

University of  
South Australia

## Annual Report 2004

Educating professionals  
Creating and applying knowledge  
Serving the community



University of  
South Australia

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# About UniSA

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

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

Together we:

- > value quality, diversity, sustainability and equality
- > create, apply and communicate knowledge that delivers economic and social benefits through action that is:
  - intelligent in its use of new and emerging technologies
  - innovative, collaborative and enterprising
  - flexible, international and industry focused
  - student centred, service oriented and multidisciplinary
  - built upon our strengths.

UniSA was founded on 1 January 1991 through the amalgamation of the South Australian Institute of Technology and the Magill, Salisbury and Underdale campuses of the South Australian College of Advanced Education. Since then, it has quickly earned a reputation as a national leader in collaborative research, has been recognised nationally for innovation in teaching and has South Australia's largest intake of international students.

## Teaching and learning

UniSA's unique approach to teaching and learning is student-centred, focused on the outcomes of higher education, and delivered through very flexible program arrangements. Designed in consultation with industry and the professions, UniSA programs include fieldwork, industry guided simulations and industry projects. This real-world experience whilst studying means UniSA graduates are equipped with the qualities employers look for. UniSA graduates become significant contributors to their chosen professions - people who are instrumental in reshaping the nature of contemporary Australian and regional society.

## Research and research education

UniSA is committed to the creation and application of knowledge. Its distinctive research profile is based on bringing together multidisciplinary teams from industry, business and the professions to work on projects that are both relevant and beneficial to the community.

UniSA's emerging research priorities are sustainability, healthy lifestyle, and modelling and managing complex systems. The close alignment of the University's research priorities with the Government's National Research Priorities means it is well placed for ongoing success into the future.

## International activities

UniSA has strong and expanding links in teaching, research, consultancy and continuing education with partners in Asia, Europe, Africa and North America. UniSA has grown rapidly to be a major provider of Australian higher education offshore and has the largest number of international students in Adelaide.

## Community engagement

UniSA contributes at all levels to the social, intellectual, economic and cultural development of the community. Meeting the present and future needs of society is the driving force behind its professional education programs and its applied research focus. Engagement with the community is a defining characteristic and the University is enriched through its interaction with different communities.

## Equitable access

UniSA has in place a broad range of programs designed to increase opportunity including: special entry programs for people from educationally disadvantaged backgrounds, programs for people who have experienced educational or social disadvantage, extensive credit transfer arrangements with the vocational education and training sector, and high quality teaching and extensive student services support for students who enter using alternative pathways. UniSA also actively encourages the participation of women in non-traditional areas of study and employment.

## 2004 Highlights

- > Gained an end of year result of \$13.3m consolidated surplus.
- > Received an overwhelmingly positive report from the Australian Universities Quality Agency (AUQA) audit, including 16 commendations.
- > Became the first Australian University to gain EQUIS accreditation for business and management programs both in Australia and overseas. EQUIS, a European accreditation system, is the leading international system of quality assessment and accreditation for business and management programs.
- > Won an Institutional Award in the prestigious 2004 Australian Awards for University Teaching for the provision of educational services to the community - won for a project led by Associate Professor Brenton Dansie. This is the second Institutional Award and the fourth Australian Award for University Teaching we have won in the past six years.
- > Formed two new research institutes, The Hawke Research Institute for Sustainable Societies, bringing together a broad range of researchers in humanities, social sciences and business; and The Sansom Research Institute, bringing together researchers in pharmacy, biomolecular and biomedical studies and quality use of medicines.
- > Won a \$30m grant in the Australian Government's 2004 Cooperative Research Centre (CRC) Selection Round for the CRC for Contamination Assessment and Remediation of the Environment (CRC CARE). UniSA is leading CRC CARE under the direction of Professor Ravi Naidu.
- > Received \$10m in funding from the Australian Government to establish a Chair in Child Protection at the University. The government will contribute \$1m a year for the next ten years to support research into the causes and impacts of child abuse and the development of national education and training programs.
- > Won the South Australian Export Award for Education for the third time since 1999. We have the largest number of international students in South Australia and were Australia's second largest provider of offshore programs in 2004.
- > Led a collaboration with the University of Adelaide and Flinders University to deliver the International Space University's nine week Summer Session Program. In its 17th year, this significant international space industry event came to Australia for the first time.
- > Agreed to establish The Centre for Regional Engagement, with its headquarters in Whyalla and received 40 additional places from the Australian Government to be offered in Mt Gambier through the Mt Gambier Regional Centre in 2005.

# Statistical snapshot

## Staff and student numbers

	Female	Male	Total
<b>Enrolments</b>			
Cumulative total for year to 31 August 2004			
<b>Total number of students</b>			
Higher degree - research	521	575	1,096
Higher degree - coursework	2,256	3,317	5,573
Other postgraduate	1,212	879	2,091
Undergraduate	14,363	9,164	23,527
Enabling, cross-institution and non-award	399	265	664
<b>Grand Total</b>	<b>18,751</b>	<b>14,200</b>	<b>32,951</b>
<b>Total number of international students</b>			
Transnational	3,344	3,500	6,844
Onshore	1,421	2,050	3,471
<b>Grand Total</b>	<b>4,765</b>	<b>5,550</b>	<b>10,315</b>
<b>Graduates</b>			
<b>Total completions in 2004</b>			
Higher degree - research	44	69	113
Higher degree - coursework	831	1,101	1,932
Other postgraduate	578	439	1,017
Undergraduate	3,204	1,846	5,050
<b>Grand Total</b>	<b>4,765</b>	<b>3,455</b>	<b>8,112</b>
<b>Staff</b>			
(full and fractional time)			
<b>Total staff FTE</b>			
Academic	388	503	891
General	749	446	1,195
<b>Grand Total</b>	<b>1,137</b>	<b>949</b>	<b>2,086</b>
<b>Academic units</b>			
Divisions			4
Schools (excluding Divisional Offices)			21
Research Centres			14
Research Institutes			4

# Chancellor's report

In an environment of significant change in the higher education sector, 2004 was another year of review, implementation and strategy development for UniSA. Throughout the year we thoroughly reviewed our implementation of key elements of the Australian Government's higher education reforms, including our Governance procedures in light of the new National Governance Protocols. In addition to our self-review, the University enjoyed a rigorous external examination by the Australian Universities Quality Agency (AUQA) as part of our compulsory audit in early 2004. Stage one of the University's \$100m Blueprint 2005 capital program neared completion despite the pressures of a booming construction industry. Finally, looking ahead, the Vice Chancellor led a University-wide consultation process to consider our Online Strategy for 2010-2015.

## Finance

2004 was another successful year for the University financially. The consolidated surplus of \$13.3m was in line with the previous year (2003: \$13.5m). The surplus resulted in a safety margin (operating surplus as a percentage of revenue) of 4.4% (2003: 4.6%), which we consider satisfactory for a 'not for profit' institution. Revenue (before the superannuation supplementation) grew by 3.6% to \$302.8m. Adjusting for the one-off impact of the sale proceeds from the Salisbury campus, which is included in 2003 revenue figures, 2004 revenue grew by 5.9%. Revenue from fee-paying education services grew by \$4.4m (7.6%) with the main area of growth being International student revenue, up \$2.3m. International student revenue growth was less than in prior years due to the impacts of an appreciating Australian Dollar.

The University's financial position remained sound during 2004 with cash balances at the end of 2004 of \$49.7m (2003: \$103.5m). During the year \$67.9m was spent on the \$135m Blueprint 2005 capital program. Stage 1 of Blueprint 2005 was completed in early 2005 and involved the relocation from the Underdale campus. Since year end the sale proceeds from Underdale of \$33.7m have been received. Cashflows from operating activities in 2004 were \$22.3m, a decrease of \$19.0m from 2003 due to a one-off impact of a change in payment arrangements by the Commonwealth to teach Australian students (the Commonwealth no longer pay an advance instalment in December). Asset revaluations had an impact on the 31 December 2004 balance sheet with the normal three year valuation of Land and buildings adding \$22.0m to asset values. The University adopted the fair value method to value its library collection and as a result the carrying value of the library was reduced by \$3.2m. It should be noted that The Auditor General has again provided a qualified audit opinion on our financial statements relating to the conservative position we took in the recognition of the Commonwealth Operating Grant.

## Governance

In the March 2004 Council meeting, I reported that the higher education reforms passed by the Commonwealth Parliament late in 2003 included a set of National Governance Protocols and compliance with these protocols was required before Universities could gain access to a share of the \$404m growth funds from 2005. It was agreed that the Council should formally adopt the Commonwealth Governance Protocols prior to consideration of any proposed legislative amendments. A working group was established to consider proposed legislative amendments and recommendations were made to the May meeting of Council. The working group found that comparatively few changes were required to the UniSA Act, reflecting the fact that the University's Council is a model of best practice.

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

## Major achievements

The University's major achievements in 2004 are outlined in the new highlights section at the beginning of this report while the many other initiatives and achievements throughout the University are detailed in the balance of the document. However, the stand out achievement for the year was the outcome of the audit by AUQA. The audit report, released in September, was very positive. It publicly recognised the University's achievements and demonstrated to our peers, stakeholders, staff and students that we are an excellent institution. The audit was very thorough, with as much time spent examining our transnational operations as our operations in Australia. The excellent result can be attributed to considerable and sustained effort by staff across the University over many years, and their willingness to embrace change. I was personally very pleased that AUQA commended "the regular and productive monitoring and self-review of the University Council" and the "strong and effective management systems".

## Major decisions

### HECS

In response to the Backing Australia's Future (BAF) Higher Education Reforms, the Council, in its June meeting, made a number of decisions about HECS (Higher Education Contribution Scheme) fees. We approved an increase in HECS of 25% from 2005, noting programs in education and nursing were exempt from the increase. At the same time, we agreed to allocate at least 10% of this additional income to the University Scholarship fund, offering more than 2 000 scholarships to students from low socio economic backgrounds and from rural and remote areas.

## **Building 3A**

In its May meeting, the Council approved an investment of up to \$35m for the construction of the second phase of the Blueprint 2005 project, Building 3A. Among other things, the building will be home to more facilities for students, an expanded Art Museum, the Hawke Centre, Hawke Library, a large auditorium and the offices of Chancellery.

## **Students**

The number of UniSA students increased substantially from 31 828 in 2003 to 32 951 in 2004. The number of UniSA graduates produced in 2004 was 8 112, an increase of 1 675 graduates compared to the previous year.

On behalf of the University I would like to thank the Students Association, and particularly its President, Andrew Christie, for their excellent work throughout 2004. Andrew actively and positively contributed to Council discussions and decisions on behalf of the Association. We look forward to working with him again in 2005 in his role as a nominated Student Representative.

## **Staff**

The number of full time equivalent staff at UniSA increased from 2005 in 2003 to 2086 in 2004 and a number of significant senior appointments were made. The University welcomed Dr Anna Cicarrelli as Pro Vice Chancellor and Vice President of the new portfolio, International and Development, encompassing two administrative units (the Marketing and Development Unit and UniSA International). Professor Robin McDermott and Professor Gerry Griffin were also welcomed to the senior management team following the resignation of Professor David Wilkinson and the retirement of Professor Kevin O'Brien.

On behalf of the University, I would like to thank Professor Kevin O'Brien for his significant service to the University. In recognition of his contributions, particularly in his role as Pro Vice Chancellor and Vice President: Division of Business, the Council approved the awarding of the title of Emeritus Professor to him.

## **Council**

During 2004, the Council farewelled three long-serving external members: Dr Patricia Crook AO, Greg Mackie OAM and Virginia Hickey. Our thanks go to Alice McCleary for her work in the position of Deputy Chancellor and for carrying out the role of presiding officer of the Finance Committee in 2004. Our thanks also go to Virginia Hickey, presiding officer of Audit Committee; Jan Lowe, presiding officer of Senior Academic Promotions Committee and Student Appeals Committee; Associate Professor Adrian Vicary, presiding officer of Academic Board; and to all members of Council in 2004 for their commitment and expertise. Ian McLachlan, Jan Lowe and Peter Smith were reappointed to Council for a term of four years from January 2005.

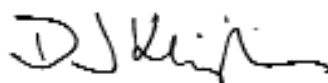
I continued to Chair the Universities Chancellors Conference (UCC) working group throughout 2004. The UCC involved itself in negotiating the Commonwealth Governance Protocols and has established a contract with the University of Canberra's National Institute for Governance to design programs for professional development of Council members for all universities.

## **Thanks**

I would like to acknowledge and thank the friends of UniSA for their ongoing support in 2004. With their help the University raised close to \$850 000 for scholarships, projects and equipment.

On behalf of the Council, I thank Professor Denise Bradley AO, Vice Chancellor and President, and the University's Senior Management Group for their leadership during another very successful year for the University of South Australia. Professor Bradley is to be congratulated on the national role she is undertaking on behalf of the University and Higher Education generally. Her appointments as Chair of IDP Education Australia and the Australian Technology Network from 2005 are significant and reflect highly on both her and the University.

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



**David Klingberg AM  
Chancellor**

# University governance

## Aspirations

The University of South Australia Act (1990), as amended, establishes a framework for the governance and management of the University. Within this framework the Council and management of the University seek to provide effective and ethical organisational leadership, consistent with recognised best practises in governance.

## The Council

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

- > overseeing the management and development of the University
- > devising or approving strategic plans and major policies
- > monitoring and reviewing the operation of the University
- > appointing and overseeing the performance of the Vice Chancellor (VC).

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

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

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

The University of South Australia Council met seven times from March to December 2004.

## Council Members 2004

### Chancellor

David Klingberg AM BTEch (CivilEng) FTSE FIEAust FAusIMM FAICD

### Deputy Chancellor

Alice McCleary BEc FTIA FAICD FCA

### Appointed Members

James Birch BHealthAdmin, MACHSE

Bill Cossey BSc FAIM

Dr Patricia Crook AO JP MAICD

Virginia Hickey BA LLB

Bruce Linn BSc FAICD FACS MIEAust

Jan Lowe BA DipEd

Greg Mackie OAM BA

Ian McLachlan BEc FICAA

Jillian Miller DipEd, PSM

Peter Smith BEc BAeroEng FRIBA FinsAA

### Elected Student Members

Ryan Manuel (undergraduate)

Kirsten Huynh (postgraduate)

### Elected Academic Staff

Associate Professor Kazem Abhary BSc MSc PhD

Dr Michael Venning BSc(Hons) DipT PhD

### Elected General Staff

Liz Stinson BSc(Hons) BEd MEd MSc(Zoology)

Grad Cert Mgmt

Ray Stradwick

### Ex Officio

#### Vice Chancellor and President

Professor Denise Bradley AO BA DipEd GradDipLib MSocAdmin FACE

#### President of University of South Australia Students Association

Andrew Christie

#### Chair of Academic Board

Associate Professor Adrian Vicary BA(Hons) DipEd MA PhD



## **The Chancellor**

The Act stipulates that the University will have a Chancellor and Deputy Chancellor. By convention, the Chancellor is the honorary, titular head of the institution and the presiding officer of the Council. Since its establishment, three people have occupied the position of Chancellor of the University of South Australia. The founding Chancellor was John McDonald AM followed by the Hon Dr Basil Hetzel AC. The current Chancellor, David Klingberg AM, was appointed in 1998 and reappointed in 2002. Dagmar Egan AM (1993 - 2001) and Alice McCleary (2002) respectively have been appointed to the position of Deputy Chancellor. A position description for the role of Chancellor is included in the Council Handbook.

## **Committees of Council**

The Council has delegated authority to a number of standing committees to provide advice and to contribute to good governance of the institution. The performance and effectiveness of each of the committees of Council is considered within the annual review process of Council. Among the Standing Committees of Council are:

- > Academic Board
- > Audit and Risk Management Committee
- > Finance Committee
- > Immediate Business Committee
- > Staff Remuneration Committee
- > Senior Academic Promotions Committee.

## **Academic Board**

Academic Board has three broad functions. They are to:

- > act as a forum for the debate of University-wide academic issues
- > oversee academic quality assurance processes
- > provide input into the corporate planning process, through the review of priorities and parameters for the annual Corporate Plan.

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

## **Audit and Risk Management Committee**

The primary function of the Audit and Risk Management Committee is to assist the Council in exercising due care, diligence and skill in discharging its oversight and monitoring responsibilities. It plays a key role in overseeing external and internal audit functions, risk management processes and legislative compliance. The Committee met four times in 2004.

## **Finance Committee**

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

## **Immediate Business Committee**

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

## **Staff Remuneration Committee**

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

## **Senior Academic Promotions Committee**

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

## **Council Secretariat**

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

## Policy development

Council approves key policies of the University, which govern its operations in relation to staff, students (communication of program, course and assessment requirements, processes for appeal) course development, teaching and learning, research, administration and finance. Policy is systematically developed, approved and reviewed with clear responsibilities and timelines.

As policies are developed, they are benchmarked with other universities and if appropriate with other bodies such as those in the not for profit sector. UniSA has moved to developing policies that outline broad principles-these are sent to Council for approval, with separate guidelines or procedures sent to Council for information.

Council's annual review of governance includes a requirement to undertake a review of policy. Academic Board undertakes a regular review of its policies and those of its sub-committees and the human resource, finance and corporate policies are also reviewed regularly.

## Improvements to governance

The Council is committed to continuous improvement in governance. Since 1997 the Council has conducted an annual review both of governance and of its own operations that has informed continuous improvement efforts. The 2004 Council review activity included two elements:

- > a Council members' survey, which sought members' views on the governing body's operations and performance in 2003
- > a review of the implications for governance implicit in the Commonwealth Government's proposed National Governance Protocols.

A number of recommendations for improvement emerged in 2004 from the 2003 review processes, including:

- > the establishment of an annual declaration of interests by Council Members
- > changes to the membership and Terms of Reference of major subcommittees
- > improvements in the induction and professional development of Council members.

## Risk management

The Council adopted a Risk Management policy in 1998 that establishes a framework for:

- > the development of a risk management culture in the University
- > assignment of responsibility for aspects of risk management in the University
- > structured communication flows about the risks faced by the University in its activities.

The University had previously developed systematic approaches to dealing with risks to the safety of employees, students and visitors in its Occupational Health Safety and Welfare Policy, Prevention of Violence on Campus Policy and the Security on Campus Policy.

Key elements of the University approach are:

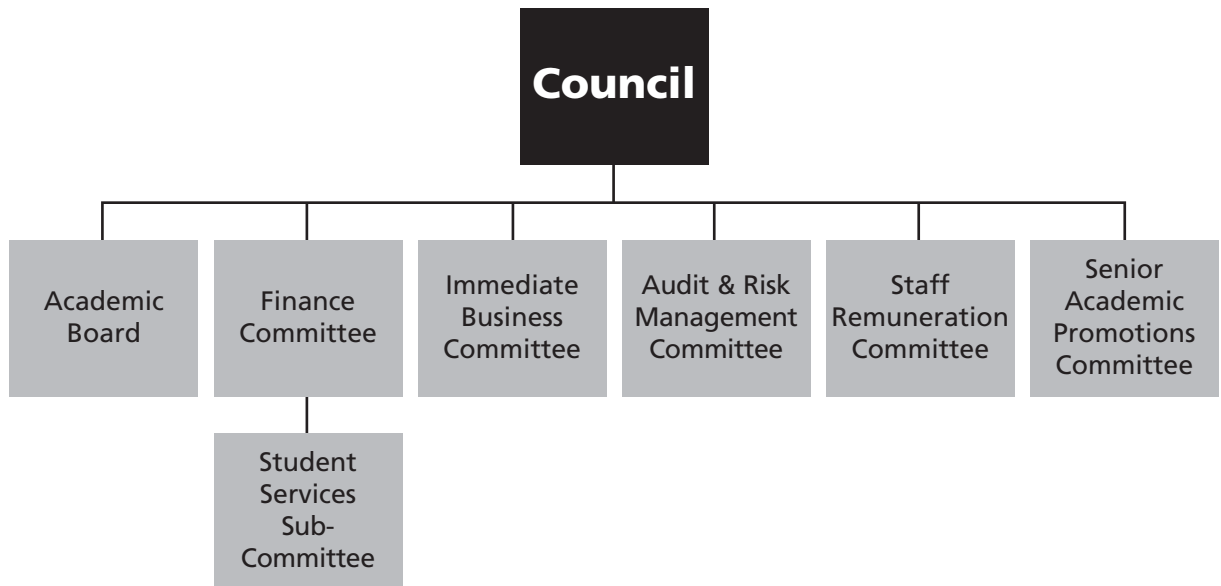
- > consistency with the Australian Risk Management Standard AS/NZS 4360
- > the development and reporting of risk registers that identify key risks at the organisational unit level
- > the development and reporting at Council level of a University-wide risk register
- > links to strategic planning processes
- > annual update and regular audit of risk registers
- > oversight of risk management processes by the Audit and Risk Management Committee of Council.

These key elements have been in place since 1999, and throughout the 2004 reporting period. Council considered and noted the University-wide risk assessment at its 14 December meeting. A systematic approach to the identification, assessment and audit of legislative risk areas is also in place. Audit and Risk Committee received annual compliance reports from responsible officers throughout the year.

The VC and Executive Director: Finance and Resources annually certify to Council that the University risk management and internal compliance and control systems are operating effectively in all material respects. This certificate is supported by a process involving the completion of questionnaires on control and risk management by all major organisational units within the University.

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

# Committees of Council and sub-committee structure



## **Established by Council**

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

## **Other entities associated with the University**

UniSA Foundation Inc  
ITEK Pty Ltd

# Vice Chancellor and President's report

2004 has been a year of great achievement for UniSA. Years of hard work have been rewarded, major developments have begun to take shape and the quality of the work of our staff has been acknowledged. At the same time contentious issues - a new enterprise agreement and the institutional response to national policy changes in higher education, have been negotiated in a rational and civilised way - the sign of an institution which manages change well.

Good news early in the year was the announcement of the establishment of a Chair in Child Protection at UniSA. The Australian Government will provide \$1 million a year for the next ten years to support research into the causes and impacts of child abuse and the development of national education and training programs.

For many of us, the early months of 2004 were consumed with preparations for our Australian Universities Quality Agency (AUQA) Audit. After intensive self-assessment and preparation, the AUQA audit took place in late March over nine days including visits to three countries to look at our offshore programs.

During the audit process, we received some excellent news which helped to confirm our quality assurance claims. Our Division of Business and Enterprise secured accreditation from the European Foundation for Management Development (EFMD) under its European Quality Improvement System (EQUIS). At the time, the Division was only the second business school in Australia to achieve EQUIS accreditation and the first to have its offshore operations accredited.

From July to August, our focus shifted to the heavens with the hosting of the 2004 Australian International Space University SSP Program. UniSA led a collaboration with the University of Adelaide and Flinders University to deliver the nine week intensive professional development program for space industry professionals. One hundred and fourteen participants from 27 countries and more than 130 space industry experts from all over the world took part in the program, confirming South Australia's position as a centre for space education and training.

In September the long awaited results of the AUQA audit were released. The audit team found our institution to be innovative, dynamic, flexible, well-governed and sure of itself and its directions. It supported these conclusions with 16 commendations for good practice.

Not long after this significant success, the University won the Education Category of the 2004 Business SA Export Awards. UniSA has had two previous successes at these Awards which recognise South Australia's most innovative export companies.

In August our Whyalla campus won the Community Contribution category award at the 2004 Upper Spencer Gulf Export Awards, in recognition of the significant and tangible contribution the Whyalla campus has made to the intellectual, social and economic development of the region.

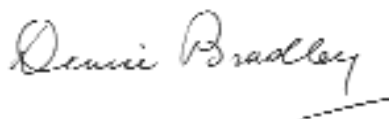
In late November, the University won an Institutional Award in the prestigious 2004 Australian Awards for University Teaching - the second Institutional Award and the fourth Australian Award for University Teaching the University has won in the past six years. The award for the 'provision of educational services to the community' was won by a project led by Associate Professor Brenton Dansie on 'Raising the educational aspirations of students in the Northern regions of Adelaide'.

Throughout the year work progressed on our \$100 million Blueprint 2005 project. Staff, students and visitors alike patiently witnessed the construction of buildings on three of our metropolitan campuses, coping remarkably well with the disruptions that major construction inevitably causes.

As I told Council in October, the best sign we have that we are a successful institution is the high quality of applicants for positions in the University. We have made some outstanding appointments this year. People want to come to work here because they believe we are an institution going places, a place where good ideas are supported. In the end, it is the quality of our staff - academic and general - and their willingness to commit themselves to give of their best which makes us successful. We already have great people who are doing great things and every month we recruit more!

2004 saw the retirement of a well-known University character, Professor Kevin O'Brien. Over 150 staff and external friends of the University attended his farewell in February. We welcomed Professor Gerry Griffin to take his place as the new PVC: Division of Business. We also farewelled Professor David Wilkinson, PVC of the Division of Health Sciences and welcomed Professor Robyn McDermott in his place. Finally, Dr Anna Ciccarelli joined the Senior Management Group as the new Executive Director: International and Development. As a result of this new position, the Research and International portfolio led by Professor Ian Davey had a change in focus and was renamed Research and Innovation.

I have outlined just a few of our more notable achievements for the year. There were many other successes across the University. All members of the UniSA community helped to make 2004 a memorable year and the end of year result of \$13.3m consolidated surplus demonstrated conclusively that our people are producing great outcomes for the University and the State.



**Professor Denise Bradley AO  
Vice Chancellor and President**

# Senior Management Group

(as at December 2004)

## **Vice Chancellor and President**

Professor Denise Bradley AO  
BA DipEd GradDipLib MSocAdmin FACE

## **Pro Vice Chancellor and Vice President: Access and Learning Support**

Professor Rigmor George  
MEd BEd GradDipAbStud

## **Executive Director and Vice President: International and Development**

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

## **Executive Director and Vice President: Finance and Resources**

Paul Beard  
BA (Accountancy) CA

## **Pro Vice Chancellor and Vice President: Research and Innovation**

Professor Ian Davey  
BA(Hons) DipEd MA PhD

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

Professor Hilary Winchester  
MA DPhil

## **Pro Vice Chancellor and Vice President: Business and Enterprise**

Professor Gerry Griffin  
BCom(Hons), MBS, PhD

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

Professor Michael Rowan  
BA(Hons) DipEd PhD

## **Pro Vice Chancellor and Vice President: Health Sciences**

Professor Robyn McDermott  
MBBS, MPH, PhD, FAFPHM

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

Professor Robin King  
BEng PhD FIEAust CPEng MIEE CEng

# University management

## **Administrative structure**

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

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

## **Senior management arrangements**

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

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

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

## **Division management**

Management at Division level mirrors the central structure. Division Pro Vice Chancellors (PVCs) have a group of senior staff reporting to them. Heads of School are responsible for the Schools which are the primary units for management of academic programs. Division Managers and Deans are responsible for cross-Division functions, including business development, financial and human resource planning and coordination, research and research education, international activities and teaching and learning.

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

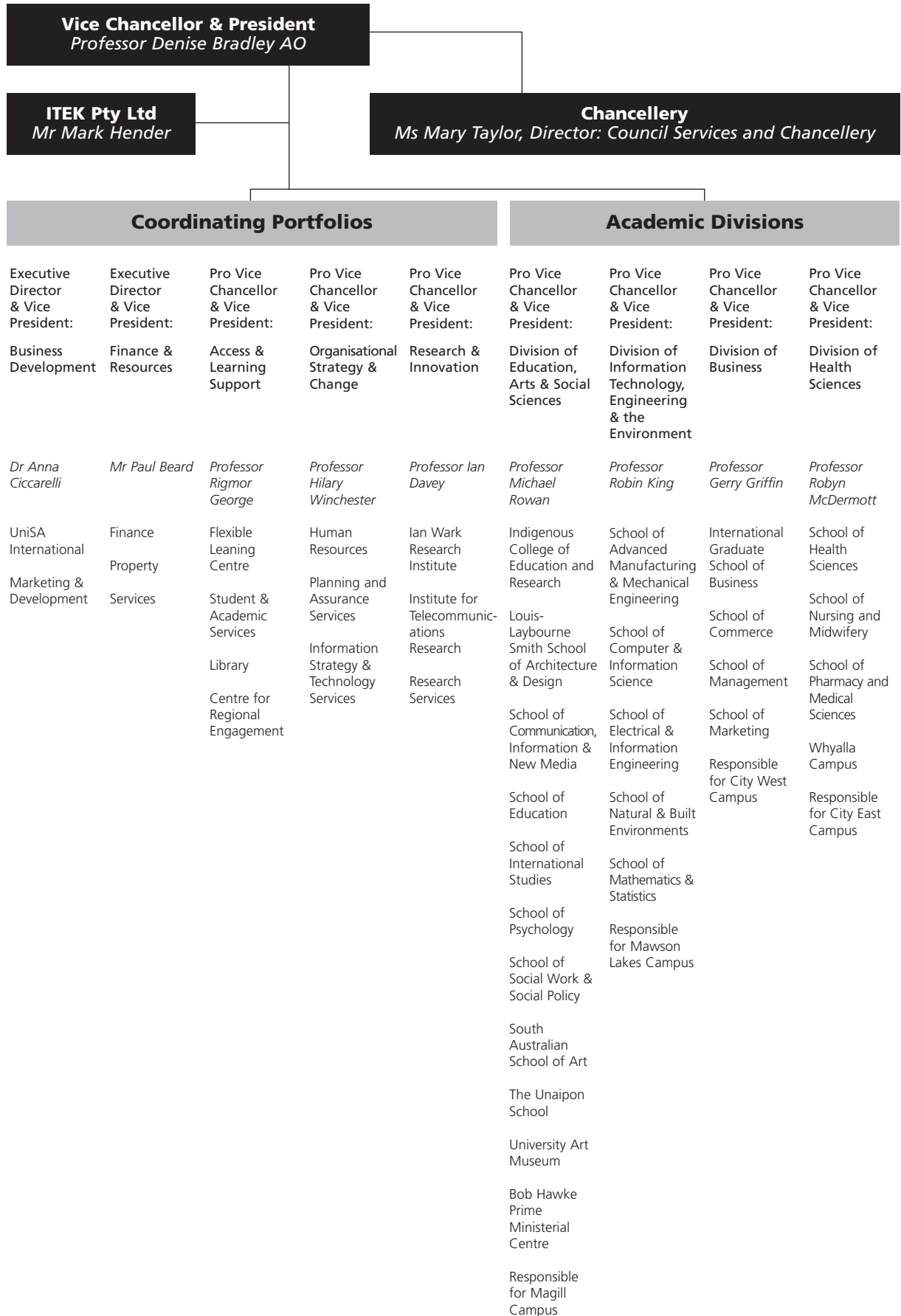
The position of Dean carries a particular responsibility both to shape and to implement University policy in key areas. For example the four Deans: Teaching and Learning are members of the University's Teaching and Learning Committee (TALC) where policy is framed but they also chair their respective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

## **Portfolio management**

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

# University structure

(as at December 2004)



# Priority projects

## Priorities

For 2004, activities previously described as Corporate priorities were reconceptualised as projects with University-wide significance or benefit to be managed by a member of the Senior Management Group (SMG). These projects are developed after a review of University performance in the preceding year and analysis of the internal and external environment in which we operate, including community, economic and social considerations.

The Priority projects for 2004 were:

1. *Scholarship of teaching (2004-2005)*
2. *More effective use of the University's management information systems to support decision-making*
3. *Better alignment of business strategy and budget framework (2004-2005)*
4. *Building individual and institutional capability*
5. *Implementation of outcomes of Backing Australia's Future*
6. *UniSA Northern Adelaide Partnerships (UNAP) Program (2003-2005)*

## Performance against priorities

### 1. Scholarship of teaching

The University established a working group to address the corporate priority project concerned with the scholarship of teaching. A Research Associate conducted focus groups with School and Division Teaching and Learning Committees (TALCs) and met other relevant groups and individuals. From these consultations a discussion paper, supported by extensive resources from the international literature of the field, was developed and circulated to all academic staff. Responses were received from Divisions, Schools, TALCs and individuals.

Implementation of the Scholarship of Teaching project will proceed in 2005 building on the 2004 discussions and consultations. This stage will encourage and reward publications by academic staff about the scholarship of teaching within their discipline area.

### 2. More effective use of the University's management information systems to support decision-making

Two key management information systems were focussed on in 2004 to address this project:

#### *UniSAinfo Reporting*

An online support infrastructure was developed to complement UniSAinfo Reporting, the University's secure, web based, management reporting environment designed to provide university wide access to wide variety of management reports. This support program was designed to raise awareness through training and development activities and personalised support services. The approach was pervasive, organisation-wide and carried out with the vision that UniSAinfo Reporting will become an invaluable, everyday tool for staff. User acceptance remained steady in 2004 (presently 30%) and continues to grow.

#### *Enterprise Planning*

The Information Environment Strategic Planning Group (IESPG) funded \$265 000 to apply Cognos Enterprise Planning (EP) techniques to key planning activities such as Load Planning, Revenue Generation, Staff Planning and Research Planning. The application of EP has brought a number of immediate benefits to UniSA including:

- > elimination of spreadsheet risk and greater version control
- > strategic and timely management reporting
- > greater automation of business processes including pre-population of models with data and automatic consolidation
- > consolidation and streamlining of planning processes.

The University is leading the Higher Education sector in the application of this tool and other institutions have expressed interest in the tool's capabilities.

### 3. Better alignment of business strategy and budget framework

A project to address the University's budget framework and allocation models commenced in 2004 and will continue in 2005, with implementation planned from 2006 onwards.



The aim of the project is to better align business strategy and the budget framework, with a focus on five key issues:

- > Incentives - to ensure that there are appropriate incentives in the budget
- > Fairness - to ensure fairness between activities and areas
- > Transparency - to ensure that the budget framework and allocation models can be easily understood and used
- > Investment - to ensure we are resourcing strategic activities appropriately
- > Transition - to ensure that any changes to the budget framework and allocation models are made in an orderly fashion with no significant immediate impact.

A Budget Framework Reference Group was formed in 2004 to consider and advise on proposals for change. A document entitled Better Alignment of Business Strategy and Budget Framework - A New Approach to the Budget was circulated for discussion amongst University management. The document proposes moving to a new view of resources that sees Schools/Institutes/Whyalla and Divisions as business units. As such, revenues and full costs would be attributed to these areas to help provide information on the financial impact of decisions. A key theme in the discussion paper was the need to balance short term and longer term considerations in decision making. A complementary document Budget Principles for Implementing Profit Centres was also developed.

New costing software to assist in assigning the full costs to business units and their various programs were acquired to facilitate effective implementation of the new approach.

The next stage of the project is to model the new budget framework using 2004 actual data and then model the budget for 2006 using updated data as it becomes available.

A complementary project to re-engineer the University's financial system (Finance One) also began. A Finance One Re-engineering Steering Committee considers all proposals for changes to the budget framework and financial system to ensure consistency in approach and financial reporting frameworks.

#### **4. Building individual and institutional capability**

This priority project directed its efforts to two initiatives:

##### *Support structures to facilitate teaching and learning*

The most significant outcome of this priority project was the creation of a series of positions including School Executive Officer (SEO), Program Support Officer and Academic Support Officer to provide additional support to teaching and learning activities. There are currently 13 SEOs and approximately 20 staff undertaking academic and program support officer roles.

Activities to support this initiative were:

- > development events to build staff skills and leadership capabilities
- > workload management workshops
- > development activities for academic staff on applying project management and work management techniques
- > development events (and production of resource guides) to assist academic staff in work management, including:
  - a Quick Guide to resources and basic information for sessional staff
  - an annual event to prepare staff for transnational teaching and production of a Quick Guide for staff preparing to teach offshore
  - work with course coordinators and program directors in Divisions, as a follow-up to project management workshops.

##### *Build capabilities in the use of information and communication technologies*

Work was undertaken throughout the year to develop a conceptual framework for this initiative. Four staff competencies were established:

1. using basic software products of UniSA's IT and information environment
2. operating successfully with UniSAnet to provide courses and programs online
3. applying the corporate information management and retrieval systems
4. making effective use of common research software.

In 2005 a project to build IT skills for academic staff will be implemented to develop these competencies.

## **5. Implementation of outcomes of Backing Australia's Future**

With the passage of the Higher Education Support Act 2003 (HESA) as part of the Backing Australia's Future (BAF) package, a priority project was undertaken during 2004 to implement the required changes to processes and systems.

The BAF Implementation Steering Committee was established, and project teams across the University worked during 2004 to implement the changes which required significant systems and process changes. Work undertaken included:

- > changes to the University's student management and finance systems to manage data collection, reporting, new student fee requirements, student ID numbers (Commonwealth Higher Education Student Support Number or CHESSN) and student learning entitlement (SLE). This also included integration into The Department of Education, Science and Training's (DEST) Higher Education Information Management System (HEIMS)
- > implementation and administration of new scholarships, new student financing and loans schemes
- > changes to University policies relating to student fees and scholarships
- > changes to University processes and procedures, including processing of remissions and variations
- > communication to, and consultation with, staff and students, including extensive staff training
- > various changes to the University's Act and governance structures to meet the new quality and accountability requirements and National Governance Protocols
- > consideration of resource allocation issues concerning DEST's new funding structures
- > management of student load planning and load profile in accordance with the new Act
- > staff representation on a number of DEST working groups, including the HEIMS implementation group, the Australian Vice Chancellor's Committee (AVCC)/BAF Implementation Group and Commonwealth Learning Scholarships Reference Group.

The project concluded in February 2005 with responsibility for ongoing requirements under the Act allocated as follows:

- > National Governance Protocols - Council Services, Chancellery, Planning and Assurance Services
- > Monitoring effect of amendments to HESA - Council Services, Chancellery, Student and Academic Services
- > Load management - Pro Vice Chancellor: Organisational Strategy and Change, Planning and Assurance Services
- > Teaching and Learning Performance Fund - Pro Vice Chancellor: Access and Learning Support
- > Internal Student statistics - Student and Academic Services, Planning and Assurance Services.

## **6. UniSA Northern Adelaide Partnerships (UNAP) Program**

UNAP is an initiative reflecting the University's strong commitment to equity.

UNAP facilitates the creation of new partnerships, programs and research to meet the needs of the northern Adelaide community. It also seeks adjustments to existing academic and entry programs, supports staff and publicises the partnerships. These benefits are not always exclusively to the University. For example, peer mentoring and access programs such as the UniSA Preparation for Adult Learners Program (UniSA-PAL) potentially produce enrolments that flow to other universities and TAFE.

Establishing formal governance and partnership relationships is a way of embedding engagement in the community and in the University, ensuring that collaboration is sustained and outlives personalities and pilot project funding.

Perhaps UNAPs most significant achievement has been the integral role it has played in developing education and training pathways from an alliance of schools, TAFE and the University of South Australia to specific growth industries. This has resulted in an increase from 50 to 500 students undertaking regional career pathways to industries from 2004 to 2005.

# Teaching and learning

## Priorities

The University's teaching and learning priorities for 2004 were to:

- > continue to use the Graduate Qualities as a key strategy for improving teaching and learning and graduate employment outcomes
- > improve student satisfaction with all aspects of their University experience
- > increase support for international and transnational students and for staff working in cross-cultural contexts
- > collaborate with partners offshore and onshore, including the schools and vocational education sectors, to broaden markets, improve access and increase credit transfer
- > refine the recruitment strategy to address the need for more flexible entry pathways, including a scholarships strategy to attract a broad mix of applicants
- > improve the quality of teaching and focus on the scholarship of teaching
- > improve online resources for teaching, learning and administration.

## Performance against priorities

### Graduate Qualities

After wide consultation, a revised program approval process and documentation, supported by a new Program Approval Manual was developed. The revised process ensures Graduate Qualities are fully addressed in curriculum development and documentation.

In addition, Assessment Development Grants which began in 2003 have been completed and provide models of good practice in assessment of Graduate Qualities. Professional development workshops build further upon existing good practice in assessment.

The University's Careers Services were restructured during 2004 to assist the implementation of the revised Graduate Employment Strategy which builds on students' acquisition of the Graduate Qualities.

The Divisions identified strategic programs to receive additional support from the Careers Service to establish relationships with employers, heighten employer awareness of the Graduate Qualities, and assist graduates in promoting themselves.

### Student satisfaction

Survey response rates increased in 2004 over the already significantly improved rates in 2003: by 1.2%, to 63%, in the Graduate Course Experience Questionnaire (GCEQ), 2%, to 68%, in the Graduate Destination Survey (GDS), and 1.2%, to 32%, in the internal Student Experience Questionnaire (SEQ).

Higher response rates introduced greater validity into the scores. However, transnational responses were excluded from the calculation of the GCEQ and GDS rates due to low levels of feedback. Promoting the surveys at graduation ceremonies encouraged better returns.

Twenty-four programs (an increase of two) were required by Policy A-35.A-9 to complete the GCEQ Appendix in 2004 because of consistent under-performance on one or more of the GCEQ scales of Good Teaching, Overall Satisfaction or Generic Skills.

Agreement with the overall satisfaction item in the GCEQ was down by 1%, to 62%, while agreement with the related item in the SEQ agreement was down by 2%, to 84%. Issues raised in student responses to these surveys are routinely addressed by relevant areas and committees, and improvement plans are monitored.

## Supporting international and transnational students and staff

The Flexible Learning Centre conducted international and transnational professional development workshops in all Divisions. These emphasised techniques for teaching international students and preparing staff who teach transnational students offshore. In addition, the University developed an induction program for staff of transnational partners, which introduces them to UniSA's distinctive approach to teaching and learning.

The number of staff in International Student Advisory Services, along with resources and numbers of workshops, increased to improve support for onshore international students.

## Broadening markets, improving access and increasing credit transfer

A working group of the University Teaching and Learning Committee (TALC), augmented by TAFE SA representatives, worked during 2004 to develop a proposal for credit transfer that will offer at least a minimum level of credit transfer for all completed TAFE Awards at Certificate IV and above, into every UniSA undergraduate program.

Relationships with secondary schools were strengthened as a result of collaborative engagement through the northern suburbs Portfolio Entry pilot, the University Extension Program which permits Year 12 students to study university courses, and extensive participation in the Review of the South Australian Certificate of Education.

International student numbers increased by 14.4%. This increase was attributed to improved articulation arrangements, use of e-business tools, international access to the credit transfer database, and an agents' tracking system.

## Refining the recruitment strategy

The domestic recruitment strategy was restructured so that each of the University's four Divisions now focuses on strategic priority programs and specific strategies to increase access by students from equity groups. Significant new scholarships were also introduced for 2005 entry.

## Improve teaching quality

Measures to improve the quality of teaching included Teaching@UniSA which all new academic staff are required to undertake. Teaching@UniSA is an innovative program established in 2003, that introduces or re-introduces staff to the University's teaching and learning environment, involving an introductory session, discussion of teaching and learning issues and interactive and practice-based tasks. In 2004, induction was introduced for teaching staff of transnational partners and was followed by Teaching@UniSA for transnational staff.

We conducted 150 Division-based workshops and 30 generic institution-wide professional development sessions on aspects of teaching and learning.

## Online resources

The Vice Chancellor led a University-wide consultation to develop an Online Strategy covering all areas of the University's operations.

In teaching and learning, services were improved through greater server reliability, increased student access to computers on campus, and a new range of tools and resources for both staff and students.

Benchmarking of our services was undertaken with universities of the Australian Technology Network (ATN) and demonstrated high levels of student and staff satisfaction with the University's online environment.

The University improved its online administration systems through the establishment of an online student portal and offered students the capacity to enrol, pay invoices, and apply for scholarships and graduation online.

## Equity priorities

Priorities for 2004 were to:

- > maintain and improve rates of participation, retention and success for students from equity groups
- > implement a Recruitment Strategy targeting access for students from equity groups
- > expand UniSA Northern Adelaide Partnerships (UNAP) and UniSA Preparation for Adult Learners (UniSA-PAL) initiatives to improve access and participation by students from low socioeconomic status (SES) backgrounds, especially those over 25 years and students from a non-English speaking background (NESB)

- > monitor Adaptive Technology Suites in the University Library to assess their effectiveness in support of success and retention of students with disabilities.

## Performance against equity priorities

### University Recruitment Strategy

A Domestic Student Recruitment Strategy was developed, including specific strategies for Indigenous, low SES, rural and isolated students and the promotion of alternative entry pathways for non-traditional applicants, including TAFE articulants.

During 2004 two new entry pathways were developed:

- > Portfolio Entry - an alternative entry scheme for year 12 students from disadvantaged schools who might not otherwise gain entry
- > Foundation Studies - a University-wide enabling/bridging program which will replace the existing array of specific bridging programs and will prepare non-school leavers for entry into any of the University's undergraduate programs.

The University continued to have significant success in recruiting students through its USANET scheme for school leavers from low SES and rural backgrounds with a record number of offers (over 1500) resulting in approximately 1100 enrolments in 2004.

### UNAP and UniSA-PAL initiatives

The University's Northern Adelaide Partnership (UNAP) Program was instrumental in building links between the University and northern Adelaide schools. Links were created in both directions, encouraging UniSA students to work with the schools through field placements and mentoring opportunities, and promoting the range of pathways to UniSA for school leavers.

During 2004 over 80 UniSA Preparation for Adult Learner (UniSA-PAL) students enrolled in four adult re-entry schools and another 14 enrolled in a trial year 13 program at a mainstream secondary school. The initiative continued to have considerable success providing both an alternative pathway to, and preparation for, university study. Of the 36 students who completed the 2003 program, 35 enrolled in UniSA degrees in 2004 and student continued to perform well above average.

### Adaptive Technology Suites

Adaptive Technology Suites, an additional computer facility for students with disabilities who need improved access to computers on campus, were established at each campus Library. While usage varied from campus to campus it averaged 50 hours per suite per week. Demand was so strong at the Magill campus that a second suite was installed at the end of the year.

# Research and research education

## Priorities

The University's research, research education, and commercialisation priorities for 2004 were to improve management of its intellectual capital and knowledge, further develop external partnerships and revenue sources, and implement initiatives to promote an exciting and dynamic research environment. The detailed strategies to achieve this were:

### Research

- > implementing initiatives through Research Policy Committee (RPC) such as 'near miss' and 'pre competitive' grants programs as well as workshops to improve UniSA's performance in National Competitive Grants (NCGs)
- > identifying initiatives to align research and international activity more closely through the development of a University-wide internationalisation of research strategy and a review of the President's Scholarship Scheme
- > continuing to support the development and mentoring of Early Career Researchers (ECRs) through the appointment of a Director of Early Career Researcher Development in 2004 to provide leadership and coordinate professional development programs and activities
- > continuing to build the University's research capacity by promoting multi-disciplinary and innovative research concentrations across Divisions and by assessing applications for new Research Institutes.

### Research education

- > implementing University-wide funding models and principles for resourcing research degree education including the monitoring of the new statement of resources for research degree candidates
- > expanding the University-wide Structured Program to include development activities for continuing and completing candidates and online resources supporting face-to-face activities
- > implementing Research Degree Graduate Qualities (RDGQ) and supporting processes for research degree candidates
- > continuing to monitor and promote supervisor development through professional development programs
- > integrating enterprise education modules across research programs for all candidates and project areas.

## Commercialisation

- > continuing to implement the Commercialisation Initiative as approved by UniSA Council
- > graduating two spin-off companies from the ITEK incubation process
- > exploring the possibilities for joint commercialisation activities with the other South Australian universities and research bodies.

## Performance against priorities

### Research

*Implementing initiatives through Research Policy Committee (RPC) such as 'near miss' and 'pre competitive' grants programs as well as workshops to improve UniSA's performance in National Competitive Grants (NCGs).*

An ARC Linkage-Project Development Incentive Scheme was implemented. This Scheme aims to provide funding to assist UniSA researchers in the preparation of an ARC Linkage-Project application. The first time this Scheme was run, UniSA researchers submitted 42 applications as opposed to the normal 15-16 applications to the ARC's Linkage-Project funding round.

An NHMRC Project Grant Development Incentive Scheme which aims to provide funding to assist eligible UniSA researchers in the preparation of a NHMRC Project Grant was implemented. Although this incentive scheme has not resulted in an increase in the number of applications, it has resulted in a significant increase in the quality of applications.

An externally facilitated grant writing workshop was again held for academic staff from all Divisions and Institutes.

*Identifying initiatives to align research and international activity more closely through the development of a University-wide internationalisation of research strategy and a review of the President's Scholarship Scheme.*

A discussion paper on the Internationalisation of Research was developed in 2004. An Internationalisation of Research Strategy Paper will be developed during the first half of 2005.

A review of the President's Scholarship Scheme was conducted as part of a wider external review of all research degree scholarships offered by the University. Recommendations arising from the review will be implemented during 2005.

*Continuing to support the development and mentoring of Early Career Researchers (ECRs) through the appointment of a Director of Early Career Researcher Development in 2004 to provide leadership and coordinate professional development programs and activities.*

The Early Career Researcher Development Program ran its first full-year in 2004. The ECR Development Program comprised one planning session, six core workshops, and an externally facilitated grant writing workshop designed specifically for ECRs.

*Continuing to build the University's research capacity by promoting multi-disciplinary and innovative research concentrations across Divisions and by assessing applications for new Research Institutes.*

During 2004 the University continued to build its research capacity by promoting multi-disciplinary and innovative research concentrations across the Divisions through its Emerging Thematic Priorities Project. As a result of the collaborations encouraged under this initiative, two research concentrations were awarded Research Institute status during 2004. These were:

- > The Hawke Research Institute for Sustainable Societies - bringing together a very broad range of researchers in humanities, social sciences and business
- > The Sansom Research Institute - bringing together researchers in pharmacy, biomolecular and biomedical studies and quality use of medicines.

### Research education

*Implementing University-wide funding models and principles for resourcing research degree education including the monitoring of the new statement of resources for research degree students.*

The Statement of Resources for Research Degree Candidates studying in Australia was implemented for its first full year during 2004. Heads of Schools and Supervisors were given responsibility for ensuring that appropriate resources are available to the candidate at the time of enrolment.

We conducted an internal audit of the University's compliance with the newly implemented Statement of Resources for Research Degree Candidates studying in Australia. Recommendations arising from this audit will be implemented during 2005 but, overall, compliance was found to be high.

A Statement of Resources for Transnational Research Candidates was developed during 2004 and is awaiting formal approval before being publicised in 2005.

The Postgraduate Research Training Information Assistant (PORTIA) was piloted in 2004 with a view to strengthening the University's capacity to monitor research candidate progress. PORTIA is a web-based system that provides up-to-date management information on research candidates and a transparent system to allow candidates and supervisors to plan the research, record meetings and other important events related to candidature. It will be made available to all Research Degree Supervisors and Candidates in 2005.

*Expansion of the University-wide Structured Program to include development activities for continuing and completing students and online resources supporting face-to-face activities.*

During 2004 the University-wide Structured Program, renamed the Research Education Support Activities (RESA) Program, expanded its offerings to include development activities for continuing and completing candidates and integration of Learning Connection and Library resources. RESA offered an increased range of workshops and online resources developed to complement these activities.

*Implementing Research Degree Graduate Qualities and supporting processes for research degree students.*

Research Degree Graduate Qualities (RDGQ) were implemented for commencing candidates in 2004. The implementation included a comprehensive education campaign and professional development activities for Supervisors and Research Degree Coordinators including the requirement for supervisors to participate in a workshop about embedding these before accepting new candidates in 2005.

Review of Progress processes were redeveloped to incorporate simple methods of reporting RDGQs. Activities and workshops in the RESA program were expanded to include activities and information designed to foster the development of these Qualities.

*Continuing to monitor and promote supervisor development through professional development programs.*

Professional development workshops for supervisors were held on each campus of the University and in Penang in January 2004.

The Register of Research Degree Supervisors policy was revised to strengthen the capacity to remove ineffective Supervisors from the Register. The requirement for Supervisors to undertake, and report annually on, professional development activities, was modified so that annual professional development activities are reported once every three years.

The University became a member of fIRST (for Improving Research Supervision and Training) created by a consortium of universities, including the Australian Technology Network (ATN), to provide online resources for supervisor development.

The University collaborated in the development of the ATN Research on Research and Early Career Researcher conferences, hosted together in February 2005.

*Integrating enterprise education modules across research programs for all candidates and project areas.*

The ATN Learning Employment Aptitudes Program (LEAP) modules were reviewed and a non-moderated version of each of the modules was developed. Non-moderated versions of the modules provide far great

flexibility for research degree candidates to access and undertake the modules.

The ATN LEAP model was used as a template to develop MORE - Modules On-line for Research Education - an ATN collaboration. MORE will be implemented during 2005.

## **Commercialisation**

*Continuing to implement the Commercialisation Initiative as approved by the UniSA Council.*

ITEK, the University commercialisation company, continued to actively engage UniSA's research community to identify commercialisable research and research outcomes, and provided funding to support worthy research projects and develop spin-off businesses.

*Graduating two spin-off companies from the ITEK incubation process.*

2004 saw the spin-off of new start-up companies: Cohda Wireless Pty Ltd and A-Rage Pty Ltd. Cohda Wireless employs patented advanced signal processing techniques developed by the University of South Australia's Institute for Telecommunications Research to deliver mobile broadband solutions for moving vehicles that are high bandwidth/low cost. A-Rage is an acronym for: Augmented Reality Active Game Engine. A-Rage's breakthrough technology makes it possible for game players to see video game objects, integrated with their real world.

In addition to graduating two spin-off companies, ITEK signed two Licence Agreements for UniSA's School of Nursing Innovative Allication System (SONIA) and Rhodococcus Equi Diagnostic.

During the year ITEK also lodged three new provisional patent applications and six other patents progressed to the full application stage. At the end of 2004 UniSA had a total of 40 patents in various stages of application and 16 granted applications.

*Exploring the possibilities for joint commercialisation activities with the other South Australian universities and research bodies.*

Discussions were held between the three South Australian universities and the State Government about the possibility of collaborating to develop a combined South Australian commercialisation entity. The State Government funded a consultant to produce a report outlining possible models. This report, Evaluation of the Optimal Business Model for Advancing Commercialisation in South Australia, was delivered in late 2004 and is currently under consideration by the three universities.

# People and resources

## Priorities

### People and workplace

Activity in 2004 focussed on the following major projects:

- > finalising the new Enterprise Bargaining Agreement (EBA4)
- > implementing improvements to management information systems
- > developing more systematic processes to support and manage sessional staff and those working regularly offshore
- > building staff capabilities in management, international orientation, and in the use of information and communication technologies.

### A service culture

In further developing the service culture, priorities included:

- > ensuring that our services are effective and represent stakeholder needs
- > remaining inclusive of student and staff diversity and our wide span of activity (multi-campus, multi-location, multi-mode)
- > improving our capacity to gather, analyse, interpret and act on information
- > continuing to develop our capability for benchmarking as a means of improving service provision and client satisfaction.

### Buildings and environment

Completing the Blueprint 2005 program on time and on budget was a major priority in 2004 together with:

- > securing the sale of Underdale campus
- > planning development for 2005-2010, including analysing Divisional growth targets, investigating the accommodation requirements of the emerging Research Institutes, and researching likely teaching and learning models in 2010
- > developing a replacement program for ageing engineering and building services
- > providing more appropriate facilities for staff and students with disabilities.

## Information technology

IT resources continued to grow:

- > the wireless networking infrastructure was expanded
- > UniSA was an establishing partner of a pool computing facility in the Mawson Centre for use by the community and by UniSA students and staff
- > the data network services in UniSA student accommodation was upgraded and wireless access is also now available
- > a long-term central IT infrastructure management plan was developed to ensure asset replacements are planned for and scheduled.

## Performance against priorities

### People and workplace

Achievements in 2004 included:

- > Enterprise Bargaining agreement: a new Academic and General Staff Enterprise Agreement was certified in June 2004. Many of the operational tasks were completed, including updating information on salary sacrifice and superannuation initiatives, redeployment, classification, managing change, new contracts of employment, new academic workload guidelines and rewriting of skill base requirements for academic staff
- > Review of Academic Workload and Productivity: significant outcomes included collation and distribution of workforce data for all Schools; workload guidelines provided to all Schools; advice and information to Schools on workload allocation guidelines for 2005; and the development activities for academic staff
- > Processes to support and manage sessional staff and those working regularly offshore: development of comprehensive induction resources
- > Building staff capabilities: through its Priority project, the University directed efforts to two initiatives: developing support structures to facilitate teaching and learning and building capabilities in the use of information and communication technologies (see the synopsis report under Priority projects)
- > Developing management capabilities: The University held a number of Contextual Awareness Seminars such as Senior Women Executives and the Cultures of Management; and Leadership on the Line: the distinctive challenge facing women leaders
- > Strengthening the international orientation and intercultural capabilities of our staff: investigation of conditions of employment, induction, professional development, OHS&W risk management, and offshore working conditions were carried out.



These projects were supplemented by the following continuous improvement activities:

- > monitoring progress of the Indigenous Employment Strategic Plan: the University continued to build a supportive and culturally aware workplace through mentoring and professional development, participation in external networks and the provision of Cultural Awareness Workshops to non-Indigenous staff
- > a Women and Leadership program during which senior staff commented on relevant ATN research and recounted their personal experiences and career advancement
- > Occupational Health Safety Welfare and Injury Management (OHSW&IM): the University developed and implemented a suite of online learning programs; and implemented the Workspace software to assist in the reduction of occupational overuse when working with desktop computers.

### **A service culture**

- > UniSAinfo Reporting was developed which enables staff to tailor information to their requirements by accessing a wide range of corporate information systems.
- > An Extended Support Service was implemented, providing IT assistance between 8:30am and 9.00pm.
- > The implementation and analysis of Student Experience Questionnaires continued, providing measures of student perceptions about services, identified areas of strength and weakness and encouraged continuous improvement.

### **Buildings and environment**

- > Progress on the \$100m Blueprint 2005 capital project continued on time and on budget and Underdale campus was successfully vacated.
- > A process of capital planning was endorsed to 2010.

### **Information technology**

- > The wireless networking infrastructure coverage continued to expand.
- > On-campus computer facilities underwent a comprehensive review in 2004 which will result in a facilities increase of 28% by mid 2005.
- > The multi-use computing facility in the Mawson Centre project was successfully completed through the innovative use of leading edge switching technology to cater for different tenants who share the same computer systems.
- > IT Capital Planning was completed and is now a part of the University's capital planning.

Other IT achievements in 2004 included:

- > the creation of myUniSA, the new student portal which allows students to access information from a range of online applications (including emails) from one convenient location using a single username and password
- > upgrades to the UniSA email system which provided increased capacity and performance for both staff and students
- > the implementation of the Backing Australia's Future (BAF) legislation with its modifications to fee structures and processing, DEST reporting and the introduction of a national identifier (CHESN) required considerable changes to the University's student system
- > completion of phase one of Scholarships Online and significant work on Apply Online which is scheduled for completion in June 2005.

# Community engagement

The University engages with the community at many levels and contributes to its social, intellectual, economic and cultural development.

In 2004, UniSA was involved in various community service and access events and contributed to the cultural and public life of the community. A particular feature of 2004 was the number of major initiatives and achievements in relation to our commitment to regional engagement.

## Our regional community

Early in 2004, the University made a commitment to regional engagement through the expansion of the Dean of Whyalla position to include the role of Director: Regional Engagement. In September Professor Len Pullin took up the appointment. Although the intention was to move gradually towards a regional presence, in July the University was informed by the Australian Government that it had been granted an extra 40 places to be offered in Mt Gambier in 2005. The University will deliver four programs: Bachelor of Nursing, Bachelor of Business (Whyalla program), Bachelor of Social Work and Bachelor of Business (Management Information Systems).

Also in September, the Senior Management Group agreed to establish a Centre for Regional Engagement which would deliver programs in regional centres across the State. The Centre will be located at Whyalla Campus with regional hubs throughout the State, the first being in Mt Gambier beginning in 2005.

Other regional engagement activities and initiatives led by the Whyalla campus included:

### *Community building at Whyalla*

The Whyalla campus was successful in securing a \$25 000 grant through Community Builders funding. The grant will fund a program that will focus on indigenous and culturally and linguistically diverse peoples in the Whyalla community. A facilitator will be appointed to work with targeted community groups to assist them with public speaking and leadership skills and to become active in representing their community.

### *Caring Communities Palliative Care Project*

The Caring Communities Palliative Care project opened in June at the Whyalla campus. The two year project, funded by the Commonwealth to a total of \$170 000, is significant for regional South Australia. The UniSA Project Team is working with seven partner organisations including the regional health service areas of Eyre, Jamestown, Mid North, Northern and Far Western and Wakefield as well as the Pika Wiya Health Service in Port Augusta and the Whyalla Cancer Support Group. The Project Team will undertake research and

education work to build the capacity of regional communities in dealing with the issues of caring for people with life limiting conditions.

### *Sharing Health Care SA Project*

The Spencer Gulf Regional Health Service has received a further \$277 000 from the Department of Health and Ageing as transition funding for the Sharing Health Care SA project. The Sharing Health Care project, which was funded \$1.25m over a three-year period, finished in June 2004. The additional funding will enable support for several small additional activities as well as enable mainstreaming of key outcomes of the project over the next 18 months.

### *Early Childhood Intervention Parenting Project*

The Centre for Rural and Regional Development won a grant of \$276 000 over three years from the Department of Family and Community Services for the Early Childhood Intervention Parenting Project. The project provides a service to Whyalla, Eyre Peninsula, and Ceduna Indigenous and non-Indigenous people using a participatory action research framework. It is in partnership with the Whyalla Counselling Service.

### *Desert Knowledge-Cooperative Research Centre*

The Desert Knowledge-Cooperative Research Centre (DK CRC) was launched at the Whyalla campus in mid August. Senior representatives of Desert Knowledge Australia, the State Government, Whyalla City Council and UniSA attended the launch.

## Regional scholarships

### *Scholarships to health science students*

The Northern and Far Western Regional Health Service and the Spencer Gulf Regional Health Service awarded six scholarships worth more than \$4 000 each to final year health science students to help defray the costs of study. A condition of the scholarship is that the recipients agree to work in the region for 12 months following graduation. Several students reported that opportunities for rural placements and vacation scholarships encouraged them to consider a career in the country and to apply for the scholarship.

### *Scholarships for nursing students*

Funding was secured from the Northern and Far Western Regional Health Service and the Eyre Peninsula Health Service for scholarships for up to 12 students. The initiative is an attempt to increase the number of nurses with mental health preparation in rural and regional South Australia.

## Regional awards

### *Upper Spencer Gulf Export Awards*

The Whyalla campus won the 'Community Contribution' award at the annual Upper Spencer Gulf Export Awards in recognition of its international focus in research, its programs to support international experiences for students and staff, and for attracting an increasing number of international students to the region.

### *SA Great Regional Awards*

The Caring Communities Palliative Care Team, based at the Whyalla campus, won the Health category award in the 2004 SA Great Regional Awards for the Eyre region.

## Community service

UniSA engaged with its various communities through a number of other significant events and initiatives in 2004. Events and initiatives provided as a service to our community included:

### *Launch of the Western Adelaide Elder Friendly Communities Project*

The Western Adelaide Elder Friendly Communities Project was launched at the West Torrens Civic Centre. The project focuses on the need to develop supportive environments for older people and their families by assessing the current state of senior services at both the neighbourhood and citywide levels. It is based on a unique community capacity building model developed by the Calgary University in Canada, which has been made available for use on this project through a license to UniSA. Project partners include UniSA, City of West Torrens, Aged Care and Housing Group, Council on the Ageing, Metropolitan Domiciliary Care Western Region and the Department of Veterans Affairs.

### *Northern Wellbeing Project*

UniSA won a grant from the Commonwealth Government's Sustainable Regions Program for \$397 000 to undertake the Northern Adelaide Health and Wellbeing Project, encapsulating the local government areas of Salisbury and Playford. Under the guidance of UniSA, health science students will be placed into a range of service facilities to provide clinical interventions, community health promotion and disease screening.

### *Successful ageing seminars*

Approximately 170 people attended the Successful Ageing Seminar at the City West Campus. The topic *Are you getting enough? Sleep that is ...* was presented by Dr Kurt Lushington, Program Director, Psychology Service Subjects.

Approximately 150 people attended the Successful Ageing Seminar titled *Anger in Society* presented by three speakers, Ms Karen Heseltine, Forensic Psychologist, Ms Elly Kirk, Senior Social Worker at the Public Trustee and Mrs Pamela Brear, Counsellor Practitioner.

### *Solar House Day*

Louis Laybourne-Smith School staff and a large number of student volunteers from Architecture, Interior Architecture and Industrial Design participated in Solar House Day. It was an excellent opportunity for people interested in sustainable architecture to talk to Solar House residents and inspect the various energy saving designs and schemes.

### *Quality Use of Medicines Project*

The School of Nursing and Midwifery received a \$25 000 competitive funding grant from the National Prescribing Service: Quality Use of Medicines Community Projects Scheme. The research, in partnership with SANE Australia and the National Ethnic Disability Alliance, aims to address the information needs of Afghan people in rural areas in relation to the correct use of antidepressant medication, and subsequent development of learning resources for community nurses, pharmacists and general practitioners.

## **Community access**

Events and initiatives encouraging access to University teaching and research outcomes and encouraging community interaction and debate included:

### *International Business Week*

UniSA staff and students hosted and presented nine events as part of the successful UniSA IBW 2004 International Business Week seminar series (23 August - 3 September).

### *Lecture Series*

The second series of lectures on the theme of *Visions for Environmentally Sustainable Development* held throughout 2004 by the Division of Information Technology, Engineering and the Environment.

The Division of Education, Arts and Social Sciences presented the 2004 *Weaving the Social Fabric* public lecture series.

The Division of Business and Enterprise presented the 2004 *Working Links* public lecture series throughout the year.

### *School of Social Work and Social Policy Seminars*

The School of Social Work and Social Policy held an introductory seminar at the Magill campus in April for human service and health professionals on working with men who were sexually abused in childhood. Over 75 professionals attended the seminar from a broad range of professions including psychologists, nurses, police and social workers.

### *Science program*

The Division of Information Technology, Engineering and the Environment and the Mawson Lakes Joint Venture collaborated on a new initiative with the Investigator Science Centre to design a Science on the Go program at the Mawson Lakes campus. This program brought groups of secondary students onto the campus throughout the year for visits and demonstrations highlighting how science and technology affects everyday life and illustrating career opportunities available in scientific fields.

### *Maths workshop*

Academic staff from the School of Mathematics and Statistics conducted a workshop at the City East campus for high school teachers entitled Making the connections. This workshop provided interesting applications of mathematics suitable for use in a classroom environment.

### *Trade Practices Workshop*

The Centre for Regulation and Market Analysis conducted its Second Annual Trade Practices Workshop in the Barossa Valley in late October. More than 60 delegates attended the Workshop, including four Judges of the Federal Court, two Members of the Australian Competition Tribunal, state and federal regulators, barristers, solicitors and economists. The keynote speaker was Judge Randall Rader of the US Court of Appeals for the Federal Circuit.

### *University-Business Forum*

The Strategic Partnerships project hosted its inaugural University-Business Forum to explore emerging strategic issues in industry. A group of 15 Chief Executive Officers and senior executives attended the Forum, with Police Commissioner Mal Hyde providing the keynote address. Considerable discussion centred on the looming skills crisis in industry. Participants in the Forum commented on the current shortage of planners, engineers and pharmacists. Other topics to emerge were: risk management, succession planning, re-skilling an ageing workforce, security for staff and the need for industry to have greater input into the content and development of programs offered by universities.

### *Transport Research Forum*

The Transport Systems Centre and the SA Department of Transport and Urban Planning jointly hosted the successful Australasian Transport Research Forum (ATRF) at the Hilton Hotel in Adelaide in October. Seventy seven refereed papers were presented to an audience of more than 190 delegates, with strong contributions from UniSA's Transport Systems Centre.

### *Mawson Lakes Program for Year 9 Students*

The Investigator Science and Technology Centre developed a program aimed at year 9 students to promote an awareness and interest in science and technology. Groups of 30 students participated in a range of activities at Mawson Lakes campus. One of the aims of the program was to educate students about careers in science and technology and the options that are available to them at UniSA.

## **Community life and culture**

The University sponsored, hosted or took part in a number of events and initiatives in the life and culture of our community. They included:

### *Tour Down Under*

UniSA's sponsorship of the Tour Down Under was an even greater success than in past years, with Team UniSA winning the Sensational Adelaide team's prize and Patrick Jonker finishing in first place. University staff were heavily involved in the Tour in various ways. The University invited guests to watch the official opening of the race in the corporate marquee; the Deputy Chancellor hosted a luncheon for 90 corporate and industry guests at the Stanley Bridge Tavern to cheer on the UniSA Team, and UniSA also hosted a table at the Legends Night Dinner.

## Hawke Centre Seminars and Conferences

The Hawke Centre welcomed Irene Khan Secretary General of Amnesty International to give the Annual Hawke Lecture on the topic, *Security for whom?* Over 1000 people attended this lecture in September and gave Ms Khan a standing ovation. The lecture was widely covered in the national media.

The RESPECT for Women policy seminar developed by the Hawke Centre attracted more than 150 registrants. The seminar produced lively debate and resulted in a summary for action relating to education, violence, employment and other issues affecting women. Irene Khan, Lowitja O'Donoghue, Professorial Fellow at Flinders University, and Pru Goward, Human Rights and Equal Opportunity Commissioner, were among the key contributors.

A number of Thinkers in Residence forums were jointly presented by the Hawke Centre and The Adelaide Thinkers in Residence Program throughout the year. Thinkers, Professor Peter Cullen, Baroness Professor Susan Greenfield and Dr Maire Smith presented to large audiences and contributed to public debate, discussion and strategies for change.

### *Public Dance Forum*

Talking Bodies, a free public dance forum held at the Adelaide Festival Centre in September, was organised by UniSA's Cultures of the Body Research Group. The forum, supported by ArtSA, was attended by approximately 90 people including Greg Mackie (ArtSA Executive Director).

### *Art Project*

South Australian School of Art staff, students and graduates were involved in The Containers Projects, a village of shipping containers at Federation Square, Melbourne, with their contribution Downtown Art Space.

## Hawke Research Institute Seminars and Conferences

The Hawke Research Institute, with the Group for Employment and Workplace Change, hosted a seminar presented by social researcher Hugh McKay titled Right and Wrong: how to decide for yourself. The Institute also hosted Monica Das from the University of Delhi, who presented a seminar titled The Girl Child in India.

The Hawke Research Institute with Women in Adult and Vocational Education SA (WAVE), the Australian Education Union (SA) and TAFE SA Access and Equity presented a mini-conference on Women, Work and Training: Towards an Agenda for SA. One of the keynote speakers was Professor Anja Heikkinen, Vice Dean, Faculty of Education, University of Jyväskylä, Finland. A visitor at the Hawke Research Institute, Professor Heikkinen spoke on the topic of Women Work and Training: a European Perspective.

## The UniSA Art Museum and Samstag Program

Having previously wound down its public programs in preparation for the Blueprint City West stage two development and demolition of the existing gallery, the revised CW2 building program presented an opportunity for the Art Museum to quickly produce a 2004 exhibitions program.

The University secured high-level cultural visibility through the Art Museum's contribution to the 2004 Adelaide Bank Festival of Arts. Secured by special arrangement with Sydney's S.H. Ervin Museum, the William Robinson The Revelation of Landscape exhibition featured paintings of the past 20 years by one of Australia's most celebrated contemporary artists, who also gave a rare public talk to the delight of a capacity audience.

The Art Museum director also undertook a major consultancy for the Festival. This involved development and management of the Festival's successful 2004 visual arts program, including conceiving and producing the centrepiece event, Artists' Week.

An innovation in development of the University Collection occurred with a number of inaugural acquisitions of works by Samstag scholars, selected from the Art Museum's *Kindle & Swag* exhibition held in 2004. Purchased through a unique, matching funding arrangement with the Samstag Program, the acquisitions constitute the beginnings of a University "Samstag Collection", comprising works by the alumni of this most important cultural bequest, which is managed by the University.

The Art Museum Advisory Committee was also pleased to acquire a unique work for the UniSA Art Collection from the Festival's Art Auction. Rendered on plywood, *Playground 2004*, is a light hearted, though typically compelling painting by leading South Australian artist, Gerry Wedd.

In November 2004, the University awarded six artists from around Australia with the Anne and Gordon Samstag International Visual Arts Scholarships. Now in their 13th year, and with 99 scholarships so far awarded, the prestigious Samstag Scholarships are widely recognised as the most valuable offered in this country, for overseas study in the visual arts. The six Samstag scholars will take up their scholarships in 2005, each receiving a 12 months living allowance of US\$30 000 and, additionally, travel expenses and the significant cost of institutional study fees.

## **Honouring members of the community**

The University acknowledged the contributions made by members of the community to both the University and the wider community through the awarding of a number of honorary awards in 2004. They included:

### **University Fellows**

Mrs Elizabeth (Liz) Watson, in acknowledgement of her significant contribution to the University in her role as foundation Registrar of the University.

Mr Eric Granger, in recognition of his support of the interests and welfare of the University and his contribution to the broader community, particularly several major charities. Mr Granger is State Manager, SA and NT, Mutual Community Limited, which sponsors University community service activities and supports the University's equity mission.

Mr Lewis O'Brien, Kurna elder, in recognition of his support to the University and his lifelong and major contribution to the Aboriginal and Torres Strait Islander community and in particular to indigenous students as Coordinator of the Aboriginal Education Resource Centre.

Dr Geoff Wood, Executive Director of Education Services and Programs within the Department of Further Education, Employment, Science and Technology, in recognition of his major contribution to providing access to tertiary education programmes to meet the needs of groups within the community considered to have suffered disadvantages in education.

### **Emeritus Professors**

Professor Kevin O'Brien, recognising his significant contribution to the development of the University and his leadership, particularly as Pro Vice Chancellor of the Division of Business and Enterprise.

### **Honorary Doctor of the University**

Phillip Adams AO, acknowledging the key role he played in the establishment of the Australia Council, the Australian Film Development Corporation, the Australian Film Commission and the Australian Children's Television Foundation. In addition he is the author of over 20 books and his writing appears in many of Australia's most influential publications.

Stephen Page, in acknowledgement of his significant achievements and influence in the arts, his promotion of indigenous culture as founder of Bangarra Dance and as an international ambassador for the arts.

# Collaboration

The University of South Australia has a history of developing strong alliances and collaborative working relationships with industry and the professions, government and education providers, both domestically and internationally.

These valued relationships feed into and enhance the relevance and performance of our teaching and research.

## Industry and the professions

### *MBA for the Credit Union Industry*

The UniSA International Graduate School of Management (IGSM) Credit Unions MBA Program was launched at the Australian Institute of Credit Union Management (AICUM) convention in February 2004. AICUM has now adopted the UniSA management Certificate, Diploma and Masters awards as the management development program for credit union personnel throughout Australia.

### *Packaging Industry Management Program*

The School of International Business announced a decision of ACI Glass Packaging to enrol approximately 20 of its staff in the Graduate Certificate in Management (Manufacturing) each year, starting in 2005. Students will be drawn from Adelaide and the company's operations abroad to undertake the Graduate Certificate. The contract will be worth approximately \$160 000 each year and establishes important links between the University and industry.

### *Holden training*

The first 12 month Cooperative Training Program between Holden and UniSA was completed by five UniSA students in 2004.

### *South Australian School of Art Internship Program*

The South Australian School of Art launched its new Internship Program in 2004. The Program provides students with the opportunity to undertake a placement with an arts organisation or institution in order to gain vocational experience and an enhanced understanding of the arts industry.

### *Environmental Short Courses*

The third and final course in the initial series of Environmental Short Courses was delivered in June 2004 to industry participants. The course was delivered by UniSA Centre for Sustainable Energy, in association with Energy SA.

The Sustainable Energy Centre delivered its first Energy Management for industry and business course, which was developed through the University Environmental Training Steering Committee with support from the EPA and Energy SA.

### *Olympus Imaging Unit*

The Olympus Imaging Unit, a collaboration between UniSA and Olympus Australia, was officially opened by the Vice Chancellor in July. Olympus Australia is providing, at any one time, between \$100 000 - \$200 000 of the latest imaging technology to support research and teaching at UniSA. The Unit includes state of the art light microscopes, extremely high resolution digital cameras and image enhancement and analysis software, all of which will be upgraded regularly.

### *Marketing research with insurance giant*

Insurance giant IAG joined the Research and Development Initiative associated with the University's Marketing Science Centre. IAG has been a client of the Marketing Science Centre in the past and has joined to gain access to cutting-edge research in branding and buyer behaviour.

### *Model for heart failure management programs*

The National Heart Foundation of Australia in conjunction with the National Institute of Clinical Studies formally commissioned the development of a national strategy to apply a model of nurse-led heart failure management programs throughout Australia. The model was designed by UniSA's School of Nursing and Midwifery.

### *Safe Design Manual*

Students and staff from the Louis Laybourne Smith School of Architecture and Design collaborated with the WorkCover Corporation and the SAFER Industries Committee to produce the Safe Design for Commercial Kitchens Manual.

### *Health information sheet*

The Flexible Learning Centre liaised with SHine SA (Sexual Health information networking and education) to generate a list of medical issues faced by international students. SHineSA is interested in developing a one-page information sheet for medical practitioners outlining issues faced by international students whilst living in Adelaide.

### *After Hours Primary Medical Care*

The Division of Health Sciences secured a grant of \$604 000 from the Department of Health and Ageing to undertake a national consultancy to evaluate the four After Hours Primary Medical Care Services trials operating in the Grampians, Hunter, and Macarthur regions, and in Tasmania. Collaborators will include the Division of Business and Enterprise, Tony Lawson Consulting, Canberra based companies Australia's Health Pty Ltd and Pro ACT, and the Royal Australian College of General Practitioners Rural Faculty.

## **Government - State and Federal**

### *ITEK signs deal with Sciventures*

ITEK and Sciventures, a Victorian based Pre-Seed Fund under the Commonwealth Government's Backing Australia's Ability initiative, signed a \$1m funding deal to develop digital wireless communications technology. Several researchers at the University's Institute for Telecommunications Research developed the technology. The deal marked ITEK's first success in raising venture capital from an external source.

### *Collaboration between UniSA and CSIRO*

A Memorandum of Understanding (MOU) for collaboration between UniSA and CSIRO Division of Manufacturing and Infrastructure Technologies was signed. Three research themes will be developed under the MOU-manufacturing with titanium, virtual manufacturing environments, and biomedical product manufacturing. The Centre for Advanced Manufacturing Research and the Ian Wark Research Institute will participate in this research.

### *Management programs for SA Police*

Strategic Partnerships completed negotiations with South Australia Police to extend the current contract for a further three years to deliver the dual award of: Superintendent Qualification Program / Graduate Certificate in Management. From January 2005, completion of this program is a prerequisite for promotion to the rank of Superintendent.

### *Contract with Transport SA*

The Sustainable Energy Centre (SEC) in conjunction with the Transport Systems Centre (TSC) was successful in winning a \$120 000 contract with Transport SA to evaluate the performance of bio-diesel in buses. The project includes the provision of advice on modifications to diesel engine settings to achieve optimum performance.

### *Travel demand model*

The Transport Systems Centre was awarded a collaborative research grant for \$300 000 from the SA Department of Transport and Urban Planning to undertake the development of a new travel demand model for metropolitan Adelaide.

### *Joint project with the Department of Veteran's Affairs*

UniSA signed a contract with the Department of Veteran's Affairs to provide research and program delivery services to the Department's Prescriber Intervention and Feedback Program. The project, worth \$6.83m, will run for three years with an option of extension. Associate Professor Andrew Gilbert of the Quality Use of Medicines and Pharmacy Research Centre is Project Director and will lead a consortium which will provide these services to enhance the quality of life for veterans through the use of medicines.

### *SA university alumni*

UniSA is assisting the South Australian Department of Trade and Economic Development with a project directed at South Australian university alumni who reside in Sydney and Melbourne. The main purpose of the project is to foster engagement with SA alumni and encourage their return to South Australia.

### *Defence friendly*

In August the University publicly launched policies intended to make the University a more 'friendly' place for staff and students in the Defence Reserve. The event was attended by both University and Reserve personnel including Major General Neil Wilson AM, RFD, Assistant Chief of the Defence Force (Reserves, Head Reserve Policy).

## **Other Universities and education providers**

### *InfoGate*

In collaboration with Australian Technology Network (ATN) universities, Queensland University of Technology and University of Technology, Sydney, UniSA developed InfoGate, a total student guide to research. InfoGate addresses the essentials for step-by-step formation and completion of an assignment. Encompassing all facets of information literacy, InfoGate provides 24x7 support for students to learn at their own pace.

### *Research website*

UniSA's Hawke Research Institute, the Flinders Institute of Public Policy and Management, Adelaide University's Australian Institute for Social Research, the State Government and South Australian Policy Online (SAPO) collaborated to establish a new website featuring the latest public policy research on everything from education and health to water, immigration and the media. The website aims to increase the accessibility of research resources for researchers in universities, the public sector, industry, the media and schools. It incorporates and extends the Hawke Research Institute's policy website.

### *Graduate pathways*

UniSA, through its Strategic Partnerships unit, established an agreement with the Office of the Commissioner of Public Employment in South Australia to provide a pathway for graduates from the Graduate Certificate in Public Sector Management from a consortium of interstate universities (Curtin, RMIT, Macquarie and Griffiths) to progress to the Graduate Diploma and Masters of Business Administration (MBA) with the UniSA International Graduate School of Management. There are 7000 graduates from the Graduate Certificate in Public Sector Management in Australia.



#### *Tour of India*

All three South Australian universities joined a tour of India with the SA Government, visiting four major cities. The focus of the delegation was to position Adelaide as an education city and to generate and strengthen research relationships. During the tour UniSA signed an agreement with India's Institute of Science to undertake work in the bio-diesel area.

#### *Urban renewal project*

A cross-disciplinary UniSA team, in collaboration with the Ridley Grove R-7 School commenced the project, Urban renewal from the inside-out: students and community involvement in re-designing and re-constructing school spaces in a poor neighbourhood. Teachers and children worked with architecture and communication/journalism students to design a garden/structure to link the pre-school and primary school spaces.

### **International partners**

#### *IGSM Doctoral Symposium*

The IGSM hosted the IGSM Doctoral Symposium in Penang. The 50 attendees included doctoral supervisors from a number of countries, adjunct academic staff involved in delivery of the Doctor of Business Administration (DBA) and PhD coursework, IGSM academic and administrative staff and other representatives of the research and teaching and learning units of the Division and the University, and partner representatives. Topics covered during the two days included key issues in managing doctoral programs, issues in research education, DBA and PhD supervision strategies, working with students at a distance and across cultures and performance management of students.

#### *National Centre for Language Training*

The Research Centre for Languages and Cultures Education in the School of International Studies is a member of a consortium which will operate the new National Centre for Language Training. Funding of \$4.6m over three years was allocated to the Centre which is part of the Federal Government's package of measures to support Australia's international engagement. The Centre will offer programs in key languages, cultural awareness and cross-cultural communication skills.

#### *International collaborative research*

UniSA was awarded a grant under the French-Australian Science and Technology Program (FAST) to undertake research in the area of the functional analysis of complex systems.

#### *Chinese shadowing program*

A number of officials from Chinese universities visited UniSA as part of the Australian Vice Chancellor's Committee (AVCC) Chinese Shadowing Program. The delegation included Vice Chancellor of Xiangtan University, Deputy Vice Chancellor of Guangxi Normal

University, and Deputy Vice Chancellor of Shanghai University. A number of senior managers and directors met with the delegation which was exploring good practice in university management.

#### *International agreements*

The School of Computer and Information Science signed an MOU with the Faculty of Computer Science, Dalhousie University, Halifax, Nova Scotia, Canada in the field of information and computer technology, with particular emphasis on Health Informatics research and education.

An agreement was signed in Kuala Lumpur between UniSA and KBU International College for the joint delivery of engineering programs from the School of Electrical and Information Engineering. Under this arrangement, final year students will complete their studies in Adelaide.

#### *International programs*

The Chinese Ministry of Education approved the Master of Engineering (Civil) with the Beijing Institute of Civil Engineering and Architecture.

A joint Masters in Education program was offered by Hanoi University, Potsdam Universitet, University of Technology, Sydney and UniSA. The project was funded through the Asian Development Bank.

Ten professors/lecturers from Jiangxi University of Finance and Economics (JUFE) completed their one year Professional Development Program at UniSA and graduated in November 2004. The University's Australia China Business Studies Centre coordinated the visit and is expecting to have about 50 professors/lecturers from a number of universities in China carrying out a similar program in 2005.

The IGSM hosted 30 students from the McCombs School of Business at the University of Texas who participated in an extensive program to improve their understanding of the Australian business environment.

Members of the Urban and Regional Planning discipline presented a four week course for 20 visiting Indonesian planners from provincial and district planning boards. The course was run in conjunction with Monash University and was funded through AusAID. This was the 21st course run by the discipline under the Indonesia-Australia Specialised Training Project.

The School of Social Work and Social Policy was invited by the Malaysian Industrial Court and the Ministry of Human Services to conduct a five day Mediation Theory and Practice workshop for 40 professionals with a view to introducing mediation into the courts. The workshop was a first for Malaysia and was opened by the Malaysian Human Resources Minister.

### *Collaborative research publication*

Since 1996, the Conflict Management Research Group has participated in a research partnership with partners from Malaysia and Sweden. UniSA, Griffith University, three Swedish Universities and University of Sans Malaysia have made cross-cultural comparisons in researching educational drama and conflict management in schools in the three different countries. In 2004, they published a jointly written book, *Drama and Conflict Management in Schools: The International DRACON Research Project*.

### *International exhibitions*

The South Australian School of Art, Louis Laybourne-Smith School of Architecture and Design, and the School of Communication, Information and New Media participated in a joint online exhibition of student work with Pukyong National University of Korea. The exhibition showcased work of students of both universities and was an outstanding example of the excellent cooperative relationship between these two institutions.

## **External appointments**

UniSA staff continued to be regularly appointed to external organisations in 2004, encouraging ongoing collaboration with our stakeholders and acknowledging their status in their various fields. Appointments (in alphabetical order) included:

- > American Society of Mechanical Engineering Journal of Mechanical Design: Associate Professor Kazem Abhary was appointed as a reviewer.
- > Association for the Advancement of Computing in Education (USA) International Journal on E-Learning: Ian Reid was appointed to the Editorial Board.
- > AusAID Basic Education Assistance Project Quality Assurance Panel: Anne Glover was appointed as Chair for the four year extension of the project.
- > AusAID Education Capacity Building Program, Papua New Guinea: Anne Glover was appointed Project Director.
- > Australian Association of Professional and Applied Ethics: Associate Professor Chris Provis was elected President.
- > Australian Carbon Biosequestration Initiative Ltd: Associate Professor Wasim Saman was appointed as Director.
- > Australian Computer Society ACS-W Board: Su Spencer was appointed as Board Director.
- > Australian Council of Physiotherapists Regulating Authorities: Lucy Chipchase was appointed to the Accreditation Committee for a three year term.
- > Australian e-Journal for the Advancement of Mental Health: Associate Professor Nicholas Procter was appointed to the Editorial Board.
- > Australian Technology Network (ATN): Professor Denise Bradley AO was appointed Chair from 2005.
- > ATN International Working Group: Dr Anna Ciccarelli was appointed Chair
- > Australian Water Industry Road Mapping Project Expert Working Group: Professor Jennifer McKay was appointed as a Member.
- > AUQA University of Sydney: Professor Michael Rowan was appointed to the review panel.
- > City of Salisbury Business and Export Centre Advisory Panel: Professor Noel Lindsay was appointed as Chairman.
- > Council of Deans of Health Sciences: Professor Robyn McDermott was appointed as a Member.
- > Craft Australia: Professor Kay Lawrence AM was elected President.
- > Department of Health Chronic Disease Advisory Group: Professor Robyn McDermott was appointed as a Member.
- > Education Adelaide: Dr Anna Ciccarelli was appointed as a Board Member.
- > Essential Services Commissioner, South Australian Government: Professor Richard Blandy was appointed as a part-time Commissioner.
- > Food Standards ANZ Scientific Advisory Group for the Development of the Substantiation Framework for Nutrition, Health and Related Claims: Professor Robyn McDermott was appointed as a Member.
- > Health Reform South Australia: Professor Robyn McDermott was appointed as a Member.
- > History Council of South Australia: Professor Alison McKinnon was appointed as Vice President.
- > History Trust of South Australia: Professor Alison McKinnon was appointed as a Board Member.
- > Hong Kong Institute of Vocational Education: Professor Marjory Ebbeck was appointed as an Honorary Consultant.
- > Idaho State University Information Assurance and Computer Security for Homeland Security Program: Dr Jill Slay was appointed as an Affiliate Member.
- > International Association for Accounting Education and Research: Brian Howieson was re-elected as Vice-President at Large for a further two years.

- > International Confederation of Midwives Education Standing Committee: Professor Annette Summers was appointed as co-Chair.
- > IDP Education Australia: Professor Denise Bradley AO was appointed Chair from 2005.
- > International Education Association of Australia: Dr Anna Ciccarelli was appointed as the Foundation Vice President and Board Member.
- > International Journal of Organisational Transformation and Social Change: Dr Jie Shen was appointed to the Editorial Board.
- > International Journal of Studies in Learning, Evaluation, Innovation and Development: Professor Bruce King was appointed to the Editorial Board.
- > International Journal of Virtual Reality and Broadcasting: Associate Professor Bruce Thomas was appointed to the Scientific Committee.
- > Journal of the Institute of Australian Geographers: Professor Hilary Winchester was appointed to the Editorial Advisory Board.
- > Journal of Information Technology Education: Ian Reid was appointed to the Editorial Board.
- > Journal of Information Warfare: Dr Jill Slay was appointed to the Editorial Board.
- > Journal of Psychiatric and Mental Health Nursing (UK): Associate Professor Eimear Muir-Cochrane has been appointed the Australasian Editor for a two-year term.
- > Migration Letters - An International Journal of Migration: Associate Professor Nicholas Procter was appointed to the Editorial Board.
- > National Advisory Group Aboriginal & Torres Strait Islander Health Information and
- > Data: Professor Robyn McDermott was appointed as a Member.
- > National Health and Medical Research Council Indigenous Research Panel: Ian Gentle was appointed as a Member.
- > NHMRC Primary Health Care Project Grants, Primary Health Care Research Evaluation and Development Strategy, Grant Evaluation Panel: Dr Kay Price has been appointed as a Member.
- > NHMRC Project Grants: Professor Robyn McDermott was appointed as an Application Assessor.
- > NHMRC Working Committee on Increasing Cultural Competency for Engaging People of Culturally and Linguistically Diverse Background in Healthier Living 2004-2005: Associate Professor Nicholas Procter was appointed as a Member.
- > National ICT Australia: Dr Bruce Thomas was appointed as a part-time NCITA Fellow.
- > National Investment for the Early Years (South Australia) Committee: Anne Glover appointed as Chairperson.
- > OzTam (perform television ratings): Dr Cam Rungie was appointed as a Technical Adviser.
- > Premier's Science and Research Council: Professor Ian Davey was appointed to the Board until 2005.
- > Rundle Mall Development Committee, City of Adelaide: Professor David Corkindale was appointed as a Member.
- > SA Health and Medical Research Advisory Council: Professor Robyn McDermott was appointed as a Member
- > SA Ministerial Advisory Council on Gay and Lesbian Health: Jane Edwards was appointed as a Member.
- > SA State Heritage Authority: Dr Christine Garnaut and Elizabeth Ho were appointed as Members.
- > SA State Strategic Plan Implementation Committee: Associate Professor Ingrid Day was appointed as a Member.
- > The Cancer Council (SA) Research Sub-Committee: Professor Robyn McDermott was appointed as a Member.
- > University of Canterbury, Christchurch, Visiting Erskine Fellow: Professor David Round invited to be Visiting Fellow in the second semester 2004.
- > Whyalla Aged Care: Deirdre Patterson was appointed as a Board Member.

## Industry scholarships and prizes

A large number of industry-supported scholarships and prizes were established or presented in 2004, further evidence of our strong relationships with industry and the professions. They included:

### Scholarships

Thirty-five Transition Grants with a total value of \$42 000 were presented to financially disadvantaged metropolitan and rural students. Thanks go to UniSA Foundation Inc donors: HomeStart Finance, CPS Credit Union, Nursing Agency of Australia, Trojan Workforce and Mutual Community.

*Australian Defence Force Honours Scholarship in Anthropometry:* valued at \$10 000 plus travel, expenses for survey trips, five scholarships will be offered to full-time students undertaking Honours studies in the field of Anthropometry during 2004 and 2005.

*Northern Interests Outback Communities Development Scholarship:* has been developed to provide direct benefit to outback communities. The Scholarship is valued at \$10,000 and will be offered for each year for the next four years to provide opportunities for individuals to pursue higher education programs that relate to developing outback communities in South Australia. Application is open to first time university students commencing a fulltime undergraduate degree program (including double degrees) who are or have been residents of outback South Australia and have moved to Whyalla or Adelaide to commence studies at University of South Australia in 2005, and who can demonstrate financial need.

*Andrew Know Memorial Scholarship:* with a total value of \$18 000 to support postgraduate research students, pursuing research topics related to labour or industrial relations.

*Gribbles Pathology Bachelor of Laboratory Medicine Scholarship:* eight scholarships valued at \$5 000 offered to full-time students undertaking studies in the Bachelor of Laboratory Medicine.

*Institute of Vocational Education (Hong Kong) Scholarship:* 25% of fees for the period of study to be awarded annually to a student previously awarded a Higher Diploma of Pharmaceutical Technology from the Institute of Vocational Education (Hong Kong) and now commencing studies (articulating with) the Bachelor of Pharmacy.

*OneSteel Whyalla Steelworks Scholarships:* two scholarships valued at \$9 000 each available for financially disadvantaged Whyalla residents enrolling in any undergraduate degree program related to engineering, business and IT.

*Orlando Wyndham Group Mechanical and Manufacturing Engineering Scholarship:* a \$4 000 scholarship will be awarded annually to a student enrolled full-time in the third year of the Bachelor of Engineering (Mechanical and Manufacturing).

*Royal Commonwealth Society Scholarship:* a \$15 000 scholarship for a financially disadvantaged student.

*Spencer Gulf Rural Health School PhD Scholarship:* one PhD Scholarship in 2004 to encourage higher degree research on rural, regional and remote health topics.

*The Don Hawke Memorial Scholarship:* valued at \$25 000 per annum the scholarship supports students from a rural or isolated background through assistance with fees and living expenses.

*The Shirley Harper Indigenous Scholarship in Education:* valued at \$5 000 per year for commencing or continuing indigenous students enrolled in Bachelor of Early Childhood or Bachelor of Education (Junior Primary and Primary).

## Prizes

*Constance Gordon-Johnson Sculpture Prize:* a \$1 500 prize awarded to a final year student enrolled in the Bachelor of Visual Arts with a specialisation in Sculpture and Installation.

*Australian Meteorological and Oceanographic Society Prize:* a \$1 000 book prize awarded to a student in the courses Navigation and Meteorology 1, Navigation and Meteorology 2 and the course Meteorology 3 in the Bachelor of Applied Science (Civil Aviation).

*Australian Pharmaceutical Industry Award:* a \$500 prize awarded to a student making a significant contribution to the continued development of the South Australian Pharmacy Students Association.

*CPA Australia Postgraduate Prize:* a \$500 prize awarded to a Master of Business (Accountancy) graduate.

*Novotel Adelaide Prize:* a \$500 prize awarded to a student in the second year courses Tourism and Hospitality Management, Tourism and Hospitality Marketing, and Strategic Management of Information for Tourism and Hospitality.

*Occupational Therapists Registration Board of South Australia Ethical and Clinical Practice Prize:* two prizes - undergraduate and graduate entry - of \$500 each awarded in the courses relating to enabling occupation studies and occupational therapy field work.

*The Concrete Institute of Australia and Precast Manufacturers Association of South Australia Prize:* a \$500 prize awarded for academic merit in Architectural Design Studio 10.

*The Electrical Energy Society of Australia Final Year Project Prize:* a \$500 prize awarded to a team in the final year Electrical Power project in the Bachelor of Engineering (Information Technology) and associated double degrees.

*Royal Institute of Chartered Surveyors Prize:* a \$300 prize awarded to a student in the course Physical Aspects of Real Estate.

*Sepang Institute of Technology Prize:* a \$250 prize awarded to a third year Bachelor of Pharmacy student studying Molecular and Chemical Basis of Therapeutics 300 and 301.

*Motorola Elective Prize in Microengineering Technology:* a \$250 prize awarded to a student in the School of Electrical and Information Engineering studying the elective course in Microengineering Technology.

*Motorola Elective Prize in VLSI Design G:* a \$250 prize awarded to a student in the School of Electrical and Information Engineering studying the elective course VLSI Design G.

*Custom Wines Desktop Publishing Award:* a \$200 prize awarded to an Administrative Management student in the Desktop Publishing for Business course.

*The SAVAEA Postgraduate Visual Arts Education Teaching Award:* a one year membership of SAVAEA and AIAE and a \$100 Art Gallery of South Australia book voucher awarded to a student in Bachelor of Education (Specialisation).

*The Civic Trust of South Australia Award for Social and Environmental Awareness in the Design of the Built Environment:* a certificate and three-year membership of the Civic Trust of South Australia.

*LexisNexis Prize:* a six month online subscription to Butterworths Encyclopaedic Australian Legal Dictionary awarded to a student in the course Corporations and Partnership Law.

# Research grants

Total research income rose from \$22m in 2003 to \$26m in 2004 with industry funding representing 77% of the overall research income. Australian Research Council (ARC) funding increased by 23% from \$4.194m in 2003 to \$5.17m in 2004. UniSA continued to regain its position nationally under the ARC's Linkage-Project Grant Scheme and secured third place within the Australian Technology Network (ATN) and 14th nationally as opposed to 4th and 15th respectively in the previous round. Our performance in National Health and Medical Research Council (NHMRC) Project Grants improved by 100% in 2004 with the winning of two grants valued in excess of \$700 000.

UniSA was one of twenty four recipients of the Government's \$42m commitment to the ARC's Research Network Program announced in late 2004. ARC Research Networks are new platforms designed to bring together researchers at the forefront of their fields of expertise to share their knowledge in interdisciplinary settings, to collaborate and to work together for the benefit of the nation's future. Research Networks will receive funding support over the next five years.

The Cooperative Research Centre (CRC) for Contamination Assessment and Remediation of the Environment (CARE) was awarded a \$30m grant under the Australian Government's 2004 CRC Selection Round, announced by the Hon Dr Brendan Nelson on the 21 December 2004. \$407m was awarded to 16 world-class Cooperative Research Centre. The successful CRCs will undertake research in manufacturing, information and communications technology, mining and energy, agriculture and rural-based manufacturing, the environment and medical science.

Details of our most recent successes in ARC, NHMRC, CRC and other Australian Competitive Grants programs are below.

## Australian Research Council Discovery - Projects

Prof J Billington. *Advances in the Verification of Communication Protocols*. (2005 - 2007 \$204 000)

Dr J Boland, Prof P Howlett, Dr A Metcalfe, Dr P Adamson. *Mathematical models for water management systems*. (2005 - 2007 \$253 000)

Prof A Grant. *Information Theory for Networks with Uncertain Topologies*. (2005 - 2007 \$423 000)

Dr J Liu, Dr C Liu, A/Prof M Vincent. *Constraints in XML Schema Integration*. (2005 - 2007 \$253 000)

A/Prof C Prestidge, Prof A Evans, Prof T Rades. *Physico-chemical and biopharmaceutical investigations of novel drug delivery systems for oral administration of lipophilic drugs*. (2005 - 2007 \$260 000)

Prof L Rasmussen, Dr I Collings. *Quality-of-service-based adaptive coding for wireless communications networks*. (2005 - 2007 \$222 000)

Prof M Stumptner, Prof M Schrefl, Dr D Corbett, Prof F Wotawa. *Model-based error location in Java Programs*. (2005 - 2007 \$193 000)

A/Prof B Thomas, Dr W Piekarski. *Through walls collaboration to support command and control operations with eyes and ears in the field*. (2005 - 2007 \$93 000)

Prof A Winefield, Dr P Delfabbro, A/Prof M Dollard, Dr J Metzger, Dr A Hammarstrom. *Transition from school to work: A longitudinal investigation of unemployment, underemployment, alienation, social exclusion and mental health in young people*. (2005 - 2007 \$153 512)

\* A/Prof A Liddicoat. *The Status and conceptualisation of cultural knowledge in language-in-education policy for second/foreign language education*. (2005 - 2006 \$53 000)

## Australian Research Council Linkage Grants

The ARC offers two funding rounds for Linkage-Projects. Results for Linkage-Projects Round 2 for funding commencing in July 2004 were not previously reported. The winners were:

Dr H Bjornlund, A/Prof B Cheers, Prof D Round, A/Prof M Shanahan with Murray Darling Basin Commission, Department of Sustainability and Environment, Department of Infrastructure Planning and Natural Resources, Department of Water Land and Biodiversity Conservation, Goulburn-Murray Water, and Upmarket Software Services. *Water scarcity and rural social hardship - can water markets alleviate the problem?* (2004 - 2007 \$231 784)

Prof B Comber, Mr P Cormack, Prof W Green, A/Prof J Reid, Dr H Nixon with Primary English Teaching Association. *Literacy and the environment: A situated study of multimediated literacy, sustainability, local knowledges and educational change*. (2004 - 2007 \$150 000)

Prof W Cowley, Dr S Barbulescu, Mr B Tatman with Satellite Services B.V. *Advanced signal processing techniques for very high rate satellite demodulators*. (2004 - 2006 \$248 163)

Dr A Dadej, Dr S Gordon, Mr C Burgess with AirNet Commercial Australia Ltd. *Incorporating network-level knowledge into Quality of Service control mechanisms for wireless LANs*. (2004 - 2007 \$70 668)

Dr R Hattam, Mr P Cormack, Ms J Barnett, Prof B Comber, Prof M Brennan, Dr L Zipin, Dr D Lloyd, Prof A Reid, Dr H Nixon with Department of Education and Children's Services, Australian Education Union, and Social Inclusion Unit-SA. *Reinvigorating middle years pedagogy in 'rustbelt' secondary schools.* (2004 - 2007 \$363 830)

Dr G Morris, Dr L Britcher, Mr M De Vos with Tiwest Joint Venture. *Stabilisation of Titania Pigment Slurries during processing.* (2004 - 2007 \$371 000)

Prof R Naidu, A/Prof M Mallavarapu, Dr Z Chen, Prof D Sparks with Rio Tinto, Australian Contaminated Land Consultants, IPOH Pacific Ltd, and Department of Defence. *Heavy metal phototoxicity in long-term contaminated soils: Implications for the development of Australian regulatory guidelines and realistic environmental risk assessment.* (2004 - 2007 \$288 081)

A/Prof C Prestidge, Prof H Griesser, Dr G Krippner with Starpharma. *Interfacial studies of nanoparticulate dendrimers for improved biopharmaceutical application.* (2004 - 2007 \$370 328)

Adj/Prof E Ramsay, Prof A Mackinnon, Prof M Brennan, Ms M Woolley, Dr J Keightley, Ms J Lydeamore with Social Inclusion Unit, Senior Secondary Assessment Board of South Australia, and Department of Education and Children's Services. *Pathways or cul-de-sacs: the causes, impact and implications of part-time senior secondary study.* (2004 - 2007 \$183 992)

A/Prof W Saman, Dr F Bruno, Mr S Contouris with BHP Steel. *Development of novel roofing panels integrating solar heat collection and phase change storage.* (2004 - 2006 \$85 560)

Dr B Sobhi-Najafabadi, Dr H Hsu with Schefenacker Vision Systems Australia Pty Ltd. *The design and development of a novel high power-to-weight actuator.* (2004 - 2007 \$70 668)

Prof M Taylor, Adj/Prof E Ampt with Steer Davies Gleave. *Multidimensional evaluation of the overall benefits of voluntary travel behaviour change programs.* (2004 - 2006 \$119 000)

Prof M Taylor, Ms A Pascoe-Bell, Mr F Milthorpe, Mr T Raimond with Travel Data Centre. *Behavioural responses to transport congestion: peak spreading and the more efficient usage of transport infrastructure.* (2004 - 2007 \$150 000)

Round 1 for funding commencing in January 2005 grant winners were:

Dr D Beattie, A/Prof D Fornasiero, Dr J Addai-Mensah, Prof J Ralston with AMIRA International. *Polymers at Mineral Interfaces.* (2005 - 2007 \$620 000)

Dr H Cameron, Dr L Kerr with The City of Salisbury. *Communities, trust, governance and partnerships: The role of Local Government in community management and development in areas of social disadvantage.* (2005 - 2007 \$72 444)

Prof P Howe, Dr J Buckley, Adj/Prof A Ferrante with Australian Pork Ltd and Bartlett Grain Pty Ltd. *Development and application of an index for substantiating health benefits of omega-3 enriched foods.* (2005 - 2006 \$151 096)

Dr S Kumar, Prof P Majewski, Mr P Kentish, Dr A Ingman with Austofix. *Advanced intramedullary nailing systems.* (2005 - 2006 \$108 773)

Prof J Ralston, A/Prof D Fornasiero, Dr D Weedon, Dr A Vince with BM Alliance Coal Operations Pty Ltd. *Optimisation of Coal Flotation Performance.* (2005 - 2007 \$504 306)

Prof R Sharp, Prof J McKay with Eyre Regional Development Board Inc. *Social sustainability of emerging environmentally sensitive industries: a case study of oyster aquaculture on the South Australian Eyre Peninsula.* (2005 - 2007 \$72 444)

A/Prof L Sheppard, Ms C Landorf, Dr A Smith with Spotless Services Limited and Women's and Children's Hospital. *Promoting healthy eating habits: an investigation of the link between health eating and school.* (2005 - 2007 \$72 444)

### **Australian Research Council Linkage - International Fellowships (L-X)**

Dr B Jin, Prof H Zhang, Prof Z Bai. Feasibility of biological hydrogen production from biomass wastes using activate sludge. (2005 - \$76 844)

A/Prof G Bloustien, Dr M Peters, Dr S Baker. Fellowship for on site German-Australian collaboration to research the everyday music practices of marginalised youth as pathways to socio-economic inclusion. (2005 - \$80 144)

### **Australian Research Council Linkage - International Awards (L-X)**

Dr V Ejov, Prof JA Filar, A/Prof V Gaitsgory, Prof PG Howlett, A/Prof CE Pearce, Em/Prof J Aubin, Dr K Avrachenkov, Mrs H Frankowska, Dr A Gnedin, Dr JB Lasserre, Prof M Quincampoix, A/Prof P Saint-Pierre. Singular and Analytic Perturbations, Slow and Fast Time Scales in Control Theory and Viability Theory and their Applications. (2005 - 2007 \$62 000)

### **Australian Research Council Research Networks**

Network Convenor: Professor Lars Rasmussen. Australian Communications Research Network (ACoRN) (2004-2009 \$1 500 000)\*

ACoRN led by UniSA was awarded \$1.5m over the next five years and together with pledged funding from ACoRN member organisations, the annual budgets are now in excess of \$500K. It aims to stimulate creativity, innovation and breakthrough science, leading to technological advancement in telecommunications.

The successful bid for ACoRN is a boost for the profile and recognition of Australian research excellence within the areas of telecommunications. ACoRN, under the direction of Professors Rasmussen and Grant from the Institute of Telecommunications Research (ITR), bring together an impressive network of more than 120 esteemed researchers and students working in the field of information and communication technologies both nationally and internationally. By building on a strong platform of existing research excellence, the network aims to inspire new collaborative initiatives in emerging wired and wireless communications.

ACoRN does not directly fund research projects, but instead supports nation-wide collaborative research by consolidating existing linkages, facilitating multidisciplinary research, establishing new links, improving postgraduate education and increasing international prominence.

\* Funding was allocated in December 2004

### **National Health and Medical Research Council (NHMRC) - Projects**

Prof A Evans, A/Prof R Faull. Pharmacokinetics of carnitine and acylcarnitines in end stage renal disease patients undergoing chronic hemodialysis. (2005 - 2007 \$253 000)

Prof J Cheek, Ms T Gibson, Dr K Price, Prof J Meyer. Nurses, older people and hospitals: meeting new challenges. (2005 - 2007 \$455 750)

### **Cooperative Research Centres (CRC)**

CRC Director: Professor Ravi Naidu, "CRC for Contamination Assessment and Remediation of the Environment (CRC CARE) (2005-2011- \$30m)

UniSA will be leading CRC CARE under the direction of Professor Ravi Naidu. The goal of this CRC is to develop a risk-based approach to remediation leading to improved regulatory acceptance of commercially viable and cost-effective solutions to environmental contamination. CRC CARE will develop monitoring tools for contaminant groups including heavy metals, petroleum hydrocarbons, industrial solvents and persistent organics. This is an opportunity to make a substantial contribution to science, the environment and the economy, not just in Australia but in the wider global community.





## Financial statements 2004

Following is an excerpt of the University of South Australia's Financial statements 2004

*The comprehensive Financial Statements 2004 are presented in Volume 2 and are available upon request from the University's Finance Unit. (Contact +61 8 8302 1720)*

# Statement of financial performance for the year ended 31 December 2004

	Consolidated		University	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
<b>REVENUE</b>				
Commonwealth Government financial assistance				
• Commonwealth Government grants	128 356	120 529	128 356	120 529
Higher Education Contributions Scheme				
• Student contributions	9 221	9 125	9 221	9 125
• Commonwealth payments	53 828	54 254	53 828	54 254
• Commonwealth loan programmes	2 349	2 222	2 349	2 222
State Government financial assistance	2 576	2 636	2 576	2 636
Fees and charges	62 412	57 988	62 412	57 988
Investment income	5 162	4 801	5 939	6 452
Royalties	779	719	678	712
Consultancy and contract research	17 963	15 591	17 963	15 595
Other revenue	20 105	24 394	12 899	18 057
	<b>302 751</b>	<b>292 259</b>	<b>296 221</b>	<b>287 570</b>
Superannuation:				
• Commonwealth supplementation	20 660	20 036	20 660	20 036
• Deferred government contributions	2 200	4 900	2 200	4 900
<b>Total Revenue from Ordinary Activities</b>	<b>325 611</b>	<b>317 195</b>	<b>319 081</b>	<b>312 506</b>
<b>EXPENSES</b>				
Employee benefits and on costs	180 737	166 512	176 968	163 607
Depreciation and amortisation	19 567	23 214	19 390	23 079
Repairs and maintenance	3 774	3 514	3 774	3 514
Borrowing cost expense	1 813	1 848	1 813	1 848
Bad and doubtful debts	682	778	682	775
Other expenses	82 859	83 489	80 084	81 982
	<b>289 432</b>	<b>279 355</b>	<b>282 711</b>	<b>274 805</b>
Superannuation:				
• Commonwealth supplementation	20 660	19 429	20 660	19 429
• Deferred employee benefits	2 200	4 900	2 200	4 900
<b>Total Expenses from Ordinary Activities</b>	<b>312 292</b>	<b>303 684</b>	<b>305 571</b>	<b>299 134</b>
<b>Operating Result from Ordinary Activities</b>	<b>13 319</b>	<b>13 511</b>	<b>13 510</b>	<b>13 372</b>
Net increase in asset revaluation reserve	22 954	20 616	22 670	20 450
Fair value adjustment to library collection	(3 241)	-	(3 241)	-
<b>Total Revenue, Expense and Valuation Adjustments attributed to the Parent Entity and Recognised Directly in Equity</b>	<b>19 713</b>	<b>20 616</b>	<b>19 429</b>	<b>20 450</b>
<b>Total Changes in Equity Other than those Resulting from Transactions with Owners as Owners</b>	<b>33 032</b>	<b>34 127</b>	<b>32 939</b>	<b>33 822</b>

The statement of financial performance is to be read in conjunction with the notes to and forming part of the financial statements.

# Statement of financial position for the year ended 31 December 2004

	Consolidated		University	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
<b>CURRENT ASSETS</b>				
Cash assets	49 682	103 477	45 339	100 372
Receivables	16 733	15 150	15 947	13 809
Other financial assets	631	583	631	583
Property, plant and equipment	33 700	-	33 700	-
Other non-financial assets	3 129	3 140	3 110	3 111
Deferred government superannuation contribution	26 200	24 800	26 200	24 800
<b>Total Current Assets</b>	<b>130 075</b>	<b>147 150</b>	<b>124 927</b>	<b>142 675</b>
<b>NON-CURRENT ASSETS</b>				
Other financial assets	8 863	8 926	7 898	7 244
Property, plant and equipment	429 897	386 840	429 555	386 408
Deferred government superannuation contribution	258 200	257 400	258 200	257 400
<b>Total Non-Current Assets</b>	<b>696 960</b>	<b>653 166</b>	<b>695 653</b>	<b>651 052</b>
<b>Total Assets</b>	<b>827 035</b>	<b>800 316</b>	<b>820 580</b>	<b>793 727</b>
<b>CURRENT LIABILITIES</b>				
Payables	17 167	13 485	17 124	13 711
Interest bearing liabilities	1 353	1 294	1 353	1 294
Provisions	15 507	13 874	15 268	13 658
Other liabilities	14 665	29 603	14 247	28 666
Provision for state superannuation	26 200	24 800	26 200	24 800
<b>Total Current Liabilities</b>	<b>74 892</b>	<b>83 056</b>	<b>74 192</b>	<b>82 129</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables	2 548	2 515	2 548	2 515
Interest bearing liabilities	17 108	17 800	17 108	17 800
Provisions	21 100	19 390	21 100	19 390
Provision for state superannuation	258 200	257 400	258 200	257 400
<b>Total Non-Current Liabilities</b>	<b>298 956</b>	<b>297 105</b>	<b>298 956</b>	<b>297 105</b>
<b>Total Liabilities</b>	<b>373 848</b>	<b>380 161</b>	<b>373 148</b>	<b>379 234</b>
<b>Net Assets</b>	<b>453 187</b>	<b>420 155</b>	<b>447 432</b>	<b>414 493</b>
<b>EQUITY</b>				
Reserves	51 085	28 131	50 593	27 923
Retained surplus	402 102	392 024	396 839	386 570
<b>Total Equity</b>	<b>453 187</b>	<b>420 155</b>	<b>447 432</b>	<b>414 493</b>

The statement of financial position is to be read in conjunction with the notes to and forming part of the financial statements.

# Statement of cash flows

## for the year ended 31 December 2004

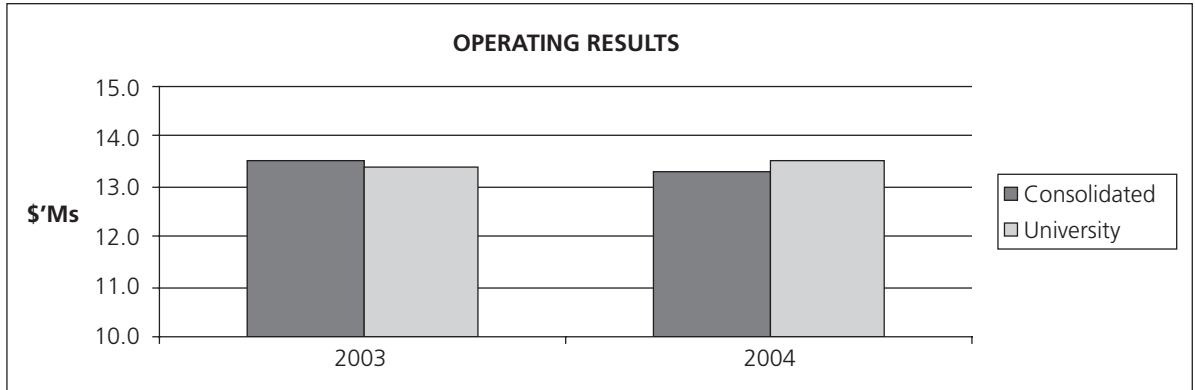
	Consolidated		University	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Inflows:				
Commonwealth Government				
• Teaching and learning	107 016	120 636	107 016	120 636
• Higher Education Contribution Scheme (HECS) and other loan programmes	51 808	55 823	51 808	55 823
• Scholarships	2 418	1 776	2 418	1 776
• DEST research	12 192	12 949	12 192	12 949
• ARC – discovery	2 086	1 477	2 086	1 477
• ARC – linkages	3 609	3 228	3 609	3 228
• Other Commonwealth	6 925	5 685	6 925	5 685
State government	2 576	2 636	2 576	2 636
HECS - Student payments	9 558	9 504	9 558	9 504
Fees and charges	68 882	60 753	68 871	60 834
Investment receipts	4 096	4 802	4 615	5 500
Royalties, trademarks and licenses	779	719	678	712
Consultancy and contract research	17 904	14 079	17 595	14 248
Other receipts	20 078	16 597	12 865	10 272
Taxes recovered (GST)	9 300	4 800	9 300	4 800
Outflows:				
• Staff salaries and related payments	(198 237)	(187 436)	(194 492)	(183 039)
• Other payments	(96 846)	(84 810)	(94 953)	(83 247)
• Borrowing cost payments	(1 813)	(1 848)	(1 813)	(1 848)
<b>Net Cash inflow from Operating Activities</b>	<b>22 331</b>	<b>41 370</b>	<b>20 854</b>	<b>41 946</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Inflows:				
• Proceeds from sale of property, plant and equipment	241	7 696	229	7 684
• Proceeds from sale of investments	97	-	4	-
Outflows:				
• Payments for property plant and equipment	(74 246)	(29 402)	(74 144)	(29 140)
• Payments for investments	(692)	-	(450)	-
<b>Net Cash outflow from Investing Activities</b>	<b>(74 600)</b>	<b>(21 706)</b>	<b>(74 361)</b>	<b>(21 456)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Outflows:				
• Principal repayments under finance lease	(1 526)	(1 139)	(1 526)	(1 139)
<b>Net Cash outflow from Financing Activities</b>	<b>(1 526)</b>	<b>(1 139)</b>	<b>(1 526)</b>	<b>(1 139)</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>(53 795)</b>	<b>18 525</b>	<b>(55 033)</b>	<b>19 351</b>
<b>Cash at Beginning of Reporting Period</b>	<b>103 477</b>	<b>84 952</b>	<b>100 372</b>	<b>81 021</b>
<b>CASH AT END OF REPORTING PERIOD</b>	<b>49 682</b>	<b>103 477</b>	<b>45 339</b>	<b>100 372</b>

The statement of cash flows is to be read in conjunction with the notes to and forming part of the financial statements.

### Operating Result from Ordinary Activities

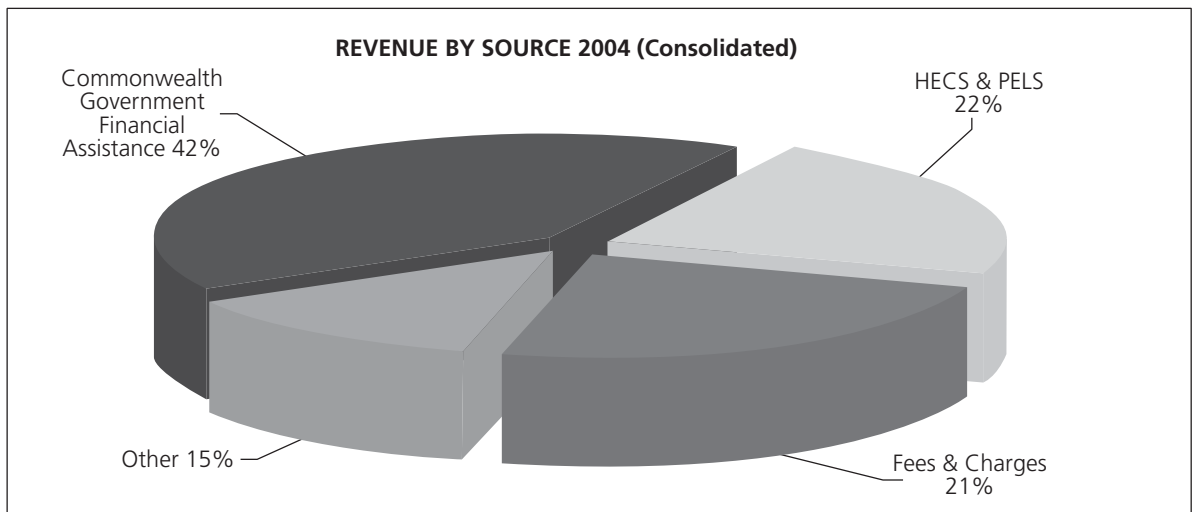
The operating result from ordinary activities for 2004 was \$13.3 million consolidated and \$13.5 million University (parent entity) (2003: \$13.5 million consolidated and \$13.4 million University).

The graph below depicts the operating results for 2004 and 2003.



### Revenue

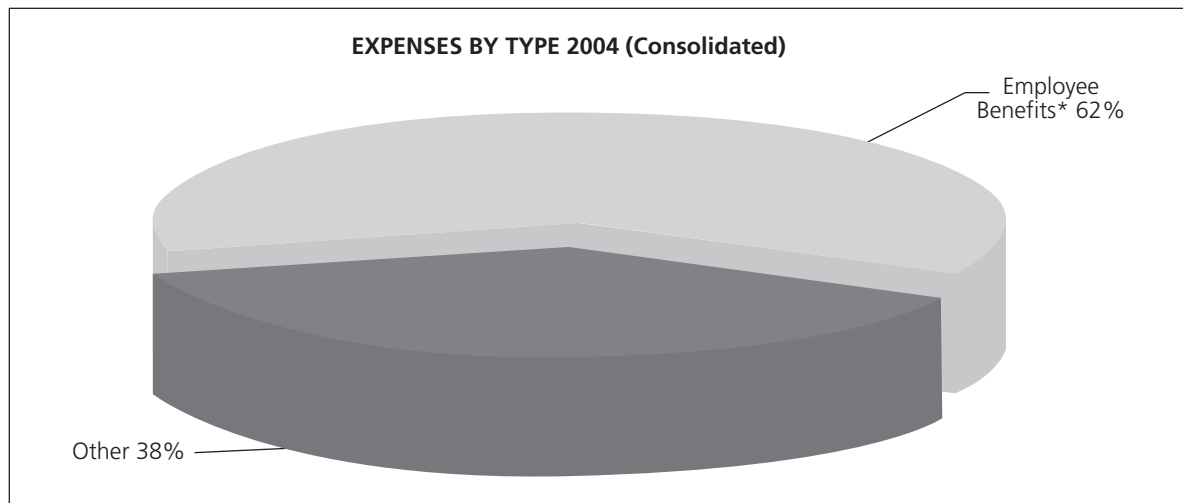
The graph below depicts the major sources of funding to the University in 2004. Commonwealth government financial assistance accounts for 42% of total revenue. State Government financial assistance is included under other revenue and accounts for less than 1% of total revenue.



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

## Expenses

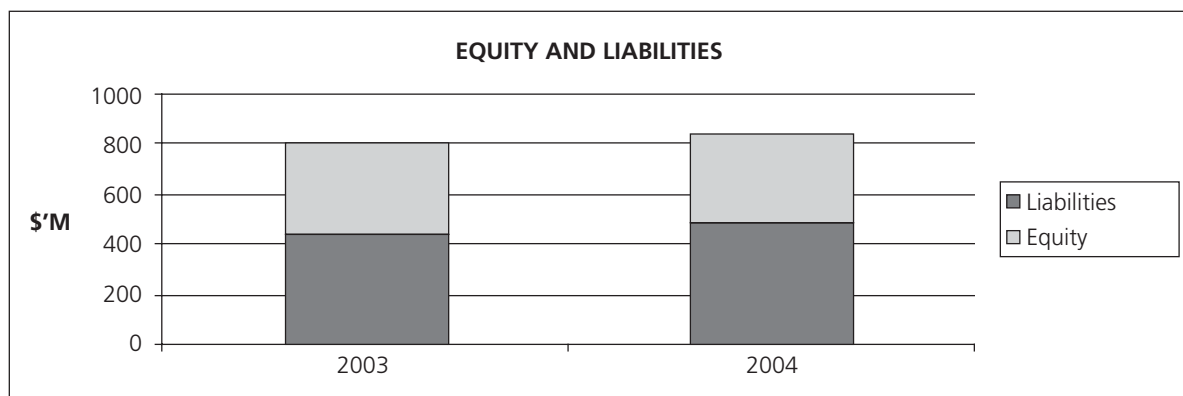
The graph below depicts expenses by major type for 2004. Employee benefits account for 62% of total expenses.



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

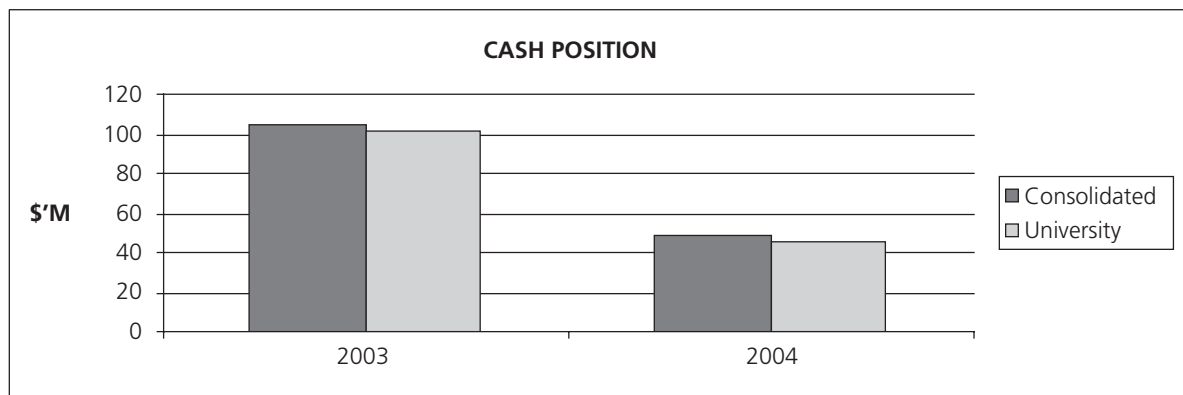
## Financial position

The graph below depicts how total University assets are funded by liabilities and equity as at 31 December 2004 and 2003.



## Cash position

The graph below depicts the cash balance as at 31 December 2004 and 2003.



# Looking back.

## UniSA milestones

### 1856

- > SA School of Art founded

### 1876

- > Formation of first of several Teachers Training Colleges

### 1889

- > The South Australian School of Mines and Industries founded

### 1960

- > The South Australian School of Mines and Industries became a fully tertiary institution and changed its name to the South Australian Institute of Technology

### 1982

- > The South Australian College of Advanced Education was formed through the amalgamation of four Colleges of Advanced Education

### 1991

- > University of South Australia was established and its mission statement adopted
- > Professor Alan Mead appointed Vice Chancellor

### 1992

- > Faculty structure adopted
- > Professor David Robinson appointed Vice Chancellor

### 1993

- > Australian Technology Network formed, a powerful coalition of five leading Australian universities across the country which share a heritage of working with industry and a united vision for the future. UniSA is one of the five members

### 1994

- > Two Research Institutes formed: the Ian Wark Research Institute and the Institute for Telecommunications Research

### 1996

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

### 1997

- > Professor Denise Bradley AO appointed Vice Chancellor
- > Graduate Qualities adopted
- > Statement of Commitment to Australian Reconciliation adopted
- > Bob Hawke Prime Ministerial Centre established

### 1998

- > UniSA's Statement of Strategic Intent adopted
- > Divisional structure adopted

### 1999

- > UniSAnet launched, a University-wide web presence that introduces staff, programs and students, and provides learning, administrative and support resources
- > Campus Central formed, a one-stop-shop for all administrative services, on each campus and online
- > Won the SA Export Award for Education
- > Won a Microsoft Award for Technology Innovation
- > Won an Australian Universities Teaching Award in the area of Biological Sciences, Health and Related Studies for UniSA's Medical Radiation Team

### 2000

- > ARC Special Research Centre (The Ian Wark Research Institute) established
- > Won the SA Export Award for Education
- > Won the Prime Minister's Award for University Teacher of the Year: Team of the Year and a Humanities and the Arts Teaching Award for UniSA's Professional Writing and Communication Teaching Team

### 2002

- > UniSA Northern Adelaide Partnerships (UNAP) program established
- > Became Australia's leading provider of offshore programs, with the largest number of international students in South Australia
- > Won an Institutional Award in the Australian Awards for University Teaching for an innovative and practical approach to the provision of support services

### 2003

- > Blueprint 2005 project commenced
- > Named an Employer of Choice for Women by the Australian Government's Equal Opportunity for Women in the Workplace Agency
- > The Whyalla campus won an Australian Rural Education Award

### 2004

- > Became the first Australian University to gain EQUIS accreditation for business and management programs both in Australia and overseas
- > Received a positive report from the Australian Universities Quality Agency (AUQA) audit
- > Won the SA Export Award for Education
- > Won an Institutional Award in the Australian Awards for University Teaching for the provision of educational services to the community
- > Two new Research Institutes formed: the Hawke Research Institute for Sustainable Societies and the Sansom Institute

# Looking forwards.

## UniSA 2010

In 2010 the University of South Australia will be a distinctive, internationally competitive institution in a global market for students and research contracts. We will be an institution with an internal culture which embraces change, and will be recognised for education and research undertaken in collaboration with industry and the professions.

Our students and staff will be learning and working in an environment which reflects the University's commitment to quality, diversity, sustainability, equality, ethical action and social responsibility, and the creation, application and communication of knowledge which delivers economic, social and environmental benefits. We will have strong links to our communities fostered by our relationships with the professions and industry. The University will seek to build the capacity and resilience of the communities in which we work through innovative, collaborative and enterprising activities.

While UniSA will be based in South Australia, research and teaching will be conducted in many countries through innovative use of e-learning and e-business. Increasing numbers of the University's students will be living and studying interstate and overseas. We will develop new kinds of teaching arrangements and offshore partnerships. The education of all students will be enriched by intercultural learning, developing understanding of diverse cultures with which the University will be working. The University will be effective in identifying the intellectual property generated by our research and supporting its commercialisation, fostering the growth of new enterprises in Australia and providing an income stream for the University. Our revenue will grow to over \$400m by 2010.

In 2010 UniSA will be a leader in creating and applying knowledge, and in blending online and campus based learning. The culture of UniSA will be one that adapts to change, values diversity and fosters innovation.

A full version of UniSA 2010 is at [www.unisa.edu.au/about/intro/unisa2010.asp](http://www.unisa.edu.au/about/intro/unisa2010.asp)





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### City East Campus

North Terrace  
Adelaide  
South Australia 5000

### Mawson Lakes Campus

Mawson Lakes Boulevard  
Mawson Lakes  
South Australia 5095

### Magill Campus

St Bernard's Rd  
Magill  
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### Whyalla Campus

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