world, throughout our nation and even here in South Australia, that makes us something of a new arrival.

However, as the outstanding results we achieved during another successful year show, and as the ambitious vision we are shaping for our future attests, UniSA continues to chart the strong upward trend that has characterised its evolution to date.

Part of that success is due to the vision and the values of the antecedent institutions whose operations culminated in the establishment of our University in 1991. Entities such as the South Australian School of Art (founded in 1856), the colony's first Teacher Training College (1876), and the landmark South Australian School of Mines and Industries (1889) which operated in what is now the Brookman Building, the grand centrepiece of UniSA's City East campus.

The disciplines upon which these enterprises (and those that followed) were founded – arts, teaching, engineering and the sciences – remain the cornerstones of our University's mission to equip and inspire individuals, and to work closely and collaboratively with communities. In addition, their commitment to training professionals

The global Quacquarelli Symonds (QS) rankings saw us once more record a significant rise, to be rated among the top three per cent of more than 10,000 universities worldwide. The Australian Government's inaugural Excellence in Research for Australia assessment, released in 2011 but detailed in last year's annual report, confirmed we are on target to meet our ambitious research goals, with around 70 per cent of the University's assessed research rated as world-class or above.

Once again, UniSA performed strongly in attracting research funding, and was ranked in the top one-third of Australian universities for research income. The quality of our teaching and learning was also highlighted by improvements recorded in performance indicators such as the International Student Barometer, and the rate at which our graduates in full-time work were employed in professional occupations remained well above the national average.

In addition, the University continued its strategic investment in vital infrastructure to ensure our staff and students have access to the latest facilities and technology. And our fundamental commitment to equity led to the establishment of UniSA College during 2011, to provide even greater opportunities for people who might otherwise have missed out on the chance to pursue their dreams through tertiary education.

UniSA continues to chart the strong upward trend
that has characterised its evolution to date.

The sum total of these impressive achievements is not only an institution that delivers world-class teaching, learning and research, and provides the 21st Century workforce with the skilled professionals it needs to help us meet the challenges of today, and of the future. They also combine to paint an overall picture of excellence that is central to all we aim to achieve.

For without excellence, there can be no equity. Education remains the single-most effective agent to shape one's course in life, but there is no value

to the highest level, and to ensuring all elements of society were afforded access to opportunity remains enshrined in UniSA's foundation principles.

During 2011, our dual ambitions of excellence and equity were recognised and confirmed by a number of independent assessments and important indicators.



in delivering qualifications of inferior quality. True equity can only be achieved by enabling greater access to high-quality opportunities. In addition, the value of the qualification a graduate earns can only increase as the reputation of the institution that bestowed it continues to grow.

That is why the ongoing rise of the University of South Australia in external, industry and other assessments is of such significance to our students of yesterday, today and tomorrow. It is why we remain so strongly committed to building an exciting future on such a proud history.

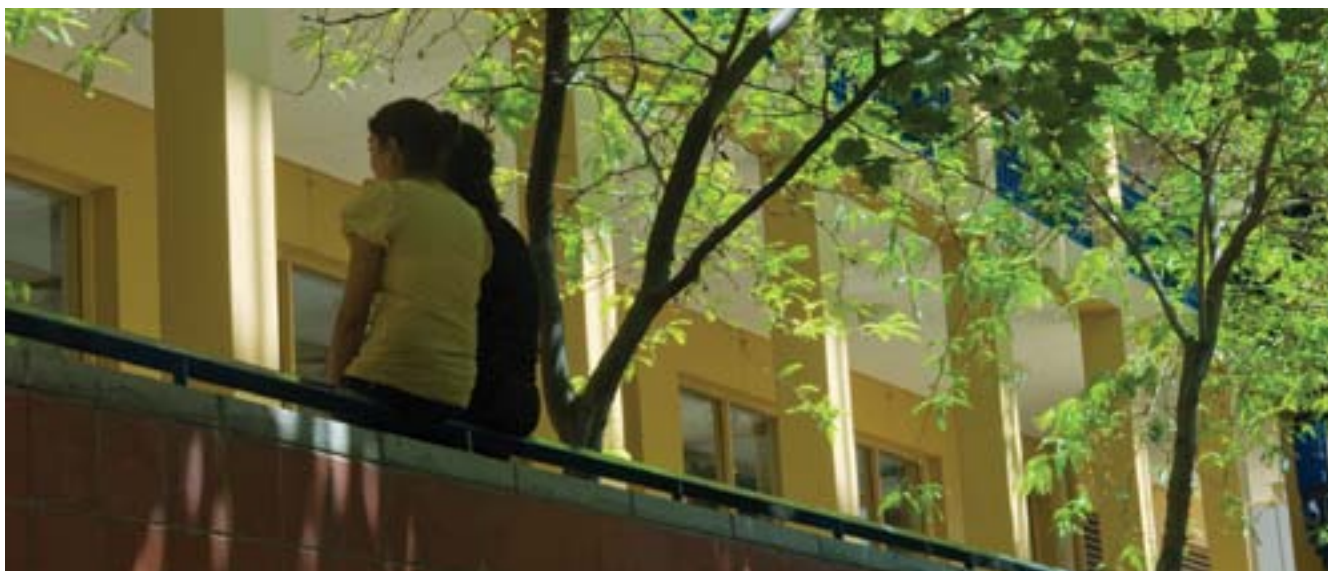
During 2011, we were also deeply saddened by the passing of Ian McLachlan, a member of the University's Council who had served in that role for more than a decade, and a member of our Finance Committee from July 1998 until April 2011. Ian played a pivotal role in the University's operations by providing high-level, strategic advice based on his many years of industry experience and knowledge. He was a colleague of the highest integrity, and is sadly missed by the University community.

Also during the year, the Council welcomed Professor Leanna Read who,

in addition to being conferred with an Honorary Doctorate by the University in 2007, was named the 2006 South Australian of the Year in the category of science and technology. Our new Chair of Academic Board, Professor Rick Sarre, also took up his Council appointment in February 2011, while Council farewelled staff appointees Ms Bronwen Webb and Professor Drew Dawson, and thanked them for their contributions.

As we look ahead to the University's 21st birthday in 2012, there is no doubt our institution, and the higher education sector more broadly, faces a number of challenges. However, after another highly-successful year and with the calibre of staff and students that we continue to attract and retain, we undoubtedly approach our upcoming milestone with confidence, energy and optimism.

DR IAN GOULD AM
Chancellor





VICE CHANCELLOR'S REPORT – STRONG AMBITION DRIVES EXCELLENT OUTCOMES



Professor Peter Høj, Vice Chancellor.

The first year in which the University of South Australia's progress was guided by our *Horizon 2020* strategic planning objectives delivered many successes and some excellent outcomes.

In overall terms, we built further on our existing strengths and achieved significant results in a range of independent assessment criteria, and showed pleasing improvement in areas we had identified as requiring attention. Crucially, our standing and reputation as a provider of research, teaching and learning, and high-quality graduates continued their upward trend and represent a remarkable record of achievement for a university that will turn 21 in 2012.

One of the year's key elements was the release of the QS world rankings, in which UniSA achieved the fastest rise of any Australian institution for the second consecutive year. Having risen 14 places in 2010, we climbed a further 25 places in 2011 to be ranked 11th among Australia's universities. Also pleasing was our improvement in the rankings' employer reputation index, where we were positioned in the top 100 worldwide.

The QS results were also consistent with a number of other quality indicators, including total research income (where UniSA was ranked 13 in Australia), number of weighted publications (13), and percentage of staff with a doctorate (around 70 per cent, ranking us 7th nationally).

These results build on the recognition the University received in the inaugural Excellence in Research for Australia (ERA) assessment that was released in early 2011, which reaffirmed the hard work we have undertaken to strengthen our research performance. With around 70 per cent of our assessed research deemed to be of world-class standard or above, it also confirmed our trajectory towards meeting our ambitious research goals for the next decade, as outlined in *Horizon 2020*.

That confidence is underpinned by a number of other research-related achievements. For example, UniSA is ranked second in Australia for federal funding received to support Cooperative Research Centres. This highlights our capabilities for engaging in multidisciplinary research conducted in collaboration with industry, government and communities that seeks practical solutions to real-world problems. In addition, we doubled our share of new Australian Research Council (ARC) Discovery Grant funding, which included the state's only Indigenous discovery grant project.

Also in 2011, the University had more than 1,200 PhD students, including more than 400 international students from 59 different countries. Around 80 per cent of these students were working in recognised research institutes and centres, and many were engaged in projects supported by a range of industry and end-user partners. This represents a rise of more than 220 PhD students, or growth of more than 20 per cent since 2006.

Another important initiative undertaken in 2011, as informed by *Horizon 2020*, was the development of our new Teaching and Learning Strategic Plan. This \$23.7 million investment will build on the important work already undertaken to improve our teaching and learning capabilities, and includes UniSA's new Personal Learning Environment, the largest information technology project undertaken in the University's history. In addition, the introduction of a new student amenities fee, coupled with significantly increased funding from the University, will support a range of projects and operations, as well as help our independent student association UniLife to further improve services to students.

It will also enable us to continue the pleasing results we achieved in this vital area in 2011, when UniSA was ranked in the top five overall of 28 Australian institutions evaluated as part of the



International Student Barometer.

In addition, the University scored above the national average for broad overall satisfaction in the annual Australian Graduates Survey, the first time we have achieved this result.

Another highlight of 2011 was the opening of UniSA College, which is pivotal to our fundamental commitment to equity and opportunity and provides a pathway to learning for people who have not traditionally accessed university education. The College's inaugural year generated growing interest in its programs, and attracted a higher proportion of Indigenous students than is reflected in the general student population.

In order to ensure our staff and students benefit from the most up-to-date facilities and technology, we continue to invest in state-of-the-art physical and virtual infrastructure. During 2011, we formally opened our new \$16 million Building V, which houses the Mawson Institute at our Mawson Lakes campus. The landmark new \$50 million Materials and Minerals (M²) Science Building also at Mawson Lakes was also completed during the year, and will be officially opened in 2012. Notably, these buildings have been completed on time, on budget and in scope.

During 2011, work began on the new \$85 million Learning Centre at City West which is due for completion in late 2013, and a campus master plan was developed to ensure our vital infrastructure keeps pace with increased operational capacity and evolving technology. These new structures not

only have an important aesthetic impact on our cityscape. They also ensure that high-level architectural and building skills are developed and maintained in South Australia, and that imaginative and sustainable architecture becomes a vital part of Adelaide's future heritage.

As outlined in detail later in this report, our financial position remains solid. Among the important organisational initiatives undertaken during the year, we continued to implement our Service Improvement Project that has helped to deliver greater clarity about our administrative services and processes.

For the ninth consecutive year, the University was cited by the Federal Government's Equal Opportunity for Women in the Workplace Agency as an Employer of Choice for Women. We were one of only three organisations in South Australia to receive the award, and less than 100 enterprises Australia-wide earned the citation in 2011.

Changes to our University Council also mean that in 2012, for the first time in UniSA's history, women will form a majority of the Council – nine women and seven men. I am delighted by the depth and the diversity of talent that is shaping our University's future, not only around the Council table, but at senior management, academic and professional level where UniSA continues to be well served by a dedicated team.

We also continued to attract, appoint and promote outstanding staff, many of them recruited from international institutions. Increasingly, they are attracted by the chance to work

not only in our areas of outstanding performance, but also to make their mark in areas that offer great potential. Among our key appointments was Professor Sakkie Pretorius, who took up the position of Deputy Vice Chancellor and Vice President: Research and Innovation in December, 2011. Professor Pretorius was formerly managing director and chief executive officer of the Australian Wine Research Institute. He brings a commitment and track record to scientific achievement that is characterised by industry relevance, and to building a culture of excellence in academic research.

Among other senior staff appointments made in 2011 were:

- Professor Magnus Nydén, Director: Ian Wark Research Institute (recruited from Sweden)^
- Professor Roman Tomasic, Head of School: Law (recruited from UK)^
- Professor Christine Helliard, Head of School: Commerce (recruited from UK)^
- Professor Clayton MacKenzie, Head of School: Communication, International Studies and Languages (recruited from Hong Kong)^
- Professor Kurt Lushington, Head of School: Psychology, Social Work and Social Policy
- Dr Tracey Swift, Director: Research & Innovation Services (recruited from UK)
- Mr Stephen Dowdy, Head of UniSA College (former principal of Adelaide High School)
- Dr Stephen Rodda, Chief Executive ITEK (UniSA's commercialisation arm)
- Professor Shudong Wang, Professor of Medicinal Chemistry, School of Pharmacy and Medical Sciences (recruited from UK)
- Professor Allan Beever, Professor of Law, School of Law (recruited from UK)
- Professor Sanjay Garg, Professor of Pharmaceutical Science, School

of Pharmacy and Medical Sciences (recruited from New Zealand)^

- Professor David Roder, Chair of Cancer Epidemiology, Sansom Institute for Health Research
- Professor Christopher Saint, Director of SA Water Centre for Water Management and Re-use
- Professor Nicholas Voelcker, Professor of Chemistry and Materials Science, Mawson Institute^

(^ Will formally take up their appointment in 2012)

Among the noteworthy results of the ERA evaluation mentioned earlier was our top rating of five (along with University of Melbourne, Australian National University and University of Queensland) in the discipline of physical chemistry, and the fact we were one of only two universities (with University of Queensland) to secure this 'well above world standard' rating in the broader field of chemical sciences. This further confirms there is nothing achieved at Australia's long-established universities that is not also possible at the University of South Australia.

There is no better example of this ethos than our renowned Ian Wark Research Institute, the establishment of which was largely driven by Laureate Professor John Ralston who advised us during the year of his planned retirement (to take effect in 2012). While he leaves enormous shoes to fill, his farewell will also provide a timely opportunity to properly document and celebrate the remarkable contribution he has made to the University's development and reputation. I am pleased to report that, in recognition of his standing in the global scientific and broader community, John will be conferred as our inaugural Emeritus Laureate Professor in 2012, thereby ensuring his expertise is not lost to our students, or to our institution.

We have appointed Professor Magnus Nydén, an internationally-respected surface chemist from Chalmers University of Technology in Sweden

as the Wark's new Director, and he will take up his position early in 2012. His status as one of Scandinavia's foremost, award-winning physical chemists and his proven record in securing public and private research funding means we can expect further strong results in future ERA evaluations and industry access to our excellent capabilities.

The growing influence of UniSA in the debate and formation of national policies is also exemplified by the increasing number of our staff appointed to external bodies. Among the significant new appointments in 2011 were:

- Professor Joanne Wright (Deputy Vice Chancellor and Vice President: Academic) – Higher Education Standards Panel
- Mr Paul Sherlock (Director, Information Strategy and Technology Services) – Review of the CSIRO Information Management and Technology Enterprise Business Function
- Ms Sue Mikilewicz (Director, Planning and Institutional Performance) – Advancing Quality in the Higher Education Reference Group
- Professor Peter Bucksin (Dean, Indigenous Scholarship, Engagement and Research) – Australian Research Council Advisory Council
- Professor Pauline Harris (Lillian de Lissa Chair, Early Childhood: Research) – Australian Children's Education and Care Quality Authority board
- Professor Steffen Lehmann (Director, Zero Waste SA Research Centre) – Premier's Climate Change Council's roundtable for built environment

Of course, the competitive hiring environment that enables us to attract high-quality, international staff also means there is an increased chance of UniSA staff being appointed to positions

with other institutions. It is great to see outstanding people the calibre and quality of our former Deputy Vice Chancellor, Research and Innovation Professor Caroline McMillan (Vice Chancellor, Newcastle University) and Head of the School of Nursing and Midwifery, Professor Helen McCutcheon (Head of the Florence Nightingale School of Nursing and Midwifery, King's College London) being recognised and rewarded for their outstanding contributions to our University, and to the broader community.

I was also thrilled, during 2011, to see so many of our students receive awards and recognition for their work, both within the University and for the benefit of the wider community. Of course, our most important activity of any year is the education of outstanding graduates, and in 2011 we awarded a total of 9,134 parchments, including 154 doctoral graduates. These have joined a cohort of more than 160,000 graduates from our University and its antecedent institutions – a global alumni network that stands as an enduring example of our contribution to society.

There is no doubt the success achieved by the University of South Australia during 2011 was the result of outstanding dedication, commitment and expertise from our staff, students and graduates, as well as the support of our many industry, government and community partners at local, national and global level.

I sincerely thank everyone who has helped to make, and who continues to make, the University of South Australia a dynamic, innovative and outward-looking institution with a growing reputation for excellence.

PROFESSOR PETER HØJ
Vice Chancellor and President

FINANCIAL OVERVIEW

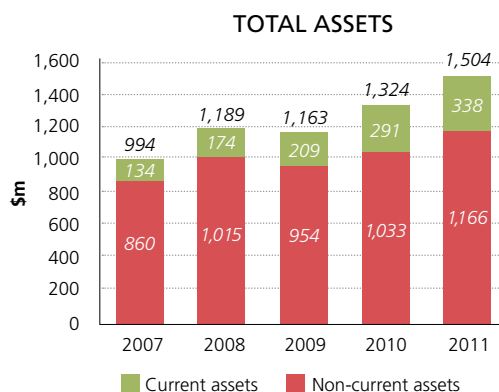
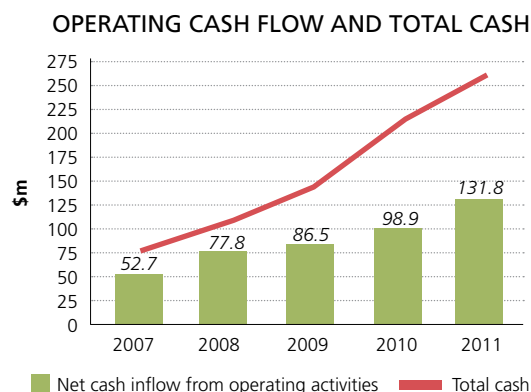
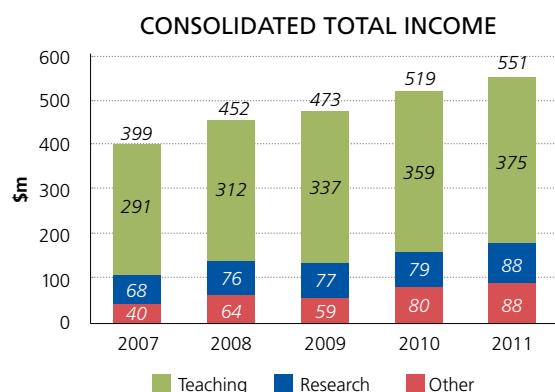
By 2020, we plan to invest at least \$1 billion in additional infrastructure, initiatives and improved services to achieve our strategic ambitions.

"UniSA's 2011 financial result provides a solid foundation for this strategic investment. We remain committed to sustainable financial management in an operating environment that remains highly competitive, both domestically and globally, for students and staff."

– PROFESSOR PETER HØJ
Vice Chancellor and President

	CONSOLIDATED		UNIVERSITY	
	2011	2010	2011	2010
	\$m	\$m	\$m	\$m
Summary Statement of Comprehensive Income				
Operating Income	551.3	518.6	550.1	509.7
Employee Related Expenses	304.0	282.6	302.7	277.7
Non-salary Expenses	175.1	165.7	174.3	162.0
Operating Expenses (incl. Income Tax)	479.1	448.3	477.0	439.7
Operating Result after Income Tax	72.2	70.3	73.1	70.0
Safety Margin ¹	13.1%	13.6%	13.3%	13.7%
Summary Statement of Financial Position				
Current Assets	338.2	291.1	332.5	287.8
Non-current Assets	1,166.1	1,033.1	1,170.3	1,033.8
Total Assets	1,504.3	1,324.2	1,502.8	1,321.6
Current Liabilities	165.7	141.7	165.3	141.2
Non-current Liabilities	482.3	397.3	482.3	397.3
Total Liabilities	648.0	539.0	647.6	538.5
Net Assets	856.3	785.2	855.1	783.1
Summary Statement of Cash Flows				
Net Cash Flows from Operating Activities	131.8	98.9	145.9	99.5
Net Cash Flows from Investing Activities	(84.4)	(30.3)	(87.9)	(45.1)

¹Safety margin equals operating result after income tax divided by operating income.



FINANCIAL SUMMARY

In 2011, UniSA delivered another solid financial result with a consolidated surplus of \$72.2 million, compared with \$70.3 million in 2010. This equates to 13.1 per cent of operating income (13.6 per cent in 2010), and the operating result was assisted by \$47.2 million of capital grants.

Consolidated operating income grew by \$32.7 million to \$551.3 million, assisted by capital grants along with growth in both teaching and research income. Consolidated expenses grew by \$30.8 million (6.9 per cent) with salaries and related expenses growth of \$21.4 million (7.6 per cent) contributing the majority of the increase.

The consolidated financial position remains sound, with cash and cash equivalents totalling \$261.6 million at 31 December 2011 (\$214.3 million in 2010). Consolidated total assets grew by \$180.1 million and consolidated net assets by \$71.1 million, largely as a result of an increased cash balance and capital expenditure on property, plant and equipment of \$82.7 million.

The South Australian Auditor-General has qualified the financial report on the grounds that the University treats Commonwealth and State government grants received in advance and contract research with specified conditions as 'income in advance' at 31 December 2011, and recognises it as a liability on the Statement of Financial Position. The University believes that recognising the grant income in the year that the grant obligations are satisfied presents a true and fair view of our financial position at 31 December 2011, and the result of our operations and cash flows for the year. In the Auditor-General's opinion, the grants should be treated as income in the actual year of receipt. Our treatment is conservative and resulted in the deferral during 2011 of an additional \$11.2 million of unspent funds (\$8.1 million in 2010).

See financial statements, pages 60–62.

INFRASTRUCTURE

During 2011, the University continued to improve and develop learning, teaching and research infrastructure across all campuses.

Materials and Minerals Science Building (M²)

The new \$50 million Materials and Minerals Science (M²) building at Mawson Lakes was completed in December 2011. It accommodates research teams from the Ian Wark Research Institute and the Mawson Institute, and features contemporary student learning and teaching facilities as well as underpinning a nexus between learning, research and industry.

City West Learning Centre

UniSA secured \$30 million from the Commonwealth Government's Education Investment Fund towards the \$95 million Participate@UniSA project, which includes an \$85 million learning centre at the City West campus. The eight-storey centre will be a state-of-the-art, Five Star Green Star-rated building designed to enhance student learning experiences and services, and its technology-rich environment and flexible learning spaces will further support student-centred learning.

A managing contractor was appointed in August 2011, with initial works commencing the following month and the building is scheduled for completion at the end of 2013.

Personal Learning Environment

UniSA's \$11 million Personal Learning Environment (PLE) project was completed in 2011, and delivers state-of-the-art capabilities for on-line learning to our students and staff. It provides the capacity and flexibility to meet 'standard' as well as 'cutting edge' teaching and learning activities, and its key components are:

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

This project has delivered a sector-leading on-line learning platform that features interactive and collaborative tools including wikis, blogs, chat forums, e-portfolios, lecture recordings, survey instruments and quizzes. It closely integrates on-line assessment submission tools, curriculum and professional placement management tools, and information portals to deliver a feature-rich, personal learning environment and flexible learning technologies.

Upgrade of Teaching and Learning Spaces

We have almost completed a four-year, \$15 million program to undertake a major upgrade of teaching and learning facilities, including the introduction of innovative learning technologies. The program delivers experiential learning spaces and enhanced technology capabilities that complement the new on-line personal learning environment.

Sustainability

In 2009, the ATN Universities (including UniSA) announced a commitment to reduce Scope 1 and 2 carbon emissions collectively by 10 per cent (of 2007 levels) by 2012–13, and 25 per cent by 2020–21. Given UniSA's already strong achievements in reduction, our specific target is six per cent by 2012–13, and 15 per cent by 2020–21.

During 2010–11, we emitted 24,355 tonnes CO₂-e (Scope 1 and 2), a decrease of 2.8 per cent against the 2007 baseline year emissions. However, our gross floor area increased by about 1.7 per cent over the same period. Also during 2011, UniSA implemented a series of projects designed to ensure we achieve our interim 2012–13 reduction target.

STRATEGIC PLANNING: HORIZON 2020

In the year following the release of our strategic blueprint, *Horizon 2020*, the University continued to make progress towards realising its vision of being a leading contributor to Australia having the world's best higher education system, and to supporting the world's best educated and most innovative, cohesive and sustainable society.

Horizon 2020 depicts a university that makes intelligent use of its resources, is committed to pursuing practical solutions to social, economic, political and technological challenges, and provides an innovative working environment. In addition, it delivers an outstanding student experience that produces exceptional graduates, has developed world-class research clusters as well as a dynamic, research-intensive culture, and its activities are based on a commitment to equity and excellence. These complementary principles underpin an institution that is characterised by uncompromising high standards.



Milestones and achievements in 2011 included:

- Opening of **UniSA College**: With higher retention rates than other stand-alone foundation studies programs, and a higher proportion of Indigenous students than in the general student population
- Development of new **Teaching and Learning Strategic Plan 2012–15**: Builds further on work undertaken to improve our teaching and learning capabilities, and includes UniSA's new \$11 million **Personal Learning Environment**
- Development of business plan for the UniSA student association, **UniLife**: Includes significant increase in University funding to support UniLife as well as capital development projects
- Improvements in the University's performance in the annual **Australian Graduate Survey**: UniSA scored above the national average for broad overall satisfaction for the first time
- Success in **Excellence in Research for Australia (ERA)**: Around 70 per cent of the University's assessed research rated at or above world standard
- Our continued rise in the **QS World University Rankings**: Rated 11th in Australia, and in the top three per cent of around 10,000 universities worldwide
- Becoming a major partner in two new **Cooperative Research Centres**: Reflects our strengths in translating research into practical solutions to real-world problems
- Completion of \$50 million **Materials and Minerals Science (M²) Building** and \$16 million **Building V** at Mawson Lakes campus: Distinctively designed, environmentally-sensitive facilities to house the best research and teaching in minerals science and engineering
- Commencement of work on the \$85m **Learning Centre** at City West: Further highlighting our commitment to imaginative and up-to-date physical and virtual infrastructure
- Continued appointment of **high-quality staff**
- Continued development of relationships with **international universities**: More than 30 strategic research partnerships and other credit and pathway agreements were formalised during 2011
- Maintenance of our share of **first preferences for school leavers**: Strong result in an increasingly competitive environment
- Excellent feedback from **external program accreditation bodies**: An issue of vital importance for a university with a focus on education for the professions



UNISA IN THE COMMUNITY

The University was honoured to host the **Governor-General of Australia, Her Excellency Ms Quentin Bryce AC CVO**, at the Australian Centre for Child Protection in September, 2011. Ms Bryce, who has been the Centre's Patron since 2009, has maintained a long-standing commitment to advancing the rights of women and children, and a particular interest in the welfare of young people and families. The Governor-General and her husband, Mr Michael Bryce, met with the Centre's Director, Professor Marianne Berry and Deputy Director, Associate Professor Leah Bromfield to discuss contemporary child protection issues nationally and internationally. Also during the visit, Her Excellency met informally with Centre staff and students, Vice Chancellor Professor Peter Høj, and Pro Vice Chancellor of the Division of Education, Arts and Social Sciences, Professor Pal Ahluwalia.

The Anne and Gordon Samstag Museum of Art's 2011 program was one of its most ambitious to date. It began with *'Stop(the)Gap: International Indigenous art in motion'*, developed in partnership with the 2011 BigPond Adelaide Film Festival. The exhibition featured the premiere of *'Stranded 2011'* by internationally-acclaimed filmmaker, Warwick Thornton.

To celebrate the Chinese calendar's 'Year of the Rabbit', the Museum also presented selected works from Sydney's White Rabbit Contemporary Chinese Art Collection, in association with the Adelaide Festival Centre's OzAsia Festival. Providing a window into the diversity and power of contemporary art in China, the exhibition drew more than 70 school and community group visits, as well as 700 people to the 'White Rabbit Chinese Cultural Celebration' event.

During the year, the Samstag Museum, in association with the Adelaide Festival, presented photographer Bill Henson in conversation with the Festival's artistic director, Paul Grabowsky.

This special event coincided with the first exhibition dedicated to this significant artist's work ever presented in Adelaide, and celebrated the acquisition of Henson's work for the UniSA Art Collection. As in previous years, the Samstag was grateful for the generous support of Arts SA.

In November 2011, the University announced the recipients of the 2012 Anne and Gordon Samstag International Visual Arts Scholarships. They were Monte Masi, a graduate of the South Australian School of Art and James Newitt from Tasmania. The Australia Council for the Arts and Anne and Gordon Samstag ISCP Residencies – offering two annual studio residencies at the International Studio and Curatorial Program in New York – were awarded to Marco Fusinato and Jackson Slattery. These awards take the total number of Samstag Scholarship alumni to 126.

Restoration work undertaken by the University on the historic **Brookman Building** at the City East campus won a national restoration award at the annual Australian Stone Architectural Awards. The work focused on the external top of the building, and was carried out in accordance with the Australian International Council on Monuments and Sites principles of 'doing as little as possible but as much as necessary' to maintain its rich heritage values. The Brookman Building foundation stone was laid in 1900, and the building opened in 1903 to accommodate the South Australian School of Mines and Industries, one of UniSA's pioneering antecedent institutions.

LECTURES

The 2011 Hawke Lecture – *'International Criminal Trials. A Promise Fulfilled?'*: Hon Dame Silvia Cartwright, former Governor-General of New Zealand and now Trial Judge, United Nations Assistance to the Khmer Rouge Trials, Courts of Cambodia. The Hawke Lecture is the premier national event on the University's public calendar,



delivered under the auspices of the Bob Hawke Prime Ministerial Centre.

Horizon SA Forum Series – Inaugural lecture *'Gaining Ground by Being Bold'*: Hon Mike Rann, Premier of South Australia. This series of lectures, presented by the Hawke Centre, continues throughout 2012 to mark UniSA's 21st birthday.

Celebrating the 50th anniversary of Amnesty International – *'Lest We Forget'*: Julian Burnside AO QC, Melbourne-based barrister, former President of Liberty Victoria and national human rights advocate. Presented by Amnesty International and the Hawke Centre.

OzAsia Festival Keynote Address – *'Australian Fusion: Imagining our Eurasian Future'*: Jason Yat Sen Li, 2009 Davos World Economic Forum Young Global Leader, director of the George Institute for Global Health, and a Governing Member of The Smith Family. Presented by the OzAsia Festival and the Hawke Centre.

Hawke Centre Occasional Lecture – *'One Unknown: Facing Death, Choosing Life'*: Dr Gill Hicks, founder of charitable organisation M.A.D. for Peace who was severely injured in the 2005 London bombings.

6th Anne Hawke Memorial Lecture – ‘The Regulation of Markets: Cure or Curse?’: Professor David Round, Professor of Economics and Director of the Centre for Regulation and Market Analysis at the University of South Australia.

The University also continued to deliver its successful public lecture series, **Knowledge Works**, with more than 1,600 members of the public, as well as alumni, students and staff attending nine lectures from our leading academics on issues as diverse and timely as health and wellbeing, marketing and business, society and culture, and Australia’s technological and sustainable future.

The 2011 lecturers were:

- **Professor Enzo Lombi:** Centre for Environmental Risk Assessment and Remediation
- **Professor Charles Rickett:** Professor in Law, School of Law
- **Professor Lorimer Moseley:** Professor of Clinical Neurosciences and Chair in Physiotherapy, Sansom Institute for Health Research
- **Associate Professor Jenni Romaniuk:** Associate Research

Professor for Brand Equity and Associate Director (International), Ehrenberg-Bass Institute

- **Professor Anthony Finn:** Research Professor of Autonomous Systems, Defence and Systems Institute
- **Professor Ying Zhu:** Director, Centre for Asian Business
- **Professor Howard Morris:** Professor in Medical Sciences, Division of Health Sciences
- **Professor Marianne Berry:** Chair in Child Protection and Director of the Australian Centre for Child Protection, Hawke Research Institute
- **Dr Krasi Vasilev:** Future Fellow, Mawson Institute

SPONSORSHIPS

The University proudly celebrated its 11th year of sponsorship of the Australian national cycling team in the 2011 **Santos Tour Down Under**. The Tour, attended by more than 750,000 people, is South Australia’s largest and most popular sporting event.

UniSA was also delighted to reaffirm its ongoing sponsorship of the **Adelaide**

Festival of the Arts and, also in 2011, continued its support of South Australian schools through sponsorship of a number of key initiatives, including the **SA Rowing School State Championships**. In addition, we were pleased to form a partnership with Advantage SA’s **Speakers in Schools** initiative, which engaged more than 300 professionals under the age of 45 who make themselves available to speak at secondary schools throughout the State. As many of the registered speakers are also UniSA graduates, the program provides a valuable link for our alumni to engage and inspire students with their personal career success stories.

In addition to these new initiatives, the University continued its sponsorship of other key events, including the **South Australian Debating Association’s Schools Competition**, and the **Australian HPV (human powered vehicle) Super Series**. More than 3,700 primary and secondary school students from across the State were involved in the Super Series, and more than 35,000 spectators attended its three major races making it one of the State’s most successful school events.



UNISA COLLEGE

UniSA College was established in 2011 with a clear ambition to create pathways that enable more South Australians to gain entry to tertiary education. Not only will the College help to meet Commonwealth targets for increased participation and attainment of students in higher education, it also raises awareness about tertiary opportunities among those who might not have previously considered university study as an option.

Crucially, it enables students from a range of backgrounds to reach their potential through a supportive teaching model that builds confidence and competency in order to prepare them for degree-level study, rather than entering prematurely.

ACADEMIC PROGRAMS

The strengths of the College's academic program are built on its culture of success and innovation, its flexible approaches to teaching, and the development of a strong and supportive community environment.

Foundation Studies

The College's initial target of 112 equivalent full-time student load (EFTSL) Foundation Studies students was more than tripled in 2011, with 344 EFTSL enrolments. In the year's second study period, UniSA College welcomed more than 400 students from diverse backgrounds, and with a wide range of academic skill levels. A further 40 students entered mid-year and, in total, 525 students undertook studies with UniSA College in 2011.

Of the students who completed Foundation Studies in 2011, more than 90 per cent were successful in gaining an undergraduate offer. Of those, two students achieved an overall grade point average (GPA) of seven (high distinction), while almost 30 per cent received a GPA of six (distinction) or above. On average, tutorial attendances were around 65 per cent, and the overall retention rate was above 90 per cent. High student satisfaction ratings were also recorded across the program.

Diplomas

The College successfully developed a suite of new diplomas in partnership with three University divisions – Health Sciences; Education, Arts and Social Sciences; and Information Technology, Engineering and the Environment.

The Diploma of Arts, and Diploma of Science and Technology were approved by UniSA's Academic Board, and these new programs combined enabling courses taught by the College with discipline courses taught by the relevant Schools across the University. The programs are designed for students with an ATAR who do not have sufficient qualifications to directly enter into degree study, but who wish to pursue tertiary study and careers in various disciplines. Upon completion of a diploma, students are guaranteed a second-year place in more than 16 different degrees offered across the three divisions.

PATHWAYS AND ASPIRATIONS PROGRAMS

The Aboriginal Power Cup is an initiative that focuses on engaging young Indigenous people in education, promoting healthy lifestyle choices, and developing teamwork, leadership and life skills using an Australian Rules football carnival as its centrepiece. In order to participate in the carnival's play-off, team members must attend school, and complete a range of SACE-accredited curriculum tasks. In 2011, UniSA was elevated to partner status in the program and was represented on its steering committee. We also provided resources to support marketing for a career expo, an Indigenous workshop and the Cup's guernsey design competition, with these initiatives involving undergraduate students from our human movement, physiotherapy and art/design courses.

A Career Awareness Program was conducted and involved more than 550 Year 10 students, providing them with career guidance and skill profiling as part of their Personal Learning Plan subject.

The program also allowed our third-year psychology undergraduate students to undertake work placements within a secondary school environment.

A collaboration with the University's Mawson Institute led to a pilot initiative – Inspire: Research and Advanced Materials Program – that enabled researchers to work with Year 11 chemistry students to construct and test micro-fluidic devices using project-based learning. The program culminated in a student presentation that showcased the research undertaken, and student feedback indicated all found it a beneficial and motivating learning experience.

The Year 12 Tutorial Program offered fee-free intensive biology, mathematics and chemistry coaching during the term 3 holidays for Year 12 students from schools in northern Adelaide. It built upon established successful initiatives that have raised aspirations to higher education and, rather than focusing on adjusting entrance criteria to enable access, this scheme assisted individuals to meet existing university entrance criteria.

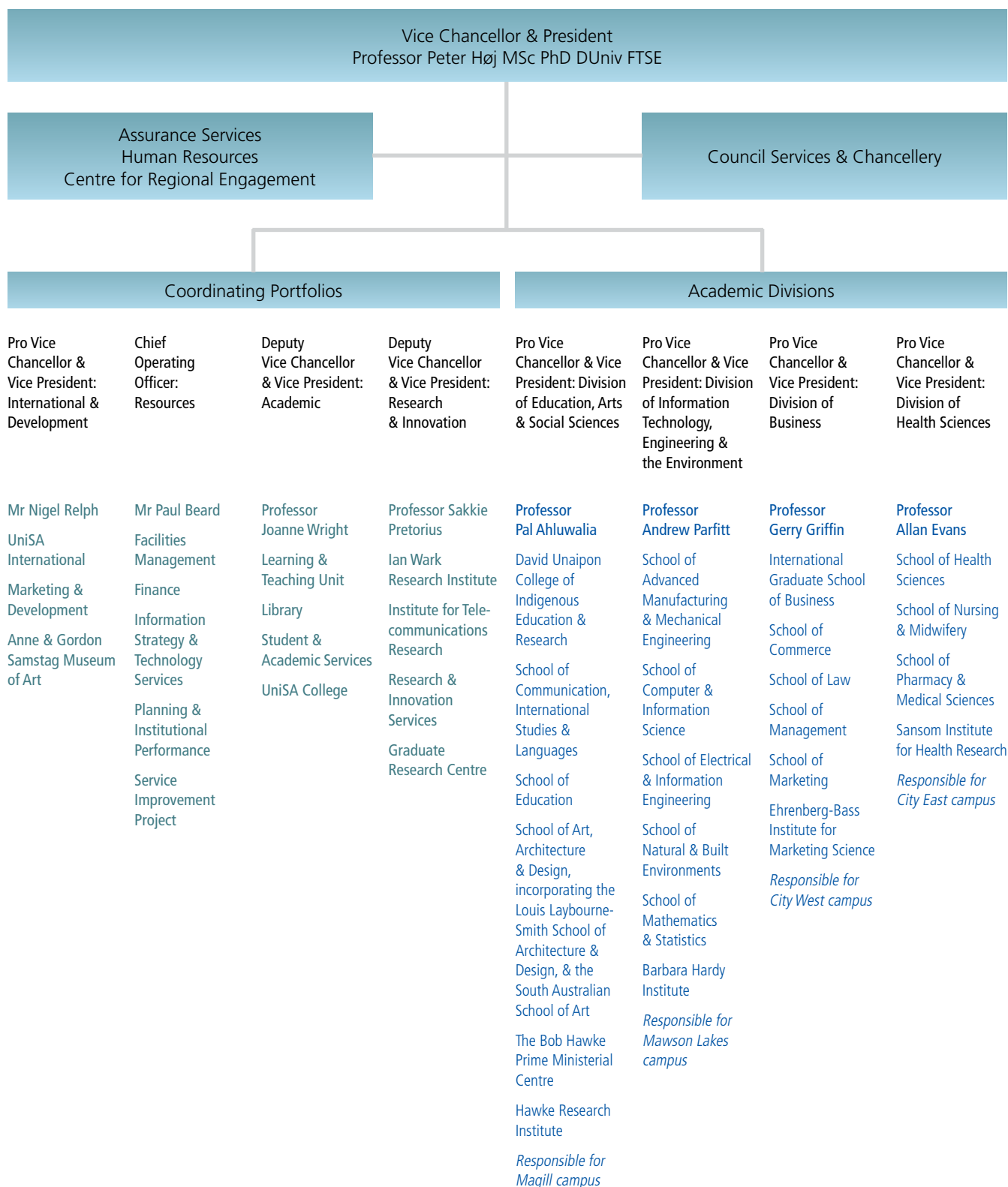
Recognition

South Australia's Strategic Plan is the South Australian Government's blueprint to deliver greater economic, social and cultural prosperity, and contains 100 specific targets. A publication released in 2011 showcased some of the key initiatives, organisations and individuals helping to achieve these goals. In it, UniSA College was cited as an exemplar in helping to meet the target that specifies "by 2014 South Australia will equal or better the national average for the proportion of the labour force with non-school qualifications".

It noted: "UniSA College is an exciting initiative that works towards achieving a large number of targets in South Australia's Strategic Plan, including: increasing the proportion of the population with non-school qualifications, increasing the number of young people learning or earning, and reducing economic disadvantage".

OUR OPERATIONS 17

SENIOR ACADEMIC AND ADMINISTRATION STRUCTURE





TEACHING AND LEARNING

The University's central focus for teaching and learning activities in 2011 was the interim Teaching and Learning Plan. The priority areas targeted were:

- quality of teaching
- employability
- student experience
- retention

The new Teaching and Learning Strategic Plan 2012–2015, developed following a detailed planning and consultation process undertaken throughout 2011, will further enable the University to achieve the ambitions articulated in our *Horizon 2020* strategic document. It will also be designed to deliver the dual goals of an outstanding student experience and exceptional graduates through initiatives such as those detailed below.

IMPROVING THE STUDENT EXPERIENCE

UniSA made significant progress during the year towards its *Horizon 2020* ambition of being ranked in Australia's top quintile for student satisfaction. In the 2011 International Student Barometer (ISB), the University was rated in the top five overall of 28 Australian institutions that were evaluated. Notably, UniSA was rated number one nationally for disability support, accommodation support and orientation. We were rated in the top five for the average results obtained in the ISB survey areas of learning, living, support, arrival and overall experience. In addition, we scored above the national average for broad overall satisfaction in the annual Australian Graduate Survey, the first time the University has achieved this result.

Personal Learning Environment

The largest information technology project of its kind ever undertaken by the University – the \$11 million Personal Learning Environment (PLE) initiative – was completed in 2011. It provides:

- a new, fully-integrated, state-of-the-art online learning platform
- program and course management system
- student placement system

By integrating with the student administration system, the PLE creates a robust, technology-enhanced learning environment that offers an array of new digital learning facilities, resources and services. These include:

- lecture recordings
- electronic assignment submission
- student placement allocation
- virtual classrooms
- monitoring and support for maintenance of academic integrity
- development and dissemination of learning portfolios
- synchronous and multimedia conferencing
- copyright monitoring

Since the PLE was launched towards the end of 2011, student responses have been extremely positive, particularly to the lecture recording facility.

Learning, Language, Literacies

In 2011, we also developed a new and sustainable approach to help all students improve their academic literacy, language and learning skills. This approach offers a range of interventions and resources in the areas of general, academic, and professional proficiency.

Using a systematic, university-wide model, students identified as needing help are able to receive individual language-related feedback on their assignments, as well as access to support from professional language and learning advisers. As well as this targeted approach, all students have access to a wide range of online and discipline-specific materials, workshops and resources to help them improve the quality of their coursework.



Enhancing student academic progress

The Enhancing Student Academic Potential retention program is a new, early-intervention initiative aimed primarily at students identified as being at academic risk during their first study period at UniSA. The program is a peer-based model of proactive intervention that utilises a recording and response software system to help identify students who are at-risk before the risk escalates into coursework failure and/or dropout. The program was tested and verified in 2011, in preparation for a continuous, university-wide roll out beginning in 2012.

Scholarships and study grants

The UniSA Scholarships Fund introduced three new study grant schemes in 2011:

- The UniSA Study Support Grants assist equity students to procure textbooks and meet other study-related expenses
- The UniSA Placement Grant provides undergraduate students with the opportunity to undertake work-based placements in rural and remote areas, or with disadvantaged urban communities (this improves their ability to engage with marginalised communities, as well as their understanding of longer-term employment opportunities in these locations)
- The UniSA Scholarship for Student Leadership assists students to develop leadership skills by promoting engagement with UniSA clubs, and other non-academic activities

We also renewed our arrangement with the Country Education Foundation of Australia to provide assistance to rural and isolated students enrolled at UniSA for a further three years (2011–2013).

In 2011, more than 1,400 students received assistance worth approximately \$1.5 million from the UniSA Scholarships Fund.

Student services and amenities

In early 2011, UniSA undertook a planning process with its student organisation (UniLife) to develop a three-year business plan that helps build upon the ongoing improvement in student representation and student-led affairs. This led to a 50 per cent increase in the University's level of funding support for UniLife, to \$900,000 for 2011. In addition, through the strong relationship built between UniLife and UniSA, we invested a further \$700,000 in a number of capital development projects identified as priorities by UniLife, including the City West student lounge, improved oval lighting at Magill, and outdoor kitchen facilities on all campuses.

EXCEPTIONAL GRADUATES

ExperiencePlus

The University established a new position – Student Experience Coordinator – to oversee the development of our *ExperiencePlus* program. This initiative focuses on social and civic student experiences that build upon academic activities to develop students' leadership skills, social networks and employability, and uses a network of student leaders to organize and promote activities.

Among its inaugural activities, *ExperiencePlus* supported the South Australian multicultural debate that led to the formation of a UniSA Debating Club. In addition, a fundraising event – International Suit-Up Day – was largely planned and delivered by the student leadership scholarship holders, and to raise funds for disaster relief agency, Shelterbox Australia.

Global Experience

Our Global Experience program, providing multicultural support and leadership within the University community, won a 2011 Governor's Multicultural Award. It is the only international leadership program of its kind offered at South Australia's tertiary institutions, and one of only five nationally.

Careers

More than 15,000 students took part in the Career Management Skills initiative during 2011 as part of their academic curriculum. Career Management Skills are modules embedded into courses that equip graduates with knowledge and skills enabling them to more easily assimilate into the workforce. The importance and relevance of this program was acknowledged by participating students who gave it 98 per cent approval rating.

UniSA Career Services also offers another highly-rated strategy to maximise the employability of our undergraduate students. In addition to working with academic staff to build career management skills into their UniSA programs, students can approach UniSA Career Services staff at each campus for career guidance, information and advice to help them better plan for their future.

The success of the University's career-focused initiatives and strategies was reflected by Graduate Careers Australia data that showed 79 per cent of UniSA's bachelor degree graduates secured full-time employment, compared to 77 per cent nationally. UniSA continues to achieve a professional employment rate well above the Australian average.

NATIONAL RECOGNITION FOR OUTSTANDING TEACHING

Four UniSA staff received Australian Learning and Teaching Council citations for outstanding contributions to student learning:

Ms Veronika Kelly
(School of Art, Architecture & Design) – For excellence in motivating student learning and development as adaptable professionals through the design studio as a community of supportive practice.

Dr Mei Lim
(School of Commerce) – For motivating, inspiring, and engaging students through approaches that foster life-long learning and the capacity for professional and personal achievement.

Dr Sarah List
(School of Pharmacy and Medical Sciences) – For engaging and motivating students in the application of science theory underpinning nursing practice using transformational learning processes.

Dr Jane Warland
(School of Nursing and Midwifery) – For sustained commitment and enthusiasm in creating innovative learning environments that foster student engagement and promote student learning.



RESEARCH AND INNOVATION

The Australian Research Council's inaugural Excellence in Research for Australia (ERA) evaluation highlighted that UniSA is undertaking world-class research in all of our academic divisions, and confirmed we are on target to meet our ambitious research goals as outlined in *Horizon 2020*.

Throughout 2011, work was completed on the University's submission to the ERA 2012 evaluation, the results of which will be based on research carried out between 2005 and 2010. This process will again assess the research quality of Australia's higher education institutions against national and international benchmarks using a combination of research performance indicators and review by committees of world-recognised experts.

Also during the year we implemented our Research Strategic Plan 2011–2015: *Building World Class Research and Innovation*. The plan outlines the next phase of the University's development as a contemporary, research-intensive institution with a focus on research outputs that are of high quality and impact, and are referenced against international benchmarks.

BUILDING CAPACITY

A number of key appointments were made during 2011 that will further help us reach our research and innovation ambitions:

- **Professor Sakkie Pretorius**, Deputy Vice Chancellor and Vice President: Research and Innovation
- **Professor Magnus Nydén**, Director of the Ian Wark Research Institute (to take up his appointment in 2012)
- **Dr Stephen Rodda**, chief executive officer of UniSA's commercialisation arm, ITEK
- **Dr Tracey Swift**, Director of Research and Innovation Services

In 2011, UniSA established a Research Fellows Network to promote and assist staff holding nationally-competitive research fellowships, and to support the University's strategic goals of fostering a dynamic, research-productive culture.

BUILDING WORLD CLASS RESEARCH CONCENTRATIONS

UniSA continues to strongly support and promote its six research institutes and 17 research centres. In 2011, the University launched the Barbara Hardy Institute which brings together multidisciplinary researchers and focuses on environmentally-sustainable communities. It was formed through the merger of the Institute for Sustainable Systems and Technologies, and the Barbara Hardy Centre under the leadership of its Director, **Professor Chris Daniels**.

The University also established four new research centres in 2011:

- Centre for Accounting, Governance and Sustainability
- Centre for Comparative Water Policies and Law
- Centre for Human Resource Management
- Centre for Industrial and Applied Mathematics

TRAINING AND EDUCATION

The University's Graduate Research Centre (GRC) became fully operational under the leadership of the Dean of Graduate Studies, **Professor Phil Weinstein**. The Centre provides services, information and resources to research students and staff, and the inaugural GRC Strategic Plan 2011–2015 was developed and implemented during the year. The plan closely aligns to the goals of our new Research Strategic Plan, with a particular focus on '*Growing the next generation of research and innovation leaders*'.

In addition, UniSA was involved in the formation of the Australian Technology Network Industry Doctoral Training Centre (Mathematics). The new centre is the first of its kind in Australia, and will offer an innovative form of postgraduate education that enables students to develop a range of skills while also providing research solutions to industry. The University's **Professor Lee White** was appointed foundation director, and the first intake of students will commence in 2012.

The University introduced a new scholarship scheme – the 'International President's Scholarships' – to support our internationalisation and research priorities by attracting high quality research students from world-class institutions.

In 2011, UniSA had more than 1,200 PhD students, including more than 400 international students from 59 countries. Almost 80 per cent of these students were working in research institutes and centres, with many engaged in projects supported by a range of industry and end-user partners.

In 2011, UniSA had more than 1,200 PhD students, including more than 400 international students from 59 countries.



Dr Ellen Nisbet.

HIGHLIGHTS

The University's total annual research income was about \$58 million. UniSA was awarded approximately \$16.5 million in Category 1 grant funding in 2011, compared to \$10.2 million in 2006. The number of weighted publication points per academic staff FTE in 2010 was 1.35, compared to 0.98 in 2005.

UniSA doubled its share of Australian Research Council (ARC) Discovery grant funding announced in 2011, with more than \$4.19 million awarded for 13 research projects. That included more than \$600,000 for South Australia's only Discovery Indigenous project. In addition, UniSA received almost \$1 million in linkage category grants.

UniSA researchers also secured almost \$3 million in new, highly-competitive National Health and Medical Research Council funding grants for five key health research projects that span the spectrum of health research. They include:

- research into drug delivery for colo-rectal cancer therapy
- personalised medicine
- vitamin D synthesis
- foetal physiology and dietary intervention in obesity
- type-2 diabetic patients

Professor Robyn McDermott (Professor of Public Health and Director: SA NT DataLink) secured funding of \$2.5 million over four years to establish a Centre of Research Excellence for the Prevention of Chronic Conditions in remote and rural communities.

Dr Ellen Nisbet, an evolutionary biologist (Division of Health Sciences) received \$570,000 over three years from

the prestigious Wellcome Trust, the UK's largest independent funder of medical research. Her collaborative project, with the University of Cambridge, explores new ways to prevent and treat malaria.

Centre for Asian Business Director **Professor Ying Zhu** and Head of the UniSA School of Management, **Professor John Benson**, along with Professor Michael Webber of the University of Melbourne, were awarded an Australian Research Council (ARC) Discovery Grant for their collaborative research project entitled '*The reality of China's Socialist Market Economy: The emergence of labour segmentation and inequality*'.

Professor Peter Buckskin was awarded a grant of \$7.5 million from the Department of Education, Employment and Workplace Relations to research and implement ways of increasing the numbers of Aboriginal and Torres Strait Islander teachers in Australian schools.

Professor Bill Runciman was a member of a team of researchers awarded \$2.5 million for a new NHMRC Centre of Research Excellence in e-health titled 'Near real-time identification of patient safety incidents reported by health professionals'.

Dr Craig Priest, a physical chemist from the Ian Wark Research Institute, was named South Australia's Young Tall Poppy of the Year. The Tall Poppy awards recognise outstanding work by researchers who are making significant scientific contributions in the early stages of their careers.

The honour was presented at the South Australian Science Excellence Awards, at which UniSA researchers and graduates figured prominently:

- **Dr Sarah List** (Division of Health Sciences) won the Early Career STEM educator award
- **Dr Natalie Sinn** (Division of Health Sciences) won the Early Career STEM professional award

- **Dr Seth Laurensen** (Division of Information Technology, Engineering and the Environment) won a Science Excellence Award for his PhD studies in water recycling and soil health
- **Dr Daniel Hoefel**, a UniSA PhD graduate now working with SA Water, was awarded an Early Career STEM Professional Award

During 2011, the Australian National Fabrication Facility (South Australian node) was established at the Ian Wark Research Institute under the directorship of **Laureate Professor John Ralston**. The SA node features the first items of micro and nano tomography equipment to be installed outside of the USA, making it the best facility of its kind in Australia.

UniSA was involved in the launch of the new SMR Automotive facility, which will produce the world's first fully plastic-surface automotive mirror. The pioneering technology behind the mirror was developed jointly by researchers at UniSA's Mawson Institute and the Wark Institute, in collaboration with SMR Automotive and the CRC for Advanced Automotive Manufacturing.

Also in 2011, the University was chosen by the Department of Innovation, Industry, Science and Research to be the lead agent for the first National Research Network (NRN) project to extend and upgrade the data network linking Australia's universities and research institutes. Part of the Australian Government's Super Science (Future Industries) initiative, the \$37 million NRN project will ensure the Australian Research and Education Network has the capacity to support future growth in Australian research and innovation.

RESEARCH FELLOWSHIPS

Professor Thomas Nann (Ian Wark Research Institute) received a prestigious ARC Future Fellowship worth more than \$900,000 to support exploration of ways to develop the clean energy potential of hydrogen as a replacement to fossil fuels (see profile in Our People).

Four UniSA researchers secured more than \$1.5 million under the new ARC Discovery Early Career Researcher funding scheme:

- **Dr Gilbert Caluya** (Division of Education, Arts and Social Sciences)
- **Dr Khoa D Nguyen** (Institute for Telecommunications Research)
- **Dr Haolan Xu and Dr Jingfang Zhou** (Ian Wark Research Institute)

Three UniSA researchers from the Division of Health Sciences were awarded NHMRC fellowships worth almost \$900,000:

- **Associate Professor Leanne Dibbens**: Career Development Fellowship for research applying modern genomic technologies to the genetics of epilepsy
- **Dr Nicole Pratt**: Early Career Fellowship to develop understanding of medicine safety
- **Dr Susan Thomas**: Translating Research into Practice (TRIP) Fellowship

Dr Mark McDonnell (Institute for Telecommunications Research) was awarded a six-month research fellowship as part of the Australian Government's Endeavour Awards to visit the Brain Research Centre (University of British Columbia) and further research into how the human brain's structure might provide a model for information processing.

RESEARCH GRANTS

The following staff were awarded new National Health and Medical Research Council (NHMRC) and new Australian Research Council (ARC) grants in 2011:

NHMRC Project Grants Lead Investigator:

Dr Paul Anderson
Dr Grant Brinkworth
Dr Janna Morrison
Professor Clive Prestidge
Dr Michael Sorich

ARC Discovery Grants Lead Investigators:

Professor Mark Daniel
Associate Professor Naba Dutta
Professor Jerzy Filar
Dr Ingmar Land
Professor Enzo Lombi
Associate Professor Dusan Losic
Dr Anthony McDonnell
Professor Clive Prestidge
Professor Bruce Thomas
Professor Dayang Wang
Dr Lesley Ward
Professor Ying Zhu

ARC Discovery Indigenous Researchers Development Grant Lead Investigator:

Dr Brenda Croft

ARC Linkage Grants Lead Investigators:

Professor Andrea Gerson
Associate Professor Robert Hattam
Dr John Hayball
Professor Carol Kulik
Professor Barbara Pocock
Professor Robert Short
Professor John van Leeuwen
Professor Cory Xian

INTERNATIONAL AND DEVELOPMENT

In 2011, the University maintained a wide range of activities under the banner of international and development, and also embarked on several new initiatives.

INTERNATIONAL ACTIVITIES

The University continues to develop its international strategic partnerships with universities and other organisations around the world. In 2011, a further 16 partnership agreements were signed with prestigious institutions in respect of research and teaching projects, including:

- University of Tokyo (Japan)
- University of Copenhagen (Denmark)
- Nanyang Technological University (Singapore)
- Tianjin University (China)
- Nanjing University (China)

The University also formalised credit and pathway agreements with an additional 15 international institutions, which will help provide opportunities for international students to complete their studies at UniSA.

During the year, the University opened an office in Beijing. This was a strategic move to increase its presence in China, and the office has proved an invaluable resource in its first year of operation.

The University also remains committed to the training of our international student recruitment agents, and more than 20 local agents from Adelaide and interstate visited our campuses and organisational units in March, 2011. The following month, almost 100 of our international agents from 20 countries met in Kuala Lumpur to attend a two-day training and strategy conference, where they were addressed by senior UniSA staff.

In addition, we continued to maintain strong relationships with the many sponsoring authorities that fund more

than 350 international students from 20 nations to study at UniSA. We were also delighted to receive 33 students who are studying under the Australian Government's Australia Awards (Development).

Student mobility remains a priority for the University, and during 2011 we welcomed 189 students from partner institutions on full semester exchanges. A further 368 UniSA students were provided with funding to support an international study experience. Of these, seven students undertook the University's Hawke Ambassador Program and carried out volunteer projects in Ghana, Kenya, Cambodia, Morocco, Mexico, Peru and Argentina.

The University also received \$267,500 in funding from the Department of Education, Employment and Workplace Relations to support 46 students on exchanges with partners in India, Thailand, UK, Korea, Canada and USA, and a further \$76,500 to support 36 students to undertake short-term programs in Malaysia, Cambodia and Turkey.

A priority of the University is to continue to ensure our graduates are work-ready. In 2011, the University and Navitas Workforce Solutions collaborated to develop the University of South Australia Study Abroad Internship Program, which offers international students the opportunity to work in an Australian company, on real-life projects alongside industry professionals.

ALUMNI

In 2011, the University continued to strengthen relationships with, as well as services for, its 164,000-plus alumni around the world. This network includes international chapters in Hong Kong, Singapore, and Malaysia, and a combined South Australian chapter in the United Kingdom. Our international alumni enjoyed a number of events throughout the

year, including reunions that coincided with the University's international graduation ceremonies, including:

- UK chapter's wine master class at London's Saatchi Gallery
- Singapore alumni invited to attend seminars at the National University of Singapore and Singapore Marketing Institute
- MBA and doctoral alumni in Hong Kong attended the Hong Kong Association for the Advancement of Science and Technology seminar

Our alumni also continued to excel with a number receiving significant recognition for their achievements:

- **Dr Cartier Lam**, deputy chief executive with the Bank of East Asia (China) Limited was awarded the AustJOBS Australia China Alumni Award for Banking and Finance (four other UniSA alumni were finalists in the Australia China Alumni Awards)
- Austrade Singapore awarded a Distinguished Alumni Service Award to **Dr Chew Kia Ngee**, who is also patron of the UniSA Singapore Alumni Chapter
- **Mr Soon Koon Quek** was awarded a Public Service Medal in the 2011 National Day Awards in Singapore

Also in 2011, the University was delighted to acknowledge the long and distinguished career of one of its most notable alumni (through the South Australian School of Arts and Crafts) and one of Australia's best-known living artists, Jeffrey Smart AO, with the honorary degree of Doctor of the University.

Alumni continued to make a valued contribution to the University through a range of initiatives and projects, including generous donations and support through internship programs that provide students with valuable exposure to the workforce.

THE UNIVERSITY OF SOUTH AUSTRALIA FOUNDATION

The University recorded another year of strong support from donors and corporate supporters. As a result, the University of South Australia Foundation has more than \$10 million in accumulated funds, and during 2011 it distributed almost \$980,000 to support student scholarships, awards, facility improvements, equipment and research.

As part of this program, the University was pleased to establish the Emeritus Professor Kym Adey Catherine House scholarship, which will provide support to a client of Catherine House (for women affected by homelessness) who wishes to study at the University. Named after Professor Adey, who was previously the University's Pro Vice Chancellor: Access and Learning, the scholarship is funded through a range of government and private donations, and through the sale of Professor Adey's own artwork. The scholarship represents one of many ways the University supports students from disadvantaged backgrounds.



CENTRE FOR REGIONAL ENGAGEMENT

The Centre for Regional Engagement (CRE) is based at UniSA's Whyalla campus, and at the Mount Gambier Regional Centre. It provides undergraduate and postgraduate degree programs designed to meet the needs of rural and regional communities. The CRE offers programs in business and regional enterprise, nursing and rural health, social work and rural practice, engineering, and foundation studies.

During 2011, the Centre launched results of the Whyalla Intergenerational Study of Health, a survey of more than

1,100 Whyalla households that estimated the prevalence of chronic disease and associated risk factors in the area.

In June, more than 3,000 parents and children attended the Whyalla campus to take part in the first ever 'SciWorld' science in schools event, and participated in a range of interactive activities including electrical circuitry, robotics, biology, chemistry and astronomy.

The Centre also celebrated the 21st birthday of its nursing program, and the Whyalla campus's Jubilee Building.

DIVISION OF HEALTH SCIENCES

The Division of Health Sciences advances the health and wellbeing of our community through modern teaching and research in a range of health and medical sciences and the health professions.

UniSA remains the largest and most diverse provider of health industry graduates in South Australia. Since 2001, more than 15,000 of our graduates have entered the health workforce, and in the past five years 93 per cent were employed within four months of completing their degrees.

In 2011, the Division's total student numbers topped 7,000 for the first time, and overall student load (domestic and international) exceeded targets despite increased competition in the sector.

The number of higher degree by research students also continued to grow, supported by increased undergraduate research opportunities, our honours programs and new scholarship opportunities.

In addition, new state-of-the-art research facilities became operational to support our research into pain, nutrition, and the prevention and treatment of disease.

Key appointments in 2011 included:

- **Professor Roger Eston**,
Head of School of Health Sciences
- **Professor David Roder AM**,
Chair of Cancer Epidemiology
- **Professor Lorimer Moseley**,
Professor of Clinical Neurosciences and Chair in Physiotherapy
- **Professor Shudong Wang**,
Professor of Medicinal Chemistry
- **Professor Sanjay Garg**,
Chair in Pharmaceutical Science

TEACHING AND LEARNING

The first cohort of students was enrolled in our new Master of Dietetics. Through our targeted work we almost doubled the number of Indigenous students

undertaking our programs, with additional strategies implemented to improve student retention.

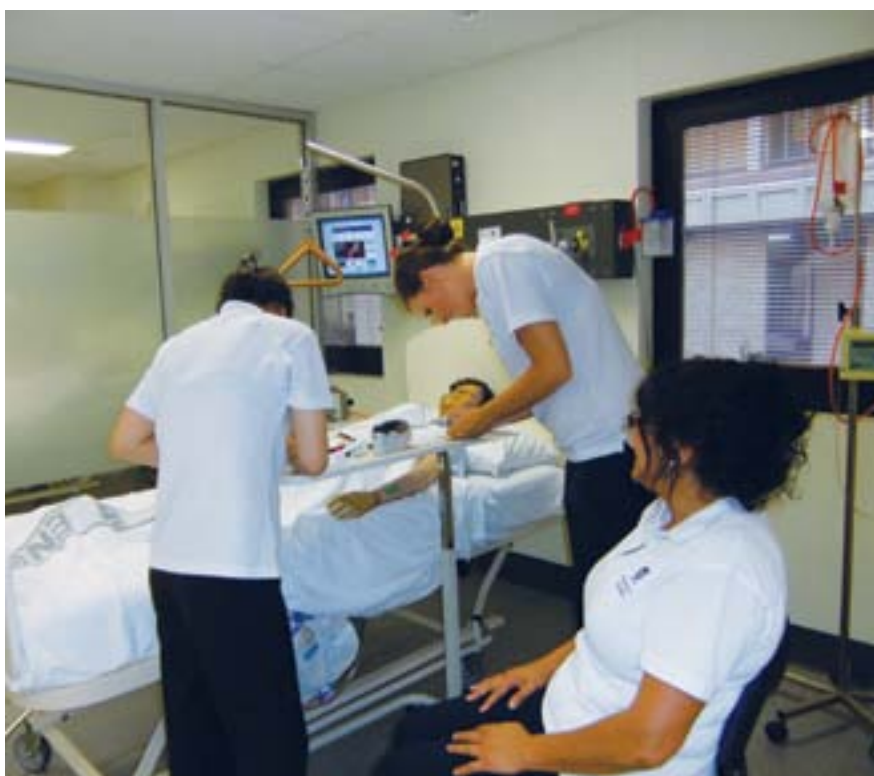
Planning for the new School of Population Health continued. The new school will create new opportunities and pathways to doctoral studies for health professionals and health science graduates.

There was a strong focus on enhanced collaboration with industry partners to develop well-supported clinical placements for our students. The Division attracted \$5.16 million funding from Health Workforce Australia to support clinical placements and infrastructure.

UniSA Health Pty Ltd was established to enable the University's participation as an allied health provider in various health clinics, and to further contribute to quality teaching by providing placement opportunities to undergraduate and postgraduate students.

The Division continues to invest in modern, innovative facilities to support our teaching and learning, and during the year it opened a simulated hospital environment to assist in educating and training nurses and midwives. These practice-based laboratories enable students in the School of Nursing and Midwifery to interact with 'patients' in authentic situations that replicate hospital and community health settings.

The Division also secured \$850,000 over five years to implement virtual environment radiotherapy training for cancer therapy, as part of a joint university submission to the Department of Health and Ageing. This provides a three-dimensional stereoscopic display of a radiotherapy treatment room, enabling students to witness demonstrations of treatment techniques and gain a better understanding of treatment concepts by using real controls and three-dimensional effects.



UniSA remains the largest and most diverse provider of health industry graduates in South Australia. Since 2001, more than 15,000 of our graduates have entered the health workforce, and in the past five years 93 per cent were employed within four months of completing their degrees.

RESEARCH

UniSA's ongoing research concentration strategy, which led to the establishment of the Sansom Institute for Health Research in 2004, continues to underpin its strong reputation in medical and health sciences. In 2011, the Institute maintained active links with partners from more than 50 organisations throughout Australia, as well as 40 international partners in 16 countries. The Sansom Institute for Health Research also supported the Division's 27 externally funded research fellows.

Results of the inaugural Excellence in Research for Australia (ERA) evaluation showed the Division performs at or above world-class levels in:

- Nursing
- Nutrition and Dietetics
- Pharmacology and Pharmaceutical Sciences
- Medical Physiology
- Public Health and Health Services

Associate Professor Leanne Dibbens joined the School of Pharmacy and Medical Sciences. Her research uses molecular approaches to determine the genetic basis of epilepsy. She is currently a Chief Investigator on a NHMRC Program Grant, 'Neurobiology of human epilepsy: genes, cellular mechanisms, networks and whole brain' valued at \$16.45 million.

Professor Michael Roberts (Research Chair: Therapeutics and Pharmaceutical Science) was awarded a National Health and Medical Research Council (NHMRC) Senior Principal Research Fellowship of \$780,805 over five years.



Professor Mark Daniel (Research Chair: Social Epidemiology) and **Dr Catherine Paquet** (Research Fellow: Social Epidemiology) and international colleagues were awarded \$2.2 million over five years from the Canadian Institute of Health Research for their longitudinal study on mental health and its co-morbidity with physical health.

Dr Grant Tomkinson (Senior Lecturer in Human Movement) led the first of five Australian war fighter anthropometric surveys, completed in Darwin.

COMMUNITY ENGAGEMENT

The Division entered into a formal engagement with Football United, a non-profit organisation that uses free, organised football programs to bring together people at risk of exclusion to help foster community cohesion and social inclusion. The initiative reflects UniSA's commitment to engaging with students from disadvantaged and low socio-economic backgrounds, and to developing innovative entry pathways to study.

Students from nursing, pharmacy, health sciences and physiotherapy gained valuable experience in the field by volunteering at the annual Homeless Connect: Homelessness, health and housing expo in Adelaide.

UniSA, together with Helping Hand Aged Care, launched the innovative Regional Mobile Health Clinic. Through this program, a specially-fitted vehicle offers high quality learning experiences for our Health Science students, while also providing allied health services such as physiotherapy, podiatry and occupational therapy to elderly people in rural and regional areas of South Australia.

The University signed a memorandum of understanding with the Royal Flying Doctor Service to promote and encourage collaboration in the design and delivery of research activities in rural and remote South Australia and Northern Territory.

DIVISION OF EDUCATION, ARTS AND SOCIAL SCIENCES

The Division of Education, Arts and Social Services delivers programs across a wide range of the arts, humanities and social sciences, focusing on applied research and professional education in a range of disciplines.

In 2011, the Division undertook widespread recruiting as part of a concerted effort to attract high quality, research-productive academic staff. This was undertaken in conjunction with a significant service improvement project to ensure the ongoing delivery of high level professional support services across the Division. Complemented by a strong financial performance, these key initiatives have ensured the Division remains well placed for future growth.

KEY APPOINTMENTS

The following key appointments were made in 2011:

- **Professor Mohan Chinnappan**, Associate Head of School (Research), School of Education
- **Associate Professor Thomas Mical** (Architecture), School of Art, Architecture and Design

- **Professor Clayton MacKenzie**, Head of School, Communication, International Studies and Languages
- **Professor Kurt Lushington**, Head of School, Psychology, Social Work & Social Policy

TEACHING & LEARNING

The Division focused on improving the quality of students' experience, especially for our first-year students. The e-pals program enabled high quality continuing students to mentor and support new students via email, and through face-to-face interaction. An increasing number of students across all UniSA campuses also took part in a range of social events specially designed to build networks, and to foster a greater sense of connectedness. EASS music students were part of a varied program of musical events that contributed to the enrichment of cultural experiences at each campus.

Our ongoing commitment to teaching excellence resulted in a significant improvement in 'teacher and overall student satisfaction' levels recorded in 2011.



Program renewal was another strong focus during 2011, in order to better meet the needs of professions and the broader community. Revitalised programs to emerge from this process included:

- Bachelor of International Relations
- the Bachelor of Arts (Indigenous Cultures and Australian Society)

During 2011, the Australian Psychology Accreditation Council also accredited our various psychology and psychological science degree programs for a further five years, as did the National Visiting Panel for our architecture and architectural studies programs at undergraduate and postgraduate degree level.

RESEARCH

In the inaugural Excellence in Research for Australia (ERA) results released in 2011, the Division achieved world-class ratings for its assessed research in each of its Schools, and notably in the fields of:

- Language, Communication and Culture (including Cultural Studies and Applied Linguistics)
- Education Systems
- Historical Studies
- Social Work
- Built Environment and Design (including Urban and Regional Planning)
- Studies in Creative Arts and Writing (including Visual Arts and Crafts)



Dr Gilbert Caluya, from the International Centre for Muslim and Non-Muslim Understanding, was awarded a 2012 Discovery Early Career Researcher Award (DECRA) worth \$375,000 over three years for his research work entitled 'Burqas, borders and babies: intimate citizenship in post-colonial Australia'. He was one of only two researchers in Australia working in cultural studies to receive a 2012 DECRA award.

Dr Hannah Keage, **Dr Mark Kohler** and **Dr Owen Churches** established the Cognitive Neuroscience Laboratory within the School of Psychology, Social Work and Social Policy.

The Division was also awarded three ARC grants worth a total of \$1.22 million, as well as two ARC Discovery grants with partner institutions. **Dr Brenda Croft** was awarded an ARC Discovery Indigenous Grant worth \$660,000.

Professor Bill Runciman was a member of a team of researchers awarded \$2.5 million for a new NHMRC Centre of Research Excellence in e-health titled 'Near real-time identification of patient safety incidents reported by health professionals'.

Professor Peter Buckskin was awarded a grant of \$7.5 million from the Department of Education, Employment and Workplace Relations to research and implement ways of increasing the numbers of Aboriginal and Torres Strait Islander teachers in Australian schools.

COMMUNITY ENGAGEMENT

The Bob Hawke Prime Ministerial Centre remains a cornerstone of UniSA's strategic commitment to engaging with our communities. Highlights of the Hawke Centre's program for 2011 included:

- **Hon Dame Silvia Cartwright** (former Governor General of New Zealand and now Trial Judge, United Nations Assistance to the Khmer Rouge Trials, Courts of Cambodia),



delivered the 14th Annual Hawke Lecture on the topic '*International Criminal Trials: A Promise Fulfilled?*'

- **Dr Gill Hicks** (2009 UK Australian of the Year and survivor of the 2005 London bombings) delivered the Hawke Centre Occasional Lecture entitled '*One Unknown: Facing Death and Choosing Life*'
- **Julian Burnside QC** (national human rights advocate) delivered the 50th anniversary of Amnesty International Commemorative Address: '*Lest We Forget*'

During 2011, the Hawke Centre also maintained its partnerships with high profile festivals such as The Bigpond Adelaide Film Festival, OzAsia Festival, and Festival of Ideas, as well as a number of dedicated community and charitable organisations.

The Hawke Research Institute continued its contribution to national and international research and debate through events such as '*Re-orienting the world: decolonial horizons*' – an international symposium aimed at improving understanding between Muslim and non-Muslim communities.

In 2011, around 1500 people attended 25 events organised by the Hawke Research Institute, including public lectures, conferences, book launches, master classes, seminars and workshops. Also during the year, the South Australian School of Art gallery opened eight exhibitions featuring the work of local and nationally-acclaimed artists and researchers, while the Architecture Museum completed a national data service project aimed at making its collection more widely available to Australian and overseas researchers.

DIVISION OF INFORMATION TECHNOLOGY, ENGINEERING AND THE ENVIRONMENT

The Division of Information Technology, Engineering and the Environment offers educational and research programs in a range of disciplines, including information technology, engineering, environmental management and sustainability, built environment, civil aviation, computer and project management, science and mathematics.

During 2011, the Division enhanced its research activities with further success in major grants and awards, and consolidation and upgrade of teaching and research facilities. Implementation of a new administrative structure resulted in improvements in procedures and division services, while staff profile was also strengthened through the recruitment of senior high-profile researchers and academics, and through internal promotions.



KEY APPOINTMENTS

Among the significant appointments made by the Division during 2011 were:

- **Professor Nico Voelcker**, Research Professor, Mawson Institute
- **Associate Professor Peter Murphy**, Associate Director, Mawson Institute
- **Professor Chris Saint**, Director, Centre for Water Management and Reuse
- **Mr Neil Hyland**, Head of Aviation, School of Electrical and Information Engineering
- **Dr Sanjay Mazumdar**, Chief Executive Officer, Defence Systems Innovation Centre

TEACHING AND LEARNING

The inaugural Southern Hemisphere Summer Space Program was held at the University's Mawson Lakes campus early in 2011, and was attended by 43 participants from countries including China, Malaysia, South Africa, India, Sri Lanka, Brazil, Italy, New Zealand and Australia. It was the first of three annual summer space programs to be hosted by UniSA, in collaboration with the International Space University.

A team from the School of Advanced Manufacturing and Mechanical Engineering won the judges' design award, and was placed second overall in the annual Weir Minerals Design and Build competition that attracted 15 teams from throughout Australia and New Zealand.

A team of first-year engineering students was ranked in the top four in South Australia for the project they entered in the 2011 Engineers Without Borders challenge. The Australasia-wide program required entrants to design sustainable development initiatives to benefit a village in southern India, and the UniSA team was recognised for its innovative soap manufacturing project.

Final-year engineering students **Ben Holton** and **Kavan Mannapperuma** were one of only four teams chosen to present their project (in the biomedical engineers' category) at the 2011 Biomedical Engineering and Medical Physics Student papers night.

RESEARCH

Results of the inaugural Excellence in Research for Australia (ERA) evaluation showed the Division performed at or above world-class levels in a number of areas of assessed research including:

- Mathematical Sciences (including Pure and Applied Mathematics)
- Chemical Sciences (including Physical Chemistry)
- Environmental Sciences (including Environmental Science and Management)
- Engineering (including Electrical and Electronic Engineering, Materials Engineering, Resources Engineering and Extractive Metallurgy, and Chemical and Civil Engineering)
- Built Environment and Design (including Urban and Regional Planning)

The University's Magic Vision Lab became the first Australian enterprise to win the prestigious Best Demo Award at the Institute of Electrical and Electronics Engineers international symposium on mixed and augmented reality held in Switzerland. Magic Vision Lab's demonstration was selected ahead of presentations from some of the world's top research labs, including Georgia Institute of Technology and the European Space Agency, as well as acknowledged world leaders in technology such as Volkswagen, Bentley, Sony and Nokia.

A multidisciplinary team led by Professor Wasim Saman (Professor of Sustainable Energy Engineering) received a \$468,000 grant through the National Climate Change Adaptation Research Facility



Building V, Mawson Lakes campus.

to develop a Framework for Adaptation of Australian Households to Heat Waves.

The Mawson Institute was successful in securing a number of ARC Linkage projects, including:

- Solution and surface speciation evolution during chalcopyrite leaching (\$300,000)
- Development of flexible, graded plasma surface engineered coatings for superior interfacial performance (\$290,000)
- Reducing deleterious impacts of clay particle interactions with valuable minerals in copper and gold processing (\$240,000)
- Mechanism of scale formation and inhibition in alkaline industrial process streams (\$126,000)

The Division was also successful in round 14 Cooperative Research Centre bids, with its researchers playing important roles in the new CRC for Low Carbon Living, and the Automotive Australia 2020 CRC. The discipline expertise involved in these Centres includes researchers from the Mawson Institute and the Barbara Hardy Institute.

COMMUNITY ENGAGEMENT

Joy Makepeace (Indigenous Student Services) in collaboration with Andrea Duff and Deb Green from the Division's community service learning project, mentored two Computer and Information Science (CIS) students from Zimbabwe and China to develop a website for Marra Dreaming. It was named best project at the CIS advanced projects fair day and led to the students making a presentation at the Students in Free Enterprise competition in Sydney.

Ms Gail Jackman (Division Industry Liaison Manager) successfully applied for short-term project funding through the Department of Education, Employment and Workplace Relations to assist a Cambodian community gain access to cleaner, safer, drinking water. The project team travelled to Cambodia to work with the local community during 2011.

The project 'Hands Working Together – Creating a dynamic community presence for Marra Dreaming' won a 2011 Chancellor's Award for Community Engagement. It was recognised in the category of best collaboration on improving the experience of students for its work enabling local and international UniSA students to gain greater awareness and understanding of Indigenous culture.

DIVISION OF BUSINESS

The Division of Business offers a comprehensive range of programs in the disciplines of business and management, including accounting, business administration, economics, finance, international business, property, law, human resource management, logistics and supply chain management, sport and recreation management, tourism and event management, and marketing.

During 2011, the Division focused on consolidating its standing as a leading business school and this led to improvements across a number of key performance areas, including research internationalisation, corporate connections, and the development of innovative work-based learning opportunities for students.

KEY APPOINTMENTS

In an increasingly-competitive environment, the Division continued to attract high-profile research leaders and quality teachers, and among senior staff appointed in 2011 were:

- **Professor Allan Beever**, Professor of Law, School of Law
- **Professor Peter Chen**, Professor of Management, School of Management
- **Professor Ying Zhu**, Director: Centre for Asian Business, International Graduate School of Business
- **Associate Professor Peter MacFarlane**, Associate Professor, School of Law
- **Associate Professor Karen Bubna-Litic**, Associate Professor, School of Law

TEACHING AND LEARNING

The Division's reputation for motivating, inspiring and engaging students was highlighted by the following national accolades:

- Alumni ranked our Master of Business Administration (MBA) program number one for student satisfaction, and number two for value for money in the 2011 Australian Financial Review 'BOSS' survey
- UniSA's MBA is also one of only six MBAs nationwide to have attained a top 10 result in each of the annual 'BOSS' rankings since they were introduced in 2007
- The University has also become one of only three Australian institutions to have held a five-star rating for its MBA program for four consecutive years, as awarded by the Graduate Management Association of Australia (and published in the *Good Universities Guide*)

Student mobility programs were expanded during the year, and a number of new experiential learning initiatives were implemented that enabled:

- More than 170 Division students to travel overseas on exchange programs of varying duration
- Four marketing students to each spend four weeks in Hong Kong working on consumer insights



Sarah Bruce (left) and Kate Thiele.

and loyalty projects in companies owned and/or managed by UniSA MBA alumni (this trial proved highly successful and has been extended in 2012)

- The School of Management to implement its Executive Partners Programme, providing high-achieving postgraduate students with industry insights through mentor relationships established with assigned executive partners (these partners are semi-retired or recently-retired senior business executives from a variety of corporate entities, including Alcoa, BP, Commonwealth Bank, CSR, ExxonMobil, Mitsubishi and SA Health)
- MBA students to undertake one of three industry experiences, either:
 - Spending six months with a company to work on a 'real-time' consulting project
 - Joining the board of directors of a not-for-profit organisation as a 'board observant'
 - Engaging in a six-month internship to undertake work in a corporate environment

During 2011, the Division also trialled a business career mentoring program, sponsored by international accounting firm, Ernst and Young. This program involved 65 UniSA alumni acting as business mentors to second-year students to help them develop career management skills, insights into professional business activities, and industry knowledge.

Bachelor of Management (Marketing) student, **Sarah Bruce**, successfully entered the Division's inaugural 'Win a day as a CEO' competition that was open to first-year business and law students. Her prize was to spend a day working alongside UniSA alumnus Kate Thiele, chief executive officer of Guide Dogs South Australia and Northern Territory.

RESEARCH

The Division performed strongly in the inaugural Excellence in Research for Australia (ERA) evaluation, and achieved 'world-class' rankings for its assessed research in:

- Accounting, Auditing and Accountability
- Business and Management
- Law
- Tourism

The establishment of international advisory boards for the Division's new research centres also helped further strengthen its international research profile in 2011.

The Nobel Laureate, Professor Sir James Mirrlees, was among the internationally-renowned researchers who took part in Division of Business events during 2011. Sir James presented a public lecture entitled *'The Moral Hazard Problem'* as part of the Centre for Asian Business's international symposium "Growth and integration in Asia: Monetary, financial and trade issues and challenges".

Our School of Management also hosted 12 top PhD candidates from Malaysia, India, the UK, New Zealand, Germany, the USA, Mexico and Switzerland at a forum that focused on the future of management in the 21st Century.

COMMUNITY ENGAGEMENT

The University's School of Law opened its UniSA legal advice clinic in 2011 to provide confidential, free legal advice to members of the community. The clinic is staffed by law students who offer legal advice to clients under the supervision of a managing solicitor. In its first year of operation, the clinic assisted more than 150 clients. Also during the year, an outreach service of the clinic was opened to provide free advice and assistance to users of the Port Adelaide Magistrates Court.

Also in 2011, the International Graduate School of Business was accepted as a participant in the worldwide Principles for Responsible Management Education initiative, which requires the adoption of six principles to promote the values of global social responsibility.

ITEK – CREATING BUSINESS OPPORTUNITIES THROUGH INNOVATION

ITEK is a technology commercialisation company wholly-owned by the University of South Australia. Its key role is to help translate research outcomes into products and services that deliver a commercial return, benefit society, and further enhance UniSA's reputation. In addition, ITEK provides an important conduit that links the University to industry, through which industry-specific problems can be addressed using UniSA's expertise and capabilities.

Services offered by ITEK include:

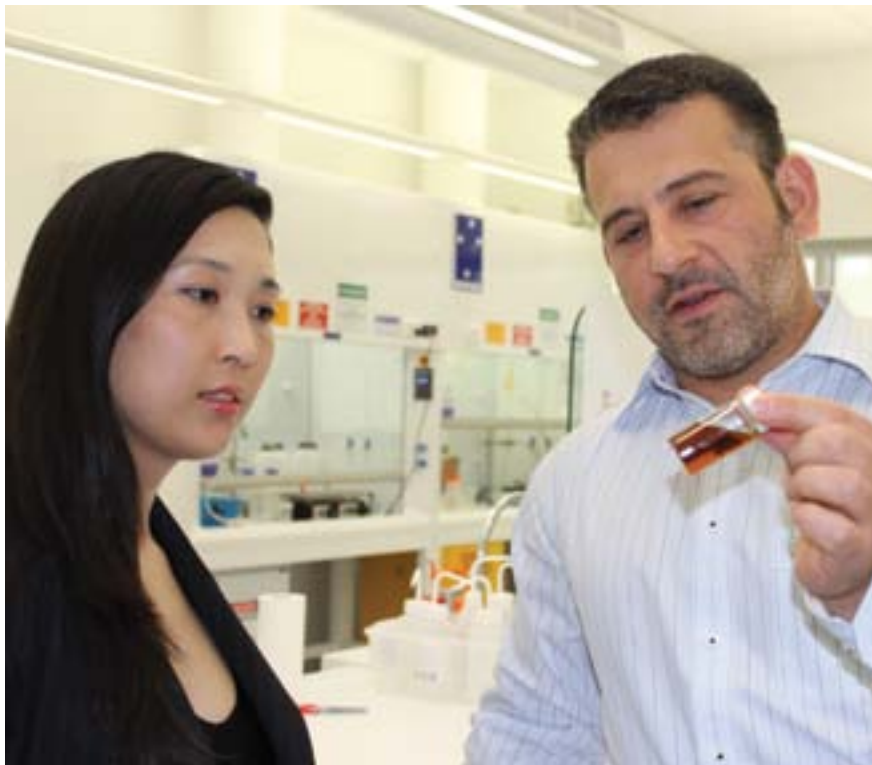
- Commercialisation and legal advice
- Research collaboration and networks
- Intellectual property (IP) management
- Product licensing, company formation and capital raising

ITEK also has the financial capacity to support UniSA research projects with commercial applications through its own funding schemes – the Catalyst Investment Fund, and the Pioneer Grant Fund.

In 2011, more than \$430,000 of funding was provided directly to support development of commercially valuable IP and projects within UniSA. ITEK also reviewed more than 50 invention disclosures, and executed six licenses during the year.

In October 2011, **Dr Stephen Rodda** was appointed ITEK's chief executive officer. Previously a business development director at Bio Innovation SA and senior investment manager at Terra Rossa Capital, Dr Rodda has a successful track record in attracting grant funding, as well as numerous publications in peer-reviewed journals and has personally generated patentable innovations.

In December 2011, ITEK distributed more than \$13 million to UniSA following the sale of two key assets, and the University has reaffirmed its commitment to commercialisation by re-investing in ITEK's operations through a service



ITEK Commercial Associate Masako Amemiya with Associate Professor Krasi Vasilev from UniSA's Mawson Institute.

agreement. ITEK also concluded two equity investments (totalling \$450,000) in existing spin-out companies during the year, in keeping with its continued focus on developing and strengthening its commercial portfolio.

A number of agreements were executed in 2011 to further develop and support new technologies, including:

Associate Professor Jon Buckley (Director: Nutritional Physiology Research Centre) and his team's development of an index of physiological readiness associated with exercise performance, to help predict changes in performance due to acute fatigue. ITEK has signed a research agreement with an EU-based company, with financial support from the Catalyst Fund in addition to company funding.

Professor Hans Griesser (Deputy Director: Ian Wark Research Institute) and **Associate Professor Krasi Vasilev** (Research Fellow: Mawson Institute) developed coating technology to reduce the risk of infections related to the implantation of medical devices, resulting in a material transfer agreement executed with a leading global medical devices company. ITEK has supported the project since 2008 through funding, IP protection, and in-kind contributions worth more than \$600,000, including a National Health and Medical Research Council grant.

OUR
PEOPLE

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Professor Carol Kulik.

STAFF ACHIEVEMENTS

During 2011 the **Hon Robyn Layton QC, Adjunct Professor** School of Law, was named South Australia's Australian of the Year for 2012 in recognition of her contributions to the legal profession and justice system, and to the protection and development of children's and Aboriginal rights. She is also a member of the Law School Advisory Board and Chair of the Australian Centre for Child Protection's National Advisory Council, and was made an Officer in the General Division of the Order of Australia (AO) in the 2012 Australia Day Honours.

Adjunct Professor Don Bursill AM was named Senior South Australian of the Year, having served as chief scientist for SA Water and established and led the Cooperative Research Centre for Water Quality and Treatment for a number of years.

Chancellor of the University of South Australia, **Dr Ian Gould**, was made a Member of the Order of Australia in the 2011 Queen's Birthday Honours for his service to the mining industry, education and the community. The award especially noted his efforts as a proponent of environmental management in the mining sector.

Vice Chancellor and President, **Professor Peter Høj**, was appointed by the Governor General, Her Excellency Quentin Bryce, to the Board of the Commonwealth Scientific and Industrial Research Organisation (CSIRO).

Emeritus Professor Ruth Grant, former Pro Vice Chancellor: Division of Health Sciences and physiotherapy pioneer, was made a Member of the Order of Australia for her service to physiotherapy, to education and to the development of clinical health sciences in Australia.

Professor Jill Slay, Dean: Research was made a Member of the Order of Australia for her service to the information technology industry, particularly in the areas of forensic computer science, security, protection



Professor Jill Slay.

of infrastructure and cyber-terrorism. She and **Dr Raymond Choo**, Senior Lecturer School of Computer and Information Science, were recipients of the 2012 Fulbright Symposium grant, enabling UniSA to host the Australian-American Fulbright Commission symposium 'Securing our Cyber Future' in August, 2012.

Professor Andrew Gilbert, Professor in Pharmacy Practice School of Pharmacy and Medical Sciences, received the 2011 Pharmaceutical Society of Australia's Excellence Awards Lifetime Achievement honour. The former Director of the Quality Use of Medicines and Pharmacy Research Centre in the Sansom Institute for Health Research, was recognised for his work as a pioneer, role model and advocate of the pharmacy profession over four decades.

At the 34th World Congress of the International Organisation of Vine and Wine (OIV) in Portugal, **Adjunct Associate Professor Tony Spawton**, Ehrenberg-Bass Institute for Marketing Science, was named winner of the OIV Merit award in recognition of his service to the international wine industry.



Professor Andrew Gilbert.

Dr Amrita Malhi, International Centre for Muslim Non-Muslim Understanding, received the prestigious J.G. Crawford Prize for the best PhD thesis in humanities and social sciences at the Australian National University.

Associate Professor Peter Murphy, Mawson Institute, won two awards for his project on plastic mirror development – the silver medal at the Society of Automotive Engineers – Australasia 2011 Automotive Engineering Excellence Awards (in conjunction with Adelaide-based car mirror manufacturer SMR), and the AutoCRC Research Excellence Award for 2011.

Dr Phiona Stanley, Learning and Teaching Unit Lecturer, Academic Development, was awarded a Mollie Holman Doctoral Medal for thesis excellence. Monash University awards up to 10 medals (one per faculty) each year.

Jennifer Duncan, Project Manager: University Aspirations Project at UniSA College was the inaugural winner of the Dennis Mutton Medal, awarded to a Fellow of the Governor's Leadership Foundation to recognise a substantial community contribution through voluntary and unpaid participation.

Professor Joanne Wright, Deputy Vice Chancellor and Vice President: Academic was appointed by the Minister for Tertiary Education, Skills, Jobs and Workplace Relations as a foundation member of the Higher Education Standards Panel. The panel is part of the Tertiary Education Quality and Standards Agency, and will develop and monitor the new Higher Education Standards Framework.

Associate Professor Irene Watson, Aboriginal Studies, David Unaipon College of Indigenous Education and Research, was invited by the Federal Government to join the third Indigenous Higher Education Advisory Council.

Former Chancellor of the University, **David Klingberg AO** was made an Honorary Fellow of Engineers Australia.

Professor Stan Miklavcic, Head of School: Mathematics and Statistics, was made a Fellow of the Australian Mathematical Society.

Associate Professor George Zillante, School of Natural and Built Environments, was made a Fellow of the Royal Institute of Chartered Surveyors.

Professor Ed Carson, Professor of Social Policy, was awarded a life membership of the South Australian Council of Social Service.

Dr Gabrielle Todd, Senior Research Fellow in the School of Pharmacy and Medical Sciences, was appointed a member of the South Australian Premier's Science and Research Council for 2011.

Sue Ninham, Lecturer: Visual Communication Design, School of Art, Architecture and Design, created the winning design for the Adelaide Fringe Festival poster for 2012.

Mark Kimber, Studio Head of Photography and New Media, School of Art, Architecture and Design, was named as the 2012 recipient of the annual South Australian Living Artist (SALA) Festival monograph. In conjunction with SALA, a book will be published about his work and will be written by **Jim Moss**, Lecturer in Visual Theory.

Professor Stephen Cook, Director: Defence and Systems Institute, and **Martin Kew**, postgraduate student, received awards from the Omega Alpha Association (OAA), a US-based international honour society established to promote systems engineering in academia. UniSA was one of only five universities worldwide to be acknowledged for its exemplary systems engineering PhD programs, alongside Massachusetts Institute of Technology, Delft University of Technology, Technische Universitat Munchen, and University of Southern California.

Adjunct Associate Professor Dale Bagshaw, School of Psychology, Social Work and Social Policy, was a visiting professor with a conflict intervention program in the School of Business and Law at the National University of Ireland.

Dr Lalita McHenry, Centre Manager: Hawke Research Institute, was awarded a 2011 Endeavour Executive Award to undertake a program in Vietnam at the Hanoi University of Social Science and Humanities.



Dr Gabrielle Todd (standing).



PROFESSOR LORIMER MOSELEY

Professor Lorimer Moseley's research course was set when he happened upon the words of the late Pat Wall, neuroscientist at Massachusetts Institute of Technology and then University College London, who is widely accepted as the father of modern pain science.

"Pat Wall said if you really want to tackle a challenge as a clinician, find a problem that doesn't have a solution – and go at it as hard as you can," says Professor Moseley, who began his appointment as Professor of Clinical Neurosciences and Chair in Physiotherapy at the University of South Australia during 2011.

The challenge that Professor Moseley took up initially centred on chronic back pain, but has since evolved to focus on how the brain contributes to the development and maintenance of chronic pain, with the aim of developing non-pharmaceutical treatments.

Not only is it a problem that remains unsolved, it is a health issue that places a huge strain on the lives of sufferers, their families and friends, and the community as a whole.

"People's lives are ruined by chronic pain, and it costs Australia a bucket load of money (around \$35 billion a year)," says Professor Moseley, an NHMRC Senior Research Fellow.

"That's more than diabetes and cancer combined, and is comparable to the cost of cardio-vascular problems – heart attacks and strokes.

"The fundamental of any pain is that it's a mind issue.

"Pain does not come from your knees, or your back, or your shoulders – it's produced by the brain in order to protect those body parts.

"So if you can do something to convince a person's brain that there's no ongoing need to protect that part, then it won't hurt.

"Now that's incredibly difficult to do, but if we could capture the means by which to do it... well, that would be fantastic."

Unlocking the mystery of how the body's communications system becomes scrambled and leads to the brain's erroneous conclusion that body tissue is in need of protection when it is not at risk is a challenge Professor Moseley began to tackle in earnest when he became the first allied health professional to receive a prestigious Nuffield Medical Research Fellowship at Oxford University.

It has since led him to establish the Body in Mind research group at UniSA's Sansom Institute for Health Research.

The group works closely with colleagues at Neuroscience Research Australia, and has established partnerships with researchers at Oxford, King's College London and University College London, as well as in Perth, the Netherlands, Italy and Germany.

Part of what attracted Professor Moseley to UniSA was its internationally-renowned physiotherapy program.

"The opportunity to integrate my work within a world-class training program, with very high calibre students and

leading clinical thinkers, is exciting," he says.

"I am confident that, together, we will gain a better understanding of mechanisms by which the brain processes information about the body, in order to potentially 're-train' the body's communications systems."

Professor Moseley's work has led to several new treatments that are now recommended around the world, but he adds "we are still at the tip of the iceberg of what might be achieved because this is a complex process that offers no instant cures. There's no quick fix, wonder pill, magic injection or miracle surgery," he says.

"We all get acute pain which almost always goes away, and often we can see a tissue injury that would seem to be causing it.

"In reality, the processes that link the tissue injury to pain are incredibly complex, but resolving acute pain can seem simpler because there is often a reduction in pain followed by a visible resolution of the injury.

"But in chronic pain, the relationship between what you can see on investigation and what someone feels is very tenuous.

"There is almost as many people with positive MRI findings and no pain as there are with clear MRIs and debilitating pain.

"So we have to work out what else is going on, and that's the problem I really want to solve."

PROFESSOR CAROL KULIK

Among the differences Professor Carol Kulik discovered when she moved to Australia from the US a decade ago was the willingness of keen industry partners here to join with her as research collaborators.

Given that her research passion, which she emigrated to Australia to pursue, is the examination of workforce diversity and how to better attract and retain under-represented elements of the labour market, she has a clear understanding of the reasons underpinning that dichotomy.

"I know from my time working at Arizona State University that we were talking with some really big employers, and organisations of that scale almost always think they can do it by themselves," says Professor Kulik, Research Professor in Human Resource Management at UniSA's School of Management.

"If they need research done, they'll hire a consultant to do the research they want, that targets their particular needs.

"In Australia, we have many small to medium-sized businesses that recognise they can get a lot more done if they get involved in partnerships, so there's many more opportunities here for collaboration that benefits all sides of the academic-practitioner boundary."

It is through this willing industry network, and the collaboration of research colleagues at the University of Melbourne where Professor Kulik first worked upon arriving in Australia, that she is engaged in several large-scale ARC-funded research projects.

The broadest of those, finalised at the end of 2011, was a national study of diversity practices at more than 800 Australian organisations that were surveyed over a three-year period.

This research found that only around 15 per cent of these enterprises were adopting 'diversity-conscious' initiatives such as instituting employee network groups, where workers of specific

cultural or social demographics spread throughout an organisation could meet informally to discuss issues of common concern.

Around 40 per cent of the organisations surveyed adopted a 'people are people' attitude to workforce diversity, whereby they believed the best way to promote fairness was to ensure all employees were treated uniformly.

The balance were labelled 'no agenda organisations' because they had not even recognised the existence of workforce diversity, let alone devised strategies on how to effectively manage it.

The danger, as the study's research data indicates, is that by adopting a 'diversity blind' approach to their workforce, organisations risk more than a drop in staff morale and an increase in worker turnover.

"What we're finding is that organisations that adopt this kind of 'diversity-blind' philosophy, when we look at them across three years, their performance indicators are flat-lining," says Professor Kulik, who was first drawn to the research possibilities of workforce diversity, fairness and human resources practices while completing her PhD at the University of Illinois (Urbana Champaign).

"But when we look at the 'diversity-conscious' organisations and see how they're travelling, as their workforce becomes more diverse they're on the up-slope."

"This kind of research helps organisations to see the impact of their management practices in comparison to organisations that are adopting different approaches.

"Without that benchmarking data, it would be easy for organisations to think that it's enough just to eliminate bias and discrimination, but our research suggests there is an organisational pay-off from adopting a more proactive approach to diversity management."

PROFESSOR THOMAS NANN

A simple poster tacked to the wall behind the door of Professor Thomas Nann's office offers a glimpse of what many sustainable energy proponents consider to be the holy grail.

It depicts a small, bronze sphere mounted on a bright yellow, square plinth. From one side, the orb is bombarded by solar rays, and above it hovers a celestial array of hydrogen bubbles.

As Professor Nann explains, it is a rudimentary illustration of artificial photosynthesis which, in his view and that of many others, holds the key to replacing the world's current carbon economy with the more efficient, and environmentally benign, hydrogen fuel.

"That basically means everything will be driven or fuelled by hydrogen," says Professor Nann, Associate Director: Physical Chemistry of Colloids and Nanostructures at the University of South Australia's acclaimed Ian Wark Research Institute.

"That's not just vehicles, that's everything that requires energy."

It is widely known that the world's leading car manufacturers have successfully designed and trialled prototypes of hydrogen-powered vehicles, but industrial-scale production of hydrogen currently employs steam refining which, paradoxically, means sourcing the element from fossil fuels.

"Since we will be running out of fossil fuels sooner or later, we have to find an economically and environmentally viable alternative to that process," Professor Nann says.

There are a number of different solutions being sought internationally, and the approach adopted by Professor Nann and his colleagues at the Wark Institute, and industry partners, is to construct devices capable of replicating photosynthesis.

In 2011, Professor Nann was awarded a four-year Australian Research Council Future Fellowship grant worth more than \$900,000 to pursue this work.

Having completed his PhD in electro-chemistry at Germany's University of Freiburg (where he also lectured), Professor Nann was appointed Chair of Nanosciences at the UK's University of East Anglia before joining UniSA in 2010.

"The Wark Institute has an international reputation in the area of colloids and surface chemistry, and my background is colloid chemistry," he says.

"I then became very interested in nano-materials, and that has developed into the interest I have now in energy conversion, which basically combines electro-chemistry and nano-materials."

It is these nano-particles, or 'quantum dots' as they are known, that are used in the synthetic process to mimic the crucial role chlorophyll plays in natural photosynthesis.

Positioned on an electrode base, they absorb solar energy, and that light is then transferred to a catalyst which uses the energy to split water atoms, and produce hydrogen.

However, while photosynthesis is so fundamental and prevalent in nature, it is also extraordinarily complex and attempts to artificially re-create it have thus far proved economically unviable.

As Professor Nann points out, nature has a clear advantage in economies of scale.

"The natural photosynthesis process is actually not very efficient, but the secret is that nature works with abundance in reproduction – if a leaf dies on a tree, it simply grows another one," he says.

"This is the element we can't mimic.

"We have to rely on using much more photochemically-stable materials, and employing more robust processes than nature because we can't just re-grow the production cells."

As Professor Nann explains, the appeal of hydrogen as a fuel source is three-fold.

Not only does it offer greater energy density (at 143MJ/kg it is three-times higher than carbon-based fuels), its presence in water means it is abundant, and water is also its main product when burned.

"There is no carbon dioxide being released into the atmosphere, which means it is environmentally very appealing," Professor Nann says.

"The primary resources needed to produce it using this method are water and sunlight. So if it works, it's brilliant. As some have said, it's the holy grail in the energy area."



PROFESSOR PAULINE HARRIS

Throughout a career dedicated to the study of early childhood learning, language and literacy, few projects have enthralled Professor Pauline Harris more than her recent opportunity to literally view the world through children's eyes.

Soon after taking up her position as Lillian de Lissa Chair in Early Childhood (Research) with UniSA, in partnership with the State's Department of Education and Child Development (DECS), Professor Harris was engaged as an advisor for a review of the Government of South Australia's Strategic Plan.

Among the review's aims was to consult with children throughout the State to gain their views on their local communities, and the issues that were important to their lives.

The need to hear children's voices, as well as those of teachers and researchers to successfully formulate education policy has remained central to Professor Harris's work from her honours research at University of Sydney and early years as a school teacher, through her doctoral studies at the University of California (Berkeley), and to the University of Wollongong where she worked for two decades before moving to Adelaide.

Consequently, the chance to help guide and evaluate a project in which 350 children from 11 of South Australia's 12 education districts were asked to document and talk about their environment offered as many highlights as it did challenges.

"It was innovative because it was the first time that children – some aged three, or even younger – were being directly engaged, so we had to establish ways in which they could be consulted sensibly, appropriately and authentically without putting words in their mouths," Professor Harris says.

"As it turned out, we never ceased to be amazed at the wisdom and insights that children expressed, and the way in which they expressed their ideas through word and song, music and movement, photography and visual arts.

"The two key elements we learned from these consultations were the importance of children's relationships with their families, and their sense of connection with their natural environment."

One part of the project that produced remarkable results was the provision of digital cameras to children in one of the State's rural and remote areas, enabling them to capture images of elements of interest in their own communities.

In addition to providing a graphic record of their environments, some children turned their cameras on their home life and – in some cases – took the first group portraits of their families ever recorded.

"These children played and explored with the cameras, and took the most incredible photos that provide a remarkable insight to the world through the lens of a child," Professor Harris says.

As well as her recent appointment to the board of the Australian Children's Education and Care Quality Authority, Professor Harris is leading an Australian Research Council project focusing on the national English curriculum and how our knowledge of language, literacy and literature gained through research is recast by policy, and then implemented in classrooms.

She is also supervising two PhD candidates as part of the de Lissa Trust Fund, which offers a unique collaboration between UniSA and DECS.

"That is just one of the great opportunities this research chair role afforded – the chance to help grow early career researchers and build research capacity," she says.

"Plus the fact that the whole issue of consulting with children is emerging as a very high political priority in South Australia.

"But then again, South Australia has long been at the leading edge of early childhood education."

HONORARY AWARDS

During 2011, we conferred honorary awards on people who have made significant contributions to the University, and to the wider community.

HONORARY DOCTORS OF THE UNIVERSITY

Emeritus Professor Maxwell Brennan AO

In recognition of his distinguished career in academia and research leadership.

Max is a director of CRC CARE, based at the University of South Australia's Mawson Lakes campus, and is chairman of eResearch SA which is a joint venture between South Australia's three public universities.

He has made a significant contribution to science and scientific enquiry, particularly in the fields of cosmic rays, nuclear physics and plasma physics, as well as to the growth and development of two Australian universities.

A graduate of the University of Sydney, he spent three years as a research associate at Princeton University before returning to the academic staff at Sydney. In 1964, he was appointed Foundation Professor of Physics at the new Flinders University in Adelaide. He moved back to Sydney in 1981 to become Professor of Physics and, later, Deputy Vice-Chancellor at the University of Sydney.

Max has served on numerous international and national committees, and chaired both the Australian Atomic Commission and the Australian Research Council. He formally retired in 1997, but that has not slowed his involvement in scientific and public life. Among the roles he has taken on since then are a consultant to the World Bank, and South Australia's Chief Scientist.

Max was made an Officer in the Order of Australia in 1985, and elected a Fellow of the Australian Academy of Science in 1988.

Mr Jeffrey Smart AO

In recognition of a long and distinguished career that has earned him recognition as one of Australia's greatest living artists.

Jeffrey's paintings, depicting the human experience in contemporary urban environments, are as unique as they are instantly recognisable, and his unrivalled body of work is distinguished by his capacity to reveal the beauty in the mundane and the modern.

In 2006, he was awarded the prestigious Painters and Sculptors Association Medal, an honour he shares with the likes of John Olsen, John Coburn, Charles Blackman and Arthur Boyd.

As an alumnus of UniSA's antecedent institutions the Adelaide Teachers College and the South Australian School of Arts, his career began in Adelaide but has taken him to the USA, Paris and eventually to Italy, where he has lived for more than 40 years.

Yet Jeffrey still considers himself very much an Australian, and has held more than 45 exhibitions in Australia since 1967. A retrospective of his work at the Art Gallery of New South Wales in 1999 was one of the most popular exhibitions by an Australian artist in the gallery's history. His work can also be found in the collections of significant public galleries around the world, from the National Gallery of Australia to New York's Metropolitan Museum of Art.

UniSA's Ann and Gordon Samstag Museum of Art will host a major retrospective of Jeffrey's work during 2012.

Professor Ashis Nandy

In recognition of his significant contribution to peace, intercultural respect and human rights, along with his considerable academic achievements.

Ashis is Emeritus Senior Fellow and member of the Board of Governors at the Centre for the Study of Developing Societies in New Delhi. He is also a Distinguished Fellow of the Institute of Postcolonial Studies (Melbourne), chair of the Executive Committee of the Centre for Environment and Food Security (New Delhi), and a member of UNESCO's Global Scientific Committee on Higher Education.

He was educated in sociology and clinical psychology at Calcutta, Nagpur and Gujarat universities. During the past 30 years, he has served on commissions, hearings and investigations into communal riots, crimes against women and electoral malpractices, and has been an office bearer in important human rights organisations.

Ashis has contributed to major human rights reports produced by civil rights groups and non-government organisations on democratic elections in India, Bangladesh and Pakistan, and has been a juror in three women's courts of the Asian Women's Human Rights Council.

In 2007, the jury of the Fukuoka Asian Culture Prize awarded Ashis its Grand Prize, and in 2008 Foreign Policy magazine listed him as one of the world's top 100 public intellectuals. His books include *Alternative Sciences*, *At the Edge of Psychology*, *The Intimate Enemy*, *The Illegitimacy of Nationalism*, *Creating a Nationality*, and *The Tao of Cricket*, and his works have been translated into a number of languages.

EMERITUS PROFESSORS

Ms Alice McCleary

In recognition of her outstanding contribution to the community, and to the growth and development of the University of South Australia.

Alice is a chartered accountant who is chair of Uranium SA, as well as a director of several listed and unlisted companies including Adelaide Community Healthcare Alliance.

She became a member of the University of South Australia Council in 1998, and served as Deputy Chancellor from 2002 until December 2009. She was presiding officer of the University's Finance Committee from its establishment in 1998, until 2009.

Alice also played a significant role in the creation of UniSA's Governance and Legislation Working Party, in the reorganisation of the University's governance structure, and she assisted with the development of ITEK as the focus for commercialisation of the University's intellectual property.

In 2001, she was appointed president of the Taxation Institute of Australia, becoming the youngest person – and the first woman – to hold that position. In recent years, Alice has played a pivotal role in the float of four companies on the Australian Stock Exchange, including the first Chinese manufacturer to list in Australia.

She also represents Australia on the International Ethics Standards Board for Accountants, which sets ethical standards for around 2.5 million accountants worldwide, and in 2003 she was awarded a Centenary Medal for services to higher education and the community.

Professor Mary Barton

In recognition of her distinguished service to the University.

Mary has served the University of South Australia for 15 years in a number of senior roles, and has contributed to professional development, research and the veterinary profession at national and international levels which has helped to earn UniSA significant recognition.

From 2001 to 2004, she was Head of the School of Pharmaceutical, Molecular and Biomedical Science (now the School of Pharmacy and Medical Sciences), and since 1997 has headed the Infectious Diseases and Microbiology Research Group in the Sansom Institute for Health Research.

Mary has also led, or been a central figure in, many key professional agencies and associations, and continues to serve on numerous committees of national significance. She is a foundation member of the NHMRC Animal Welfare Committee, Fellow of the Australian Veterinary Association, and recipient of the Australian Veterinary Association Meritorious Service Award. In 2006, she received the award of Honorary Doctor of Veterinary Science from the University of Melbourne, and was also conferred with the Belle Bruce Reid Medal for outstanding women veterinary science graduates.

During 2011, as part of worldwide celebrations to mark the 250th anniversary of the veterinary profession, Mary was acknowledged in both houses of Federal Parliament for her achievements and significant contribution to the profession in Australia. She was one of just three prominent Australians to be acknowledged, along with a Nobel Prize winner (Dr Peter Doherty) and a renowned equine surgeon (Dr Reg Pascoe). Later in the year, she received the Australian Veterinary Association President's Award at the Association's annual conference.

Professor Hilary Winchester

In recognition of her distinguished service to the University.

Hilary runs a consultancy business which specialises in higher education quality assurance, and some of her recent work involves the development of quality systems with the women's sections of universities in Saudi Arabia. This has encouraged her to learn Arabic, and to enrol as a student in UniSA's Graduate Diploma in Languages and Culture.

Born and raised in the UK, Hilary attended the University of Oxford where she gained an honours degree in geography and a PhD. She settled in Australia in 1987, and held academic appointments at the University of Wollongong and then Newcastle (NSW) where three times she was elected president of Academic Senate.

In 2001, Hilary was appointed Pro Vice Chancellor (Academic) at Flinders University, and in 2003 became Pro Vice Chancellor and Vice President: Organisational Change and Development at the University of South Australia where she held senior management roles until 2010. Her contribution to UniSA included leading it through two highly successful quality audits of the Australian Universities Quality Agency (in 2004 and 2009), and also in 2011 she received the Australian Higher Education Quality Award.

Hilary has always supported and mentored the development of women leaders, and she developed the National Action Plan for Women (2006–2010) which was adopted by Universities Australia. She is a Fellow of the Australian Institute of Company Directors and the Institute of Australian Geographers, and was entered on the South Australian Government's Women's Honour Roll in 2009.

STUDENT ACHIEVEMENTS

Rosmawati Manaf, a Doctor of Business Administration student at UniSA, was named as one of 50 Leading Women at the Advance Women's Leadership Summit held in Sydney during 2011. The 50 women were chosen as emerging leaders at the event, which explored women's contribution to the development of business, social innovation, commercialisation and culture across the Asia Pacific region.

Pinghui Xiao, a PhD candidate at the University's School of Law, received the inaugural 2011 Governor's International Student Award for outstanding achievement in the arts. **Wenjing Zhang**, studying a Bachelor of Arts (International Studies), was also crowned joint winner in the academic excellence category of the awards that were instituted to highlight ways in which international students contribute to the South Australian community in the fields of academia, the arts, community service and sport.

Final year Master of Sustainable Design student, **Lopa Parekh** won the furniture category of the Australian Student Design Awards (ASDA), while **Todd Hislop** was awarded first prize in the digital media design category. ASDA is considered one of the nation's most coveted design awards.

Industrial Design student **Toby Nowland** won the 2011 Reece Bathroom Innovation Award of \$10,000 (plus \$5,000 for the School of Art, Architecture and Design) and was presented with the prize in Sydney.

Ulli Vehyl, PhD candidate, Ehrenberg-Bass Institute for Marketing Science, has been awarded a grant of \$5000 by the prestigious American Sales Education Foundation. The grant is to be used for his PhD data collection. The award, open to PhD candidates worldwide, was announced during the Global Sales and Science Institute Conference in Milan.

Health and Physical Education student **James Allan** became only the sixth person in more than 130 years to win

the Magarey Medal, South Australian football's highest individual honour, on three occasions.

Bachelor of Social Work/International Studies student **Tessa Henwood-Mitchell** attended the second annual One Young World Summit in Switzerland, where delegates were advised by a panel of counsellors that included Archbishop Emeritus Desmond Tutu, Mohammad Yunus (founder of Grameen Bank), and Norway's Crown Prince Haakon. She was then one of 30 people selected from the 1,500 delegates to meet Crown Prince Haakon and his wife, Crown Princess Mette Marit, and spent a day with them running a global dignity workshop with students at Zurich International School.

Kate Deuter, honours student in the School of Nursing and Midwifery, won the award for outstanding poster at the 26th International Association for Suicide Prevention World Congress, held in Beijing.

At the Engineers Australia Sir Eric Neal Address event, final-year Civil and Project Management student **Tim Hensel** was awarded the Craig Gilbert Leadership Award, which is contested by students of all South Australian universities.

UNISA HONOURS MEDAL WINNERS

Michelle Casey, Bachelor of Social Work with Honours

Jenna Dawn Koch, Bachelor of Pharmacy with Honours

Pablo Muslera, Bachelor of Arts (Honours)

Jan-Felix Schmakeit, Bachelor of Computer Science (Honours)

Benjamin Scott Seidel, Bachelor of Business (Honours), Bachelor of Management (Honours), Bachelor of Commerce (Honours)

UNISA MEDAL WINNERS

Judith Altenburg, Bachelor of Business (International Business, Finance and Trade)

Emma Nicole Bartrop, Bachelor of Commerce, Bachelor of Applied Finance

Clint Ronald Bellenger, Bachelor of Applied Science (Human Movement and Health Studies)

Chong Kai Shen Brian, Bachelor of Applied Finance

Nina Cadman, Bachelor of Midwifery

Amanda Louise D'Alessandro, Bachelor of Physiotherapy

Nicholas Peter Easton, Bachelor of Applied Science (Occupational Therapy)

Carla Eleanor Gleeson, Bachelor of Physiotherapy

Manoj Shanaka Augustine

Goonesekera, Bachelor of Commerce

Matthew John Harfull, Bachelor of Social Work

Lyndall Rhianen Harvy, Bachelor of Arts (Languages and Intercultural Communication)

Michelle Kate Juers, Bachelor of Computer and Information Science, Bachelor of Media Arts

Yong Lye Kuan, Bachelor of Management (Marketing)

Benjamin Luke Leslie, Bachelor of Visual Arts (Specialisation)

Nicholas Peter Martin, Bachelor of Media Arts

Rychelle-Leigh Morris, Bachelor of Arts (Languages and Intercultural Communication)

Pablo Muslera, Bachelor of Arts (Writing and Creative Communication)

Jet Rene O'Rourke, Bachelor of Architectural Studies

Tun Haneen Shah Abdul Rahim, Bachelor of Arts (Languages and Intercultural Communication)

Lucinda Scarman, Bachelor of Marketing and Communication

Morgan Faith Schebella, Bachelor of Environmental Science

Alexandra Marie Sowden, Business Double Degree

Kerin Louise Swalling, Bachelor of Nursing

Paul Michael Townsin, Bachelor of Industrial Design

Wei Jenn Ung, Bachelor of Commerce

Simone Attelia Versace, Bachelor of Applied Science (Human Movement and Health Studies)

Chin Wynn, Bachelor of Applied Finance

Lee Karyn Zhee Yan, Bachelor of Management (Marketing)

GOVERNANCE
AND
MANAGEMENT

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MEMBERS OF COUNCIL

The University Council consists of a maximum of 16 members, of whom 10 are from outside the University, and six internal. External members (including the Chancellor) are appointed or co-opted on the basis of their expertise and commitment to the University's mission.

Internal members include the Vice Chancellor, two student representatives, 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.

The University of South Australia 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.

CHANCELLOR

Dr Ian Gould AM

BSc(Hons) PhD FTSE FAUSIMM
ComplEAust MAICD

Dr Ian Gould has been Chancellor of the University 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 Group Managing Director. He has vast experience in corporate governance having served, mainly as Chair, on a range of boards including the Australian Institute of Marine Science, the Australian Biological Resources Study, the CSIRO Minerals Sector Advisory Committee, the South Australian Resources Industry Development Board, the Royal Flying Doctor Service and St Andrew's Hospital. He is also a member of the South Australian Economic Development Board. Ian was made a Member of the Order of Australia (AM) in the 2011 Queen's Birthday Honours for service to

the mining industry, particularly as a proponent of environmental management, to education in his role as Chancellor of UniSA, and to the community. His term as Chancellor expires in January 2014.

DEPUTY CHANCELLOR

Dr Wendy Craik AM

BSc(Hons) PhD GradDipMgmt DUniv
FTSE FAICD

Dr Wendy Craik was appointed full-time commissioner with the Productivity Commission in 2009. Prior to this, Wendy was Chief Executive of the Murray-Darling Basin Commission, President of the National Competition Council, and Chair of the Australian Fisheries Management Authority and the National Rural Advisory Council. She has been on a number of other boards and advisory councils. She has also worked as a consultant for AcilTasman Consulting, and is currently Chair of the Australian Rural Leadership Foundation. Wendy was made a member of the Order of Australia (AM) in 2007 for her contribution to national resource management and rural policy. Her term as Deputy Chancellor expires in March 2014.

PRO CHANCELLOR

Terry Evans

LLB LLM

Terry Evans is Special Counsel for Minter Ellison Lawyers, Adelaide. He was the Deputy Chief Executive and Acting Chief Executive for South Australia's Justice Department and Attorney-General's Department from 2004 to 2006, and was Chief Commercial Counsel in the Crown Solicitor's Office from 1996 to 2004. Prior to that, Terry was a partner with Minter Ellison and was the firm's Managing Partner for several years. He holds several board positions in the corporate, government and not-for-profit sectors. Terry's term as Pro Chancellor expires in December 2015.

APPOINTED MEMBERS

- Pauline Carr BEc MBA, FAICD, FCIS
- Bill Cossey AM BSc FAIM
- Tanya Hosch
- Bruce Linn BSc FAICD FACS IEA
- Jim McDowell LLB(Hons) (until August 2011)
- Ian McLachlan BEc FCA FAICD (until April 2011)
- Paula Nagel BA(Hons) DipT Sec FAICD
- Professor Leanna Read BSc(Hons) PhD FTSE MAICD (from December 2011)

ELECTED STUDENT MEMBERS

- Melissa Davies (until December 2011)
- John Sy (until December 2011)

ELECTED ACADEMIC STAFF

Professor Drew Dawson BA PhD

ELECTED PROFESSIONAL STAFF

Bronwen Webb BTeach (EdTrainAdults)
GradCertGlobalTradeMgt (until December 2011)

EX-OFFICIO

Professor Peter Høj MSc PhD DUniv
(honoris causa) FTSE

CHAIR OF ACADEMIC BOARD

Professor Rick Sarre LLB MA
(Criminology) SJD (from January 2011)



University Council 2011

Front row: Bronwen Webb, Dr Ian Gould, Bruce Linn, Professor Peter Hoj
 Second row: Dr Wendy Craik, Melissa Davies, Tanya Hosch, Paula Nagel
 Third row: John Sy, Professor Rick Sarre, Pauline Carr
 Fourth row: Jim McDowell, Bill Cossey, Terry Evans, Professor Drew Dawson

LEGISLATIVE REQUIREMENTS

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

THE UNIVERSITY'S FUNCTIONS

Under the Act, the University's functions are to:

- preserve, extend and disseminate knowledge through teaching, research, scholarship, consultancy or any other means
- provide tertiary education in such disciplines and areas of study as the University thinks appropriate to meet the needs of industry, commerce, the professions or any other section of the community
- provide such tertiary education programs as the University thinks appropriate to meet the needs of Australia's Indigenous people
- provide such tertiary education programs as the University thinks appropriate to meet the needs of groups within the community 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 to attain the highest standards in education

THE UNIVERSITY'S POWERS

The powers of the University, described in Section 6 of the Act, may be exercised inside or outside 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

UNIVERSITY COUNCIL

Under Section 10 of the Act, the University Council is responsible for the 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.

GOVERNANCE 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.

As part of its commitment to good governance practice, the Council has adopted a code of conduct for its members. This code is contained in the Council Handbook which documents procedures, roles and responsibilities. It is reviewed and updated annually. Each year, members of Council complete and update a register of interest as a probity measure. The Council also conducts an annual review of its performance.

COUNCIL RESPONSIBILITIES

Council's main responsibilities are assigned in part 3 of the Act. They include:

- appointing the Vice Chancellor as chief executive officer of the University
- 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 of 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

COUNCIL SECRETARIAT

The Council and its subcommittees are supported by a secretariat located in the Chancellery (City West). The principal manager of information to and from the Council is the Director: Council Services and Chancellery, Dr Penny Moore.

COUNCIL COMMITTEES

The Council has nine standing committees. The performance and effectiveness of each committee is considered as part of Council's annual review process. These committees are:

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

Academic Board has three 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

It is Council's primary academic advisory body, and is responsible for the quality of the University's teaching, learning and research. Academic Board has six committees:

- Academic Policy and Program Review Committee
- Research Degrees Committee
- Research Integrity, Accountability and Compliance Committee
- Research Policy Committee
- Teaching and Learning Committee
- Student Experience Committee

The Boards of the University's divisions – Business; Health Sciences; Education, Arts and Social Sciences; and Information Technology, Engineering and the Environment – report to Academic Board.

Audit and Risk Management Committee

Committee's main function 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 is responsible for providing expert advice to Council on the University's current year financial performance, as well as the financial implications of future plans. It reviews the University's draft budget before it is considered by Council, and receives regular financial reports.

Foundation Committee oversees University philanthropic policies, and the management and administration of funds received.

Governance and Legislation Committee

Committee's main function 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 of South Australia Act 1990, statutes and by-laws, and for advising Council of any related matters.

Honorary Awards Committee

recommends honorary awards for Council to consider. These awards acknowledge individuals who have made significant and eminent contributions to scholarship, professional practice, and the University and its community.

The University bestows three types of awards:

- Honorary Degree of Doctor of the University (DUniv)
- University Fellow (FUniSA)
- Emeritus Professor

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. Any decisions of the committee are reported to the next meeting of Council.

Senior Academic Promotions Committee

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.

Senior Remuneration Committee

has delegated authority to determine remuneration packages for the Vice Chancellor and the senior management of the University.

COMMITTEES ESTABLISHED AS REQUIRED

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

ADMINISTRATION

THE VICE CHANCELLOR

The Vice Chancellor and President is the University's chief executive officer, and is responsible for its management and administration. The Vice Chancellor is appointed by, and reports to, University Council, which delegates to the Vice Chancellor a range of powers and functions. The Vice Chancellor, in turn, authorises appropriate staff to manage the University's affairs. The responsibilities of each type of management position are detailed in the Vice Chancellor's Authorisations (see our website www.unisa.edu.au/policies/policies/corporate/C32.asp)

SENIOR MANAGEMENT

The University's senior managers are the Deputy Vice Chancellors, Pro Vice Chancellors and Chief Operating Officer. With the Vice Chancellor, they form the Senior Management Group which meets regularly and provides advice to the Vice Chancellor on operational and policy matters. Senior managers lead the University's academic divisions or coordinating portfolios.

Our flat senior management structure supports communication, teamwork and collegiality. The structure was adopted in 1998 and has allowed us to plan and implement rapid change because the leaders of all significant functions have been party to discussions and decisions. Collaboration and a commitment to good outcomes for UniSA as a whole are emphasised in recruitment and performance management processes for senior managers.

ACADEMIC DIVISIONS

Teaching and most research is delivered by schools, research institutes and research centres within the University's four academic divisions, each of which is led by a Pro Vice Chancellor. Senior staff who report to each Pro Vice Chancellor include heads of schools, deans, division directors/managers and, in most divisions, research institute directors. The directors of the Ian Wark Research Institute and the Institute for Telecommunications Research report to the Deputy Vice Chancellor: Research and Innovation.

Academic programs are primarily delivered by schools within each division. Schools also contain research centres and groups and, in the case of the School of Marketing, a research institute.

Deans provide cross-division leadership of teaching and learning, research and research education, as well as other functions such as international and external relations.

The position of dean carries a responsibility to implement University policy in key areas, and deans liaise closely with the relevant portfolio senior managers. Division directors/managers are responsible for administrative functions including business development, academic and financial administration, marketing, and human resources planning and coordination.

Each research institute and centre is required to have an active advisory board which includes key external stakeholders in order to provide regular advice to the director. Each institute advisory board reports annually to the University's Research Policy Committee, and the relevant senior manager.

PORTFOLIOS

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 sought to develop a strong service culture, and shared responsibility for complex outcomes across organisational and physical boundaries.

FREEDOM OF INFORMATION

The Freedom of Information Act 1991 gives individuals a legally enforceable right to access documents held by South Australian universities, subject to certain restrictions. UniSA strives to be an open and accountable organisation in accordance with the Act. During 2011, we received one application to access records under the Act. The determination for the application resulted in the partial release of the requested documents.



University of South Australia

RISK MANAGEMENT

The University Council's Risk Management Policy establishes principles to ensure that risk management is integral to all processes, helps to achieve objectives, and contributes to ongoing performance improvement.

Key elements of the framework include:

- the maintenance and reporting of risk registers that identify key risks at organisational unit level
- the maintenance and reporting of a university-wide risk register
- the systematic risk assessment of all projects
- a systematic approach to the identification, assessment and audit of legislative risk
- annual risk assessments of all controlled, associated and partly-owned entities

We maintain our capacity to respond appropriately to crises through a framework of trained emergency response groups, and a high-level crisis management committee. In addition, 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 questionnaires on control and risk management that are completed by all senior managers and major organisational units.



Senior Management Group 2011

*Front row (left to right): Professor Sakkie Pretorius, Professor Joanne Wright, Professor Peter Høj, Professor Gerry Griffin
Back row (left to right): Paul Beard, Professor Allan Evans, Professor Andrew Parfitt, Nigel Relph, Professor Pal Ahluwalia*

SENIOR MANAGEMENT GROUP

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 in biochemistry and genetics, a PhD in photosynthesis, and an Honorary Doctorate from the University of Copenhagen. Professor Høj is deputy chair of the Universities Australia board and a member of the National Research Infrastructure Committee and the Australian Qualifications Framework Council. In 2011 he was invited to join the Department of Innovation, Industry, Science and Research's Expert Reference Group for the Focusing Australia's Publicly Funded Research Review, and was also appointed to the board of the CSIRO. He is a Fellow of the Australian Academy of Technological Sciences and Engineering, and a Foreign Member of the Royal Danish Academy of Sciences and Letters.



DEPUTY VICE CHANCELLOR AND VICE PRESIDENT: ACADEMIC

Professor Joanne Wright (BA(Hons) M.Litt PhD)

Professor Joanne Wright joined UniSA in 2010 from the University of Sussex, where she was Pro Vice Chancellor:



Education. During her time at Sussex, she successfully led the drive to improve teaching and learning indicators, especially student satisfaction. Joanne has held teaching and research positions at UK and Australian universities, has taught extensively at undergraduate and postgraduate levels, and published numerous books and articles on various aspects of state and sub-state security. In

2011 she was appointed a foundation member of the Higher Education Standards Panel.

DEPUTY VICE CHANCELLOR AND VICE PRESIDENT: RESEARCH AND INNOVATION (FROM DECEMBER 2011)

Professor Sakkie Pretorius (BSc(Agric) (Hons) MSc(Agric) PhD)

Professor Sakkie Pretorius joined the University of South Australia in December, 2011 from the Australian Wine Research Institute where he held the positions of Managing Director and Chief Executive Officer. Sakkie began his career as biological sciences researcher at South Africa's Stellenbosch University, and also at New York's Albert Einstein College of Medicine. He was appointed Director of South Africa's Institute for Wine Biotechnology, and was an Alexander von Humboldt Fellow at the Max Planck Institute for Biophysical Chemistry in Germany. From 1996–2002, he also held a part-time professorship at the Catholic University of Leuven in Belgium.



CHIEF OPERATING OFFICER

Paul Beard (BA (Accountancy) CA)

Paul Beard has been at the University since 2001. He has worked with the 'big four' accounting firms in Australia and England, and has held senior finance roles in the private and public sectors. He is a chartered accountant and completed the Advanced Management Program at the Harvard Business School in 2007. Paul is a board member of Open Universities Australia.



PRO VICE CHANCELLOR AND VICE PRESIDENT: INTERNATIONAL AND DEVELOPMENT

Nigel Relph (BA(Hons) MA MCIPR)

Nigel Relph commenced as Pro Vice Chancellor and Vice President: International and Development in 2010.



Before joining the University, he was Director: Corporate Affairs at Queen Mary, University of London for five years having held related senior positions at that institution since 2000. Nigel previously held senior positions at the Universities of Warwick and Birmingham. He also worked as Academic Director of a private education group in Malaysia, and ran a newspaper publishing company. Nigel began his career as an academic historian, and held teaching posts at the Universities of Lancaster and Liverpool. He is a board member of Education Adelaide and Education Australia.

PRO VICE CHANCELLOR AND VICE PRESIDENT: BUSINESS

Professor Gerry Griffin (B.Com(Hons) MBS PhD)

Professor Gerry Griffin joined the University in 2004 from Monash University, where he was Professor of Industrial



Relations and Director of the ARC-funded National Key Centre in Industrial Relations. Gerry is both an acknowledged expert and prolific author in the research areas of industrial relations at the workplace level, enterprise bargaining, and international aspects of unionism. He has worked in industrial relations in the public and private sectors, and has extensive consulting experience

with a wide range of national and international organisations. He is also a regular Chair and member of review panels for the European Quality Improvement System (EQUIS), the most prestigious international accreditation for business schools.

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 Education, Arts and Social Sciences since



2008. Pal'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 2008, Pal was appointed Chair in Transnational Diasporas and Reconciliation Studies for the United Nations Educational, Scientific and Cultural Organization (UNESCO).

Scientific and Cultural Organization (UNESCO).

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 2009, and an academic



at UniSA since 1992 holding various leadership positions, including Professor in Pharmaceuticals (since 2003). Allan became Head of the School of Pharmacy and Medical Sciences in 2004, and was instrumental in establishing the Sansom Institute (now the Division-based Sansom Institute for Health Research) and in supporting the School's growth in research activity and teaching profile.

Allan was awarded the 2010 Australasian Pharmaceutical Science Association Medal, the association's highest honour, in recognition of his significant and lasting contribution to the pharmaceutical sciences and pharmacy practice in Australasia.

**PRO VICE CHANCELLOR AND VICE PRESIDENT:
INFORMATION TECHNOLOGY, ENGINEERING
AND THE ENVIRONMENT**

**ACTING DEPUTY VICE CHANCELLOR AND VICE
PRESIDENT: RESEARCH AND INNOVATION
(AUGUST–NOVEMBER 2011)**

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 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, a member of the Space Industry Innovation Council, Chair of the Australian Academy of Science National Committee for Radio Science, a director of the Cooperative Research Centre for Contamination Assessment and Remediation of the Environment, and a Fellow of Engineers Australia.



**ACTING PRO VICE CHANCELLOR AND VICE PRESIDENT:
INFORMATION TECHNOLOGY, ENGINEERING AND THE
ENVIRONMENT (AUGUST–NOVEMBER 2011)**

Associate Professor Brenton Dansie
(BSc (Hons) PhD)

Associate Professor Brenton Dansie has been an academic at UniSA (and its antecedent institutions) since 1984, when he began as a lecturer at the South Australian Institute of Technology. He was appointed Head of School of Mathematics in 1998, and the following year began in his current position as Dean of Teaching and Learning: Division of Information Technology, Engineering and the Environment. He also served as Acting Pro Vice Chancellor, Access Learning and Support in 2004.



**DEPUTY VICE CHANCELLOR AND VICE PRESIDENT:
RESEARCH AND INNOVATION (TO AUGUST 2011)**

Professor Caroline McMillen
(MA DPhil MB BChir)

Professor Caroline McMillen was appointed to this role in 2005, having established an international reputation as a biomedical researcher, and for her work focused on the early origins of adult health. She served as a member of the Automotive Industry Innovation Council, as well as on a number of boards including the Cooperative Research Centre for Advanced Automotive Technology, Innovate SA, the Premier's Climate Change Council, and the South Australian Health and Medical Research Institute. In 2011, Caroline was appointed Vice Chancellor of the University of Newcastle.



STAFF DEVELOPMENT

STAFF ATTITUDE SURVEY

Since 1999, the University has carried out triennial, whole-of-institution surveys of staff attitudes. The survey is managed by an external agency to ensure its independence, to safeguard participants' anonymity, and to enable results to be benchmarked against other organisations. The fifth of these surveys, conducted in 2011, was completed by 73 per cent of all fixed-term and continuing staff, and results showed a significant overall improvement on all previous surveys with notable highlights including:

- Continued growth in overall staff satisfaction (the 2011 mean rating was 5.04 out of 7, compared with 4.91 in 2008, 4.66 in 2005, 4.57 in 2002 and 4.01 in 1999)
- Continued improvement in staff perceptions of institutional performance (overall performance score rose from 57.6 per cent in 1999 to 67.6 per cent in 2011)

RECRUITMENT

UniSA continues to develop and renew its workforce by attracting significant new talent, and by investing in further developing existing talent. Some of the high-profile staff recruited in 2011 are listed in the Vice Chancellor's report on pages 7–9.

To improve the efficiency and effectiveness of its global recruitment strategy, the University also engaged an external strategic recruitment organisation to undertake a diagnostic analysis of our recruitment processes. That report was completed at the end of 2011, and will be used to inform further service improvements in 2012.

ACADEMIC PROMOTIONS

An external review of UniSA's academic promotions policy and practice was undertaken by an eight-member panel, chaired by Dr Joyce Kirk (retired Pro Vice Chancellor from RMIT University).

More than 60 staff, as well as the academic union, provided input to the review process, and the panel's report included 30 recommendations for guiding improvement. These recommendations will be considered for action by the University in 2012.

PERFORMANCE DEVELOPMENT AND MANAGEMENT

A major human resources project was undertaken to refresh the University's approach and resources for supporting performance management. While the 2011 staff survey results showed a high level of engagement in performance management among academic and professional staff, the redesign was aimed at simplifying and clarifying processes, and further supporting best practice in staff management.

SERVICE IMPROVEMENT

As part of UniSA's wide-ranging change programs and structural reforms aimed at improving workflows and performance, the Service Improvement Project focused on an analysis of business systems, workflows and professional staff support in the Divisions of Education, Arts and Social Sciences, and IT, Engineering and the Environment. The project will be completed in 2012.

OCCUPATIONAL HEALTH, SAFETY, WELFARE AND INJURY MANAGEMENT

The University undertook a review of OHSW training in 2011, resulting in a targeted approach that is more strongly focused on risk management. The injury management training course was also redesigned to provide a more tailored, needs-based program.

The incidence rate (number of lost time incidents per 100 FTE including casuals) increased in 2011 following a substantial decrease in 2010. This was partly due to a number of more serious outcomes from trips and falls,

and possibly increased reporting and use of the on-line injury management program. Performance indicators, incidence rate, lost-time injury frequency rate and average days lost per injury remain below the industry sector average.

STAFFING

Total full-time equivalent (FTE) staff employed by UniSA in 2011 (including casuals) was 3064, a six per cent increase from 2010. Of the total FTE, 53 per cent were in continuing positions, 31 per cent held contract positions, and 16 per cent were employed casually.

UniSA remains committed to improving the proportion of Indigenous staff in its workforce to two per cent. In 2011, the percentage of staff that self-identified as Indigenous was 1.1 per cent. To help redress this, the University has taken a number of steps including offering two sponsored places for Indigenous graduates in the UniSA's graduate employment program. Two graduates commenced their involvement in the program in 2011, while another graduate (recruited in 2011) will commence with the program in 2012.

The percentage of professional staff under the age of 25 was 5.4 per cent in 2011, and UniSA continues to invest in providing opportunities for young people through a number of means including an organised program to support the employment of university graduates.

In 2011, women comprised 59 per cent of the University's workforce (excluding casuals), of which 47 per cent of academic staff and 68 per cent of professional staff were female. At senior levels, women remain under-represented with 30 per cent of academic women at Level D and above, and 42 per cent of professional women at levels HEO10 and above.

FINANCIAL
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STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2011

	CONSOLIDATED		UNIVERSITY	
	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000
Revenue from continuing operations				
Australian Government financial assistance				
Australian Government grants	264,395	222,120	264,395	222,120
HECS HELP Australian Government payments	84,225	82,787	84,225	82,787
FEE HELP	7,438	5,525	7,438	5,525
State and Local Government financial assistance	8,805	8,501	8,729	8,501
HECS HELP Student payments	12,994	13,389	12,994	13,389
Fees and charges	111,952	109,751	111,952	109,751
Investment revenue	20,995	11,647	19,994	24,247
Royalties	470	566	368	606
Consultancy and contract research	29,224	25,690	29,309	25,851
Other revenue	11,028	23,693	10,982	16,386
Total revenue from continuing operations	551,526	503,669	550,386	509,163
Gains/(losses) on disposal of assets	(192)	14,910	(253)	560
Total income from continuing operations	551,334	518,579	550,133	509,723
Expenses from continuing operations				
Employee related expenses	304,037	282,585	302,731	277,669
Depreciation and amortisation	29,275	27,608	29,261	27,548
Repairs and maintenance	9,303	8,709	9,302	8,708
Other expenses	136,422	128,446	135,562	125,359
Bad and doubtful debts	86	354	86	354
Total expenses from continuing operations	479,123	447,702	476,942	439,638
Operating result before income tax	72,211	70,877	73,191	70,085
Income tax expense	49	539	89	119
Operating result attributable to members of University of South Australia	72,162	70,338	73,102	69,966
Property, plant and equipment revaluation surplus:				
Gain/(loss) on revaluation of land and buildings	–	34,345	–	34,345
Gain/(loss) on revaluation of available for sale financial assets	(1,051)	(357)	(1,051)	(357)
Gain/(loss) on revaluation of art collection	–	130	–	130
Total comprehensive income attributable to the members of the University of South Australia	71,111	104,456	72,051	104,084

The above Statement of Comprehensive Income should 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/fin/resources/afs/default.asp>

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2011

	CONSOLIDATED		UNIVERSITY	
	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000
Current assets				
Cash and cash equivalents	261,616	214,268	255,887	197,935
Receivables	35,422	31,071	35,453	30,942
Deferred Government superannuation contribution	28,600	29,000	28,600	29,000
Other non-financial assets	12,557	16,804	12,557	29,903
Total current assets	338,195	291,143	332,497	287,780
Non-current assets				
Other financial assets	6,232	6,560	10,488	7,267
Property, plant and equipment	716,943	662,011	716,911	661,984
Deferred tax assets	60	–	–	–
Intangible assets	6,980	6,251	6,980	6,251
Deferred Government superannuation contribution	435,900	358,300	435,900	358,300
Total non-current assets	1,166,115	1,033,122	1,170,279	1,033,802
Total assets	1,504,310	1,324,265	1,502,776	1,321,582
Current liabilities				
Trade and other payables	29,048	27,903	28,831	27,471
Provisions	17,629	16,952	17,490	16,757
Current tax liabilities	739	663	718	663
Other liabilities	89,651	67,222	89,705	67,317
Provision for superannuation	28,600	29,000	28,600	29,000
Total current liabilities	165,667	141,740	165,344	141,208
Non-current liabilities				
Trade and other payables	5,365	4,575	5,365	4,575
Provisions	41,051	34,434	41,051	34,434
Provision for superannuation	435,900	358,300	435,900	358,300
Total non-current liabilities	482,316	397,309	482,316	397,309
Total liabilities	647,983	539,049	647,660	538,517
Net assets	856,327	785,216	855,116	783,065
Equity				
Reserves	159,710	160,761	159,710	160,761
Retained earnings	696,617	624,455	695,406	622,304
Total equity	856,327	785,216	855,116	783,065

The above Statement of Financial Position should 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/fin/resources/afs/default.asp>

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2011

	CONSOLIDATED		UNIVERSITY	
	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities				
Inflows:				
Australian Government grants received	373,489	307,804	373,489	307,804
OS-HELP (net)	(71)	4	(71)	4
Superannuation Supplementation	25,617	23,845	25,617	23,845
State and Local Government grants	7,858	12,222	7,782	12,222
HECS-HELP student payments	12,994	13,389	12,994	13,389
Receipts from student fees and other customers	119,673	118,332	119,371	118,136
Dividends received	5,013	1,371	18,024	1,755
Interest received	14,297	7,673	13,400	7,584
Royalties	469	566	368	606
Consultancy and contract research	25,492	32,323	25,679	31,409
Other receipts	30,841	33,368	30,734	26,130
GST recovered / paid	9,913	5,524	9,844	5,541
Outflows:				
Payments to suppliers and employees (GST incl)	(493,833)	(457,517)	(491,345)	(448,898)
Net cash provided by / (used in) operating activities	131,752	98,904	145,886	99,527
Cash flows from investing activities				
Inflows:				
Proceeds from sale of property, plant and equipment	8	1,450	8	904
Proceeds from sale of investments	163	15,254	163	585
Outflows:				
Payments for property, plant and equipment	(83,816)	(46,174)	(83,797)	(45,895)
Payments for investments	(759)	(798)	(4,308)	(645)
Net cash provided by / (used in) investing activities	(84,404)	(30,268)	(87,934)	(45,051)
Net increase / (decrease) in cash and cash equivalents	47,348	68,636	57,952	54,476
Cash and cash equivalents at the beginning of the financial year	214,268	145,632	197,935	143,459
Cash and cash equivalents at the end of the financial year	261,616	214,268	255,887	197,935

The above Statement of Cash Flows should be read in conjunction with the accompanying notes to and forming part of the Financial Statements. A copy of the Financial Statements is available at <http://www.unisa.edu.au/fin/resources/afs/default.asp>

ATN	Australian Technology Network
ATAR	Australian Tertiary Admission Rank
ARC	Australian Research Council
CRC	Cooperative Research Centre
CRC CARE	Cooperative Research Centre for Contamination Assessment and Remediation of the Environment
CRE	Centre for Regional Engagement
CSIRO	Commonwealth Scientific and Industrial Research Organisation
EFTSL	Equivalent full-time student load
ERA	Excellence for Research in Australia
FTE	Full-time equivalent
ISB	International Student Barometer
NHMRC	National Health and Medical Research Council
QS	Quacquarelli Symonds (World University Rankings)
M2	Materials and Minerals Science Building
PLE	Personal Learning Environment
SACE	South Australian Certificate of Education
STEM	Science, Technology, Engineering and Mathematics

ABBREVIATIONS

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**University of
South Australia**

UNIVERSITY OF
SOUTH AUSTRALIA

GPO Box 2471
Adelaide
South Australia 5001
Australia

Phone: +61 8 8302 6611
Fax: +61 8 8302 2466

www.unisa.edu.au

CRICOS Provider Code: 00121B

CAMPUSES

City West Campus

North Terrace
Adelaide
South Australia 5000

City East Campus

North Terrace
Adelaide
South Australia 5000

Mawson Lakes Campus

Mawson Lakes Boulevard
Mawson Lakes
South Australia 5095

Magill Campus

St Bernards Road
Magill
South Australia 5072

Whyalla Campus

Nicolson 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 8721 8900
Facsimile: +61 8 8721 8951