

ANNUAL REPORT

2011



University of the
Sunshine Coast
Queensland, Australia

The best of both worlds

Please note, this statutory authority submitted their 2011 Annual Report during the caretaker period. The 2011 Annual Report will be tabled in the Legislative Assembly by The Honourable John-Paul Langbroek MP, Minister for Education, Training and Employment.

Report of the Council of the University of the Sunshine Coast

For the period 1 January 2011 to 31 December 2011

1 March 2012

The Hon Cameron Dick MP

Minister for Education and Industrial Relations

In accordance with the provisions of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and the detailed requirements set out in the *Annual Report Requirements for Queensland Government Agencies (June 2011)*, I have the honour to present to you, on behalf of the Council of the University of the Sunshine Coast, the Annual Report for the year ended 31 December 2011.

John M Dobson OAM
Chancellor

Acknowledgment of country

The University of the Sunshine Coast acknowledges the Gubbi Gubbi people as the traditional owners and custodians of the land on which the campus stands, and recognises the strength, resilience and capacity of Aboriginal people in this land.

The University has a Reconciliation Action Plan (2009–2011) to guide its relationships, opportunities and progress reporting with regard to Aboriginal and Torres Strait Islander peoples.

Communication objectives

This annual report meets the reporting requirements of the Queensland Minister for Education and Industrial Relations.

The University of the Sunshine Coast's 2011 annual report provides a record of the University's performance in 2011, its plans for the future, and audited financial statements. All achievements for 2011 are documented against the goals and corresponding key performance indicators of the University's Strategic Plan (2011–2015).

Potential readers of the annual report include federal, state and local government representatives and officers, the University community (including staff and students), business and media, potential benefactors, international visitors and members of the public.

Copies of the 2011 annual report are available from the Office of Marketing and Communications, University of the Sunshine Coast, by telephoning +61 7 5459 4558 or faxing +61 7 5430 1187. The report is also available online at www.usc.edu.au/reports.



The University of the Sunshine Coast is committed to providing accessible services to people from culturally and linguistically diverse backgrounds. If you have difficulty understanding the annual report, contact the Office of Marketing and Communications on +61 7 5459 4558 to arrange an interpreter to effectively communicate the report to you.

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Standing

On opening in 1996, the University of the Sunshine Coast became the first greenfield university to be established in Australia since 1975. The University serves the Sunshine Coast and impacts strongly on the economic and cultural development of the region.

In its first 15 years as a new public university for the Sunshine Coast region, USC has demonstrated its viability in terms of student demand, enrolment growth, teaching and research outcomes, campus development, financial position, regional contribution and reputation.

The early period of USC's second 15 years will be characterised by naturally reinforcing themes. Deregulation of student enrolments, including a student-centred, demand-driven funding system from 2012 and targets for higher education participation and low-SES students, will impact on the University's profile and teaching. Learning and teaching at USC will build on its existing reputation and become an exemplar of access and success in the Australian higher education sector. Opportunity will be provided over a broader region, and students and the wider community will have educational, cultural and economic possibilities well beyond current provision.

Research outcomes and outputs will increase in both quantity and quality. Existing areas of research concentration will be strengthened through collaboration with the best researchers in these fields in Australia and internationally.

Strategic partnerships will be expanded with related government agencies, industry and business. In addition, there will be substantially more applied research conducted with, and for the benefit of, the wider community.

Rapid growth of the University and the region it serves presents a major challenge for USC's institutional capacity and capability. Professional development of staff at all levels will be a priority, the University's systems will undergo major reinvestments and core infrastructure will be expanded. Above all, development of strategic partnerships at regional, national and international levels will advance USC's footprint, profile and performance.

Vision

The University of the Sunshine Coast is regionally relevant and recognised, nationally and internationally, for excellence in teaching, research and engagement.

Values

In pursuing its vision and conducting daily operations, the University is committed to:

- creating and disseminating knowledge through innovative and effective teaching and research
- fostering freedom of inquiry and expression
- the process of lifelong learning
- engaging in and responding to the region's intellectual, cultural and economic challenges
- adopting consultative processes and ethical behaviours in all activities
- engendering respect throughout the University community
- fairness, openness, honesty, trust and effective communication
- developing the University and supporting the region as a sustainability exemplar
- advancing human rights within a tolerant and inclusive community, in which respect for Indigenous peoples is fundamental

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USC graduate Chris Raine was named Queensland's Young Australian of the Year for 2012, for his work on an anti-binge drinking program to help change the drinking habits of young people. He travels to Canberra in January 2012 to vie for the honour of being Young Australian of the Year. Three years ago another USC graduate, Jonty Bush, was Queensland's Young Australian of the Year. Jonty, an anti-violence campaigner who was CEO of the Queensland Homicide Victims' Support Group at the time, went on to win the Young Australian of the Year award for 2009.

Highlights

- 2011 was the first year of operation under the new Strategic Plan (2011-2015).
- On-campus student enrolments increased by seven percent in 2011. First preference applications for Semester 1, 2011 entry increased by five percent over 2010. Student enrolments in the Tertiary Preparation Pathway for Semester 1, 2011 were up 30 percent over 2010.
- The University's application for the Federal Government's Structural Adjustment Fund was successful. USC received \$24 million towards a \$33 million project, to fund a major building for the Sippy Downs campus and a presence at the Gympie Wide Bay TAFE campus.
- A variety of campus facilities were completed and/or officially opened in 2011: the 50-metre Olympic-standard swimming pool; the AEIOU Early Learning Centre; the new Science building; the Engineering and Science Training Facility.
- The University's successful Collaborative Research Network (CRN) funding bid of \$5.45 million will see new research projects involving water, sustainability, forestry and aquaculture develop over the next three years with partner universities Griffith University, University of Tasmania, University of Queensland and Queensland University of Technology.
- During 2011, USC was successful in securing the following support for research:
 - Australian Research Council Future Fellowship (\$656,377)
 - Australian Research Council Project Grant (\$145,000)
 - Australian Research Council Discovery Early Career Researcher Award (\$375,000)
 - National Health and Medical Research Award (\$438,510)
 - National Health and Medical Research PhD Scholarship
 - Australian Research Grant Discovery project grant (\$425,000) with Curtin University with a PhD student at USC
 - Three Linkage Infrastructure, Equipment and Facilities grants with University of Queensland and Curtin University (\$1,007,000)
 - Seafood CRC funding (\$555,000)
 - Two Fulbright Senior Specialist Awards
- For the third consecutive year, the Good Universities Guide confirmed USC as the only public university in Queensland to obtain five stars for the quality of staff teaching. Four stars were achieved for graduate satisfaction.
- The Australian Learning and Teaching Council (ALTC) awarded USC five prestigious learning and teaching citations, a national program award and a project grant.
- Overall satisfaction among international students remained strong in 2011, with 84 percent of international students indicating satisfaction with their overall experience at USC in the i-graduate International Student Barometer.
- The University became a founding member of the Regional Universities Network, alongside five other institutions.
- The Innovation Centre Sunshine Coast received continued funding from the Queensland Government to support start-up, high-tech businesses.
- 2011 saw two executive appointments commence in January: Professor Birgit Lohmann as Deputy Vice-Chancellor, and Professor Roland De Marco as foundation Pro Vice-Chancellor (Research).
- A review of the academic structure resulted in a consolidation of three faculties to two. Professor Joanne Scott was appointed Executive Dean, Faculty of Arts and Business, and Professor John Bartlett was appointed Executive Dean, Faculty of Science, Health, Education and Engineering. Both positions commence in January 2012.
- John M Dobson OAM was re-elected as Chancellor by University Council. His appointment is for a period of five years.

Key five-year figures

| Category | 2007 | 2008 | 2009 | 2010 | 2011 | Annual % change | Trend |
|--|-----------|-----------|-----------|-----------|----------------------------|-----------------|-------|
| Students | | | | | | | |
| Number of students ¹ | 5,246 | 5,833 | 6,325 | 7,276 | 7,766 | 6.7% | ↑ |
| Female | 3,163 | 3,624 | 4,074 | 4,764 | 5,066 | 6.3% | ↑ |
| Male | 2,083 | 2,209 | 2,251 | 2,512 | 2,700 | 7.5% | ↑ |
| On-campus students | 4,750 | 5,383 | 6,092 | 7,148 | 7,640 | 6.9% | ↑ |
| Undergraduate | 3,810 | 4,239 | 4,826 | 5,701 | 6,142 | 7.7% | ↑ |
| Postgraduate coursework | 867 | 903 | 732 | 654 | 680 | 4.0% | ↑ |
| Higher degree by research | 100 | 118 | 129 | 140 | 141 | 0.7% | ↑ |
| Non-award | 469 | 573 | 638 | 781 | 803 | 2.8% | ↑ |
| International (all students) | 855 | 977 | 880 | 870 | 805 | -7.5% | ↓ |
| International (on campus) | 527 | 674 | 766 | 855 | 789 | -7.7% | ↓ |
| Student load (EFTSL) ² | 4131.4 | 4597.3 | 5332.7 | 6034.3 | 6429.5 | 6.5% | ↑ |
| Degrees conferred | | | | | | | |
| Undergraduate degrees conferred | 592 | 591 | 656 | 1,027 | 981 | -4.5% | ↓ |
| Postgraduate coursework degrees conferred | 492 | 654 | 569 | 583 | 484 | -17.0% | ↓ |
| Higher degree by research degrees conferred | 13 | 11 | 12 | 25 | 20 | -20.0% | ↓ |
| Total degrees conferred | 1,097 | 1,256 | 1,237 | 1,635 | 1,485 | -9.2% | ↓ |
| Equity | | | | | | | |
| Disability ³ | 3.8% | 3.5% | 4.7% | 5.6% | 5.9% | 0.3% | ↑ |
| Indigenous ³ | 1.5% | 1.6% | 1.8% | 1.4% | 1.7% | 0.3% | ↑ |
| First in family to attend university ⁴ | 52.0% | 52.4% | 51.4% | 49.5% | 48.6% | -0.9% | ↓ |
| Staff (full-time equivalent, excluding casuals) | | | | | | | |
| Academic staff ⁵ | 144 | 173 | 188 | 210 | 212 | 1.1% | ↑ |
| Non-academic staff ⁶ | 280 | 295 | 329 | 351 | 388 | 10.4% | ↑ |
| Total number of staff ⁷ | 423 | 468 | 517 | 561 | 600 | 6.9% | ↑ |
| Proportion of academic staff with higher degree qualifications | 85% | 83% | 77% | 83% | 82% | -1.4% | ↓ |
| Operating revenue (parent entity) | \$78.40m | \$94.98m | \$109.04m | \$121.07m | \$127.16m | 5.0% | ↑ |
| Property, plant and equipment | \$146.55m | \$165.31m | \$169.40m | \$167.17m | \$175.47m | 4.9% | ↑ |
| Research income ⁸ | \$2.99m | \$3.35m | \$4.27m | \$5.60m | \$4.54m⁹ | -18.9% | ↓ |
| Research publications ¹⁰ | 120.96 | 196.74 | 177.11 | 167.15 | n/a⁹ | n/a | n/a |

1. Number of students is at Census 1, each year.

2. Student load includes inbound exchange students. EFTSL = Equivalent Full Time Student Load and for 2011 is based on preliminary data as at Census 2, 2011.

3. Disability and Indigenous percentages are as a proportion of domestic students only.

4. First in family percentages are as a proportion of undergraduate students only.

5. Academic (Vice-Chancellor; Deputy Vice-Chancellor; Teaching and Research (Level A-E) staff).

6. Non-academic (Administrative, Professional and Technical (APT) Level 1-10 staff; APT staff above award).

7. Data is based on figures supplied to DEEWR as at 31 March 2011.

8. Figures include research income reported to the Department of Innovation, Industry, Science and Research (DIISR) through the Higher Education Research Data Collection (HERDC), as well as research funding received from DIISR.

9. HERDC figure for the year is not finalised and is unaudited.

10. Weighted calculation reported to DIISR in the HERDC.

Vice-Chancellor's review

As you will see from the Highlights (page 1), 2011 was a successful year of continued growth for USC. While it is important to reflect on that success, it is also necessary to be focussed on the future. In my first year as Vice-Chancellor, I believe we have set a strong foundation in 2011 for the next stage of development of this university.

Through a consultative process involving many people within and outside of USC, we developed a new Strategic Plan (2011–2015). New members of the executive team who took up their appointments early in 2011, Deputy Vice-Chancellor Professor Birgit Lohmann and our first Pro Vice-Chancellor (Research) Roland De Marco, made strong contributions to this plan. A revised academic structure, effective January 2012, and appointment of the new two executive deans, Professor Joanne Scott (Faculty of Arts and Business) and Professor John Bartlett (Faculty of Science, Health, Education and Engineering) position us well for future growth and an enhanced national profile.

One of the performance measures in our strategic plan is for the University to have 12,000 students (8,000 EFTSL) by 2015, a significant increase on the 2011 student population of 7,766. Compact discussions indicate the Commonwealth is keen to see Australia's youngest public university reach this critical mass.

An important strategy for growth is the expansion of USC's footprint from the immediate Sunshine Coast to service the coastal region from north of Brisbane to Bundaberg. This strategy is predicated upon closer cooperation with TAFE in training, articulation and resource-sharing, and servicing the needs of the planned Sunshine Coast University Hospital.

Growth requires new buildings and other infrastructure, and I am delighted that our joint application with TAFE to the Structural Adjustment Fund has resulted in significant Commonwealth funding for a \$33 million Sippy Downs Learning Hub on campus, as well as a major higher education development on the TAFE campus at Gympie. Other proposed campus developments are detailed in the Campus Master Plan which was also revised in 2011 (to be approved in 2012).

Building a research profile in a new, small university is challenging, yet research is an important element of a university's credibility. The strides we have taken in 2011 are impressive, including the Collaborative Research Networks initiative (\$5.5 million), several ARC and NHMRC grants, our continuing role in the Australian Seafood CRC and CRC for Forestry, and industry partnerships.

Every year, I am impressed by our student and graduate achievements, from university medallists to sporting achievers to success in business and the professions. We now have more than 9,000 graduates working on the coast, nationally and around the world.

The University's strong national ratings for teaching quality and graduate satisfaction, and our strong performance in national awards for university teaching, reflect the dedication of our teaching staff and the personal attention they afford our students. I thank all staff for their outstanding efforts in 2011.

It is important to acknowledge the role of the University Council in ensuring our future. In particular, it is gratifying that Chancellor John M Dobson OAM accepted re-appointment late in 2011 for a further five-year term.

Professor Greg Hill
Vice-Chancellor and President



Institutional forward planning 2012

- Implement the Collaborative Futures Project, with the Gympie Learning Hub complete for the start of 2013 and the Sippy Downs Learning Hub complete for the start of 2014.
- Fully implement faculty restructuring and change management project.
- Complete Council, Executive and Senior Staff Planning Retreats.
- Maintain engagement with the planning process for the Sunshine Coast University Hospital and the Skills and Academic Research Centre.
- Refine strategies to ensure student load targets are met.
- Maintain impetus of the research strategic priority and leverage off the Collaborative Research Network and project grant successes of 2011.
- Build further momentum around student retention, student satisfaction and social inclusion agendas.
- Invest in information technology resources for learning, teaching and research.
- Commit to continual infrastructure construction as a result of ongoing growth in student load and research capacity.

Financial review

The University's financial position continued to strengthen in 2011, as a result of increased student load, reductions in expenditure and increased research and consultancy efforts.

Results for the year included an operating surplus of \$8.8 million, with an operating margin of 6.9%.

Income and expenditure

Total income for the year was \$127.16 million – an increase of \$6.09 million (five percent) on the previous year. The increase was driven primarily by continued growth in Commonwealth-funded student places and the receipt of increased investment income.

Funds derived from government sources totalled \$99.3 million or 78 percent of revenue (includes advance payments in relation to HECS-HELP funding but excludes up-front student fees). This was an increase of \$4.69 million (4.7 percent) on the previous year's funding.

Expenses for the year totalled \$118.36 million – an increase of \$12.93 million (12 percent) received in the previous year. This can be attributed to an increase in employee benefits, due to the four percent administration wage increase in March 2011 and increase in provisioning for long service and annual leave due to ageing of the workforce. In addition, a number of non-capitalised refurbishments and minor works were undertaken to achieve space management goals.

Asset growth

At year's end, the University's net assets totalled \$189.45 million – \$11.62 million (6.5 percent) more than in the previous year. This reflected the accumulation of cash reserves for future years' capital expenditure and associated strategic initiatives.

Expenditure on consultancies

| CATEGORY | 2009 (\$) | 2010 (\$) | 2011 (\$) |
|---------------------------|-----------|-----------|-----------|
| Professional / technical | 1,973,408 | 2,811,567 | 3,616,353 |
| Communications | 1,100 | 1,560 | 0 |
| Finance / accounting | 58,255 | 68,746 | 10,061 |
| Information technology | 398,097 | 682,657 | 855,437 |
| Human resource management | 1,727 | 14,809 | 146,215 |
| Management | 130,478 | 122,538 | 128,752 |
| General | 48,620 | 0 | 0 |
| Total | 2,611,685 | 3,701,877 | 4,756,818 |

Organisation

Basis of authority

The institution was established under the *Sunshine Coast University College Act 1994* and took its first students in 1996. Full university powers were granted under the *University of the Sunshine Coast Act 1998*.

Functions and powers

The University's functions are to:

- provide education at university standard;
- provide facilities for, and encourage, study and research;
- encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community;
- provide courses of study or instruction, at levels of achievement the Council considers appropriate, to meet the needs of the community;
- confer higher education awards;
- disseminate knowledge and promote scholarship;
- provide facilities and resources for the wellbeing of the University's staff, students and other persons undertaking courses at the University;
- exploit commercially, for the University's benefit, a facility or resource of the University, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the University, whether alone or with someone else; and
- perform other functions given to the University under the Act or another Act.

The University's powers are:

Under the *University of the Sunshine Coast Act 1998* the University has all the powers of an individual. It may, for example:

1. enter into contracts;
 - a) acquire, hold, dispose of, and deal with property;
 - b) appoint agents and attorneys;
 - c) engage consultants;
 - d) fix charges, and other terms, for services and other facilities it supplies; and
 - e) do anything else necessary or convenient to be done for its functions.
2. Without limiting subsection (1), the University has the powers given to it under its Act or another Act.
3. The University may exercise its powers inside and outside Queensland.
4. Without limiting subsection (3), the University may exercise its powers outside Australia.

Strategic framework

The Strategic Plan www.usc.edu.au/strategicplan is the University's highest-level planning document, along with the Campus Master Plan. The role of the strategic plan is to articulate the broad goals and aims of the University over the next five years. Specific strategies complementing the Strategic Plan are set out in four top level plans, which apply University-wide and drive resource allocations through the budget process. Supporting strategies guide the University's involvement in international activities and regional engagement. Operational plans for individual cost centres support initiatives outlined in both the strategic and top level plans.

All plans are reviewed and updated during the budget and planning process in September each year. The Strategic Plan underwent a consultative review in 2010 to facilitate the development of a new plan and corresponding performance indicators. The new Strategic Plan (2011-2015) took effect from 1 January 2011.

Annual review of operations

As a review of its operations each year, the University of the Sunshine Coast measures its progress according to the goals and key performance indicators for four areas, as outlined by the Strategic Plan (2011-2015):

1. Enable access to the USC experience
2. Deliver high quality teaching, learning and graduate outcomes
3. Build research productivity and output significantly
4. Develop USC for a sustainable future

This is the first report on the performance measures in the University's new Strategic Plan. Baseline data has been reported for all performance measures, and assessment of performance has been made where the latest data is available.

The summary of key performance targets for the University is:



STRATEGIC PLAN
2011-2015



| | 2011 | 2012 | 2013 | 2014 | 2015 |
|--|------|------|------|------|------|
|--|------|------|------|------|------|

1. Enable access to the USC experience (page 6)

| | | | | | | |
|-----|---------------------------------------|-------|-------|-------|-------|-------------------------------|
| 1.1 | 12,000 students by 2015 (8,000 EFTSL) | | | | | 12,000 students (8,000 EFTSL) |
| 1.2 | Low SES Participation | 18.1% | 18.5% | 19.1% | 19.7% | 20% |

2. Deliver high quality teaching, learning and graduate outcomes (page 10)

| | | | | | | |
|-----|----------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------------------------------|
| 2.1 | Student Satisfaction | National ranking in top quartile | National ranking in top quartile | National ranking in top quartile | National ranking in top quartile | National ranking in top quartile |
| 2.2 | Graduate Outcomes | Progress towards national average | Progress towards national average | Progress towards national average | Progress towards national average | Achieve national average |

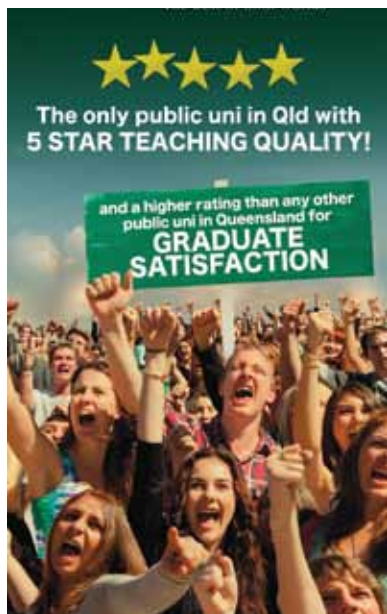
3. Build research productivity and output significantly (page 14)

| | | | | | | |
|------|---|-------------|-------------|-------------|-------------|-------------|
| 3.1 | Research Grants Income | \$3,600,000 | \$4,200,000 | \$4,800,000 | \$5,300,000 | \$6,000,000 |
| 3.2 | Weighted Publications | 190 | 200 | 210 | 230 | 250 points |
| 3.3a | HDR students (Load) | 120 | 130 | 140 | 150 | 155 EFTSL |
| 3.3b | HDR students (% in selected areas of research strength) | 45% | 50% | 55% | 60% | 60% |

4. Develop USC for a sustainable future (page 18)

| | | | | | | |
|-----|----------------------|---------------|---------------|---------------|---------------|---------------|
| 4.1 | Employment costs | Less than 60% | Less than 60% | Less than 60% | Less than 60% | Less than 60% |
| 4.2 | Operating Margin | 4% | 4% | 4% | 4% | 4% |
| 4.3 | Capital Improvements | 8.5% | 8.5% | 8.5% | 8.5% | 8.5% |

Enable access to the USC experience



For the third consecutive year, USC stood out as the only public university in Queensland to gain five stars for teaching quality in the 2012 Good Universities Guide. USC was also awarded five stars for its graduates' satisfaction with the generic skills they gained while at university, and for Indigenous participation. USC scored four stars for access by equity groups, gender balance, and for graduates' satisfaction with their overall university experience.

National award for raising region's aspirations

In 2011 USC was rewarded with its first Australian Learning and Teaching Council (ALTC) National Program Award, valued at \$25,000, for its project entitled Regional Access, Inclusion and Success in Education (RAISE). USC was one of only 10 universities across Australia to receive *ALTC Awards for Programs that Enhance Learning for 2011*. Its success was in the category for "educational partnerships and collaborations with other organisations".

USC's application highlighted five of its outreach initiatives: its Headstart program for high school students; an alternative entry program called Tertiary Preparation Pathway; its provision of a Primary Industry Centre for Science Education (PICSE USC); a Creative Writing Excellence program in schools; and an Integrated Learning Engineering program in schools.

2011 saw growth in...

Students

An intake of 3,173 new students pushed the University's student population to 7,766 (including 805 international students) by Semester 1 census. The intake was a three percent increase on Semester 1, 2010. This meant an overall increase of seven percent in student numbers, despite a tightening of OP requirements. The mid-year intake of 1,497 students was strong (a 3.4 percent increase on Semester 2, 2010).

With the student growth experienced this year, and the QTAC application figures for 2012, it is expected the University will meet its target of 12,000 students (8,000 EFTSL) by 2015. As at 11 December, the total number of QTAC preferences for study at USC in 2012 had increased by two percent over the previous year, compared to a Queensland institutional average of 0.8 percent growth.

Programs

The Bachelor of Nursing Science was again the most popular program at USC, with almost 200 new students enrolled at Semester 1 Census. Enrolments in the program accounted for almost eight percent of the total student body. The Bachelor of Primary Education was also one of the University's most popular programs, with 108 students commencing the program in Semester 1.

Top 10 undergraduate programs (based on all enrolments) in 2011 were:

1. Bachelor of Nursing Science
2. Bachelor of Social Science (Psychology)
3. Bachelor of Primary Education
4. Bachelor of Sport and Exercise Science
5. Bachelor of Paramedic Science
6. Bachelor of Arts
7. Bachelor of Biomedical Science
8. Bachelor of Business
9. Bachelor of Business (Tourism, Leisure and Event Management)
10. Bachelor of Occupational Therapy

Campus

The University's continued priority throughout the year was planning how to manage future student growth through the provision of campus infrastructure and buildings. There were major achievements in this area in 2011, with construction of a number of projects commenced and completed. Refer to page 18 for details.

Reputation

Awareness and reputation of USC continued to grow during 2011. The University produced a new television commercial expanding on the 'best of both worlds' tagline, which featured hundreds of USC students in a rally of support for city students who don't have it as good. Market research conducted in December showed campaign had a positive impact on parents and school leavers. Among school leavers, awareness of the campaign remained very strong—85 percent, while among parents, unprompted awareness of the campaign increased by 22 percent on 2009 figures.

Reach

Extending USC's reach in its catchment regions was a priority in 2011. Attendance at recruitment events was strong—Open Day crowds were 14 percent up on 2010, with around 4,600 attendees. The Sunshine Coast University Showcase, which involves all Queensland universities visiting high schools in the region and is organised by USC, took in 22 schools and reached 3,100 Grade 12 students. Student Services continued its successful community education courses off-campus in a number of locations across the Coast, providing six-week study skills sessions for adults considering returning to formal education.

In late December, the Federal Government announced grant allocations for the Higher Education Participation and Partnerships Program. The Queensland Consortium (led by Queensland University of Technology), of which USC is a member, received \$5.35 million for Indigenous engagement, and \$15.8 million for schools outreach. More details, including the release of a second round of funds worth \$52 million, are expected early in 2012.

KEY STRATEGIES: Recruit and support a diverse student population | Provide a high quality student experience | Develop a vibrant and healthy University community and identity | Engage with the regional community through educational, cultural, creative, economic and recreational activities | Extend learning opportunities throughout the region

2011 saw engagement with...

Business and industry

Clean Futures Conference—the Innovation Centre's second annual one-day conference to support the growth of business in the clean technology sector attracted a total of 120 delegates. The conference, themed "Doing business in a carbon-constrained world", was sponsored by Sunshine Coast Council.

Community

Sunshine Coast World Environment Day Festival—the annual festival was attended by thousands of people, fostering environmental awareness and an understanding of local, regional and global imperatives in sustainability. The festival was organised by USC, the Sunshine Coast Environment Council and Sunshine Coast Council.

Youth

Voices on the Coast Festival—the week-long event began with a youth literature festival at USC, bringing 2,200 children aged 10 to 17 onto campus to meet and learn from top international and Australian authors, illustrators and poets. The festival is a long-term partnership between Immanuel Lutheran College and USC.

Schools

More than 120 Year 11 and 12 students from the Sunshine Coast region participated in the Headstart program in 2011. Headstart gives senior school students the opportunity to study at university and get ahead on their degree studies before completing school. In other school activities, more than 700 Year 9 and 10 students from 14 Sunshine Coast and Gympie schools attended Experience USC Day to explore career opportunities. With a choice of 31 workshops, the day was designed to give students an insight into industries, jobs and how they can achieve their goals. Almost 300 Year 10 business students attended USC's Business Enterprise Day to hear the real world stories from a variety of Sunshine Coast business people. ILE (Integrated Learning Engineering) continued its operation, taking engineering courses to school classrooms across the region, for 37 enrolled students. AIME (Australian Indigenous Mentoring Experience) Sunshine Coast started at USC in 2011, with more than 60 USC students providing one-on-one mentoring for Indigenous Year 9 and 10 students between Sunshine Beach and Beerwah.

Future students

Recruitment efforts in 2011 included 182 visits to 95 schools, seven regional markets, three university roadshows and an information day for guidance officers and career advisers. Nine information events held on campus and in Gympie and North Brisbane saw student ambassadors and staff talking to an estimated 6,200 people about their study options at USC.



National and local identities received honorary awards at the 2011 Graduation ceremonies: Honorary Doctorates of the University were awarded to Dr Karen Woolley, Mary Midgley, Stephen Hamar Midgley AM, and His Excellency, Barnabas Suebu, Governor of the Province of Papua, Indonesia. Former Vice-Chancellor, Professor Paul Thomas AM, received the University's first Emeritus Professor award, while Honorary Senior Fellowships of the University were awarded to Beverley Hinz, Otto Klaus, John Shadforth, Jocelyn Walker, Jill Chamberlain OAM, Bill Dethlefs, Beverly Hand and Valerie Zwart OAM.

2011 saw support for...

Sustainability

Ride to Work Day—held for the second time at USC, more than 100 people took part riding, walking, catching public transport or carpooling to work to reduce greenhouse gas emissions and increase healthy activity. Sunshine Coast Council supported the event again in 2011. While the uptake of public transport and environmentally friendly campus travel improved during the year (refer also to page 18), construction of additional car parking on campus commenced in 2011 to provide an extra 260 spaces.

Reconciliation

Indigenous Education Symposium—organised by USC's Buranga Centre, the fifth annual event involved industry, professional and community members, with guest speakers addressing a range of topics designed to facilitate understanding between Indigenous Australians and the broader community. As part of the symposium, a naming and smoking ceremony was held for USC's collection of Central and Western Desert paintings.

Equality

International Women's Day was celebrated on campus with a breakfast for more than 100 staff and students. The inaugural Greatest Female Athlete (GFA) event was held the following day. Organised by USC Sport, GFA was won by Emma McKenzie, a paramedic science student. Coinciding also with International Women's Day was the announcement that USC was once again (for the seventh consecutive year) an employer of choice for women—one of 12 Queensland organisations to receive the EOWA tick.

Art and culture

University Art Gallery—the gallery attracted an impressive number of visitors for the year—11,508 people. Exhibitions featured works by contemporary Australian artists, USC students and travelling artistic showcases.

Sport

Sunshine Coast Sports Hall of Fame—former Australian pace bowler Ashley Noffke and world champion bodyboarder Kira Llewellyn were inducted into the hall of fame for 2011, with a certificate of merit awarded to long-time Sunshine Coast netball administrator Lin Corbett. Located at USC's Health and Sport Centre, the hall of fame has recognised local high-achieving sports people since 1991.

2011 saw students benefit from...

Increased financial support:

- More than 800 undergraduate students at USC received financial support from scholarships, bursaries and prizes worth more than \$1.48 million. Approximately 500 students received support valued at around \$1.2 million in 2010.
- 67 talented first-year students received scholarships ranging in value from \$3,500 to \$12,000 (and totalling almost \$450,000) at the Undergraduate Scholarships Presentation Ceremony in February.
- New \$4,000 USC Study Support Bursaries assisted 25 students in financial need to balance their studies and part-time work. These new bursaries were the result of a significant private donation. More than 380 applications were received for the 25 new bursaries and another 200 USC Equity Bursaries. The \$1,000 Equity Bursaries are funded by the Commonwealth's Higher Education Participation and Partnership Program to a total of \$200,000.
- Representatives of 43 local and national companies presented 67 academic prizes, scholarships and bursaries worth around \$70,000 at the annual Faculty of Business Awards and Prizes ceremony (compared to prizes worth around \$35,000 in 2010).
- Support for civil engineering grew with the addition of a Women in Engineering prize. This program, first offered in 2010, has already attracted more than \$20,000 in annual scholarships.



Kiteboarder Andy Yates (pictured) was crowned USC's 2011 Sportsman of the Year. Yates was the first Australian to win the Professional Kiteboard Riders Association world title in 2010. The Bachelor of Science student's achievements in the international arena also earned him the Sunshine Coast Senior Sports Star of the Year title in January. Yates was one of three students to gain Full Blue awards at the USC Sports Awards Ceremony.

Enhanced campus facilities and activities:

- A range of new campus facilities for teaching, sport and research were developed (refer to page 18).
- The University prepared for the introduction of the Federal Government's Student Services and Amenities Fee in 2012 (refer also to student representation below). Monies raised from the fee will directly benefit students by improving student access to a range of campus services, such as sporting and recreational activities, employment and career advice, financial advice, food services, counselling services, legal services, health services and housing services.
- USC expanded its social media presence for students on Facebook, Flickr and Twitter (in addition to its existing channel on YouTube). Social media is now being used by a variety of departments/initiatives, including USC International, UniSafe, the GO Program and student ambassadors.
- A team of 80 students travelled to the Gold Coast to compete in the Australian University Games in September (a much larger contingent than the two teams that travelled to Perth in 2010). Three silver medals in the 4x100m relay, mixed touch football and volleyball meant USC finished sixth overall from 39 universities competing at the annual multi-sport carnival.
- USC Sport hosted two fun events to celebrate the last day of semester. The USC Sport Fun Run offered students a 3km or 6km challenge, while the more relaxed option was the Plunge at the USC Pool, with a free swim, music and barbeque.
- The Access and Wellbeing Expo (incorporating Ride to Work Day) raised awareness of disability, wellbeing and mental health issues through a series of fun activities and informative workshops.
- The USC Rugby Club opened its sports bar and screened sporting events to staff and students for the first time, while an inaugural masquerade ball was organised by students.

Greater student representation and consultation:

- The position of Student Ombudsman was created in 2011. During the year, five formal grievances were investigated by the ombudsman after referral by the Deputy Vice-Chancellor. Confidential advice also was provided to a number of students.
- Students were invited to comment on the types of services and facilities that will be funded through the Student Services and Amenities Fee (SSAF) in 2012. Submissions were received from the Student Guild, USC Golden Key, and members of the Vice Chancellor's Student Liaison Committee. A student focus group was held and all students were sent a survey inviting them to identify priorities for SSAF expenditure. The results of these consultations will be published on the University website in early 2012.
- The USC Student Guild increased its presence on campus in 2011, with the election of a new executive and a membership drive. Funds from the Student Services and Amenities Fee will provide additional financial assistance to the guild in 2012.
- USC participated in the pilot University Experience Survey of undergraduate students. It is anticipated this survey will be administered nationally from 2012, and form one of the measures for Commonwealth performance funding.
- To support and retain new and continuing students, Student Administration conducted the 'Ask Us Anything Day' event, held early in Semesters 1 and 2. The event, a part of USC's Student Retention Action Plan (2011-2013), aims to enable students to get advice and information

on their study in one place at one time; promote the support and advice available to students; and resolve any challenges students may be facing, in order to reduce the likelihood they may withdraw from university study.

Extended practical learning opportunities:

- A record number of students had access to workplace learning opportunities in 2011, with 1,494 taking placements with businesses and community organisations (compared to 1,345 in 2010). The Work Integrated Learning program provides students with valuable work experience as part of most degrees, to prepare them for their chosen careers. Refer also to page 11.
- More than 800 students explored opportunities for practical industry experience and employment at the annual USC Careers Fair in March. Representatives from around 30 local, national and government organisations attended.
- USC had success with the Health Workforce Australia (HWA) fund, where a total of \$3.4 million was allocated to the University to support practicum placements in nursing and allied health. Six professions served by USC degrees are targeted: Midwifery, Occupational Therapy, Psychology (Clinical), Nursing, Paramedic Science and Medical Laboratory Science.
- The GO (Global Opportunities) Program, where USC students study overseas as part of their degree, was expanded in 2011 to include work placement opportunities. Refer to page 12.

More travel and transport options:

- Completion of the \$55,000 Bike Hub provided secure bike storage on campus during work/study hours, as well as personal lockers, showers and toilet facilities.
- A free express bus service between Noosa and the Sippy Downs campus for USC students and staff was trialled in July. It is likely to be expanded to service other Sunshine Coast areas in 2012.
- A trial of U-Pass provided up to 2,000 students with subsidised public transport by bus. U-Pass is a nation-first venture, involving USC, Sunshine Coast Council and Translink.

Forward planning for 2012

- Investigate and implement a scholarship application and assessment database to improve equitable distribution of funds by November 2012
- Develop and deliver a Customer Service Model for Student Administration to enhance the student experience throughout the student lifecycle by September 2012
- Improve the experience and transition of international students through collaborative activities with the International Students Association
- Develop, implement and review the Strategic Asset Management Plan (SAMP) to plan, manage and deliver all facilities to support the student population
- Increase web services to include mobile-optimised content, social media, searchable student FAQs, online forms, videos, electronic payment and print-friendly web pages

KPI 1.1: 12,000 students by 2015

| MEASURE | TARGET | PERFORMANCE |
|-------------------------------------|------------------------------|-----------------------|
| Actual full year student enrolments | 12,000 (8,000 EFTSL) by 2015 | 6.5% increase in 2011 |

Comment

Targets have been set annually for all fee types from 2012 to position the University for its target of 8,000 EFTSL by 2015. These will be rolling targets and progress will be assessed following each official reforecast (April and September each year).

The increase in load in 2011 following the September reforecast, due to increased mid-year intakes and improved retention rates from Semester 1 to Semester 2, has lessened the requirement for major increases in intakes through to 2015. This is reflected in the targets set for 2012 and beyond.

University EFTSL by fee type, 2008 to 2015

Estimates and targets based on Census 1 and 2, 2011 data.

| FEE TYPE | ACTUAL | | | | TARGETS | | | |
|--|--------|--------|--------|--------|---------|--------|--------|--------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| CGS EFTSL ¹ | 3631.6 | 4313.3 | 4994.4 | 5467.5 | 5945.9 | 6363.1 | 6733.2 | 7048.0 |
| International EFTSL ² | 713.0 | 767.1 | 777.0 | 714.1 | 701.2 | 685.6 | 677.7 | 678.2 |
| Fee Paying Domestic EFTSL ³ | 220.4 | 227.8 | 231.9 | 207.6 | 208.6 | 212.9 | 224.2 | 236.1 |
| Inbound Exchange EFTSL | 32.3 | 24.5 | 30.9 | 40.3 | 39.4 | 39.4 | 39.4 | 39.4 |
| Grand Total EFTSL | 4597.3 | 5332.7 | 6034.3 | 6429.5 | 6895.0 | 7301.0 | 7674.4 | 8001.7 |
| % increase | 11.3% | 16.0% | 13.2% | 6.5% | 7.2% | 5.9% | 5.1% | 4.3% |

1. Includes Enabling, TPP, Undergraduate and Postgraduate CGS EFTSL.

2. Includes international on campus, online and remaining off campus transnational (TNE) EFTSL following the University's phased withdrawal from these programs.

3. Includes Postgraduate, HDR, Headstart and Visiting domestic fee paying EFTSL.

KPI 1.2: SES Participation

| MEASURE | TARGET | PERFORMANCE |
|--|---|---|
| Participation rate of students from low socio-economic backgrounds | 20% participation rate of students from low socio-economic backgrounds by 2015 Achieve Compact agreement targets 2011: 18.1%, 2012: 18.5%, 2013: 19.1%, 2014: 19.7% | 2011 data not available from DEEWR (release date to be advised) |

Comment

In 2009 DEEWR introduced a new measure to assess the socio-economic status of students. Previously a student's socio-economic status was assessed based on the postcode of their permanent home address. The new measure is based on the census collection district (CCD) of the student's permanent home address. This is a more refined assessment for measuring the socio-economic status of a community and allows for more variation within a region. This data is combined with data on the number of students who receive selected Centrelink Student Income Support payments to form the 'interim measure' for socio-economic status. This performance measure (KPI 1.2), together with the performance measure in the Compact Agreement with DEEWR, will be assessed using the 'interim measure'.

In 2010, USC's participation rate for students from low socio-economic backgrounds was 18%, above the national rate of 14.29%. DEEWR have not yet published the 2011 data for this performance measure.

Participation rates (%) for low SES students

| PARTICIPATION RATES % ⁴ | USC 2009 (%) | NATIONAL 2009 (%) | USC 2010 (%) | NATIONAL 2010 (%) | USC 2011 (%) | NATIONAL 2011 (%) |
|--|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Low SES (Interim measure) ⁵ | 17.85 | 14.13 | 18.00 | 14.29 | n/a | n/a |
| Low SES (CCD measure) | 17.43 | 14.40 | 18.17 | 14.64 | n/a | n/a |

4. Domestic students with permanent home residence in Australia only.

5. The DEEWR interim measure of the Low SES Participation rate is based on the number of domestic undergraduate students with home addresses within the Low SES Census Collection Districts (CCD) and the number of students who are receiving selected Centrelink Student Income Support payments.

n/a = data not yet available

Deliver high quality teaching, learning and graduate outcomes

For the third consecutive year, USC was recognised at a national level for its quality of learning and teaching.

- USC was the only public university in Queensland to earn five stars for teaching quality in the 2012 Good Universities Guide.
- USC won five Australian Learning and Teaching Council (ALTC) citations for its outstanding academics and student experience programs, and also gained its first ALTC National Program award.



Faculty of Arts and Social Sciences

School of Communication School of Social Sciences

Faculty of Arts and Social Sciences Dean, Professor Pam Dyer, announced her retirement in late 2010. Professor Joanne Scott, previously Head, School of Social Sciences at USC, was appointed Executive Dean of the restructured Faculty of Arts and Business (refer to page 18), to commence in January 2012.

Undergraduate students **1,925**
 Postgraduate students **110**
 Research students **38**
 Male:female students **30%:70%**
 Award programs **57**

Achievements in 2011:

Dr Christine Morley received an ALTC citation for academic excellence, recognising her dedication to student learning in social work.

Journalism student Jodie Stephens won the 'Most Outstanding Journalism Student—Regional Campus' at the 2011 Queensland Clarion Awards. Fellow USC student Lynette Brown was runner-up in the same category.

Three public relations students managed the 2011 Multicultural Excellence Awards, in conjunction with the Sunshine Coast Community Cooperative.

Artwork by design student Carla McRae (pictured below), inspired by the Japanese nuclear disaster, featured in the July issue of *The Walkley Magazine*, alongside articles by correspondents working in Japan.

Three social work and counselling students took up positions with the Gympie Child Safety Service Centre, having been offered jobs with the department within months of completing their final exams.

One new program was approved for offer in 2012: Master of Urban and Regional Planning (2 years).



Design student Carla McRae

Faculty of Business

Undergraduate students **1,288**
 Postgraduate students **139**
 Research students **18**
 Male:female students **49%:51%**
 Award programs **42**

It was announced in 2011 that the Faculty of Business will become a school within the newly formed Faculty of Arts and Business as of January 1, 2012 (refer to page 18).

Achievements in 2011:

Dr Peter Baxter received an ALTC citation for academic excellence, recognising his dedication to student learning in business.

Bachelor of Arts/Business graduate, Chris Raine, was named as Queensland's Young Australian of the Year for 2012 for developing an anti-binge drinking program to help change the drinking habits of young people.

Representatives of 43 local and national companies presented almost 70 academic prizes, scholarships and bursaries totaling more than \$70,000 at the annual Faculty of Business Awards and Prizes Ceremony.

Three international business students finished third in a global online competition, beating 900 students from 280 universities world-wide to win a place in the 2011 Fall Capstone Business Simulation Challenge.

Bachelor of Property Economics and Development student Jude Mannix had her research project exploring the use of technology in estimating the value of residential houses published in *Australia and New Zealand Property Journal*.

The Bachelor of Property Economics and Development received five new certifications from the Australian Property Institute, one of only two accredited programs in Queensland to receive the industry recognition.

One new program was approved for offer in 2012: Bachelor of Commerce (Honours).

KEY STRATEGIES: Embed academic excellence in all teaching and learning activities | Support diverse learning and teaching styles to maximise student participation and success | Offer innovative programs, in particular via partnerships | Produce graduates with knowledge, skills and attributes to succeed in a world characterised by rapid change

Faculty of

Science, Health and Education

School of Health and Sport Sciences
School of Science and Education

Faculty of Science, Health and Education Dean, Professor Rod Simpson, announced his retirement in late 2010. Professor John Bartlett, previously Dean (Elect), School of Science, University of Western Sydney, was appointed Executive Dean of the restructured Faculty of Science, Health, Education and Engineering (refer to page 18), to commence in January 2012.

Undergraduate students **2,930**

Postgraduate students **431**

Research students **85**

Male:female students **31%:69%**

Award programs **72**

Achievements in 2011:

Dr Fiona Pelly and lecturer Kylie Readman received ALTC citations for academic excellence, in recognition of their dedication to student learning in nutrition and dietetics, and education, respectively. Tertiary Preparation Pathway course coordinator Emma Kill received an ALTC citation for her work in preparing young mothers for tertiary study.

Education student Emily Verrall joined with two Sunshine Coast teachers in attending NASA's Space Camp in Alabama, gaining skills in explaining the science involved in rocketry and flight, astronaut and shuttle simulations and DNA experimentation.

The first cohort of occupational therapy students completed their studies. Seventeen students were recognised at an awards ceremony attended by industry professionals.

Two nutrition and dietetics graduates worked on a collaborative community nutrition project, providing a key contribution towards the project winning \$750,000 in the Healthy Queensland Awards. The Better Informed Takeaways and Eateries (BITE) program is an awards scheme that encourages food outlets to use healthier cooking techniques and promote healthier menu options.

Seven new programs were approved for offer in 2012: Associate Degree in Medical Laboratory Science, Bachelor of Mechanical Engineering, Bachelor of Nursing Science/Bachelor of Midwifery, Graduate Certificate in Education, Graduate Diploma in Education (Preparatory to Year 3), Graduate Diploma in Education (Primary) and Graduate Diploma in Education (Secondary).

Learning by doing

An integral part of the University's approach to learning and teaching is work integrated learning—providing as much practical experience as possible to prepare students for success in their chosen career.

A record number of students (1,494, 149 more than in 2010) took on placement opportunities as part of the Work Integrated Learning (WIL) program in 2011, and some of the year's highlights are:

- Matthew Bousson completed six months of his Bachelor of Sport and Exercise Science degree as a sports performance intern, working with the gridiron team at Stanford University. He was the first USC student to undertake such an internship at Stanford.
- Study Abroad student, Holly Burkhardt, from Baltimore, Maryland, worked alongside veterinary technicians at UnderWater World, helping to rehabilitate injured and ill sea turtles.
- Four Bachelor of Business (Tourism, Leisure and Event Management) students travelled to Lady Elliot Island off Bundaberg to spend four days researching marine flora and fauna. The students launched a pilot program involving USC, Tourism Queensland and Reef Check Australia, promoting community education and conservation of reef resources.
- Paramedic Science student, Bec Lostroh, experienced the aftermath of Cyclone Yasi first-hand, while completing a 12-month paid internship based at the Edmonton ambulance station south of Cairns.
- Seven students spent a fortnight at a fledgling eco-resort in Fiji, learning about eco-tourism and helping to establish a dolphin and marine education centre in the village of Nataleira.
- Nursing science student, Christine Pointon (pictured right), completed a two-week placement with the Royal Flying Doctor Service based in Bundaberg and servicing the Queensland outback.
- Krystina Lamb, a science honours student, completed a five-day course through the Australian Institute of Nuclear Science and Engineering, working on experiments in neutrons, ions, gamma irradiation, natural radioactivity in environmental studies and nuclear techniques for groundwater studies.
- Three tourism, leisure and event management students helped promote Buderim's 150th anniversary celebrations through a social media project, working with the Buderim War Memorial Community Association.
- Dozens of education students participated in teaching experiences at isolated schools across Queensland, including Doomadgee, Charleville, Lockhart River and Mornington Island. The students were supported by the Rural and Remote Education Bursary scheme, which awards 43 bursaries of up to \$2,500 each to USC's trainee teachers each year.
- An agreement was struck between USC and Centacare Catholic Family and Community Services that will enable students from the Master of Counselling Practice and Master of Counselling to participate in 200 hours of supervised client work in Centacare's family therapy service.

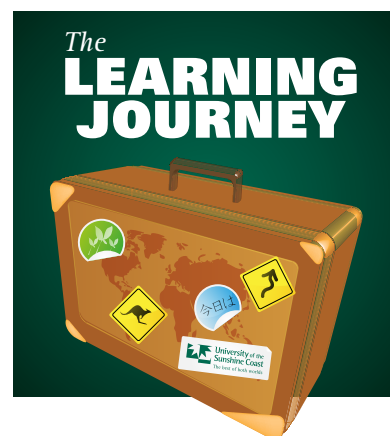
Students in other programs

Cross-institutional enrolments **18**
International Inbound Exchange **31**
Integrated Learning Engineering **37**
Study Abroad **212**
Tertiary Preparation Pathway **421**
Visiting (Headstart/Non Award) **84**

Figures as at Census 1.



Nursing science student Christine Pointon



Learning and teaching week

USC held its second Learning and Teaching Week in 2011. The five-day event was themed 'The Learning Journey' and explored both what happens to students before, during and after their time at university, and the potential impacts of the then-planned deregulation of student enrolments in 2012. Four keynote speakers made presentations on topics including learning styles, teaching quality, assessment and the impact of enrolment deregulation.

Academic support

Enrolments in the Tertiary Preparation Pathway (TPP) increased further in 2011, surpassing the significant intakes in 2009 and 2010. More than 1,000 students enrolled at USC using the pathway (compared to 867 in 2010). TPP classes were also taught at Caboolture, Gympie, Noosa and Nambour.

The Tertiary Enabling Program (TEP) continued to deliver academic support to students needing to brush up on study skills in areas such as mathematics, physics and biology. Around 430 students enrolled in TEP in 2011.

Around 630 commencing students were matched with 108 student mentors during Orientation in Semesters 1 and 2. The value of mentoring is in the networking, insights on how to survive the first few weeks, and making new students feel welcome.

Internationalisation

International student profile

International students **805**

Undergraduate and postgraduate coursework **532**

Higher degree by research **23**

Study Abroad **212**

Exchange **31**

Other pathways **7**

Figures as at Census 1.

International enrolments declined in 2011, reflecting the strong Australian dollar and a tightening of USC's entry requirements in some programs. Numbers from Germany and the USA declined noticeably, however enrolments from Scandinavian countries grew. The Faculty of Business accounted for almost half of international student enrolments.

The top source countries in 2011 were:

1. USA
2. Germany
3. Canada
4. France
5. Norway

The International Student Barometer showed that in 2011, very strong student satisfaction was evident in three of the four broad experience categories, arrival, living and support. USC had the highest rate of student satisfaction for both arrival and living experience among all Australian institutions.

Funding for international expansion

■ USC was awarded two of seven \$5,000 languages scholarships from Queensland Education and Training International (QETI). The government funding will support two students' language studies from 2012. The scholarships were in addition to QETI grants worth \$109,000 for USC in 2011, including funding to bring high-performing students from countries such as India to study on campus.

■ USC received funding from the Federal Government for initiatives that will see staff and students travel to the USA, Ecuador, Indonesia and



Environmental science graduate Katie Roberts, 27, and education graduate Robert Gibbs, 47, (pictured above) and creative writing graduate William Douglas, 49, and nutrition graduate Fiona Finnegan, 20, received the highest award available to graduating students at graduation ceremonies in 2011. The Chancellor's Medal recognises excellence in academic performance, University governance, community service and student welfare.

Cambodia as of 2012. A study tour of advertising students will visit New York to engage with some of the most prestigious advertising agencies in the USA. The Sustainability Research Centre will take students to Cambodia to work with the Cambodian Ministry of Tourism to inventory tourism attractions. Language students will stay in Indonesia for three-to-six weeks for in-country language studies. USC International will coordinate and oversee four projects to Ecuador, ranging from one-to-four months in duration, including projects in the Amazon Rainforest, the Andes mountains and in Quito.

■ USC was the recipient of two of the eight prestigious US Fulbright Senior Specialist Awards to be hosted in Australia in 2012. The awards support Australian educational institutions to bring US senior specialists to Australia for two to six week periods. Dr Loren Kellogg, Lematta Professor of Forest Engineering in the College of Forestry at Oregon State University and Professor Steven Walsh, Professor of Geography and Director, UNC Center for Galapagos Studies in Ecuador, will travel to USC to explore post-secondary teaching in forest engineering and the impact of climate change on tourism, respectively.

GO Program

Around 80 students studied in 17 countries in 2011, as part of USC's Global Opportunities (GO) Program. The most popular countries were the USA, Germany and Japan. USC sent students to four new partner institutions—Pontificia Universidade Catolica (PUC) in Brazil, Stockholm University Department of Education in Sweden, Rotterdam University of Applied Sciences in The Netherlands, and Soongsil University in Seoul, South Korea.

The GO Program, which traditionally focuses on students studying a semester or two at overseas partner universities, was expanded in 2011 to include work placement opportunities (WPL). In 2011, four students undertook work placements in Kruger National Park in South Africa. In 2012, students will have the opportunity to undertake work placements in South Africa, Ecuador and the USA, working in areas such as environmental science, primate research, climate change and tourism.

Alumni

The University welcomed more than 1,400 new graduates into its alumni cohort in 2011, with two ceremonies in April and another in September. Graduates were welcomed back to campus with a 10-year alumni reunion for the Class of 2001, and at a ceremony in September, three high-achieving graduates received the 2011 Outstanding Alumni of the Year Awards:

- Chris Raine BA/BBus 2009 (Faculty of Arts and Social Sciences), for his work to encourage young people to develop a healthier relationship with alcohol (this has also led to his award of Queensland Young Australian of the Year for 2012—refer to page 1)
- Dave Gilbert BBus(IntBus) 2006 (Faculty of Business), for his work as a mining consultant in Western Australia
- Nubia Ramos BSc (BiomedSc) 2007, BSc(Hons) 2008, PhD 2011 (Faculty of Science, Health and Education), for her work as a research scientist at the Karolinska Institute in Sweden

Forward planning for 2012:

- Design and deliver capstone or work integrated learning course experiences and authentic or life-like assessment opportunities, aligned with the learning outcomes of the course and program
- Ensure expectations in PPR, PDP and Academic Promotion align with the strategic plan priorities
- Deliver scheduled program reviews as a key component of academic quality assurance
- Provide opportunities for professional development and enriched research experiences via visits and joint and/or cross institutional enrolments among the HDR cohort
- Develop and deliver systemic academic success and development programs, as a partnership between Student Services and the faculties

KPI 2.1: Student Satisfaction

| MEASURE | TARGET | PERFORMANCE |
|--|---|---|
| Annual national comparative assessment in the CEQ Overall Satisfaction Index | Achieve national ranking in the top quartile for the CEQ Overall Satisfaction Index each year | 2011 data not available from GCA until April 2012 |

Comment

The Australian Graduate Survey (AGS) captures a measure of graduate satisfaction through responses to the Overall Satisfaction Index (OSI). The OSI is a mandatory single item scale included in the Course Experience Questionnaire (CEQ) component of the AGS by all institutions. It seeks response to the statement "Overall, I was satisfied with the quality of this program". The University reports on the performance for this scale as the percent of all respondents that 'agree' with the survey item (ie Agree or Strongly Agree).

The results in the table below detail the level of overall satisfaction reported by USC undergraduates in comparison to the national aggregated level of undergraduate overall satisfaction. The University has performed strongly in the Overall Satisfaction Index from 2008 to 2010, being above the national average in each of these years.

Data collected on the 2010 AGS indicates a sharp spike in graduate satisfaction across the three core scales. At the national level a similar increase is also evident. A change to the response category labelling on the 2010 AGS is believed to have impacted positively on graduate responses to CEQ items. Prior to the 2010 AGS only the end points of the five-point Likert scale were labelled (strongly disagree and strongly agree). In the 2010 AGS, labelling of all response categories was introduced, as advised by the AGS coordinating body Graduate Careers Australia (GCA), to mitigate instances of graduates mistakenly reversing their CEQ responses. GCA advised that "the change to the instrument has seen a positive upward shift in CEQ responses and brings about with it the establishment of a new CEQ time series." GCA further commented that "the sector should note that this is across the board and not restricted to individual institutions."

Cautionary note regarding interpretation of this data: these results represent the combination of results across a broad range of fields of education (FoE). Therefore the FoE specific results should be considered when interpreting these results and identifying trends in the data.

Course Experience Questionnaire Overall Satisfaction Index, annual ranking of Percentage Agreement,^{6,7} relative to the national⁸ ranking

| | AGS SURVEY YEAR ⁹ | | | | | | | |
|----------------------------------|------------------------------|------|------|------|------|------|---------------|------|
| | 2008 | | 2009 | | 2010 | | 2011 | |
| | % | RANK | % | RANK | % | RANK | % | RANK |
| University of the Sunshine Coast | 74% | 11 | 71% | 13 | 86% | 5 | n/a | n/a |
| National | 69% | | 69% | | 81% | | Not available | |
| Number of institutions | | 38 | | 38 | | 38 | Not available | |

6. Combination of percentage of responses that Agree or Strongly Agree with the Overall Satisfaction Index: 'Overall, I was satisfied with the quality of this program'.

7. Undergraduate level students only.

8. Table A providers only.

9. Data reflects responses by students who completed their qualification in the year prior to the AGS survey year, ie data for the 2010 AGS reflects responses by students who completed their qualifications in 2009.

KPI 2.2: Graduate Outcomes

| MEASURE | TARGET | PERFORMANCE |
|---|--|---|
| Annual national comparative assessment of graduate employment and graduates undertaking further study | Achievement of the national average for bachelor degree graduates in employment or further study by 2015 | 2011 data not available from GCA until April 2012 |

Comment

The graduate outcomes measure represents a combination of the number of graduates in their preferred mode of employment plus the number of graduates in further full-time study, as reported through responses to the Australian Graduate Survey. Results are reported for domestic undergraduates only.

The proportion of USC respondents in their preferred mode of employment or further full-time study over the period 2005 to 2010 has been lower than the comparable national figure. Results have fluctuated over these years, however 2010 saw the smallest differential over this six year period. This result indicates a positive trend in relation to the progressive target that has been set for this measure.

USC and national¹⁰ Graduate Outcome results

| | AGS SURVEY YEAR ¹¹ | | | | | |
|----------------------------------|-------------------------------|------|------|------|------|------|
| | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
| University of the Sunshine Coast | 79% | 76% | 82% | 75% | 77% | n/a |
| National | 87% | 89% | 89% | 85% | 83% | n/a |
| Differential | 9% | 13% | 7% | 9% | 6% | n/a |

10. National value includes results for all higher education providers and is not restricted to Table A institutions.

11. Data reflects outcomes of students who completed their qualification in the year prior to the AGS survey year, ie data for the 2010 AGS reflect the outcome of a student who completed their qualification in 2009.

Build research productivity and output significantly

ARC success

Raising the research profile of USC is a key priority in the new Strategic Plan. A key component of this strategy is success with the Australian Research Council (ARC). The most prestigious ARC grants are in the Discovery category and USC received two, worth more than \$1 million, in the 2012 funding round announced in November 2011:

- Dr Scott Cummins was awarded a \$656,377 ARC Future Fellowship for his study of primordial germ cell migration in perciform fish (the largest order of fish, including the most important food and game fishes), titled: "Decoding the rules of fate, attraction and cell migration in perciform fish". The ARC grant will be coupled with Dr Cummins' ARC Discovery Project Grant of \$145,000 for 2012-2014 for research into snail hypometabolism, enabling him to build a significant team of researchers conducting world-class research in the field of biological sciences.

- Professor Roland De Marco, Pro Vice-Chancellor for Research and joint chief investigator in a project called "New mesoporous materials for use in high temperature proton exchange fuel cell membranes", gained a three-year ARC Discovery Project grant of \$420,000, with \$40,000 each year to support a PhD student at USC. The research involves using cutting-edge synchrotron radiation techniques to develop innovative fuel cell materials with the potential to provide high energy and high stability alcohol fuel cells.

In other ARC achievements:

- Dr Kate Mounsey won a \$375,000 competitive grant for research into the contagious skin infection, scabies, titled: "A porcine model to provide new insights on scabies immunopathology". Her study was one of 277 projects selected from 2,159 applications nationally for funding under the ARC's new Discovery Early Career Researcher Award (DECRA) scheme. The ARC grant will be coupled with Dr Mounsey's award of a National Health and Medical Research Council (NHMRC) Project grant of \$483,510 (in collaboration with USC's Associate Professor Shelley Walton) on a related project over the same timeframe.

- USC was also announced as a partner in three successful ARC Linkage Infrastructure Equipment and Facilities grants worth more than \$1 million, involving Dr Cummins (via the University of Queensland), Professor De Marco (via Curtin University) and Senior Lecturer in Environmental Microbiology, Dr Ipek Kurtboke (via the University of Queensland). These successes will see high-end research tools coming to USC as well as access to sophisticated labs at partner institutions.

Smart Futures success

- New staff member, Dr Joanne Macdonald, commences at USC in early 2012 with a Smart Futures Fellowship worth \$360,000 awarded in late 2011, for a project titled 'Molecular Engineering for advancing viral diagnostics'. This grant supports her work in building virus detectors that use molecules to detect and distinguish between multiple viruses in a disposable dip-stick format.

The chosen target viruses for detection include Hendra and Australian Bat Lyssavirus, which have impacted both Queensland health and the economy. A rapid, automatic and field-implementable diagnostic test to detect and differentiate these viruses could speed critical decisions to protect livestock and native animals, and improve patient treatment decisions.

- A Smart Futures PhD Scholarship was also awarded to USC student Karina Hamilton for her work on native stingless bees (refer to Genecology research activities on the next page).

Establishing a Collaborative Research Network

Australia's Chief Scientist, Professor Ian Chubb, visited USC in September to launch the University's \$5.45 million Collaborative Research Network (CRN) project. The three-year Research Futures Project partners USC with Griffith University, the University of Tasmania and the University of Queensland in undertaking nationally significant research involving water sciences, sustainability, forestry and aquaculture. It was one of 12 projects nationally to gain funds under the Collaborative Research Networks (CRN) program.

USC's CRN will serve to boost the University's current research strengths in areas of local, national and international significance. USC will also work with Queensland University of Technology to establish a Centre for Leadership in Research Development to help USC and other smaller universities further develop their research capacity.

The CRN launch coincided with the closing date for applications for 20 USC Research Fellows, linked to the CRN funding, that were advertised nationally and internationally. Approximately 120 applications were received from highly qualified individuals from around the world.

The total number of Higher Degree by Research enrolments for 2011 was 113 EFTSL, a small increase on 2010 and just under the target of 120 EFTSL. Recent grant success, combined with the strategic imperative to increase USC's investment in scholarships, will see an increase in total higher degree by research enrolments in support of successful research programs.

The research efforts of academics and students are broad and varied, with sustainability and genecology the core research foci at USC.

Sustainability research activities

- USC's Sustainability Research Centre Director Professor Tim Smith hosted a public forum outlining the relationship between climate change and marine and coastal adaptation. Professor Smith was one of three leading Australian scientists in the fields of climatology, ecology and social science at the forum, *The Climate Story – from Impacts to Adaptation*, organised by the National Climate Change Adaptation Research Network for Marine Biodiversity and Resources (Marine Adaptation Network).

- Findings from the 18-month Housing Choice Report research project were presented to industry in August. More than 550 households participated in a research survey, which could lead to the development of an affordable housing model for the region. The Housing Choice Report also suggested housing products to inform the Sunshine Coast Council's policy development processes.

Genecology research activities

■ A 200-square metre glasshouse owned by the CSIRO was relocated to the University campus in 2011, to provide a facility for research into producing fast-growing native trees to help mitigate climate change. The \$500,000 facility, which includes an automated ventilation system, will be used by USC, the CSIRO and the Queensland Department of Employment, Economic Development and Innovation (DEEDI).

■ Dr Scott Cummins helped discover the reproductive chemical that makes male squid fight, identifying a protein similar to that found in humans. Dr Cummins, a member of the USC Genecology Research Group, worked with a research team on the east coast of North America until he returned to Australia in 2007. The team, led by Roger Hanlon of the Marine Biological Laboratory at Woods Hole, Massachusetts, studied the Longfin squid. The final collaborative report featured in the February 2011 edition of respected international journal *Current Biology*.

■ USC PhD graduate, Kelli Anderson, earned a two-year Postdoctoral Research Fellowship at the Université du Havre in Normandy, France. She will investigate the relationship between environmental pollution and marine reproduction in the European sea bass. Ms Anderson's PhD research was focussed on fish reproductive endocrinology and involved analysing the reproductive physiology of species including salmon, tuna, mullet and oysters.

■ Senior Lecturer in Vegetation and Plant Ecology, Dr Alison Shapcott, provided scientific expertise for a collaborative project protecting a rare and endangered species of macadamia tree in Central Queensland. Over two years she has conducted habitat modelling and established genetic profiles for the only recorded population of *Macadamia janseni* trees, located in Bulburin National Park, and in late 2011, participated in the first recovery plantings of trees to create new populations. The project has been coordinated by the Macadamia Conservation Trust in conjunction with the traditional owners of the land where the species is naturally found, the Department of Environment and Resource Management, the Australian Macadamia Society and USC.

■ Scientist Karina Hamilton received a National Health and Medical Research Council postgraduate scholarship worth \$75,830, for her work, titled 'Evaluating the anti-inflammatory, anti-oxidant and wound-healing properties of Australian native stingless bee cerumen from *Trigona carbonaria*, and the effects of bee foraging behaviours on cerumen bioactivity'. Her work was also recognised with a Smart Futures PhD Scholarship, worth \$36,000.

For other achievements in this field refer to ARC success on the previous page.

Health research activities

■ Associate Professor Margaret Barnes led a collaborative project to encourage more new mothers on the Sunshine Coast to breastfeed their babies for six months, before introducing other foods. Professor Barnes' research project recruited 120 women who gave birth at Nambour General Hospital during the year to participate in the program.

■ Master of Psychology (Clinical) student Linda Finch launched a research project aiming to reduce the burden of mental health issues among older people through the development of strategies to enhance their lifestyles within the community. The project, and an ongoing study by fellow Masters student Kathryn Wilson into anxiety among children aged nine to 12, were selected for presentation at a national therapy conference in Sydney in October.

■ The work of two USC sport scientists featured in Series 3 of Rexona Australia's Greatest Athlete competition (on Channel 7). Laboratory technicians Stephen Bishop and Raymond Cupples designed a punching challenge for the eight elite athletes who contested the series.

■ Dr Mark McKean, head of USC's Australian Institute of Fitness Research, presented new findings into the most effective exercise programs for elderly people at a series of workshops across the country. The research, conducted by USC Honours student Tim Stockwell, was supervised by Dr McKean and conducted in conjunction with the Australian Institute of Fitness as a funding research partner.

Gaming research activities

■ Lecturer in Computer-Based Design and Doctor of Creative Arts student, Uwe Terton, developed a simulation game to help children aged 8-12 learn more about Australian fauna and flora. As part of his doctoral research, Mr Terton investigated how effectively simulation games boost the amount of time children physically interact with the natural environment.

■ The winner of USC's annual Three Minute Thesis competition, PhD student Steven Boyd, represented USC for the first time at the annual Australia and New Zealand Three Minute Thesis Competition. Mr Boyd was one of 42 contestants to present at the University of Western Australia in September. His presentation examined the use of fun games as teaching tools and how computer games could be designed to help boost property investment education.

■ The University offered a PhD scholarship in 2011 to undertake extensive research into the effects of computer games on young people's mental health. The aim of the study is to determine if computer games are beneficial in improving the minds and well-being of children and adolescents.



Molecular and cellular biology scientist and ARC grant recipient, Dr Scott Cummins



Pro Vice-Chancellor (Research)
Professor Roland De Marco

Appointment of inaugural Pro Vice-Chancellor (Research)

Professor Roland De Marco commenced as USC's inaugural Pro Vice-Chancellor for Research in February, bringing with him the goal of boosting the University's success in research publications and grant income. The Professor of Chemistry was previously the Associate Deputy Vice-Chancellor (Research Strategy and Development) at Curtin University in Perth, where he had worked since 1995. At Curtin, he helped create a strong research culture that delivered many prestigious Australian Research Council fellowships, a top 500 ranking in the Shanghai Jiao Tong index, and a national ranking just outside the top 10 universities in Australia.

University research conference

The annual University Research Conference, themed around 'Bridging disciplinary divides: Communicate, Connect, Collaborate', attracted academics, Higher Degree by Research students and external guests. Almost 30 presentations showcased USC research efforts, including the portrayal of men in music video clips, depression, work-life balance in the legal profession and consumer perceptions of risk in relation to eating seafood. Workshops were also delivered to assist staff in boosting their chances of having papers published, developing research partnerships, and gaining grants. Additional workshops are scheduled for delivery in 2012.

Research in the community

Twelve PhD students from USC featured in a series of interviews with local radio station ABC Coast FM in 2011. The ABC's afternoon Drive program, chatted with students every Tuesday afternoon from September to the end of November about their PhDs. Students explained why they chose their particular PhD topics, what they had discovered, and what impact they hoped their research would have on society or the world. ABC Coast FM reported that the interviews attracted positive feedback from listeners, while many of the students remarked on how much they enjoyed being interviewed. The radio station posted podcasts of many of the interviews on its website.

Forward planning for 2012:

- Increase the number of publications produced by USC staff and students
- Continue work on the Collaborative Research Networks-funded research project
- Increase the number of HDR students at USC by offering more scholarships and joint HDR programs with external organisations
- Increase research linkages with external organisations
- Establish several new USC research centres
- Develop and build research capabilities in health to coincide with the opening of the Skills, Academic and Research Centre (SARC) at the Sunshine Coast University Hospital

STRATEGIC PRIORITY

THREE PERFORMANCE

Build research productivity and output significantly

KPI 3.1: Research Grants Income

| MEASURE | TARGET | PERFORMANCE |
|--|--|--|
| Total HERDC reportable income (all categories) | \$6,000,000 by 2015 (reporting on 2015 data) | \$2,723,000 (reporting on 2011 data) ¹² |

Comment

Milestone changes and extended contract negotiations impacted on the 2011 target, particularly in the competitive grant income. Adjustments to milestones and contract arrangements will be finalised early in 2012. These changes will be reflected in 2012 reporting.

Total HERDC reportable research income (\$) by category by year

| GRANT INCOME (\$) | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 ¹² |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------------|
| Competitive Grants | 125,992 | 611,970 | 856,985 | 514,039 | 1,191,726 | 315,695 |
| Public Sector Funding | 631,959 | 1,098,865 | 1,221,736 | 2,140,483 | 1,620,848 | 1,092,594 |
| Industry/Other Funding | 265,852 | 338,724 | 298,297 | 408,875 | 795,270 | 838,343 |
| CRC ¹³ | n/a | n/a | n/a | n/a | 277,675 | 476,186 |
| Total (\$) | 1,023,803 | 2,049,559 | 2,377,018 | 3,063,397 | 3,885,519 | 2,722,818 |
| Target | | | | | | 3,600,000 |

12. Figures are not finalised and are unaudited.

13. Income received from the Seafood Cooperative Research Centre (Seafood CRC) in which the University of the Sunshine Coast (USC) was defined within the Commonwealth Agreement as a Participant.

KPI 3.2: Weighted Publications

| MEASURE | TARGET | PERFORMANCE |
|---|---|--|
| Total HERDC reportable publications (all categories) weighted | 250 points by 2015 (reporting on 2015 data) | 2011 data not available from DEEWR until July 2012 |

Comment

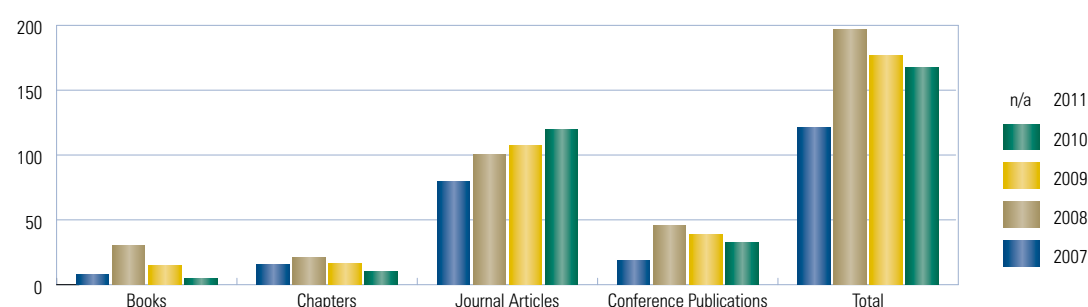
2011 publication data is expected mid 2012. The 2011 target is 190 weighted research publication points. The annual weighted publications targets can be viewed in the Target Summary on page 5.

Research publications (weighted) by category and by year

| PUBLICATIONS (WEIGHTED) | 2007 | 2008 | 2009 | 2010 | 2011 |
|-------------------------|--------|--------|--------|--------|-------------------|
| Books | 7.50 | 30.00 | 15.00 | 5.00 | |
| Chapters | 15.59 | 20.81 | 16.54 | 10.14 | |
| Journal Articles | 79.24 | 100.19 | 107.08 | 119.38 | |
| Conference Publications | 18.62 | 45.74 | 38.49 | 32.63 | |
| Total | 120.96 | 196.74 | 177.11 | 167.15 | n/a ¹⁴ |

14. 2011 data not available from HERDC until July 2012.

Total research publications (weighted) by category (publication type) and year



KPI 3.3: Higher Degree by Research

| MEASURE | TARGET | PERFORMANCE |
|--|---|--|
| Part A: HDR student enrolments by EFTSL | 155 EFTSL by 2015 (Based on 2015 data) | 113 in 2011 (below annual incremental target of 120) |
| Part B: HDR students aligned with existing and emerging areas of research strength | 60% of HDR student load in selected areas of research strength by 2015 (based on 2015 data) | 40% in 2011 (below annual incremental target of 45%) |

Comment (Part A)

Current load data indicates USC is approximately 6% down on the HDR enrolment target for 2011 (the annual HDR Load targets can be viewed in the Target Summary on page 5). An ongoing focus on HDRs, in particular in relation to the Collaborative Research Networks and other funded grants, is anticipated to see increases in enrolments in the future.

Higher Degree by Research (HDR) enrolments by EFTSL by faculty 2008-2011

| FACULTY | 2008 | 2009 | 2010 | 2011 ¹⁵ |
|-------------------------------|------|------|-------|--------------------|
| Arts and Social Sciences | 19.8 | 22.5 | 30.0 | 32.8 |
| Business | 14.0 | 15.5 | 16.4 | 15.8 |
| Science, Health and Education | 53.3 | 60.8 | 65.3 | 64.5 |
| Total | 87.0 | 98.8 | 111.6 | 113.0 |
| Target | | | | 120.0 |

Comment (Part B)

The shift towards enrolments in selected areas of research strength is ongoing. The 2011 load was slightly behind the year's target of 45%. As the revised Research Centres Policy is implemented in the coming years, targets are likely to be achieved.

Proportion of Higher Degree by Research (HDR) EFTSL in selected areas of research strength

| SELECTED AREAS | 2011 EFTSL ¹⁵ |
|-------------------------------------|--------------------------|
| Sustainability Research Centre | 7.0 |
| Genecology | 6.5 |
| Health Science | 32.0 |
| Non-aligned research specialities | 67.5 |
| TOTAL EFTSL | 113.0 |
| % of total in research specialities | 40% |

15. Estimates based on Census 1 and 2, 2011 data.

Develop USC for a sustainable future



USC is Australia's greenest campus

The University earned full EnviroDevelopment accreditation from the Urban Design Institute of Australia during the year, the first university in the country to do so. The accreditation recognises efforts across six categories – ecosystems, waste, energy, materials, water and community.

Also in 2011, USC increased its wildlife refuges, with the provision of 30 man-made tree hollows around campus. The locally-designed and built nest boxes are positioned high in trees, and are attractive to a variety of animals including cockatoos, owls, insectivorous bats, kingfishers, squirrel gliders, lorikeets and possums. The boxes will become a valuable educational tool for students studying the subject Urban Wildlife Ecology.

Sustainable transport was promoted with the second annual Ride to Work Day. Participants were treated to breakfast, guided warm-down exercises, expert advice for bike maintenance and the chance to win prizes. The event was organised by Travel2USC, a group committed to raising the awareness and use of sustainable forms of transport, and supported by the Sunshine Coast Council's TravelSmart program and Revolution Cycling. (Refer also to page 7.) USC's efforts to encourage staff and students to commute using bicycles is paying off, with a survey showing that the percentage of students who ride bicycles to the University at least once a week increased from 1.65 percent in 2009 to 4.2 percent in 2011. For USC staff, this increased from 1.18 percent to 6.2 percent over the same period.

In other sustainability achievements, USC was one of 10 key local organisations to be awarded partnership status with UNESCO's Noosa Biosphere Reserve under the biosphere's new alliance program to encourage the sharing of information and resources.

Revenue

The University started the year in a strong financial position, carrying an operating surplus of \$16.4 million into 2011. A five percent increase in income was achieved to just over \$127 million, due mainly to increased funding from the Commonwealth.

While the increase in enrolments in 2011 equated to an increase in income, it also necessitated significant capital expenditure (or allocations of future expenditure) to accommodate pipeline growth.

Infrastructure and development

The University achieved several milestones in the development of the Sippy Downs campus (and other sites) throughout 2011:

- a \$24 million allocation from the Federal Government's Structural Adjustment Fund, announced in December. The funds support the University's Collaborative Futures Project, with the construction of two learning hubs, one on campus and one in Gympie, in collaboration with TAFE. It will also enable USC to develop more pathways (in partnership with TAFE), and deliver blended learning projects.
- the new science building was completed, for teaching to commence in January 2012. The multi-storey building has three learning spaces designed to encourage student interaction, group work and active engagement in learning. The technology, furniture and the space itself indicate a more active approach to student engagement and learning.
- the official opening of the Engineering and Science Training Facility by Federal Minister for Regional Australia, Regional Development and Local Government, Simon Crean, in May. The \$5 million facility provides large open spaces suitable for concrete stress testing, hydraulic engineering experiments, photovoltaic cell testing and accident scene simulations. The facility also includes several laboratories and tutorial rooms.
- the completion of USC's \$2.1 million Olympic-standard swimming pool. Officially opened by Queensland Sport Minister Phil Reeves in October, the heated 10-lane, 50-metre pool is used for specialised research and testing of elite athletes, while also being available for general community use. A fundraising campaign by USC alumni and the University Foundation Board contributed \$90,000 towards the pool.
- the opening of the childcare centre on campus in July. The AEIOU Foundation operates the centre, providing 66 places for children aged six weeks to five years, including servicing the specific needs of children with autism. USC donated the land for the centre.
- a Sustainable Transport Award from the Sunshine Coast Council's seventh annual Living Smart Awards, for the University's concerted efforts in boosting sustainable transport use among staff and students.
- USC was part of a National Networks application with James Cook University and CQ University to obtain funding to provide a much faster internet service on campus. There were a significant number of other ICT-related projects undertaken in 2011 – refer to page 32 for more information.

Academic restructure

The retirement of Deans in two of the University's three faculties (refer to senior staff appointments on the next page), along with the commencement of a new Deputy Vice-Chancellor and Pro Vice-Chancellor (Research) presented the University with the opportunity to review its academic structure with minimal disruption to operations.

Having examined the three faculty structure in the context of the new Strategic Plan (2011–2015), and with respect to future growth plans, areas of strength, areas for improvement and the potential requirements for additional resources and leadership, the University elected to move to a two faculty model.

From 1 January 2012, the three faculties (Arts and Social Sciences; Business; and Science, Health and Education) will be consolidated into the Faculty of Arts and Business, and the Faculty of Science, Health, Education and Engineering. The faculties will be further divided into three schools, as follows:

■ Faculty of Arts and Business

School of Business
 School of Communication
 School of Social Sciences

■ Faculty of Science, Health, Education and Engineering

School of Health and Sport Sciences
 School of Nursing and Midwifery
 School of Science, Education and Engineering

Following the decision to move to a two faculty model, a minor review of business processes, workflows and specific services provided at faculty- and school-level commenced, continuing through to the end of 2011, with the aim to establish consistency and identify efficiencies.

In 2012 a complete review of services, workflows and business processes will be undertaken to ensure the balance between services provided centrally and those located within faculties and schools is appropriate. The exercise will include process mapping of existing services and the opportunity to re-engineer existing processes to gain efficiencies.

The University Library's biannual client satisfaction survey was conducted in 2011, with 1,589 responses (compared with 654 responses for the 2009 survey). The Library improved its ratings in every category, and the ranking for overall satisfaction puts the USC Library in the nation's first quartile when benchmarked against other Australian university libraries.

KEY STRATEGIES: Develop and enable staff to manage change and contribute to achievement of the strategic plan | Invest in and continuously improve information management systems, business processes and workforce planning | Advance the University through key strategic partnerships | Maximise opportunities to develop well designed, technology rich, sustainable University sites

Staff

Staff had access to a variety of professional development activities during the year, such as:

- Cross-cultural awareness workshops
- EO (equal opportunity) Online training
- Change management seminars
- Information privacy sessions
- Middle management forums
- Academic development workshops in lecturing and teaching
- Research workshops in partnerships, publications and grants
- Learning and Teaching Week (refer to page 11)
- University Research Conference (refer to page 16)

Staff were also invited to participate in a number of University projects in 2011, such as:

- Workshops on the development of the top level plans in line with the new strategic plan
- Consultation sessions for the academic restructure
- Market research focus groups
- The national Staff Student Engagement Survey, conducted by the Australian Council for Educational Research (a first for USC)
- The staff opinion survey (refer to results below)

Staff opinion survey

Since 2008, there has been an improvement in the positive responses received from USC staff across 83 percent of the areas surveyed. In particular, staff opinions in 2011 were very positive regarding organisational commitment, job satisfaction, a strong sense of teamwork, senior management and belief in the overall purpose and future of USC. Areas of improvement include cross-unit cooperation, communication, career opportunities, perceptions of workload and stress, and change management processes.



USC's 50-metre swimming pool was officially opened in October. Around 180 guests enjoyed a novelty relay between elite swimmers, including triple-Olympic gold medallist Libby Trickett and French sprint champion Alain Bernard, and a team of local children. The pool was funded by the Queensland Government (\$900,000), the University (\$900,000), and community donations and in-kind support (\$300,000).

Senior staff appointments

Professor Rod Simpson and Professor Pam Dyer, Deans of the Faculty of Science, Health and Education and the Faculty of Arts and Social Sciences (respectively) announced their retirement during 2010. Their tenures officially concluded early in 2011. The recruitment process was finalised in 2011 with the following appointments:

■ Professor Joanne Scott was appointed Executive Dean, Faculty of Arts and Business, to take up the role from 1 January 2012. Previously, Professor Scott was Acting Dean, Faculty of Arts and Social Sciences and Professor of History at the University of the Sunshine Coast. She was Chairperson of the University's Learning and Teaching Management Committee from 2007-2010.

■ Professor John Bartlett was appointed Executive Dean, Faculty of Science, Health, Education and Engineering, to take up the role from 6 February 2012. Professor Bartlett was previously Dean (Elect), School of Science at the University of Western Sydney. Professor Bartlett has held senior positions with the Australian Nuclear Science and Technology Organisation and has established significant worldwide research and industry collaborations.

In other senior staff appointments, USC's Associate Professor of Nursing, Margaret Barnes, was appointed as founding Head, School of Nursing and Midwifery, and Associate Professor Jennifer Carter was appointed as Head, School of Social Sciences.

As reported in the 2010 annual report, appointments were made for the positions of Deputy Vice-Chancellor and the new Pro Vice-Chancellor (Research) during 2010. Professor Birgit Lohmann and Professor Roland De Marco commenced in their respective positions early in 2011 (refer to page 22).

Staff successes

The University received five Australian Learning and Teaching Council (ALTC) 2011 Citations for Outstanding Contributions to Student Learning in 2011. The successful nominees were:

- Dr Peter Baxter – for sustained commitment to creating opportunities for students to become successful accounting professionals, driven by a passion for teaching and the discipline of accounting.
- Emma Kill – for 'making a future': pioneering innovative programs that enable young mothers and under-represented equity groups to re-engage with and achieve a tertiary education.
- Dr Christine Morley – for inspiring social work students to engage in critical reflection as an integral part of transformative learning and effective action for social justice.
- Dr Fiona Pelly – for sustained leadership in the creation of professionally relevant and research-informed Nutrition and Dietetics curricula.
- Kylie Readman – for developing and leading a collaborative, trans-disciplinary 'Assessment Makeover' process, mentoring colleagues to

improve assessment and enhancing students' learning experiences.

An ALTC project grant of \$219,000 was also awarded to USC's Executive Projects Unit director Don Maconachie to develop a handbook on academic leadership. The competitive grant supports a collaboration between USC and consulting company Phillips KPA, distilling key principles and practices of academic leadership from projects that have received ALTC funding since 2006. The handbook is expected to be completed by mid-2012 and is the third ALTC project grant USC has won.

A number of staff also received recognition for their work at the graduation ceremonies during the year:

- Dr Lisa Chandler – Vice-Chancellor's Medal for Engagement
- Emeritus Professor Pamela Dyer and Elizabeth Cannon – Vice-Chancellor's Medal for Service
- Dr Christine Morley – Vice-Chancellor's Medal for Learning and Teaching
- Jamilla Rosdahl – Vice-Chancellor's Medal for Learning and Teaching – Sessional Staff

Staff generously supported a number of good causes throughout the year. Thirty-three teams took part in the inaugural USC Relay For Life at the USC sports stadium in April, raising \$25,800 for Cancer Council Queensland. The Queensland Flood Relief Morning Tea raised more than \$2000, while the Pinktober Morning Tea generated \$700 for the Cancer Council. Staff also participated in morning teas held for RUOK Day.



Associate Professor of Journalism Stephen Lambell's latest book, *News as it Happens: An Introduction to Journalism*, attracted national attention and awards in 2011. Published by Oxford University Press, the textbook was named the Best Designed Tertiary and Higher Education Book at the 2011 Australian Publisher Association design awards, and was judged the co-winner in the prestigious Australian Educational Publishing Awards' category for the Best Single Tertiary Education Book by an Australian author.

■ Associate Professor Jennifer Carter – Vice-Chancellor's Medal for Research

Change management

In 2011, Human Resources drafted guidelines to convey the University's commitment to managing change effectively and to support the aspiration to develop USC for a sustainable future. The guidelines are underpinned by a commitment to change being people-centred, purposeful and process-driven.

Strategic partnerships

■ The new Regional Universities Network (RUN) was launched in October, with the following core partners: University of Ballarat, University of Southern Queensland, Southern Cross University, University of New England, CQ University and University of the Sunshine Coast. RUN is a cluster under Universities Australia in a similar way to the existing networks (Group of Eight, Australian Technology Network, Intensive Research Universities). Through the Collaborative Research Networks project (refer to page 14) and initiatives coming out of the Office of Research and the Executive Projects Unit, productive partnerships are already in place with RUN partners in the research space. Formalisation of the network in 2012 will

see similar relationships established across learning and teaching, as well as engagement.

■ A delegation from USC travelled to the Indonesian island of Lombok to sign an agreement with the Provincial Government of Nusa Tenggara Barat to work with Lombok's University of Mataram (UNRAM). USC's Lombok Research Initiative will collaborate with UNRAM on research areas including coastal management, capacity building in sustainable tourism and language education.

■ USC continued its involvement in the planning of the Sunshine Coast University Hospital. USC signed a Memorandum of Understanding with representatives from Queensland Health, the University of Queensland, the Sunshine Coast Institute of TAFE and Queensland Health's Clinical Skills Development Services to work together to develop the Skills, Academic and Research Centre planned for the hospital site at Kawana. Construction is planned to begin in 2013 and the centre is expected to open in 2016.

■ The University received almost \$1.5 million in AusAID funding to conduct four international development projects. The competitive funding, under the Australian Leadership Awards-Fellowships program, enables USC to continue two ongoing projects and commence two new initiatives. They involve teachers and principals from Papua and West Papua in Indonesia

attending USC for three months to build skills in areas such as leadership, management and information technology. Members of Cambodia's Ministry of Tourism also will work with the University's Sustainability Research Centre to boost their executive knowledge and leadership capacity to foster sustainable tourism in their country.

Forward planning for 2012:

- Transition the University to an electronic records management system by end 2014
- Establish and support Early Career Academic community of practice by June 2012
- Conduct a feasibility study to investigate the demand for, and the economic, technical, operational and strategic feasibility of, implementing a Customer Relationship Management system by September 2012
- Promote awareness and acknowledgement of environmentally sustainable practices through the publication of results of energy, water and waste management initiatives and strategies
- Prepare the University for its second cycle (TEQSA) review and facilitate the review process

STRATEGIC PRIORITY

FOUR PERFORMANCE

To develop USC for a sustainable future

KPI 4.1: Employment costs as a percentage of total revenue

| MEASURE | TARGET | PERFORMANCE |
|--|-----------------------------------|-------------|
| Employment costs as a proportion of total revenue (adjusted) | 60% (DEEWR good practice 50%-70%) | 61.85% |

Comment

The 2011 employment costs as a percentage of total revenue (adjusted) result is 61.85%. The percentage reflects the receipt of operating revenue weighted to the beginning of the year, relative to the standard outlay of operating employment costs. Employment costs include associated fringe benefits tax and provisions for leave entitlements (long service leave and recreation leave) relevant to the general operations of the University (excludes employment costs associated with grants and agreements).

Total revenue (adjusted) reflects operating revenue relevant to the general operations of the University. It excludes revenue received in relation to capital grant funding, donations and research agreements.

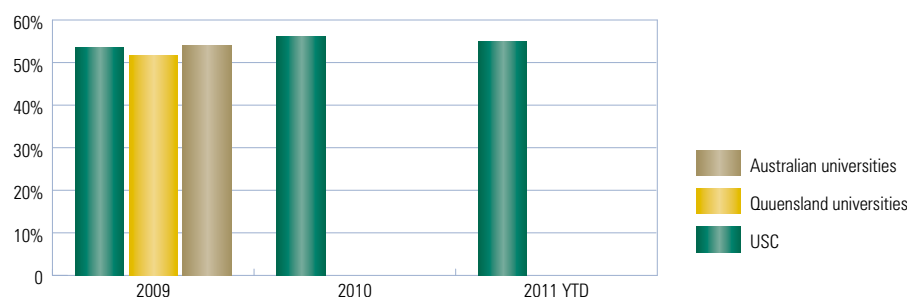
The 2011 employee benefits costs as a percentage of total revenue (adjusted) is 61.85%.

Employment costs as a percentage of revenue for USC and averages for all Queensland and Australian universities

| | 2009 | 2010 | 2011 | TARGET |
|---------------------------------------|-------|-------|--------|--------|
| University of the Sunshine Coast | 53.5% | 56.1% | 61.85% | < 60% |
| Queensland universities ¹⁶ | 51.6% | n/a | n/a | |
| Australian universities | 53.9% | n/a | n/a | |

16. 2010 and 2011 data not available from XXX until XXX 2012.

Employment costs as a percentage of revenue for USC and averages for all Queensland and Australian universities



KPI 4.2: Operating Margin

| MEASURE | TARGET | PERFORMANCE |
|--|-------------|-------------|
| Operating profit as a proportion of total revenue (adjusted) | 4% annually | 8.45% |

Comment

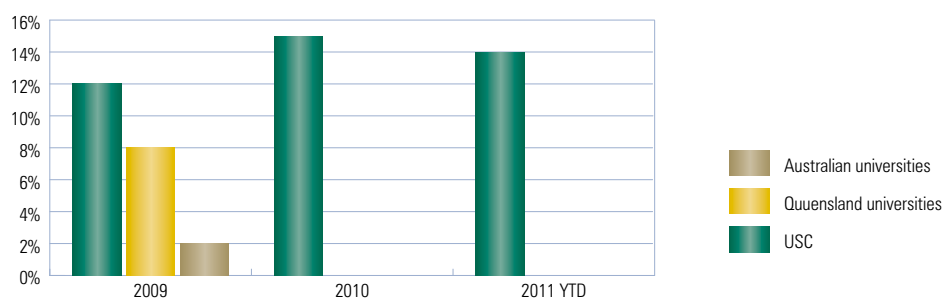
The Operating Margin (operating profit as a proportion of total revenue (adjusted)) in 2011 is 8.45%.

Total revenue (adjusted) reflects operating revenue relevant to the general operations of the University. It excludes revenue received in relation to capital grant funding, donations and research agreements.

Operating margin for USC and averages for all Queensland and Australian universities

| | 2009 | 2010 | 2011 | TARGET |
|----------------------------------|------|------|-------|-------------|
| University of the Sunshine Coast | 12% | 15% | 8.45% | 4% annually |
| Queensland universities | 8% | n/a | n/a | |
| Australian universities | 2% | n/a | n/a | |

Operating margin for USC and averages for all Queensland and Australian universities



KPI 4.3: Capital Improvements

| MEASURE | TARGET | PERFORMANCE |
|--|---------------|-------------|
| Proportion of operating funds invested in capital related projects | 8.5% annually | 13.7% |

Comment

As part of the strategic planning framework, the strategic asset requirements of the University are identified and details are published in the Strategic Asset Management Plan (SAMP). Each year a portion of the University's operating funds are allocated to the SAMP along with any external funding and available cash reserves to complete the SAMP project listing.

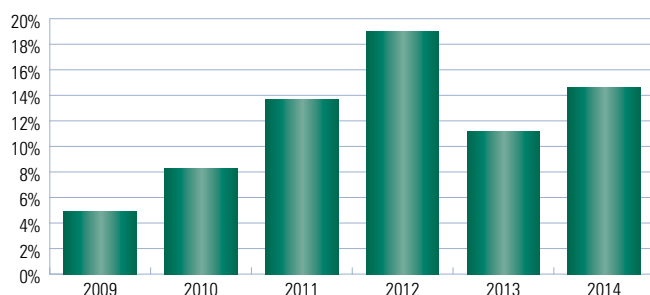
University operating funds largely consist of revenues generated by student load, commercial activities and investment income. It is noted that not all projects are completed within the year of allocation therefore the key performance indicator for the current and future years is based on the latest budget forecast (August 2011).

The target KPI over the 2012-2014 period is reflective of the University's commitment to investing in information technology resources for learning, teaching and research, and the commitment to ongoing building and infrastructure construction as a result of growth in student load and research capacity.

Proportion of operating funds invested in capital related projects

| | ACTUAL | | FORECAST | | | | TARGET |
|---------------------------------------|--------|---------|----------|---------|---------|---------|---------------|
| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | |
| USC total operating funds (\$'000) | 93,452 | 103,955 | 108,598 | 122,078 | 129,260 | 134,805 | 8.5% annually |
| Capital projects expenditure (\$'000) | 4,579 | 8,632 | 14,889 | 23,137 | 18,908 | 15,047 | |
| Proportion (%) | 4.9% | 8.3% | 13.7% | 19.0% | 14.6% | 11.2% | |

Proportion of operating funds invested in capital related projects



University leadership (principal officers)



Vice-Chancellor and President

University CEO, responsible to University Council for strategic development, organisational leadership and day-to-day operations of the University

Professor Greg Hill

CertTeach, BA(Hons), PhD Qld.

Appointed Vice-Chancellor and President Designate in June 2010, commencing his term of office as Vice-Chancellor and President in January 2011. Previously Deputy Vice-Chancellor, University of the Sunshine Coast 2005-2010, Foundation Professor of Tropical Environmental Science 1995-2004 and Dean 1997-2004, Charles Darwin University. Reader in Geographical Sciences and Director of the ARC Key Centre in Land Information Studies 1979-1994, University of Queensland. Former Chair of Northern Territory Board of Studies. Former member of Kakadu National Park Research Advisory Committee. Research interests in remote sensing, wildlife ecology, resource management, environmental planning and education. Gained national recognition for teaching innovation and technology transfer to developing countries. Served on the AVCC Indigenous Advisory Committee.



Deputy Vice-Chancellor

Chair of Academic Board, overseeing the academic functions (learning and teaching) of the University, with responsibility for related support areas such as the Office of Learning and Teaching, Information Services, Student Administration and Student Services

Professor Birgit Lohmann

BSc (Hons) Adel., PhD Flin.

Appointed to the University in 2010, taking up the position of Deputy Vice-Chancellor from February 2011. Chairperson of Academic Board and member of University Council, Executive, Honorary Awards Committee, Senior Staff Forum, Equity Advisory Committee, Internationalisation Advisory Committee, and Co-Chair, Student Liaison Committee. Previously Head of the School of Science and Director of the Centre for Quantum Dynamics at Griffith University and Pro Vice-Chancellor (Learning and Quality) at the University of Adelaide. Research interests in atomic and molecular physics.



Pro Vice-Chancellor (Research)

Oversees, manages and advises the University's research activity, aligning research effort with the University's goals and advancing the research profile of the University

Professor Roland De Marco

BSc, MSc RMIT, PhD La Trobe, MRACI

Appointed to the University in 2010, taking up the newly-created Pro Vice-Chancellor (Research) role from January 2011. Member of Academic Board and Chairperson of the Research Management Committee and the Research Degrees Committee. Previously Professor of Chemistry, along with Chemistry Department Head (2001-2007), Dean of Research in Science and Engineering (2007-2009) and Associate Deputy Vice-Chancellor (Research) (2010) at Curtin University. Recipient of the 2008 RACI Lloyd Smythe Medal for excellence in research in Analytical Chemistry.



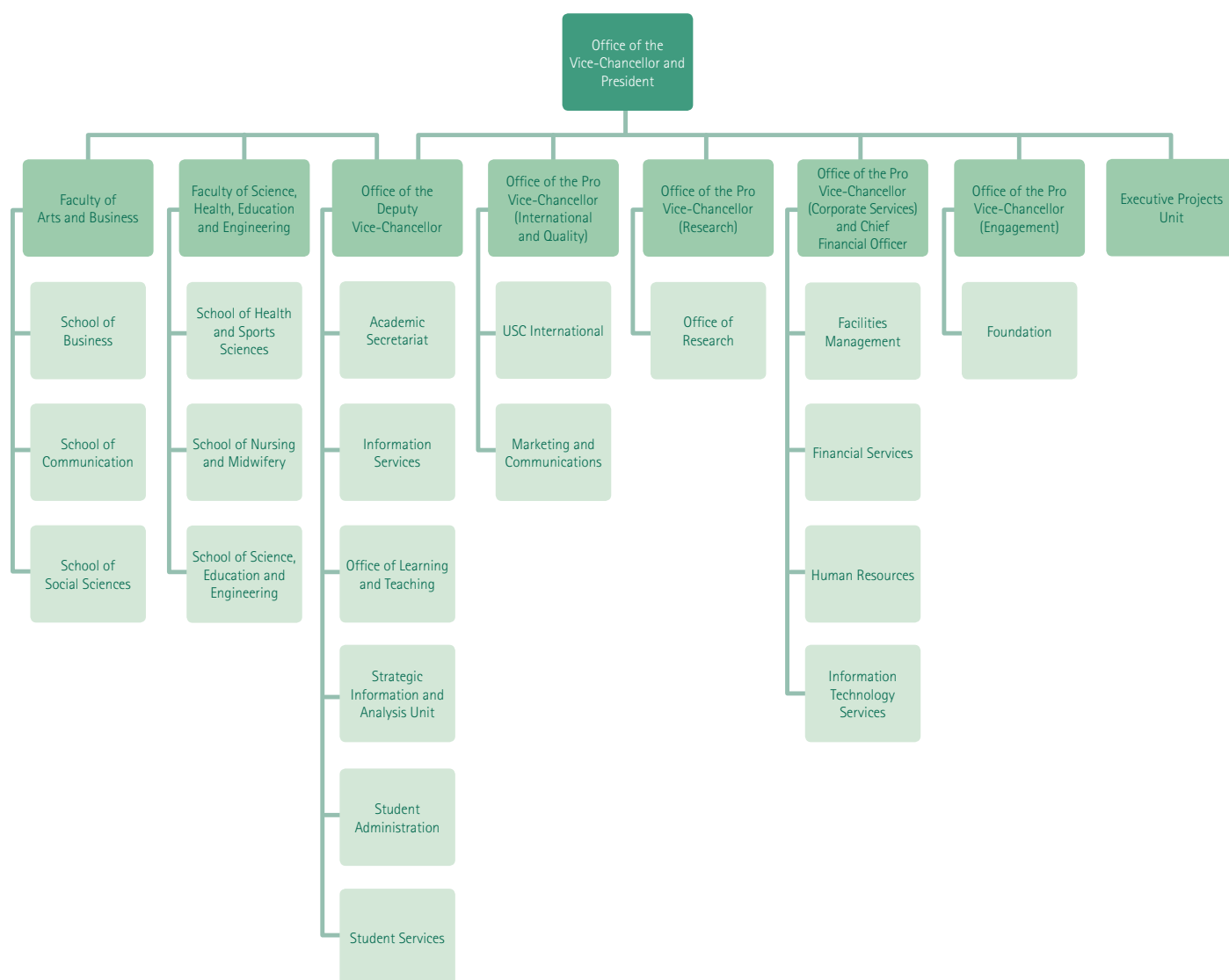
Pro Vice-Chancellor (International and Quality)

Oversees, manages and advises on internationalisation, quality improvement, and marketing and communication

Professor Robert Elliot

BA(Hons) NSW, MA La Trobe, DipEd Melb., PhD Qld.

Pro Vice-Chancellor (International and Quality) and Professor of Philosophy. A founding staff member of the University. Member of University Council and Chairperson of the Internationalisation Advisory Committee and Learning and Teaching Committee. A member of Academic Board and the Student Disciplinary and Student Grievance Appeals Committees. Former foundation Dean of Arts and subsequently Dean, Faculty of Arts and Social Sciences, University of the Sunshine Coast, from 1995-2005.



Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer

Oversees the University's planning, budgeting, infrastructure, human resources, financial and information technology services and implements internal controls and risk management systems

Peter Sullivan
BBus BAE, FCPA

Appointed to the University in 2007. Attends meetings of University Council, Planning and Resources Committee, and Audit and Risk Management Committee. Previously Executive Director, Finance and Resource Planning, Queensland University of Technology. Experience in the higher education sector includes the integration of planning, budgeting, performance management and risk management frameworks in support of strategic planning and strategic financial management.



Pro Vice-Chancellor (Engagement)

Oversees the University's links with its primary stakeholders and its regional community in achieving the teaching and learning and research priorities of the University

Professor Mike Hefferan
BA Qld., GradDipMgmt C.Qld., MAppSci, PhD Qld.UT.

Pro Vice-Chancellor (Engagement) and Professor of Property and Development. Appointed to the University in 2008. Member of Academic Board, Executive and Foundation Board, and Chair of the Innovation Centre and Industry Advisory Group. Previously Director of the Institute for Sustainable Resources, Queensland University of Technology. Currently State President of the Australian Property Institute (Queensland Division), member of the API's National Education Board, Chair of Technical and Standards Committee, Urban Development Institute of Australia and board member of Sunshine Coast Business Council. Registered Urban and Rural Valuer, Fellow of the Australian Institute of Company Directors, member of the Property Council of Australia and the Urban Development Institute of Australia, and Vice-President of the Australian Institute of Valuers.

University Council (governing body)

Under the *University of the Sunshine Coast Act 1998*, the University is governed by an 18-member Council representing University and community interests.

Council has the power to manage and control University affairs, property and finances, and appoint University staff. Where allowed under the Act, Council may delegate its powers to an appropriately qualified member of Council or member of the University's staff; or to an appropriately qualified committee that includes one or more members of Council.

The Council met six times in 2011.



Council leadership

Chancellor

Leads the Council and presides at Council meetings

John M Dobson OAM

Elected Chancellor in 2007 for an inaugural term from 1 April 2007 to 31 March 2012. Re-elected in 2011 for a term from 1 April 2012 to 31 March 2017. Member of the University Council since 1997. Parish Priest of Caloundra Parish since 1982, Dean of the North Coast Deanery within the Catholic Church since 1992. Contributions to the community include founding privately-funded residential care facilities for the aged and for people with intellectual disabilities; co-founding a retirement village, and a comprehensive college (in partnership with the United Church); and developing support groups for prisoners and their families.



Deputy Chancellor

Acts as Chancellor in the absence of the Chancellor or when the office of Chancellor is vacant

David Jeffries

BCom *Qld.*, FCA, FAICD, FFin

Elected Deputy Chancellor in February 2010 for an inaugural term from 15 February 2010 to 8 December 2013. Member of University Council since August 2006. Member of Foundation Board in 2008 and 2009. Elected Chair, Planning and Resources Committee in 2010, member of the committee since August 2006. Fellow, Institute of Chartered Accountants in Australia, Australian Institute of Company Directors and Financial Services Institute of Australasia. Business contributions include numerous positions as company director/adviser, and as senior executive in the financial services sector: Deputy Chief Executive of Bank of Queensland Limited, Chief Executive Officer of First Australian Building Society, State Chairman of The Institute of Chartered Accountants, Australian representative on the Financial and Management Accounting Committee of the International Federation of Accountants.

Council membership

The Council comprises three official members, six members appointed by the Governor in Council, five elected members and four additional members appointed by the Council.

2011 was the second year of the sixth University Council. The term of office of the majority of members is four years. The term of office for student members is two years.

The Council membership for 2011 was as follows:

| | |
|--|---|
| Chancellor | John M Dobson OAM |
| Deputy Chancellor | David Jeffries, BCom <i>Qld.</i> , FCA, FAICD, FFin |
| Vice-Chancellor and President | Professor Greg Hill, CertTeach, BA(Hons), PhD <i>Qld.</i> |
| Chairperson of the Academic Board | Professor Robert Elliot, BA(Hons) <i>NSW</i> , MA <i>La Trobe</i> , DipEd <i>Melb.</i> , PhD <i>Qld.</i> (Acting Deputy Vice-Chancellor) (to 14 February 2011) |
| | Professor Birgit Lohmann, BSc (Hons) <i>Adel.</i> , PhD <i>Flin.</i> (from 14 February 2011) |
| Six members appointed by the Governor in Council | Dr Suzanne Innes, BA(Hons), BEdSt <i>Qld.</i> , GradCertTESOL <i>UNE</i> , MSchM EdD <i>C.Qld.</i> |
| | David Jeffries, BCom <i>Qld.</i> , FCA, FAICD, FFin |
| | Paul Lunn, BBus <i>S.Qld.</i> , FCPA, CA Affil. |
| | Julie-Anne Mee, BBus <i>C.Qld.</i> , MAdmin <i>Griff.</i> , FCPA |
| | Michael Williams |
| | Jacquelyn Wright, BBus(Comp) <i>NTU</i> , Master of Computing Studies <i>Deakin</i> , GDipEd(Adult) <i>S.Aust.</i> , GDipEd(Primary) <i>NTU</i> |
| Two elected members of the University's academic staff | Professor Robert Elliot, BA(Hons) <i>NSW</i> , MA <i>La Trobe</i> , DipEd <i>Melb.</i> , PhD <i>Qld.</i> Dr Donna Weeks, BA(Hons) <i>Griff.</i> , MIRAP <i>Qld.</i> , GradCertArtsEntMgt <i>Deakin</i> , PhD <i>Qld.</i> |
| One elected member of the University's general staff | Bruce Williams, BA(Hons) <i>Sunshine Coast</i> |
| Two elected members of the student body | Holli Mills Carl Olive, BA <i>Sunshine Coast</i> |
| Four additional members | Bruce Cowley, BComn, LLB(Hons) <i>Qld.</i> Phillip Harding (to 5 October 2011) Natasha Read, BCom <i>Griff.</i> , MBA <i>Sunshine Coast</i> , FAIM, GAICD |
| | One position remained vacant in 2011 |

Council decisions in 2011

- Re-elected John Dobson OAM as Chancellor for the term from 1 April 2012 to 31 March 2017
- Approved appointments to Council in accordance with the *University of the Sunshine Coast Act 1998*
- Approved appointments and reappointments to Committees of Council
- Approved changes to the composition of the Academic Board and the Foundation Board
- Approved amendment of the terms of reference of the Planning and Resources Committee of Council and the Academic Board
- Approved the timing of the process for the election of a Chancellor for the forthcoming term from 1 April 2012
- Approved changes to University delegations
- Noted Corporate Performance Reports against the KPIs in the University's Strategic Plan (2005-2011) and a Corporate Performance Report against the Strategic Plan (2011-2015)
- Approved the following top level plans (2011-2015), and performance measures and targets for them:
 - Top level plan to enable access to the USC experience
 - Top level plan to deliver high quality teaching, learning and graduate outcomes, and
 - Top level plan to build research productivity and output significantly
 - Top level plan to develop USC for a sustainable future
- Rescinded the eight functional plans that were superseded by the four top level plans for 2011-2015
- Approved a Strategic Asset Management Plan (2012-2016)
- Noted December 2010, and June and October 2011 Budget Outcomes Reports
- Approved the April and August reforecasts of the University's Consolidated Budget
- Approved the University Triennial Budget (2012-2014)
- Noted Innovation Centre Sunshine Coast Pty Ltd 2010 Annual Financial Statements, financial reports as at March, July and September 2011, Statement of Governance Principles and Budget Forecast for 2012
- Approved an appointment to the Innovation Centre Sunshine Coast Pty Ltd Board of Directors
- Noted Student Guild audited Financial Statements for 2009 and 2010
- Approved the themes to be proposed to AUQA for the University of the Sunshine Coast's Cycle 2 Quality Audit (audit cancelled by TQSA in November, refer to page 30)
- Approved the establishment of an academic structure comprising two Faculties, each consisting of three Schools, to be effective from 1 January 2012 (refer to page 18)
- Approved the creation of the positions of Executive Dean
- Approved nominations for Honorary Awards of the University
- Approved a fee for membership of the USC Student Guild for Semester 2, 2011
- Gave approval for the University to charge an annual Student Services and Amenities Fee of up to \$263 per student (indexed) from Semester 1, 2012
- Approved the acquisition by the Sunshine Coast Council of approximately 9,300m² of University land as part of the Council's proposal to construct an off road pathway on part of the University's boundary on Claymore Road, Sippy Downs
- Ratified the decision made on Council's behalf that the University of the Sunshine Coast become a member of the Regional Universities Network
- Undertook a mid-term self-assessment, with outcomes to be discussed at a workshop to be held early in 2012

New policies

Council approved the following new policies:

- International Recruitment Representatives – Governing Policy
- Public Interest Disclosure – Governing Policy

Amended policies

Council approved amendments to the following policies:

- Doctoral Degrees – Governing Policy
- Research Masters Degrees – Governing Policy
- Student Academic Integrity – Governing Policy
- Investment – Governing Policy
- Code of Conduct – Governing Policy

Following changes to the University's Policy Framework, Council:

- Re-categorised the following Governing Policies as Academic Policies:
 - Assessment: Courses and Coursework Programs – Governing Policy
 - Bachelor Honours Degree – Governing Policy
 - Coursework Programs and Awards – Governing Policy
 - Learning and Teaching – Governing Policy
 - Doctoral Degrees – Governing Policy
 - Research Centres and Groups – Governing Policy
 - Research Master Degrees – Governing Policy
- Re-categorised the following Governing and Institutional Operating Policies as Governing Policies:
 - Program Accreditation and Course Approval – Governing and Institutional Operating Policy
 - Student Conduct and Discipline – Governing and Institutional Operating Policy
- Categorised the following uncategorised Policy as Academic Policy:
 - Internal Research Grant Schemes Policy

Rescinded policies

Council rescinded its approval of the following policy:

- Corporate Website Governing Policy

Other activities

In addition to the above, Council:

- Undertook a mid-term self-assessment, with outcomes to be discussed at a workshop to be held early in 2012, and
- noted the new Voluntary Code of Best Practice for the Governance of Australian Universities, and considered that it was compliant with the Voluntary Code.

University committees

Academic Board

The University's Academic Board was established under the *University of the Sunshine Coast Act 1998* as the University's senior academic body. Its 25 members include:

- Deputy Vice-Chancellor as Chairperson
- Pro Vice-Chancellor (Research)
- Pro Vice-Chancellor (International and Quality)
- Pro Vice-Chancellor (Engagement)
- faculty deans
- chairs of Academic Board committees
- heads of schools
- two elected academic staff members from each faculty
- three professors appointed by the Vice-Chancellor
- an undergraduate and a postgraduate student
- external representatives for secondary schools and TAFE
- other senior University staff

The role of Academic Board is to:

- advise Council on teaching, scholarship and research matters concerning the University;
- formulate proposals for academic policies of the University;
- monitor the academic activities of the University's faculties; and
- promote and encourage scholarship and research at the University.

The terms of reference of Academic Board in 2011 were as follows:

1. To advise Council on general education directions, policies and practices on teaching, research, ethics and scholarship, and facilitate development and innovation in these areas;
2. To approve and amend academic policy, on delegated authority of Council;
3. To recommend to Council on the University's areas of study and research priorities;
4. To contribute to the development, monitoring and reviewing of relevant goals and objectives in the University's Strategic Plan and top-level plans and to advise Council, accordingly;
5. To monitor the academic activities of the University's faculties;
6. To approve schemes for internal research grants;
7. To recommend to Council proposals that imply the entry by the University into a discipline not currently taught in the University and proposals relating to the offering of programs in existing disciplines but at a higher level;
8. To determine the accreditation of new programs in disciplines currently taught in the University;
9. To determine the outcomes of proposals to make major changes to existing programs and courses;
10. To determine the outcomes of proposals to discontinue courses and programs;
11. To confer awards on the delegated authority of Council;
12. To monitor the work of the University Animal Ethics Committee and the University Human Research Ethics Committee, via the Research Management Committee, and advise Council on ethics related matters as required;
13. To determine the acceptance of scholarships, bursaries and prizes above the value of \$15,000 per award; and
14. To establish committees to advise the Board on relevant aspects of the Board's functions.

Academic Board decisions in 2011

Strategic and academic quality assurance developments in 2011 included:

- Recommended to Council approval of relevant University top level plans
- Endorsed the Report of the Annual Self Review of the Academic Board
- Endorsed the Response to the Review of the Strategic Information and Analysis Unit
- Endorsed the Response to the Review of the Faculty of Arts and Social Sciences
- Participated in focus group discussions regarding development of the University's Strategic Plan and selection of themes for the 2012 TEQSA audit

■ Approved responses to reviews of the following programs:

- Creative Writing suite
- Information Technology suite
- Public Relations suite
- Graduate Diploma in Education
- Graduate Certificates in: Professional Learning, Early Phase of Learning and VET

Policy and procedure developments in 2011 included:

- Approved the new criteria for admission to the register of HDR supervisors
- Approved the Internal Research Grants Scheme – Statement of Purpose and Nature
- Approved changes to the categorisation of Academic Policies, formerly classed as Institutional Operating Policies
- Recommended to Council that changes to the categorisation of policies of an academic nature, formerly classed as Governing Policies, be approved
- Recommended to the Vice-Chancellor and President that the Selection to Postgraduate Research Scholarships – Managerial Policy be approved
- Approved the new Guidelines for Nomenclature of Academic Awards
- Approved various changes to the Research Master and Research Degrees academic policies
- Approved the new Student Evaluation of Teaching and Courses – Academic Policy
- Approved changes to the English Language Proficiency Requirements for selected allied health and education programs
- Approved the new Program Review – Academic Policy

Academic Board accredited the following new programs in 2011:

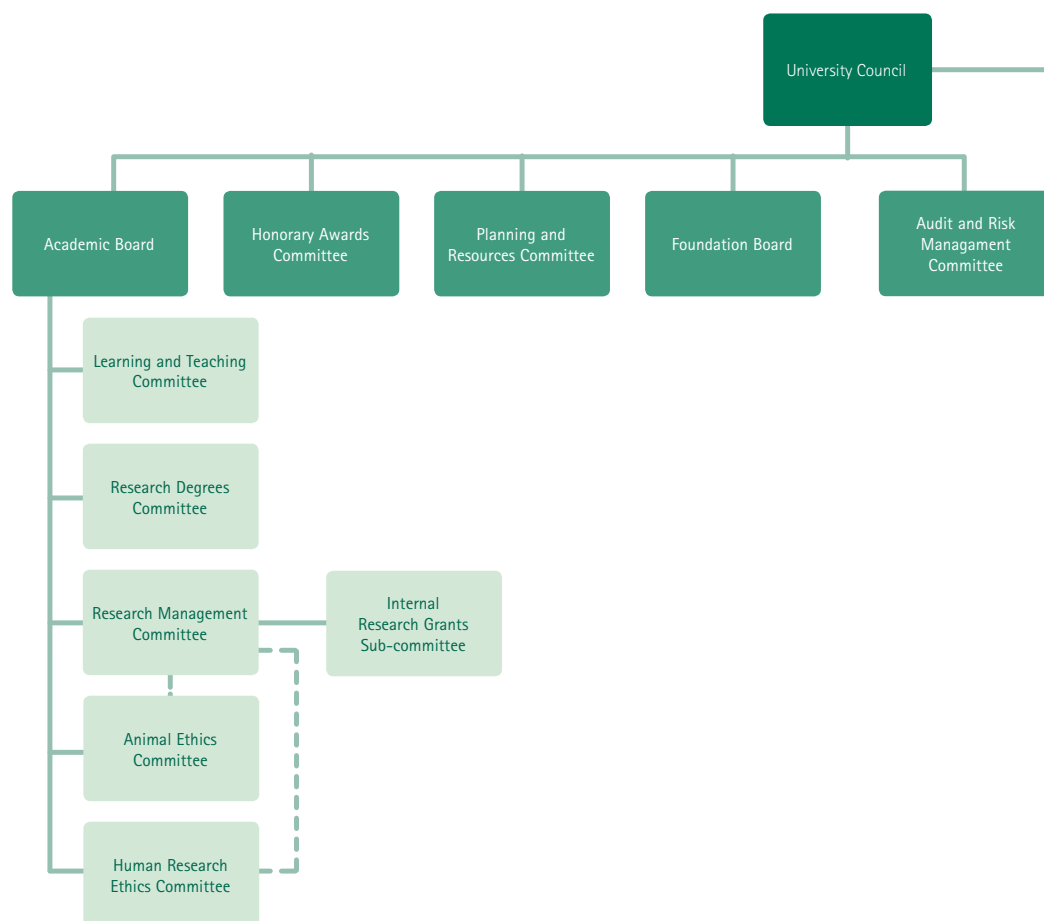
- Associate Degree in Medical Laboratory Science
- Bachelor of Commerce (Honours)
- Bachelor of Engineering (Mechanical)
- Bachelor of Midwifery
- Bachelor of Nursing Science/Bachelor of Midwifery
- Graduate Diploma in Education (Preparatory to Year Three)
- Graduate Diploma in Education (Primary)
- Graduate Diploma in Education (Secondary)
- Master of Regional and Urban Planning

Academic Board approved the discontinuation of the following programs:

- Graduate Certificate in Early Phase of Learning
- Graduate Diploma in Education
- Bachelor of Education (Early Childhood)/Bachelor of Human Services
- Bachelor of Corporate and Public Affairs
- Bachelor of Sport and Industry
- Bachelor of Arts/Bachelor of Business (Indonesian and International Business)
- Bachelor of Arts/Bachelor of Business (Japanese and International Business)
- Bachelor of Arts/Bachelor of Science (Planning and Environmental Science)
- Master of Financial Planning
- Graduate Diploma in Financial Planning
- Graduate Certificate in Financial Planning

Additionally, in 2011 Academic Board approved the following:

- Annual Summary Reports on Student Academic Misconduct for the years 2009 and 2010
- Changes to the composition and terms of reference of its standing committees
- Introduction of 26 new courses
- Discontinuation of 21 courses
- Substantial changes to programs
- Introduction of changes to specialisations, majors and minors
- A change to a course code
- Conferral of awards to students



Planning and Resources Committee

The role of the Planning and Resources Committee (PRC) is to recommend the strategic directions of the University to Council, in the context of development of the University's plans and their resourcing strategies. The Committee also provides advice to Council on issues arising from these plans. The key areas of concern to the Committee are planning and strategy, financial resources, asset management (including information technology), and human resources.

Members of the PRC include the Chancellor, the Deputy Chancellor (who currently chairs the Committee), the Vice-Chancellor and President, one Dean or Director nominated by the Vice-Chancellor and appointed by University Council, and three external members with specific expertise in strategic financial management and planning, at least one of whom must be a University councillor. The Deputy Vice-Chancellor, Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer, and the Director, Capital Programs and Operations attend meetings of the Committee and have participating, but not voting, rights.

Five regular meetings and one special meeting of the PRC were held in 2011. Discussion focussed on financial matters, budget reports, reports from the University's controlled entity (Innovation Centre Sunshine Coast Pty Ltd), planning matters including reports on outcomes for the key performance indicators in the University's previous and current Strategic Plans, and funding and progress of capital projects. The Committee also conducted a self-evaluation.

Recommendations to Council related to:

- reforecasts of the University Consolidated Budget
- an appointment to the ICSC Pty Ltd Board of Directors
- a proposed new academic two-faculty structure
- creation of the positions of Executive Dean
- new top level plans
- a revised Campus Master Plan
- staff-related policies
- the Student Services and Amenities Fee
- the Strategic Asset Management Plan (2012-2016)
- the University's Triennial Budget (2012-2014)

Audit and Risk Management Committee

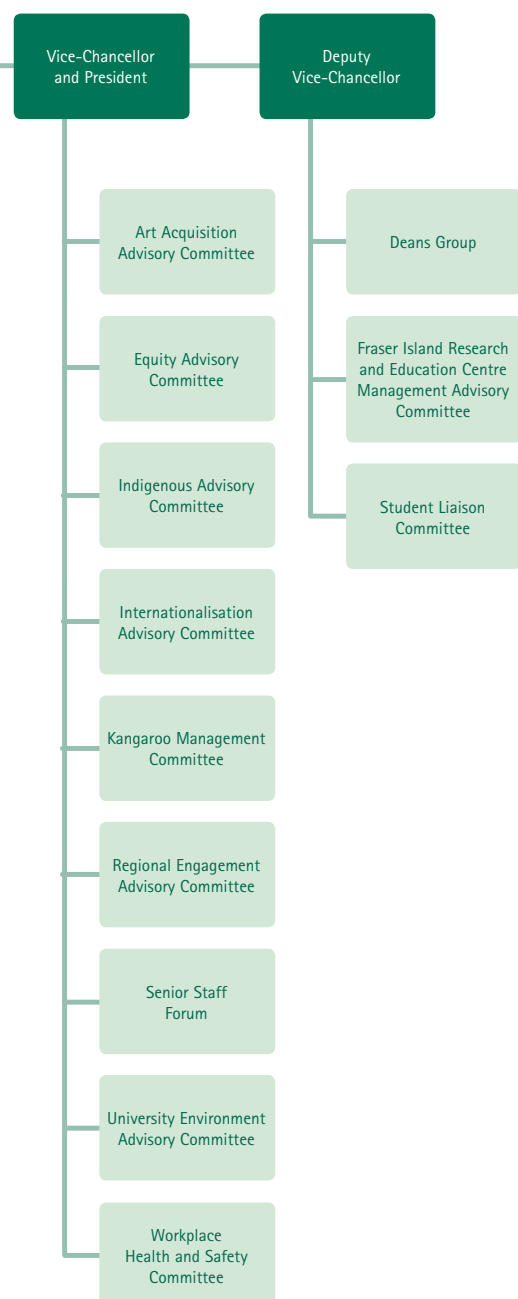
The Audit and Risk Management Committee (ARMC) has five major areas of responsibility:

1. Monitoring internal control and risk management
2. Monitoring of internal audit activities
3. Monitoring of external audit activities
4. Oversight and appraisal of financial reporting
5. Oversight of any fraud or ethics issues

Membership consists of a minimum of four and a maximum of six persons, and includes the Chancellor *ex officio* and at least one other member of Council. At least one ARMC member must be a member of the professional accounting or audit bodies in Australia and have a professional accounting, management consultancy or audit background. At least one member should possess expertise within the education sector. Membership is approved by Council. The initial term of office of members is a period not exceeding three years, and may be extended for further terms subject to the composition and skill requirements of the Committee.

The ARMC's activities in 2011 were in accordance with its terms of reference and had due regard to Queensland Treasury's Audit Committee Guidelines. Four regular meetings and one special meeting of the ARMC were held in 2011. The Committee assessed reports on risk management, internal and external audit matters, a formal evaluative review of the University's controlled entity, the University's compliance with relevant legislation, and insurance, and the University's 2010 Annual Financial Statements. The ARMC also conducted its annual self-evaluation.

The outcomes of the Committee's discussions and advice to Council were provided to Council via the minutes of its meetings. The Committee recommended to Council in relation to a proposed change to its composition.



Honorary Awards Committee

The Chancellor chairs the six-member Honorary Awards Committee, which seeks, considers and recommends to Council nominations for honorary awards, in accordance with the University's Honorary Awards – Governing Policy. In addition to the Chancellor, the Committee's membership comprises the Vice-Chancellor and President, the Deputy Vice-Chancellor and three University Council members. The Committee met formally on two occasions in 2011 to consider honorary awards.

The following honorary awards were presented in 2011:

- four honorary Doctorates of the University, to –
 - Stephen Hamar Midgley and Mary Margaret Midgley, for their contribution to scientific knowledge in the area of freshwater biology and ecology
 - His Excellency Barnabas Suebu, for his contributions to rainforest conservation and preservation and sustained service to the Papuan community
 - Dr Karen Woolley, for her contributions to the advancement of knowledge economics and business innovation
- eight honorary senior fellowships of the University, to –
 - Jill Chamberlain, for her contributions to protecting and preserving the Sunshine Coast wildlife environment and commitment to community education
 - Bill Dethlefs, for his contributions to the Rotary/USC Community Fund and national and international Rotary projects
 - Beverly Hand, for her contribution and commitment to environmental and cultural education
 - Beverly Hinz, for her contribution to community liaison and commitment to regional voluntary organisations
 - Otto Klaus, for his professional and voluntary coaching commitment
 - John Shadforth, for his contribution to business, education excellence, community liaison and philanthropy
 - Jocelyn Walker, for her contribution to business, educational excellence and philanthropy
 - Valerie Zwart, for her contribution and commitment to regional voluntary organisations
- one Emeritus Professorship of the University, to –
 - Professor Paul Thomas AM, for his contributions to the establishment and growth of the University of the Sunshine Coast, his contributions to education, and his sustained and distinguished service as Vice-Chancellor and President of the University

Foundation Board

The Foundation Board provides advice in relation to the operations of the University Foundation, which is the University's fundraising and alumni relations arm. Foundation Board members include the Pro Vice-Chancellor (Engagement), two University Council members, and representatives of the Sunshine Coast community.

The Foundation Board met formally on five occasions in 2011. The following matters were considered at these meetings:

- membership of the Board and the possible appointment of persons to the Board
- fundraising priorities
- fundraising matters generally
- development activities
- matters concerning the Alumni Relations Program

Two external workshops for Foundation Board members were held during the year. A formal evaluative review of the University Foundation was undertaken in 2011, and the Report of the Review was considered by the Foundation Board as part of the consultation process prior to a response to the Review Report being prepared.

Monitoring quality

The University conducts internal audits within the relevant terms of reference and has due regard to Queensland Treasury's Audit Committee Guidelines. The University monitors overall quality through a system of reports against performance indicators and planned targets, and scheduled regular reviews and internal audits of performance. The latter often include input from external sources.

The Council, committees and senior managers monitor quality, performance, standards and outcomes via performance reports and data, particularly in relation to the University's finances, Strategic Plan and top level plans.

Improvement plans are developed in response to review and audit findings and regular reports on progress in achieving those plans are provided to senior University staff and such bodies as the University Executive, Academic Board and Council committees.

In response to the report on the University's first quality audit by the Australian Universities Quality Agency (AUQA), released in 2007, an Action Plan to address matters identified in the report was developed. Monitoring of implementation of the planned actions, with associated updates of progress reports in achieving the plan, continued throughout 2008 to 2011. Throughout 2011 the University was working towards a quality audit by the Tertiary Education Quality and Standards Agency (TEQSA) that was due to be conducted late in 2012. In November 2011, TEQSA notified USC, and six other universities due for audit next year, that these audits will not be going ahead. Instead, USC will focus on the re-registration process as a higher education provider, required to be submitted by all universities by 1 October 2012.

In 2011, major evaluative reviews were conducted for the following operational areas of the University:

- Capital Programs and Operations
- Faculty of Business
- Financial Services
- Student Services
- University Foundation

A major evaluative review of Innovation Centre Sunshine Coast Pty Ltd, a controlled entity of the University, was also conducted.

Formal reviews of the following programs were also undertaken in 2011:

- Bachelor of Arts (Creative Writing)
- Bachelor of Business/Bachelor of Commerce (Accounting)
- Bachelor of Business/Bachelor of Commerce (Financial Planning)
- Bachelor of Business/Bachelor of Science (Sport Management)
- Bachelor of Clinical Exercise Science
- Bachelor of Commerce (Accounting)
- Bachelor of Commerce (Financial Planning)
- Bachelor of Sport and Exercise Science
- Bachelor of Sport and Industry
- Graduate Certificate in Accounting
- Graduate Certificate in Creative Writing
- Graduate Certificate in Creative Writing for Youth
- Graduate Certificate in Financial Planning
- Graduate Diploma in Accounting
- Graduate Diploma in Creative Writing
- Graduate Diploma in Financial Planning
- Master of Financial Planning
- Master of Professional Accounting

The quality system is published online at www.usc.edu.au/quality

Benchmarking

During 2011, the University participated in a range of professional and academic benchmarking activities as part of continuous quality improvement processes. The University's inventory of benchmarking activities was updated, including recording the use made of benchmarking activities for planning and identifying improvement actions and setting improvement targets.

Controlled entities

Council approved a Policy for the Establishment and Operation of Controlled Entities in December 2006.

Innovation Centre

The University established the Innovation Centre Sunshine Coast Pty Ltd (ICSC) on 26 October 2000, under the *University of the Sunshine Coast Act 1998 Part 2(6)*. The company commenced trading in January 2002. The Chief Executive Officer of Innovation Centre Sunshine Coast Pty Ltd reports to the Board through the Chairman, the University's Pro Vice-Chancellor (Engagement).

The company's mission is to support the start-up and growth of knowledge-based businesses and to promote beneficial interaction between these businesses and the University.

ICSC operates a major office facility on the edge of campus. This includes an award-winning business incubator, aimed at start-up companies, and a business accelerator, providing next stage growth space for companies graduating from the incubator and space for professional service firms.

The business incubator and accelerator are the first two phases in the development of the Business and Technology Precinct at Sippy Downs, which has the long-term potential to provide employment for 8,000-plus knowledge workers.

At the end of 2011, the Innovation Centre was home to 20 resident companies, six professional service firms with visiting offices, and six associate clients based in the wider region.

To date, the Innovation Centre has supported the start-up and growth of more than 80 businesses, principally in the digital, clean-tech and creative industry sectors. The Innovation Centre's extensive program of business development and education events has attracted more than 6,000 delegates since 2002.

ICSC's second annual Clean Futures Conference, a one-day practical conference to support the growth of business in the clean technology sector, sponsored by Sunshine Coast Council, attracted a total of 120 delegates. Two student places were also awarded to USC students.

The Innovation Centre's UniConnect program aims to build valuable connections between businesses in the Innovation Centre community in the Sunshine Coast region and the University of the Sunshine Coast. Through the work of the Recruitment and Talent Manager, a USC graduate, the following was achieved in 2011:

- 138 students placed in work experience roles and projects
- 185 students visited the Innovation Centre for course sessions
- 477 students gained exposure to the Innovation Centre via a lecture presentation

Queensland Treasurer and Minister for State Development Andrew Fraser visited the Innovation Centre in June to announce continued funding for the business incubator and accelerator. The Queensland Government had provided \$1.625 million towards the Innovation Centre since it first opened in 2002, and pledged further funding of \$250,000 over the next two years.

In September 2011, the inaugural CEO of the Innovation Centre, Colin Graham, resigned after 10 years of service. The recruitment process for a new CEO was finalised in late December, with the appointment of Mark Paddenburg. Previously Manager, Invest Queensland, Department of Economic Development, Employment and Innovation in the Queensland Government, he will commence at ICSC in January 2012.

The Innovation Centre maintains an online presence at www.innovation-centre.com.au

Statutory obligations and compliance

Ethical standards

In compliance with the *Public Sector Ethics Act 1994*, the University's Code of Conduct defines acceptable conduct for those studying and working at the University. Amendments to the *Public Sector Ethics Act 1994* required the Code of Conduct to be re-written. The ethical principles and values were changed to ensure legislative compliance. The Code of Conduct is now shaped around four key ethical principles that are intended to guide ethical decision making and behaviour. The ethical principles are:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency

All University staff were consulted on the changes to the Code of Conduct and were advised of the approval of the revised Code of Conduct. The Code of Conduct is published at www.usc.edu.au/codeofconduct and on the USC Portal for staff and students to access and is provided to all new staff commencing with the University.

Best practice for governance

The University complies with the *Voluntary Code of Best Practice for the Governance of Australian Universities*, as implemented by the industry body, Universities Australia.

Information privacy

In compliance with *Queensland's Information Privacy Act 2009*, the University has an Information Privacy Policy. A privacy statement is provided on the University's website and appropriate privacy statements are included on all University forms.

Right to Information

In compliance with *Queensland's Right to Information Act 2009*, the University has a Right to Information Policy. In compliance with the legislation, the University has a Publication Scheme on its website, setting out the classes of information publicly available. The Publication Scheme is available at www.usc.edu.au/rti

No formal Right to Information requests were received in 2011.

Whistleblowers

With the repeal of the *Whistleblowers Protection Act 1994* and the introduction of the *Public Interest Disclosure Act 2010* (PID Act) on 1 January 2011, the way in which public interest disclosures are to be publically reported has changed. From 1 January 2011 agencies are no longer required to report public interest disclosures in annual reports.

Under section 61 of the PID Act, the Public Service Commission (PSC) is now responsible for the oversight of public interest disclosures and preparing an annual report on the operation of the PID Act. From 1 January 2011 agencies are required to report information about public interest disclosures to the PSC. The PSC will prepare an annual report on the operations of the PID Act and the information provided by agencies. The annual report will be made publicly available after the end of each financial year.

Carers (Recognition) Act 2008

The University of the Sunshine Coast supports the Queensland Carers Charter as detailed in the Carers (Recognition) Act 2008, through the flexible work practices and remote access facilities available to staff and students.

The University ensures staff and students are provided with relevant information and support as required. At the time of a staff member's commencement USC provides information with regard to carer's leave and flexible working options to assist in their caring responsibilities. This information is available on the USC Portal for staff to access.

Staff are provided with the opportunity to comment on any proposed changes to policy relating to carer's leave or flexible working options. This includes conducting focus groups with affected staff members whose views are then taken into consideration in the formulation of those policies.

Due to the flexible working options available at USC, staff who identify as carers are able to meet both their work and caring responsibilities in an open and transparent way.

Workforce planning, attraction and retention

As at 31 March 2011, the Full Time Equivalent (FTE) staffing was 744, inclusive of casual staff. This was a five percent increase on 2010, growth consistent with the University's Workforce Planning process. The 2010* staff retention rate was 93 percent. The 2010* separation rate was 7.3 percent, a decrease of more than 2 percent on 2009.

The University has a number of key policies and procedures related to workforce development and management, including provisions for work-life balance, such as flexible working hours and leave arrangements. The University also has a Certified Agreement.

In 2011, USC signed an agreement with the National Disability Recruitment Coordinator (NDRC) to promote the benefits of employing people with disability across the University and develop strategies, policies and processes to assist in their recruitment and retention.

Workplace health and safety

In 2010*, USC average time lost to injury was zero days per workers' compensation incident, with a total of four claims accepted during the year. Workplace health and safety audits of office spaces were conducted every three months and the University has a full-time Workplace Health and Safety Officer to ensure compliance.

Equity and work-life balance initiatives

Education and awareness of equal opportunity in the workplace was strengthened during 2011, with numerous staff harassment and discrimination workshops conducted; and all staff were required to complete an online equal opportunity training package.

The University allows for 26 weeks paid maternity leave to be paid on a 50 percent basis over the 52 week parental leave period. The University also provides flexible work arrangements and job sharing options for staff returning from parental leave.

Performance management framework

The University continued to develop performance management schemes with a view to rewarding high performing staff, with Council approving a new Senior Staff Remuneration policy. All ongoing and fixed term staff are required to participate in an annual Performance Planning and Review process. New staff are inducted via an online program.

Leadership and management development

The new Strategic Plan makes clear the integral role staff will play in meeting the challenges of advancing USC's institutional capacity. In 2011, Human Resources identified middle managers and team leaders as key groups to invest in for the purposes of staff development, as they manage key areas and deal with the day-to-day management of staff. Two significant professional development events, delivered by external consultants, were conducted specifically for middle managers; and three one-day workshops were conducted specifically for team leaders. Human Resources also collaborated with the Office of Learning and Teaching to review and define the role of Program Leader, with a view to designing a program that supports the development of the leadership capabilities of staff in these roles.

Enterprise agreement

Following ongoing enterprise bargaining negotiations from 2008, the University reached a provisional agreement with the NTEU in November for the University of the Sunshine Coast Enterprise Agreement 2010-2013. In accordance with the *Fair Work Act 2009*, a seven-day consultation period was held for staff. A valid majority of 90 percent voted 'yes'. The University lodged the Enterprise Agreement with Fair Work Australia for approval. This agreement replaced all previous agreements, and will come into effect in 2012 with a nominal expiry date of 30 June 2013. The University made an administrative pay increase of four percent for all staff in March 2011.

* Due to DEEWR reporting deadlines, 2010 figures are the most recent available.

Corporate information systems and records management

The continuing development of the University's corporate information systems included the following activities in 2011:

- **Student information (PeopleSoft Campus Community):** application functionality was further developed, in particular Australian Higher Education Graduation Statement, Student Services Amenity Fee, Academic Transcripts, Statutory Declarations, Queensland Tertiary Admissions Centre upload, Automated Results Transfer System. In addition, general maintenance updates were applied along with a major toolset upgrade, including new hardware.
- **Human Resources/Payroll (PeopleSoft):** application functionality was further developed, in particular Staff Self Service functionality (Absence Balances, Online Payment Summary). In addition, general maintenance updates were applied along with a major toolset upgrade, including new hardware.
- **Academic restructure:** necessary development changes were applied to Student, HR/Payroll systems and interfaces to other corporate information systems to reflect changes to the academic faculty structure.
- **Finance (Technology One):** an additional Business Intelligence module was installed and a major version upgrade (v11.09) was implemented.
- **Learning management/Portal (Blackboard):** a major upgrade was made to Blackboard (v9.1), along with significant change management planning with staff and students.
- **Research repository (COAST Research Database):** a major upgrade (v5.2.2) was applied.
- **Research management (ResearchMaster):** fixes were applied to the reporting module.
- **Corporate website:** a new corporate website redesign was released.
- **Library management (Virtua):** a major upgrade of the interface between Library System and the Student Information System, HR/Payroll systems was implemented, to more optimally transfer student/staff details.
- **Student feedback system (Evasys):** a new system was implemented, with a pilot of two academic sessions. Full implementation across all academic sessions is scheduled for early 2012.
- **Database management system (Microsoft SQL):** a major upgrade to SQL 2008, including new hardware, was made. This task required all 40 corporate information systems to be migrated. A significant number of systems also required an application upgrade.
- **Address cleansing (Experion):** a new application was purchased and installed to cleanse address data to Australia Post standards for Student, HR/Payroll, Finance and donation/alumni management systems.
- **Multimedia asset catalogue and storage (Cumulus):** a major upgrade (v8.5.1) was applied and herbarium data was migrated across from the research repository.
- **Student printing (Bear Solutions):** an upgrade, including changing card equipment from swipe to proximity devices, was implemented.
- **Windows 7/Office 2010:** a new desktop application environment was developed and piloted, with roll-out to occur in the first half of 2012.
- **Directory services and identity management system (Novell):** the Novell legacy file system was retired and planning progressed for the full replacement of Novell in 2012.
- **Student and staff email:** the new student system was released, while planning for staff email occurred across the year. Implementation will commence for delivery in early 2012.
- **Timetabling review:** the timetabling environment was reviewed, with system and process changes to occur in 2012 and subsequent years.
- **Remote access:** remote access to major systems was piloted for further roll-out in 2012.
- **Eduroam:** federated wireless access was made available, allowing USC staff and students to access the internet through other universities, and allowing other institutions' staff and students access through the USC wireless network.

Other significant systems within the University include:

- Records management (RecFind)
- Timetabling (Celcat)
- Telephone PABX (Nortel)
- Donors, friends, alumni management (Raisers Edge)
- Card access and control (Cardax)
- Career guidance (CareerHub)
- Capital asset maintenance (MEX)
- Leisure management (Links)

Under the *Public Records Act 2002*, the University archives full and accurate records of its activities. The University operates a decentralised corporate records management model, with faculties and cost centres responsible for the management of their records. A central Records Management Services unit provides University-wide support and advice. Records Liaison Officers have been appointed in each faculty/cost centre to manage their respective records. Internal audits are conducted on a rolling schedule to ensure appropriate records management and staff training is undertaken on a regular basis.

In 2011, the development of an information management strategy commenced. The strategy is designed to help the University manage its information assets effectively and prioritise information-related projects. It is expected to be delivered by mid 2012. The first round of consultation took place with staff workshops held during November. Approximately forty staff took part in the workshops, which covered information requirements and business processes in teaching, research and general administration, as well as more technical applications and architecture areas. Follow-up workshops were held in early December. A draft blueprint and road map will be ready for broader consultation with staff in the new year.

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Council is the governing body of the University of the Sunshine Coast and is responsible for the governance of the affairs and concerns of the University. Council's powers, duties and authorities are prescribed by the *University of the Sunshine Coast Act 1998*.

The members of the Council present their report for the 31 December 2011 financial year on the consolidated entity consisting of the University of the Sunshine Coast and controlled entity, the Innovation Centre Sunshine Coast Pty Ltd (ICSC).

It is recommended that this report be read in conjunction with the full details published in the 2011 Annual Report. The Annual Report provides a comprehensive record of the University's performance in 2011, plans for the future and achievements documented against the aims and objectives of the University's Strategic Plan 2011-2015.

Members of the University Council

The following persons were members of the Council during 2011.

Name and Qualifications

Appointment / Election / Resigned / Retired / Term completed

Chancellor

Mr John DOBSON OAM

Deputy Chancellor

Mr David JEFFRIES, BCom *Qld.*, FCA, FAICD, FFin

Vice-Chancellor and President

Professor Greg HILL, CertTeach, BA(Hons), PhD *Qld.*

Chairperson of the Academic Board

Professor Robert ELLIOT, BA(Hons) *NSW*, MA *La Trobe*, DipEd *Melb.*, PhD *Qld.*

Appointment concluded 11 February 2011

Professor Birgit Lohmann, BSc (Hons) *Adel.*, PhD *Flin.*

Appointed 14 February 2011

Six members appointed by the Governor in Council

Dr Suzanne INNES, BA(Hons), BEdSt *Qld.*, GradCertTESOL *UNE*, MSchM EdD *C.Qld.*

Mr David JEFFRIES, BCom *Qld.*, FCA, FAICD, FFin

Mr Paul LUNN, BBus *S.Qld.*, FCPA, CAAffil.

Ms Julie-Anne MEE, BBus *C.Qld.*, MAdmin *Griff.*, FCPA

Mr Michael WILLIAMS

Ms Jacquelyn WRIGHT, BBus(Comp) *NTU*, Master of Computing Studies *Deakin*, GDipEd(Adult) *S.Aust.*, GDipEd(Primary) *NTU*

Name and Qualifications

**Appointment / Election / Resigned /
Retired /
Term completed**

Two members of the University's academic staff

Professor Robert ELLIOT, BA(Hons) *NSW*, MA *La Trobe*, DipEd *Melb.*, PhD *Qld.*

Appointed 1 January 2011

Dr Donna WEEKS, BA(Hons) *Griff.*, MIRAP *Qld.*, GradCertArtsEntMgt *Deakin*, PhD *Qld.*

One member of the University's full-time general staff

Mr Bruce WILLIAMS, BA(Hons) *Sunshine Coast*

Two members of the student body

Ms Holli MILLS

Term completed: 8 December 2011

Mr Carl OLIVE, BA *Sunshine Coast*

Term completed: 8 December 2011

Mr Manuel BARTH

Elected: 9 December 2011

Ms Lynette MAGUIRE, BA, BA(Hons) *Sunshine Coast*

Elected: 9 December 2011

Four additional members appointed by Council

Mr Phillip HARDING

Resigned: 5 October 2011

Ms Natasha READ, BCom *Griff.*, MBA *Sunshine Coast*, FAIM, GAICD

Mr Bruce COWLEY, BCom, LLB(Hons) *Qld.*

One position remained unfilled in 2011

Members of the Audit and Risk Management Committee

The following persons were members of the Audit and Risk Management Committee during the year and up to the date of this report.

Name and Qualifications

**Appointment / Election / Resigned /
Retired /
Term completed**

Member of Council (Chairperson)

Ms Julie-Anne MEE, BBus *C. Qld.*, MAdmin *Griff.*, FCPA

Member of Council

Mr John DOBSON OAM

Member of the professional accounting bodies or audit bodies in Australia with a professional accounting, management consultancy or audit background (external)

Ms Catherine BLUNT, BCom *Griff.*, MBA *Deakin*, CPA, CIA, CISA, CFIIA

Appointed: 30 March 2011

Mr Gary McLENNAN, BCom *UTas*, Graduate Diploma – ICAA (CA Program), CA

Mr Phillip PROCOPIS, BBus *C. Qld.*, FCPA, Member of IIA (Australia)

Term Completed: 29 March 2011

Ms Natasha READ, BCom *Griff.*, MBA *Sunshine Coast*, FAIM, GAICD

Members of the Planning and Resources Committee

The following persons were members of the Planning and Resources Committee during the year and up to the date of this report.

| Name and Qualifications | Appointment / Election / Resigned / Retired / Term completed |
|-------------------------|--|
|-------------------------|--|

Deputy Chancellor (Chairperson)

Mr David JEFFRIES, BCom *Qld.*, FCA, FAICD, FFin

Chancellor

Mr John DOBSON OAM

Vice-Chancellor and President

Professor Greg HILL, CertTeach BA(Hons) PhD *Qld.*

One Dean or Director nominated by the Vice-Chancellor and President and appointed by Council

Professor Evan DOUGLAS, Dean, Faculty of Business, BCom(Hons), MCom *Newcastle(NSW)*,
PhD *S.Fraser*

Three members with expertise in strategic financial management and planning, at least one of whom must be a member of Council

Mr Bruce COWLEY BCom, LLB(Hons) *Qld.*

Appointed: 1 March 2011

Mr John GALLAGHER LLB *Qld.*, Graduate Diploma in Applied Finance & Investment – Securities
Institute of Australia

Mr Paul LUNN, BBus *S.Qld.*, FCPA, CA *Affil.*

Meetings and Record of Attendance

Six (6) ordinary meetings of Council were held during the year. Confirmed non-confidential minutes of the meetings are available to members of the University community for perusal upon request. In 2011, Council meetings were held on 22 February, 12 April, 14 June, 16 August, 25 October, and 6 December.

Four (4) ordinary meetings and one special meeting of the Audit and Risk Management Committee (ARMC) were held during the year. In 2011, ARMC meetings were held on 24 February (two meetings), 19 May, 28 July and 24 November.

Five (5) ordinary meetings and one special meeting of the Planning and Resources Committee (PRC) were held during the year. In 2011, PRC meetings were held on 24 February (two meetings), 26 May, 28 July, 6 October and 24 November.

| Member Listing | Board (Council) Meetings | | Audit & Risk Management Committee | | Planning & Resources Committee | |
|--------------------------|--------------------------|---|-----------------------------------|---|--------------------------------|---|
| | A | B | A | B | A | B |
| John DOBSON OAM | 5 | 6 | 3 | 5 | 4 | 6 |
| David JEFFRIES | 6 | 6 | | | 6 | 6 |
| Professor Greg HILL | 5 | 6 | | | 4 | 6 |
| Professor Birgit Lohmann | 5 | 6 | | | 1 | 1 |
| Dr Suzanne INNES | 5 | 6 | | | | |
| Paul LUNN | 6 | 6 | | | 5 | 6 |
| Julie-Anne MEE | 6 | 6 | 5 | 5 | | |
| Michael WILLIAMS | 1 | 6 | | | | |
| Jacquelyn WRIGHT | 4 | 6 | | | | |
| Professor Robert Elliot | 4 | 6 | | | | |
| Dr Donna WEEKS | 6 | 6 | | | | |
| Bruce WILLIAMS | 5 | 6 | | | | |
| Holli MILLS | 2 | 6 | | | | |
| Carl OLIVE | 4 | 5 | | | | |
| Manuel BARTH | 0 | 0 | | | | |
| Lynette MAGUIRE | 0 | 0 | | | | |
| Bruce COWLEY | 5 | 6 | | | 3 | 4 |
| Phillip HARDING | 2 | 4 | | | | |
| Natasha READ | 4 | 6 | 1 | 5 | | |
| Catherine BLUNT | | | 2 | 3 | | |
| Gary McLENNAN | | | 5 | 5 | | |
| Phil PROCOPIIS | | | 2 | 2 | | |
| John GALLAGHER | | | | | 5 | 6 |
| Professor Evan DOUGLAS | | | | | 5 | 6 |

A = Number of meetings attended

B = Number of meetings held during the time the member held office or was a member of the council or committee during the year

Principal Activities

The University of the Sunshine Coast was established under *The Sunshine Coast University College Act 1994* and officially opened in 1996. Full university powers were granted to the University under the *University of the Sunshine Coast Act 1998*.

The main functions of the University as set out in the Act are:

- to provide education at university standard; and
- to provide facilities for, and encourage, study and research; and
- to encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community; and
- to provide courses of study or instruction, at the levels of achievement the council considers appropriate, to meet the needs of the community; and
- to confer higher education awards; and
- to disseminate knowledge and promote scholarship; and
- to provide facilities and resources for the wellbeing of the university's staff, students and other persons undertaking courses at the university; and
- to exploit commercially, for the university's benefit, a facility or resource of the university, including, for example, study, research or knowledge, or the practical application of study, research or knowledge, belonging to the university, whether alone or with someone else; and
- to perform other functions given to the university under the Act or another Act.

There were no significant changes in the nature of the activities of the University during the year.

Review of Operations

In 2011, the University developed a new Strategic Plan (2011-2015) to include strategies to reaffirm USC's regional relevance and focus more directly on national and international excellence. 2011 saw changes to USC's leadership profile including a new Deputy Vice-Chancellor and a foundation Pro Vice-Chancellor Research. In addition an Academic restructure was undertaken to reduce three Faculties to two and appoint new Executive Deans. This new structure endeavours to support the University in a deregulated environment, including a student-centred, demand-driven funding system from 2012 and targets for higher education participation and low-SES students, impacting on the University's profile and teaching.

In December 2011 it was announced that the University was successful in its joint application with Sunshine Coast TAFE for \$24 million in Structural Adjustment Funds. These funds, will contribute to the expansion of USC's footprint to Gympie and the establishment of a Learning Hub on the Sippy Downs campus.

Significant Changes in the State of Affairs

During the year there were no significant changes in the state of the affairs of the University.

Matters Subsequent to the End of the Financial Year

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the University or the consolidated entity, the results of those operations or the state of affairs of the University in future financial years.

Likely Developments and Expected Results of Operations

Disclosure of information regarding likely developments, future prospects and business strategies of the operations of the University in future financial years and the expected results of those operations is likely to result in unreasonable prejudice to the University. Accordingly, this information has not been disclosed in this report.

Environmental Regulation

The University's operations are undertaken in accordance with any environmental regulations of the Commonwealth, State or Territory.

Insurance of Officers

In 2011, the University of the Sunshine Coast held comprehensive insurance policies in relation to its Executive Members and Officers.

The annual premium of \$13,612 (gst exclusive) for Directors and Officers Insurance covers the period 1 November 2011 to 1 November 2012. (\$12,262 gst exclusive for the period 1 November 2010 to 1 November 2011.)

Proceedings on behalf of the University of the Sunshine Coast

There are no significant legal matters other than those referred to in the financial statements and notes following.

This report is made in accordance with the resolution of the members of the Council of the University of the Sunshine Coast.

Mr John Dobson OAM
Chancellor
University of the Sunshine Coast

24 February 2012

Professor Greg Hill
Vice-Chancellor and President
University of the Sunshine Coast

24 February 2012

| | | Consolidated | | Parent entity | |
|---|-------|----------------|----------------|----------------|----------------|
| | Notes | 2011 | 2010 | 2011 | 2010 |
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| Revenue from continuing operations | | | | | |
| Australian Government financial assistance | | | | | |
| Australian Government grants | 2 | 68,767 | 66,671 | 68,767 | 66,671 |
| HECS-HELP - Australian Government payments | 2 | 26,724 | 24,764 | 26,724 | 24,764 |
| FEE-HELP | 2 | 1,207 | 1,302 | 1,207 | 1,302 |
| State and Local Government financial assistance | 3 | 2,608 | 1,880 | 2,545 | 1,755 |
| HECS-HELP - Student payments | | 3,137 | 2,972 | 3,137 | 2,972 |
| Fees and charges | 4 | 16,735 | 17,641 | 16,387 | 17,141 |
| Investment revenue | 5 | 2,808 | 1,907 | 2,804 | 1,907 |
| Consultancy and contracts | 6 | 1,352 | 1,261 | 1,352 | 1,259 |
| Other revenue | 7 | 3,798 | 3,171 | 3,733 | 3,037 |
| Total revenue from continuing operations | | 127,136 | 121,569 | 126,656 | 120,808 |
| Income from continuing operations | | | | | |
| Gains on disposal of assets | | 20 | 238 | 20 | 238 |
| Total income from continuing operations | | 20 | 238 | 20 | 238 |
| Total revenue and income from continuing operations | | 127,156 | 121,807 | 126,676 | 121,046 |
| Expenses from continuing operations | | | | | |
| Employee related expenses | 8 | 73,141 | 64,368 | 72,618 | 63,853 |
| Depreciation and amortisation | 9 | 7,508 | 6,783 | 7,494 | 6,772 |
| Repairs and maintenance | 10 | 4,285 | 3,739 | 4,247 | 3,712 |
| Borrowing costs | 11 | 1,152 | 1,301 | 1,152 | 1,301 |
| Impairment of assets | 12 | 50 | 300 | 46 | 262 |
| Losses on disposal of assets | | 266 | 59 | 266 | 59 |
| Other expenses | 13 | 31,956 | 28,884 | 31,909 | 28,800 |
| Total expenses from continuing operations | | 118,358 | 105,433 | 117,732 | 104,759 |
| Operating result before income tax | | 8,798 | 16,374 | 8,944 | 16,287 |
| Income tax expense | | 0 | - | 0 | - |
| Operating result after income tax for the period and attributable to members of the University of the Sunshine Coast | 23(b) | 8,798 | 16,374 | 8,944 | 16,287 |

The above income statement should be read in conjunction with the accompanying notes.

| | Notes | Consolidated | | Parent entity | |
|---|-------|----------------|----------------|----------------|----------------|
| | | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 |
| Operating Result after income tax for the period | | 8,798 | 16,374 | 8,944 | 16,287 |
| Gain (loss) on revaluation of land and buildings, net of tax | 23(a) | 2,828 | (3,697) | 2,828 | (3,697) |
| Total comprehensive income | | 11,626 | 12,677 | 11,772 | 12,590 |
| Total comprehensive income attributed to minority interest | | - | - | - | - |
| Total comprehensive income attributed to members of the University of the Sunshine Coast | | 11,626 | 12,677 | 11,772 | 12,590 |

The above comprehensive income statement should be read in conjunction with the accompanying notes.

| | Notes | Consolidated | | Parent entity | |
|--------------------------------|-------|----------------|---------|----------------|---------|
| | | 2011 | 2010 | 2011 | 2010 |
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| ASSETS | | | | | |
| Current Assets | | | | | |
| Cash and cash equivalents | 14 | 41,411 | 39,833 | 41,079 | 39,481 |
| Receivables | 15 | 2,480 | 1,399 | 2,572 | 1,389 |
| Other assets | 16 | 2,232 | 2,250 | 2,232 | 2,250 |
| Total current assets | | 46,123 | 43,482 | 45,883 | 43,120 |
| Non-current assets | | | | | |
| Property, plant & equipment | 17 | 175,474 | 167,264 | 175,390 | 167,166 |
| Intangible assets | 18 | 1,990 | 2,901 | 1,990 | 2,901 |
| Other financial assets | 16 | 372 | 372 | 372 | 372 |
| Other non-financial assets | 16 | 160 | 479 | 160 | 479 |
| Total non-current assets | | 177,996 | 171,016 | 177,912 | 170,917 |
| Total assets | | 224,119 | 214,497 | 223,795 | 214,037 |
| LIABILITIES | | | | | |
| Current Liabilities | | | | | |
| Trade and other payables | 19 | 357 | 3,093 | 105 | 2,906 |
| Borrowings | 20 | 1,494 | 1,696 | 1,494 | 1,696 |
| Provisions | 21 | 9,972 | 8,857 | 9,969 | 8,832 |
| Other liabilities | 22 | 2,486 | 2,633 | 2,479 | 2,626 |
| Total current liabilities | | 14,309 | 16,279 | 14,047 | 16,060 |
| Non-current liabilities | | | | | |
| Borrowings | 20 | 16,979 | 18,441 | 16,979 | 18,441 |
| Provisions | 21 | 3,377 | 1,950 | 3,376 | 1,915 |
| Total non-current liabilities | | 20,356 | 20,391 | 20,355 | 20,356 |
| Total liabilities | | 34,665 | 36,671 | 34,402 | 36,416 |
| Net assets | | 189,454 | 177,826 | 189,393 | 177,620 |
| EQUITY | | | | | |
| Reserves | 23 | 69,352 | 66,524 | 69,352 | 66,524 |
| Retained surplus | 23 | 120,101 | 111,303 | 120,041 | 111,097 |
| Total equity | | 189,453 | 177,827 | 189,393 | 177,621 |

The above statement of financial position should be read in conjunction with the accompanying notes.

| Notes | Asset Revaluation Reserve \$'000 | Retained Earnings \$'000 | Total \$'000 |
|-----------------------------------|---|--------------------------------|-----------------|
| Consolidated | | | |
| Balance at 1 January 2010 | 70,221 | 94,929 | 165,150 |
| Operating result after income tax | - | 16,374 | 16,374 |
| Revaluation to land and buildings | (3,697) | - | (3,697) |
| Other comprehensive income | - | - | - |
| Total comprehensive income | (3,697) | 16,374 | 12,677 |
| Balance at 31 December 2010 | 66,524 | 111,303 | 177,827 |
| Balance at 1 January 2010 | 66,524 | 111,303 | 177,827 |
| Operating result after income tax | - | 9,214 | 9,214 |
| Revaluation to land and buildings | 2,828 | - | 2,828 |
| Other comprehensive income | - | - | - |
| Total comprehensive income | 2,828 | 8,798 | 11,626 |
| Balance at 31 December 2011 | 69,352 | 120,517 | 189,869 |
| Parent | | | |
| Balance at 1 January 2010 | 70,221 | 94,810 | 165,031 |
| Operating result after income tax | - | 16,287 | 16,287 |
| Revaluation to land and buildings | (3,697) | - | (3,697) |
| Other comprehensive income | - | - | - |
| Total comprehensive income | (3,697) | 16,287 | 12,590 |
| Balance at 31 December 2010 | 66,524 | 111,097 | 177,621 |
| Balance at 1 January 2011 | 66,524 | 111,097 | 177,621 |
| Operating result after income tax | - | 9,360 | 9,360 |
| Revaluation to land and buildings | 2,828 | - | 2,828 |
| Other comprehensive income | - | - | - |
| Total comprehensive income | 2,828 | 8,944 | 11,772 |
| Balance at 31 December 2011 | 69,352 | 120,457 | 189,809 |

The above statement of changes in equity should be read in conjunction with the accompanying notes.

| | Notes | Consolidated | | Parent entity | |
|---|-------|-----------------|----------------|-----------------|----------------|
| | | 2011 | 2010 | 2011 | 2010 |
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| Cash flows from operating activities | | | | | |
| Australian Government Grants received | 2(h) | 97,331 | 94,818 | 97,331 | 94,818 |
| OS-HELP (net) | 2(h) | 312 | 73 | 312 | 73 |
| State Government Grants received | | 2,344 | 1,518 | 2,281 | 1,393 |
| Local Government Grants received | | 264 | 362 | 264 | 362 |
| HECS-HELP - Student payments | | 3,137 | 2,972 | 3,137 | 2,972 |
| Receipts from students fees and other customers | | 21,356 | 22,551 | 20,396 | 21,439 |
| Interest received | 5 | 2,684 | 1,907 | 2,680 | 1,907 |
| Interest and other costs of finance paid | 11 | (1,152) | (1,301) | (1,152) | (1,301) |
| Payments to suppliers and employees (inclusive of goods and services tax) | | (113,564) | (99,103) | (112,517) | (97,999) |
| GST recovered/(paid) | | 2,457 | 2,285 | 2,457 | 2,285 |
| Net cash provided by / (used in) operating activities | 28 | 15,169 | 26,081 | 15,189 | 25,949 |
| Cash flows from investing activities | | | | | |
| Proceeds from sale of property, plant and equipment | | 63 | 204 | 63 | 204 |
| Payments for property, plant and equipment | | (11,989) | (7,901) | (11,989) | (7,847) |
| Net cash provided by / (used in) investing activities | | (11,926) | (7,697) | (11,926) | (7,643) |
| Cash flows from financing activities | | | | | |
| Repayment of borrowings | | (1,665) | (2,384) | (1,665) | (2,384) |
| Net cash provided by / (used in) financing activities | | (1,665) | (2,384) | (1,665) | (2,384) |
| Net increase / (decrease) in cash and cash equivalents | | 1,578 | 16,001 | 1,598 | 15,922 |
| Cash and cash equivalents at beginning of the financial year | | 39,833 | 23,833 | 39,481 | 23,559 |
| Cash and cash equivalents at the end of the financial year | 14 | 41,411 | 39,833 | 41,079 | 39,481 |

The above statement of cash flows should be read in conjunction with the accompanying notes.

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Note 1 Summary of significant accounting policies

The University of the Sunshine Coast (the University) is established under the *University of the Sunshine Coast Act 1998* and is a statutory body as defined by the *Financial Accountability Act 2009*.

The principal accounting policies adopted in the preparation of this financial report by the University are stated in order to assist in a general understanding of the financial statements. These policies have been consistently applied to all years presented, unless otherwise indicated. Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts and other disclosures.

The financial report includes separate financial statements for the University as an individual entity and the consolidated entity consisting of the University and its subsidiary, the Innovation Centre Sunshine Coast Pty Ltd. The following is a summary of the material, significant accounting policies adopted by the University in the preparation of the financial report.

a) Basis of preparation

These financial statements are a general purpose financial report that has been prepared in accordance with the Financial and Performance Management Standard, issued under Section 57 of the Financial Accountability Act 2009, applicable Australian Accounting Standards (AASB) AASB Interpretations and the requirements of the Department of Education, Employment and Workplace Relations (DEEWR) and other State/Australian Government legislative requirements.

Compliance with International Financial Reporting Standards (IFRS)

These financial statements and notes of the University comply with Australian Accounting Standards, some of which contain requirements specific to not-for-profit entities that are inconsistent with International Financial Reporting Standards (IFRS) requirements.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain classes of property, plant and equipment.

Accrual basis of accounting

The financial statements, except for cash flow information, have been prepared using the accrual basis of accounting.

Critical accounting estimates and judgments

The members evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the consolidated entity.

There were no critical accounting estimates or judgments made during the preparation of the financial report.

b) Basis of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of the University ("parent entity") as at 31 December 2011 and the results of the subsidiary for the year then ended. The University and its subsidiary together are referred to in this financial report as the Group or the consolidated entity.

The subsidiary is that entity over which the University has the power to govern the financial and operating policies so as to obtain benefits from its activities. Control generally accompanies a shareholding of 100%. The financial statements of the subsidiary are included in the consolidated financial statements from the date that control commences until the date control ceases.

All inter-company balances and transactions between entities in the consolidated entity, including any unrealised profits and losses, have been eliminated on consolidation. Accounting policies of subsidiaries have been changed, where necessary, to ensure consistency with those policies applied by the parent entity.

c) Foreign currency translation***Functional and presentation currency***

Items included in the financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Australian dollars, which is the University's functional and presentation currency.

d) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances and duties and taxes paid.

The consolidated entity recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the consolidated entity and specific criteria have been met for each of the consolidated entity's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the sale have been resolved. The consolidated entity bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Financial assistance is recognised as revenue when the University obtains control over the income. Control over the income would normally be obtained upon the earlier of their receipt or their becoming contractually due. Financial assistance that has been identified as being potentially recoverable from DEEWR is disclosed within provisions (refer Note 21). Financial assistance yet to be received from DEEWR (if any) has been disclosed in receivables (refer Note 15). All revenue is stated net of the amount of goods and services tax (GST).

The following specific recognition criteria must also be met before revenue is recognised:

Government grants

The University treats operating grants received from Australian Government entities as income in the year of receipt. Grants are recognised at their fair value where the University obtains control of the right to receive the grant, it is likely that economic benefits will flow to the University and it can be reliably measured.

Student fees and charges

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges relate to courses to be held in future periods. Such income is treated as income in advance. Conversely, fees and charges relating to debtors are recognised as revenue in the year to which the prescribed course relates.

Interest

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets. This is generally recorded on receipt from the relevant financial institution or as accrued revenue in respect of fixed term investments.

Contributions

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which the University obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Human resources

Contract revenue is recognised in accordance with the percentage of completion method. The stage of completion is measured by reference to labour hours incurred to date as a percentage of estimated total labour hours for each contract.

Lease income

Lease income from operating leases is recognised as income on a straight-line basis over the lease term.

e) Taxation

The University and its controlled entity are, by virtue of Section 50-5 of the *Income Tax Assessment Act 1997*, exempted from the liability to pay income tax. The University and its controlled entity are, however, subject to Payroll Tax, Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the item of expense. Receivables and payables in the statement of financial position are shown inclusive of GST. Cash flows are presented in the cash flow statement on a gross basis, except for the GST component on investing and financing activities, which are disclosed as operating cash flows.

f) Leases

All of the current leases held by the University are determined as operating leases. Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. No accrual has been included to recognise the outstanding commitments on the term of the operating lease (refer Note 26(b)). Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis, over the period of the lease.

The University has not entered into and does not hold any finance leases.

g) Impairment of assets

The carrying amounts of all assets are reviewed for indicators of impairment at each reporting date. If an indicator of impairment exists, the asset's recoverable amount is estimated. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Income Statement, unless the asset is carried at a re-valued amount. When the asset is measured at a re-valued amount, the impairment loss is offset against the asset revaluation reserve of the relevant class to the extent available.

h) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, in banks and deposits held at call with financial institutions convertible to known amounts of cash within twelve months or less, and which are subject to an insignificant risk of changes in value.

i) Trade and other receivables

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost, using the effective interest rate method, less provision for impairment. Trade and other receivables are due for settlement no more than 30 days from the date of recognition. Receivables arising from student fees are recognised as amounts receivable, as sanctions are applied to students who do not pay.

Collectability of trade and other receivables is reviewed on an ongoing basis. All impaired receivables are written off in the year in which they are impaired and are recognised in the income statement. A provision for impairment is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables.

Cash flows relating to short term receivables are not discounted if the effect of discounting is immaterial.

j) Prepayments

Payments for goods and services which are to be provided in future years are recognised as prepayments. Prepayments are recorded in other non-financial assets in the statement of financial position.

k) Investments and other financial assets**Classification**

The consolidated entity classifies its investments in the following categories: loans and receivables, held-to-maturity investments, and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. The consolidated entity determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

(i) Loans and receivables

Loans and receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets. Loans and receivables are included in receivables in the statement of financial position.

(ii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the consolidated entity has the positive intention and ability to hold to maturity.

(ii) Available-for-sale financial assets

Available-for-sale financial assets, comprising principally marketable equity securities, are non derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the intention is to dispose of the investment within 12 months of the balance sheet date.

Regular purchases and sales of financial assets are recognised on trade-date - the date on which the consolidated entity commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the consolidated entity has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in other comprehensive income are included in the income statement as gains and losses from investment securities.

Subsequent measurement

Available-for-sale financial assets are subsequently carried at fair value. Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Fair Value

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the consolidated entity establishes fair value by using valuation techniques. These include reference to the fair values of recent arm's length transactions, involving the same instruments or other instruments that are substantially the same.

Impairment

The consolidated entity assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered in determining whether the security is impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit and loss - is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

l) Property, plant and equipment

Each class of property, plant and equipment is carried at fair value or cost, less where applicable, any accumulated depreciation and impairment losses. Assets are valued at their fair value in accordance with the Queensland Treasury 'Non-Current Asset Policies for the Queensland Public Sector'.

Subsequent costs to an asset are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Land

The asset recognition threshold for land is \$1. Land is not depreciated.

Buildings and infrastructure assets

The asset recognition threshold for building and infrastructure assets is \$10,000.

Construction in progress

Construction in progress is shown at a value that recognises the extent of completion of construction work, as represented by progress payments to date. Contracts signed for the purpose of building projects that have not been completed and / or commenced at 31 December 2011 have been disclosed as capital expenditure commitments (refer Note 26).

Library – heritage collection

The library heritage collection is valued at fair value in accordance with Accounting for Library Collections Policy. The asset recognition threshold for library heritage collection is \$5,000.

Leasehold improvements

Leasehold Improvements are valued at cost. The asset recognition threshold for leasehold improvements is \$5,000. Leasehold improvements are depreciated over the unexpired period of the lease.

Plant and equipment

All other plant and equipment assets are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Items of plant and equipment with a value of equal to or greater than \$5,000 are recorded at cost less depreciation and impairment losses. Additions with a value of less than \$5,000 are expensed in the year of purchase. Plant and equipment donated to the University is recorded at valuation in the year of donation.

Art collection

The University's art collection is valued at cost, with donations to the collection, being independently valued. In respect of art collections the asset recognition threshold is \$5,000. Art is not depreciated.

Revaluations

Land, building, infrastructure, library heritage and art collections are re-valued every 5 years by external independent valuers in accordance with Queensland Treasury's asset policy. In 2011 an interim revaluation of buildings and infrastructure (all valued at fair value) was performed using Australian Bureau of Statistics price indices or other reliable measures. All assets requiring formal revaluation were last re-valued as at 31st December 2009 and are due for formal revaluation again in 2014.

Accumulated depreciation at the date of revaluation is restated proportionately with the change in the gross carrying amount of the asset, as mandated by Queensland Treasury. The carrying amount of the asset after revaluation equals its re-valued amount.

Revaluation increments are recognised in other comprehensive income and accumulated in equity under the heading asset revaluation reserve, except where the increment reverses a previously recognised decrement. In such cases the increments are recognised as revenue in the income statement. Revaluation decrements are recognised as an expense in the income statement except where the decrement reverses a revaluation increment held in the asset revaluation reserve.

Depreciation

Property, plant and equipment, other than land and the library heritage and art collection are depreciated on a straight line basis over their expected useful lives at the following rates:

| Item | Useful Life (years) | Depreciation Rate (%) |
|------------------------|---------------------|-----------------------|
| Computer Hardware | 3 | 33.3 |
| Freehold Buildings | 40 | 2.5 |
| Infrastructure | 20 | 5 |
| Leasehold Improvements | 10 | 10 |
| Motor Vehicles | 5 | 20 |
| Plant & Equipment | 10 | 10 |

Depreciation is charged from the month after acquisition or, in respect of buildings and infrastructure assets under construction, from the month after the asset is completed and ready for use. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Disposals

Gains or losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the income statement. When re-valued assets are sold, it is University policy to transfer the amounts included in asset revaluation reserves in respect of those assets, to retained earnings.

m) Intangible assets**Research and development**

Expenditure on research activities, undertaken with the prospect of obtaining new scientific or technical knowledge and understandings, is recognised in the income statement as an expense, when it is incurred.

Computer software

Computer software with a value equal to or greater than \$100,000 is recognised at cost of acquisition less accumulated amortisation and any impairment losses. Computer software is amortised over its useful life. Software under construction is valued at cost where the cumulative value of invoices exceeds \$100,000. Directly attributed costs of materials, hardware and services used or consumed in generating the software have been recognised including costs of employee benefits.

Amortisation

Intangible assets are amortised on a straight line basis over their expected useful lives. The useful life of software in 2011 is 5 years (2010, 5 years).

n) Trade and other payables

These amounts represent liabilities for goods and services provided to the University prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

o) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

p) Borrowing costs

All borrowing costs are expensed in the period in which they have been incurred.

q) Provisions

Provisions are recognised when: the consolidated entity has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a finance cost.

r) Employee benefits

Provision is made for the liability for employee benefits arising from services rendered by employees to reporting date. Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be settled within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for sick leave are recognised when the leave is taken and measured at the rates paid or payable.

Annual leave

The provision for annual leave does not include any entitlements due and payable to eligible scholarship holders, consultants and casual employees. Annual leave entitlements have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs.

Long service leave

Provision for long service leave has been measured with reference to the present value of the estimated future cash outflows to be made, incorporating predictions of when leave will be taken and the consolidated entity's experience of the probability that employees will qualify for long service leave. That part of the provision that is expected to be payable within 12 months of the reporting date is classified as a current provision and measured at its nominal amount. The liability for long service leave expected to be settled more than 12 months from the reporting date is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee

departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms of maturity and currency that match, as closely as possible, the estimated future cash outflows.

Retirement benefit obligations

Contributions are made by the University to employee superannuation funds and are charged as expenses when incurred.

Superannuation

(UniSuper DBD Financial Position as at 30 June 2011)

The values and comments discussed below are representative of the financial position of UniSuper and do not reflect individual values attributable to the University. The University is not considered liable for UniSuper balances.

Background

The UniSuper Defined Benefit Division (DBD) is a defined benefit plan under Superannuation Law but, is considered to be a defined contribution plan under Accounting Standard AASB 119.

Financial Position

As at 30 June 2011 the assets of the DBD in aggregate were estimated to be \$906.5 million in deficiency of vested benefits. The vested benefits are benefits which are not conditional upon continued membership (or any factor other than leaving the service of the participating institution) and include the value of indexed pensions being provided by the DBD.

As at 30 June 2011 the assets of the DBD in aggregate were estimated to be \$426.7 million in excess of accrued benefits. The accrued benefits have been calculated as the present value of expected future benefit payments to members and indexed pensioners which arise from membership of UniSuper up to the reporting date.

The vested benefit and accrued benefit liabilities were determined by the Fund's actuary, Russell Employee Benefits, using the actuarial demographic assumptions outlined in their report dated 9 November 2011 on the actuarial investigation of the DBD as at 30 June 2011. The financial assumptions used were:

| | <u>Vested Benefits</u> | <u>Accrued Benefits</u> |
|--|----------------------------|-----------------------------|
| Gross of tax investment return | 7.25% p.a. | 8.50% p.a. |
| Net of tax investment return | 6.75% p.a. | 8.00% p.a. |
| Consumer Price Index | 2.75% p.a. | 2.75% p.a. |
| Inflationary salary increases short term (2 years) | 5.00% p.a. | 5.00% p.a. |
| Inflationary salary increases long term | 3.75% p.a. | 3.75% p.a. |

Assets have been included at their net market value, i.e. allowing for realisation costs.

The Defined Benefit Division as at 30 June 2011 is therefore in an "unsatisfactory financial position" as defined by SIS Regulation 9.04. An "unsatisfactory financial position" for a defined benefit fund is defined as when 'the value of the assets of the Fund is inadequate to cover the value of the liabilities of the Fund in respect of benefits vested in the members of the Fund'. The Actuary and the Trustee have followed the procedure required by Section 130 of the SIS Act when funds are found to be in an unsatisfactory financial position.

Clause 34 was initiated following the 31 December 2008 actuarial investigation and it has again been initiated following the 30 June 2011 actuarial investigation.

The actuary currently believes, in respect of the long-term financial condition of the Fund, that assets as at 30 June 2011, together with current contribution rates, are expected to be sufficient to provide for the current benefit levels for both existing members and anticipated new members if experience follows the "best estimate" assumptions.

s) Rounding and comparatives

Amounts in the financial report have been rounded to the nearest \$1,000 or where that amount is \$500 or less to zero. Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period, particularly those required by the DEEWR guidelines.

t) Authority to issue financial report

The financial statements were authorised for issue by the Chancellor, Vice-Chancellor & President, and the Pro Vice-Chancellor (Corporate Services) & Chief Financial Officer at the date of signing the Management Certificate.

u) New accounting standards and interpretations

Certain new Accounting Standards and Interpretations have been published that are not mandatory for 31 December 2011 reporting periods. The consolidated entity's assessment of the impact of these new Standards and Interpretations is that the new Accounting Standards and Interpretations are not relevant to the consolidated entity.

| Note | Notes | Consolidated | | Parent entity | |
|----------|---|----------------|----------------|----------------|----------------|
| | | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 |
| 2 | Australian Government financial assistance including HECS - HELP and other Australian Government loan programmes | | | | |
| | (a) Commonwealth Grants Scheme and Other Grants | | | | |
| | 30.1 | | | | |
| | Commonwealth Grant Scheme #1 | 56,377 | 52,735 | 56,377 | 52,735 |
| | Indigenous Support Program | 297 | 255 | 297 | 255 |
| | Partnership & Participation Program #2 | 1,358 | 859 | 1,358 | 859 |
| | Disability Support Program | 83 | 124 | 83 | 124 |
| | Workplace Productivity Program | - | 1,276 | - | 1,276 |
| | Learning & Teaching Performance Fund | - | - | - | - |
| | Capital Development Pool | - | 5,159 | - | 5,159 |
| | Diversity & Structural Adjustment fund #3 | - | 152 | - | 152 |
| | Transitional Cost Programme | 67 | 113 | 67 | 113 |
| | Total Commonwealth Grants Scheme and Other Grants | 58,182 | 60,672 | 58,182 | 60,672 |
| | (b) Higher Education Loan Programmes | | | | |
| | 30.2 | | | | |
| | HECS - HELP | 26,724 | 24,764 | 26,724 | 24,764 |
| | FEE - HELP #4 | 1,207 | 1,302 | 1,207 | 1,302 |
| | Total Higher Education Loan Programmes | 27,931 | 26,066 | 27,931 | 26,066 |
| | (c) Scholarships | | | | |
| | 30.3 | | | | |
| | Australian Postgraduate Awards | 295 | 196 | 295 | 196 |
| | International Postgraduate Research Scholarships | 62 | 56 | 62 | 56 |
| | Commonwealth Education Costs Scholarship #5 | 28 | 566 | 28 | 566 |
| | Commonwealth Accommodation Scholarship #5 | 402 | (124) | 402 | (124) |
| | Indigenous Access Scholarships | 27 | 123 | 27 | 123 |
| | Total Scholarships | 813 | 817 | 813 | 817 |
| | (d) DIISR - Research | | | | |
| | 30.4 | | | | |
| | Joint Research Engagement Program #6 | 463 | 368 | 463 | 368 |
| | Research Training Scheme | 726 | 634 | 726 | 634 |
| | Research Infrastructure Block Grants | 127 | 144 | 127 | 144 |
| | Implementation Assistance Program | - | 28 | - | 28 |
| | Commercialisation Training Scheme | - | 22 | - | 22 |
| | SRE in Universities | 144 | 298 | 144 | 298 |
| | Total DIISR - Research Grants | 1,459 | 1,494 | 1,459 | 1,494 |

1 Includes the basic CGS grant amount, CGS-Regional Loading, CGS-Enabling Loading, Maths and Science Transitional Loading and Full Fee Places Transitional Loading.

2 Includes Equity Support Program

3 Includes Collaboration & Structural Adjustment Program

4 Program is in respect of FEE-HELP for Higher Education only and excludes funds received in respect of VET FEE-HELP.

5 Includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships respectively.

6 Includes Institutional Grants Scheme

| Note | Notes | Consolidated | | Parent entity | |
|----------|--|----------------|----------------|----------------|----------------|
| | | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 |
| 2 | Australian Government financial assistance including HECS-HELP and other Australian loan programmes (continued) | | | | |
| | (e) Australian Research Council | | | | |
| | (i) Discovery | | | | |
| | Projects 30.6 (a) | 82 | - | 82 | - |
| | (ii) Linkages | | | | |
| | Projects 30.6 (b) | - | 29 | - | 29 |
| | Total Australian Research Council | 82 | 29 | 82 | 29 |
| | (f) Other Australian Government financial assistance | | | | |
| | Department of Education, Employment and Workplace Relations | | | | |
| | Australian Learning & Teaching Council | 387 | 60 | 387 | 60 |
| | Indigenous Employment Program | 38 | 73 | 38 | 73 |
| | Indigenous Tutorial Assistance Program | 130 | 148 | 130 | 148 |
| | National Indigenous Cadetship Program | 83 | 35 | 83 | 35 |
| | International Study Grants - Outbound Exchange Program | 785 | 246 | 785 | 246 |
| | Strategic Collaboration & Partnership Fund | 273 | - | 273 | - |
| | Apprenticeship Other | 20 | - | 20 | - |
| | AusAid | 1,749 | 772 | 1,749 | 772 |
| | Australian Centre International Agriculture Research | 36 | 338 | 36 | 338 |
| | Australian Food & Grocery Council | - | 15 | - | 15 |
| | Australian Institute of Marine Sciences | - | 6 | - | 6 |
| | Australian Institute of Sport | 7 | 77 | 7 | 77 |
| | Australian Seabed Cooperative Research Centre | 976 | 457 | 976 | 457 |
| | Australian Sports Commission | - | 5 | - | 5 |
| | Australian Universities | 582 | 978 | 582 | 978 |
| | CRC Forestry Limited | 77 | 89 | 77 | 89 |
| | CSIRO | 20 | 57 | 20 | 57 |
| | Department of Agriculture, Fisheries & Forestry | 117 | 200 | 117 | 200 |
| | Department of Climate Change | - | 30 | - | 30 |
| | Department of Health & Ageing | - | 12 | - | 12 |
| | Department of the Prime Minister & Cabinet | - | 40 | - | 40 |
| | Great Barrier Reef Marine Park Authority | - | 21 | - | 21 |
| | AINSE - Aust Institute of Nuclear Science & Engineering | 7 | - | 7 | - |
| | Australian Council for the Arts | 20 | - | 20 | - |
| | Australian Synchrotron | 3 | - | 3 | - |
| | Burnett Mary Regional Group for Natural | 28 | - | 28 | - |
| | Department of Health & Aging | 905 | - | 905 | - |
| | Dept of Innovation, Industry, Science & Research | 1,930 | - | 1,930 | - |
| | Fisheries Research Development Corporation | 26 | - | 26 | - |
| | Torres Strait Regional Authority | 31 | - | 31 | - |
| | Total other Australian Government financial assistance | 8,230 | 3,659 | 8,230 | 3,659 |
| | Total Australian Government financial assistance | 96,697 | 92,737 | 96,697 | 92,737 |
| | Reconciliation | | | | |
| | Australian Government grants | 68,767 | 66,671 | 68,767 | 66,671 |
| | HECS - HELP Australian Government payments | 26,724 | 24,764 | 26,724 | 24,764 |
| | Other Australian Government loan programmes (FEE-HELP) | 1,207 | 1,302 | 1,207 | 1,302 |
| | Total Australian Government financial assistance | 96,697 | 92,737 | 96,697 | 92,737 |
| | (g) Australian Government Grants received - cash basis | | | | |
| | CGS and Other DEEWR Grants | 58,418 | 61,934 | 58,418 | 61,934 |
| | Higher Education Loan Programmes | 27,913 | 26,885 | 27,913 | 26,885 |
| | Scholarships | 1,229 | 817 | 1,229 | 817 |
| | DIISR research | 1,459 | 1,494 | 1,459 | 1,494 |
| | ARC grants - Discovery | 82 | - | 82 | - |
| | ARC grants - Linkages | - | 29 | - | 29 |
| | Other Australian Government Grants | 8,230 | 3,659 | 8,230 | 3,659 |
| | Total Australian Government Grants received - cash basis | 97,331 | 94,818 | 97,331 | 94,818 |
| | OS HELP (Net) | 312 | 387 | 312 | 387 |
| | Total Australian Government Grants received - cash basis | 97,643 | 95,205 | 97,643 | 95,205 |

| Note | 3 | State and Local Government financial assistance | Consolidated | | Parent entity | |
|------|---|--|----------------|----------------|----------------|----------------|
| | | | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 |
| | | Baldwin - Creative Models of Accommodation | 30 | - | 30 | - |
| | | Burnett Mary Regional Group | - | 83 | - | 83 |
| | | Chancellor State College | - | 4 | - | 4 |
| | | Department of Community Safety | 893 | 7 | 893 | 7 |
| | | Department of Education & Training | 9 | 1 | 9 | 1 |
| | | Department of Infrastructure & Planning | - | 21 | - | 21 |
| | | Department of Local Government & Planning | 14 | - | 14 | - |
| | | Department of Transport & Main Roads | 26 | 2 | 26 | 2 |
| | | Dept Environment & Resource Mgt | 8 | 36 | 8 | 36 |
| | | Dept of Employment, Economic Development and Innovation | 1,237 | 1,348 | 1,174 | 1,223 |
| | | Dept of Primary Industries & Fisheries | 5 | 15 | 5 | 15 |
| | | Fraser Coast Regional Council | 5 | 3 | 5 | 3 |
| | | Regional Development Australia - Sunshine Coast inc. | 1 | - | 1 | - |
| | | Health Workforce Australia (HWA) | 48 | - | 48 | - |
| | | Maroochy Shire Council | 7 | - | 7 | - |
| | | Noosa & District Landcare Group Inc | 38 | - | 38 | - |
| | | Queensland Education & Training International | 30 | - | 30 | - |
| | | Queensland Nursing Council | - | 28 | - | 28 |
| | | Queensland Police Service | - | 58 | - | 58 |
| | | Redland Shire Council | 8 | - | 8 | - |
| | | Sunshine Coast Health Foundation | 44 | - | 44 | - |
| | | Sunshine Coast Institute of TAFE | - | 200 | - | 200 |
| | | Sunshine Coast Regional Council | 205 | 75 | 205 | 75 |
| | | White Derived APF | 1 | - | 1 | - |
| | | Total State and Local Government financial assistance | 2,608 | 1,880 | 2,545 | 1,755 |

| | Consolidated | | Parent entity | |
|---|---------------|---------------|---------------|---------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Note 4 Fees and charges | | | | |
| Course fees and charges | | | | |
| Fee-paying overseas students | 13,159 | 13,524 | 13,159 | 13,524 |
| Fee-paying domestic postgraduate students | 1,904 | 2,587 | 1,904 | 2,587 |
| Fee-paying domestic non-award students | 177 | 175 | 177 | 175 |
| Total course fees and charges | 15,240 | 16,286 | 15,240 | 16,286 |
| Other non-course fees and charges | | | | |
| Amenities and service fees | - | 29 | - | - |
| Applications and late fees | 9 | 11 | 9 | 11 |
| Examination fees | 1 | 6 | 1 | 6 |
| Library fines | 54 | 35 | 54 | 35 |
| Conferences, activities & excursions | 198 | 23 | 184 | 23 |
| Rental charges | 521 | 640 | - | - |
| Hire of equipment and facilities | 628 | 565 | 628 | 565 |
| Other | 84 | 46 | 271 | 215 |
| Total other non-course fees and charges | 1,495 | 1,355 | 1,147 | 855 |
| Total fees and charges | 16,735 | 17,641 | 16,387 | 17,141 |
| Note 5 Investment revenue and income | | | | |
| Queensland Treasury Corporation - interest | 2,019 | 1,902 | 2,019 | 1,789 |
| Westpac Banking Corporation - interest | 152 | - | 148 | 113 |
| ANZ Banking Corporation - interest | 441 | - | 441 | - |
| Australian Taxation Office | 1 | - | 1 | - |
| Dividend Income | 195 | 5 | 195 | 5 |
| Total investment revenue and income | 2,808 | 1,907 | 2,804 | 1,907 |
| Note 6 Consultancy and contracts | | | | |
| Consultancy | 211 | 365 | 211 | 363 |
| Contract research | 1,141 | 896 | 1,141 | 896 |
| Total consultancy and contracts | 1,352 | 1,261 | 1,352 | 1,259 |
| Note 7 Other revenue and income | | | | |
| Donations and bequests | 900 | 533 | 900 | 533 |
| Scholarships, sponsorships and prizes | 133 | 143 | 99 | 143 |
| Food services | 2,263 | 1,949 | 2,263 | 1,949 |
| Sales - Publications and printing | 422 | 366 | 422 | 366 |
| Other | 80 | 180 | 49 | 46 |
| Total other revenue and income | 3,798 | 3,171 | 3,733 | 3,037 |

| | Consolidated | | Parent entity | |
|---|---------------|---------------|---------------|---------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Note 8 Employee related expenses | | | | |
| Academic | | | | |
| Salaries | 27,227 | 24,954 | 27,227 | 24,954 |
| Contributions to superannuation and pension schemes | | | | |
| Funded | 3,917 | 3,550 | 3,917 | 3,550 |
| Payroll tax | 1,521 | 1,354 | 1,494 | 1,354 |
| Workers' compensation | 158 | 143 | 155 | 143 |
| Long service leave - transfer to provision | 644 | 112 | 678 | 112 |
| Annual leave - transfer to provision | 695 | 843 | 717 | 843 |
| Other | 96 | 73 | 85 | 73 |
| Total academic | 34,258 | 31,028 | 34,273 | 31,028 |
| Non-academic | | | | |
| Salaries | 30,882 | 26,613 | 30,391 | 26,199 |
| Contributions to superannuation and pension schemes | | | | |
| Funded | 4,537 | 4,023 | 4,490 | 3,968 |
| Payroll tax | 1,666 | 1,465 | 1,666 | 1,444 |
| Workers' compensation | 173 | 153 | 173 | 151 |
| Long service leave - transfer to provision | 813 | 139 | 813 | 132 |
| Annual leave - transfer to provision | 705 | 845 | 705 | 831 |
| Other | 107 | 102 | 107 | 100 |
| Total non-academic | 38,883 | 33,340 | 38,345 | 32,825 |
| Total employee related expenses | 73,141 | 64,368 | 72,618 | 63,853 |
| Note 9 Depreciation and amortisation | | | | |
| Amortisation | 911 | 415 | 911 | 415 |
| Buildings | 4,211 | 4,101 | 4,211 | 4,101 |
| Leasehold improvements | 76 | 59 | 71 | 55 |
| Plant & equipment | 1,563 | 1,531 | 1,554 | 1,523 |
| Infrastructure | 747 | 678 | 747 | 678 |
| Total depreciation and amortisation | 7,508 | 6,783 | 7,494 | 6,772 |
| Note 10 Repairs & maintenance | | | | |
| Maintenance-buildings/grounds | 2,956 | 1,498 | 2,956 | 1,498 |
| Maintenance-plant & equipment | 816 | 727 | 778 | 706 |
| Minor alterations/works | 513 | 1,513 | 513 | 1,508 |
| Total repairs and maintenance | 4,285 | 3,739 | 4,247 | 3,712 |
| Note 11 Borrowing costs | | | | |
| Interest payments | 1,152 | 1,301 | 1,152 | 1,301 |
| Total borrowing costs | 1,152 | 1,301 | 1,152 | 1,301 |
| Note 12 Impairment of assets | | | | |
| Receivables - student fees and loans | 46 | 4 | 46 | 4 |
| Receivables - trade receivables | 4 | 296 | - | 258 |
| Total impairment of assets | 50 | 300 | 46 | 262 |

| | Consolidated | | Parent entity | |
|---|---------------|---------------|---------------|---------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Note 13 Other expenses | | | | |
| Scholarships, grants and prizes | 7,064 | 6,126 | 7,064 | 6,376 |
| Non-capitalised equipment | 4,194 | 3,475 | 4,183 | 3,445 |
| Advertising, marketing and promotional expenses | 1,553 | 1,311 | 1,529 | 1,247 |
| Bank fees & charges | 150 | 169 | 149 | 169 |
| Professional fees - audit, legal & consulting | 5,196 | 4,228 | 5,109 | 4,164 |
| Insurance | 358 | 295 | 358 | 295 |
| General consumables | 820 | 844 | 820 | 844 |
| Postage, printing and stationery | 734 | 801 | 710 | 789 |
| Telecommunications | 699 | 689 | 599 | 583 |
| Travel & entertainment | 2,134 | 1,952 | 2,131 | 1,944 |
| Subscriptions and memberships | 980 | 694 | 979 | 693 |
| Rental, hire and other leasing fees | 1,494 | 1,387 | 1,461 | 1,356 |
| Motor vehicles | 120 | 143 | 120 | 143 |
| IT software and licences | 1,256 | 1,362 | 1,251 | 1,362 |
| Commissions paid | 717 | 1,162 | 717 | 1,162 |
| Food and catering | 1,120 | 1,115 | 1,120 | 1,115 |
| Staff development and recruitment | 858 | 739 | 853 | 736 |
| Occupancy & utilities | 2,428 | 2,276 | 2,427 | 2,276 |
| Other | 81 | 115 | 329 | 101 |
| Total other expenses | 31,956 | 28,884 | 31,909 | 28,800 |

| | | | | |
|--|---------------|---------------|---------------|---------------|
| Note 14 Cash and cash equivalents | | | | |
| Cash at bank and on hand | 1,552 | 1,535 | 1,220 | 1,184 |
| Deposits at call | 39,859 | 38,298 | 39,859 | 38,298 |
| Total cash and cash equivalents | 41,411 | 39,833 | 41,079 | 39,481 |

(a) Reconciliation to cash at the end of the year

The above figures are reconciled to cash at the end of the year as shown in the statement of cash flows as follows:

| | | | | |
|--|---------------|---------------|---------------|---------------|
| Balance as above | 41,411 | 39,833 | 41,079 | 39,481 |
| Less: Bank overdrafts | - | - | - | - |
| Balance as per statement of cash flows | 41,411 | 39,833 | 41,079 | 39,481 |

(b) Cash at bank and on hand

| | | | | |
|--|--------------|--------------|--------------|--------------|
| Cash at bank - the operating account has an effective interest rate of 1.85% (2010 2.35%) | 959 | 738 | 628 | 387 |
| Cash at bank - the Foundation account has an effective interest rate of 4.25% (2010 3.95%) | 340 | 781 | 340 | 781 |
| Cash at bank - ANZ account has an effective interest rate of nil% (no 2010 comparatives) | 236 | - | 236 | - |
| Non-interest bearing - floats and petty cash | 18 | 16 | 17 | 15 |
| | 1,553 | 1,535 | 1,221 | 1,184 |

(c) Deposits at call

| | | | | |
|--|---------------|---------------|---------------|---------------|
| Deposits - QTC Capital Guarantee Fund has an effective interest rate of 5.34% (2010 5.7%). The rate is in correlation with the published daily cash rate. | 13,608 | 37,278 | 13,608 | 37,278 |
| Deposits - Westpac Term Deposits have effective interest rates of 5.85% and 6.25% (2010 6.00% and 7.25%). The deposits have an average maturity of 274 days (2010 183 days). | 1,250 | 1,020 | 1,250 | 1,020 |
| Deposits - ANZ Term Deposits have effective interest rates between 5.9% and 6.0% (no 2010 comparatives). The deposits have an average maturity of 152 days (no 2010 comparatives). | 25,000 | - | 25,000 | - |
| | 39,858 | 38,298 | 39,858 | 38,298 |

| Note 15 Receivables | Consolidated | | Parent entity | |
|---|---------------------|---------------------|---------------------|---------------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Current | | | | |
| Student fees and loans | 714 | 158 | 714 | 158 |
| Less: Provision for impaired receivables | (80) | (44) | (80) | (44) |
| Trade receivables | 1,475 | 559 | 1,437 | 488 |
| Less: Provision for impaired receivables | - | (15) | - | - |
| | <u>2,109</u> | <u>658</u> | <u>2,071</u> | <u>602</u> |
| GST receivable | 29 | 350 | 29 | 378 |
| Accrued revenue | 316 | 387 | 316 | 387 |
| Sundry loans and advances | 25 | 4 | 25 | 4 |
| Amounts receivable from wholly owned subsidiaries | - | - | 130 | 19 |
| Total current receivables | <u>2,479</u> | <u>1,399</u> | <u>2,571</u> | <u>1,389</u> |

(a) Impaired receivables

As at the 31 December 2011 current receivables of the Group with a nominal value of \$50k (2010 \$207k) were impaired. The amount of the provision was \$80k (2010 \$59k). The individually impaired receivables mainly relate to student tuition doubtful debts.

As at the 31 December 2011, trade receivables of \$1,097k (2010 \$249k) were past due (greater than 30 days) but not impaired. These relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these receivables are as follows:

| | Consolidated | |
|---------------|------------------|-------------------|
| | 2011 \$'000 | 2010 \$'000 |
| 1 to 3 months | 1 | 182 |
| Over 3 months | 79 | 67 |
| | <u>80</u> | <u>249</u> |

Movements in the provision for impaired receivables are as follows:

| | | |
|--|------------------|------------------|
| At 1 January | 59 | 161 |
| Provision for impairment recognised during the year | 28 | 224 |
| Receivables written off during the year as uncollectible | (7) | (289) |
| Unused amount reversed | - | (37) |
| | <u>80</u> | <u>59</u> |

The creation and release of the provision for impaired receivables has been included in 'other expenses' in the income statement. Amount charged to the provision account are generally written off when there is no expectation of recovering additional cash.

The other amounts within receivables do not contain impaired assets and are not past due. Based on credit history, it is expected that these amounts will be received when due.

Note 15 Receivables (continued)**(b) Foreign exchange and interest rate risk**

The carrying amounts of the Group's and parent entity's current and non-current receivables are in Australian Dollars.

A summarised analysis of the sensitivity of receivables to foreign exchange and interest rate risk can be found in note 29.

(c) Fair value and credit risk

Due to the short-term nature of the current receivables, their carrying value is assumed to approximate their fair value.

The fair values are carried at nominal amounts due less any provision for impairment.

Exposure to credit risk at the reporting date is considered negligible as the receivable invoice issued to external parties of the Group, is a fee for service provision arrangement and is generally paid prior to the service being rendered. The Group does not hold any collateral as security. Refer to note 29 for more information of the risk management policy of the Group.

| | Consolidated | | Parent entity | |
|--|--------------|--------------|---------------|--------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Note 16 Other financial and non-financial assets | | | | |
| Current | | | | |
| Other non-financial assets | | | | |
| Prepayments | 2,232 | 2,250 | 2,232 | 2,250 |
| Total current | 2,232 | 2,250 | 2,232 | 2,250 |
| Non-current | | | | |
| Other financial assets | | | | |
| Westpac Term Deposit | 272 | 272 | 272 | 272 |
| Shares in IDP Education Australia Ltd | 20 | 20 | 20 | 20 |
| Shares in ANZ Banking Corporation Ltd | 80 | 80 | 80 | 80 |
| | 372 | 372 | 372 | 372 |
| Other non-financial assets | | | | |
| Prepayments | 160 | 479 | 160 | 479 |
| Total non-current other assets | 532 | 851 | 532 | 851 |
| Total other financial assets and non-financial assets | 2,764 | 3,101 | 2,764 | 3,101 |

The fair values of unlisted shares have been carried at cost as there is no organised financial market to determine fair value.

The carrying amounts of the Group's and parent entity's other assets are in Australian Dollars.

A summarised analysis of the sensitivity of other assets to foreign exchange and interest rate risk can be found in note 29.

Note 17 Property, plant & equipment

| Consolidated | Construction in progress | Freehold land | Freehold buildings | Infrastructure assets | Leasehold improvements | Plant & equipment* | Library reference collection | Art Collection | Total |
|------------------------------------|--------------------------|---------------|--------------------|-----------------------|------------------------|--------------------|------------------------------|----------------|----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| At 1 January 2010 | | | | | | | | | |
| -Cost | 757 | - | - | - | 544 | 11,056 | - | 145 | 12,502 |
| -Valuation | - | 19,900 | 164,042 | 12,742 | - | - | 25 | 893 | 197,602 |
| Accumulated depreciation | - | - | (29,231) | (4,896) | (143) | (6,382) | - | - | (40,654) |
| Net book amount | 757 | 19,900 | 134,811 | 7,845 | 401 | 4,675 | 25 | 1,038 | 169,452 |
| Year ended 31 December 2010 | | | | | | | | | |
| Opening net book amount | 757 | 19,900 | 134,811 | 7,845 | 401 | 4,675 | 25 | 1,038 | 169,452 |
| Revaluation surplus | - | (2,985) | (659) | (53) | - | - | - | - | (3,697) |
| Additions | 3,903 | - | 777 | 862 | 218 | 2,187 | - | 219 | 8,166 |
| Disposals | - | - | - | - | - | (288) | - | - | (288) |
| Depreciation charge | - | - | (4,101) | (678) | (59) | (1,531) | - | - | (6,369) |
| Closing net book amount | 4,660 | 16,915 | 130,828 | 7,977 | 559 | 5,043 | 25 | 1,257 | 167,264 |
| At 31 December 2010 | | | | | | | | | |
| -Cost | 4,660 | - | - | - | 762 | 12,639 | - | 364 | 18,424 |
| -Valuation | - | 16,915 | 164,160 | 13,551 | - | - | 25 | 893 | 195,544 |
| Accumulated depreciation | - | - | (33,332) | (5,574) | (202) | (7,597) | - | - | (46,704) |
| Net book amount | 4,660 | 16,915 | 130,828 | 7,977 | 559 | 5,043 | 25 | 1,257 | 167,265 |

Note 17 Property, plant & equipment (continued)

| Consolidated | Construction in progress | Freehold land | Freehold buildings | Infrastructure assets | Leasehold improvements | Plant & equipment* | Library reference collection | Art Collection | Total |
|------------------------------------|--------------------------|---------------|--------------------|-----------------------|------------------------|--------------------|------------------------------|----------------|----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Year ended 31 December 2011 | | | | | | | | | |
| Opening net book amount | 4,660 | 16,915 | 130,828 | 7,977 | 559 | 5,043 | 25 | 1,257 | 167,265 |
| Revaluation surplus | - | - | 2,605 | 223 | - | - | - | - | 2,828 |
| Additions | 172 | - | 5,969 | 4,118 | 23 | 2,004 | - | 25 | 12,311 |
| Disposals | - | - | (91) | (3) | (25) | (214) | - | - | (333) |
| Depreciation charge | - | - | (4,211) | (747) | (75) | (1,562) | - | - | (6,595) |
| Closing net book amount | 4,832 | 16,915 | 135,100 | 11,569 | 481 | 5,271 | 25 | 1,281 | 175,475 |
| At 31 December 2011 | | | | | | | | | |
| -Cost | 4,832 | - | - | - | 736 | 13,027 | - | 388 | 18,984 |
| -Valuation | - | 16,915 | 173,231 | 18,013 | - | - | 25 | 893 | 209,077 |
| Accumulated depreciation | - | - | (38,131) | (6,444) | (254) | (7,757) | - | - | (52,586) |
| Net book amount | 4,832 | 16,915 | 135,100 | 11,568 | 482 | 5,270 | 25 | 1,281 | 175,474 |

Note 17 Property, plant & equipment (continued)

| Parent | Construction in progress | Freehold land | Freehold buildings | Infrastructure assets | Leasehold improvements | Plant & equipment* | Library reference collection | Art Collection | Total |
|------------------------------------|--------------------------|---------------|--------------------|-----------------------|------------------------|--------------------|------------------------------|----------------|----------------|
| \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| At 1 January 2010 | | | | | | | | | |
| -Cost | 757 | 0 | 0 | 0 | 513 | 11,004 | 0 | 145 | 12,419 |
| -Valuation | 0 | 19,900 | 164,042 | 12,742 | 0 | 0 | 25 | 893 | 197,601 |
| Accumulated depreciation | 0 | 0 | (29,231) | (4,896) | (143) | (6,352) | 0 | 0 | (40,623) |
| Net book amount | 757 | 19,900 | 134,811 | 7,845 | 370 | 4,651 | 25 | 1,038 | 169,397 |
| Year ended 31 December 2010 | | | | | | | | | |
| Opening net book amount | 757 | 19,900 | 134,811 | 7,845 | 370 | 4,651 | 25 | 1,038 | 169,397 |
| Revaluation surplus | - | (2,985) | (659) | (53) | - | - | - | - | (3,697) |
| Additions | 3,903 | - | 777 | 862 | 202 | 2,148 | - | 219 | 8,111 |
| Disposals | - | - | - | - | - | (288) | - | - | (288) |
| Depreciation charge | - | - | (4,101) | (678) | (55) | (1,524) | - | - | (6,358) |
| Closing net book amount | 4,660 | 16,915 | 130,828 | 7,977 | 517 | 4,987 | 25 | 1,257 | 167,166 |
| At 31 December 2010 | | | | | | | | | |
| -Cost | 4,660 | - | - | - | 715 | 12,548 | - | 364 | 18,286 |
| -Valuation | - | 16,915 | 164,160 | 13,551 | - | - | 25 | 893 | 195,544 |
| Accumulated depreciation | - | - | (33,332) | (5,574) | (198) | (7,561) | - | - | (46,664) |
| Net book amount | 4,660 | 16,915 | 130,828 | 7,977 | 517 | 4,987 | 25 | 1,257 | 167,166 |

Note 17 Property, plant & equipment (continued)

| Parent | Construction in progress | Freehold land | Freehold buildings | Infrastructure assets | Leasehold improvements | Plant & equipment* | Library reference collection | Art Collection | Total |
|------------------------------------|--------------------------|---------------|--------------------|-----------------------|------------------------|--------------------|------------------------------|----------------|----------------|
| \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Year ended 31 December 2011 | | | | | | | | | |
| Opening net book amount | 4,660 | 16,915 | 130,828 | 7,977 | 517 | 4,987 | 25 | 1,257 | 167,166 |
| Revaluation surplus | - | - | 2,605 | 223 | - | - | - | - | 2,828 |
| Additions | 172 | - | 5,969 | 4,118 | 23 | 2,004 | - | 25 | 12,311 |
| Disposals | - | - | (91) | (3) | (25) | (214) | - | - | (333) |
| Depreciation charge | - | - | (4,211) | (747) | (71) | (1,553) | - | - | (6,582) |
| Closing net book amount | 4,832 | 16,915 | 135,100 | 11,568 | 444 | 5,224 | 25 | 1,281 | 172,562 |
| At 31 December 2011 | | | | | | | | | |
| -Cost | 4,832 | - | - | - | 690 | 12,936 | - | 388 | 18,846 |
| -Valuation | - | 16,915 | 173,231 | 18,013 | - | - | 25 | 893 | 209,077 |
| Accumulated depreciation | - | - | (38,131) | (6,444) | (246) | (7,712) | - | - | (52,533) |
| Net book amount | 4,832 | 16,915 | 135,100 | 11,568 | 444 | 5,224 | 25 | 1,281 | 172,562 |

* Plant & equipment represents all operational assets, including motor vehicles and computer equipment.

(i) Valuations of land and buildings

Revaluation for buildings and infrastructure assets has been based on the IPD = Implicit Price Deflator. Average on the most recent 4 quarters as per the Non Current Asset Policy 5.3 Interim Revaluations.

(ii) Non-current assets pledged as security

No non-current assets have been pledged as security.

(iii) Valuation Effective Dates

All assets requiring formal revaluation were revalued on 31st December 2009.

Note 18 Intangible assets

| | Software (development costs) | Total |
|------------------------------------|------------------------------------|--------------|
| Consolidated | \$'000 | \$'000 |
| At 1 January 2010 | | |
| -Cost | 4,557 | 4,557 |
| -Valuation | - | - |
| Accumulated amortisation | (1,241) | (1,241) |
| Net book amount | <u>3,316</u> | <u>3,316</u> |
| Year ended 31 December 2010 | | |
| Opening net book amount | 3,316 | 3,316 |
| Additions | - | - |
| Disposals | - | - |
| Amortisation charge | (415) | (415) |
| Closing net book amount | <u>2,901</u> | <u>2,901</u> |
| At 1 January 2011 | | |
| -Cost | 4,557 | 4,557 |
| -Valuation | - | - |
| Accumulated amortisation | (1,656) | (1,656) |
| Net book amount | <u>2,901</u> | <u>2,901</u> |
| Year ended 31 December 2011 | | |
| Opening net book amount | 2,901 | 2,901 |
| Additions | - | - |
| Disposals | - | - |
| Amortisation charge | (911) | (911) |
| Closing net book amount | <u>1,990</u> | <u>1,990</u> |
| As at 31 December 2011 | | |
| -Cost | 4,557 | 4,557 |
| -Valuation | - | - |
| Accumulated amortisation | (2,567) | (2,567) |
| Net book amount | <u>1,990</u> | <u>1,990</u> |

| | | Consolidated | | Parent entity | |
|--|------|--------------|--------------|---------------|--------------|
| | | 2011 | 2010 | 2011 | 2010 |
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| Note 19 Trade and other payables | | | | | |
| Current | | | | | |
| OS-HELP Liability to Australian Government | 30.2 | 97 | 73 | 97 | 73 |
| Creditors | | 153 | 457 | 3 | 347 |
| Accrued expenses | | 107 | 2,564 | 4 | 2,486 |
| Total trade and other payables | | 357 | 3,093 | 104 | 2,906 |

(a) Foreign currency risk

The carrying amounts of the Group's and parent entity's trade and other payables are in Australian Dollars.

For an analysis of the sensitivity of trade and other payables to foreign currency risk refer to note 29.

Note 20 Borrowings**Current****Secured**

| | | | | |
|--|--------------|--------------|--------------|--------------|
| Loan - Queensland Department of Tourism, Regional Development and Industry | 104 | 104 | 104 | 104 |
| Loan - Queensland Treasury Corporation | 1,390 | 1,592 | 1,390 | 1,592 |
| Total current secured borrowings | 1,494 | 1,696 | 1,494 | 1,696 |

Non-Current**Secured**

| | | | | |
|--|---------------|---------------|---------------|---------------|
| Loan - Queensland Department of Tourism, Regional Development and Industry | 1,772 | 1,875 | 1,772 | 1,875 |
| Loan - Queensland Treasury Corporation | 15,207 | 16,566 | 15,207 | 16,566 |
| Total non-current secured borrowings | 16,979 | 18,442 | 16,979 | 18,442 |

| | | | | |
|-------------------------|---------------|---------------|---------------|---------------|
| Total borrowings | 18,473 | 20,138 | 18,473 | 20,138 |
|-------------------------|---------------|---------------|---------------|---------------|

Note – State government entities have been listed by their known title as at the date of signing of the relevant loan agreement(s).

(a) Assets pledged as security

Security for loan liabilities to the QTC is a guarantee of due performance and observance of the Borrower's obligations under the facility by the Treasurer of Queensland in favour of QTC. No one specific asset has been pledged as security for current and non-current borrowings.

(b) Financing arrangements

The following facilities have been taken out under Queensland Government arrangements:

Queensland Treasury Corporation**Credit standby arrangements****Total facilities**

| | | | | |
|---|--------------|--------------|--------------|--------------|
| QTC - Overdraft/Short-term Funding Facility | 4,000 | 4,000 | 4,000 | 4,000 |
| Total facilities | 4,000 | 4,000 | 4,000 | 4,000 |

Used (Drawdown) at reporting date

| | | | | |
|---|---|---|---|---|
| QTC - Overdraft/Short-term Funding Facility | - | - | - | - |
| | - | - | - | - |

Unused (Drawdown) at reporting date

| | | | | |
|---|--------------|--------------|--------------|--------------|
| QTC - Overdraft/Short-term Funding Facility | 4,000 | 4,000 | 4,000 | 4,000 |
| | 4,000 | 4,000 | 4,000 | 4,000 |

| Note 20 Borrowings (continued) | Consolidated | | Parent entity | |
|--|---------------|---------------|---------------|---------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Queensland Treasury Corporation (continued) | | | | |
| Bank loan facilities | | | | |
| Total facilities | 30,000 | 30,000 | 30,000 | 30,000 |
| Used (Drawdown) at balance date | 16,596 | 18,158 | 16,596 | 18,158 |
| Available facilities at balance date | 13,404 | 11,842 | 13,404 | 11,842 |

(i) \$15 million fixed loan facility. The loan is repayable in quarterly instalments of equal size such that the advance amount and interest (including capitalised interest) and fees calculated thereon are fully repaid at the end of the expected term of 17 years.

(ii) QTC Debt Pools

- \$10 million 6 Year Debt Pool (adjusted from 9 Year Debt Pool on 27 October 2011), expected term of 10 years

(iii) \$4million Overdraft/short term funding facility. No overdraft exists at balance sheet date as funds are currently being drawn from the QTC Capital Guarantee Fund.

Department of Tourism, Regional Development and Industry

Bank loan facilities

| | | | | |
|--------------------------------------|------------|------------|------------|------------|
| Total facilities | 2,160 | 2,160 | 2,160 | 2,160 |
| Used (Drawdown) at balance date | 1,876 | 1,979 | 1,876 | 1,979 |
| Available facilities at balance date | 284 | 181 | 284 | 181 |

(c) Fair value

All QTC borrowings are recorded at book value.

Market Value of QTC borrowings as at 31 December 2011 is \$17,310,995.99 (2010 \$18,049,280.41).

The effective book interest rates as at balance date on fixed rate borrowings range from 5.70% to 6.80% (2010 5.70% to 6.75%).

Expected final repayment dates vary from 29 May 2019 to 15 September 2022.

The fair value of the loan with the State Government is carried at the principal amount drawn down.

(d) Risk exposures

The exposure of the Group's and parent entity's borrowings to interest rate changes is considered minimal as all major borrowings are held with State Government entities in fixed rate arrangements.

The carrying amounts of the Group's and parent entity's borrowings are in Australian Dollars.

For an analysis of the sensitivity of borrowings to interest rate risk refer to Note 29.

| | Consolidated | | Parent entity | |
|---|---------------|---------------|---------------|---------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Note 21 Provisions | | | | |
| Current provisions expected to be settled within 12 months | | | | |
| Employee benefits | | | | |
| Annual leave | 4,617 | 4,826 | 4,614 | 4,801 |
| Long service leave | 3,679 | 2,630 | 3,679 | 2,630 |
| Workers' compensation and insurances clearance | 773 | 784 | 773 | 784 |
| Australian Government Financial Assistance repayment | 903 | 617 | 903 | 617 |
| Total current | 9,972 | 8,857 | 9,969 | 8,832 |
| Non-Current | | | | |
| Employee benefits | | | | |
| Annual leave | 1,019 | - | 1,019 | - |
| Long service leave | 2,358 | 1,950 | 2,357 | 1,915 |
| Total non-current | 3,377 | 1,950 | 3,376 | 1,915 |
| Total provisions | 13,349 | 10,807 | 13,345 | 10,747 |

(i) Workers' compensation and insurances clearance

This provision is based on recovered oncost from wages and salaries and is designed to offset the cost of Workers' Compensation Insurance and other insurance cost contingencies where actual insurance cost overrun budget estimates.

(ii) Australian Government Financial Assistance repayment

This provision is based on the expected repayment required in relation to excess 2011 Commonwealth funding received.

(iii) Employee benefits

This provision is based on employee benefits arising from services rendered by employees at reporting date that are expected to be settled within 12 months of the reporting date.

(a) Movements in provisions

Movements in each class of provision during the financial year, other than employee benefits, are set out below.

Consolidated - 2011

| | Workers Compensation and Insurances | Aust Government Financial Assistance | Total |
|--|---|--|------------|
| Current | | | |
| Carrying amounts at start of year | 784 | 617 | 1,401 |
| Additional provisions recognised (Net) | 331 | - | 331 |
| Unused amounts reversed | (342) | (617) | (959) |
| Carrying amounts at end of year | 773 | - | 773 |

| | Consolidated | | Parent entity | |
|---|----------------|----------------|----------------|----------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Note 22 Other liabilities | | | | |
| Current | | | | |
| Income in advance | 2,212 | 2,246 | 2,212 | 2,246 |
| Other liabilities | 274 | 387 | 267 | 380 |
| Total other liabilities | 2,486 | 2,633 | 2,479 | 2,626 |
| | | | | |
| Note 23 Reserves and retained earnings | | | | |
| (a) Reserves | | | | |
| Property, plant & equipment revaluation reserve | 69,352 | 66,524 | 69,352 | 66,524 |
| Total reserves | 69,352 | 66,524 | 69,352 | 66,524 |
| | | | | |
| Movements: | | | | |
| Property, plant & equipment revaluation reserve | | | | |
| Balance 1 January | 66,524 | 70,221 | 66,524 | 70,221 |
| Revaluation - gross | 2,828 | (3,697) | 2,828 | (3,697) |
| Balance 31 December | 69,352 | 66,524 | 69,352 | 66,524 |
| | | | | |
| (b) Retained surplus | | | | |
| Movements in retained surplus were as follows: | | | | |
| Retained surplus at 1 January | 111,303 | 94,929 | 111,097 | 94,810 |
| Net operating result for the year | 8,798 | 16,374 | 8,944 | 16,287 |
| Retained surplus at 31 December | 120,101 | 111,303 | 120,041 | 111,097 |

Note 24 Key management personnel disclosures

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the University during 2011. Further information on these positions can be found in the body of the Annual Report.

(a) Names of responsible persons and executive officers

Details of the University's Council Membership are located in the Governance Section of the Annual Report.

Executive officers

| Position | Responsibilities | Current Incumbents | | |
|---|--|-----------------------|--|--|
| | | Name | Contract classification and appointment authority | Date appointed to position (Date resigned from position) |
| Vice-Chancellor & President | Management of the overall operations of the University and the provision of the leadership necessary to achieve the University's strategic objectives. | Prof Greg Hill | Employment contract Chancellor | 14/6/2010 |
| Deputy Vice-Chancellor | The leadership and management of the University's learning and teaching function | Prof Birgit Lohmann | Employment contract Vice-Chancellor & President | 14/02/2011 |
| Pro Vice-Chancellor, Research | Leadership and management of the University's research activities. | Prof Roland De Marco | Employment contract Vice-Chancellor & President | 26/01/2011 |
| Pro Vice-Chancellor, Engagement | Leadership and management of the University's engagement activities | Prof Michael Hefferan | Employment contract Vice-Chancellor & President | 14/04/2009 |
| Pro Vice-Chancellor, International & Quality | Leadership and management of the University's International and Quality activities | Prof Robert Elliot | Employment contract Vice-Chancellor & President | 07/03/2005 |
| Pro Vice-Chancellor, Corporate Services & CFO | Leadership and management the University's Corporate Services activities | Mr Peter Sullivan | Employment contract Vice-Chancellor & President | 14/10/2009 |
| Dean, Faculty of Arts and Social Sciences | Leadership and management of the Faculty | Prof Pamela Dyer | Employment contract Vice-Chancellor & President | 04/02/2008 (24/05/2011) |
| Dean, Faculty of Arts and Social Sciences (Acting) | Leadership and management of the Faculty | Prof Joanne Scott | Employment contract Vice-Chancellor & President | 10/01/2011 |
| Dean, Faculty of Business | Leadership and management of the Faculty | Prof Evan Douglas | Employment contract Vice-Chancellor & President | 04/02/2008 |
| Dean, Faculty of Science, Health and Education | Leadership and management of the Faculty | Prof Rod Simpson | Employment contract Vice-Chancellor & President | 15/10/2001 (09/05/2011) |
| Dean, Faculty of Science, Health and Education (Acting) | Management of the Faculty | Prof Brendan Burkett | Employment contract Vice-Chancellor & President | 09/05/2011 |

Note all position titles are as at the balance date.

(b) Remuneration of Council members, executives and key management personnel

Remuneration for the University's key executive management personnel is established in accordance with the approved delegations by Council to the Vice-Chancellor & President under the *University of the Sunshine Coast Act 1998* and the Senior Staff Remuneration Policy. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts. The contracts may provide for the provision of performance-related cash bonuses and other benefits including motor vehicles.

For the 2011 year, remuneration of key executive management personnel was reviewed by an external party, resulting in a number of increases in accordance with Vice-Chancellor & President's approval.

Remuneration packages for key executive management personnel comprise the following components:

- Short term employee benefits which include:
 - Base – consisting of base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expenses in the statement of comprehensive income.
 - Non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.
- Long term employee benefits include long service leave accrued.
- Redundancy payments are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.
- Performance bonuses may be paid or payable annually depending upon satisfaction of key criteria. The amounts payable are tied to the achievement of pre-determined University and individual performance targets as agreed by the Vice-Chancellor & President.

Total fixed remuneration is calculated on a 'total cost' basis and includes the base and non-monetary benefits, long term employee benefits and post employment benefits.

Council members

No Council Member is entitled to any Retirement Benefit arising from their role as a Council Member. The University leases and maintains a motor vehicle for the Chancellor in his role as head of the University council.

Executive officers

| Position (resignation or commencement date if applicable) | Short Term Employee Benefits | | | Long Term Employee Benefits | Post Employment Benefits | Termination Benefits | Total Remuneration |
|--|------------------------------|--------------------------|------------------------------------|-----------------------------------|-----------------------------|-------------------------|-----------------------|
| | Base Salary \$'000 | Bonus Payments \$'000 | Non-Monetary Benefits \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Chancellor | - | - | 25 | - | - | - | 25 |
| Vice-Chancellor & President | 393 | - | 47 | - | 67 | - | 507 |
| Deputy Vice-Chancellor (from 14/02/11) | 215 | 10 | 18 | - | 38 | - | 281 |
| Pro Vice-Chancellor, Research (from 26/01/11) | 217 | 10 | - | - | 38 | - | 265 |
| Pro Vice-Chancellor, Engagement | 185 | - | 41 | - | 31 | - | 257 |
| Pro Vice-Chancellor, International & Quality | 254 | - | 23 | - | 43 | - | 320 |
| Pro Vice-Chancellor, Corporate Services & CFO | 274 | - | 35 | - | 46 | - | 355 |
| Dean, Faculty of Arts and Social Sciences (to 24/05/11) | 22 | - | 10 | 71 | 16 | 20 | 139 |
| Dean, Faculty of Arts and Social Sciences (Acting) | 168 | - | - | - | 28 | - | 196 |
| Dean, Faculty of Business | 283 | - | 25 | - | 48 | - | 356 |
| Dean, Faculty of Science, Health and Education (to 9/05/11) | 40 | - | 16 | 29 | 12 | 16 | 113 |
| Dean, Faculty of Science, Health and Education (Acting) | 181 | - | - | - | 30 | - | 211 |
| Total Remuneration | 2,232 | 20 | 240 | 100 | 397 | 36 | 3,025 |

No prior period comparative information on key executive management personnel remuneration has been disclosed as it is impracticable for the University to obtain the required information.

(c) Performance payments

The basis of performance bonuses paid or payable in the 2011 financial year is set out below:

| Position | Date Paid | Basis for payment |
|-------------------------------|-----------|------------------------|
| Deputy Vice-Chancellor | 7/10/11 | Performance target met |
| Pro Vice-Chancellor, Research | 7/10/11 | Performance target met |

The aggregate performance bonuses paid to all key executive management personnel is \$20,000.

(d) Loans to key management personnel

No loans were made to any key management personnel during the period.

| | Consolidated | | Parent entity | |
|--|--------------|--------|---------------|--------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |

Note 25 Remuneration of auditors

During the year the following fees were paid for services provided by the auditor of the parent entity, its related practices and non-related audit firms:

Assurance services**(a) Audit Services**

Fees paid to the Queensland Audit Office:

Audit and review of financial reports and other audit work under the Corporations Act 2001 and the Financial Accountability Act 2009

Total remuneration of auditors

| | | | | |
|--|-----|-----|-----|-----|
| | 137 | 129 | 120 | 115 |
| | 137 | 129 | 120 | 115 |

It is not the University's policy to employ QAO (the main auditor) on assignments additional to their statutory audit. It is the University's policy to seek competitive tenders for all major consulting projects where tendering is considered likely to deliver value for money.

| | Consolidated | | Parent entity | |
|---|--------------|--------------|---------------|--------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Note 26 Commitments | | | | |
| (a) Capital commitments | | | | |
| Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows: | | | | |
| Property, plant and equipment | | | | |
| Payable: | | | | |
| Within one year | 670 | 4,197 | 670 | 4,197 |
| Later than one year but not later than five years | 120 | 120 | 120 | 120 |
| Total Property, plant and equipment | 790 | 4,317 | 790 | 4,317 |
| Intangible assets | | | | |
| Payable: | | | | |
| Within one year | 509 | 741 | 509 | 741 |
| Later than one year but not later than five years | - | 682 | - | 682 |
| Total intangible assets | 509 | 1,423 | 509 | 1,423 |
| Total capital commitments | 1,299 | 5,740 | 1,299 | 5,740 |

Note – the University was advised in December 2011 that it had been successful in its application for \$24m in Structural Adjustment Funding. Although not yet contracted, this project will commit the University to approximately \$30m in capital commitments.

(b) Lease commitments

Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities payable:

| | | | | |
|---|--------------|--------------|--------------|--------------|
| Within one year | 617 | 470 | 596 | 440 |
| Later than one year but not later than five years | 1,127 | 821 | 1,095 | 763 |
| Later than five years | - | 276 | - | 276 |
| Total lease commitments | 1,744 | 1,567 | 1,691 | 1,479 |
| Representing: | | | | |
| Cancellable operating leases | 1,328 | 927 | 1,275 | 839 |
| Non-cancellable operating leases | 416 | 640 | 416 | 640 |
| | 1,744 | 1,567 | 1,691 | 1,479 |

There are no implicit interest rates relating to the non-cancellable operating leases. These leases relate to property.

Note 27 Related parties

(a) Parent entities

The ultimate Australian parent entity within the Group is the University of the Sunshine Coast which at 31 December 2011 owns 100% (2010 100%) of the issued ordinary shares of the Innovation Centre Sunshine Coast Pty Ltd (ICSC).

(b) Subsidiaries

The primary purpose of ICSC is to provide regional leadership and support for new business designed to create wealth and generate employment on the Sunshine Coast.

(d) Key management personnel, Directors and specified executives

Directors of ICSC who are also members of the University of Sunshine Coast Council are:

Ms Julie-Anne MEE (appointed 8 December 2010)

Refer to note 24 for key management personnel of the Group.

(d) Transactions with related parties

The University purchases goods and services from external parties on behalf of ICSC for which it is subsequently reimbursed. No fee is charged in relation to this arrangement. The University also provides a grant for ICSC expending in an approved manner. For 2011 ICSC received \$250,000 (2010 \$250,000).

(e) Outstanding balances

As at 31 December 2011, the wholly owned subsidiary ICSC owed the University an amount of \$130,196 (2010 \$18,709) through normal intercompany arrangements.

| | Consolidated | | Parent entity | |
|--|---------------|---------------|---------------|---------------|
| | 2011 | 2010 | 2011 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Note 28 Reconciliation of operating result after income tax to net cash flows from operating activities | | | | |
| Operating result for the period | 8,798 | 16,374 | 8,944 | 16,287 |
| Depreciation and amortisation | 7,508 | 6,783 | 7,494 | 6,772 |
| Non-cash donations | (298) | - | (298) | - |
| Net (gain) / loss on sale of non-current assets | 245 | (179) | 245 | (179) |
| (Increase) / decrease in trade and other receivables | (1,081) | 2,105 | (1,183) | 2,183 |
| (Increase) / decrease in other assets | 337 | (835) | 337 | (837) |
| (Decrease) / increase in trade and other payables | (2,736) | 769 | (2,801) | 745 |
| (Decrease) / increase in other liabilities | (147) | (941) | (147) | (1,010) |
| (Decrease) / increase in provisions | 2,542 | 2,005 | 2,598 | 1,988 |
| Net cash provided by / (used in) operating activities | 15,168 | 26,081 | 15,189 | 25,949 |

Note 29 Financial risk management

The Group's activities exposes the group to a variety of financial risks, including: market risk, credit risk, and liquidity risk.

The Council has overall responsibility for the establishment and oversight of the risk management framework. The Council has established the Audit and Risk Management Committee, which is responsible for developing and monitoring risk management policies.

Risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies are reviewed regularly to reflect changes in market conditions of the Group's activities.

The Audit and Risk Management Committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Audit and Risk Management Committee are assisted in its oversight role by Internal Audit.

(a) Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising return.

The Group does not hold any derivatives or other financial liabilities related to the management of market risk.

(i) Foreign exchange risk (currency risk)

The currency in which the Group's activities and associated transactions is conducted is primarily the Australian dollar (AUD). As such, the Group's exposure to currency risk on sales, purchases and borrowings is minimal.

(ii) Price risk

As the Group has not entered into any complex financial arrangements any exposure to price risk is immaterial.

(iii) Cash flow and fair value interest rate risk.

The Group's policy is to only invest with; major banking institutions, Queensland Treasury Corporation (QTC) and other Government associated entities, and to only borrow from; QTC and other Government associated entities.

The Group's current portfolio of investments consists of floating and fixed rate investments in the form of cash holdings with two major banking institutions, deposits held with QTC in a Capital Guaranteed Cash Fund, and a limited number of shares. The Capital Guaranteed Cash Fund enables USC to invest surplus funds in the short-term money market. The fund is run on a similar basis to a cash management account, with customers' deposits pooled together to take advantage of the more attractive interest rates and economies of scale available for larger investments with floating rate exposure.

The Group's current portfolio of borrowings consists of a fixed rate loan from the Queensland Government, and a mix of fixed rate funding and debt pool funding sourced through QTC. Pool lending is akin to fixed rate lending but offers greater flexibility as lump sum re-payments can be made. Such flexibility is not available with QTC's fixed rate loans, and QTC do not offer variable rate funding. Pool lending protects borrowers from large fluctuations in market value interest rates therefore reducing interest rate risk.

QTCs debt pools are structured to protect customers against adverse interest rate movements. This protection is achieved by matching the term of the loan with the term of the QTC debt pool as closely as possible. To achieve this it is necessary to move the loan through the appropriate debt pools during the term of the loan. Book rate reviews are performed periodically to safeguard against excessive interest rate risk and can be triggered by a number of events including lump sum repayments.

For interest rates applicable to each class of asset or liability refer to individual notes to the financial statements. For further details regarding interest rate risk refer to Note 29(c).

Note 29 Financial risk management (continued)*(iv) Summarised sensitivity analysis*

The following table summarises the sensitivity of the Group's financial assets and financial liabilities to interest rate risk. As the Group is not subject to foreign exchange risk or other price risk, sensitivity analysis of these risks has been excluded.

| 31 December 2011 | Carrying amount | Interest rate risk | | | |
|----------------------------------|-----------------|--------------------|--------|--------|--------|
| | | -1% | | 1% | |
| | | Result | Equity | Result | Equity |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Financial assets | | | | | |
| Cash and cash equivalents | 41,411 | (414) | (414) | 414 | 414 |
| Receivables | 2,479 | - | - | - | - |
| Other financial assets | | | | | |
| Term Deposits | 272 | (3) | (3) | 3 | 3 |
| Shares - public company | 100 | - | - | - | - |
| Financial Liabilities | | | | | |
| Trade and other payables | 357 | - | - | - | - |
| Borrowings | 18,473 | - | - | - | - |
| Total increase/(decrease) | | (417) | (417) | 417 | 417 |

| 31 December 2010 | Carrying amount | Interest rate risk | | | |
|----------------------------------|-----------------|--------------------|--------|--------|--------|
| | | -1% | | 1% | |
| | | Result | Equity | Result | Equity |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Financial assets | | | | | |
| Cash and cash equivalents | 39,833 | (398) | (398) | 398 | 398 |
| Receivables | 5,025 | - | - | - | - |
| Other financial assets | | | | | |
| Term Deposits | 272 | (3) | (3) | 3 | 3 |
| Shares - public company | 100 | - | - | - | - |
| Financial Liabilities | | | | | |
| Trade and other payables | 471 | - | - | - | - |
| Borrowings | 20,138 | - | - | - | - |
| Total increase/(decrease) | | (401) | (401) | 401 | 401 |

Note 29 Financial risk management (continued)

(b) Credit risk

Credit risk is the risk of financial loss to the Group if a customer fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and, for the parent entity, receivables due from subsidiaries.

The carrying amount of the Group's financial assets represents the maximum credit exposure.

Trade Receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. Approximately 77% (70% 2010) of the Group's revenue is attributable to Australian Government Financial Assistance, however, the arrangements are largely advancements rather than receivables.

The University's Financial Management Policy establishes a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. Purchase limits are established for each customer, which represents the maximum open amount without requiring approval from the Council.

More than 70% (70% 2010) of the Group's customers have been transacting with the Group for over 3 years, and losses have occurred infrequently. The Group does not require collateral in respect of trade and other receivables.

Investments

The Group has minimal investments and has limited the majority of its exposure to credit risk by only investing in liquid securities with QTC or other Industry initiatives. The Group holds a limited number of shares.

(c) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group uses past trend analysis and commitments reporting to assist in monitoring cash flow requirements and optimising its cash return on investments. Typically the Group ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 90 days, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters. For further details regarding current lines of credit refer to Note 20.

Note 29 Financial risk management (continued)**(c) Liquidity risk (cont)**

The following tables summarise the maturity of the consolidated entity's financial assets and financial liabilities:

| 31 December 2011 | Average interest rate | Floating interest rate | 1 Year or less | 1 year to 5 years | Over 5 years | Non interest bearing | Total |
|------------------------------------|-----------------------|------------------------|----------------|-------------------|--------------|----------------------|---------------|
| | % | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Financial assets | | | | | | | |
| Cash and cash equivalents | 5.60 | 15,143 | 26,250 | - | - | 18 | 41,411 |
| Receivables | - | - | - | - | - | 2,479 | 2,479 |
| Other financial assets | | | | | | | |
| Term Deposits | 7.25 | - | - | 272 | - | - | 272 |
| Shares - public company | - | - | - | - | - | 100 | 100 |
| Total financial assets | | 15,143 | 26,250 | 272 | - | 2,597 | 44,262 |
| Financial Liabilities | | | | | | | |
| Trade and other | - | - | - | - | - | 357 | 357 |
| Borrowings | 6.08 | - | 1,660 | 7,136 | 7,800 | - | 18,473 |
| Total financial liabilities | | - | 1,660 | 7,136 | 7,800 | 357 | 18,830 |

| 31 December 2010 | Average interest rate | Floating interest rate | 1 Year or less | 1 year to 5 years | Over 5 years | Non interest bearing | Total |
|------------------------------------|-----------------------|------------------------|----------------|-------------------|---------------|----------------------|---------------|
| | % | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Financial assets | | | | | | | |
| Cash and cash equivalents | 5.65 | 38,798 | 1,020 | - | - | 15 | 39,833 |
| Receivables | - | - | - | - | - | 5,025 | 5,025 |
| Other financial assets | | | | | | | |
| Term Deposits | 7.25 | - | - | 272 | - | - | 272 |
| Shares - public company | - | - | - | - | - | 100 | 100 |
| Total financial assets | | 38,798 | 1,020 | 272 | - | 5,140 | 45,230 |
| Financial Liabilities | | | | | | | |
| Trade and other | - | - | - | - | - | 471 | 471 |
| Borrowings | 6.08 | - | 2,101 | 7,817 | 10,220 | - | 20,138 |
| Total financial liabilities | | - | 2,101 | 7,817 | 10,220 | 471 | 20,609 |

d) Fair value of financial assets and liabilities

The fair values of all financial assets and liabilities are carried at cost with the exception of receivables and borrowings. Borrowings are carried at book value with market value adjustments reflected in the profit and loss at the completion of each loan agreement.

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables and payables.

Note 30 Acquitall of Australian Government financial assistance
30.1 DEEWR – CGS and Other DEEWR Grants

| | | Parent entity (HEP) ONLY | | | | | | | | | |
|---|------------------------|------------------------------|----------------|----------------------------|----------------|--|----------------|----------------------------|----------------|--------------------------------|----------------|
| | | Commonwealth Grant Scheme #1 | | Indigenous Support Program | | Partnership & Participation Program #2 | | Disability Support Program | | Workplace Productivity Program | |
| Notes | | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 |
| Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes) | | 56,616 | 53,996 | 297 | 255 | 1,358 | 859 | 83 | 124 | - | 1,276 |
| Net accrual adjustments | | (239) | (1,262) | - | - | - | - | - | - | - | - |
| 2(a) | Revenue for the period | 56,377 | 52,735 | 297 | 255 | 1,358 | 859 | 83 | 124 | - | 1,276 |
| Surplus/(deficit) from previous year | | - | - | 11 | - | 414 | - | - | - | - | - |
| Total revenue including accrued revenue | | 56,377 | 52,735 | 308 | 255 | 1,772 | 859 | 83 | 124 | - | 1,276 |
| Less expenses including accrued expenses | | 56,377 | 52,735 | 308 | 244 | 1,772 | 445 | 83 | 124 | - | 1,276 |
| Surplus/(deficit) for reporting period | | - | - | - | 11 | - | 414 | - | - | - | - |

| | Notes | Learning & Teaching Performance Fund | | | | Capital Development Pool | | Diversity & Structural Adjustment Fund #3 | | Transitional Cost Program | | Total | |
|---|-------|--------------------------------------|--------|--------|--------|--------------------------|--------|---|--------|---------------------------|--------|--------|---------|
| | | 2011 | | 2010 | | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 |
| | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes) | | - | - | - | 5,159 | - | 152 | 64 | 113 | - | - | 58,418 | 61,934 |
| Net accrual adjustments | | - | - | - | - | - | - | 3 | - | - | (236) | - | (1,262) |
| Revenue for the period | | - | - | - | 5,159 | - | 152 | 67 | 113 | - | - | 58,182 | 60,672 |
| Surplus/(deficit) from previous year | | - | 115 | - | - | - | (52) | - | - | - | 425 | 63 | 63 |
| Total revenue including accrued revenue | | - | 115 | - | 5,159 | - | 100 | 67 | 113 | - | - | 58,607 | 60,735 |
| Less expenses including accrued expenses | | - | 115 | - | 5,159 | - | 100 | 67 | 113 | - | - | 58,607 | 60,311 |
| Surplus/(deficit) for reporting period | | - | - | - | - | - | - | - | - | - | - | - | 424 |

#1 Includes the basic CGS grant amount, CGS-Regional Loading, CGS-Enabling Loading, Maths and Science Transition Loading and Full Fee Places Transition Loading.

#2 Includes Equity Support Program

#3 Includes Collaboration and Structural Adjustment Program

Note 30 Acquitment of Australian Government financial assistance (continued)
30.2 Higher Education Loan Programmes (excl OS-HELP)

| | Notes | Parent entity (HEP) ONLY | | | | | |
|---|-------|---|---------|-------------|--------|--------|--------|
| | | HECS-HELP (Australian Government payments only) | | FEE-HELP #4 | | Total | |
| | | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 |
| | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes) | | 26,173 | 25,941 | 1,740 | 944 | 27,913 | 26,885 |
| Net accrual adjustments | | 551 | (1,178) | (533) | 358 | 18 | (820) |
| Revenue for the period | 2(b) | 26,724 | 24,764 | 1,207 | 1,302 | 27,931 | 26,066 |
| Surplus/(deficit) from previous year | | - | - | - | - | - | - |
| Total revenue including accrued revenue | | 26,724 | 24,764 | 1,207 | 1,302 | 27,931 | 26,066 |
| Less expenses including accrued expenses | | 26,724 | 24,764 | 1,207 | 1,302 | 27,931 | 26,066 |
| Surplus/(deficit) for reporting period | | - | - | - | - | - | - |

#4 Program is in respect of FEE-HELP for Higher Education only and excludes funds received in respect of VET FEE-HELP.

Note 30 Acquitment of Australian Government financial assistance (continued)
30.3 Scholarships

| | Notes | Parent entity (HEP) ONLY | | | | | | | | | | Totals |
|---|-------|--------------------------------|--------|--|--------|--|--------|---|--------|--------------------------------|--------|--------|
| | | Australian Postgraduate Awards | | International Postgraduate Research Scholarships | | Commonwealth Education Cost Scholarships ^{#5} | | Commonwealth Accommodation Scholarships ^{#5} | | Indigenous Access Scholarships | | |
| | | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 | |
| | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes) | | 295 | 196 | 62 | 56 | 28 | 566 | 818 | (124) | 27 | 123 | 817 |
| Net accrual adjustments | | - | - | - | - | - | - | (416) | - | - | - | - |
| Revenue for the period | 2(c) | 295 | 196 | 62 | 56 | 28 | 566 | 402 | (124) | 27 | 123 | 817 |
| Surplus/(deficit) from previous year | | 30 | 18 | - | (18) | - | 43 | - | 146 | 68 | 18 | 207 |
| Total revenue including accrued revenue | | 325 | 213 | 62 | 38 | 28 | 609 | 402 | 22 | 95 | 142 | 1,025 |
| Less expenses including accrued expenses | | 325 | 183 | 62 | 38 | 28 | 609 | 402 | 22 | 95 | 74 | 926 |
| Surplus/(deficit) for reporting period | | - | 30 | - | - | - | - | - | - | - | 68 | 99 |

#5 Includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships respectively.

Note 30 Acquitment of Australian Government financial assistance (continued)
30.4 DIISR Research

| Notes | Joint Research Engagement #6 | Research Training Scheme | | | Research Infrastructure Block Grants | | | Implementation Assistance Program | | |
|---|------------------------------|--------------------------|--------|--------|--------------------------------------|--------|--------|-----------------------------------|--------|--------|
| | | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes) | 463 | 368 | 634 | 726 | 634 | 127 | 144 | - | 28 | |
| Net accrual adjustments | - | - | - | - | - | - | - | - | - | |
| Revenue for the period | 463 | 368 | 634 | 726 | 634 | 127 | 144 | - | 28 | |
| Surplus/(deficit) from previous year | - | 85 | 525 | 667 | 525 | 207 | 83 | - | 59 | |
| Total revenue including accrued revenue | 463 | 453 | 1,159 | 1,393 | 1,159 | 334 | 227 | - | 87 | |
| Less expenses including accrued expenses | 463 | 453 | 492 | 1,393 | 492 | 334 | 20 | - | 87 | |
| Surplus/(deficit) for reporting period | - | - | 667 | - | 667 | - | 207 | - | - | |

| Notes | Australian Scheme for Higher Education Repositories | Commercialisation Training Scheme | | | Sustainable Research Excellence in Universities | | | Totals | | |
|---|---|-----------------------------------|--------|--------|---|--------|--------|--------|--------|--------|
| | | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 | 2011 | 2010 | 2010 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes) | - | - | 22 | - | 144 | 298 | 1,459 | 1,459 | 1,494 | |
| Net accrual adjustments | - | - | - | - | - | - | - | - | - | |
| Revenue for the period | - | - | 22 | - | 144 | 298 | 1,459 | 1,459 | 1,494 | |
| Surplus/(deficit) from previous year | 67 | 72 | 44 | 44 | 280 | - | 1,265 | 866 | | |
| Total revenue including accrued revenue | 67 | 72 | 64 | 44 | 424 | 298 | 2,724 | 2,360 | | |
| Less expenses including accrued expenses | 67 | 5 | 20 | 44 | 424 | 18 | 2,724 | 1,095 | | |
| Surplus/(deficit) for reporting period | - | 67 | 44 | - | - | 280 | - | - | 1,265 | |

#6 Includes Institutional Grants Scheme.

Note 30 Acquittal of Australian Government financial assistance
30.5 Other capital funding

| | Notes | Parent Entity (HEP) ONLY | | | |
|---|-------|----------------------------------|----------------|----------------|----------------|
| | | Teaching & Learning Capital Fund | | Total | |
| | | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 |
| Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes) | | - | - | - | - |
| Net accrual adjustments | | - | - | - | - |
| Revenue for the period | | - | - | - | - |
| Surplus/(deficit) from previous year | | 2,202 | 3,204 | 2,202 | 3,204 |
| Total revenue including accrued revenue | | 2,202 | 3,204 | 2,202 | 3,204 |
| Less expenses including accrued expenses | | 2,202 | 1,002 | 2,202 | 1,002 |
| Surplus/(deficit) for reporting period | | - | 2,202 | - | 2,202 |

30.6 Australian Research Council Grants

| (a) Discovery | Notes | Parent Entity (HEP) ONLY | | | |
|---|---------|--------------------------|----------------|----------------|----------------|
| | | Projects | | Total | |
| | | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 |
| Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes) | | 82 | - | 82 | - |
| Net accrual adjustments | | - | - | - | - |
| Revenue for the period | 2(e)(i) | 82 | - | 82 | - |
| Surplus/(deficit) from previous year | | - | - | - | - |
| Total revenue including accrued revenue | | 82 | - | 82 | - |
| Less expenses including accrued expenses | | 44 | - | 44 | - |
| Surplus/(deficit) for reporting period | | 38 | - | 38 | - |

| (b) Linkages | Notes | Projects | | Total | |
|---|----------|----------------|----------------|----------------|----------------|
| | | 2011 \$'000 | 2010 \$'000 | 2011 \$'000 | 2010 \$'000 |
| | | | | | |
| Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes) | | | 29 | - | 29 |
| Net accrual adjustments | | | - | - | - |
| Revenue for the period | 2(e)(ii) | - | 29 | - | 29 |
| Surplus/(deficit) from previous year | | | - | - | - |
| Total revenue including accrued revenue | | - | 29 | - | 29 |
| Less expenses including accrued expenses | | - | 29 | - | 29 |
| Surplus/(deficit) for reporting period | | - | - | - | - |

30.7 OS - HELP

Parent entity (HEP) ONLY

| | Notes | 2011 \$'000 | 2010 \$'000 |
|---|-------|----------------|----------------|
| Cash Received during the reporting period | | 312 | 387 |
| Cash Spent during the reporting period | | 288 | 314 |
| Net Cash received | 2(g) | 24 | 73 |
| Cash Surplus/(deficit) from previous period | | 73 | - |
| Cash Surplus/(deficit) for reporting period | | 97 | 73 |

We have prepared the annual financial statements pursuant to the provisions of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and other prescribed requirements and we certify that –

- (a) the financial statements are in agreement with the accounts and records of the University of the Sunshine Coast and its controlled entity; and
- (b) in our opinion –
 - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects;
 - (ii) the financial statements have been drawn up to present a true and fair view of the transactions of the University of the Sunshine Coast for the period 1 January 2011 to 31 December 2011, and of the financial position as at 31 December 2011 in accordance with prescribed accounting standards and conform with the Guidelines for the Preparation of Annual Financial Statements issued by the Commonwealth Department of Education, Employment and Workplace Relations;
 - (iii) at the time of this Certificate there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due;
 - (iv) the amount of Australian Government financial assistance expended during the year was for the purposes for which it was intended and the University of the Sunshine Coast has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure.

Mr John Dobson OAM
Chancellor
University of the Sunshine Coast

24 February 2012

Professor Greg Hill
Vice-Chancellor and President
University of the Sunshine Coast

24 February 2012

Mr Peter Sullivan
Pro Vice-Chancellor (Corporate Services) and Chief Financial Officer
University of the Sunshine Coast

24 February 2012

2011 Overseas travel expenditure

| Employee | Position | Destination | Reason for travel | USC \$ cost | Contribution from other agencies |
|---|---|-------------------------------------|---|-------------|----------------------------------|
| Office of the Vice-Chancellor and President | | | | | |
| Hill G, Professor | Vice-Chancellor and President | United States of America | Attending Triennial conference | 16,656 | 0 |
| Office of the Deputy Vice-Chancellor | | | | | |
| Lohmann B, Professor | Deputy Vice-Chancellor | Germany and Ireland | Visiting partner institutions and attending Photonic Electronic and Atomic Collisions conference | 17,076 | 0 |
| Office of the Pro Vice-Chancellor (International and Quality) | | | | | |
| Elliot R, Professor | Pro Vice-Chancellor, International and Quality | United States of America and Canada | Attending NAFSA conference and joint publication presentation | 13,916 | 0 |
| Elliot R, Professor | Pro Vice-Chancellor, International and Quality | Denmark, Switzerland and Germany | Attending EAIE conference and visiting partner Institutions | 14,514 | 0 |
| Elliot R, Professor | Pro Vice-Chancellor, International and Quality | China | Visiting partner institutions | 7,678 | 0 |
| Office of the Pro Vice-Chancellor (Engagement) | | | | | |
| Hefferan M, Professor | Pro Vice-Chancellor, Engagement | Hong Kong and Japan | Undertaking research for Regional Engagement book "Out of the Ivory Tower" | 7,838 | 0 |
| Hefferan M, Professor | Pro Vice-Chancellor, Engagement | United States of America | Attending International Town and Gown conference and case study for Regional Engagement book "Out of the Ivory Tower" | 22,340 | 0 |
| Wardner P, Ms | Teaching and Research Fellow, Faculty of Business | United States of America | Attending conference and conducting PhD research and interviews | 5,800 | 0 |
| Office of the Pro Vice-Chancellor (Research) | | | | | |
| De Marco R, Professor | Pro Vice-Chancellor, Research | United States of America | Attending Pittcon conference as invited guest speaker | 5,181 | 0 |
| De Marco R, Professor | Pro Vice-Chancellor, Research | Europe | Attending conference and meeting with Universities in Geneva, Cologne and Leuphana | 7,035 | 0 |
| Russell F, Dr | Faculty HDR Coordinator, Faculty Science Health and Education | New Zealand | Attending Deans and Directors of Graduate Studies meeting | 1,508 | 0 |
| Faculty of Arts and Social Sciences | | | | | |
| Ablett P, Dr | Lecturer, Sociology | Indonesia | Scoping mission for research projects on development impacts in Lombok | 997 | 0 |
| Baldwin C, Dr | Senior Lecturer, Planning | Malaysia | Attending International Symposium for Society and Resource Management | 2,859 | 0 |
| Baldwin C, Dr | Senior Lecturer, Planning | Indonesia | Scoping mission and research | 1,989 | 0 |
| Beazley H, Dr | Lecturer, Human Geography | Indonesia | Scoping mission and research | 2,603 | 0 |
| Chandler L, Dr | Regional Engagement Coordinator | United Kingdom | Attending Visual Literacies conference | 6,810 | 0 |
| Hanusch F, Dr | Senior Lecturer, Journalism | New Zealand | Attending and presenting at ANZCA conference | 1,321 | 0 |
| Hanusch F, Dr | Senior Lecturer, Journalism | New Zealand | Research project | 2,039 | 0 |
| Janzekovic J, Dr | Lecturer, Politics and International Relations | Spain | Attending New Directions In the Humanities conference | 6,165 | 0 |
| Katsikitis M, Professor | Professor, Psychology | Turkey | Attending and presenting at European Congress of Psychology | 7,856 | 0 |
| Mahnken P, Dr | Lecturer, Indonesian | Indonesia | Scoping mission and research | 1,811 | 0 |
| Mahony I, Dr | Research Assistant | Indonesia | Scoping mission and research | 1,778 | 0 |
| Matthews J, Associate Professor | Associate Professor, Social Science and Director, Research | United Kingdom | Visiting Fellow position at Leed and Lancaster University | 4,193 | 0 |
| Mayes G, Dr | Lecturer, Tourism | Indonesia | Scoping mission and research | 1,809 | 0 |
| McCulloch R, Dr | Head of School of Communication | Singapore and Hong Kong | Visiting various Universities | 7,209 | 0 |

Overseas travel expenditure

| Employee | Position | Destination | Reason for travel | USC \$ cost | Contribution from other agencies |
|---|---|--------------------------------------|--|-------------|----------------------------------|
| Morley C, Dr | Senior Lecturer, Social Work | Indonesia | Scoping mission and research | 2,070 | 0 |
| Mulgrew K, Dr | Lecturer, Psychology | New Zealand | Presenting at Australasian Experimental Psychology conference | 1,819 | 0 |
| Potter A, Ms | Lecturer, Communication | United Kingdom | Attending and presenting at The First Film and Media conference | 3,613 | 0 |
| Scott J, Professor | Acting Dean, Faculty of Arts and Social Sciences | Indonesia | Scoping mission and research | 1,962 | 0 |
| Slade C, Mrs | Sessional | United States of America | Attending annual meeting of Agriculture Food and Human Values Society (AFHVS) | 4,112 | 0 |
| Statham D, Dr | Senior Lecturer, Psychology | New Zealand | Attending Australian and New Zealand Psychology Clinic (ANZPCT) Directors meeting | 1,374 | 0 |
| Todd K, Dr | Senior Lecturer, Design | Germany and United States of America | Attending and presenting at Berlin conference | 2,931 | 0 |
| Todd K, Dr | Senior Lecturer, Design | Turkey | Presenting paper at Inter-Society for the Electronic Arts conference | 4,088 | 0 |
| Todd K, Mr | Senior Lecturer, Design | Ireland | Attending meeting and undertaking research with co-author and publisher re Neva book | 1,529 | 0 |
| Faculty of Business | | | | | |
| Abbey K, Ms | Administration Officer | New Zealand | Attending NZ Australia Accreditation conference | 1,834 | 0 |
| Craig J, Dr | Senior Lecturer, Human Resource Management and Strategy | United States of America | Attending meetings at the Academy of Management | 1,664 | 3,196 |
| Debusse J, Dr | Lecturer, Information Systems | United States of America | Attending Information Systems Educators conference | 3,624 | 0 |
| Douglas E, Professor | Dean, Faculty of Business | New Zealand | Attending Association of Asia-Pacific Business Schools meeting | 1,042 | 0 |
| Douglas E, Professor | Dean, Faculty of Business | Thailand | Teaching and consultancy at Graduate Institute of Business Administration | 6,942 | 0 |
| Douglas E, Professor | Dean, Faculty of Business | United States of America | Attending AACSB Annual conference and meeting | 4,683 | 0 |
| Douglas E, Professor | Dean, Faculty of Business | United States of America | Attending 2011 Babson College Entrepreneurship Research conference | 7,474 | 0 |
| Douglas E, Professor | Dean, Faculty of Business | Germany | Attending Executive MBA study tour | 6,706 | 0 |
| Fleischman D, Mr | Sessional | New Zealand | Attending marketing seminar and workshop | 393 | 0 |
| Jenner P, Mr | Sessional | Scotland | Attending research meetings | 4,116 | 0 |
| Kerr D, Associate Professor | Associate Professor, Information Systems | Taiwan | Presenting paper at International DSI conference | 2,998 | 0 |
| Kerr D, Associate Professor | Associate Professor, Information Systems | United States of America | Attending Decision Sciences Institute meeting | 6,373 | 0 |
| Lawley M, Associate Professor | Associate Professor, Marketing | Slovenia | Attending EMAC conference | 1,522 | 2,000 |
| Lawley M, Associate Professor | Associate Professor, Marketing | Germany | Undertaking teaching and research information sessions | 0 | 0 |
| Miah S, Dr | Lecturer, Information Systems | Korea | Presenting paper at International Digital Ecosystems and Technologies conference | 2,953 | 0 |
| Raciti M, Ms | Senior Lecturer, Marketing | New Zealand | Attending New Zealand and Australia Accreditation conference | 1,796 | 0 |
| Schaffer V, Mrs | Lecturer, Tourism | Germany | Visiting German Universities | 4,620 | 0 |
| Scheepers M, Dr | Lecturer, Entrepreneurship | New Zealand | Presenting at APROS 14 conference | 976 | 0 |
| Sharma B, Dr | Senior Lecturer, Management | Turkey | Presenting conference paper | 4,677 | 0 |
| Tomasich S, Ms | Sessional | United States of America | Attending AdTech conference | 5,646 | 0 |
| Worthington J, Ms | Faculty Administration Manager | United States of America | Attending AACSB annual conference and annual meeting | 6,716 | 0 |
| Faculty of Science Health and Education | | | | | |
| Allen B, Dr | Senior Lecturer, Education | Indonesia | Attending Workshop conference and post ALA Fellowship visit | 3,091 | 0 |
| Allen B, Dr | Senior Lecturer, Education | Indonesia | Attending LAPIS conference | 6,197 | 0 |

| Employee | Position | Destination | Reason for travel | USC \$ cost | Contribution from other agencies |
|-------------------------------|---|---------------------------|---|-------------|----------------------------------|
| Allen B, Dr | Senior Lecturer, Education | Indonesia | Briefing for West Papuan program | 1,668 | 0 |
| Atwell A, Mrs | Lecturer, Educational Leadership | Indonesia | Delivering pre-departure session to ALAF participants | 2,028 | 0 |
| Atwell A, Dr | Lecturer, Educational Leadership | Indonesia | Attending and presenting on AusAID project for restructure of three Provincial training centres | 1,795 | 0 |
| Barnes M, Associate Professor | Associate Professor, Nursing | United Kingdom | Attending and presenting at Nutrition and Nature in Infancy conference | 3,803 | 0 |
| Brierty R, Mrs | Project Assistant, International Project Group | Indonesia | Briefing for West Papuan program | 1,512 | 0 |
| Brooks P, Dr | Senior Lecturer, Biological Chemistry | New Zealand | Attending and Presenting at Comvita Science Symposium | 0 | 618 |
| Burnett S, Dr | Lecturer, Wildlife Ecology | Nepal | Undertaking field research | 0 | 0 |
| Burnett S, Dr | Lecturer, Wildlife Ecology | Nepal | Undertaking field research | 0 | 2,500 |
| Bussey M, Dr | Lecturer, History | India | Attending Dialogues conference | 4,945 | 0 |
| Bussey M, Dr | Lecturer, History | Sweden, Denmark and India | Delivering paper at Trends and Futures conference | 6,254 | 0 |
| Calder A, Ms | Lecturer, Coaching Science | Canada | Presenting as Keynote Speaker at Canadian National Speed Skating Coaches Conference | 0 | 4,000 |
| Carter B, Associate Professor | Associate Professor, Heritage Resource Management | Cambodia | Attending ASEAN conference and visiting with Cambodian government | 2,091 | 0 |
| Carter B, Associate Professor | Associate Professor, Heritage Resource Management | Cambodia | Attending International Intra ASEAN workshop on Sustainability and Ecotourism | 3,498 | 0 |
| Carter B, Associate Professor | Associate Professor, Heritage Resource Management | Vietnam | Attending and presenting on Development of Integrates | 3,607 | 0 |
| Corpe C, Ms | Sessional | United States of America | Attending and Presenting at NAPAR conference | 3,115 | 0 |
| Dunn P, Dr | Associate Professor, Biostatistics | New Zealand | Attending Volcanic Delta conference, to present and network | 3,101 | 0 |
| Edwards J, Ms | Research Forester and Industry Adoption | South Africa | Attending IUFRO Eucalyptus 2011 conference | 6,413 | 0 |
| Elizur A, Professor | Professor, Aquaculture and Biotechnology | Phillipines | Attending ACIAR meeting | 3,371 | 0 |
| Elizur A, Professor | Professor, Aquaculture and Biotechnology | United States of America | Attending Intensive course in Next Generation Sequence Analysis | 5,827 | 0 |
| Elizur A, Professor | Professor, Aquaculture and Biotechnology | India | Attending conference as Invited speaker | 4,451 | 0 |
| Elizur A, Professor | Professor, Aquaculture and Biotechnology | Israel | Attending meetings with Collaborators | 3,798 | 0 |
| Framp A, Mrs | Lecturer, Nursing | Canada | Attending and presenting at conference for Cancer | 3,836 | 1,150 |
| Grant E, Ms | Research Assistant | Solomon Islands | Undertaking research | 2,802 | 0 |
| Gray M, Professor | Professor, Occupational Therapy | New Zealand | Attending research meetings | 1,192 | 0 |
| Hogan S, Ms | Lecturer, Education | Canada | Attending Canteach program | 1,302 | 1,205 |
| Hogan S, Ms | Lecturer, Education | Canada | Attending Canteach program as invited guest | 794 | 3,000 |
| Hughes R, Professor | Professor, Public Health Nutrition | Canada and Europe | Undertaking professional development | 5,290 | 0 |
| Hunt J, Mr | Lecturer, Education | Indonesia | Attending workshop conference and post ALA Fellowship visit | 2,408 | 0 |
| Hunt J, Mr | Lecturer, Education | Indonesia | Delivering seminar presentations on MOU | 1,558 | 0 |
| Hyde M, Professor | Professor, Education | Indonesia | Attending workshop conference and post ALA Fellowship visit | 2,705 | 0 |
| Keyssner U, Mr | E-Learning Project Officer | Indonesia | Attending Workshop Conference and Post ALA Fellowship Visit | 2,435 | 0 |
| Lee D, Associate Professor | Associate Professor, Plant Genetics | Brazil | Attending IUFRO Eucalyptus conference | 5,557 | 0 |
| Lee D, Associate Professor | Associate Professor, Plant Genetics | Brazil and New Zealand | Attending conferences and collaboration discussions | 5,240 | 0 |
| Lowe J, Professor | Head of School, Health and Sports Sciences | Ukraine | Attending research facilitation meetings | 9,471 | 0 |

Overseas travel expenditure

| Employee | Position | Destination | Reason for travel | USC \$ cost | Contribution from other agencies |
|----------------------------------|---|-------------------------------------|--|-------------|----------------------------------|
| Lowe J, Professor | Head of School, Health and Sports Sciences | United States of America | Receiving AAHB Research Laureate Award | 4,014 | 0 |
| Lowe J, Professor | Head of School, Health and Sports Sciences | United States of America | Presenting at University of Iowa and following up with PhD students | 7,322 | 0 |
| Lowe J, Professor | Head of School, Health and Sports Sciences | China | Visiting partner universities | 4,665 | 0 |
| Lowe J, Professor | Head of School, Health and Sports Sciences | Ukraine | Attending research facilitation on Physician's Attitudes and Behaviour towards Chronic Disease Recommendations | 14,480 | 0 |
| Lowe J, Professor | Head of School, Health and Sports Sciences | Shanghai and Shenzhen | Presenting at conference and networking with Asia Pacific neighbours | 11,781 | 0 |
| Lucke T, Dr | Senior Lecturer, Civil Engineering | Brazil | Attending Urban Drainage conference | 9,136 | 0 |
| McAllister M, Professor | Professor, Nursing | New Zealand | Attending ANE conference | 1,423 | 0 |
| McKean M, Dr | Post Doctorate Research Fellow | China | Attending and presenting at National Certified Fitness Instructor conference | 0 | 3,000 |
| Meyers N, Professor | Head of School, Science and Education | Indonesia | Attending workshop conference and post ALA Fellowship visit | 4,873 | 0 |
| Nocillado J, Dr | Post Doctorate and Teaching and Research Fellow | India | Attending Fish Reproductive Physiology conference | 2,207 | 0 |
| Oprescu F, Lecturer | Lecturer, Health Promotion | Romania | Speaking as invited guest at Romanian workshop on the Ponseti Method for Clubfoot Treatment | 3,029 | 0 |
| Pelly F, Dr | Senior Lecturer, Nutrition and Dietetics | United States of America | Attending ACSM annual meeting | 5,929 | 0 |
| Randall B, Mr | Research Technician | Papua New Guinea | Undertaking research | 2,262 | 0 |
| Randall B, Mr | Research Technician | Solomon Islands | Undertaking research | 3,077 | 0 |
| Randall H, Mr | Research Technician | Solomon Islands | Undertaking research | 2,485 | 0 |
| Robertson A, Ms | English Language Teacher and Project Officer, International Project Group | Indonesia | Monitoring and participating in English Language training for ALAF 961 participants | 1,660 | 0 |
| Rosenhart L, Ms | Program Administrator, Early Childhood | Canada | Attending Canteach program | 2,816 | 0 |
| Rosenhart L, Ms | Program Administrator, Early Childhood | Canada | Attending Canteach promotional recruitment tour | 3,526 | 0 |
| Rowe J, Dr | Learning and Teaching Coordinator | Indonesia | Attending follow up with Fellows from IPG project | 1,432 | 600 |
| Sayers M, Dr | Senior Lecturer, Sports Biomechanics | Singapore | Liaising with Singapore Polytechnic regarding future transfers between partner institutions | 1,348 | 0 |
| Sayers M, Dr | Senior Lecturer, Sports Biomechanics | Japan | Presenting at World Congress of Science and Football | 1,499 | 0 |
| Sayers M, Dr | Senior Lecturer, Sports Biomechanics | Singapore | Attending and presenting at Syngapore Polytechnic and Recruiting at IDP event | 1,633 | 0 |
| Schlacher T, Associate Professor | Associate Professor, Marine Science | Canada | Attending workshop conference | 0 | 3,000 |
| Shapcott A, Dr | Senior Lecturer, Plant and Vegetation Ecology | Africa | Attending Association for Tropical Biology and Conservation conference | 3,477 | 0 |
| Shapcott A, Dr | Senior Lecturer, Plant and Vegetation Ecology | New Zealand | Attending Society Conservation Biology conference | 0 | 0 |
| Siddique M, Dr | Research Assistant | Norway | Attending International Symposium on Intergrated coastal Zone Management | 5,684 | 0 |
| Slater G, Dr | Senior Lecturer, Nutrition and Dietetics | Canada and United States of America | Attending workshops and undertaking professional development | 463 | 0 |
| Smith T, Professor | Director, Science Research Centre | Vietnam | Presenting at GIZ - ICAM | 299 | 1,500 |
| Smith T, Professor | Director, Science Research Centre | Europe | Presenting at ICZM conference and visiting Tyndal Centre of Climate Change | 16,742 | 0 |
| Smith T, Professor | Director, Science Research Centre | Cambodia | Attending International ASEAN workshop on Sustainability and Tourism | 4,393 | 0 |

| Employee | Position | Destination | Reason for travel | USC \$ cost | Contribution from other agencies |
|---------------------------------|---|--------------------------|---|-------------|----------------------------------|
| Smith T, Professor | Director, Science Research Centre | New Zealand | Attending New Zealand Climate Change Research Institute and meetings | 2,227 | 0 |
| Solomon C, Dr | Senior Lecturer, Exercise Physiology | France and Germany | Undertaking research collaboration and promoting USC International | 0 | 0 |
| Thomsen D, Dr | Senior Lecturer, Sustainability Advocacy | New Zealand | Attending New Zealand Climate Change Research Institute and meetings | 2,227 | 0 |
| Wallace H, Professor | Faculty Research Coordinator | Papua New Guinea | Undertaking research | 2,568 | 0 |
| Wallace H, Professor | Faculty Research Coordinator | Solomon Islands | Undertaking research | 2,726 | 0 |
| Wallace H, Professor | Faculty Research Coordinator | Vanuatu | Attending PARDI meetings | 2,175 | 0 |
| Wallace H, Professor | Professor, Agricultural Ecology | Solomon Islands | Undertaking research | 1,534 | 0 |
| Wallace H, Professor | Faculty Research Coordinator | Solomon Islands | Undertaking research | 2,485 | 0 |
| Warrick R, Professor | Professor, Climate Change Adaption | Singapore | Attending International Water Week conference | 1,763 | 0 |
| Whannell R, Mr | E-Learning Project Officer | Indonesia | Attending workshop conference and post ALA Fellowship visit | 2,435 | 0 |
| Capital Programs and Operations | | | | | |
| Muller A, Mr | Security Team Leader | New Zealand | Attending tertiary education Cardax User Group conference | 2,324 | 0 |
| Foundation | | | | | |
| Dobson OAM J, Fr | Chancellor | United States of America | Attending Global Philanthropic International Advancement tour | 13,608 | 0 |
| Edmonds A, Mrs | Alumini Executive Officer | Singapore | Attending CASE Asia-Pacific conference | 2,504 | 0 |
| Information Services | | | | | |
| Payne M, Mrs | Branch Administrator | New Zealand | Attending IOP summit and AIOP executive meetings | 1,209 | 1,600 |
| Office of Learning and Teaching | | | | | |
| Hinton T, Ms | Senior Academic Advisor, Strategy and Scholarship | United States of America | Attending TED conference and Archival research meetings | 6,093 | 0 |
| Lynch K, Associate Professor | Associate Professor, ICT Research and Development | Uganda | Furthering International network opportunities and consolidating research | 6,274 | 0 |
| Student Administration | | | | | |
| Allen P, Ms | Director, Student Administration | New Zealand | Attending ATEM HOSA conference | 1,320 | 0 |
| Student Services | | | | | |
| Blowers M, Ms | Equity and Diversity Officer | New Zealand | Attending EOPHEA conference | 1,602 | 0 |
| Einfalt J, Ms | Academic Skills and Language Adviser | Germany | Undertaking professional development program | 9,270 | 0 |
| Einfalt J, Ms | Academic Skills and Language Adviser | Ireland | Presenting and attending at EATWA conference | 853 | 0 |
| Reeh M, Ms | Academic Skills Adviser and Head of Preparatory Program | Canada | Visiting other Universities | 4,445 | 0 |
| USC International | | | | | |
| Batzloff J, Ms | Associate Director, USC International | Canada | Attending NAFSA conference | 6,817 | 0 |
| Boon M, Ms | Recruitment Officer | Scandinavia | Visiting partner institutions and agents | 10,208 | 0 |
| Boon M, Ms | Recruitment Officer | Canada | Attending NAFSA conference | 4,512 | 0 |
| Boon M, Ms | Recruitment Officer | Scandinavia | Visiting partner institutions | 13,567 | 0 |
| Boon I, Miss | Administrative Project Officer | Netherlands | International student recruitment | 557 | 0 |
| Boon I, Miss | Administrative Project Officer | Sweden | International student recruitment | 1,895 | 0 |
| Craig M, Ms | Recruitment Coordinator | Vietnam | Visiting partner institutions | 1,195 | 0 |
| Craig M, Ms | Recruitment Coordinator | Vietnam and Thailand | International student recruitment | 4,618 | 0 |
| Eckard L, Mrs | Recruitment Coordinator | Germany | Visiting partner institutions | 10,283 | 0 |

Overseas travel expenditure

| Employee | Position | Destination | Reason for travel | USC \$ cost | Contribution from other agencies |
|---------------------|--|--|---|----------------|----------------------------------|
| Eckard L, Ms | Recruitment Coordinator | Germany | International student recruitment and double degree articulations | 5,754 | 0 |
| Elliot R, Professor | Pro Vice-Chancellor, International and Quality | Japan and Korea | Visiting partner institutions and agents | 10,461 | 0 |
| Elliot R, Professor | Pro Vice-Chancellor, International and Quality | Taiwan | Attending APAIE conference and visiting partner institutions and agents | 9,856 | 0 |
| Martin S, Ms | Admininstration and Recruitment Officer | Korea, Thailand and Japan | Visiting partner institutions | 9,118 | 0 |
| Peake S, Dr | Academic Projects Coordinator | South Africa | Liasing with South African National Parks | 5,613 | 0 |
| Peake S, Dr | Academic Projects Coordinator | South America | Liasing with South American partners | 5,997 | 0 |
| Peake S, Dr | Academic Projects Coordinator | United States of America | Liasing with University of Wyoming and United States National Parks Service | 5,895 | 0 |
| Qi X, Ms | Adminsitration and Recruitment Officer | China | International student recruitment | 7,974 | 0 |
| Scott T, Mr | Recruitment Coordinator | India | Attending India SIA Austrade exhibition and visiting partner institutions and agents | 8,726 | 0 |
| Scott T, Mr | Recruitment Coordinator | Taiwan | Attending APAIE conference, visiting partner institutions and agents, and international student recruitment | 5,057 | 0 |
| Scott T, Mr | Recruitment Coordinator | Thailand, Malaysia and Singapore | Attending education fair and Singapore Polytechnic fair and visiting agents | 5,956 | 0 |
| Scott T, Mr | Recruitment Coordinator | India and Singapore | Attending IDP and Australia fair and visiting agents | 8,371 | 0 |
| Tamba E, Ms | Director, International Relations | Korea | Visiting Korean Universities | 51 | 0 |
| Tamba E, Ms | Director, International Relations | Japan and Korea | Visiting partner institutions and agents | 19,088 | 0 |
| Tamba E, Ms | Director, International Relations | Taiwan, China and Japan | International student recruitment | 10,079 | 0 |
| Tamba E, Ms | Director, International Relations | Japan, United States of America, Korea and Malaysia | Attending NAFSA Conference and international student recruitment | 17,048 | 0 |
| Tamba E, Ms | Director, International Relations | France and Japan | Attending EAIE exhibition | 14,190 | 0 |
| Tamba E, Ms | Director, International Relations | China | Visiting partner institutions and agents | 12,187 | 0 |
| Vuille J, Mrs | Admininstration and Recruitment Officer | France | Attending study fair and visiting partner institutions | 7,889 | 0 |
| Vuille J, Mrs | Admininstration and Recruitment Officer | France | Visiting partner Institutions and international student recruitment | 8,674 | 0 |
| White G, Mr | Associate Director, Recruitment | Mexico | Visiting partner institutions and attending student recruitment fairs | 7,505 | 0 |
| White G, Mr | Associate Director, Recruitment | South America | Visiting partner institutions and agents | 5,412 | 0 |
| White G, Mr | Associate Director, Recruitment | United States of America | Visiting partner institutions | 1,415 | 0 |
| White G, Mr | Associate Director, Recruitment | United Kingdom, Denmark, Germany, Switzerland and Poland | Attending EAIE fair, visiting partner institutions, and marketing | 12,668 | 0 |
| White G, Mr | Associate Director, Recruitment | United States of America | Attending NAFSA conference | 6,250 | 0 |
| White G, Mr | Associate Director, Recruitment | Germany and Switzerland | Visiting partner institutions and agents, and staff and student presentations | 7,141 | 0 |
| | | | | 847,711 | 27,369 |

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IFC = Inside front cover

Glossary

| | |
|---------------|--|
| AGS | Australian Graduate Survey |
| ALTC | Australian Learning and Teaching Council |
| APT | Administrative, Professional and Technical (Staff) |
| ARC | Australian Research Council |
| ARMC | Audit and Risk Management Committee |
| AUQA | Australian Universities Quality Agency |
| CCD | Census Collection District |
| CEQ | Course Experience Questionnaire |
| CGS | Commonwealth Grant Scheme |
| CRICOS | Commonwealth Register of Institutions and Courses for Overseas Students |
| CRN | Collaborative Research Networks |
| DEEWR | Department of Education, Employment and Workplace Relations (previously the Department of Education, Science and Training) |
| DIISR | Department of Innovation, Industry, Science and Research |
| EFTSL | Equivalent Full-Time Student Load |
| FTE | Full-time equivalent (Staff) |
| HDR | Higher Degree by Research (Student) |
| HERDC | Higher Education Research Data Collection |
| ICSC | Innovation Centre Sunshine Coast |
| ICT | Information and Communication Technology |
| PPR | Performance, Planning and Review (Staff) |
| PSC | Public Service Commission |
| QETI | Queensland Education and Training International |
| QTAC | Queensland Tertiary Admissions Centre |
| RAISE | Regional Access, Inclusion and Success in Education |
| SES | Socio-economic status |
| SSAF | Student Services and Amenities Fee |
| TEP | Tertiary Enabling Pathway |
| TEQSA | Tertiary Education Quality and Standards Agency |
| TPP | Tertiary Preparation Pathway |
| USC | University of the Sunshine Coast |
| WIL | Work Integrated Learning |

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The University of the Sunshine Coast began as the Sunshine Coast University College. Founded in 1994, the first students started at the Sippy Downs campus in 1996. In 1998 the new institution was granted full university status, and became the University of the Sunshine Coast on 1 January 1999.

The 100-hectare Sippy Downs campus lies around 90km north of Brisbane on land that was once a cane farm. Other teaching and research facilities include Dilli Village on Fraser Island and the Noosa Centre. In 2011, USC had a total operating revenue of more than \$127 million and employed 744 staff (full-time equivalent).

USC has the highest rating for teaching quality, generic skills, and graduate satisfaction of any public university in Queensland*. In 2011, more than 7,700 students (including about 680 postgraduates and 800 international students) enrolled in more than 150 academic programs through three faculties: Arts and Social Sciences; Business; and Science, Health and Education. The University conferred around 1,500 degrees, bringing alumni numbers to more than 9,900.



*The ratings of five stars for teaching quality and generic skills, and four stars for graduate satisfaction were awarded to USC by the Good Universities Guide 2012 using information obtained from Graduate Careers Australia's Course Experience Questionnaire, the Department of Education, Employment and Workplace Relations, and the University.

The University of the Sunshine Coast was the first greenfield university to be established in Australia since 1975. Founded in 1994, USC took its first 500 students at the Sippy Downs campus in 1996. Enrolments grew to more than 7,700 in 2011, with the student population projected to double in the next decade.

The 100-hectare campus lies 90km north of Brisbane on land that was once a cane farm. The University has won many architectural awards and is part of a wildlife reserve.



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