



University of
South Australia

Annual Report 2005

Educating professionals.
Creating and applying knowledge.
Engaging our communities.

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1. overview



introducing UniSA

At a glance

Location: South Australia, Australia
Student population: >32,000
International student population: approx 10,000
Staff population: approx 2 000
Alumni: approx 100,000
Campuses: five, including four metropolitan and one regional campus
Research institutes: six
Research centres: 11
Research groups: 24
Offshore partner institutions: 22
Student exchange partner institutions: 95

Statement of strategic intent

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 which 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.

About us

Founded in 1991, the University of South Australia (UniSA) is a modern, vibrant and successful institution built on more than a century's experience as a leader in educating professionals and applied research.

UniSA's unique approach to teaching and learning is student centred, focused on the outcomes of higher education, and delivered through flexible program arrangements, using online technologies. We offer over 400 programs across some 50 disciplines at undergraduate and postgraduate levels.

Researchers at the University of South Australia solve real-world problems. Our distinctive research profile is based on our strengths in bringing together multidisciplinary teams to work with industry, government, other education providers and the professions across Australia and internationally. This strategic approach has been further refined by focusing on three themes: Healthy Lifestyles, Sustainability, and Managing and Modelling Complex Systems. UniSA has six Research Institutes and consistently performs well in the Cooperative Research Centres Programme and the Australian Research Council's (ARC) competitively funded grants, particularly for Linkage Projects which support collaborative, innovative and applied research alliances between higher education institutions and industry.

Nationally, we are founding members of the Australian Technology Network of Universities. Our Vice Chancellor, Professor Denise Bradley AO, chairs this influential alliance of five distinctive and prominent Australian universities located in each mainland State. The ATN's aim is to contribute to Australia's social and economic wealth by building strategic partnerships and undertaking solution-based research which is relevant to the expectations of industry and the community.

Internationally, UniSA was ranked amongst the top universities worldwide in the 2005 World University Rankings - The Times Higher Education Supplement Guide to the World's Top 200 Universities. Only 20 of the 38 universities in Australia were listed. We offer over 30 programs in 7 countries outside Australia and are one of the largest providers of offshore education in Australia. At present, a third of our students are citizens of other countries and we have the largest number of international students in South Australia.

Our business and management programs both in Australia and overseas are accredited by the European Quality Improvement System (EQUIS) and a recent independent Australian Universities Quality Agency (AUQA) audit in 2004 commended UniSA's performance in 16 key areas, including strong and effective management systems, and commitment to community engagement.

The University's foundations are in the 19th century's extension of access to education, and it continues to hold equity and diversity as core values. We are committed to reconciliation between Indigenous and non-Indigenous people and have a range of programs in place to support the education of Aboriginal and Torres Strait Islander people.

Our innovative research profile, teaching and learning approach, focus on strategic partnerships, flexible entrance policies and commitment to Indigenous education and reconciliation have earned UniSA a distinctive position in the Australian higher education landscape.

Awards and accolades

International

- > Listed in the World University Rankings, The Times Higher Education Supplement guide to the world's top 200 universities – October 2005

National

- > Australian Council of Commerce and Industry and Business Council of Australia National Work and Family Awards, Employer of the Year – 2005
- > Finalist in the National Greenhouse Challenge Plus Awards - 2005
- > Australian Awards for University Teaching - 2004, 2002, 2000, 1999
- > Prime Minister's Award for University Teacher of the Year – 2000
- > Equal Opportunity for Women in the Workplace Agency, Employer of Choice for Women – 2003, 2004, 2005
- > State and National Premier Commercial Property Awards in the Delfin Lend Lease Grand Masters Awards for The Mawson Centre – 2005

- > Defence Reserves Support Council's National Employer Support Award - 2004
- > Australian Rural Education Award, Whyalla campus – 2003

State

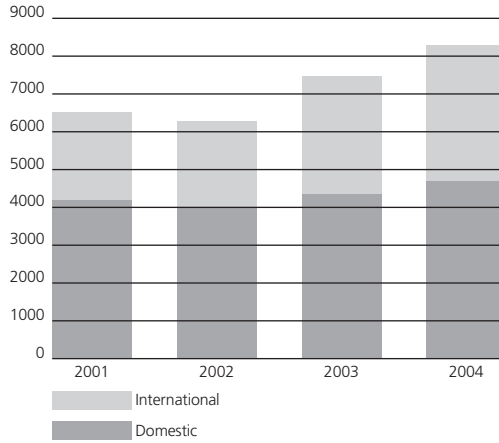
- > Vice Chancellor and President, Professor Denise Bradley AO, named South Australian of the Year - 2005
- > Australian Marketing Institute State Award for Marketing Excellence – 2005
- > South Australian Export Award for Education – 1999, 2000, 2004
- > SA Great Regional Award for Eyre region, Whyalla campus - 2004

2005 highlights

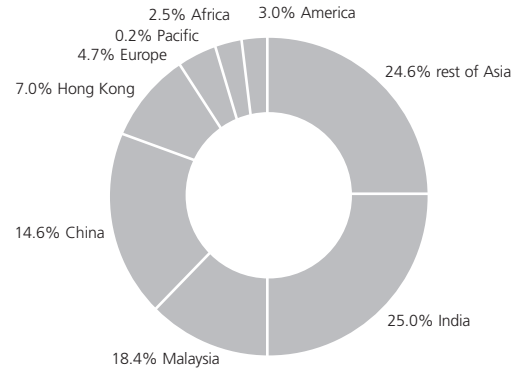
Ranked amongst the top universities worldwide in the 2005 World University Rankings - The Times Higher Education Supplement guide to the world's top 200 universities.	Page 3
Educating professionals	
Associate Professor Brenton Dansie was named Science Educator of the Year at the inaugural Premier's Science Excellence Awards for his work in developing and managing the Robotics Peer Mentoring program.	Page 26
The UniSA Foundations Studies Program was introduced to provide a pathway for applicants who have experienced educational disadvantage.	Page 28
Creating and applying knowledge	
The Australian Research Council awarded its largest ever Linkage Project grant to support a new multi-million dollar Australian Mineral Science Research Institute (AMSRI), led by UniSA's Ian Wark Research Institute with a total cash value of more than \$22 million.	Page 29
The responses from postgraduate research students in a University experience survey demonstrated significant improvement on previous surveys and were above the national average in 6 of the 7 response scales.	Page 30
Engaging our communities	
UniSA established a Psychology clinic at the Child and Adolescent Mental Health Service at Elizabeth that helped to halve the waiting time experienced by clients.	Page 36 & 38
The new UniSA Mount Gambier Regional Centre was established in February with an initial intake of over 80 students.	Page 36 & 38
Our people and resources	
UniSA was presented with the inaugural national gold award as Employer of the Year at the 2005 National Work and Family Awards.	Page 45
UniSA was a finalist in the inaugural National Greenhouse Challenge Plus Awards in recognition of our efforts in reducing greenhouse gas emissions over the last five years.	Page 45
Our academic divisions	
Business - Ryan Manuel, a graduate of Marketing and International Studies became the University's first Rhodes Scholar.	Page 50
Education, arts and social sciences - The newly established Australian Centre for Child Protection, under the leadership of foundation Director, Professor Dorothy Scott, emerged at the forefront of child protection research.	Page 51
Health sciences - The Australian Centre for Metabolic Fitness was established after being awarded funding of almost \$2 million from the Australian Technology Network (ATN) Research Challenge.	Page 52
Information technology, engineering and the environment - As part of its Defence Electronics Sector Plan, the State Government established the Centre of Excellence in Defence and Industry Systems Capability (CEDISC), through a collaboration and funding agreement with UniSA to the value of \$4.7 million over 2005-2009.	Page 53

statistical snapshot

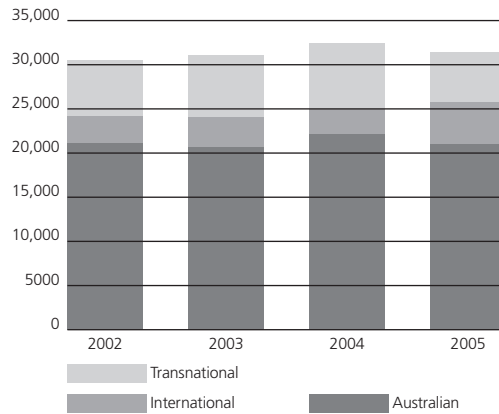
Student Completions



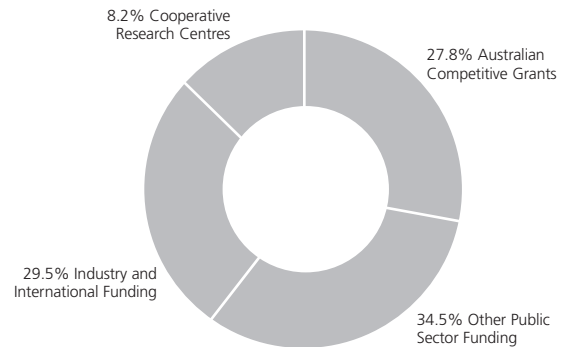
International Students - Region of Home Country 2005



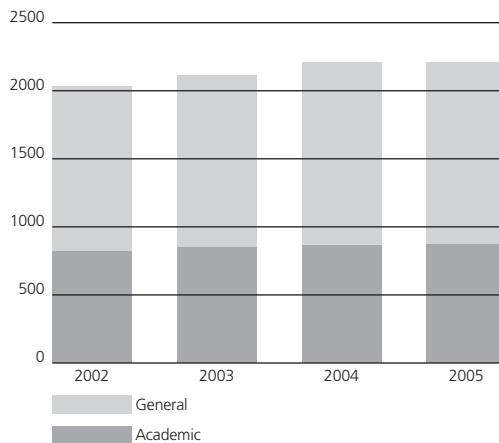
Number of Students



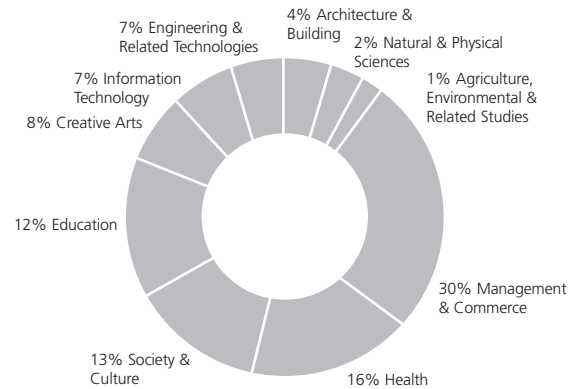
Research Income by Source 2005



Number of Tenured & Continuing Staff



Field Education (DEST categories) 2005



key statistics - five years

Total	29878	31104	31828	32951	32187	*
Commencing	12376	11892	11546	12025	12192	*
Total	20758	20822	21384	22126	21305	*
Undergraduate	16719	16195	16548	17025	16722	*
Postgraduate	4038	4412	4631	4891	4406	*
or						
Total	20758	20822	21384	22126	21305	*
Undergraduate	81%	78%	77%	77%	78%	
Postgraduate	19%	21%	22%	22%	21%	
Commonwealth Operating Grant	14384	14266	13970	14294	-	*
Commonwealth Grant Scheme	-	-	-	-	13965	*
Commonwealth Research Training Scheme	362	362	339	335	425	*
Domestic Fee Paying Postgraduate	462	501	563	614	681	*
International Onshore	1364	1684	2163	2533	3033	*
Transnational	4118	3968	4286	4266	3180	*
Non-award, Other	68	41	63	84	21	*
Total	6551	6510	7646	8348	7955	-4.7%
Undergraduate	4484	4509	4841	5277	5078	-3.8%
Postgraduate	2067	2001	2805	3071	2877	-6.3%
Total	1923	1931	2005	2086	2103	+0.8%
Academic	813	829	858	891	920	+3.3%
General	1110	1102	1147	1195	1183	-1.0%
Teaching and Research	663	679	702	716	714	-0.3%
Research Only	166	159	167	183	210	+14.8%
Other Function	1094	1093	1135	1187	1179	-0.7%
	\$6.90	\$13.60	\$13.50	\$12.80	\$19.50	
	2.70%	5.00%	4.60%	4.20%	5.90%	
	\$395.80	\$386.00	\$420.20	\$449.40	\$473.10	
	\$739.40	\$749.80	\$800.30	\$825.90	\$878.40	
	\$254.40	\$269.60	\$292.30	\$301.60	\$329.50	

Notes:

* The scope of the Student Data Collection changed between 2004 and 2005; 2005 enrolment figures are not directly comparable with previous years. 2005 enrolment data is subject to further minor change.

Number of students represents an unduplicated count of students enrolling in any study period during the enrolment year and includes cross institutional students.

Student load represents the sum of load for all study periods in the enrolment year as recorded at each period's census date.

Load is expressed as Equivalent Full Time Studney Load (EFTSL).

Staff figures are the full-time equivalent positions of full-time and part-time staff as at 31 March.

chancellor's report

Annual reports provide an important opportunity for organisations to review their activities and achievements in light of their strategic goals - to compare intentions with outcomes. In yet another challenging and turbulent year for Australian higher education, 2005 was a successful year for the University of South Australia. The staff of UniSA worked consistently and deliberately to realise planned goals whilst also achieving many outstanding results, particularly in research. We are proud of our performance and accomplishments and are pleased to present them in the pages of this report.

UniSA can demonstrate it is a flexible, innovative and responsible organisation in every aspect of its operations. It is well-planned, performing well and is in a strong position for continued success into the future.

Finance

The 2005 consolidated surplus was \$19.5 million in comparison to the previous year amount of \$12.8 million. This resulted in an operating surplus as a percentage of revenue of 5.9% (2004: 4.2%), which is considered satisfactory for a 'not-for-profit' institution. Revenue (before the superannuation supplementation) grew by 9.3% to \$329.5 million. Revenue from fee-paying education services grew by \$7.6 million (12.2%) with the main area of growth being fee-paying overseas student revenue, up \$6.4 million. The University's consolidated financial position remained sound during the 2005 year with cash balances being \$81.1 million at year end (2004: \$49.7 million). During the year \$24.1 million was spent on the \$135 million Blueprint 2005 capital program (2004: \$67.9 million). During the 2005 year the sale transaction for the Underdale campus was completed. Cashflows from operating activities in 2005 were \$45.2 million, an increase of \$22.9 million from 2004 mostly due to a change in the timing of teaching funding from the Commonwealth

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 \$404 million 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 Act is relatively modern.

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.

Policy review

Council's annual review of governance includes a review of key policy relating to aspects of University activities. As part of this exercise Academic Board undertakes a review of all policies relating to program development, course assessment requirements and processes for student academic review and appeal.

Council

In March 2005, the Council welcomed three external appointments, Dr Adele Lloyd, Sue Vardon AO and Terry Evans to fill vacancies created by the retirement of members in December 2004. Our welcome was extended also to elected academic staff member Dr Tim Ferris and general staff member, Kath Higgins.

Our appreciation and thanks go to Alice McCleary for her work in the office of Deputy Chancellor and for her contribution as presiding officer of the Finance Committee in 2005. Our thanks also to Jan Lowe, presiding officer of Senior Academic Promotions Committee and Student Appeals Committee who accepted reappointment to these committees, Associate Professor Adrian Vicary, presiding officer of Academic Board; and to all members of Council in 2005 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, with Ian McLachlan accepting appointment as presiding officer of Audit and Risk Management Committee. Peter Smith was also appointed the University's inaugural Pro Chancellor for a term of two years.

I continued to Chair the Universities Chancellors Conference (UCC) and its working group throughout 2005. The UCC continues to provide a forum for Chancellors to discuss governance and other major issues affecting the higher education sector. It oversees professional development programs for Council members being implemented by the University of Canberra's National Institute for Governance.

Members of the Councils of the three South Australian universities conducted a most successful joint presentation with AICD on the role and responsibilities of Councils, under the auspices of the National Institute for Governance.

Major decisions of Council

Controlled Entities

Council adopted a series of decisions concerning our controlled entities to ensure that the University complies with the National Governance Protocols adopted by Council in 2004. The decisions relate to principles of oversight, reporting requirements and establishment and updating of a register of members of Boards of directly controlled entities.

Landmark building

Following advice from its Finance Committee, Council determined that the University should proceed with the construction of its iconic Landmark Building on North Terrace. Designed by John Wardle Architects in association with Hassell, the building will be a focus of intellectual engagement with the community and a symbol of the University's position as an institution of national and international significance. Home to UniSA's Hawke Centre, the building will include a Civic Education Gallery; a 400 seat auditorium; a 120 seat forum space; and the second largest public art gallery in the state, The Anne and Gordon Samstag Museum of Art: University of South Australia.

Establishing the Centre for Regional Engagement

Council endorsed the establishment of the Centre for Regional Engagement and expanded the role of the Dean: Whyalla to include the role of Director Regional Engagement. The Mt Gambier Regional Centre was established in March 2005 expanding the presence of the University into parts of regional South Australia, using the skills and expertise of staff employed at the Whyalla Campus.

Reappointment of Vice Chancellor and Chancellor

Recognising that it would be in the best interests of the University, Council extended the appointment of the Vice Chancellor to mid 2007. At the same time and acting on a recommendation from the relevant committee of Council, I was delighted to accept my reappointment for a term to June 2008. This will permit me to oversee the period of transition from the current Vice Chancellor to the new incumbent.

UniSA Foundation

2005 was a significant year for the UniSA Foundation Inc., which was established in the early 1990s and has been the University's

preferred giving channel. Following a review of the governance arrangements of the Foundation Inc and examination of the requirements for maintenance of charity taxation status for gifts to the University, the Council resolved to restructure the Foundation Inc, transferring its assets to the University of South Australia as at 30 June 2005, and establishing a new subcommittee, a Foundation Committee, to oversee University philanthropy policies and provide financial management of donated funds.

University philanthropic activity continued to grow with over \$500,000 in donations to the University received during the year. More than \$5m in donated funds are now under management by the Foundation Committee.

Thanks

I would like to acknowledge and thank the friends of UniSA for their ongoing support in 2005.

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 and international role she is undertaking on behalf of the University and Higher Education generally through her appointments as Chair of IDP Education Australia and Chair of the Australian Technology Network. Her achievements as Vice Chancellor of UniSA (since 1997), along with the many other contributions she has made to the State through her local, national and international activities, were recognised in December 2005 when she was named the 2005 South Australian of the Year. She is one of only two women to win this prestigious award in almost 20 years. On behalf of the UniSA community, I am delighted to take this opportunity to formally congratulate and thank Professor Bradley for her tireless efforts and ongoing contributions to our University and our State.

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



David Klingberg AM
Chancellor

vice chancellor's report

2005 was a rollercoaster year. While years of hard work were rewarded, major developments completed and the quality of the work of our staff acknowledged, the volatility of the federal policy environment had a serious impact at times on the University.

While it was a tumultuous year for the University, it was a time of uncertainty, devastation and heartbreak for many of our international students. The global natural disasters, particularly the Asian Tsunami in December 2004 and the Pakistan Earthquake in October had an enormous impact on many of our international students, who make up some 33% of our student population.

2005 context and response

Locally, the issues at the forefront of our minds throughout 2005 included responding to a torrent of policy proposals and initiatives from the Commonwealth Minister; the decision by the State government to invite Carnegie Mellon University to establish a campus in South Australia and to provide substantial financial support to that university; and the disappointing outcomes for UniSA of the first round of the Learning and Teaching Performance Fund.

The Commonwealth Minister's announcement of the government's intention to introduce a new mechanism for assessing the quality and impact of research has enormous implications for all Australian universities. UniSA, in partnership with its Australian Technology Network partners- UTS, RMIT, QUT and Curtin universities, took the initiative to undertake a trial of a possible approach to assessment of research quality and impact. The Vice Chancellors of the ATN saw an opportunity to ensure our universities were well prepared to manage the fallout from this major policy intervention. The trial, which involved the five ATN universities and Murdoch University, has given us much needed information both about strengths in our current research performance and areas for improvement.

Major achievements

The University's major achievements in 2005 are outlined in the new highlights section at the beginning of this report while the many other initiatives and achievements throughout the year are detailed in the balance of the document. However, one of the stand-out achievements in 2005 was the University's research performance. We were placed first nationally in the 2005 round of the Australian Research Council's Linkage Grants, which

support collaborative, innovative and applied research alliances between higher education institutions and industry. Indeed, the ARC Council awarded us its largest ever Linkage Grant to support the new multi-million dollar Australian Mineral Science Research Institute, with a total cash value of more than \$22 million.

The University's family friendly work policies were also acknowledged nationally. We were named an Employer of Choice for Women for the third year running and won the inaugural national gold award as Employer of the Year at the 2005 National Work and Family Awards. The winners of these awards were judged on their flexible work practices, including how they are incorporated into daily business operations; whether they are effectively communicated to staff; and how they help to achieve the best business and employee outcomes.

Senior staff movements

2005 saw the retirement of a well know and dearly loved University character - Professor Ian Davey who was a vital member of the University's senior team for more than ten years. Over 300 staff and external friends of the University attended his farewell in October. In December we welcomed Professor Caroline McMillen as the new Pro Vice Chancellor and Vice President: Research and Innovation. On behalf of the University, I would like to thank Professor Davey for his significant service to the University. In recognition of his contributions to the University's development in research and internationally the Council approved the award of the title of Emeritus Professor to him.

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 including:

- > Professor Caroline McMillen's appointment as Pro Vice Chancellor and Vice President Research and Innovation
- > Professor Atique Islam, Head of School - Commerce
- > Professor Kerry Green, Head of the School - Communication and New Media
- > Professor Helen McCutcheon, Head of the School - Nursing and Midwifery
- > Professor Bernard Guerin, Head of School - Psychology
- > Professor Adrian Esterman, Professor in Biostatistics
- > Professor Simon Beecham, Professor in Sustainable Water Resources Engineering
- > Professor Ross McKinnon, Director: Sansom Institute and Professor of Pharmaceutical Biotechnology
- > Helen Livingston, Director: Library Services
- > Robert Greig, Director: UniSA International, and
- > Peter Prest, Director: Finance.

We were pleased that our Chancellor, David Klingberg AM, has agreed to continue in the position for a further four year term. David has been carrying out this honorary role with grace and distinction since 1998. He engenders great respect and affection throughout the University community and his role as an ambassador for UniSA is appreciated by all.

The Future

The external environment for higher education remains volatile and unpredictable as competition for students and for research contracts intensifies both locally and internationally. While UniSA has been particularly successful in meeting the challenges of the most recent period of rapid change its people cannot afford to become complacent. Our planning and review processes demonstrate that staff do not take the University's current successes for granted. There is widespread acknowledgement that constant scanning of the external environment, good communication with our stakeholders, innovation at every level of the institution and building on our unique strengths will enable us to continue to grow and improve.

Thanks

The contents of this report outline our major achievements and results for the year. These should be celebrated in conjunction with the many other successes experienced across the University. My thanks and best wishes extend to all members of the UniSA community for helping to make 2005 such a memorable year and for supporting our continued growth.



**Professor Denise Bradley AO
Vice Chancellor**

2. governance & management



governance

Organisation

Basis of authority

The University is governed by the University of South Australia Act 1990 which was revised in 2005 to incorporate new sections 15A to 15E relating to the duties and responsibilities of members of Council. In 2005 the Act was administered by the Hon Stephanie Keys, MP Minister for Further Education, Employment, Science and Technology.

Under sections four to six of the Act the University is constituted as a body corporate with the usual powers of a body corporate. It has a seal, and it may sue and be sued in its corporate name.

Our functions

The University's role is to:

- > preserve, extend and disseminate knowledge
- > provide education in disciplines and areas of study as it believes appropriate
- > provide tertiary education to meet the needs of Aboriginal people
- > provide tertiary education to meet the needs of disadvantaged groups
- > provide educational programmes for the benefit of the wider community or that enhance the diverse cultural life of the community
- > foster and further an active corporate life
- > perform any functions ancillary or incidental to the functions referred to above
- > strive for excellence in teaching and research and for attainment of the highest standards in education.

Our powers

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

- > enter contracts
- > acquire, hold, dispose of and deal with property
- > confer academic awards jointly with another university or registered training organisation.

Our governing body

Under Section ten of the Act, the University Council is the governing body responsible for the administration and control of University affairs. The Act also defines financial responsibilities and specifies matter on which Statutes can be made.

Aspirations

The University of South Australia Act 1990, as amended, establishes a framework for the administration of the University. Within this framework the Council, the Vice Chancellor with delegated authority from the Council, and members of senior management of the University seek to provide effective and ethical organisational leadership, consistent with recognised best practises in governance.

UniSA Council

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

- > appointing the Vice Chancellor as Chief Executive Officer of the University and monitoring his or her performance
- > approving the mission and strategic direction of the University, as well as the annual budget and business plan
- > overseeing the management and development of the University
- > establishing policy and procedural principles consistent with legal requirements and community expectations
- > approving and monitoring systems of control and accountability, including general overview of any entities controlled by the University (within the meaning of section 50AA of the Corporations Act 2001)
- > overseeing and monitoring the assessment and management of risk across the University, including commercial undertakings
- > overseeing and monitoring academic activities across the University
- > approving significant commercial activities of the University.

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 Vice Chancellor, 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 with the University.

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

The University of South Australia Council met eight times from March to December 2005.

Council Members 2005

Chancellor

David Klingberg AM FTSE BTEch (CivilEng)
FIEAust FAusIMM

Deputy Chancellor

Alice McCleary BEc FTIA FAICD FACE

Pro Chancellor

Peter Smith BEc BAeroEng FRIBA FinsAA

Appointed Members

James Birch BHealthAdmin MACHSE

Bill Cossey AM, BSc FAIM

Terry Evans LLB LLM

Bruce Linn BSc FAICD FACS MIEAust

Dr Adele Lloyd PhD MEAd BA(Hons) Dip T

Jan Lowe BA DipEd

Ian McLachlan BEc FICAA

Jillian Miller DipEd PSM

Adjunct Professor Sue Vardon AO BSocWk

HonD(Univ) FAIM FIPPA

Elected Student Members

Andrew Christie

Carl Driesener

Elected Academic Staff

Dr Timothy Ferris PhD BE(Hons) BTh BLitt(Hons)
GradCert.Ed

Dr Michael Venning BSc(Hons) DipT PhD

Elected General Staff

Kath Higgins GradCertMngt

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

Justin Lee

Chair of Academic Board

Associate Professor Adrian Vicary BA(Hons)

DipEd MA PhD

Chancellor

The Act stipulates that the University will have a Chancellor and Deputy Chancellor and may appoint up to two Pro Chancellors. By convention, the Chancellor is the honorary, titular head of the institution and the presiding officer of the Council. The current Chancellor, David Klingberg AM, was appointed in 1998 and reappointed in 2002. A position description for the role of Chancellor is included in the Council Handbook.

The current Deputy Chancellor, Alice McCleary was appointed in 2002 and in November 2005 the Council appointed Peter Smith to the office of Pro Chancellor for a term of two years.

Council Secretariat

The Council and 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.

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
- > Finance
- > Foundation
- > Governance and Legislation
- > Immediate Business
- > Staff Remuneration
- > Senior Academic Promotions

Academic Board

Academic Board has three broad functions. They are to:

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

Academic Board is 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.

Finance Committee

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

Foundation Committee

Foundation Committee is responsible for the oversight of University Philanthropy policies and management and administration of funds received.

Immediate Business Committee

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

Governance and Legislation Committee

The primary function of the Governance and Legislation Committee is to provide advice and recommendations to Council on matters relating to issues of governance, membership of Council, undertake searches on behalf of Council for candidates to office of Chancellor and to review the University's Act, Statutes and Bylaws from time to time and advise Council of any related matter.

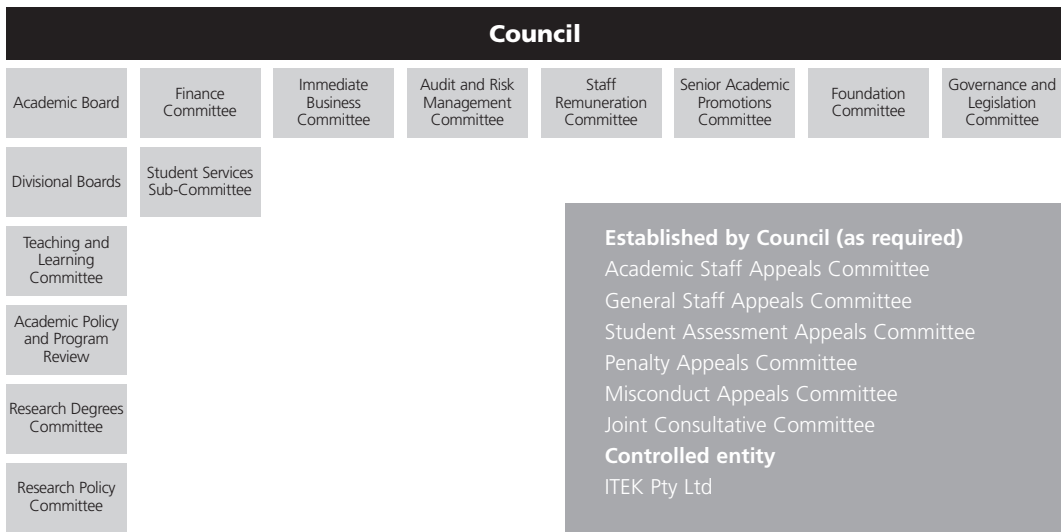
Staff Remuneration Committee

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

Senior Academic Promotions Committee

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

Committees of council and sub-committee structure



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, and
- > structured communication flows about the risks faced by the University in its activities.

Key elements of the University approach are:

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

These key elements have been in place since 1999, and throughout the 2005 reporting period. Council considered and noted the University-wide risk assessment at its December meeting. A systematic approach to the identification, assessment and audit of legislative risk areas is also in place. Audit and Risk

Committee received annual compliance reports from responsible officers throughout the year.

Management annually certifies to Council that the University risk management and internal compliance and control systems are operating effectively in all material respects. This certificate is supported by a process involving the completion of questionnaires on control and risk management by all major organisational units within the University.

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

Internal audit

The Council has an established internal audit function to assist the University in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the University's risk management, control and governance processes. The function reports to the Vice Chancellor and to the Audit and Risk Management Committee. The Committee ensures the independence of the function, and approves the annual audit program. Internal audit staff conducted a number of complex reviews in 2005 including reports on:

- > controlled and other related entities
- > quality assurance and improvement for programs and courses
- > internal control for academic integrity, and
- > legislative compliance.

management

Administrative structure

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

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

Senior management arrangements

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

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

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

Academic program and research management

Academic programs and research are delivered by Schools, Research Institutes and Research Centres, mostly within the Divisions. Management at Division level mirrors the central structure. Division Pro Vice Chancellors have a group of senior staff reporting to them. Heads of School are responsible for the Schools which are the primary units for management of academic programs. Research Institute and Research Centre Directors are responsible for research programs. Division Managers and Deans are responsible for cross-Division functions, including business development, financial and human resource planning and coordination, research and research education, international activities and teaching and learning.

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

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

Research concentration management

The University currently has 11 University recognised Research Centres and six Research Institutes. Each Research Centre and Research Institute has an appointed Director. The majority of the University's Research Centres are located within Schools so the Centre's researchers are also School staff and the Director reports to the relevant Head of School. In the case of the two Research Centres that operate outside the School structure, the Director reports directly to the Divisional Pro Vice Chancellor.

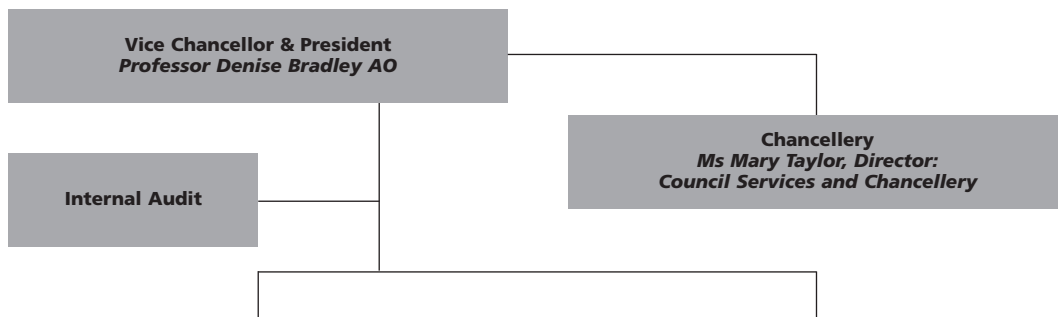
Two of the University's Research Institutes, the Institute for Telecommunications Research and the Ian Wark Research Institute are 'stand-alone' Institutes reporting directly to the Pro Vice Chancellor: Research and Innovation. The Sansom Research Institute and the Ehrenberg-Bass Research Institute operate within the School of Pharmaceutical and Biomedical Science and the School of Marketing respectively. The Directors of these Institutes report to the relevant Divisional Pro Vice Chancellor through their Head of School. The Directors of the Hawke Research Institute and the Institute for Sustainable Systems and Technologies report directly to the relevant Divisional Pro Vice Chancellor. The Hawke Research Institute spans more than one Division although most of its researchers are located within the Division of Education, Arts and Social Sciences.

Research Centres and Research Institutes are required to have an active Advisory Board including external key stakeholders (national and international in the case of Research Institutes) to provide regular advice to the Director on the core business of the research concentration. The Advisory Board is required to report annually to the University's Research Policy Committee and the relevant Divisional Pro Vice Chancellor of the Pro Vice Chancellor: Research and Innovation.

Portfolio management

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

senior structure



coordinating portfolios					academic divisions			
Executive Director & Vice President: International & Developmental	Executive Director & Vice President: Finance & Resources	Pro Vice Chancellor & Vice President: Access & Learning Support	Pro Vice Chancellor & Vice President: Organisational Strategy & Change	Pro Vice Chancellor & Vice President: Research & Innovation	Pro Vice Chancellor & Vice President: Education, Arts & Social Sciences	Pro Vice Chancellor & Vice President: Information Technology, Engineering & the Environment	Pro Vice Chancellor & Vice President: Business	Pro Vice Chancellor & Vice President: Health Sciences
<i>Dr Anna Ciccarelli</i>	<i>Paul Beard</i>	<i>Professor Rigmor George</i>	<i>Professor Hilary Winchester</i>	<i>Professor Caroline McMillen</i>	<i>Professor Michael Rowan</i>	<i>Professor Robin King</i>	<i>Professor Garry Griffin</i>	<i>Professor Robyn McDermott</i>
UniSA International Marketing & Developmental	Finance Property Services	Flexible Learning Centre Student & Academic Services Library	Human Resources Planning & Assurance Services Information Strategy & Technology Services Centre for Regional Engagement	Ian Wark Research Institute Institute for Telecommunications Research Research for Innovation Services	Indigenous College of Education & Research Louis-Laybourne Smith School of Architecture & Design School of Communication, Information & New Media School of Education School of International Studies School of Psychology School of Social Work & Social Policy South Australian School of Art The Unaipon School University Art Museum Bob Hawke Prime Ministerial Centre Australian Centre for Child Protection Hawke Research Institute for Sustainable Societies <i>Responsible for Magill campus</i>	School of Advanced Manufacturing & Mechanical Engineering School of Computer & Information Science School of Electrical & Information Engineering School of Natural & Built Environments School of Mathematics & Statistics Institute for Sustainable Systems and Technologies <i>Responsible for Mawson Lakes campus</i>	International Graduate School of Business School of Commerce School of Management School of Marketing Ehrenberg-Bass Institute for Marketing Science <i>Responsible for City West campus</i>	School of Health Sciences School of Nursing and Midwifery School of Pharmacy and Medical Sciences Sansom Institute <i>Responsible for City East campus and Whyalla campus</i>

senior officers

Chancellor

David Klingberg AM
FTSE BTech (CivilEng) FIEAust FAusIMM

Mr David Klingberg was appointed Chancellor of the University of South Australia in 1998. This appointment followed his retirement from Kinhill Engineers – where he worked for 34 years as one of the major shareholders and as Managing Director for the last 6 years of his tenure. From its inception Mr Klingberg played a major role in developing the company from a small Adelaide based engineer to one of the largest and most successful firms of professional engineers in Australia and South East Asia, with approximately 2000 staff in some 25 offices. During his engineering career, Mr Klingberg developed substantial professional expertise in finance, management, project evaluation, and major infrastructure project structuring which he now employs in his many company directorship and advisory roles. In addition to his role as Chancellor, Mr Klingberg is Chairman of Barossa Infrastructure Ltd and of the Mawson Lakes Joint Venture; and Director of Snowy Hydro Limited, Codan Limited and Centrex Metals Limited. He is also a Board Member of the Workcover Corporation of South Australia, an Advisory Board Member to Thomson Playford and Chair of the Building and Development Committee of St Andrew Hospital Inc. In 2003 he was made a Member of the Order of Australia for his contributions to the tertiary education sector and through engineering projects and awarded a Centenary Medal for services to Civil and Mining Engineering. In 2005, he was acknowledged as one of Australia's 100 most influential Engineers by Engineers Australia.

Deputy Chancellor

Alice McCleary
BEc FTIA FAICD FACE

Alice McCleary has been Deputy Chancellor since 2002, a member of the University Council since 1998 and Presiding Officer of the University's Finance Committee since its establishment in June 1998. Ms McCleary, a former corporate tax partner of Coopers and Lybrand is now a professional independent director. In addition to her role as Deputy Chancellor, she is Director of Great Southern Plantations Limited; UraniumSA; Adelaide Community Healthcare Alliance Inc; Child, Youth and Women's Health Service; and a Member of the Commonwealth Takeovers Panel and Corporations and Markets Advisory Committee. Ms McCleary is an experienced public speaker and regularly addresses

professional, government and business organisations on a variety of business and tax issues. In 2003 she was awarded a Centenary Medal, for services to higher education and the community and was the South Australian Winner and National Finalist of the Large Business category in the Telstra Business Women's Awards in 1997.

Pro Chancellor

Peter Smith
BEc BAeroEng FRIBA FinsAA

Peter Smith has been a member of the UniSA Council since 1996 and in 2005, was appointed the inaugural Pro Chancellor. He has a long-term interest in education and training strategies, having been Deputy Chair of the South Australian Vocational Employment, Education and Training Board for several years, a member of the recent SA Skills Audit Committee, and an AUQA auditor. He has also advised the Federal Government on economic development and social inclusion policy, initially as the Chair of the Adelaide Metropolitan Areas Advisory Committee and later as Chair of the Playford Salisbury Sustainable Regions Advisory Committee. For his work in education/industry links, he was made Salisbury Citizen of the Year in 1997. Mr Smith has spent his professional career in the Australian Aerospace and Defence industries; as a Director of Hawker de Havilland, Australia's largest aerospace company; as Managing Director of AWA Defence Industries; and as CEO of British Aerospace Australia. For ten years he has run a consultancy, advising governments and companies on strategic directions in these industries. He also sits on a number of company boards. Currently, he is a member of the National Executive of the Australian Industry Group's Defence Council and of the Joint Steering Committee of the Federal Government's Aerospace Industry Action Agenda.

Vice Chancellor and President

Professor Denise Bradley AO
BA DipEd GradDipLib MSocAdmin FACE

Professor Bradley has been the Vice Chancellor and President of the University of South Australia since 1997. She has been extensively involved in national education policy groups for more than two decades and currently is Chair of IDP Education Australia, Chair of the Australian Technology Network (ATN), Chair of the South Australian Vice Chancellor's Committee, Executive Member of the International Association of University Presidents (IAUP), Member of the Board of the Australian Vice Chancellor's Committee and Member of the Board of Directors of the Australian-American Fulbright Commission. Professor Bradley has been a Fellow of the Australian College of Educators since 1982. In 1995 she was made an Officer of the Order of Australia in recognition of her contribution to education and education policy and was awarded a Centenary Medal in 2003. In the same year she was named one of Australia's Top 25 Leaders by the Australian Financial Review's BOSS magazine and in 2005 was named an Asia Pacific Woman of Distinction in Education by the Asia Pacific Women's Business Council Inc. Professor Bradley was named the 2005 South Australian of the Year for her significant contributions to the State. She is one of only two women to win the award in almost 20 years.

Executive Director and Vice President: Finance and Resources

Paul Beard
BA (Accountancy) CA

Mr Beard was appointed Executive Director and Vice President: Finance and Resources at the University in 2001. Prior to this appointment, he has held senior finance roles in both the private and public sectors. From 1996 to 2001 he worked in the electricity industry in South Australia, during a period of significant organisational and industry change, in roles including Chief Financial Officer of ETSA Power and Manager Finance with the new private sector owner, AGL. Prior to that Mr Beard worked as a Senior Manager with Deloitte Touche Tohmatsu in Adelaide and the United Kingdom, and worked in a senior finance position with Vision Systems, a publicly listed technology company in Adelaide.

Executive Director and Vice President: International and Development

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

Dr Anna Ciccarelli completed her Masters in Educational Administration and Management at the University of Sydney and went on to become the first graduate of the University of Sydney's Doctorate of Education in 1996. Anna was appointed as Executive Director and Vice President of the International and Development portfolio in February 2004. She is interested in all aspects of international education including policy and strategy, curricula and student mobility programs as well as transnational education. Anna became the inaugural Vice President of the International Education Association of Australia in 2003. She is a member of the Education Adelaide Board of Directors and is the AVCC representative on the DEST Expert Group on Quality Assessment Trials. She has recently been appointed by the Minister for Foreign Affairs as a member of the Australian National Commission for UNESCO.

Pro Vice Chancellor and Vice President: Organisational Strategy and Change

Professor Hilary Winchester
MA DPhil

Professor Hilary Winchester was appointed Pro Vice Chancellor and Vice President: Organisational Strategy and Change in 2003. A human geographer, Professor Winchester completed a BA (Hons) and D Phil at Oxford University in the UK and worked in Oxford, Cheltenham and Plymouth before coming to Australia in 1987, initially as a Research Fellow at the University of New England. Her research focuses on key social issues such as urban poverty, population change, the geography of families and the impact of development. She was a member of the Social Sciences Panel of the Australian Research Council from 1998 to 2000. In 2001, Professor Winchester was appointed an academic auditor for AUQA and in 2003, as the Higher Education representative on the Training and Skills Commission in South Australia. Currently Co-Convenor of the National Colloquium of Senior University Women, Professor Winchester coordinated the Colloquium's 2005 review of the Australian Vice-Chancellors' Committee (AVCC) Action Plan for Women Employed in Australian Universities 1999 - 2003 that led to the adoption of the Second Action Plan (2006 - 2010) in March 2006. In 2006, Professor Winchester was appointed to represent the AVCC on the Priority Projects Program Board Standing Committee for the Carrick Institute for Learning and Teaching in Higher Education.

Pro Vice Chancellor and Vice President: Research and Innovation

Professor Ian Davey
BA(Hons) DipEd MA PhD
(retired October 2005)

Professor Ian Davey joined UniSA in 1994 as Pro Vice Chancellor and Vice President: Research and International. In 2004 he became Pro Vice Chancellor and Vice President: Research and Innovation, until his retirement in late 2005. A social historian, Professor Davey has a Bachelor of Arts with Honours in History and Geography and a Diploma of Education from the University of Melbourne and a Masters and PhD from the University of Toronto, Canada. Prior to his appointment at UniSA, he held a number of senior academic roles at the University of Adelaide including Dean of Graduate Studies.

Nationally, he has been Chair of the Deputy and Pro Vice Chancellor (Research) Committee of the Australian Vice Chancellors' Committee (1997) and President of the Australia New Zealand History of Education Society (1987). Professor Davey is Chair of the Mawson Lakes Innovation and Employment Opportunities Group and a Member of Board of the Cooperative Research Centre for Contamination Assessment and Remediation of the Environment (CRC CARE).

Professor Caroline McMillen
MA(Oxon) DPhil (Oxon) MB BChir(Cantab)
(commenced December 2005)

Professor McMillen graduated with a BA (Hons) and Doctor of Philosophy at Oxford University before completing her medical degree at the University of Cambridge. She moved to Australia to take up a Lectureship at Monash University, and was appointed as Chair of Physiology at the University of Adelaide in 1992. Professor McMillen has an international reputation as a biomedical researcher for her work which focuses on the early origins of adult health. She is the Deputy Director of the ARC/NHMRC National Network and is the only Australian Commission Chair of the International Union of Physiological Societies. She served for extended periods as Chair of either the ARC Biological Sciences Panel or the NHMRC Fetal, Neonatal and Respiratory Physiology Grant Review Panel and is currently a member of the NHMRC Enabling Grants Committee and the National Collaborative Research Infrastructure Scheme Expert Sub Committee on Promoting and Maintaining Good Health.

Pro Vice Chancellor and Vice President: Access and Learning Support

Professor Rigmor George
MEd BEd GradDipAbStud

Associate Professor Rigmor George's academic background is in education where she has experience teaching across the three sectors. She came to the then South Australian College of Advanced Education in 1988 and since then has held a number of general and academic staff positions. These include teaching in education awards, academic professional development in the Flexible Learning Centre and more recently as Dean: Teaching and Learning in the Division of Education, Arts and Social Sciences.

Pro Vice Chancellor and Vice President: Business

Professor Gerry Griffin
BCom(Hons), MBS, PhD

Before joining UniSA in January 2004, Professor Gerry Griffin spent nine years as Professor of Industrial Relations and Director of the National Key Centre in Industrial Relations, a research centre established by the Australian Research Council at Monash University. He held a number of administrative positions at Monash including those of Director - Academic in the Faculty of Business and Economics and Head of the Department of Management. He was an Associate Professor in the Department of Management at the University of Melbourne before he joined Monash. Professor Griffin has extensive links with overseas universities and has held visiting appointments at universities in Britain, Canada, Ireland, New Zealand and the USA, and at the International Labour Organisation in Switzerland. Outside of the academic world, Professor Griffin has worked full-time in industrial relations in both the public and private sectors and has had extensive consulting experience with a wide range of national and international organisations.

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

Professor Michael Rowan
BA(Hons) DipEd PhD

Professor Rowan studied philosophy at Flinders University and the University of Adelaide. He began his career as a lecturer in philosophy before becoming the Head: School of Communication and Information Studies at the University of South Australia. He was appointed foundation Dean of the Faculty of Humanities and Social Sciences at the University of South Australia in 1994 and foundation Director of the Bob Hawke Prime Ministerial Centre in 1997. He has led the Division of Education, Arts and Social Sciences since its establishment in 1998. He is an auditor for the Australian Universities Quality Agency (AUQA), chairing the AUQA audits of the Australian Catholic University (2002) and Victoria University of Technology (2006).

Pro Vice Chancellor and Vice President: Health Sciences

Professor Robyn McDermott
MBBS, MPH, PhD, FAFPHM

A graduate of Sydney and Harvard Universities Professor Robyn McDermott is the Pro Vice Chancellor and Vice President of UniSA's Division of Health Sciences. Prior to this, she was Professor of Public Health Medicine at James Cook University and President, Australasian Faculty of Public Health Medicine and Medical Epidemiologist for Queensland Health's North Queensland Health Zone. Professor McDermott has most recently been involved in developing a new Chronic Diseases Strategy for Indigenous communities in far North Queensland and for research into screening, early intervention and management of chronic diseases, particularly diabetes. This work led to improved quality of clinical care in remote areas. She also chaired the Research and Workforce Development Committee of the Queensland Public Health Forum, which included Universities, service providers, non-government bodies and consumer groups interested in improving health outcomes for the people of Queensland. Initiatives of the Forum included "Eat Well Queensland", "Active-Ate" and the roll-out of the "10,000 Steps" program. Professor McDermott serves on Grant Review Panels for National Health and Medical Research Council and the Health Research Council of New Zealand

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

Professor Robin King
BEng PhD FIEAust CPEng MIEE CEng

Professor Robin King is a graduate of Sheffield University and Imperial College, London. Professor King joined UniSA in January 1997 as Dean of the Faculty of Information Technology, and was appointed to his present position in September 1998. He has held academic posts at the Universities of Sydney, New South Wales, Southampton University and the University of Technology in Lae, Papua New Guinea, and worked as a research engineer for the British Broadcasting Corporation. Professor King has worked in several areas of electronics and communication engineering, including in automatic speech recognition and synthesis, and has initiated many developments in engineering education. He is a Fellow of the Institution of Engineers, Australia and a Fellow of the Institution of Engineering and Technology, UK (formerly the Institution of Electrical Engineers). During 2000 – 2001 he served on the Australian Research Council Expert Advisory Committee in Mathematics, Communications and Information Sciences. He is currently a Director of the Cooperative Research Centre (CRC) for Integrated Engineering Asset Management and the CRC for Enterprise Distributed Systems Technologies.

3. report on activities



educating professionals

The University's approach to teaching and learning is student-centred, focused on higher education outcomes and delivered through flexible program arrangements. This enables students to develop as lifelong learners equipped to excel within their chosen profession. UniSA offers the most diverse educational choice in South Australia, comprising some 400 undergraduate and postgraduate programs in fields including physiotherapy, pharmacy, occupational therapy, commerce, business, management, computer and information science, engineering, visual arts, psychology and more.

Performance

- > Total enrolments for 2005 were 32,187 students which included 8,464 postgraduates.
- > UniSA graduated 8,099 students in 2005. These included 2,028 transnational and 986 international students, 2005 postgraduates and 201 doctorates.
- > 65,535 students have graduated from UniSA since its inception in 1991.
- > 18,493 female students were enrolled during 2005 representing 57% of the student population.
- > The results from the Graduate Careers Australia dataset for 2005 showed improvements in the Good Teaching Scale, Overall Satisfaction and Generic Skills performance indicators for the 2002-2005 period. The Good Teaching Scale and Overall Satisfaction increased by 3% over 2004 performance while The Generic Skills indicator rose by 2%.
- > Equity participation continued to increase steadily at a rate of 0.5% per year. Currently 41.7% of the student population has one or more of the equity characteristics – Indigenous, non-English speaking background, disability, rural and isolated, or low socio-economic background. There were significant successes in outreach and access for most groups, and study success rates remain generally steady. The success rate for Indigenous students during 2005 was the highest recorded at UniSA.

International performance

Revenue

The 2005 consolidated total for International student revenue was \$57.7 million (an increase of \$6.5m or 12.7% over 2004 revenue).

International enrolments

In 2005 the University had a total of 9,618 international students, including 3,813 onshore and 5,805 transnational students.

Positive developments in transnational education for the University included: a growth in enrolments in Singapore; the development of Health Sciences programs with new partners to commence in 2006; and the first graduates from a UniSA Bachelor of Education program in Papua New Guinea, funded by AusAid.

Countries

The top source countries for UniSA's international students in 2005 were: India, Malaysia, China, Hong Kong, and Singapore.

Student mobility

In the international context, student mobility is an important indicator of a University's commitment to internationalisation of teaching and learning and research. In 2005 UniSA students occupied a total of 147 full semester places with partner institutions and the University hosted 134 incoming semester places for exchange students.

The University funded 67 students to undertake a short term placement or study tour during 2005 and facilitated the enrolment of 45 students undertaking full fee paying semester places from partner institutions on a 'Study Abroad' basis.

Achievements

Science Educator of the Year

Associate Professor Brenton Dansie was named Science Educator of the Year at the inaugural Premier's Science Excellence Awards for his work in developing and managing the Robotics Peer Mentoring program. The program involves undergraduate students from three universities and TAFE SA working in secondary schools in SA, and has considerable support from the electronics industry sector.

Student recruitment and marketing awards

The University's corporate website was refined and improved throughout the year. In February 2005, Hitwise announced that UniSA had won the number one spot in the education institutions category for website visits for 2004. Later in the year, the University was awarded the Australian Marketing Institute state award for marketing excellence in the education sector. The award recognised the achievements of the "Experience The Difference" campaign. UniSA also received a bronze award in the Direct Marketing category for the 'Savvy' campaign and a bronze award in the Innovative Media category for the 'Intellectual Property' banner at the Adelaide Advertising and Design Club (AADC).

International achievements

Student mobility

The value of scholarships and external funding sources available to UniSA exchange students was significantly increased in 2005:

- > funds available from partner institutions increased to \$18,300 whilst a total of \$55,500 was won through the annual University Mobility in Asia and the Pacific (UMAP) and Cheung Kong Scholarship funding rounds
- > total student mobility funding for 2005 was \$358,172.

International delegations

The University hosted over 70 delegations of international visitors from around the globe. Of particular note were:

- > the Chinese Academy of Sciences who met with representatives of UniSA, University of Adelaide and SA Water to consider collaborative possibilities in the area of water resource management. The University's Research Centre for Eco-Environmental Sciences participated in a forum to review the potential of a joint laboratory

- > representatives from six Swedish universities participating in the "Northern Exposure" program designed to introduce these universities to UniSA to build stronger exchange and study abroad relationships and to share insights into the education systems of the two countries

Long term partnerships

The University celebrated significant anniversaries with two key overseas partners in 2005 - Hong Kong Baptist University and the Asia Pacific Management Institute (APMI). UniSA has been working closely with both of these organisations for 10 years, delivering transnational programs to students in Hong Kong, Singapore, and Taiwan.

Tsunami Support

In response to the tsunami of December 2004, the University allocated an additional \$50,000 to ongoing development projects in Indonesia and the coast of southern India, two areas particularly devastated by the event. In addition, the University provided scholarship support to two current students who were directly affected by the tsunami and who otherwise would not have been able to continue their studies.

Chinese business protocol workshops

The University ran a series of half-day workshops on Chinese business aimed at senior staff to broaden their understanding of Chinese business culture and relationships.

Priorities and results

Priorities	Results
<p><i>Improving the quality of teaching by refocusing the program design and approval process around the Qualities of a University of South Australia Graduate and their assessment; focusing on the scholarship of teaching; emphasising participation in Teaching@UniSA and other academic professional development activities; continuing to apply the GCEQ Appendix to programs which demonstrate sustained low levels of graduate satisfaction.</i></p>	<p>A new reward scheme to encourage academic scholarship was created in 2005. The scheme was well received with 26 awards of \$1000 being given to staff who published refereed papers on the Scholarship of Teaching.</p> <p>150 staff participated in the University's new professional program Teaching@UniSA during 2005. The program is designed to improve the teaching skills of academic staff through an exploration of a range of teaching and learning issues. Completion of the program is part of a sequence of professional development experiences for academic staff which will benefit both the individual and the university as a whole. A new Graduate Certificate in University Teaching incorporating Teaching@UniSA as a component course is being developed. Completion of the Graduate Certificate will be a condition of probation for all new continuing staff.</p>
<p><i>Reconceptualising the University's career services</i></p>	<p>The University's Careers Services were upgraded and additional resources were applied to assist graduating students to obtain employment in late 2005.</p> <p>The planning for a major Careers Expo took place in 2005. The Expo was elevated to a major event to be held at the Convention Centre in 2006 which resulted in significant industry employer contact and liaison. A new careers website was also developed for launch in 2006 to coincide with the 2006 Careers Expo.</p>
<p><i>Increasing work integrated learning opportunities for students in order to improve graduate employability</i></p>	<p>A model for work integrated learning that covers all undergraduate students was developed, as were principles and frameworks to enable safe, accessible and appropriate placements and work experience for students within their current programs or as an opportunity provided by virtue of their enrolment at UniSA.</p>
<p><i>Increasing professional development to support internationalisation, including for non-UniSA staff who teach with transnational partners</i></p>	<p>An Easy Guide that included essential elements of the Assessment Policy and Procedures manual, was developed for staff teaching offshore for the first time.</p>

Priorities and results

Priorities	Results
<p><i>Improving access for low socio-economic status (SES) students by implementing a small portfolio entry trial for students from northern suburbs schools</i></p>	<p>The initial trial of an innovative alternative entry process for students from Adelaide's highly disadvantaged northern suburbs schools had its first intake in 2005. Eleven students were admitted from five schools into two degrees - Nursing and Computer and Information Science. This group of students was carefully monitored during 2005 while a second, slightly expanded trial was conducted. 2005 saw an increase in participation from the targeted schools and 20 students from seven schools were offered places in four program areas in 2006.</p>
<p><i>Improving access and retention of students from rural and isolated areas through a regional engagement strategy</i></p>	<p>The Centre for Regional Engagement was created to manage the delivery of UniSA programs at regional hubs. The Centre incorporates the former Whyalla campus and a new facility at Mount Gambier with approximately 85 new rural students enrolled. The Centre for Regional Engagement will enhance the University's capacity to engage with the economic, social and intellectual development of rural and regional communities.</p>
<p><i>Awarding an increased number of undergraduate and postgraduate coursework scholarships</i></p>	<p>The new Access Scholarships program (renamed Access Grants) commenced with over 200 scholarships of \$2,000 a year awarded to undergraduates from low socioeconomic backgrounds.</p>
<p><i>Introducing a University-wide foundation program to broaden access</i></p>	<p>The UniSA Foundation Studies Program was introduced to provide a pathway for applicants who have experienced educational disadvantage or who wish to return to study after a significant absence but lack the formal qualifications for University entry. This program provides a pathway for members of the University's equity target groups to access studies, enabling them to progress to any of the University's undergraduate programs.</p> <p>The Foundation Studies Program contains a number of study streams that facilitate students to begin preparatory work in their chosen discipline, including: Business; Education, Arts and Social Sciences; Health Sciences; Applied Science and Engineering; and Information Technology. The program is also available at Whyalla campus. Initial demand greatly exceeded expectations and nearly 400 offers were made in 2005 for 2006 entry.</p>

creating and applying knowledge

With its commitment to creating and applying knowledge, the University of South Australia is fast emerging as a progressive research leader. Since its establishment in 1991, UniSA has quickly built on the work of its predecessor institutions to develop a dynamic research identity focused on excellence in scholarship, innovation and social responsibility.

Performance

Research income

- > Total research income in 2005 was \$30.2 million representing a 14% increase over 2004. Direct industry contributions (\$8.9) accounted for 29% of this total.

Australian Research Council funding

- > UniSA was ranked first nationally for Australian Research Council (ARC) Linkage Projects gained in 2005 and funded for the period 2006-2010.
- > The ARC awarded its largest ever Linkage Grant to support a new multi-million dollar Australian Mineral Science Research Institute (AMSRI). The Institute, a consortium of world class Australian university research centres and a global network of 24 collaborators including BHP Billiton, Rio Tinto and Orica, will be lead by UniSA's Ian Wark Research Institute. The total cash value, including industry, university and government contributions is more than \$22 million.

Cooperative Research Centre performance

- > UniSA is a partner in three new Cooperative Research Centres (CRCs) established in 2005.
- > The CRC for Contamination Assessment and Remediation of the Environment is headquartered at UniSA's Mawson Lakes Campus with cash and in kind investments in excess of \$100 million over a seven year period 2005-2012.

Research scholarships and travel grants

- > In 2005, Australian Postgraduate Awards Industry (APAI) and University scholarship (USAPA) numbers increased to a total of 100 University-wide with the declaration of 12 new APAI and 31 USAPA scholarships.
- > During 2005 UniSA Australian Postgraduate Awards (USAPA) were allocated to areas of research strength and funds were matched by Divisions and Institutes, which doubled the number of USAPA scholarships offered in 2005 (for 2006 intake).

- > As part of UniSA's internationalisation strategy, the student mobility funds scheme was implemented, offering a number of international travel grants. The grants provide the opportunity for higher degree research students to gain an international perspective and improve their thesis by having the opportunity to undertake research, data collection or work with institutional or industry partners in overseas locations.
- > The success of the UniSA President Scholarship (UPS) scheme in linking the University's research concentrations with international research collaborators was built on in 2005 by reconfiguring the UPS to highlight their availability for high merit international applicants.

Commercialisation

During 2005 ITEK, the University commercialisation entity, evaluated 69 opportunities for commercialisation. This led to support for a number of research projects within UniSA including:

- > Denaturing HPLC ("Snipped") – software enabling the rapid design of arrays that can be used to screen a patient's DNA to determine genetic predisposition to drug reactions
- > VHL Gene – recombinant gene therapy candidate to inhibit the development of vascularisation in cancerous tumours and vascular growths
- > Nanoparticle Cosmeceuticals - nanoparticle coating for controlled release and improved chemical stability of active ingredients in cosmeceuticals.

In addition, a number of existing startups made significant progress during 2005:

- > PharmaQest was established to commercialise a novel skin cancer drug which could prevent a common form of skin cancer. During 2005 PharmaQest finalised a strategic alliance with US-based pharmaceutical company Sigma Tau. Under the strategic alliance Sigma Tau invested \$US 0.25 million in PharmaQest and will work closely on the clinical trials program.
- > Cohda Wireless delivers mobile broadband solutions for moving vehicles that are high bandwidth/low cost. During 2005 Cohda Wireless completed two capital raisings for \$0.8 million and \$1.8 million and was awarded a \$670,000 Commercial Ready Grant to support the development of its mobile wireless broadband technology. The Company also recruited an experienced US-based CEO and successfully completed the development of the Beta prototype of its technology.
- > Iterative Connections, a company established to commercialise research into turbo coding technology for satellite modems, licenced its satellite communications to a US modem manufacturer as part of a modem developed by UniSA's Institute for Telecommunications Research. An initial order for 200 licences has been placed by the company who expect to sell 1,000 – 2,000 modems per annum over the next five years.

Achievements

New Research Institutes

In addition to the two existing Research Institutes - the Ian Wark Research Institute and the Institute for Telecommunications Research, the University formed four new Research Institutes:

- > The Sansom Institute for Pharmaceutical and Biomedical Sciences
- > The Ehrenberg-Bass Institute for Marketing Research
- > The Hawke Research Institute for Sustainable Societies, and
- > The Institute for Sustainable Systems and Technologies.

UniSA now has six major Research Institutes - leading research into sustainable systems and technologies, sustainable societies, pharmaceutical and biomedical sciences, minerals and minerals processing, telecommunications, and marketing sciences.

Postgraduate Experience Survey

UniSA's results in the Postgraduate Research Experience Questionnaire (PREQ) improved significantly in 2005 with five of the seven response scales improving from 2004 to 2005. Benchmarking results against national averages revealed UniSA's rate of positive responses in the PREQ was above the national average in six out of the seven response scales.

Research Quality Framework trial

As a member of the Australian Technology Network (ATN), UniSA participated in an ATN Research Quality Framework Trial. The aims of the trial were to:

- > obtain valuable information and data on research quality across the participating universities
- > explore methods for the assessment of research impact, and
- > develop and test an efficient mechanism for the assessment of research quality and impact which is informed by relevant national and international approaches.

The Department of Education, Science and Training viewed the Trial "as having the potential to provide valuable input for the implementation phase of the Research Quality Framework" and welcomed advice from the ATN Universities based on the findings of the trial.

Cooperative Research Centres

In 2005 UniSA became a supporting partner in the Cooperative Research Centre (CRC) for Polymers, a core participant in the CRC for Advanced Automotive Technology, and the lead site for the CRC for Contamination Assessment and Remediation of the Environment, led by Professor Ravi Naidu. The University of South Australia is now a participant in 13 Cooperative Research Centres. CRCs bring together researchers from universities, government, private industry, and public sector agencies, in long-term collaborative arrangements which support research and development and education activities.

Academic Fellows

Two of UniSA's leading researchers were distinguished by being made Fellows:

- > Professor John Ralston, Director of the Ian Wark Research Institute, was honoured by election to the Australian Academy of Science. The Fellowship of the Academy is made up of approximately 350 of Australia's top scientists, distinguished in the physical and biological sciences and their applications. Each year 16 scientists, judged by their peers to have made an exceptional contribution to knowledge in their field, are elected to Fellowship of the Academy.
- > Professor Alison Mackinnon, Foundation Director of the Hawke Research Institute, was made a Fellow of the Academy of Social Sciences in Australia. Fellows of the Academy are elected by their peers on the basis of having achieved a very high level of scholarly distinction and for having made a distinguished contribution to one or more disciplines of the social sciences.

Endeavour Awards

The University of South Australia won seven awards in the first round of the Department of Education, Science and Training's 2005 Endeavour Awards. UniSA was awarded one Endeavour Science and Technology Research Fellowship Award, and six Endeavour Australia Cheung Kong Awards. Each award is valued at \$25,000.

Tall Poppy Awards

Dr Kutluyil Dogancay (School of Electrical and Information Engineering) and Associate Professor Libby Roughead (Sansom Research Institute) were two of the eight winners of the Australian Institute of Political Science's 2005 South Australian Tall Poppy Awards. For the first time, one researcher was selected as the most outstanding of the Tall Poppies and this honour went to Associate Professor Libby Roughead.

Priorities and results

Priorities	Results
<i>Developing and implementing strategic initiatives to foster the internationalisation of research and research education</i>	<p>Developed an Internationalisation of Research Report and associated implementation strategy following a series of consultative interviews, data analysis and a review of existing internationalisation strategies.</p> <p>Developed and implemented The Student Mobility Funds Scheme, offering the first funding round in March 2006 and offered a number of international travel grants. The grants provide the opportunity for higher degree research students to gain an international perspective and improve their thesis by having the opportunity to undertake research, data collection or work with institutional or industry partners in overseas locations.</p>
<i>Improving performance in Australian Competitive Grants</i>	<p>Established several schemes to improve both the number and quality of applications for Australian Research Council (ARC) grant funding (linkage incentive scheme, workshops on grants applications), and also to encourage near miss applicants to revise and resubmit in future rounds were established.</p> <p>As a result, in 2005 UniSA developed and submitted applications under the ARC Linkage Program which saw it ranked in the top ten nationally for round two, 2005 and first nationally for round one, 2006.</p>
<i>Further developing collaborative relationships with our ATN colleagues (through the ATN Research Challenge and joint initiatives conducted by the ATN Deans of Graduate Studies), CSIRO, and industry partners through the establishment of major CRC nodes on our campuses</i>	<p>ATN Research Challenge</p> <p>A priority to enhance research collaboration across the ATN led to the establishment of the ATN Centre for Metabolic Fitness combining expertise in nutritional physiology, exercise science, epidemiology, psychology and health economics to make recommendations about what to eat and how to exercise to optimise physical and mental fitness. Two million dollars was awarded to the ATN Centre for Metabolic Fitness for the period of 2005-2010. The Centre's headquarters are located within the Division of Health Sciences at the University of South Australia.</p> <p>Establishment of major CRC nodes on campus</p> <p>Two new Cooperative Research Centres (CRCs) were established on the Mawson Lakes Campus – the CRC for Contamination Assessment and Remediation of the Environment (UniSA provides the headquarters for this CRC) and the CRC for Automotive Technologies (UniSA is the major non-Victorian based node).</p>

Priorities and results

Priorities	Results
	<p>Joint initiatives in Graduate Studies conducted by the ATN</p> <p>The ATN collaborated to develop a successful ATN bid for funds from CASR (the DEST administered Collaboration and Structural Reform Fund that facilitates collaboration between Australian Universities and between Universities and industry) to set up the ATN e-Grad School. The e-Grad School (Australia) offers on-line research education programs and resources and aims to:</p> <ul style="list-style-type: none"> > Transform Australian Graduate Research Education in the online environment > Develop market responsiveness and global competitiveness for Australian research graduates through collaboration with industry > Deliver a suite of virtual Grad School services focused on the development of generic capabilities for Australian postgraduate research students > Export e-Grad School services
<p><i>Establishing a strategic approach to E-Science and E-Research by developing a position paper on E-Research in the University and maximising our position in ARC network bids</i></p>	<p>During 2005 an exploration of e-Research and its potential implications for the University was conducted. This resulted in the development of the report e-Research: Implications for the University of South Australia.</p> <p>The report made a number of recommendations including the establishment of an e-Research Implementation Group to drive initiatives. The Chair of the e-Research Group is the UniSA representative in an alliance between the three South Australian Universities, the South Australian Partnership for Advanced Computing (SAPAC), and the State Government of South Australia to establish a South Australian e-Research Centre.</p> <p>UniSA participated in a successful collaborative bid for funds from the Australian Research Council's Special Research Initiatives to conduct an e-Research project on real-time control and data analysis of remote synchrotron microprobe experiments.</p>
<p><i>Strengthening innovation by implementing support structures for Business Development Managers including staff development, increased networking opportunities, and stronger links with ITEK</i></p>	<p>The Business Development Managers continued to meet throughout 2005, facilitating collaboration, awareness of opportunities, and consistency across practices. A Business Development Managers' Planning Day was held during September, offering the opportunity for networking and in depth discussion of issues relevant across the Network. The purpose of the Planning Day was the development of an enhanced strategic framework for business development within UniSA which can be used to contribute to the University's corporate planning process.</p>

Priorities and results

Priorities	Results
<p><i>Increasing recruitment of high quality candidates and the rate of timely completions by targeting current and past UniSA honours students</i></p>	<p>During 2005 strategies designed to attract high quality research degree students who will increase timely completion rates were implemented:</p> <ul style="list-style-type: none"> > UniSA increased recruitment of high quality students by targeting current and past UniSA Honours students, who were invited to attend a Research Degrees Information Evening. As a result applications (for 2006) increased by 33%, from 180 to 240. > Provisional candidacy – candidature is confirmed only when the higher degree research student’s research proposal has been accepted. <p>The 2005 target for higher degree research completions (140) was surpassed. Several strategies to increase completions which took effect from 2005 included:</p> <ul style="list-style-type: none"> > Completion scholarship – introduced in 2004 as an incentive for higher degree research students > Research Education Support Activities (RESA) – expanded to include a programs for higher degree research students in all phases of their research > Compulsory supervisor professional development – to remain on the Register of Research Degree Supervisors, professional development activities must be recorded and reported.
<p><i>Implementing the recommendations from the Review of Research Degree Scholarships</i></p>	<p>In late 2004, the Fells Review of UniSA Scholarships recommended strategies to increase higher degree research student load in areas of research strength. The key recommendation was to increase the number of UniSA Australian Postgraduate Awards (USAPAs) and devolve ranking and allocation of scholarships to the Divisions and Institutes. During 2005, USAPAs were allocated to areas of research strength through Divisions and Institutes on the basis of performance and funds were matched by Divisions and Institutes, which had the effect of doubling the number of USAPA scholarships offered in 2005 (for 2006 intake).</p>
<p><i>Developing a statement of resources for Transnational research degree candidates</i></p>	<p>The University’s Statement of Minimum Resources for Higher Degree by Research Students was revised in 2005 to incorporate resources for on campus, off campus and transnational higher degree research students, taking into account their varied needs.</p>
<p><i>Implementing the Postgraduate Research Training Information Assistant (PORTIA) for use by all research degree supervisors and candidates.</i></p>	<p>Implemented the new web-based project management system PORTIA for use by all higher degree research students and staff, including training in its use. PORTIA facilitates communication between supervisors and research students by enabling them to plan and monitor achievement of research milestones and tasks collaboratively and to record meetings and other important events related to candidature in a transparent way. PORTIA assists research managers to identify and monitor students in all stages of candidature and includes a provision for monitoring/ recording achievement of Research Degree Graduate Qualities (RDGQs).</p>

engaging our communities

The University engages with the community at many levels and contributes to its social, intellectual, economic and cultural development. Community engagement is a defining characteristic of all that we do and the University is enriched through its interaction with different communities. The University's initiatives benefit a variety of sectors of the community, but particularly those identified in the University's founding legislation and strategic priorities as educationally disadvantaged - including regional Australian, Northern Adelaide and other low socio economic status communities, Indigenous Australian and disadvantaged international communities.

Regional South Australia

In 2005, the community and regional engagement priority culminated in the creation of a new Centre for Regional Engagement. It also saw the establishment of the Mount Gambier Regional Centre with an initial intake of some 85 students. Both developments were a direct reflection of the University's commitment to engage with regional South Australia and to strengthen its strategic approach to community engagement.

Professor Len Pullin, Director of the Centre for Regional Engagement and Dean of Whyalla, was appointed to the TAFE SA Regional Institute Council in 2005. He is also an active member of the Whyalla Economic Development Board, the Upper Spencer Gulf Common Purpose Group and chairs the UniSA Pathways Committee.

The University interacts with these important rural communities in many ways. While all of the activities help to build social capital and community capacity, some are undertaken in response to more immediate community needs.

- > The Centre for Regional Engagement has continued to provide the Whyalla Counselling Service with support by sharing University expertise and resources in relation to project management, finances and human resources. The University has helped the organisation to become a well run and thriving community service, providing benefit to the broader community and to UniSA through student placements.
- > The Whyalla campus library underwent a range of developments designed to make collections and electronic resources more accessible to students and staff, and to make the library a better place to study or visit.

- > A space used formerly as an engineering laboratory at the Whyalla Campus was cleared, refurbished and renamed the Gallery for use by staff and students. The multi purpose room is also provided free to community groups such as the University of the Third Age (U3A), an over 55 exercise class, a dance group and an art group. By engaging the campus with various groups and different age levels in the community, the Centre for Regional Engagement is working to breakdown perceived barriers and to indirectly promote entry to university study at the same time as pathways to university study more directly improve access.

Research activity of the Centre for Regional Engagement measured by income and publications grew in 2005 and will continue to grow as a result of strengthened research capability through the new Centre for Rural Health and Community Development at Whyalla. PhD completion numbers and international student numbers are also increasing.

Northern Adelaide

UniSA Northern Adelaide Partnerships (UNAP)

2005 was the third year of UNAP's operation and in accordance with the University's establishment of the Program, was the year for a review of its performance to decide whether or not to continue. A detailed assessment of UNAP and internal audit were carried out. On the basis of UNAP's record and achievements and the continued opportunities for significant engagement with communities in northern Adelaide and surrounding areas, the University decided to continue the Program.

UNAP produced significant results in terms of partnerships, projects, student placements and brought direct benefits to both the University and to northern Adelaide. Its work was acknowledged in many different arenas and was documented in two research papers. In July 2005 Professor Hilary Winchester, Peter Sandeman (Office of the North) and Mike Elliott jointly presented the paper "Embedding Community Engagement: Northern Adelaide and The University of South Australia" at the Australian Universities Quality Forum, winning the best paper award. In July 2005 Professor Hilary Winchester, Janny Maddern and Mike Elliott presented the paper, "The University of South Australia's community engagement in a low socio-economic area to create significant and lasting change" at the Australian Universities Community Engagement Alliance conference.

Other partnerships

Three significant partnerships in northern Adelaide were formalised in 2005:

- > Libraries for Learning Partnership - Northern Adelaide
- > Collaborating for a Healthy Community in Northern Adelaide
- > Northern Adelaide: A Zone of Middle-Years Schooling Innovation

In addition, UniSA students provided numerous services to the community through their placements, including:

- > a Psychology Clinic established at Child and Adolescent Mental Health Service at Elizabeth that reduced the level 5 waiting list
- > a student health clinic at the Playford Community Health Service, Davoren Park

- > the Healthy and Active Futures course in four schools (Paralowie R-12, Direk, Salisbury North and Salisbury Northwest Primary Schools)
- > Developmental Coordination Disorder clinics in the Salisbury North and Peachey Belt schools
- > testing and fitness promotion at Elizabeth Grove Primary and Craigmore High School
- > Participating in the Faculty of Family Learning to encourage continuation onto UniSA-Preparation for Adult Learners (UniSA-PAL) or other pathways.

Indigenous Australians

The University of South Australia seeks to respond to today's challenges of nationhood and national identity in a way that comprehends the past and gives hope for the future.

UniSA was the first Australian university to adopt a Statement of Reconciliation. This commitment to reconciliation has seen it use many Kurna phrases and words. For example, the Yungondi Building at the City West campus. The word 'yungondi', means 'to give, to impart'. The phrase 'warra yungondi' (lit. 'word give') means 'to inform'.

The Kurna people are not the only Indigenous group that the University has recognised. The Unaipon School, a multi-disciplinary school offering programs in Aboriginal Studies, Aboriginal Affairs Administration and Australian Studies, is named in honour of two Ngarrindjeri men, David Unaipon, the Aboriginal inventor and author who appears on the \$50 note, and his father James Unaipon, the first Aboriginal teacher in South Australia.

The Anangu Pitjantjatjara/Yankunytjatjara lands in the northwest of South Australia also play an important role in the life of the University. UniSA celebrated twenty years of the innovative Anangu Teacher Education Training Program (AnTEP) which operates with these language groups on their traditional lands. Pitjantjatjara was the first Australian Indigenous language to be taught in a tertiary institution and has been taught continuously in this institution since the 1960s.

Engagement with the Indigenous community and Indigenous issues continued in 2005. Some key initiatives included:

Focus on Rights

Professor Michael Rowan spoke at the Focus on Rights lecture series, "What are we going to do? A reflection on ways forward for non-Indigenous South Australians to respond to Indigenous South Australian concerns". The lecture series was co-presented by the Bob Hawke Prime Ministerial Centre and the International Human Rights Day SA Committee. Professor Rowan spoke about the University's performance in Indigenous education, the importance of our achievement in continually developing the partnership between Indigenous and non-Indigenous people, and the valuable contribution of Indigenous leadership in the University.

Multicultural Education Committee Adelaide Conference

Dean of UniSA's Indigenous College of Education and Research, Professor Paul Hughes, gave a keynote address at the Multicultural Education Committee Adelaide Conference for Teachers and Students and was named a "Citizen of Humanity" for pledging to respect, uphold and promote the ideals and principles of the Universal Declaration of Human Rights and to work for fundamental freedoms for everyone without prejudice and discrimination.

Psychology and Indigenous Australians Workshop

The School of Psychology and the Unaipon School organised a workshop on "Psychology and Indigenous Australians: Effective Teaching and Practice" held at Nunkuwarrin Yunti. Among the 80 participants were Aboriginal and non-Aboriginal academics, practicing psychologists, other academics and professionals, and students from around Australia. The workshop was sponsored by Commonwealth and State Government departments and the Australian Psychological Society as well as UniSA.

Youth Ambassadors Reconciliation Ball

Professor Michael Rowan and members of the Indigenous College Advisory Committee and Indigenous College of Education and Research staff attended the Youth Ambassadors Reconciliation Ball. This event provided an opportunity to portray harmony in life and work between Indigenous and non-Indigenous young people.

Fifty Indigenous students invited non-Indigenous partners to the event which showcases youth working together to take the next step.

Indigenous Scholarship Presentation

Gavin Wanganeen was the guest of honour at the UniSA Indigenous Scholarship Presentation. Eight scholarships totaling \$46,000 were awarded - The Gavin Wanganeen Scholarship, The Shirley Harper Indigenous Scholarship in Education, The Irene and David Davy Scholarship, Aborigines Advancement League and UniSA Division of Business Scholarship.

Indigenous Research

Deirdre Tedmanson, School of Social Work and Social Policy, and Professor Bobby Banerjee achieved an Australian Institute of Aboriginal and Torres Strait Islander Studies grant for the project, "Indigenous Enterprise Development in Remote Communities - Anangu Way".

Student Award

Kiara Rahman, PhD student in the Unaipon School, was named Young Outstanding Indigenous Achiever of the Year for 2005 at the Young Achiever Awards.

UniSA awards for community engagement

The UniSA Chancellor's Awards for Community Engagement recognise initiatives undertaken by University staff and students, in partnership with communities, which promote the health and wellbeing, and the social, environmental, economic and cultural development of communities.

In previous years, the Chancellor's Awards have had a greater focus on community service. However, in 2005 it was decided that they should be renamed the community engagement awards to reflect the University's shifting focus to mutually empowering interactions with its communities; to reflect its strategic commitment to supporting the social, environmental and economic sustainability of our communities.

In carrying out our core activities of research and teaching and learning, UniSA believes there is great potential for mutually beneficial engagement activities with communities. The Awards are some of best examples of these activities currently taking place in the University in 2005.

Winners

UniSA Mt Gambier Project Team

The UniSA Mt Gambier Project Team worked in partnership with TAFE SA, City of Mount Gambier, Grant District Council, The South East Education and Training Association, Tenison Wood College and the South East Area Consultative Committee to successfully establish a functioning presence in Mt Gambier in less than five months to seamlessly deliver the business, nursing and social work degree programs by February 2005. A secondary and longer term aim of the project is to build a strong university presence in the region.

UniSA Psychology Clinic Team

The UniSA Psychology Clinic Team works in partnership with Catholic Education, Legal Services Commission of South Australia, Women's and Children's Hospital, Child and Adolescent Mental Health Services and CRS Australia on this project. The Clinic was established in 1997 to provide a high quality, inexpensive and accessible health service to low socio economic status communities. It contributes to the community through the provision of quality psychology and counselling services and to the University through clinical training for postgraduate students and research opportunities. The Clinic has directly assisted some 1600 clients since its inception, largely

from the Salisbury and Playford Council areas. In response to this demand, the University received funding in October 2005 to set up a Psychology Clinic in Northern Adelaide in 2006.

New Arrivals Outreach Project Team

The New Arrivals project team worked in partnership with a large number of community partners, including the City of West Torrens, Panhom, Australian Refugee Association, African Workers Network, Multicultural Communities Council of SA, Office for Recreation and Sport, and Amnesty International Australia. The project involved the development of UniSA courses with voluntary work entrenched within the existing curriculum – encouraging interaction between students and refugee children and youth through the common language of play, games, dance and song. The aim of the work is to preserve the cultural heritage of new arrivals to Australia and to promote a full appreciation of cultural diversity among all generations of Australians. The means used to do this are through the metaphor of L.I.F.E. - that is, Laughter, Inclusion, Friendship, and Equality.

Busy Babies Groups in Outer Northern and Southern Adelaide Project

The Rehabilitation Teaching Team works in partnership with Child Youth and Women's Health Service on this project. Initiated in 2000, the project provides a service for parents with a baby whose development is lagging behind that of other babies of the same age. Weekly sessions with UniSA physiotherapy students provide ideas and activities for parents and babies to incorporate into their daily routine and an opportunity to socialise with parents in similar situations. In the past six years approximately 300 children and their families have been supported by the program and some 290 physiotherapy students have gained greater insight and skills into working with children and their families in their local community setting.

Options Coordination Student Physiotherapy Clinic

The Options Clinic Team works in partnership with Brain Injury Options Coordination and Adult Physical and Neurological Options Coordination within the Department for Families and Communities on this project. Through an agreement formalized in 2004 with Options Coordination, UniSA Physiotherapy students provide supportive rehabilitation services to people with physical disabilities for approximately half the cost of private service sessions. Clients report many benefits including improved independence in functions of daily life and enhanced self esteem and confidence by gaining/maintaining physical skills. Thirty students per year have worked in the clinics and confirm they have participated in a lively, real world environment where they can learn and interact with a sense of real achievement.

Aerial Shark Watch Patrol Service

Following a number of shark attacks in recent years the South Australian Government partnered with UniSA's Civil Aviation discipline in the School of Electrical and Information Engineering to established a shark patrol service along the Adelaide metropolitan beaches during the warmer months of the year. The service, provided by UniSA staff and students alerts swimmers immediately if a shark is spotted and the patrols are also being used to conduct research in predictive shark sighting. The patrol has won the support of the people of South Australia and has gained considerable positive media attention.

Network Mawson Lakes

The Network Mawson Lakes project, in partnership with Delfin, Mawson Lakes Primary School, The Salisbury Council, South Australian Police, Mawson Lakes Progress Association, Rotary Club, Lions International and Helping Hand Aged Care began in 2004 in response to two factors - to meet the transition needs of international students at Mawson Lakes and to strengthen the links between the fast expanding local community and the University campus. The vision of the project is that the inclusion of students in local activities will foster cross-cultural understanding, racial tolerance and diversity in a way that will enhance the community as a whole.

Special commendations

Community Needs Assessment of the Emera District, Timor Leste in partnership with St Bahkita Centre and the people of Emera.

Unfolding People's Potential: Health Village, Bangladesh in partnership with Bangladesh non-government organisation DORP and the Community Services Departmental staff of the City of Salisbury, SA.

Community life and culture

Annual Hawke Lecture

Over 1000 attendees gave Greg Bourne, Annual Hawke Lecturer 2005 a standing ovation at the Town Hall on in November for his address, "A sustainable planet - a future for Australia". This was the culminating event in a two day program for Greg (CEO of WWF-Australia) at business and youth events organised by the Hawke Centre.

Host Family Scheme

The Chancellor hosted the inaugural Host Family Scheme in 2005. Over 40 new international students from 20 countries across Asia Europe and North America attended the afternoon. Twenty staff members and their families or friends were paired with two international students and attended a social event/activity that will give international students the chance to experience Australian life and help interaction beyond the classroom. The pilot was successful and will be continued in 2006 and beyond.

Elder Friendly Communities

The Hon Stephanie Key MP, Minister for Employment, Training and Further Education, launched the Elder Friendly Communities project in early August 2005. The project is an international replication of a community development research project and being undertaken with colleagues from the University of Calgary and a consortium of key South Australian organisations. The project is attracting much interest and will become a flagship for the School of Social Work and Social Policy, the Centre for Effective Service Delivery and for the Hawke Research Institute into Sustainable Societies.

National Palliative Care Week

The Caring Communities Palliative Care project team based at Whyalla campus held a Volunteers Forum as part of the national Palliative Care Week activities to raise awareness of services in the broader community. The UniSA team has been working with four Health Service regions and three other regional partner organisations for the past two years as part of a Commonwealth funded research project. Guest speaker for the forum was Nicola Champion, a volunteer coordinator and palliative care coordinator for the Port Pirie Regional Health Service.

The Continuing Journey of Creativity

The Vice Chancellor hosted a lunch for visiting author and academic Richard Florida entitled

"The Continuing Journey of Creativity – Adelaide's West End". Richard Florida is the author of the 2002 best-seller "The Rise of the Creative Class", which received The Washington Monthly's Political Book Award for that year and was later named by Harvard Business Review as one of the top breakthrough ideas of 2004. He is the Hirst Professor in the School of Public Policy at George Mason University, a non-resident Senior Fellow at the Brookings Institution and has been a visiting professor at MIT and Harvard University's Kennedy School of Government. Forty identities from Adelaide's West End arts community attended the lunch.

Chancellor's Challenge Golf Classic

The Chancellor's Challenge Golf Classic VI was held at Kooyonga Golf Club and themed 'Around the World in 18 Holes', the event registered 28 Corporate and University teams. The international theme was effective in promoting 'international experience' to the corporate audience and UniSA's first Rhodes Scholar, Ryan Manuel was MC and highlighted the benefits of international exchange. The event raised over \$17,000.

Tour Down Under

The popularity of the Tour Down Under continued to grow with more than 400,000 people attending the event over its six stages. For the fifth year running, UniSA supported the Tour Down Under through sponsorship of the all South Australian team—Team UniSA. The UniSA team finished in fourth place, and team member Gene Bates was awarded the King of the Mountain jersey. In February, UniSA team member Luke Roberts won the 2004 The Advertiser/Channel 7 Sports Star of the Year award. The Tour Down Under followed the successful inaugural "Thinking on Two Wheels" seminar hosted by UniSA. The seminar presentations and workshops promoted cycling as a healthy, fun activity that can directly encourage a sustainable transport system and sustainable lifestyle choices.

Network Now

More than 320 students, prominent alumni and friends and staff members attended the 2005 Network Now dinner held at the Adelaide Convention Centre. The dinner provided an opportunity for students and graduates of UniSA to meet and network with alumni and friends of the University who are successful in their chosen professions or careers. Activities held throughout the evening encouraged guests to interact and network. This is the second time this successful event has been held following the inaugural dinner in 2004.

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:

Honorary Doctor of the University

Dr Leon Davis, AO Chairman, Westpac Banking Corporation and Deputy Chairman, Rio Tinto Limited for his significant, lifelong contribution to the business community of Australia. Leon Davis is a prominent alumnus.

Dr Gregor Ramsey for services to education. Dr Ramsey was foundation Director of Torrens CAE and the foundation Principal of the South Australian College of Advanced Education. He has held senior posts in education nationally including Director TAFE Commission NSW, Chair, National Board of Employment Education and Training, Chairman, Commonwealth Tertiary Education Commission and Chairman, Advanced Education Council. He has also consulted on behalf of UNESCO and OECD.

Dr Julian Burnside QC in recognition of the distinctive service of humanitarian law, particularly in the area of refugee and immigration processes and the rights of refugees and asylum seekers. Julian Burnside is Australia's leading advocate for the rights of the disadvantaged and the wider community.

Professor Ramamurthy Natarajan for his contribution to establishing and strengthening relationships between the ATN universities and the Indian Institutes of Technology. Professor Natarajan is Chair of the All India Council for Technical Education, a statutory body in India which oversees all technical education. He is an eminent engineer and the former Director of the Indian Institute of Technology, Madras.

University Fellows

Ian Hardy, Chief Executive Officer, Helping Hand Aged Care for his contribution to and support for the University as a significant industry partner of the University over several years. Mr Hardy continues to support research in the field of ageing, providing clinical and community placement for students in his organisation and leading the establishment of the Australian Centre for Community Ageing.

Gordon Inggatji Senior Community Officer on the APY Lands for his contribution to education. In particular he has assisted as a tutor in teaching Pitjantjara to many teachers on the Lands and to tertiary students of both

University of South Australia and the University of Adelaide. He was among the first cohort of Aboriginal Education Workers selected and trained to teach in Anangu schools. He has worked and served on School Councils in Amata and Ernabella.

Emeritus Professor Jong Taik Lee from Korea's Pukyong University is a long time supporter and partner of the University. He is currently Director of EduAustralia, a support centre for Australian education in Korea, providing recruitment and consultancy services to Australian institutions. The Pukyong-UniSA relationship is multi-faceted and cross-Divisional. UniSA has benefited significantly from Professor Lee's passion for internationalisation and his efforts to realise reciprocity in the exchange of staff and students.

External appointments

Asia Pacific Futures Network – West Asia/Islam Node: Professor Mervyn Lewis was invited to be a founding member.

ATN Deans and Directors of Graduate Studies: Professor Ed Carson was re-elected as Convener for 2005.

Australia and New Zealand Communication Association executive: Dr Deborah Churchman was elected as the South Australian representative.

Australian Academy of Science: Professor John Ralston was elected to Fellowship of the Academy.

Australian Aviation Psychology Association (AAvPA). AAAPA's: Dr Matthew Thomas of the Centre for Sleep Research was appointed as President.

Australian Government Aid Program: Anne Glover was appointed the South and South East Asian Regional Disaster Response Education Advisor.

Australian Research Council College of Experts: Professor Phyllis Tharenou was appointed for a three-year term.

Australasian Emergency Nursing Journal: Associate Professor Nicholas Procter was appointed Consulting Editor.

Banks and Bank Systems: Professor Mervyn Lewis was appointed to the Editorial Board of a new international research journal, published by the Academy of Banking of the National Bank of Ukraine.

Cardiac Society of Australia and New Zealand (CSANZ): Professor Simon Stewart become the first nurse ever to be awarded Fellowship.

Child Death and Serious Injury: Di Gursansky was appointed to the Review Committee for a two year term.

Dance Board of the Australia Council for the Arts: Jeff Meiners was re-appointed as Lecturer for a further two years by Senator the Hon Rod Kemp, Minister for the Arts and Sport.

Defence Teaming Centre (DTC): Michael Harris was appointed to the Board.

District Court: Professor David Round was appointed by the Minister for Energy in South Australia to a panel of expert assessors to assist the District Court in hearing appeals under the Gas Pipelines Access (South Australia) Act 1997.

Engineering, Technology and Architecture Panel of the Performance-Based Research Fund quality evaluation for 2006, for the Tertiary Education Commission of New Zealand: Gini Lee was appointed for a second term.

International Planning History Society: Dr Christine Garnaut was appointed to Council for a three year term.

Environment Resources and Development Court: Jennifer McKay was reappointed for the third time as a part-time Commissioner for Water Resources.

European Business Review: Dr Steven Goodman was invited to join the Editorial Board.

European Journal of Heart Failure: Professor Simon Stewart was invited to join the Editorial Board of one of the highest ranking medical journals and official journal of the European Society of Cardiology.

Indigenous Post Graduate Association Aboriginal Corporation: John Browne was elected National President.

International Education Association of Australia: Betty Leask was elected to the Board.

International Journal of Men's Health: Dr Murray Drummond was invited to join the Editorial Board.

Journal of Innovative Marketing: Professor David Corkindale was appointed to the Editorial Board.

Journal of Learning Design: Associate Professor Ted Nunan was invited to join the Editorial Board.

National Inquiry into the Teaching of Literacy: Professor Paul Hughes was invited to sit on the Reference Group.

Ministerial Advisory Board on Ageing: Professor Julianne Cheek was appointed Chair to 2007.

Minister for Health and Department of Health Services: Quentin Black was appointed to the advisory committee.

Muscular Dystrophy Association South Australia: Associate Professor Michael Galvin was elected President.

National Health and Medical Research Council (NHMRC) Glucosamine Research Study Review Panel: Professor Allan Evans was appointed to serve on the Council.

Northern and Far Western Regional Health Service: Janet Sawyer was appointed as member of the Board of Directors for a three year term by the Hon Lea Stevens, Minister for Health.

Regional Communities Consultative Council: Janet Sawyer was appointed as a Member.

SA Government's Centre of Excellence in Defence and Industry Systems Capability (CEDISC): Professor Stephen Cook was seconded for 12 months to the role of Chief Executive and Research Director.

SSABSA: Associate Professor Adrian Vicary was re-appointed to the Board by His Excellency the Governor's Deputy in Executive Council.

SSABSA Board: Associate Professor David Panton was elected as a University of South Australia Deputy Member.

Midwifery, City University, London: Associate Professor Eimear Muir-Cochrane was appointed an Honorary Visiting Professor for the autumn research seminars November 2005.

TAFE SA Regional Council: Professor Len Pullin was appointed to Council by the Hon Stephanie Key, Minister for Employment, Training and Further Education.

Tsinghua University: Professor Andy Koronios was appointed to the Executive Committee of the recently established China Association of Information Systems.

Training and Skills Commission: Professor Hilary Winchester was reappointed for a further 2 years.

our people and resources

Performance

The staff data in this section of the report is based on the annual data provided to the Commonwealth Department of Education, Science and Training (DEST) which is either static at 31 March 2005 or reflects data from 1 April 2004 to 31 March 2005. The exception is casual employment data which is based on the calendar year to 31 December 2004.

Staff numbers

- > The number of staff employed by UniSA in 2005 (full time equivalent) was 2445.43.
- > University wide, 68% of these staff were employed in continuing positions, 18% were on fixed-term contracts and 14% were casually employed.

Indigenous employment

- > 1.17% of staff at UniSA in 2005 were Indigenous Australians, placing the University above the average for both the South Australian Public Sector and for all Australian universities.

Youth employment

- > 5.07% of the University's general staff, excluding casuals are young people (less than 25 years old), placing UniSA above the average for the South Australian Public Sector.

Staff gender ratio

- > 56% of the University workforce (excluding casuals), 45% of academic staff and 65% of general staff are women. This places the University above the average of all Australian Universities for each of these categories (53%, 39% and 63% respectively).

Staff multiculturalism

- > The University has a very diverse, multicultural workforce, as indicated in the 2005 Staff Diversity Survey. Of the 68% of staff who responded to the survey, 46% were born in Australia and 59% denoted English as their first language.

Investment in capital (buildings and environs)

- > The \$100 million Blueprint 2005 capital project was completed in 2005.
- > Construction of the new Landmark Building (Building site 3A) commenced in 2005 with a budget of \$35 million.

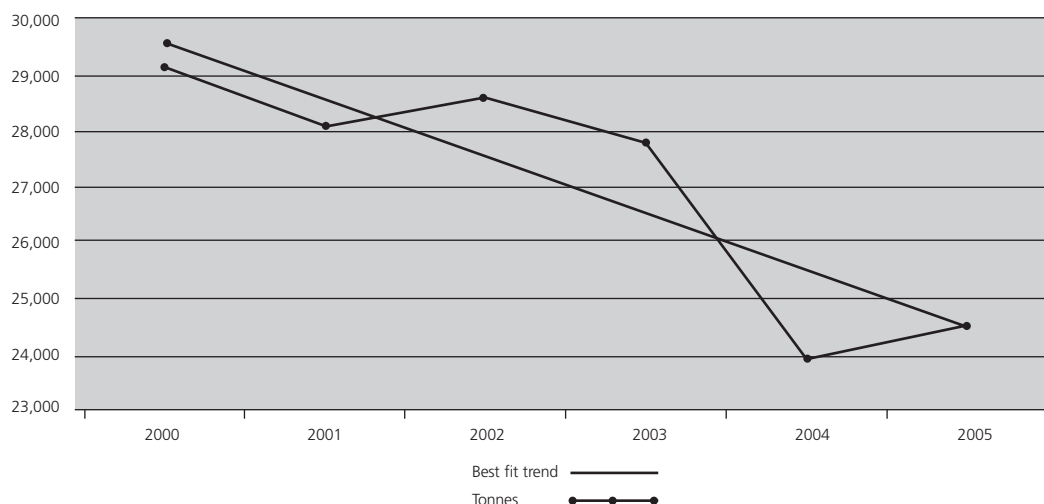
- > \$6.1 million of Minor Capital Works projects were commenced during 2005 including the refurbishment of a floor in a leased property at 101 Currie Street to accommodate UniSA International and Marketing and Development Units.

Investment in IT

UniSA continued to make significant investment in IT to ensure that it has the technological capacity to support its teaching and research activities. In 2005, achievements included:

- > a multi million dollar upgrade of the University's data network was commenced late in 2005. When completed in mid 2006 this project will provide UniSA with a state-of-the-art network that has improved reliability, performance and manageability as well as the flexibility to support our online teaching and e-research activities for the foreseeable future.
- > the number of on campus computers was increased by 35%
- > overall system reliability and availability were improved as the result of upgrades to the standby and emergency power supplies and air conditioning plant in the main computer centres
- > central data storage and backup facilities were expanded to keep pace with the UniSA's growing data requirements
- > the coverage of the University's wireless network increased to 90% across all campuses.

UniSA - CO₂-e Emissions



Environmental sustainability

UniSA was a finalist in the inaugural Greenhouse Challenge Plus Awards in late 2005, in recognition of our efforts in reducing greenhouse gas emissions.

Greenhouse gas emissions have been reduced by 4,590 tonnes (15.7%) over the six year period 2000-2005 as shown in the graph below. During the same period student numbers have increased by 8.1%.

- > electricity and gas usage by 9.5% and 21.7% respectively. The overall result is that greenhouse gas emissions generated from electricity and gas consumption have reduced by 14.5%.
- > usage of petroleum products by 40.9% with a corresponding decrease in greenhouse gas emissions of 27.5%.
- > waste products by 23.7% with a corresponding decrease in greenhouse gas emissions of 67.3%, largely through an ongoing education program for staff and students to reduce, reuse and recycle.
- > water usage by 13.6%.

Major strategies adopted to achieve these reductions include:

- > implementing power factor correction at the City East and Magill campuses
- > implementing an Interactive Energy Management System across all campuses
- > implementing push button controls for lighting and air conditioning across all metropolitan campuses
- > the design and construction of the Blueprint 2005 buildings were conducted under Environmentally Sustainable Development guidelines

- > educating staff and students on the importance of recycling, reducing and reusing.

Achievements

- > UniSA was presented with the inaugural national gold award as Employer of the Year at the 2005 Business Council of Australia and Australian Council of Commerce and Industry National Work and Family Awards (ACCI/BCA) in February 2005.
- > UniSA was named an Employer of Choice for Women by the Equal Opportunity for Women in the Workplace Agency.
- > UniSA was a finalist in the Greenhouse Challenge Plus Awards in late 2005, in recognition of our efforts in reducing greenhouse gas emissions over the last five years.
- > Compliance with the Federal Government's Higher Education Workplace Relations Requirements was met, securing federal funding for 2006 – 2007.
- > Stage one of the Blueprint 2005 Capital Project was completed.
- > Stage one of the new teaching and Learning spaces for UniSA students at TAFE SA Mount Gambier were completed within budget.
- > UniSA was awarded \$1.59 million in Federal Government 2008 Capital Development Pool funding to support Stage of the UniSA facilities planned at TAFE SA Mt Gambier. \$2.5 million in Federal 2008 Capital Development Pool funding and \$3 million in State Government funding was also awarded to support the project funding of the new Landmark Building in North Terrace.

Priorities and results

Priorities

Results

People and workplace

Planning of the academic workforce, including adequate and overt age profiling and succession planning.

In 2005, a focus on the performance of academic staff was implemented through :

- > provision of significant support to Heads of School through support documentation, developmental workshops and one-on-one meetings
- > development and review and provision of advice in relation to academic promotion, completion of doctoral studies for academic staff, appointment of academic staff without doctoral qualifications, protocols for the management of academic casual staff, academic probation policy procedures
- > modification of the corporate induction program
- > development of support material and workshops for staff teaching off-shore.

An Age Profile Analysis Report for the University was prepared for distribution in 2006.

In 2005 the pre-separation (pre-retirement) guidelines were reviewed to enhance their use as an effective workforce planning tool.

Workforce flexibility was supported by adapting employment strategies to enable new superannuation legislation and fund changes in relation to choice of fund, greater employee and employer contribution flexibility and access to funds for eligible employees nearing retirement and choosing to work part-time.

Ensuring timely completion of qualifications for those academic staff enrolled in PhDs.

There was a continual increase in the percentage of academic staff who hold a doctoral qualification over the 2003-2005 period from 41.0% in 2003 to 42.9% in 2004 and 46.5% in 2005.

The University's "Guidelines for Academic Staff for the Commencement and Completion of Doctoral Qualifications" provides academic staff with detailed advice on the qualifications process. The number of academic staff completing qualifications is expected to continue to increase in response to these guidelines.

Priorities and results

Priorities	Results
<p><i>Meeting the target of 2% Indigenous staff</i></p>	<p>1.17% of staff are Indigenous. UniSA remains committed to achieving a target of 2% Indigenous employment. Achieving this goal continues to pose a challenge for the University, however, recent strategies in this area, particularly the targeted staff development funds for new Indigenous staff, should assist. There are a number of elements that form UniSA's Indigenous Employment strategy, including a targeted Indigenous recruitment, trainee and apprenticeship strategy, a specially funded development initiative for new indigenous staff and an extensive Indigenous cultural awareness program. Steady progress was made in response to these efforts in 2005.</p>
<p><i>A service culture</i></p>	
<p><i>Developing and implementing appropriate service standards in all parts of the University.</i></p>	<p>The service web of the University is highly complex, involving internal service provision to individuals and to groups of staff and students, coordination of services across functional boundaries, and provision of services to external partners, agencies and clients. The most notable service improvement outcomes arising from this priority in 2005 were in the following areas:</p> <p>Schools</p> <p>During 2005, a further ten dedicated school and program support officers were appointed, and recruitment, induction, performance management and development of these staff had a strong service focus. Improvement in service delivery was twofold—first through the support activities to staff and students from these positions, and second through the release of academic staff from administrative duties, freeing them to focus more fully on teaching and learning and research.</p> <p>Campus Central</p> <p>Coordination of service delivery with Student and Academic Services (SAS) underwent development and review during the year, culminating in the decision that Campus Central report to SAS from 2006.</p> <p>Accessibility of service and resources</p> <p>The University's online environment is a key site for the delivery of services and resources. Many areas focused on improving and developing local webs. At a more systemic level, the development and launch of myUniSA, the student portal, reflected our commitment to provision of services to students 24x7x52.</p> <p>Business process improvements</p> <p>As part of the University's IT service management framework, several separate IT help desks were consolidated into a single "one-stop-shop" for all staff and students. Information from a range of questionnaires and feedback mechanisms were used to gauge student perceptions about services and to guide continuous improvement programs.</p>

Priorities and results

Priorities

Developing appropriate and effective workload models

Results

Significant work was undertaken in 2005 to improve workload management and workforce performance, with a particular focus on the academic workforce. This was organised around two related strategies:

- > improving the consistency and effectiveness of the University's performance management process
- > overseeing effective implementation of the workload management clause for academic staff which was agreed in the University's Academic and General Staff Enterprise Agreement 2004.

Improving the quality and effectiveness of the University's performance management process was identified as a major institution-wide priority in 2005. In response, work was carried out on improving performance management compliance and effectiveness. In relation to the academic workforce, this was coupled with the implementation and review of new workload management requirements established under the Academic and General Staff Enterprise Agreement 2004.

Buildings and the environment

Adapting the physical and technological environment to improve access for all students.

The University continued to have a major impact on the built environment and continued to improve access for students. 2005 included the following achievements:

- > Stage one of the \$100 million Blueprint 2005 capital project was completed and buildings were occupied in Semester 1, 2006
- > Construction of stage two, the new Landmark Building, commenced with occupation anticipated by mid 2007
- > Consultants were engaged to commence the design, refurbishment and building of new facilities for the Australian Mineral Science Institute and new CRC research teams at Mawson Lakes
- > The University purchased a three storey building at 160 Currie Street, expanding the City West campus footprint
- > The first stage of expansion of teaching and learning facilities was completed at the Mt Gambier TAFE SA campus
- > The University's data communications network at City West and City East was upgraded to provide increased capacity and reliability
- > The functionality of the student portal was extended to provide access for students to their transcript, audit notices and invoices

Priorities and results

Priorities

Adapting the physical and technological environment to improve access for all students.

Results

- > The reach of the wireless network was increased substantially to provide effective coverage across all campuses.
- > An additional 354 new computers were installed on campus to meet student demand, representing an increase of 35% and bringing total number of computers across all campuses to 1350
- > Student ID cards were programmed to include the relevant building access information for the card holder
- > The capacity of the online enrolment system was increased to ensure it handles peak loads associated with the enrolment of new and continuing students
- > A new system was developed to allow prospective students to make their application to attend UniSA via the internet

Providing a variety of spaces and environments for varied styles of student learning.

- Learning spaces developed in 2005 included:
- > additional computer suites and student study rooms in Libraries at City West, City East and Mawson Lakes
 - > \$6 million of minor cCapital works projects such as the provision of additional AV equipment in 40 seminar and tutorial rooms and the introduction of hearing loops in lecture theatres
 - > new Chemistry teaching laboratories in the School of Pharmacy and Medical Sciences at City East campus
 - > the External Facilities Master Plan for City West campus and Landscaping Master Plans for Whyalla and Mawson Lakes campuses
 - > An access grid room at Mawson Lakes campus, to provide academic staff with enhanced videoconferencing capabilities to support a range of teaching and research activities.

our academic achievements

Business

First Rhodes Scholar

Ryan Manuel, a graduate of the Bachelor of Management (Marketing)/Bachelor of Arts (International Studies) became the University's first Rhodes Scholar. He is currently completing his Honours year for International Studies, examining Chinese energy needs and geopolitics. During his time at university he was granted the inaugural Ehrenberg Scholarship, was on the Dean's Merit List from 2001-2004, the Chancellor's Merit List from 2002-2004 and won the Division of Business University Medal in 2004. Mr Manuel was elected Vice-President of the UniSA Students' Association, and was the Undergraduate Representative on the University Council. He has been a member of the South Australian badminton and karate teams, and has won a number of state and national titles in these sports, including becoming the 2003 Chilean national badminton champion, as a result of a UniSA international student exchange program to that country.

Malaysian agreement

The Division of Business established an agreement with Taylor's College in Malaysia to deliver three undergraduate programs in Commerce, Applied Finance and Marketing. Taylor's College was established in 1969 and is one of the leading private colleges in Malaysia.

Review and development

The Division of Business completed the review and redevelopment of its undergraduate core courses – eight courses common to all Bachelor programs. The new core is being introduced in 2006, and will also be taught for the first time at the Mawson Lakes campus, improving access to Business degrees for students from the northern suburbs.

New research institute and research groups

The Marketing Science Centre in the School of Marketing was officially recognised as a University Research Institute – the Ehrenberg-Bass Institute for Marketing Science. The Institute is named after two pioneers of empirical marketing research, Professors Andrew Ehrenberg (UK) and Frank Bass (USA) who were also awarded honorary doctorates in recognition of their contribution to the marketing discipline and their support for the new institute. The Centre for Comparative Water Policies and Laws and the Centre for Regulation and Market Analysis were recognised as University research groups.

New academic structure

Division of Business successfully implemented a new academic structure at the beginning of the year. The Division now has three discipline based schools, Commerce, Management, and Marketing, and the International Graduate School of Business, which presents cross-disciplinary programs such as the MBA and the DBA.

Education, arts and social sciences

The Australian Centre for Child Protection

The Australian Centre for Child Protection was established as a joint initiative of the Commonwealth Government (DEST) and UniSA with funding provided for a ten year period. Staff were appointed under the leadership of Professor Dorothy Scott, the foundation Director, and the Centre underwent rapid development.

International research agenda

The Hawke Research Institute allocated funds to seed five promising international research projects as a way of advancing its international research agenda and established formal relationships with other universities and research groups. During the year, the Institute was formally launched by the Hon Bob Hawke AC and the Hon Jay Weatherill as a flagship University Research Institute and held its inaugural Advisory Board meeting, chaired by the Hon Bob Hawke.

International study tour

The Basic Education in Mindanao /UniSA Teacher Education Study Tour for Sinclair Knight Merz took place in 2005. The tour contributed to the AusAID funded Basic Education in Mindanao project by enhancing the skills, knowledge and capacity of educational managers, teachers and teacher educators from the Southern Philippines. Thirty participants from Teacher Education Institutes in Mindanao attended this capacity building program and developed strategies to disseminate the information received to their institutions.

Redesigning Pedagogy in the North - ARC Linkage project

The Redesigning Pedagogy in the North project was carried out in 2005 to develop a university-school professional learning community that supports educational action research and informs pedagogical practices through ethnographies of the everyday lives of young people. Industry partner contributions were received from the Department of Education and Children's Services, Australian Education Union, and the Social Inclusion Unit.

Building Capability for the Future Project

Professor Roger Harris was the co-director of a consortium of three VET research centres: UniSA's Centre for Research in Education, Equity and Work; the Canberra Institute of Technology's Centre Undertaking Research in Vocational Education; and the University of Technology Sydney's Australian Centre for

Organisational, Vocational and Adult Learning working on the project, "Building Capability for the Future", for the National Centre for Vocational Research. The project brought together researchers to critically analyse the dynamics of the changing VET workplace and the capacity of Registered Training Organisations to respond to the increasingly complex and changing demands of clients.

International agreements

The University's relationship with China's North East Normal University (NENU) developed in 2005 with reciprocal staff exchanges taking place between UniSA and NENU. Sixteen credit transfer agreements were developed across a broad range of disciplines. The articulation agreements will be used to promote pathway options for NENU students with the aim of increasing increase onshore international student numbers in the coming years.

The MARA project in Industrial Communications with Universiti Teknologi Mara (Malaysia) was successfully concluded in 2005. The program attracted high levels of enrolment and enhanced the recognition of UniSA as a high quality provider. Further opportunities exist for university wide agreement with the Malaysian Government in the future.

An agreement was signed with Taylor's College (Malaysia) to deliver the first full Bachelor program for the Division.

Health sciences

Australian Centre for Metabolic Fitness

In 2005, Professor Peter Howe was awarded funding of almost \$2 million from the Australian Technology Network (ATN) Research Challenge for the establishment of a new Australian Centre for Metabolic Fitness. The national Centre supported by five of Australia's most innovative universities and dedicated to researching the impact of diet and lifestyle on obesity, heart and general health was launched in July 2005. The new Centre will develop and evaluate diet and lifestyle strategies to optimize both physical and mental health status and reduce the burden of obesity-related disease.

Sansom Institute established

2005 saw the establishment of the Sansom Institute which brought together a number of established research concentrations in the general areas of biomedical science, pharmaceutical science, quality use of medicines and pharmacy practice, as well as advanced biomolecular studies. The underlying theme of the Institute, which is based within the School of Health Sciences, is, "medicines – from discovery to cure". Under the leadership of Professor Ross McKinnon, the Sansom Institute provides an environment in which world class research and research training is conducted in a collaborative and cooperative spirit, involving the public and private sectors as well as the pharmaceutical and diagnostics industries. The Institute houses state-of-the-art laboratory facilities and offers a dynamic research environment for post-graduate students and career researchers.

Research centre status

In 2005, the Nutritional Physiology Research Centre under the Directorship of Professor Peter Howe and the Centre for Research into Sustainable Health Care under the Directorship of Professor Julianne Cheek were granted University Research Centre status.

International agreements

In 2005, the University of South Australia and the National Health Care Group of Singapore signed an agreement that will see a postgraduate Master of Clinical Pharmacy award offered to Singaporean pharmacists. The National Health Care Group owns and manages healthcare delivery for the northern and western parts of Singapore. The Masters program will be taught in Singapore and aims to boost the quality of clinical pharmacists in Singapore.

Staff awards

Associate Professor Libby Roughead from the Sansom Institute was awarded the most outstanding of all the Tall Poppies at the 2005 Australian Institute of Political Science Tall Poppy Awards Ceremony. The Australian Institute of Political Science Tall Poppy Program recognises the achievements of outstanding young researchers in the sciences working in universities, research laboratories and private industry, private practice and government organisations.

Professor Andrew Gilbert from the School of Pharmacy and Medical Sciences was awarded the Gold Medal at the 2005 Pharmaceutical Society of Australia Excellence Awards. The Gold Medal is the profession's most prestigious award which recognised Professor Gilbert's excellence in pharmacy practice innovation; his advancement of pharmacy practice; his achievements in pharmacy practice research; and his service to the community.

Professor Simon Stewart from the School of Nursing and Midwifery became the first ever nurse to be awarded Fellowship of the Cardiac Society of Australia and New Zealand.

Information technology, engineering and the environment

Centre of Excellence in Defence and Industry Systems Capability (CEDISC)

As part of its Defence Electronics Sector Plan, the State Government established the Centre of Excellence in Defence and Industry Systems Capability (CEDISC) through a collaboration and funding agreement with UniSA to the value of \$4.7 million over 2005 - 2009. CEDISC is based at the Mawson Lakes campus and will develop applied research programs and advanced education and training in systems engineering, systems integration and software engineering for the State's growing defence systems industry. CEDISC will work closely with the University's Systems Engineering and Evaluation Centre (SEEC) and will work collaboratively with the Australian defence industry, DSTO and other agencies of the Department of Defence.

Institute of Sustainable Systems and Technologies (ISST)

The Institute for Sustainable Systems and Technologies (ISST) was approved to operate as a supported Research Institute from 2006, encompassing four supported Research Centres; Agricultural Machinery Research and Design Centre, Centre for Industrial and Applied Mathematics, Sustainable Energy Centre and the Transport Systems Centre. With Professor Wasim Saman as its Director, ISST will take multi-disciplinary approaches to complex problems in areas such as transport and energy systems and environmental modelling and will be the university's research flagship in the science and engineering of sustainable systems.

Formal Commencement of CRC-CARE

Professor Ravi Naidu was appointed Managing Director of the Cooperative Research Centre for Contamination Assessment and Rehabilitation of the Environment (CRC-CARE). Formed in 2005, the CRC is hosted at UniSA. UniSA's Centre for Environmental Risk Assessment and Remediation (CERAR) is the largest research provider and has won CRC project grants valued at more than \$4.6 million over 3 years.

ARC Professorial Fellowship

Professor Jerzy Filar from the School of Mathematics and Statistics was awarded a prestigious Australian Research Council Professorial Fellowship for 2005 – 2009 to the value of \$550,000 for the project, "Doubly Stochastic Matrices and the Hamiltonian Cycle Problem".

Information Systems merge with the School of Computer and Information Science

The Information Systems discipline at the former School of Accounting and Information Systems (Division of Business) was merged into the School of Computer and Information Science (CIS) at the beginning of 2005. This change allows both education and research programs to integrate more successfully the contemporary requirements of information technology and systems management for business, industry and government.

financial report summary

Income statement for the year ended 31 December 2005

	Consolidated		University	
	2005	2004	2005	2004
	\$'000	\$'000	\$'000	\$'000
Revenue from continuing operations				
Australian Government financial assistance				
Australian Government grants	142,029	127,480	142,029	127,480
HECS-HELP Australian Government payments	56,587	53,828	56,587	53,828
FEE-HELP	3,333	2,349	3,333	2,349
State Government financial assistance	3,145	2,576	3,145	2,576
HECS-HELP Student payments	11,391	9,221	11,391	9,221
Fees and charges	70,017	62,412	70,017	62,412
Investment income	5,087	5,162	4,770	5,939
Royalties	1,206	779	923	678
Consultancy and contract research	17,195	17,963	17,035	17,963
Other revenue	19,310	19,794	13,517	12,670
	329,300	301,564	322,747	295,116
Superannuation:				
Commonwealth supplementation	21,628	20,660	21,628	20,660
Deferred Government contributions	24,200	2,200	24,200	2,200
Total revenue from continuing operations	375,128	324,424	368,575	317,976
Other income	238	80	4,018	13
Total income	375,366	324,504	372,593	317,989
Expenses from continuing operations				
Employee benefits and on-costs	192,638	180,737	189,024	176,968
Depreciation and amortisation	19,799	19,183	19,637	19,006
Repairs and maintenance	4,433	3,774	4,411	3,774
Borrowing cost expense	1,728	1,813	1,728	1,813
Bad and doubtful debts	703	682	703	682
Other expenses	89,976	82,628	88,204	79,867
	309,277	288,817	303,707	282,110
Superannuation:				
Commonwealth supplementation	21,628	20,660	21,628	20,660
Deferred employee benefits	24,200	2,200	24,200	2,200
Total expenses from continuing operations	355,105	311,677	349,535	304,970
Operating result before income tax	20,261	12,827	23,058	13,019
Income tax expense	779	-	779	-
Net operating result for the year attributable to the members of the University of South Australia	19,482	12,827	22,279	13,019

The above Income Statement is to be read in conjunction with the notes to and forming part of the Financial Statements.

financial report summary

Balance sheet as at 31 December 2005

	Consolidated		University	
	2005	2004	2005	2004
	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS				
Cash and cash equivalents	81,110	49,682	78,885	45,339
Receivables	17,687	16,732	16,506	15,947
Other financial assets	584	631	584	631
Other non-financial assets	4,296	3,129	4,289	3,110
Property held for resale	-	33,700	-	33,700
Deferred Government superannuation contribution	25,700	26,200	25,700	26,200
Total Current Assets	129,377	130,074	125,964	124,927
NON-CURRENT ASSETS				
Available-for-sale financial assets	4,052	3,795	3,073	1,100
Other financial assets	4,852	5,068	6,582	6,798
Property, plant and equipment	455,895	426,859	455,647	426,517
Intangible assets	1,329	1,915	1,329	1,915
Deferred Government superannuation contribution	282,900	258,200	282,900	258,200
Total Non-Current Assets	749,028	695,837	749,531	694,530
TOTAL ASSETS	878,405	825,911	875,495	819,457
CURRENT LIABILITIES				
Payables	18,101	16,217	17,726	16,174
Interest bearing liabilities	16,169	1,353	16,169	1,353
Provisions	15,290	12,169	14,965	11,930
Other liabilities	18,192	17,287	18,447	16,869
Income tax payable	779	-	779	-
Provision for State superannuation	25,700	26,200	25,700	26,200
Total Current Liabilities	94,231	73,226	93,786	72,526
NON-CURRENT LIABILITIES				
Payables	3,302	3,498	3,302	3,498
Interest bearing liabilities	1,005	17,108	1,005	17,108
Derivatives	509	-	509	-
Provisions	23,370	24,438	23,370	24,438
Provision for State superannuation	282,900	258,200	282,900	258,200
Total Non-Current Liabilities	311,086	303,244	311,086	303,244
TOTAL LIABILITIES	405,317	376,470	404,872	375,770
NET ASSETS	473,088	449,441	470,623	443,687
EQUITY				
Reserves	55,480	51,085	55,480	50,593
Retained surplus	417,608	398,356	415,143	393,094
Total Equity	473,088	449,441	470,623	443,687

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

financial report summary

Statement of changes in equity as at 31 December 2005

	Consolidated		University	
	2005	2004	2005	2004
	\$'000	\$'000	\$'000	\$'000
Total equity at the beginning of the financial year	449,441	418,647	443,687	412,985
Retained surplus (net of tax):				
Adjustment on adoption of AASB 132 and AASB 139	(230)	-	(230)	-
Effects of changes in accounting policy- Revenue recognition	-	(1,746)	-	(1,746)
Loss on revaluation of library collection	-	(3,241)	-	(3,241)
Property, plant and equipment revaluation reserve (net of tax):				
Gain on revaluation of land and buildings	4,406	21,962	4,406	21,962
Gain/(loss) on revaluation of art collection	(250)	544	(250)	544
Available-for-sale investments reserve (net of tax):				
Gain on revaluation Available-for-sale financial assets	239	448	142	164
Transfer from the University of South Australia Foundation Incorporated	-	-	589	-
Net income recognised directly in equity	4,165	17,967	4,657	17,683
Net operating result for the year	19,482	12,827	22,279	13,019
Total recognised income and expense for the year (1)	23,647	30,794	26,936	30,702
Total equity at the end of the financial year	473,088	449,441	470,623	443,687

(1) Total recognised income and expense for the year is attributable to Members of the University of South Australia.
The above Statement of Changes in Equity is to be read in conjunction with the notes to and forming part of the Financial Statements.

financial report summary

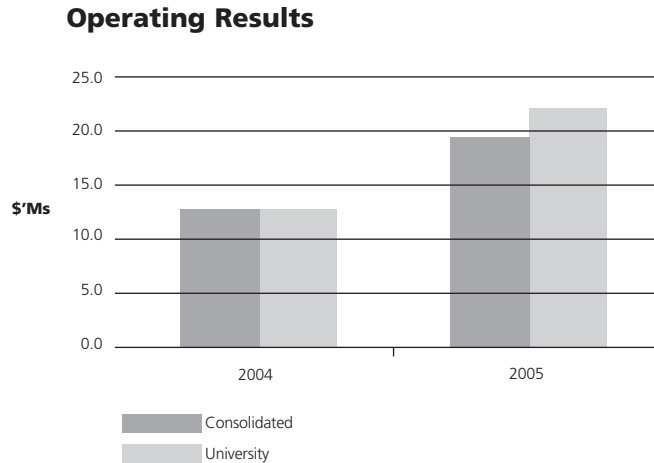
Cash flow statement for the year ended 31 December 2005

	Consolidated		University	
	2005	2004	2005	2004
	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Australian Government financial assistance:				
CGS and Other DEST Grants	133,254	104,195	133,254	104,195
Higher Education Loan Programmes	61,647	54,615	61,647	54,615
Scholarships	3,310	2,418	3,310	2,418
DEST research	13,956	12,192	13,956	12,192
ARC grants - discovery	2,829	2,086	2,829	2,086
ARC grants - linkages	3,337	2,727	3,337	2,727
ARC grants - networks and centres	1,054	882	1,054	882
Other Australian Government grants	7,552	6,925	7,552	6,925
State Government Grants	3,145	2,576	3,145	2,576
HECS-HELP - Student payments	11,771	9,558	11,771	9,558
OS-HELP (net)	521	13	521	13
Receipts from student fees and other customers	74,682	68,882	74,663	68,871
Dividends received	179	124	79	1,232
Interest received	4,598	3,972	4,464	3,383
Royalties	1,206	779	923	678
Consultancy and contact research	15,535	17,904	15,728	17,595
Other receipts	19,440	20,078	13,048	12,865
Taxes recovered (GST)	4,924	9,300	4,924	9,300
Proceeds from transfer of activities from University of South Australia Foundation Incorporated	-	-	2,553	-
Outflows:				
Payments to suppliers and employees (inclusive of GST)	(315,997)	(295,082)	(309,929)	(289,444)
Interest paid	(1,728)	(1,813)	(1,728)	(1,813)
Net Cash inflow from Operating Activities	45,214	22,331	47,101	20,854
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Proceeds from sale of property, plant and equipment	34,061	241	34,061	229
Proceeds from sale of investments	727	97	170	4
Outflows:				
Payments for property, plant and equipment	(46,303)	(74,246)	(46,249)	(74,144)
Payments for investments	(900)	(692)	(166)	(450)
Net Cash outflow from Investing Activities	(12,415)	(74,600)	(12,184)	(74,361)
CASH FLOWS FROM FINANCING ACTIVITIES				
Outflows:				
Principal repayments under finance lease	(1,371)	(1,526)	(1,371)	(1,526)
Net Cash outflow from Financing Activities	(1,371)	(1,526)	(1,371)	(1,526)
Net Increase (Decrease) in Cash and Cash Equivalents	31,428	(53,795)	33,546	(55,033)
Cash and Cash Equivalents at Beginning of the Year	49,682	103,477	45,339	100,372
CASH AND CASH EQUIVALENTS AT END OF YEAR	81,110	49,682	78,885	45,339

The Income Statement is to be read in conjunction with the notes to and forming part of the Financial Statements.

Operating result from ordinary activities

The consolidated operating result from ordinary activities for 2005 was \$19.5 million, \$6.7 million (52%) better than the 2004 result of \$12.8 million. This equated to a safety margin of 5.9% (2004: 4.3%). The University operating result for 2005 of \$22.3 million was \$9.3 million (72%) better than the 2004 result of \$13.0 million. The graph below shows the operating results for 2005 and 2004.

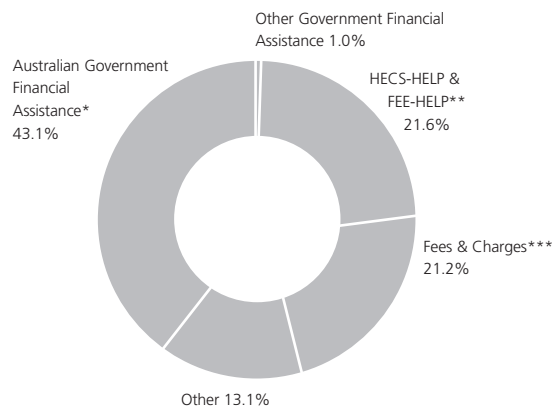


Revenue

Consolidated revenue in 2005 was \$329.3 million in 2005, \$27.7 million (9.2%) higher than the 2004 revenue of \$301.6 million.

As shown in the graph below, Australian Government financial assistance accounted for 43.1% of total operating revenue. State Government financial assistance is included under Other Government financial assistance and accounted for about 1% of total operating revenue.

Revenue by source 2005 (Consolidated)



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

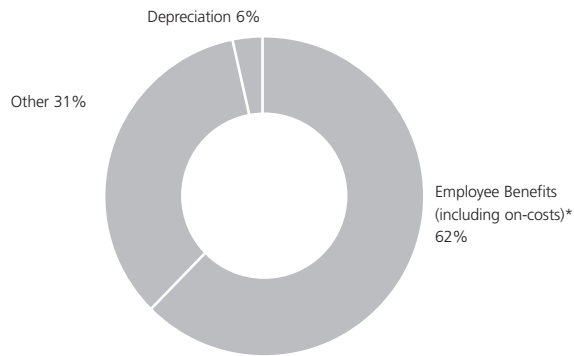
** Includes student contributions.

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

Expenses

Consolidated expenses of \$309.3 million in 2005 are shown by major type in the graph below. Employee benefits accounted for 62% of total consolidated expenses.

Expenses by Type 2005 (Consolidated)



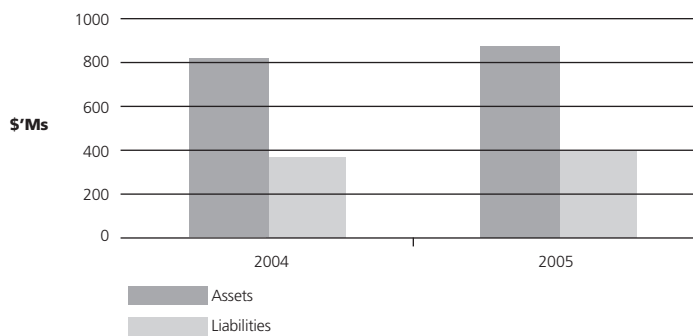
* Excludes Commonwealth deferred superannuation contributions and supplementary funding in relation to the SA superannuation scheme.

Financial position

Consolidated net assets increased by \$23.6 million in 2005 to \$473.1million. This consisted of \$878.4million total assets less \$405.3million total liabilities.

The graph below shows total assets and total liabilities as at 31 December 2005 and 31 December 2004.

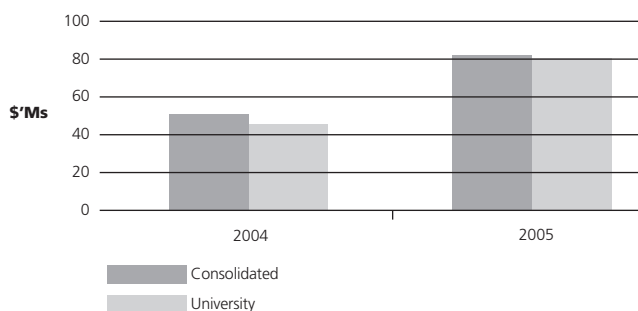
Assets and Liabilities



Cash position

The graph below shows the cash balance as at 31 December 2005 and 2004.

Cash Position



4. looking back



milestones 1856-2005

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

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

1991

- > University of South Australia 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. 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

- > Australian Research Council 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 an Institutional Award in the Australian Awards for University Teaching for a project led by Associate Professor Brenton Dansie on raising the educational aspirations of students in the Northern regions of Adelaide
- > Won the SA Export Award for Education
- > Named an Employer of Choice for Women
- > Awarded the Defence Reserves Support Council's 2004 National Employer Support Award

2005

- > Four Research Institutes established: The Hawke Research Institute for Sustainable Societies, The Sansom Institute, The Ehrenberg-Bass Institute and The Institute for Sustainable Systems and Technologies
- > Stage one of the Blueprint 2005 project completed
- > UniSA Mt Gambier Regional Centre opened and Centre for Regional Engagement established
- > Won the national gold award as Public Sector Employer of the Year at the 2005 National Work and Family Awards
- > Vice Chancellor, Professor Denise Bradley AO named the SA Great South Australian of the Year 2005
- > Associate Professor Brenton Dansie named Science Educator of the Year at the Inaugural Premier's Science Excellence Awards
- > Named an Employer of Choice for Women
- > Won the State and National Premier Commercial Property Awards in the Delfin Lend Lease 2005 Grand Masters Awards for The Mawson Centre

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South Australia 5000

Mawson Lakes campus

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Magill campus

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