

2008

ANNUAL
REPORT

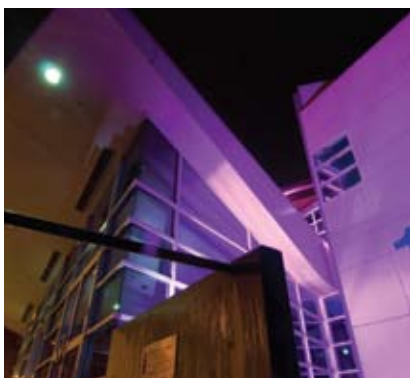


UNIVERSITY OF
CANBERRA

AUSTRALIA'S CAPITAL UNIVERSITY

ANNUAL REPORT

2008



Enquiries concerning this report may be addressed to:

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LETTER TO THE MINISTER

University of Canberra

April 2009

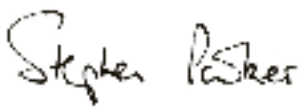
Dear Minister

In accordance with Section 36 of the *University of Canberra Act 1989*, we present the Report by the Council of the operation of the University of Canberra for the period 1 January to 31 December 2008, together with financial statements in respect of that period.

Yours sincerely



INGRID MOSES
CHANCELLOR



STEPHEN PARKER
VICE-CHANCELLOR

LETTER TO THE
MINISTER

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ABBREVIATIONS OF TERMS

ACR	Australian Capital Region	NATSEM	National Centre for Social and Economic Modelling at the University of Canberra
ACT	Australian Capital Territory	NCBS	National Centre for Biometric Studies
ADFACT	Alcohol and Drug Foundation ACT	NHMRC	National Health and Medical Research Council
AIS	Australian Institute of Sport	OECD	Organisation for Economic Co-operation and Development
ANU	Australian National University	PCASo	Primary Care in an Ageing Society
ANZSOG	Australian and New Zealand School of Government	PICARD	Partnership in Customs Academic Research and Development
APPSIM	Australian Population and Policy SIMulation Model	PIM	Professional Institute of Management
ARC	Australian Research Council	PMP	Professional Management Programs
ARC LIEF	Australian Research Council Linkage Infrastructure (Equipment and Facilities)	PTP	Personal Tutor Program
ASP	Academic Skills Program	PVC	Pro Vice-Chancellor
AUQA	Australian Universities Quality Agency	RHD	Rabbit Haemorrhagic Disease
BMS	Bio Molecular Science	RSV	Respiratory Syncytial Virus
BURF	Better Universities Renewal Fund	SES	Socio-Economic Status
CBMCS	Centre for Biomedical, Molecular and Chemical Science	STEP	Science, Technology and Economic Progress
CCES	Centre for Customs and Excise Studies	STINMOD	Static Incomes Model
CIT	Canberra Institute of Technology	TAFE	Technical and Further Education
CRC	Cooperative Research Centre	TNE	Transnational Education
CSIRO	Commonwealth Scientific and Industrial Research Organisation	TSF	The Smith Family
CASR	Collaboration and Structural Reform	TTA	Trusted Trade Alliance
DFAT	Department of Foreign Affairs and Trade	UAC	Universities Admissions Centre
EFTSL	Equivalent Full-Time Student Load	UAI	Universities Admissions Index
EUROMOD	Europe-wide Tax-benefit Model	UCC	University of Canberra College
FEAST	Forum for European-Australian Science and Technology Cooperation	UCELI	University of Canberra English Language Institute
HDR	Higher Degrees by Research	UCSA	University of Canberra Students' Association
HEEF	Higher Education Endowment Fund	UCU	University of Canberra Union
HRCHPW	HealthPact Research Centre for Health Promotion and Wellbeing	UGPD	University Governance Professional Development
ICTS	Information and Communications Technology Services	USS	Unit Satisfaction Survey
INSEE	French National Institute for Statistics and Economic Studies	VSU	Voluntary Student Unionism
IP	Intellectual Property	WATER	Water in Australasia: Training Education and Research
KPI	Key Performance Indicators	WIDER	World Institute for Development Economics Research
MAWA	Medical Advances Without Animals	WTO	World Trade Organisation
NAIDOC	National Aborigines and Islanders Day Observance Committee	WWF	World Wild Fund for Nature



UNIVERSITY OF
CANBERRA
AUSTRALIA'S CAPITAL UNIVERSITY

40 years



IN 2008 THE UNIVERSITY OF CANBERRA MARKED 40 YEARS SERVING THE CAPITAL WITH A THREE MONTH CELEBRATION.

"If we are to reach for the stars then we must reach for them with trained minds and skilled hands." That was the sentiment expressed by then Prime Minister John Gorton in 1968 when he unveiled the Foundation Stone of the Canberra College of Advanced Education (CCAЕ).

Fast-forward 40 years and the same sentiment remains as the University of Canberra (formerly CCAЕ) completes its 40th anniversary celebrations.

The celebrations brought together current and former students and staff along with community members to celebrate its rich teaching history and remind each other of the quality of education delivered then and now.



As part of the 40th anniversary celebrations the University took the opportunity to launch two new institutes, introduce several new courses and acknowledge the contribution current and former staff have made to the University and the community. Music was also a major part of the celebrations with the announcement of the winning entry in the University of Canberra Australian



CELEBRATING 40 YEARS



University of Canberra Vice-Chancellor Stephen Parker said, "The 40th anniversary celebrations have been an opportunity to celebrate and showcase our key strengths with a particular focus on our rich teaching history, our community, our graduates, our staff and our future."

The celebrations commenced on Monday 4 August with a special ceremony featuring Indigenous dancers, a keynote address by University of Canberra graduate, and now ACT Attorney General Simon Corbell, and the burial of a time capsule. The 40th anniversary celebrations included the opening of the Lu Rees Archives of Australian Children's Literature to the public, exhibitions and public seminars.



The National Composition Competition won by former Canberra resident Rachel Gaudry with her composition 'Canberra'.

The anniversary celebrations finished on a high with Stonefest 08, recognised internationally as one of Australia's longest running music festivals. This year the University rocked to Grinspoon, The Dandy Warhols, Faker, The Grates and Regurgitator.



VICE-CHANCELLOR'S REPORT



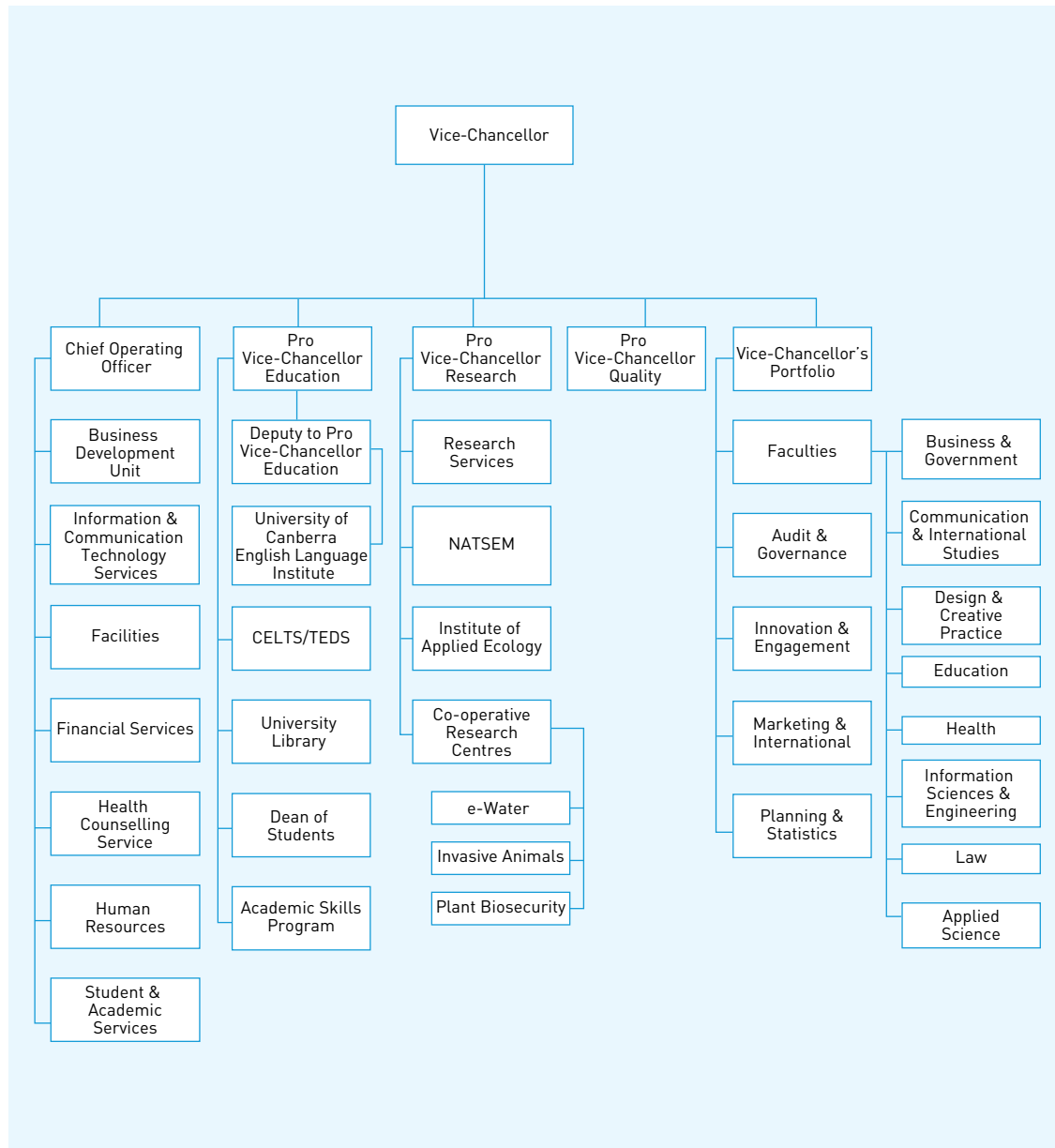
The year 2008 was my second year as Vice-Chancellor and was characterised by continuing reform and early signs of success from the work of 2007. Our new academic and administrative structures were introduced. Our Review of Courses and Disciplines was completed. We made substantial progress in implementing the 39 steps in our Strategic Plan. Commencing students in Semester 2 were significantly above those for the previous year (and have lifted markedly in 2009). New senior appointments were made to academic and management positions. Two new Institutes were opened (The Donald Horne Institute for Cultural Heritage and The National Security Institute). The ACT Government provided financial assistance in its 2008 Budget for several projects, including the commencement of a Bachelor of Urban and Regional Planning in 2009 and the appointment of a Professor of Governance (through the Australia and New Zealand Institute of Government). A three month period of celebration of our 40th anniversary as a higher education institution helped us to renew connections with our alumni and show the Canberra community what a great asset the University of Canberra is to the intellectual, cultural and sporting life of the city.

The year ended with the announcement that we were one of 11 universities to be successful in a bid for projects under the new Higher Education Endowment Fund, as a result of which we will construct a dedicated building for the National Centre for Social and Economic Modelling (NATSEM), to be completed in 2010.

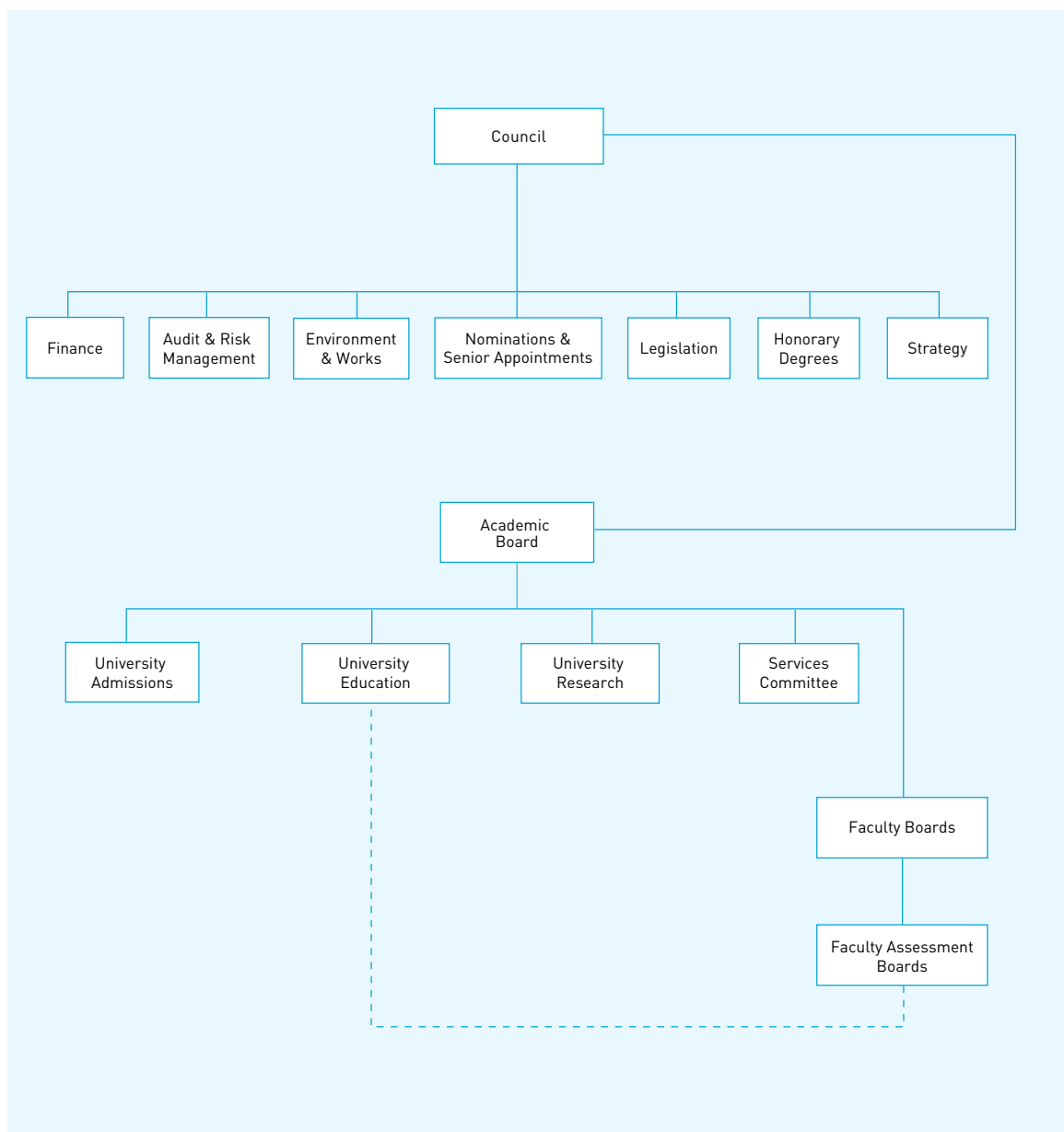
The year was a hard one for all concerned, but very clearly a productive one. I would like to thank those Council members who left office during 2008 and to welcome the new ones. In particular the expertise of our six new external members, coming from diverse backgrounds, will be invaluable in the years ahead. I look forward to working with the Chancellor and Council in 2009.

STEPHEN PARKER
VICE-CHANCELLOR

MANAGEMENT STRUCTURE



GOVERNANCE AND COMMITTEE STRUCTURE





MEMBERS OF THE UNIVERSITY COUNCIL

During the Year Ended 31 December 2008

CHANCELLOR OF THE UNIVERSITY

Ingrid Moses, *DiplSozWirt Erlangen-Nürnberg, GradDipTertEd DDIAE-SQld, MA, PhD Qld., HonDLitt UTS, CSU-S, FACE, FSRHE, FACEL*

Appointed to Council 1 January 2006.
Reappointed 1 January 2008. Current tenure expires 31 December 2010.

DEPUTY CHANCELLOR

Bob Prosser, *MA Oxon, FICAA, FICAEW, MAICD, SA Fin*

Appointed by Council from 2 October 2005 to 22 March 2007. Appointed by Chief Minister from 23 March 2007 to 31 December 2009. Appointed Deputy Chancellor 5 December 2008.

VICE-CHANCELLOR

Stephen Parker, *LLB Newcastle UK, PhD Wales, Solicitor of the Supreme Court of England & Wales, Barrister and Solicitor ACT, Barrister-at-Law Qld*

Appointment commenced 1 March 2007.
Current tenure expires 29 February 2012.

CHAIR, ACADEMIC BOARD

George Cho, *AM, BA (Hons) Malaya, MA Br Col, PhD, LLB ANU, Grad Cert Higher Ed Canberra, Barrister and Solicitor ACT, Barrister NSW and High Court of Australia*

Appointment commenced 1 January 2008.
Current tenure expires 31 December 2010.

APPOINTED BY THE ACT CHIEF MINISTER

Michael Bryce, *AM, AE B Arch Qld HonD Canberra, FRAIA, LFDIA, FRSA, AADM*

Appointed by Council from 1 December 2003 to 22 March 2007. Appointed by the Chief Minister from 23 March 2007 to 31 December 2009. Resigned 30 June 2008.

Tom Calma, *AssocDipSocialWork SAIT*

Appointed by the Chief Minister 21 October 2008. Tenure expires 20 October 2011.

Ian Davis, *BA (Hons) Syd*

Appointed by the Chief Minister on 1 December 2003. Reappointed by Chief Minister 23 March 2007. Tenure expired 30 June 2008.

Rosemary Follett, *AO, BA Admin Canberra CAE*

Appointed by the Chief Minister 21 October 2008. Tenure expires 20 October 2011.

Margaret Gillespie

Appointed by the Chief Minister 21 October 2008. Tenure expires 20 October 2011.

Anne Holmes, *BA (Hons) BEc, MMgt (Ind Str) ANU, Dip Ed Monash, PhD ANU*

Appointed by the Chief Minister 26 March 2004. Reappointed by Chief Minister 23 March 2007. Resigned 30 April 2008.

Brand Hoff, *BA Comp St Canberra CAE, FAICD, MACS*

Appointed by the Chief Minister 1 December 2003. Reappointed by Chief Minister 23 March 2007. Tenure expired 30 June 2008.

John Kalokerinos, JP BA LLB (Hons) LLM ANU, Legal Practitioner ACT and NSW, Barrister and Solicitor of the High Court of Australia

Appointed by the Chief Minister on 21 September 2004. Reappointed by Chief Minister 23 March 2007. Tenure expired 30 June 2008.

Marion Reilly, BA Admin Canberra

Appointed by Chief Minister 26 March 2004. Reappointed by Chief Minister 23 March 2007. Current tenure expires 31 December 2009.

Sarah Ryan, BSc (Agric) (Hons), PhD W.Aust. GradDipDevelopmentStudies Deakin

Appointed by the Chief Minister 21 October 2008. Tenure expires 20 October 2011.

Sarah Schoonwater, BA(Econ) W'gong, LLB (Hons) UNE

Appointed by the Chief Minister 21 October 2008. Tenure expires 20 October 2011.

Maria Storti, BEc ANU, MBA Canberra, FCA, GAICD

Appointed by the Chief Minister 21 October 2008. Tenure expires 20 October 2011.

Anne Trimmer, BA, LLB ANU, Barrister & Solicitor ACT, Solicitor NSW

Appointed to Council 7 April 1997; reappointed 12 July 2001. Tenure expired 1 July 2003. Reappointed 26 March 2004. Appointed Deputy Chancellor 12 April 2005. Appointed by the Chief Minister 23 March 2007. Tenure expired 30 June 2008.

ELECTED BY THE ACADEMIC STAFF

Dale Kleeman, BSc (Hons) ANU, GradDip OpRes Canberra CAE, AIAA

Elected to Council 27 September 2000; re-elected 27 September 2002, 2006 and 2007. Current tenure expires 26 September 2009.

ELECTED BY THE GENERAL STAFF

Stacey Durrell, BA Admin Canberra

Elected to Council 27 September 2005; re-elected 27 September 2007. Current tenure expires 26 September 2009.

ELECTED BY THE STUDENTS

Elizabeth (Liz) Bennett, Grad Cert Management SA, MBA SA

Elected to Council by undergraduate students on 27 September 2008. Current tenure expires 26 September 2009.

Marc Emerson, BA Comm Grad Dip Public Admin Canberra

Elected by undergraduate students 27 September 2004. Resigned December 2004. Elected by postgraduate students 27 September 2005; re-elected 27 September 2007. Tenure expired 26 September 2008.

Jobu Joshy Jacob

Elected to Council by postgraduate students on 27 September 2008. Resigned 3 December 2008.

Lyndon Mayfield

Elected to Council by undergraduate students on 27 September 2006; re-elected 27 September 2007. Tenure expired 26 September 2008.



COUNCIL ACTIVITIES

GOVERNANCE

The University Council, the governing body of the University, established under the *University of Canberra Act 1989* (ACT), met on seven occasions during 2008. Members of Council were engaged in a range of additional activities during the year, including attendance at University functions, graduation ceremonies and meetings of the advisory committees of Council.

The Council is a 15-member body with eight members appointed by the Chief Minister of the Australian Capital Territory; one member of each of four constituencies elected by the constituency – academic staff, general staff, undergraduate students and postgraduate students; the chair of Academic Board; the Vice-Chancellor; and the Chancellor. The terms of four of the eight members appointed by the Chief Minister expired on 30 June 2008. In addition two of the eight members resigned on or prior to 30 June 2008, one to move temporarily overseas and the other because his spouse had been appointed the Governor General-designate. The six new appointees of the Chief Minister were appointed from 21 October 2008 ensuring the Council had the benefit of the contribution from a full membership with a range of skills and knowledge which can be utilised in the interests of the University community.

In March 2007 Professor Stephen Parker commenced as the new Vice-Chancellor of the University. The University faced a challenging period and the Vice-Chancellor, with the endorsement and support of Council, initiated a strategic review of many areas of the University's operations, designed to strengthen the foundation of the University and ensure the University is in a position to meet the challenges of the future. Specific elements of the strategy are detailed in the narrative of this Annual Report but have



led to a dramatic transition which is evidenced by the stronger financial result for 2008 and the endorsement of the new direction of the University by the Australian Universities Quality Agency in its report on the Cycle 2 audit of the University.

As part of Council's program of accountability, the ACT Auditor-General, Ms Tu Pham, addressed Council in December 2008.

COMMITTEE ACTIVITIES

Council's advisory committees met regularly during the first half of the year. The committees perform a valuable role, reviewing and monitoring the University's performance against objectives and examining issues in detail so that Council is able to make informed decisions on issues of significance to the University. Owing to the delay in appointing new members of Council to replace those whose

terms expired on 30 June 2008, or resigned, a number of committee meetings scheduled for the second half of 2008 were suspended. The membership of all committees was reviewed at the meeting of Council in December 2008 and new members appointed to each committee. A special meeting of Council was held on 16 September 2008 to progress urgent business of the committees pending the appointment of new members of Council.

The Audit and Risk Management Committee continued to monitor the University's performance against a truncated internal audit plan; the main audit focus for 2008 being the Cycle 2 audit by the Australian Universities Quality Agency. The Finance Committee monitored financial performance against budget and took a lead role in developing strategies to enable the University to respond to financial pressures facing the University. The Environment and Works Committee continued to

lead the review of the University's Master Plan. The Legislation Committee met only once during the year as the remaining segment of its three-year program of review of the statutes and rules in the University awaited the outcome of the review of Academic Board.

Council established the Strategy Committee in 2007 to consider and develop issues of strategic importance to the University. Council reviewed the work of the Committee in December 2008 noting that much of the work of the Committee had been absorbed by the other committees of Council and incorporated in their annual work plans. Council consequently disestablished the Strategy Committee.

The Honorary Degree Committee and the Nominations and Senior Appointments Committee met on a number of occasions during the year.



ATTENDANCE OF MEMBERS AT COUNCIL
MEETINGS IN 2008

Name	No.117	No.118	No.119	No.120	No.121(s)	No.122	No.123
Professor Ingrid Moses	p	p	p	p	p	p	p
Ms Liz Bennett	-	-	-	-	-	p	p
Adj. Professor Michael Bryce	p	p	p	-	-	-	-
Mr Tom Calma	-	-	-	-	-	a	p
Professor George Cho	p	p	p	p	a	p	p
Mr Ian Davis	p	p	p	-	-	-	-
Ms Stacey Durrell	p	p	p	p	p	a	p
Mr Marc Emerson	p	p	p	p	p	-	-
Ms Rosemary Follett	-	-	-	-	-	a	a
Ms Margaret Gillespie	-	-	-	-	-	p	p
Mr Brand Hoff	p	p	p	-	-	-	-
Dr Anne Holmes	p	p	-	-	-	-	-
Mr Jobu Jacob	-	-	-	-	-	p	-
Mr John Kalokerinos	p	p	p	-	-	-	-
Mr Dale Kleeman	p	p	p	p	p	p	p
Mr Lyndon Mayfield	p	p	p	p	p	-	-
Professor Stephen Parker	p	p	p	p	p	p	p
Mr Bob Prosser	p	p	p	p	p	p	p
Ms Marion Reilly	p	p	p	p	a	p	p
Dr Sarah Ryan	-	-	-	-	-	p	a
Ms Sarah Schoonwater	-	-	-	-	-	a	p
Ms Maria Storti	-	-	-	-	-	a	a
Ms Anne Trimmer	p	p	p	-	-	-	-

Legend: p: present a: apology -: not a member at that time

ACHIEVEMENTS 2008



2008 was year two of a five year reform process to remake the University of Canberra. Its principal focus was on implementing the new administrative and academic structures agreed in 2007. In addition, work began on tasks deriving from 'The 39 Steps' in the University's strategic plan approved by Council in December 2007.

During the year the University strengthened its financial and academic position. Cost savings were effected through the new administrative and academic structures. Student numbers and revenue both improved, and substantial government funding was awarded in competitive and formula-driven processes.

The University differentiated itself favourably in the minds of prospective students and their advisers, securing a welcome increase in EFTSL in Semester 2 and an even larger increase in applications and acceptances for Semester 1 2009.

The wider community was engaged more closely, as were stakeholders and strategic partners. The year ended with a comprehensive AUQA (Australian Universities Quality Agency) audit.





STRATEGIC STEPS SUBSTANTIALLY COMMENCED OR COMPLETED IN 2008

Step 3: Implement a Quality Cycle and Framework to assure and improve continuously the quality of what we do.

Step 12: Improve our domestic and international marketing capacity and impact.

Step 13: Re-position the University in the minds of our communities, stakeholders and markets as Australia's Capital University: the university of and for the capital city.

Step 14: Develop and implement an ambitious student equity and access agenda.

Step 16: Introduce a new curriculum from 2009 comprising courses at which we can be distinctively good, which are in demand and which fit with our position as Australia's Capital University.

Step 17: Review our semester system and modalities of course delivery with a view to being attractive to new kinds of well-qualified students.

Step 18: Make the best use of educational technologies and work-based learning opportunities.

Step 19: Strengthen our relationships with Senior Secondary Colleges and Institutes of Technical and Further Education to promote entry into and articulation with the University's courses.

Step 20: Develop University of Canberra College as a pathway for students who lack the immediate qualifications for direct entry to the University.

Step 21: Develop profitable articulation pathways and transnational education programs with high quality overseas universities, with whom we can also collaborate in research or consultancy.

Step 22: Improve strategies and practices for recruiting domestic and international students.

Step 23: Increase the availability of high quality, affordable residential accommodation on and near the campus. (New on-campus accommodation for 500 students was commenced and is due for completion in 2009).

Step 32: Increase the University's research income, and ensure that an appropriate amount of the extra revenue which this generates is returned for the benefit of successful researchers' work.

Step 38: Encourage collaboration in teaching and research with the Australian National University, the Australian Catholic University, the Australian Defence Force Academy and the Canberra Institute of Technology.

VICE-CHANCELLOR'S DISTINCTION AWARDS 2008

VICE-CHANCELLOR'S STAFF EXCELLENCE AWARD

Professor Debra Rickwood, Head of the Discipline of Psychology, Faculty of Health

Debra's superior teaching and research skills produce work of exceptional quality. Her expertise is sought by local and national organisations. She supervises and supports an enormous number of honours, masters and PhD students.

Michael de Percy, Lecturer, Government and Business Relations, Faculty of Business and Government

Michael has worked to improve the quality of his teaching units by seamlessly implementing operations that incorporate emerging technologies such as Facebook. He also established the University of Canberra School of Rock to showcase the University's new musical talent and lift the creative energy levels on campus.

HIGHLY COMMENDED

Peter Dahl, Manager Business Development Unit

Peter managed the multifaceted project to increase the University's student accommodation while continuing to manage the Business Support unit. He also headed up a campus-wide survey to evaluate and maximise the utilisation of space.

COMMENDED

Associate Professor Leah Moore, Associate Dean Education, Faculty of Applied Science

Leah has been committed to maintaining equity and diversity programs for staff and students. These include the Women's Group Mentoring Program, Equal Opportunity Committee, Student Equity Team, and Staff Equity Operations.

Permanent Staff Members of Wiradjuri Preschool Child Centre

Careen Leslie – Director

Carmel Richardson – Lecturer

Kerrie McIntyre – Associate Teacher

Angela Freeman – Program Administrator

Wiradjuri Preschool and Child Care Centre is a Nationally Accredited community based centre located in the Faculty of Education. It is recognised for delivering high quality childcare and early education and commitment to research and support to undergraduate and postgraduate students.





VICE-CHANCELLOR'S RESEARCH AWARDS

Professor John Halligan, Research Professor, Faculty of Business and Government

John is recognised for his work in the area of the public sector and government, including public management, leadership and management of change, public sector reform and comparative institutions (public service, executives and parliaments).

Professor Stephen Sarre, Professor Arthur Georges, Dr Will Osborne and Dr David Williams, Institute for Applied Ecology

The research group led by Prof. Stephen Sarre is recognised for its ongoing commitment to problems of biological, ecological, and conservation significance to Australia's wildlife.

VICE-CHANCELLOR'S AWARD FOR UNIVERSITY TEACHING

Laurie Grealish, Senior Lecturer, Nursing and Midwifery, Faculty of Health

Laurie is recognised for her outstanding contribution to enhancing the quality of learning and teaching for nursing students.

Dr Vivienne Lewis, Lecturer, Psychology, Faculty of Health

Dr Lewis is recognised for providing her students with practical, hands on experiences in psychology in the real world.



VICE-CHANCELLOR'S AWARD FOR UNIVERSITY TEACHING FOR AN EARLY CAREER ACADEMIC

Dr Robyn Prior, Lecturer, Biomedical Sciences, Faculty of Health

Dr Pryor is recognised for motivating her students through interesting topics and integrating everyday examples into lectures and tutorials.





EDUCATION

ADMISSIONS

The University established its identity as a high support, high challenge and high access University. This included the provision of new pathways to the University:

- Pathway 1 for UAI 65+ which includes a new Outstanding Scholars Program for students with a UAI of 95+.
- Pathway 2 for UAI 60+ which includes new Peer Assisted Learning (PAL) and Smart Study Passport (generic skills training, and in-discipline support).
- Pathway 3 below UAI 60 which requires University of Canberra College entry.
- Pathway 4 below UAI 60 for Indigenous students entering through the Ngunnawal Foundation Program.

THE PRINCIPAL'S RECOMMENDATION SCHEME

This was piloted for ACT and Queanbeyan secondary schools. It is an early entry initiative which provides year 12 students with the opportunity to secure an offer from the University of Canberra in November and ease the stress of final exams and assessments.

The University recognises that the UAI and assessment by examination is not always the best measure of a student's ability or determination to succeed at university.

THE PERSONAL TUTOR PROGRAM (PTP)

The PTP was successfully trialled in Semester 2. A total of 167 students took part with 12 staff across all faculties. The objectives of the scheme are to provide students with individual guidance and support, to help enrich the university experience, and prevent students from withdrawing prematurely through lack of support. The success of this trial has seen the program expanded and renamed for 2009 as The Personal Adviser Scheme.



THE ACADEMIC SKILLS RETENTION PROGRAM

The range of UC Accelerate units – first year University units taken by college students – was increased.

The Gap Plus Program was developed to allow students credit for experience gained while on a Gap Year.

The Canberra Award was created (to be launched in Orientation Week 09) and designed to encourage student personal development through engagement in extra curricular activities. It also helps embed the University more firmly in its community.

A Student Experience Advisory Group was established. This brings together all points of contact between University and student, and covers financial, administrative and educational matters.

COURSES AND DISCIPLINES REVIEW

This comprehensive review led to a recommitment to focus on professional education. It identified five subsidiary signature themes: work-integrated learning, research-led teaching, interdisciplinarity, internationalisation and greater access, choice and flexibility for students.

CURRICULUM REFORMS

Thirty new courses were accredited in 2008. Most represent an investment in courses of key significance to the National Capital and reflect our desired position as Australia's Capital University.

Approximately half of these courses are in new academic areas or have substantial new academic content. Four show significant partnerships in the region.

New courses include:

- Bachelor of Urban and Regional Planning in partnership with the ACT Government
- Bachelor of Cultural Heritage Conservation in collaboration with the nation's collecting institutions
- Bachelor of Cultural Heritage Management in collaboration with the nation's collecting institutions
- Bachelor of Social Science in Justice Studies
- Bachelor of Midwifery
- Bachelor of Communication and Media Studies
- Bachelor of Civil and Mechanical Engineering in partnership with Swinburne University of Technology (to be accredited in 2009)
- Graduate Certificate in Water Management in partnership with the Crawford School of Economics and Government at the Australian National University
- Masters in Information Studies
- Masters in Exercise Physiology
- Masters in International Revenue Administration
- Masters in Geographic Information Science in partnership with Salzburg University

INTERDISCIPLINARY

The University established a new major and minor in Sustainability.

THE NEW COURSE ARCHITECTURE

A revised academic calendar involving a three term system was adopted (to be implemented in 2010), as were Associate Degrees in strategic areas where the University can build on industry linkages. Greater architectural flexibility will be explored by relaxing restrictions on majors, minors, electives and pre-requisites, and by enabling the combination of any two degrees as double degrees.

DIVERSITY AND STRUCTURAL ADJUSTMENT FUND

The University received \$1.6 million from the Federal Government's Diversity and Structural Adjustment Fund for two projects:

- \$830,000 for a Work Integrated Learning project designed to address the national skills shortage.
- \$800,000 for the Entry Pathways to Enhance Regional Participation project, which will increase access to higher education for students from rural and regional areas.



STUDENT SATISFACTION

In 2007 the University began its own internal survey of course experience with all enrolled Bruce Campus coursework students being able to complete the survey. The 2007 University of Canberra Course Experience Questionnaire survey, run at the end of 2007, showed a higher level of satisfaction than for the 2007 Australian Graduate Survey and Course Experience Questionnaire survey. The 2008 survey is open for responses until the start of Semester 1 2009.

The University also has an internal survey of unit satisfaction run each semester. The Unit Satisfaction Survey (USS), surveyed all Bruce coursework units. For 2008, USS data showed the University maintained high results, with a mean of 5.5 out of 7 for overall satisfaction in Semester 1 2008 consistent with the Semester 1 2007 mean of 5.5. The Semester 2 2008 mean of 5.3 was the same as Semester 2 2007 mean of 5.3.

INTERNATIONAL EDUCATION

Since 1 July 2008 the newly established International Education Committee has:

- Created the International Plan as a chapter of the Academic Plan.
- Revised the trans-national policy and procedures document, and revamped the Quality Assurance Reports.
- Commenced a scoping exercise to establish the level of internationalisation of the curriculum across the University.
- Developed an online module and portal to assist TNE students in academic skills, ready for Semester 1 2009.
- Begun work on an online portal that will contain information relevant to preparing academics for transnational teaching, ready for Semester 1 2009.

PROFESSIONAL DEVELOPMENT

THE TEACHING AND LEARNING CENTRE

This Centre was established following a review that restructured the academic development and technological services with three focal areas: the Faculty Partnership Program; Professional Development; and Learning Management / Environments. Each was underpinned by distributed leadership. It also established the Learning Management System Advisory Group and the Learning Environments Advisory Group, and commenced a Review of the Online and Blended Learning Environment.

STUDENT EQUITY

The Harmony Program and Outreach Program were reinvigorated (with special emphasis on low Socio-Economic Status (SES), rural, remote, and Indigenous students). This involved numerous visits to low SES schools and schools with large Indigenous populations.

Strong support was offered for The Smith Family's (TSF) Learning for Life Program, which includes the Student For a Day experience, and the establishment of a joint committee with TSF to manage the relationship.

Relationship-building continued with numerous community groups and organisations, including a series of outreach visits to schools and communities. A pilot program examining the potential extension of UC Accelerate to Indigenous students in a school setting was undertaken and selected regional schools were invited to visit to the University.

A Personal Tutor Scheme to support international undergraduate students was instituted. The pilot domestic student Personal Tutor Scheme was continued and the Rural Buddies Program, to assist rural and remote students' transition to university, was commenced.

An enhanced Refugee Support Program was developed jointly with UCC, and the University initiated a support program of mentoring and tutoring for Sudanese refugee students.

Harmony Day was celebrated. A student forum on Social Inclusion was held on campus and students were encouraged to become involved in numerous events to promote harmony such as Sorry Day, White Ribbon Day and World Peace Day.

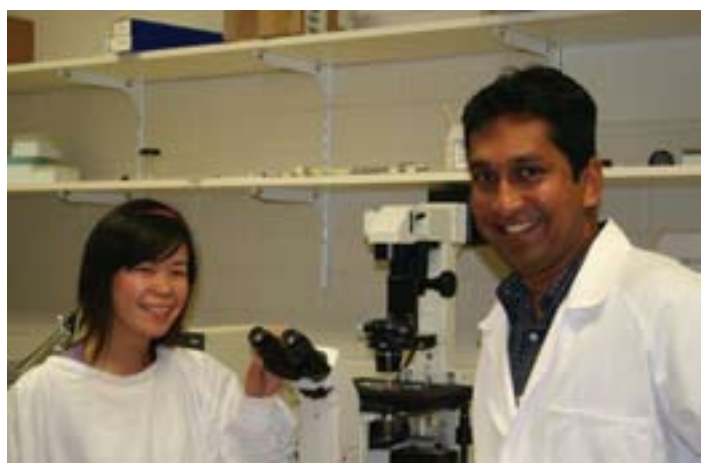
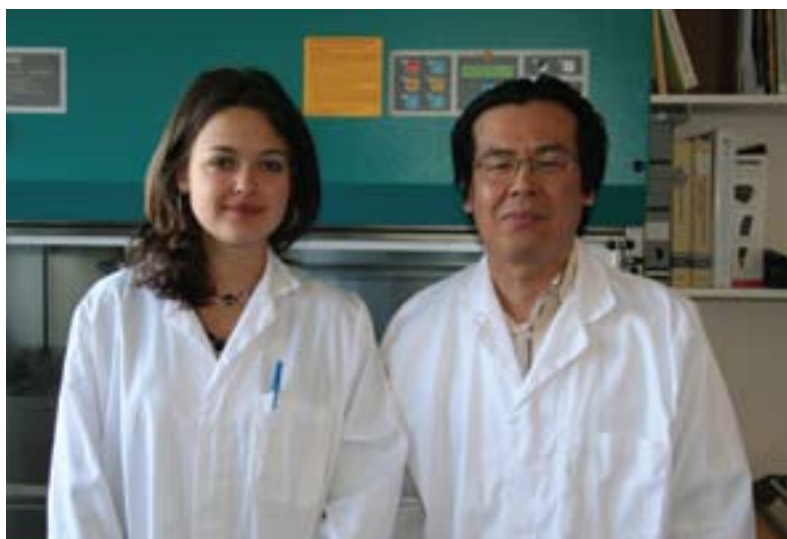
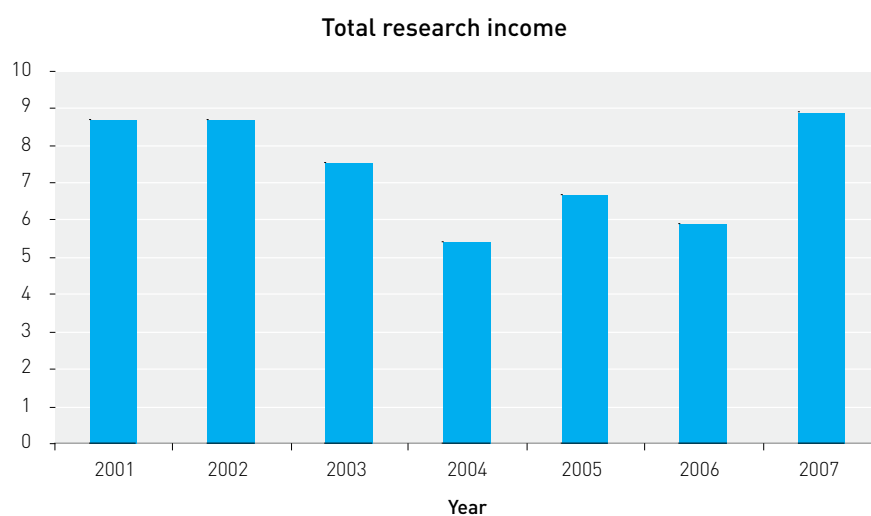
A joint group of the University's Muslim and Catholic students took part in World Youth Day. The International Day of Languages took place on campus.



RESEARCH

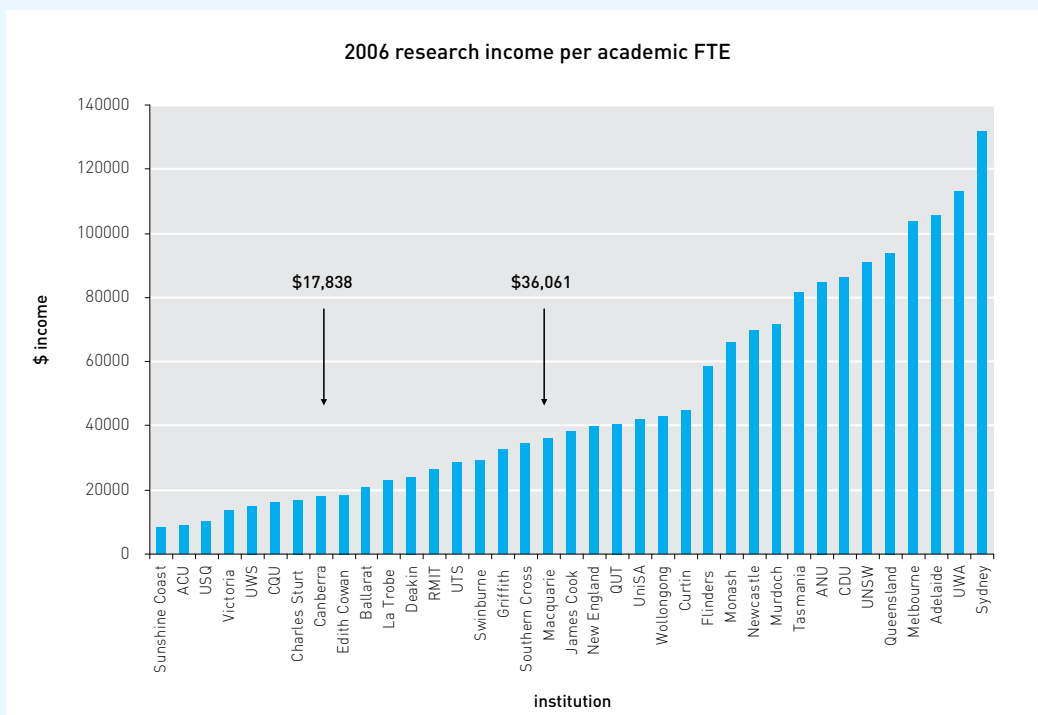
RESEARCH INCOME

Total research income for the previous year is calculated as at June 30 of the following year. The last report tabled was for 2007 (as identified at 30 June 2008), when income increased over that reported in the previous year, as shown below.



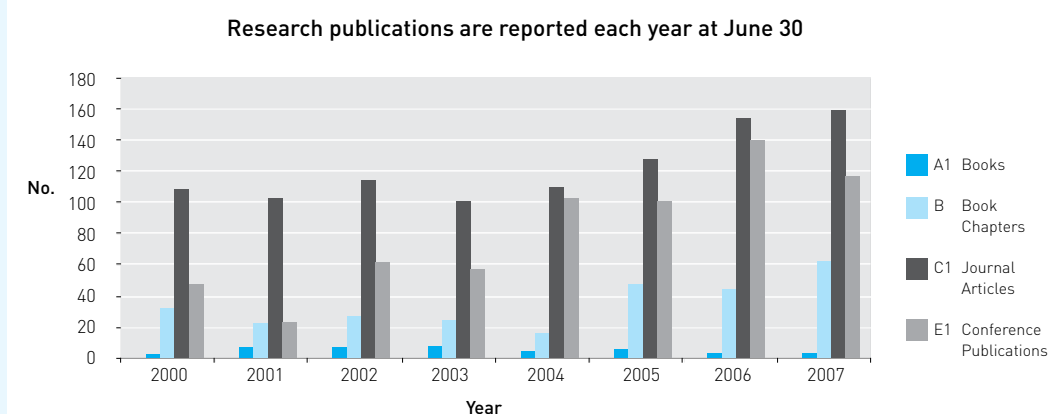
RANKING OF PER CAPITA RESEARCH INCOME

UC's per capita research income ranking in the sector, based on total research income per academic staff member in 2006, (comparative data for 2007 not yet being available) is shown below. The blue figures indicate (1) our relative standing during this year based on the ranking and the research income derived per academic staff member, and (2) the income per academic staff member needed to achieve our research goals under Strategy 4 of the 2008-12 University of Canberra Strategic Plan.



RESEARCH PUBLICATIONS

Research publications are reported each year at June 30 under a number of different categories. The total number of publications to which the University has contributed has increased, while the weighted number (i.e. its share of the contribution) has been roughly the same.



CROSS-DISCIPLINARY AND CROSS-FACULTY INSTITUTIONS

DONALD HORNE INSTITUTE FOR CULTURAL HERITAGE

The Donald Horne Institute was established with \$275,000 in ACT Government funding. The Institute will conduct research and teaching in cultural heritage to ensure the objects, symbols and places that make us who we are can be conserved for future generations. The Institute's courses have been set up in response to demand from the cultural heritage sector. The teaching program is a collaboration between the University of Canberra and Australian cultural heritage institutions such as the Australian War Memorial, National Library of Australia, National Museum of Australia and the National Gallery of Australia.

NATIONAL SECURITY INSTITUTE

The University established a National Security Institute under the directorship of the former Chief of Army, Lieutenant General Peter Leahy.

The National Security Institute draws on national security capabilities within the University's existing faculties and centres, such as in social and economic modelling, environmental protection, water security, customs and border protection, biometric technology, computer security and forensic science. It offers short courses, units within degree programs, consultancy services and research programs.

The National Security Institute focuses on the way the elements of power of the nation can contribute in a comprehensive and coordinated manner as part of a whole of government approach to national security.

CAPITAL AND FACILITIES

The following government grants were received in 2008:

- \$11 million for a new Microsimulation Centre to house the National Centre for Social and Economic Modelling from the Higher Education Endowment Fund.
- \$5.4 million to support teaching from the Teaching and Learning Capital Facilities Fund.
- \$4.7 million from the Better Universities Renewal Fund.

MARKETING AND INTERNATIONAL

IMPROVING DOMESTIC STUDENT RECRUITMENT

Student commencing numbers for Semester 2 2008 were 5% higher than the student commencing numbers in Semester 2 2007.

The University attracted over 150 Principal's Recommendation applications from 23 ACT and Queanbeyan schools and colleges for Semester 1 2009.

The 2008 Open Day attracted over 4000 visitors.

Offers and acceptance figures, as at 31 December, for Semester 1 2009 show a substantial increase over Semester 1 2008.

IMPROVING INTERNATIONAL STUDENT RECRUITMENT

Compared with Census Date in August 2007, international onshore commencing load was up 23.3% in August 2008.

The University's top 10 source countries for international students were China, India, Hong Kong, Indonesia, Pakistan, Vietnam, Thailand, USA, Bangladesh and Sri Lanka.

Other countries showing strong growth promise included Indonesia, Korea and Saudi Arabia.

A REDESIGNED UNIVERSITY WEBSITE

A new student-benefit focused homepage was created and informative new faculty sites are in development.

Tactical campaign sites were introduced – including Open Day 2008, the 40th Anniversary, and a “Don’t Panic” site for lower-than-expected UAI recipients.

ACHIEVEMENTS IN DESIGN, PUBLICATIONS AND ADVERTISING

The University’s C Star logo was revitalised to enhance its contemporary image and appeal.

Illustrations of the C Star, which lends itself to visual allegory, were designed to overlay the University’s symbol with imagery of innovation, advanced science, professionalism, creativity, state of the art thinking, environmental concern, and contemporary style.

A tightly focused advertising approach successfully used targeted advertisements on radio, the Internet, TV and cinema supported by shopping mall and street posters to target school leavers, and years 11 and 10.

Integrated direct-mail campaigns employed unique C Star postcards to engage and enthuse prospective undergraduate and postgraduate students.

The University made cost-effective use of a media buying agency.

A new marketing style-guide and generic print templates were introduced.

A University mini-guide and international course guides were compiled and published, as part of 496 individual faculty and University promotional pieces.

There were major design and production projects which added visibility and promotional support for the 40th Anniversary.

The 2007 Annual Report was redesigned and published.

ALUMNI

The 40th Anniversary celebrations, with its many events, including reunion dinners and lunches, provided an ideal platform to launch the new alumni program. The existing data were cleansed and the database updated. A Customer Relationship Management project was developed to start in 2009 and a new book, *A Short History of the University of Canberra*, was published and launched.

MEDIA COVERAGE

Our profile was enhanced in 2008 by accurate, even-handed reporting of the University’s achievements and initiatives.

Many proactive commentators from various faculties were quoted, and often heard, providing professional insight into subjects ranging from Imaginative Education to the Ross River virus.

General items reported covered the full spectrum of the University’s activities from the acquisition of the National Security Institute and the opening of the Faculty of Health Clinic to the return of the notorious Stone Fairy.

The launch of the 40th Anniversary, by way of a Canberra Times newspaper supplement, was spectacular and informative.

EXTERNAL RELATIONS

ENGAGEMENT WITH GOVERNMENT

The University engaged more closely with the ACT government in a number of areas of collaboration. These included:

Urban Planning and Cultural Heritage:

The ACT government provided a package of more than \$2 million to fund a number of initiatives. These included the establishment of The Donald Horne Institute for research and teaching in cultural heritage, and new programs in water management and urban planning.

Public Administration:

A new Australian and New Zealand School of Government Chair was established at the University. It will receive \$800,000 over four years, boosting UC's existing research and teaching strengths in public administration.

A Memorandum Of Understanding was signed with the ACT Government regarding the future development of specific 'action plans,' the formation of a Working Group and the arrangement of Agency 'summits' and roundtable discussions.

Participation in Economic Development strategies:

The University is a member of the ACT Exporters Network and makes a substantial contribution to Canberra's Education exports. It also contributes strongly to the quality of business education in both government and private sectors.

PARTICIPATION IN AUSTRALIAN CAPITAL REGION PLANNING

The University of Canberra is an integral part of:

- Consideration of options for regional delivery.
- Partnerships with schools, community organisations.
- Articulation arrangements with Illawarra TAFE.
- Research and development through various University Centres.
- Educational development through new Pathways through UC College.

- New interaction with communities, local government, schools and business in Goulburn, Cooma and Jindabyne.
- The Capital Region Development Board through the appointment of a University staff member to the board.

THE CANBERRA BUSINESS COUNCIL

The University gained a representative on the Board of the Canberra Business Council and the Chair of the economic growth task force.

THE ACT COMMUNITY

The University of Canberra was active within the ACT community through the Belconnen Region Arts Festival, the Centenary of Canberra 2013 (working with the Chief Minister's Department) and the Canberra Biennial, possibly to be renamed the Canberra Festival of Design.

EXPORT AWARDS

The Centre for Customs and Excise Studies won the 2008 Australian Export Award Education and Training Category. This award followed local success winning the ACT Chief Minister's Export Award in the Education and Training category.

Professional Management Programs received a Highly Commended Award in the Chief Minister's Export Awards.



KNOWLEDGE TRANSFER

UNIVERSITY OF CANBERRA KNOWLEDGE

Developed out of the existing area of Innovation and Engagement, UC Knowledge has multiple engagement and commercial responsibilities. These include:

- Managing the business development and regional affairs (engagement) function of the University.
- Organising and delivering training and professional development courses, and management consultancy projects.
- Developing and conducting training programs and coordinating award courses for international public and private organisations and groups.
- Building and strengthening international relationships and networks.
- Securing and project-managing award courses customised to the needs and requirements of government departments and agencies, businesses, and non-government organisations.
- Managing the University's IP policy, IP licensing and commercialisation.
- Project managing expert/professional advisory services undertaken by staff under the University Outside Work Policy.
- Managing contractor panel arrangements with the Commonwealth and ACT Governments.
- Providing strategy and policy advice to the Vice-Chancellor on commercialisation and knowledge transfer activities.
- Providing strategic oversight of University owned commercial ventures.

CIT

The University concluded the *Beyond Articulation* project which built on long-term collaboration between Canberra Institute of Technology and the University. Funded through a Collaboration and Structural Reform (CASR) grant since 2005, the project fostered improved teaching and learning arrangements, enhanced outcomes for students and the implementation of sustainable systems in both institutions. A revised Memorandum of Understanding has been signed to support ongoing collaboration.

ANU

The University of Canberra and the Australian National University commenced discussions about collaborating in areas where there is mutual benefit for the two universities.

The first initiative is the Capital-WATER project. An equal partnership between the two universities, WATER is an acronym for *Water in Australasia: Training Education and Research*. Its vision is to:

- Provide professional training in all areas of water-related expertise in the two institutions.
- Expand and improve upon water-related degree offerings across multiple disciplines.
- Deliver world-class water research that makes a difference in this community and beyond.



GOVERNANCE AND MANAGEMENT

GOVERNANCE

Six new external members were appointed to the University Council. They are:

- Mr Tom Calma
- Ms Rosemary Follett
- Ms Margaret Gillespie
- Dr Sarah Ryan
- Ms Sarah Schoonwater
- Ms Maria Storti

A review of Academic Board was completed and new Faculty Boards appointed.

MANAGEMENT

Four new Deans of Faculty were appointed from outside the University. They are:

- Professor Diane Gibson, Faculty of Health
- Professor Atique Islam, Faculty of Business and Government
- Professor Cathryn McConaghy, Faculty of Education
- Professor Monique Skidmore, Faculty of Communication and International Studies

In addition, Professor Murray Raff and Professor Dharmendra Sharma, who were Heads of School under the previous academic structure, were appointed as Deans, and Professor Bill Maher was appointed as Dean of the new Faculty of Applied Science.

Other new senior appointments included:

- Professor Annabelle Pegrum (former Head of the National Capital Authority), Head of Architecture
- Lieutenant General Peter Leahy (ex Australian Army), Director of the National Security Institute
- Ms Susan Thomas, Director of Human Resources

INTERNAL REFORMS

As part of an evaluation of cost and profit centres, Process and Procurement reforms were instituted. A new Procurement Office took over from the former Facilities and Services operation and a number of business processes were reviewed and approved by the University Council for possible outsourcing.



THE UNIVERSITY OF CANBERRA MUSIC SOCIETY

Music Performance initiatives included:

- The formation of four choirs.
- A composers' competition.
- A choirs' competition.
- Participation in the 40th Anniversary Celebrations.

MUSIC TUITION

Pilot schemes of instrument tuition for adults and children ran in 2008. These consisted of individual piano and individual voice lessons. Lessons in classical guitar took place on campus while cello playing is off campus.

A weekly class of 25 primary school age children was held in the Creative Music Theatre.

UC SCHOOL OF ROCK

School of Rock activities have given a burst of energy and excitement to campus life. Initiatives such as the Battle of the Bands, Guitars on the Grass and regular Live Music Barbeque parties help build a creative, fun environment that encourages a sense of community.



AUSTRALIAN UNIVERSITIES QUALITY AGENCY (AUQA) 2008 AUDIT

The 2008 AUQA audit panel visit took place on 27, 28 and 29 October.

In its final report the panel commended the University on:

- “Enthusiastically embracing needed change, and the University leadership for creating a positive institutional climate through excellent communication.”
- Its ten year vision recommitting the University to serving its community.
- The steps taken to renew its academic profile and strengthen the development and provision of its courses and its establishment of the new role of the associate deans of education.
- Its foresight in recognising the advantages, at this current stage of reform, of a two stage AUQA audit.

AUQA affirmed the University’s commitment to:

- Enhancing its institutional performance reporting to Council and senior management to support informed decision making.
- Completing the development of its proposed Capability Plan.
- Implementing a systematic performance development and management system across academic and professional staff to align performance with the Strategic Plan and KPIs.

- Continue to implement recommendations of the Phillips KPA report relating to business planning, asset strategic planning and cash flow modelling.
- Ensuring renewed staff commitment to and engagement in the University’s International Plan and goals.
- Implement a consistent approach to internationalisation of the curriculum and programs, incorporating student mobility and exchange opportunities.
- Intention to enhance systematic monitoring of academic performance of international and transnational students at the university level.

AUQA recommended the University of Canberra:

- Address the intent of the 2003 AUQA Audit Report recommendations.
- Strengthen the oversight mechanisms for quality management at this critical time of systems, governance and strategy change.
- Clarify academic governance operating procedures to ensure strong and consistent implementation.
- Develop a contingency plan to address the impact on strategic planning targets in the event of any shortfall in income from planned campus development.
- Ensure that business continuity plans are developed for the University’s critical activities.
- Develop an English language proficiency policy that takes into account access and admissions, and post admission support strategies for staff and students.
- Develop a holistic evaluation framework and cycle within the total student experience which is regularly evaluated, analysed, compared and improved upon.
- Clarify its transnational education strategy and objectives.
- Develop a standard and required induction program for staff teaching offshore.



FACULTIES AND CENTRES

FACULTY OF HEALTH

In 2008 the Faculty of Health substantially expanded its engagement with both local and national communities in ways targeted to strengthen its reputation for training high-quality health professionals and undertaking applied research.

In January, the CEO of ACT Health, Mark Cormack, opened the Faculty of Health Clinic - Allied Health Services at the University. The Clinic has actively contributed to the clinical education of our students and in its first 12 months has provided 3,430 Allied Health consultations (psychology, exercise physiology, massage, nutrition and physiotherapy) for the people of Canberra.

September 2008 saw the opening of a youth mental-health service for 12-25 year olds as part of the federally funded 'headspace' initiative. Psychology staff, led by Professor Debra Rickwood, were awarded a competitive grant of \$945,000, (in collaboration with Mental Health ACT, ACT Division of General Practice, the Youth Coalition of the ACT, ADFACT and the Ted Noffs Foundation), to set up this much needed service in the ACT. Importantly, the service provides youth-friendly evidence-based interventions, and is being strongly linked to the clinical psychology program at the University of Canberra.

Faculty staff also undertook a range of community service and engagement activities. These include visits to local schools and colleges, and the successful 'Health Day Out' venture which brought a number of year 10 and 11 students on campus to learn about careers in health care.

Existing collaborations were strengthened by new ventures, such as the five 'Graduate Certificate in Higher Education' scholarships awarded by ACT Health and the University of Canberra to local clinical staff. This training will complement our colleagues' clinical expertise, enabling them in turn to better teach our allied health students during placements.

The Healthpact Centre, another joint initiative of ACT Health and the University, was reviewed in mid-2008 (at the completion of its triennial funding). Subsequently, staff of the two organisations worked together to develop a Strategic and Business Plan for the next funding cycle, incorporating the Review panel recommendations.

The Australian Institute of Sport (AIS) remains an important partner, and 2008 was a year of considerable planning and development for sports studies at the University of Canberra.





In February, a Memorandum of Agreement supporting our collaborative activities was signed with the Australian Sports Commission. This collaboration has a strong focus on capacity building in both research and education, involving jointly-funded and supervised postgraduate research scholarships and access to training placements for sports studies students.

Sports studies extended its international connections, hosting 12 month visits from Dr Tony Tang (Sports Media) and Mr Han Jia (Exercise Science) of the Shanghai University of Sport. Professor Chris Melby (Nutrition) from Colorado State University also visited the Faculty for six months.

Other highlights for the year included our Master of Physiotherapy program achieving full accreditation. This rigorous three stage four year accreditation process was completed in 2008, with the program securing full accreditation at its first attempt.

Professor Diane Gibson joined the Faculty in September as its new Dean, further strengthening the developing research profile of the Faculty.

FACULTY OF LAW

In 2008 the Law School was elevated to an independent Faculty of Law. This recognised a new trajectory in student enrolments and research achievements and marks the attainment of maturity since its foundation in 1991. It is a source of great pride for all involved in its development.

Under the new faculty structure former Head of School, Professor Murray Raff continued as Dean of the Faculty, Dr Maree Sainsbury was appointed Associate Dean (Education) and Dr Don Fleming was appointed Associate Dean (Research). Dr Geoff Nicoll remained Acting Director of the National Centre for Corporate Law & Policy Research. Ms Valerie-Ann Verdin was appointed Faculty Manager.

A Faculty Board was formed. Its eminent external members include the Chief Justice of the ACT and the Presidents of the ACT Bar Association and the Law Society of the ACT. Students at all levels are also represented on the Faculty Board.

UPGRADED eCOURT

The Faculty gained a grant of \$190,000 to upgrade its electronically equipped moot court, the eCourt, and established an eCourt Management Committee to manage the project and administrate the facility on an on-going basis. Ms Anne Wallace, an expert in the field of judicial administration and the technologies that assist it, was appointed Chair of the Committee.



LEARNING AND TEACHING

The Faculty's achievements included:

- The foundation of a Law Learning Resource Centre, a drop-in facility where students find assistance in study methods and approaches to research and assessment.
- The initiation of a pilot Peer Assisted Learning Scheme [PALS], which applies a study group approach to students assisting each other to gain study skills.

Crowning the Faculty's achievements in Learning and Teaching was the recognition of the teaching innovations of Associate Professor Patricia Easta, who was awarded an Australian Learning and Teaching Council 2008 Award for Teaching Excellence.

NEW DEGREES AND COURSES

The Faculty's strength in corporate and commercial law was bolstered through successful implementation of new units in Building and Construction Law, Employment Law and Environmental & Planning Law.

The Faculty's strength in judicial administration and law and society studies received new recognition through the implementation of an innovative new undergraduate Justice Studies program – the Bachelor of Social Science in Justice Studies.

Among the first students were two staff of the registry of the Family Court of Australia, which has been a very enthusiastic supporter of the new program. Approval was gained to introduce an on-line eLearning stream of the course in 2009.

STAFF ACHIEVEMENTS

The academic staff of the Faculty published 16 books, book chapters and journal articles in Commonwealth rewarded categories, as well as many notes, reviews and media appearances. Associate Professor David Tait gained a further ARC research grant of \$270,000 to support his project *Fortress or Sanctuary – Security Issues in the Courts of Law*.



FACULTY OF INFORMATION SCIENCES AND ENGINEERING

The Faculty of Information Sciences and Engineering continued to re-focus its courses in consultation with industry. Undergraduate courses were reviewed and updated with specialisations. Work-integrated components were developed for all coursework undergraduate and postgraduate courses. These were based on the successful experience of a few years from the Bachelor of Business Informatics. This has strengthened industry partnerships and industry engagement with the courses.

The Faculty successfully launched its fully industry-sponsored Bachelor of Information Technology in Mainframe Computing, based on traineeship and an innovative new delivery model combining face-to-face, intensive and online. Admission to this course is competitive, and selection is based on jobs available and sponsorship.

The size of enrolments depends on employment opportunities, but a minimum cohort size of 20 students per year is expected. A similar course has been developed at postgraduate level for those who wish to specialise in mainframe computing. A minimum of 15 students per year are expected to enrol in this course.

To satisfy its growth agenda, the Faculty had responded to ACT Region industry requests to develop engineering courses catering for local needs. The particular areas of Civil Engineering and Mechanical Engineering were identified as areas of high current and emerging needs. The Faculty also identified Network and Software Engineering as areas of promising market potential internationally and locally, and therefore worth pursuing. These courses are now in development and should be on offer from 2010.

The Faculty continued its success in student competitions. It took out second, third and fourth places in the Microsoft Imagine Cup, after winning the national championship in 2006 and 2007 and representing Australia in the world final.

Faculty research output continues to strengthen. There were 28 higher degrees by research students and a total of over 60 research publications were produced. The research grant income for the Faculty has improved from \$133k in 2007 to over \$200k in 2008.



FACULTY OF ARTS AND DESIGN

In 2008 a unanimous decision was taken by staff of the Faculty of Communication and International Studies and the Faculty of Design and Creative Practice to merge and become the Faculty of Arts and Design, effective 1 January 2009.

A whole-of-faculty retreat was held and a new curriculum planned; a key aspect of which is the common Foundation Year for all commencing undergraduate students. An integrated marketing campaign advised local and regional students of the new and revitalized offerings.

A new faculty management structure was created, incorporating new Associate Deans and Discipline Heads. The Faculty began life with the commencement of construction of a new National Media Centre. The Centre will feature multi-media laboratories, enhanced TV and Radio studios, an audio-visual equipment lending library, and house a Student-led Communications Agency. To continue this theme, the December 2008 Graduation Address was given by distinguished ABC news and current affairs personality, Kerry O'Brien.

The scholarly and creative output of the faculty has been rich and varied in 2008 and firmly ensconced the faculty on the national radar.

Faculty staff generated significant grant revenue including an ARC Discovery Grant (Kerry McCallum) and an NHMRC Major Grant (Warwick Blood).

Staff received national awards such as the Australian Institute of Landscape Architecture's 2008 National Landscape Architecture Award won by Diane Firth for her research monograph *Living with Bushland: Bushwise in Queanbeyan – A Book for Residents of Queanbeyan*, and the National Archives Ian Maclean Award won by Mitchell Whitelaw.

The 2008 Creative Vibe Design competition was won by Chris Hardy.

Felicity Packard won both the 2008 Australian Writer's Guild Award for Best Television Mini-Series Adaptation (*Underbelly*), and the overall Australian Writer's Guild Award, the "Major Award and Peer Recognition Prize." An episode of the TV series,

(*Wise Monkeys*) written by Felicity Packard won the 2008 Queensland Premier's Literary Award for Television Scriptwriting.

Students and alumni gained national prominence this year, with former creative writing student Steven Conte winning the Prime Minister's \$100,000 Literary Award for Fiction for his novel *The ZooKeeper's War*.

PhD student Merrill Findlay won the inaugural Paul Wenz Cultural Exchange to France and Jehane Deborah Sharah won the Uni-Capitol Washington Internship Program and was present to witness the inauguration of President Barack Obama.

Environmental Design Students held a Sustainability Summit in 2008, which was attended by the ACT Commissioner for Environment, Dr Maxine Cooper and the Pro Vice-Chancellor Professor Carole Kayrooz.

Advertising and Marketing students once again provided fresh and innovative advertising materials for the ACT Department of Health.

Exhibitions were held in the Building 7 Gallery throughout the year. Over 1000 people attended the opening night of The Alumni Exhibition, organised as part of the students' special studies project. Other exhibitions held included: *Olympic Cities*; *The Best of 07*; *The Japanese Exhibition*; *School Design Exhibition*; and *Get Real*, an exhibition of Graphic Design and Creative writing work. Staff exhibitions were held by Tim Thomas and Bob Miller.

FACULTY OF APPLIED SCIENCE

2008 was a year of successful initiatives and rewarding cooperation with strategic partners, both on and off campus, for the Faculty of Applied Science.

CLASS ROOMS WITHOUT WALLS

Discussions in 2008 with ACT secondary and college teachers suggested that most high schools and colleges had students who were interested in their environment and would have liked to study environmental science. However the numbers were too small to run viable units in individual institutions. A proposal for a 'classroom without walls' was developed to enable students from different colleges to enrol in environmental science units as part of their year 11 and year 12 education. This will build the program onto existing inquiry and field based modes of learning through the Jervis Bay facility, together with online/distance learning technologies and student driven projects.

Teachers from participating colleges worked with University of Canberra staff and students towards delivery of this course.

COLLABORATIVE TEACHING INITIATIVE UC-ANU

In 2008 the University of Canberra developed a synergistic collaboration with the Australian National University in the Sciences. Discussions were held with the Curriculum Group at the ANU's Research School of Earth Sciences and four new unit proposals and outlines were developed for introduction in 2009 and 2010. Over the first part of 2009 the online component of a new Applied Geochemistry unit will be constructed.



BIO MOLECULAR SCIENCE (BMS) – SIEMENS

An international delegation from Siemens visited the University in November 2008 to introduce on-line teaching resources for the Faculty. The delegation also discussed how it could assist BMS in offering their Medical Diagnosis course with a view to offering it world-wide.

THE MEDICAL ADVANCES WITHOUT ANIMALS TRUST (MAWA)

The objective of MAWA is to advance medical science to improve human health and therapeutic interventions without using animals or animal products. The Trust is unique in deliberately fostering dialogue with medical and scientific research communities to discover common ground to achieve its goals. MAWA, through the Centre for Biomedical, Molecular and Chemical Science (CBMCS) has committed \$450,000 to the Faculty for 2009.

COLLABORATION WITH UC, ACT PATHOLOGY AND SIEMENS

Staff worked with ACT Pathology to map out our first University of Canberra /ACT Pathology/ Siemens unit called 'Intro to Medical Laboratory Science.' The process involved providing Siemens with feedback on their website and on-line educational content. The new collaboration starts Semester 1 2009 with the introduction of the 'Professional Practice' unit set for Semester 2 2009.

RESEARCH

The Faculty established the Centre for Biomolecular and Chemical Sciences with Professor Suresh Mahalingam as inaugural Director and applied to the University to be considered as a University Research Centre. The Faculty successfully obtained research funding including:

- Steve Su, NHMRC Peter Doherty Fellowship, \$288,000.
- Virus Research Facility: \$150,000, and a High Resolution Mass Spectrometer: \$750,000, ARC LIEF Grants.

TEACHING

The Science Resource Centre was refurbished using \$600,000 from the Better Universities Renewal Fund.



FACULTY OF BUSINESS AND GOVERNMENT

TEACHING AND LEARNING

The Bachelor of Building and Construction Management was introduced as a discipline in 2008 and its first intake was oversubscribed. Associate Professor Shane West was appointed inaugural Head of the Discipline.

The Tourism Discipline commenced a new Double Masters program, the Master of Tourism Management and Master of Business Administration.

The Faculty graduated 21 Beijing police officers from its specially designed Master of Management course delivered in Canberra.

FACULTY DEVELOPMENT

In response to a significant increase in demand for places in its various programs the Faculty made eight new staff appointments.

Professor Atique Islam (M.Com from UNSW; PhD University of Sydney) joined the Faculty as Dean from the University of South Australia. He has an impressive track record of teaching, research, higher degree supervision and academic administration, is a member of the CPA association and maintains close ties with the profession.

Associate Professor Robert Inbakaran was appointed Head of the Discipline of Tourism and Director of the Centre for Tourism Research.

The University signed an agreement with the ACT Government which will fund a chair in Regional and Urban Planning for five years.

Head of Economics, Professor Phil Lewis was part of a team which won an ARC grant of \$250,000.

The Faculty developed a partnership with the Royal Institute of Management in Bhutan.

The Discipline of Tourism was commissioned by Events NSW to develop a cost benefit framework for evaluating the use of public money for tourism events. Tourism also held a successful Tourism Award Ceremony attended by several State and Federal parliamentarians.

STAFF ACHIEVEMENTS

Greg Boland won the Australian Learning and Teaching Council award for enhancing student learning.

The University of Canberra's Head of Economics, Professor Phil Lewis, received the Honorary Fellow Award from the Economic Society of Australia for his exceptional contribution to the economics profession in Australia.

Professor Mark Turner was appointed Academic Director of ANZSOG's Indonesia Fellowship Program.

Professor John Halligan won the Vice-Chancellor's Award for Research.

Michael De Percy received a Vice-Chancellor's Award for Staff Excellence, Harmony Day Award and a University of Canberra citation for outstanding contribution to Student Learning.

Gary Crone won the University of Canberra (University Jobs) Lecturer of the Year Award.

Dr Loong Wong was invited to Harvard University to discuss *Globalisation of Chinese Enterprises*.

Professor Milind Sathye, Accounting Banking and Finance, made many high profile contributions to the University's professional image, as he discussed the current worldwide economic slowdown in a variety of mediums.



FACULTY OF EDUCATION

2008 was a year of significant change in the Faculty of Education.

Changes included new governance structures, a review of courses and a renewed emphasis on developing research capacity and community engagement.

The Faculty acquired a new Dean, Professor Cathryn McConaghy and three new Associate Deans who led new portfolios in Education, Research, and Engagement and Marketing.

EDUCATION

Associate Professor Francesco Sofo led the Faculty in continuing to strengthen the relevance of its courses to the professions. This was achieved through rigorous processes of professional accreditation, the strengthening of articulation pathways and high quality work-integrated learning opportunities, to ensure graduate employment readiness. Our on-site early childhood centre, Wiradjuri, under the Directorship of Careen Leslie, plays an important role in early childhood teaching work experience.

Many staff upgraded their skills in web-based teaching. Dr Joe Murik and Dr Janet Smith led the Teacher Education Disciplines and Dr Ione Lewis was Head of the Community Studies Discipline.

RESEARCH

Under the leadership of Dr Rob Fitzgerald there was a renewed emphasis on the development of evidence-based research. This included the hosting of a mini conference in counselling and psychotherapy, Home Grown: Developing an Evidence Base for Counselling and Psychotherapy in the ACT; and an International Imaginative Education conference co-hosted by Dr Thomas Nielsen with colleagues at the University of British Columbia.

Programmatic research was further developed within several new intra-faculty centres, these included:

- The Centre for Research on Education, Poverty and Social Inclusion.
- The National Centre for Research on Professional Experience and Teaching.
- The National Capital Centre for Literacy Research.
- The Centre for Research in Transnational Empowerment, Leadership and Performance; and Imaginative Education.

There was a high rate of Higher Degrees by Research (HDR) completions, particularly in the Community Studies Discipline. A new Dean's Initiative Grant scheme was introduced to promote high quality publications, and a new Research Grants and Publications Officer, Dr Tiina Roppola was appointed.

GRANTS

Successful Category 1 grants included:

- \$947,869, (2008-2011) awarded to Associate Professor Christie Chang; and \$255,000 (2008-2010) awarded to Dr Robert Fitzgerald from the Australian Centre for International Agricultural Research.
- \$220,000 of BURF funding, to develop a 'flight lounge', a state of the art facility for HDR students and research adjuncts.



ENGAGEMENT AND MARKETING

The Faculty benefited from a series of productive initiatives under the direction of Eamonn Kelly.

A new website was launched.

A renewed commitment to a strengthened Parents as Tutors Program was secured from the ACT Department of Education. This program was led by new Associate Professor in Literacy Dr Kaye Lowe.

A major marketing strategy for domestic markets was developed by Associate Professor Barbara Pamphilon, and strategic links were forged with the Indigenous Volunteers Program.

Dr Kaye Price and Dr Simon Leonard continued to strengthen the University's Indigenous Education and Support programs within the Ngunnawal Centre.

Professor Louise Watson co-hosted a UC-DET Summit Assoc to identify and progress our collaborative priorities.

Dr Ting Wang and Associate Professor Anne Campbell continued their leadership of the Faculty's China postgraduate programs.

New agreements were negotiated that will more than double enrolments from China in 2009. Off-shore initiatives have been developed to compensate for a period of uncertain domestic enrolments.

Each of these initiatives has been supported in significant ways by our new Faculty Manager, Joanne James.



UNIVERSITY OF CANBERRA COLLEGE

The University of Canberra College (UCC) continued to provide Australian and international students with a range of professional study programs to prepare them for entry to the University. Successful completion of these programs gives advanced standing in formal studies at the University or acceptance into undergraduate courses.

The UC-CONNECT program helps recent Australian school leavers upgrade their study skills and prepare for tertiary study. UC-PREP is designed for non recent school leavers (21 years or above) or for those with at least 2 years full-time work experience to prepare for study at the University.

In 2008, UC-CONNECT and UC-PREP became enabling programs. Based on certain criteria, students may be given a fee waiver (Commonwealth Supported Place). This positive development supports access and equity. More than 100 eligible students took advantage of this new opportunity in 2008.

The UC-START program is ideal for Australian school leavers and recent school leavers, helping them gain entry to the University by studying two subjects from a degree instead of a full subject load. About 100 students entered the UC-START program with the objective of securing credits toward their degree.



The UPP course provides selected year 12 ACT College students (those not completing a tertiary package) with the opportunity to develop the skills needed for study at the University. UPP was a continuing success this year with one participating student achieving an equivalent UAI score of 86.

This year UCC increased its total international student numbers by 36%. This was based largely on the strength of various articulation programs. UCC welcomed its first cohort from the University of Hunan in China and the largest cohort of students to date from China's Renmin University.

The UCC Visiting Scholars Program proved successful. In 2008, a staff member from Hunan University and two from Renmin University spent time at UCC and the University. They developed their own skills and contributed advice to the articulation partnerships.

In May, UCC hosted a very successful Discovery Day with some 90 students attending the event. It was an opportunity for international students from ACT colleges to investigate tertiary studies at the University.

UCC continues to work closely with the domestic and international marketing and recruitment teams of the University of Canberra. Joint planning and marketing strategies have made important contributions to successfully promoting the University and the various pathways provided by the College.

NGUNNAWAL INDIGENOUS HIGHER EDUCATION CENTRE

Dr Kaye Price took up the position of Director early in January, and later in 2008 was awarded the national 'Education Warrior' lifetime award.

In February the new Academic Coordinator, Dr Simon Leonard was appointed. Dr Leonard worked closely with beginning Foundation Program students and provided advice and support for new and continuing undergraduates.

The Centre announced the 'Glen Eastwood Study Award' to be presented annually to the student who makes the most consistent effort. Glen, who was presented with his Bachelor of Arts in Administration, sadly passed away soon after graduation.

STUDENT ACCOMPLISHMENTS

More than 50 Indigenous students studied at the University in 2008, with more than half regularly accessing the Indigenous Tutorial Assistance Scheme.

At the end of Semester 1, David Bensley, who began as a Foundation Program student, graduated with a Bachelor of Arts; Jacqui-Lyn Arnold, who also tutored in *Indigenous Education: What Works*, was awarded a Graduate Certificate in Education; and Craig Ritchie was awarded a Graduate Certificate in Management.

At the December graduation Matthew Wilson was awarded a Bachelor of Applied Psychology, and Alyce Merritt a Bachelor of Human Nutrition.



Other Indigenous students graduated with Bachelor of Education, Bachelor of Commerce, and a Graduate Diploma in Professional Writing.

Krystal Hurst, studying a Bachelor in Environmental Science majoring in Cultural and Heritage studies, received an award for women involved in non-traditional areas of study.

Journalism student Amy McGuire was named NAIDOC Apprentice of the Year. David Harley, and four co-students, won University of Canberra's Stellar Awards for 'Best Film.'

Gareth Powell won the Farrar, Gesini and Dunn Beginner's Moot for 2008.

Tarran Backhus was voted in as the National Union of Students Indigenous Officer.

The Roni Ellis Indigenous Study Awards to the most promising Indigenous students studying the semester-long Foundation Program were awarded to the two youngest students at the centre Kiyah Missen from Boggabilla NSW studying for a Bachelor of Arts, and Shane Kim from Cairns, studying Architecture.

These awards were launched in 2001 in memory of Roni Ellis, an Indigenous DFAT employee who passed away in 2000. The Centre is proud to be associated with DFAT in honouring her memory.

A number of students raised funds to participate in the National Indigenous Tertiary Education Student Games held at Perth, where they were supported by the Vice-Chancellor and Director of the Centre. Cameron Jones brought home the All-Star Team Trophy, and the Centre was successful in its bid to host the Games at the University of Canberra in 2009.

Staff members were involved in University of Canberra's 40th Anniversary celebrations and coordinated the 2008 Ngunnawal Lecture, which was delivered by Mr Stephen Hagan from the University of Southern Queensland. The Centre also worked with the National Institute of Governance to mount two Indigenous Governance lectures.



NATIONAL CENTRE FOR SOCIAL AND ECONOMIC MODELLING (NATSEM)

NATSEM is a University Research Centre and a world leader in the development of Microsimulation Models and techniques and in the analysis of microdata. Such models are computer-based tools, capable of simulating the effects of policy and other changes on specific sectors of the community, down to the levels of individual families.

HEEF GRANT

In December 2008 NATSEM received the exciting news that it had won an \$11 million HEEF grant for the construction of the International Microsimulation Centre. This will allow NATSEM's researchers to work in modern premises on the University's main campus and enhance its international research collaboration. It will also feature accommodation for visiting researchers, and modern conference and workshop facilities for training, seminars and conferences (both actual and virtual).

AUSTRALIA 2020 SUMMIT

In April 2008, NATSEM Director, Professor Ann Harding, was one of 1,000 invited participants at the Australia 2020 Summit. She participated in the Strengthening, Communities, Supporting Families and Social Inclusion stream. The participants in the stream concluded that one of the key goals should be to develop a National Action Plan for Social Inclusion. NATSEM researchers continue to present and publish key findings on this subject, which are available to policy makers. Another exciting development this year was the release, on NATSEM's website, of interactive online maps providing access for other researchers and members

of the public to results from a number of NATSEM's research grants. For example researchers and the public can examine the risk of poverty and child social exclusion at a small area level.

INTERNATIONAL COLLABORATIONS

NATSEM continues to develop its extensive networking of international collaborations in 2008. The exchange of code and technical know-how continued with the team of Professor Peter Davis from the University of Auckland, thus reducing the time taking to build the PCASo model of primary care in New Zealand.

Four international Visiting Fellows participated in research, discussions and presenting seminars. Two were experts in small area estimates and spatial microsimulation from the University of Leeds; the third was an early career researcher in the field of microsimulation modelling from the University of Waikato; the fourth a senior analyst and microsimulation modelling expert with the OECD, who helped develop the European Union's major static microsimulation model, EUROMOD.

With the support from a FEAST grant, NATSEM again hosted Dr Sophie Pennec from INSEE (French National Institute for Statistics and Economic Studies). Professor Harding presented seminars and held discussions at the OECD and INSEE in Paris with funding from the FEAST grant.

OTHER RESEARCH HIGHLIGHTS

NATSEM research continued to attract extensive public and media attention.

The AMP.NATSEM Income and Wealth reports featured research on housing affordability; trends in income, unemployment, immigration and other socioeconomic factors for different geographic regions in Australia; and the cost of higher education and HECS.

Other commissioned research and consultancy projects included an investigation into the burden of disease association with respiratory syncytial virus (RSV), housing stress, improving the lifetime well-being of carers through relief of financial stress, distribution of household health expenditure, public funding of hospital medicines, paid parental leave and tax reform.

NATSEM's research continued to make a crucial contribution to the public policy debate. The research on housing affordability published in early 2008 was cited 294 times in the print media and 44 times on radio and television stations and 11 times in Federal Parliament.

A one-day workshop on small area estimation and spatial microsimulation titled 'Creating Socio-Economic Data for Small Areas: Methods and Outcomes', attracted 75 researchers and policy makers from around Australia. It was jointly funded by the Australian Research Council Research Network on Spatially Integrated Social Science, NATSEM and the Australian Research Council

NATSEM's flagship static microsimulation model of the income tax and cash transfer system (STINMOD) continued to play an important role in public policy with the latest version, STINMOD08 released to the government agencies at the end of 2008.

Findings from research using STINMOD and NATSEM's small area model looking at the effect of increases in the single age pension were presented to the United Nations University WIDER conference in Helsinki in September. Other research based on STINMOD was commissioned to contribute to the Henry Tax Review for the Commonwealth Government.

Intensive work on NATSEM's important new dynamic microsimulation model, APPSIM (the Australian Population and Policy Simulation Model), concentrated on incorporating labour force details, education processes, earnings estimates, health factors, social security and taxation issues, refining earlier estimates of fertility and providing output statistics. When completed, APPSIM will simulate the future impact of Australian policy responses to projected changes, such as population ageing. APPSIM is expected to become another key model used by the social and economic policy areas of major Commonwealth agencies.

Another important contribution to the development of national policy came through research for the National Health and Hospitals Reform Commission. NATSEM investigated trends and provided forecasts of the incidence and distribution of health costs. This was to address questions on whether the

distribution of existing health costs are equitable and are existing safety nets working effectively - or do changes to the operation and scope of safety nets to provide more effective protection need to be recommended.

TRAINING COURSE

In response to demand from several of NATSEM's long-term government clients it ran a popular two-day training course on 'Understanding income tax, social security and family payments programs'. The course was attended by participants from a number of social and economic policy agencies, including the Department of Families, Housing, Community Services and Indigenous Affairs, the Treasury and the Australian Fair Pay Commission Secretariat.

INSTITUTE FOR APPLIED ECOLOGY

The Institute for Applied Ecology is a University Research Centre. It includes academic staff, research fellows and postgraduate research students working on frontier environmental science and addressing contemporary problems in natural resource management. The Institute has strong links with industry and government through its joint ventures, eWater CRC, the CRC for Invasive Animals, and the ARC Environmental Futures Network and research projects.

In 2008 the IAE established an external Advisory Board to enhance, inform and support its activities. The Board is chaired by Dr Wendy Craik (former CEO of the Murray-Darling Basin Commission) and includes Professor Jane Hughes (Head of Griffith University School of Environment), Mr Hamish McNulty (Executive Director, ACT Department of Environment and Recreation, Territory and Municipal Services), Dr Peter O'Brien (Managing Director, Rural Industries Research and Development Corporation) and Dr Brian Walker (Honorary Research Fellow, CSIRO Sustainable Ecosystems).

In the second half of 2008 the IAE held its first annual general meeting and seminar with 58 participants including staff, students, and adjuncts, who discussed future work, reviewed current research and generated ideas for action.



RESEARCH PARTNERSHIPS AND COLLABORATIONS

New networks were created to extend reach and collaborations. A new agreement was forged with the ANU, forming Capital WATER (Professor Norris). The partnership taps into a vast pool of expertise in water resource management training and education in Australia and the Asia-Pacific region.

IAE is a member of the new Australian Government funded Adaptation Research Network for Water Resources and Freshwater Biodiversity, which has been awarded \$1.8M for a consortium with nodes in every Australian state and territory.

International collaborations with colleagues in England, Canada, the USA, China and New Zealand were established and maintained.

Collaborations with industry partners continued successfully. Oil Search Ltd funded a continuation of the study into the nesting biology of pig-nosed turtles in Papua New Guinea. A children's book on the subject was produced for local schools.

ACTEW Corporation provided \$2.5M over three years for a research project (Professor Norris, Associate Professor Lintermans) to study necessary habitats to protect the endangered Macquarie Perch in the soon to be enlarged Cotter Dam.

The IAE Wildlife Genetics laboratory (Associate Professor Sarre) has confirmed the presence of foxes in Tasmania, using genetic techniques developed for the purpose, enabling Tasmanian authorities to plan responses.

Infrastructure support for research was boosted by partnership in two successful bids for ARC Linkage Infrastructure, Equipment and Facilities funding. One grant will be used to establish a high throughput DNA sequencing facility in the ACT (Professor Georges), the other will provide instrumentation for world-class research into how climate change is altering the chemistry of the oceans (Professor Maher).

ACADEMIC HIGHLIGHTS

IAE staff, students and associates published 63 articles and three books, delivered 26 conference talks, and were invited or keynote speakers at 10 conferences and seminars. Professor Charles Krebs, Thinker in Residence, published a new textbook, *The Ecological World View*.

The IAE conducted weekly research seminars and journal club discussions with staff, students, visiting scholars and policy makers from Australia, the USA, and Canada.

COMMUNITY SERVICE AND OUTREACH

Professor Arthur Georges was appointed to the Board of Governors of WWF Australia.

INVASIVE ANIMALS CRC

The Invasive Animals CRC had a successful year hosted at the University of Canberra. Early in 2008 the CRC launched its first product, PigOut®, a bait for the control of feral pigs.

Feral pigs do over \$100million of direct agricultural damage to crops and livestock annually. Livestock producers are particularly concerned about feral pigs because of their potential role in harbouring or spreading exotic diseases, and thereby disrupting Australian trade.

The University of Canberra continues to develop its wildlife genetics laboratory with funding from the CRC. This resource is playing a significant role in the management of one of the world's most important conservation emergencies: the eradication of the European red fox from Tasmania. The University's laboratory provides DNA analysis of field collected scats to determine if they are from a fox. The findings guide fox control operations.

The CRC hosted the 14th Australasian Vertebrate Pests Conference in Darwin mid-year. The meeting was highly successful and raised the profile of the CRC's research in the wider industry.

Important research done through the University on the biodiversity impact of rabbits was completed. Very low densities of rabbits can inhibit revegetation efforts, endangering some programs aimed at reducing CO₂ in the atmosphere.

University of Canberra researcher Dr Brian Cooke was also involved in research showing that a benign calicivirus has been present in Australia, immunising some rabbits against rabbit haemorrhagic (RHD) disease. Dr Cooke and colleagues have also shown that RHD is becoming less effective in controlling rabbits since its release in 1995.

As a result of the waning control of rabbits, they are again growing in importance as a threat. The CRC has sought to raise the community knowledge of rabbit impacts in 2009, 150 years after their introduction. The CRC is seeking support to import and additional trial strains of RHD virus to further control rabbits



CENTRE FOR CUSTOMS AND EXCISE

The Centre for Customs and Excise Studies (CCES) made a significant contribution to the achievement of the University's objectives throughout 2008, particularly in relation to its international activities. Most significantly, CCES was named 2008 Australian Exporter of the Year for Training and Education, ACT Exporter of the Year for Training and Education, and overall ACT Exporter of the Year.

An important aspect of CCES overseas activities was the launch of its Middle East and North Africa (MENA) campus. Based in Kuwait, CCES-MENA commenced delivery of the Centre's 60 non-award courses in July 2008. These courses are delivered in Arabic throughout the Arabic-speaking world by 50 accredited customs training professionals drawn from Kuwait, Saudi Arabia, Jordan, UAE and Bahrain.

In addition to its activities in the Middle East, Africa, Asia and the Pacific, CCES secured the contract to develop and deliver a Certificate and Executive Diploma in Customs Management for over 20 member administrations of the Caribbean Customs Law Enforcement Council.

It also finalised the development of a Diploma in Customs Administration for South Asia, which will be offered in 2009 through the Centre for Customs and Excise Studies Maldives, an accredited training organisation operated by Maldives Customs in partnership with CCES. The Diploma program has been designed to articulate into the Master of Customs Administration, offered by the Professional Institute of Management (PIM) at the University of Sri Jayewardenepura in Colombo, Sri Lanka, with joint course delivery by PIM and CCES.

As a founding member of the Trusted Trade Alliance, an international organisation providing supply chain security support services to multinational companies, CCES and its TTA partners again co-hosted the World Customs Organization's annual international Customs Forum at the WCO headquarters in Brussels.

In 2008 CCES continued its leadership of the International Network of Customs Universities, and publication of the World Customs Journal,

in association with the University of Muenster, Germany. It actively contributed as a member of the Canberra Business Council's International Business Task Force and the World Customs Organization's PICARD (Partnership in Customs Academic Research and Development) Advisory Group, and worked closely with the World Bank, Asia Development Bank, WTO, OECD and AusAID on a range of international initiatives.

UNIVERSITY OF CANBERRA UNION LTD

In 2008, UCU continued in its role as the key student service provider on campus.

All UCU contributions to University life, including the Coffee Shop, the Gallery Café, the Refectory, the UCU Bar, the UCU Shop and Post Office, the Copy Centre and the UCU Sport and Fitness Centre maintained their service levels despite the loss of funding brought about by the 2005 voluntary student unionism legislation.

With a dedicated co-ordinator, UCU continued to support over 40 affiliated University clubs and societies. These include sporting and recreational, plus an increasing number of faculty-oriented organisations. All contribute to a wider social life for students, and the faculty based clubs offer a broader scope for academic study.

The UCU Sports and Fitness Centre provides training facilities to the many sporting students. The centre remains the venue for the Residential Sports program, an integral part of on-campus social life. Additionally, the centre hosted various national and state events, such as the Kanga Cup and the 'Good Neighbour Competition' organised by ACT Volleyball, as well as organising participation of some 160 students in the Australian University Games and the Eastern University Games.





The University of Canberra celebrated its 40th birthday in 2008 and UCU was able to participate as well as support the celebrations. Many of these events highlighted the involvement that UCU has had with the development of University traditions.

StoneFest, the largest student orientated on-campus music festival in Australia, remains a major event in the entertainment calendar of UCU, the University and the ACT community. This year, StoneFest re-located to a new venue on campus that better accommodated its ever expanding audience and multi-stage presentation. It featured some of Australia's leading music acts. StoneFest continues to attract many alumni as well as showcasing the University to future students and engaging the community.

From its commercial operations and entertainment events, to its involvement with on-campus programs such as Open Day, the Orientation Weeks, and Harmony Week, UCU's focus is always on the provision of a broad range of services, events, and the activities that help keep campus life dynamic and memorable.

UNIVERSITY OF CANBERRA STUDENTS' ASSOCIATION

2008 proved to be a landmark year for the Students' Association. Not only has it continued to provide representation and advocacy for students at the University, it has also embarked on a number of new projects which will ensure its ongoing existence and its continued contribution to the University community into 2009.

The most notable of these new projects is the management of Arscott House, a 216-bed student residence, and the Association has invested significant capital into upgrading this facility to provide for students. Further, the Students' Association has worked with on-campus providers to offer the University's only catered residential facility, an option that is proving popular with students as well as parents. This has meant that Arscott House has become a successful example of collaboration between the different entities that make up the University community.

The management of Arscott House by the Students' Association marks a new phase in the collaboration between the University and the Students' Association to deliver high quality services to students. The endeavour has also provided a revenue stream that will ensure the ongoing viability of the Students' Association as a whole, despite the pressure now placed on it due to VSU.

The Students' Association has also embarked on a project reviewing all Unit Outlines from the various faculties of the University. From its beginning the review was always conceived as a collaborative effort between the Students' Association and the faculties.

Although only a handful of faculties have been reviewed, so far the response from faculties and the University as a whole has been positive. This project will be ongoing in 2009 and will feed into the University's planned review of assessment practices and policies.

Times have become uncertain for many student organisations, their changing roles and precarious financial situations in a post VSU world have seen some collapse and most contract. However 2008 has seen the UCSA reconfirm its role as a voice for students and a contributor to informed debate about the direction of the University.

It is with this dedication, commitment and vision in mind that UCSA will go into its 40th year in 2009 ready to take on new challenges. It will continue to provide sector leading services, advice and advocacy to students and the wider University of Canberra community.

A1. KEY PERFORMANCE INDICATORS

INTRODUCTION

This is the second year in which the University has published performance indicator data using traffic light colours to identify our progress towards stretch targets.

The University has agreed on four Key Performance Indicators and for each of these has set the following targets for 2008-12:

1. To increase our student load to 9000 EFTSL by 2013
2. To be in the top third of universities nationally on standard educational measures
3. To be in the top half of universities nationally in per capita average research measures
4. To achieve \$100 million increase in capital to invest in teaching and research

Underpinning our success in achieving our key performance objectives is our performance across nine central institutional performance dimensions. These dimensions form the substrate and institutional health check on which our success will be built. These Key Performance Dimensions (KPDs) are:

1. Reputation
2. Research
3. Education
4. International
5. Equity
6. Environment
7. Advancement
8. Administration
9. Finance

The data we use to assess our KPI and KPD performance are publicly available, accepted across the sector and enable benchmarking against sector-wide standards. The data have been summarised using colour traffic light codes followed by a more detailed presentation of data, their definitions and sources.

In addition to national benchmarks, the University has nominated five other institutions against which it is evaluating its performance. These constitute our stretch benchmark Group of Six (Go6):

1. Flinders University
2. Murdoch University
3. James Cook University
4. University of Wollongong
5. University of Tasmania
6. University of Canberra

Our KPIs and KPDs form a hierarchy of performance information that will guide our progress and the wise application of resources to reach our goals. It is our aim to be a "green" university (in more senses than one!).

Key Performance Indicators Traffic Light Summary

	2003	2004	2005	2006	2007	2008	Target 2012
Increase our student load to 9000 EFTSL by 2013							
DEEWR load	5662	5677	5666	5170	5406	5628	6037
International load - Onshore	1125	1095	999	900	910	967	1466
International load - Offshore	721	1010	1028	697	608	418	639
Non-DEEWR domestic load	717	697	744	601	326	120	525
Top third of universities on standard educational measures							
CEQ: Good teaching	27th	21st	29th	33rd	32nd		Top third nationally
CEQ: Generic skills	20th	20th	25th	34th	29th		Top third nationally
CEQ: Overall satisfaction	17th	19th	34th	33rd	33rd		Top third nationally
GDS: Employability of graduates	16th	15th	19th	6th	19th		Top third nationally
GDS: Further FT/PT study	30th	26th	23rd	17th	24th		Top third nationally
Progress rate	17th	11th	12th	15th	19th		Top third nationally
Retention rate	15th	15th	18th	24th	N/A		Top third nationally
Learning and teaching performance fund				2.5	3rd		Top 2 in Go6
Top half of universities on per capita research measures							
National competitive grants	32nd	29th	27th	29th			Top half nationally
Non-national competitive grants	19th	29th	26th	31st			Top half nationally
Total research income	26th	29th	28th	30th			Top half nationally
Weighted publications	34th	33rd	29th	22nd			Top half nationally
HDR completions	31st	32nd	32nd	28th			Top half nationally
HDR load per academic staff	32nd	32nd	32nd	32nd			Top half nationally
Increase on base revenue to invest in teaching and research							
Cumulative increase on base revenue							\$100m

Green

Amber-Green

Amber

Red

**Good:** on track, low risk.**Satisfactory:** broadly on track with some concerns which need to be addressed.**Mixed:** some significant concerns which could be damaging if not addressed, medium risk.**Problematic:** serious concerns threatening this area, high risk to the University's overall performance.

	2003	2004	2005	2006	2007	2008	2009	Target 2012
Reputation								
Good Universities Guide Index:*								
Educational Experience/ good teaching **	3 stars	3 stars	2 stars	3 stars	2 stars	1 star	1 star	5 stars
Non-Govt Earnings	4 stars	4 stars	3 stars	4 stars	2 stars	3 stars	2 stars	4 stars
Student Demand	2 stars	3 stars	2 stars	2 stars	2 stars	N/A	2 stars	4 star s
Research Grants	2 stars	2 stars	2 stars	2 stars	2 stars	2 stars	2 stars	4 stars
Research Intensity		2 stars	4 stars	2 stars	3 stars	3 stars	3 stars	
Getting a job	5 stars	5 stars	5 stars	5 stars	5 stars	5 stars	5 stars	5 stars
Graduate Starting Salary	4 stars	4 stars	4 stars	4 stars	4 stars	5 stars	4 stars	5 stars
Melbourne Institute Index of the International standing of Australian Universities		26th	24th	27th	N/A	N/A		Top half nationally
Research								
Share of academic staff with doctorates	6th	6th	6th	6th	6th	N/A		Top 2 in G o6
Share of academic staff with publication in year	39.8%	56.2%	63.0%	61.3%	57.1%	N/A		75%
Education								
School Leavers								
Share of 90-100 UAI students in ACT	10.4%	9.2%	9.2%	5.3%	8.2%	7.6%		15% [UAC]
Share of UAC first preferences in ACT	33.5%	34.5%	32.4%	35.1%	28.2%	29.8%		40% [UAC]
Non-School Leavers								
Share of 90-100 UAI students in ACT	15.6%	21.7%	19.4%	26.1%	22.7%	20.5%		25% [UAC]
Share of UAC first preferences in ACT	34.4%	37.9%	35.4%	44.0%	34.8%	37.5%		45% [UAC]
Learning & Teaching Performance								
Business, Law & Economics								
CEQ: Good teaching	25th	31st	15th	19th	33rd	N/A		Top third nationally
CEQ: Generic skills	17th	20th	18th	21st	24th	N/A		Top third nationally
CEQ: Overall satisfaction	21st	25th	22nd	27th	32nd	N/A		Top third nationally
GDS: Employability of graduates	13th	23rd	31st	2nd	22nd	N/A		Top third nationally
GDS: Further FT/PT study	21st	15th	20th	7th	17th	N/A		Top third nationally
Progress rate			1st	1st	N/A	N/A		Top third nationally
Retention rate			9th	6th	N/A	N/A		Top third nationally
Science, Computing, Engineering, Architecture & Agriculture								
CEQ: Good teaching	25th	23rd	37th	38th	24th	N/A		Top third nationally
CEQ: Generic skills	15th	34th	25th	38th	33rd	N/A		Top third nationally
CEQ: Overall satisfaction	15th	32nd	36th	38th	36th	N/A		Top third nationally
GDS: Employability of graduates	2nd	11th	10th	2nd	14th	N/A		Top third nationally
GDS: Further FT/PT study	34th	37th	29th	18th	32nd	N/A		Top third nationally
Progress rate			3rd	5th	N/A	N/A		Top third nationally
Retention rate			6th	16th	N/A	N/A		Top third nationally
Humanities, Arts & Education								
CEQ: Good teaching	21st	13th	21st	23rd	31st	N/A		Top third nationally
CEQ: Generic skills	33rd	15th	23rd	36th	32nd	N/A		Top third nationally
CEQ: Overall satisfaction	25th	15th	19th	36th	29th	N/A		Top third nationally
GDS: Employability of graduates	23rd	5th	16th	8th	16th	N/A		Top third nationally
GDS: Further FT/PT study	30th	25th	27th	21st	19th	N/A		Top third nationally
Progress rate			2nd	6th	N/A	N/A		Top third nationally
Retention rate			7th	15th	N/A	N/A		Top third nationally
Health								
CEQ: Good teaching	2nd	3rd	1st	3rd	20th	N/A		Top third nationally
CEQ: Generic skills	5th	4th	4th	1st	12th	N/A		Top third nationally
CEQ: Overall satisfaction	3rd	1st	12th	5th	29th	N/A		Top third nationally
GDS: Employability of graduates	18th	34th	15th	1st	23rd	N/A		Top third nationally
GDS: Further FT/PT study	19th	19th	20th	7th	25th	N/A		Top third nationally
Progress rate			25th	29th	N/A	N/A		Top third nationally
Retention rate			17th	27th	N/A	N/A		Top third nationally
Melbourne Institute discipline rating								
Arts & Humanities				30.7	N/A	N/A		Top half nationally
Business & Economics				28.4	N/A	N/A		Top half nationally
Education				24.6	N/A	N/A		Top half nationally
Law				9.8	N/A	N/A		Top half nationally
Science				22.7	N/A	N/A		Top half nationally
International								
CEQ: Good teaching	6th	5th	6					

* Figures shown in GGI are as per the edition not as the published year.

A2. EMERITUS AND ADJUNCT PROFESSORS

EMERITUS PROFESSORS OF THE
UNIVERSITY

Aitchison, Gordon James, MSc, PhD *Adel*, 23 July 1982 (deceased)

Aitkin, Donald Alexander, AO, MA *NE*, PhD *ANU*, FASSA, FACE, 1 January 2003

Alderman, Belle Y, AM, BA *Georgia*, MLn *Emory*, DLS *Col*, AALIA, 7 December 2005

Bonollo, *ELivio*, BE (Hons), MEngSc, PhD *Melb*, ARMTc (Mech Eng), ARMIT (Prod Eng), TTTC, CPEng, MIEAust, CEng, MIEE, AADM, 1 January 2003

Clark, Edward Eugene, BA *St Mary's*, MEd (Hons) *Wichita*, JD (Hons) *Washburn*, MEd St, PhD *Tas*, 7 December 2005

Cullen, Peter, MAgrSc, DipEd *Melb*, FTS, 2 October 2002 (deceased)

Dunstone, John Reginald, MSc, DipEd *Syd*, PhD *Qld*, 10 May 1985

Edwards, Meredith A, AM, BCom (Hons) *Melb*, PhD *ANU*, FASSA, 22 June 2005

Edwards, Paul Julian, BSc (Hons), PhD *Tas*, FAIP, FRAS, FIREE *Aust*, 7 December 2005

Fairbrother, James Alick, DipArch, DipTP *Leeds*, AILA, AAILA, 25 November 1981

Green, William Stanley, NDD *N'Castle, UK*, FRSA, MESA, MDIA, 2 October 2002

Houston, Hugh Stewart, BA *NZ*, BEd, DipEd *W Aust*, MA *Auck*, PhD *Massey*, 22 June 1977

James, Jennifer Ann, RN, RM, DNE *NSW Coll Nursing*, BHA *UNSW*, MEd *CCAE*, FCN *NSW*, FCHSE, FINA (*NSW, ACT*), 28 February 1998

Jory, Rodney Leonard, AM, BSc *Adel*, PhD *ANU*, FAIP, 5 December 2001

Kearney, Robert Edward, BSc (Hons) *NE* PhD, DSc *Qld*, 1 January 2003

Lian, Andrew Peter, BA (Hons) *Syd*, DU *Paris IV, Sorbonne*, 3 February 2003

Mandle, William Frederick, MA *Oxf*, 12 April 2000

Mitchell, Robert Brien, ME *UNSW*, 20 August 1997

Mosedale, Peter Ralph, MA, DipEd *Oxf*, 7 January 1978

Moses, Ingrid, DiptSoz Wirt *Erlangen-Nürnberg*, GradDipTertEd *DDIAE – S Qld*, MA, PhD *Qld.*, HonDLitt *UTS, CSU-S*, FACE, FSRHE FACEL, September 2006

Nandan, Satendra P, BA (Hons), BEd *Delhi*, MA Linguistics, MA C'wealth Lit *Leeds*, Cert Uni Teaching *London*, PhD *ANU*, 7 December 2005

Pearson, Colin AO, MBE, BSc Tech (Hons), MSc Tech, PhD *Manc*, FTSE, FIIC, 2 October 2002

Pollard, Graham H, BSc *Syd*, MSc, PhD *ANU*, AMusA, FSS, 28 May 2003

Richardson, Sam Scruton, AO, CBE, MA *Oxf*, 10 September 1984, LLD *A Bello*, Hon D *Univ Canberra*, of Lincoln's Inn, Barrister at Law (deceased)

Ride, William David Lindsay, AM, MA, DPhil *Oxf*, FTS, 24 February 1988

Roberts, Brian, BSc (Surv) *Otago*, DipTownPlan *Auck*, DipUrbDes, MA *Oxf Brooks*, DipBusMgt *C Qld*, PhD *Qld*, October 2006

Taylor, Graham, MSc *UNSW*, PhD *ANU*, 5 October 2004

Taylor, Kenneth, AM, BA *Sheff*, DipTP *Manc*, MLArch *Melb*, FAILA, 1 January 2003

Tomasic, Roman, LLB, MA *Syd*, PhD *UNSW*, SJD *Wisconsin*, Solicitor (*NSW*), 31 May 1989

Traill, Ronald David, BA, DipEd *Tas*, MA, EdD *Calif*, 29 May 1996

Wettenhall, Roger Llewellyn, MA, Dip Pub Admin *Tas*, PhD *ANU*, 28 September 1994

ADJUNCT PROFESSORS

Agostino, Katarina, BA *Canb*, MA *Woll*, PhD *JCU*,
MASA, 3 April 2006

Anderson, Marjorie, MAppSc *UTS*, FPRIA, 1 May
2005

Andrew, Brian Harold, BCom *N'cle NSW*, MComm
UNSW, BLegS *Macq*, CPA, 1 June 2004

Arbon, Paul, AM, BSc DipEd, GDip Hlth Ed, MEd (St)
Flinders, PhD *Syd*, 1 August 2006

Aulich, Chris, Dip Ed, B A U *Tas*, BSc Econ. *London*,
MPA *UC*, PhD, *UNSW*, 1 March 2008

Austin, Kevin, BSc, MSc *ANU*, PhD *Flin*, 1 August
2006

Bacon, Bruce, AssocDip Maths *RMIT*, MEc *ANU*,
1 May 2006

Barry, Bernard, Dip Soc Sc, MSc *Wales*, PhD
Loughborough, 1 January 2006

Bartholomeus, Andrew, PhD *RMIT*, 1 May 2007

Bartnik, Robert, BSc *Melb*, MSc *Melb*, PhD *Princeton*,
1 April 2008

Bozin, Doris, DipLaw *Syd*, BA *ANU*, MLaw, GradDip
Admin *Canberra*, 1 September 2007

Braysheer, Michael, BSc (Hons), PhD *Adel*, 7 August
2005

Brennan, Gerard, Cert NotarialPracC *College of Law*,
NSW, LLB (Hons) *Melb*, LLM Dip Intl&Comparative
AirL *London*, 1 July 2007

Briggs, Sue, B ScAg *USYD*, M Nat Res, *UNE*, PhD
ANU, 1 July 2008

Brownrigg, Jeff, BA (Hons) *La Trobe*, DPhil *York(UK)*,
13 March 2006

Bryce, Michael, AM, AE, BArch *Qld*, Hon D *Univ*
Canberra, FRAIA, LFDIA, 1 September 2007

Cahalan, Anthony, BA Visual Comm *Sydney Coll Arts*,
M Design *UTS*, 1 July 2006

Cahill, Ronald, BBA, LLB (Hons) *Melb*, (Chief
Magistrate of ACT), 1 January 2007

Campbell, Geoff, B Arch Dip TRP MTRP *Melb*,
FRAIA, FrAPI, 1 November 2007

Chambers, Barbara, BA, DipEd (Sec), BEd (Merit),
MEd (Hons) *NE*, 19 march 2007

Clayton, Peter, BA *Syd*, Dip Lib *UNSW*, MA *Canberra*,
PhD *UNSW*, 1 January 2007

Crawford, David, BSc *Adel*, PhD *Canberra*, 1 June
2008

Crawford, Kate, PhD, M Ed, DipEd, B Pharm *Syd*,
1 May 2007

Cripps, Allan William, BSc (Hons) *NE*, PhD *Syd*,
FASM, 6 June 2006

Crispin, Kenneth, 31 October 2007

Doogan, Christopher, BA Admin *Canberra*, B Leg.S
Macquarie, 19 August 2008

Eckerman, Robin, BA (Comp&Phil) *Adel*, GradDip
CompStud *CCA*, 1 April 2007

English, Jack, GradDip TertiaryEd *NE*, BA *San Jose*,
MBA *Santa Clara*, 1 April 2006

Farrugia, Albert, BSc *Malta*, PhD *Edin*, 1 August
2006

Fraser, Bernie, BA *NE*, Hon DUniv *NE* and *CSturt*,
1 August 2006

Fricker, Peter Allen, MB.BS *UNSW*, FACSM, FASMF,
FACSP, 1 December 2006

Fulcher, John, BE (Hons) *Qld*, MSc *LaTrobe*, PhD
Woll, 1 September 2006

Glissan, James, QC, BA LLB, LLM *Syd*, 1 September
2004

Grewal, Devinder, MS *Cardiff*, M Mariner Foreign
Going *Dublin*, 30 September 2008

Greenfield, Heather, BSc (Hons), PhD *Lond*, 1 June
2008

Growder, John, BA *Qld*, BEc *ANU*, 4 January 2005

Hardman, David, LLB *Canberra*, MB BS *Syd*, 1 June
2008

Harrison, David, BSc (Hons), MB ChB, MD *Edin*,
1 October 2007

Harrison, Mark, BA, LLB (Hons), GradDip Int Law
ANU, Barrister of the Supreme Court of NSW,
1 August 2007

Hindmarsh, John, BSc, Building, (Hons) *UNSW*,
1 May 2007

Holloway, Steve, LLB *ANU*, (Barrister and Solicitor
of ACT, Federal Court, High Court), 11 April 2008

Howard, John, BEc (Hons) *UTS*, MA Admin *Canberra*,
PhD *Syd*, 1 July 2007

Hynes, Paul, BSc (Hons), LLB *ANU*, (Barrister Supreme Court *NSW* and High Court, Barrister and Solicitor Supreme Court *ACT*), 2 September 2007

Ives, Denis, AO, B AppSc (Hons) *Qld*, BA *ANU*, 1 July 2003

James, Martin, B BusSc (Hons) *Cape Town*, 2 June 2004

Kanaley, Trevor, BEc *Syd*, M Urb&Reg Plan *Qld*, 21 March 2006

Kauffman, Paul, BA (Asian Studies), PhD *ANU*, 1 July 2006

Kirkbride, Kenneth, B Sc *Adel*, PhD *Adel*, 1 February 2008

Krebs, Charles, BSc, *Minnesota*, MA, PhD *British Columbia*, 4 August 2005

Kyd, Jennelle, BSc (Hons) *UNSW*, DipEd *Syd Teachers Coll*, 11 February 2006

Lanzetta, Marco, BMed (Hons) *Milan*, 1 October 2006

Lavis, Jacqueline, BA Geography *Exeter*, Grad Dip Town Planning, *London*, 1 October 2008

Lawrence, Ian, Dip CivilEng *RMIT*, BEng *Melb*, MA *CCAE*, 31 July 2008

Levingston, John, 1 September 2004

Lim, Boon-Yeow, Sir, MBA *Hull*, PhD *Qld*, 1 August 2006

Lindeman, Stephen, BA *Hawaii*, MPsy *Syd*, Cert AdvExec HR, 1 January 2004

Macintosh, Ian, BCom *Auck* ACA, CPA, 1 January 2005

McConnell-Imbriotis, Alison, BA, GradDip (Double Major), PhD *UNE*, 1 September 2006

McDermott, Peter, AirCmdr, BSc *Melb*, GradDip BusMgt S *Qld*, MSc *SthCalif*, 1 January 2008

McMahon, Vincent, BA Economics *Qld*, 1 October 2007

Melby, Christopher, Dr PH, MPH, MA, BSc, 1 May 2008

Miller, Russell, AM LLB (Hons) *ANU* (Solicitor *ACT* and *NSW*), 7 May 2003

Minahan, Sharyn, BA *UNSW*, Grad Dip Public Law *ANU*, Grad Dip Counseling, *Canberra*, Graduate of Ecole Nationale d'Administration *Paris*, 1 January 2008

Moore, Michael, BA *Flin*, DipEd *Adel*, M Population Health *ANU*, 1 October 2008

Morgan, Peter, MSc *Melb*, PhD *Ohio State*, 1 January 2006

Mules, Trevor, MEc, PhD *Adel*, 15 September 2005

Mullins, Raymond, MBBS, BSc (Hons), PhD *Syd*, FRACP, FRCPA, 1 July 2003

Neilson, Lyndsay Robert, BA (Hons) *Melb*, FRAPI, 1 September 2007

Norman, Barbara, B, Town and Regional Planning, *Melb*, M Comm *Melb*, M Env Law *ANU*, 2 February 2008

O'Keeffe, H Brian, AO, BE (Elec) *Qld*, FIE *Aust*, 1 January 2005

Palmer, Jonathan, 1 April 2005

Paroissien, Leon, BA Fine Arts & Eng *Melb*, 1 March 2007

Pech, Roger, BSc, PhD *Monash*, 5 December 2005

Pegrum, Annabelle, BArch (Hons) *Syd*, FRAIA, 7 August 2007

Peters, Mark, B Bus (Hons) *SAIBT*, Grad Dip Rec Studies, *Salisbury CAC*, 1 September 2007

Power, John, AM, BA (Hons) *Melb*, PhD *Harv*, Hon FIMM, 14 August 2006

Pyne, David B, BAppSc, MAppSc *Canberra*, PhD *ANU*, 1 October 2006

Rayner, John, AM, MSc, PhD *ANU*, 1 November 2008

Reaby, Linda, OAM, RN, BSc Nursing *Avila Coll*, Cert Reg Nurse Anaesth *Kansas*, GradDip Ed, MEd *CCAE*, PhD *Canberra*, 1 April 2006

Refashauge, Richard, BA Hons, BLaws *ANU*, 31 October 2007.

Rimmer, Peter, BA (Hon), MA (Geography) *Manchester*, Grad CertEd *Camb*, PhD (Geography) *Canterbury*, 1 November 2007

Roberts, Michael, BPharm *Adel*, MSc, PhD, DSc *Syd*, DipTertEd *NE*, MBA *Qld*, 6 October 2004

Robertson, James, BSc (Hons), PhD *Glasgow*, 28 February 2008

Rose, Dennis, AO, QC, LLB (Hons) *Tas*, BA (Hons) *Oxon* (Legal practitioner *ACT*), 7 May 2003

Rumble, Gary, BA, LLB (Hons), PhD (Constitutional)
ANU, 1 September 2004

Sadler-Smith, Eugene, BSc (Hons) *Leeds*, PhD
Birmingham, FCIPD, FRSAI, 1 February 2007

Saintilan, Neil, BSc *Syd*, PhD *Syd*, 1 June 2008

Sartono, Agus, 30 April 2008

Sasanelli, Nicola, BElecE *Bari*, 1 January 2006

Saunders, Glen, Dipl. Ba; BSc, MSc *Macq*, PhD
Bristol, 1 October 2007

Savery, Neil, B Town&Reg Plan *Melb*, MA UrbanDes
Oxford Brookes, 1 July 2007

Schaper, Michael, BA *W Aust*, GradDipBus, MCom,
PhD Man *Curtin*, 1 April 2005

Service, Jim, AM, FAPI, FASCPA, FICMSA, FAIB,
1 July 2006

Simpson, Colin, BSc *Melb*, 1 July 2003

Spiller, Marcus, B Town & Regional Plan, MCom
(Econ) *Melb*, 1 November 2007

Spriggs, John, B Ag Econ *UNE*, MSc *Minnesota*, PhD
Minnesota, 1 April 2007

Stanley, Peter, BA *ANU*, GradDipEd *CCAE*, Litt B,
PhD *ANU*, 2 April 2004

Summerfield, Clive, BSc (Hons) DIS *Lough*, PhD *Syd*,
23 June 2006

Taylor, Peter, BSc, PhD *Adel*, FTICA, AFIMA, MACE,
7 May 2003

Teather, David, BSc (Hons), PhD *Lond*, MEd Admin
NE, 7 February 2005

Tebbett, Ian, BPham (Hons) *Lond*, PhD *Strathclyde*,
1 October 2007

Thornburn, Lyndal, BSc *Syd*, GradDip LegStud
Canberra, GradDipEd, FinManCert *C.Sturt*, PhD
Macq, 1 January 2005

Thynne, Ian, BA Political Science & Public Admin,
BA (Hons), PhD Public Admin *Vic Uni Wellington*,
Cert IV Assessment & W/place Training *Charles*
Darwin, 1 January 2006

Vanderheide, Michael, BA *Macq*, MBA *NE*,
1 January 2006

Vardon, Cheryl Anne, BA, Dip Ed *Adel*,
1 January 2006

Vardon, Suzanne, BA SocWork *UNSW*, Hon D *Univ*
SA, 1 January 2006

Warne, Leoni, BA, Grad DipLib *CCAE*, GradDip InfSys
Canberra, PhD *NSW*, 1 July 2006

Wettenhall, Roger Llewellyn, MA, Dip Pub Admin
Tas, PhD *ANU*, 1 July 2006

Williams, Graham, BSc (Maths Sc), BSc (Hons)
(Maths), PhD (CompSc) *ANU*, 1 April 2005

Woods, Michael, BA (Hons) *ANU*, Dip Ed,
1 November 2007

Wolfe, Digby, MFA Dramatic Writing, 1 March 2007

Yarnell, Michael, BSc (Bus Mang) *Arizona*, MEd
Phoenix, JurisD *Illinois* (Hon Judge, Superior Court
of Arizona), 1 June 2004

Zompragno, Loretta, BA Comm *James Cook*, BLaws
Qld, Cert Prac Laws *Syd*, MLaws, SJD *Canberra*.
1 October 2007

A3. HONORARY DEGREE HOLDERS AND HONORARY FELLOWS

HONORARY DEGREES

DOCTOR OF THE UNIVERSITY

Sam Scruton Richardson (deceased), 19 April 1990

Laurence Norman Richard Carmichael, 2 May 1991

Lyndsay Genevieve Connors, 1 May 1992

Geoffrey Piers Henry Dutton, 21 April 1993

Graham McLean Eadie, 28 April 1994

Michelle Grattan, 29 April 1994

Eric Rolls, 27 April 1995

Donald Richmond Horne (deceased), 1 May 1996

Phillip William Hughes, 3 May 1996

The King of Thailand, His Majesty Bhumiphol Adulyadej, Rama IX of the Chakri Dynasty, 2 October 1996

Romaldo Giurgola, 2 May 1997

Susan Maree Ryan, 22 April 1998

John Grey Gorton (deceased), 20 August 1999

Jean Edna Blackburn (deceased), 16 December 1999

Warren Horton (deceased), 28 July 2000

Peter Wray Cullen (deceased), 19 December 2001

Donald Alexander Aitkin, 18 December 2002

Peter Veenker, 18 December 2002

Michael Bryce, 31 July 2003

Andrew Pike OAM, 17 July 2007

James Robertson, 18 December 2007

Robert De Castella MBE, 17 December 2008

John Mackay AM, 18 December 2008

MASTER OF APPLIED SCIENCE

Robert Colville Ecclestone, 21 April 1989

MASTER OF ARTS

John Francis Balnaves, 20 April 1989

Ernest James Cooper, 20 April 1990

Nancy Janet Irvine, 20 April 1990

HONORARY FELLOWS

Helen Craven Crisp (deceased), 24 November 1976

John Grey Gorton (deceased), 29 November 1978

Rae Else Mitchell (deceased), 24 November 1982

Cecil Emil Carr, 25 January 1983

Ronald John Fryer, 27 November 1985

Victor Crittenden, 30 July 1986

Elsie Hope Solly (deceased), 28 October 1988

A4. FREEDOM OF INFORMATION

This information is given in relation to the *Freedom of Information Act 1989 (ACT)*.

ESTABLISHMENT

The University is established under the *University of Canberra Act 1989*. The functions of the University are primarily:

- to transmit and advance knowledge by undertaking teaching and research of the highest quality;
- to encourage, and provide facilities for, postgraduate study and research;
- to provide facilities and courses for higher education generally, including education appropriate to professional and other occupations, for students from within Australia and overseas;
- to award and confer degrees, diplomas and certificates, whether in its own right, jointly with other institutions or as otherwise determined by the Council;
- to provide opportunities for persons, including those who already have post secondary qualifications, to obtain higher education qualifications; and
- to engage in extension activities.

In performance of its functions the University is required to pay special attention to the needs of the Australian Capital Territory and the surrounding region.

ORGANISATION

In accordance with Division 2 of the Act, the University is governed by a Council comprising: the Chancellor; the Vice-Chancellor; the chair of Academic Board; eight persons appointed by the Chief Minister of the Australian Capital Territory; a member of the academic staff elected by members of that staff; an elected member of the general staff; and two students of the University elected by students of the University to represent undergraduate and postgraduate

students. Council appoints one of its members to be the Deputy Chancellor.

The Vice-Chancellor is the chief executive officer of the University.

In accordance with Division 2.3 of the Act, the Academic Board is responsible under the Council for all academic matters relating to the University. The University occupies a campus of 119 hectares in Bruce, ACT. The University owns and operates the University of Canberra College Pty Ltd.

FUNCTIONS

COUNCIL

- approves policy relating to all University activities within a strategic framework;
- through the Vice-Chancellor, oversees the entire management of the University; and
- monitors the performance of the University against its goals.

Committees of Council: Audit and Risk Management Committee; Environment and Works Committee; Finance Committee; Honorary Degree Committee; Legislation Committee; and Nominations and Senior Appointments Committee.

Vice-Chancellor and senior executive:

- implement Council policy;
- develop plans, policies and procedures with respect to communication, information and information technology;
- develop strategies for marketing and promoting the University to potential students and the wider community; and
- are responsible for the University's academic program, including academic plans, policies and procedures to support teaching and research and for the administrative services of the University, including plans, policies and procedures with respect to financial, human and physical resources.

ACADEMIC BOARD

- advises Council regarding academic development and the academic program;
- develops policies and procedures for student admission and progress;
- establishes and monitors academic standards; and
- reports to Council on courses and proposed courses.

Academic Board has a number of advisory committees reporting through the Board.

POWERS

The powers of the University are set out in Section 7 of the *University of Canberra Act*, and include the power to: enter into contracts; acquire or dispose of real or personal property; develop commercially any discovery, invention or property; make charges for work done, services rendered and goods and information supplied by it; join in the formation of companies; enter into partnerships; participate in joint ventures and arrangements for the sharing of profits; erect buildings; occupy, use and control land or buildings owned or held under lease by the Commonwealth and made available to the University; employ persons; accept gifts and bequests, in trust or otherwise, and act as trustee of money or property vested in the University; invest money and dispose of investments. Under section 40 the Council may make Statutes and Rules with respect to the various aspects of the management, good government and discipline of the University.

PUBLICATIONS PRODUCED BY THE UNIVERSITY

Documents available to the public free of charge on the University's web-site include: statutes and rules of the University; annual reports; divisional and course guides; international students' guide; undergraduate and postgraduate prospectuses; visitors' guide; library and computer services centre guides; Monitor (University news); material on the Health and Counselling Centre and student accommodation; and other occasional publications on various matters, such as research activities. Some of those documents are also available in print form.

OTHER DOCUMENTS

Documents relating to the decision-making processes within the University are available, including: minutes of Council meetings and Council papers; minutes of Council committee meetings; and minutes of Academic Board meetings. Documents relating to the administration of the University include: personnel files; salary and recruitment records; student files; student enrolment and admission procedures; other procedural documents relating to student administration; financial statement and accounting records; registry files, and various other administrative records.

FACILITIES FOR ACCESS

Documents may be inspected at the Secretariat, located in Room 1D95, telephone (02) 6201 2613. Alternative arrangements for access can be made through the Secretary of Council. Many documents are available electronically via the University's website (UC Online).

FOI PROCEDURES

Applications for access to documents in the possession of the University should be made in writing to the Secretary of Council at the address below. Applications should include an address to which notices may be sent and a business hours telephone number. Applications will be acknowledged.

In accordance with the provisions of section 14 of the *Freedom of Information Act 1989*, the Secretary of Council is authorised to make a decision in respect of a request for access to a document.

Applications and enquiries regarding the *Freedom of Information Act 1989* and the documents of the University of Canberra should be addressed to: Secretary of Council, University of Canberra ACT 2601

The University is located at University Drive, Bruce, ACT and is open for business between 9.00am and 5.00pm, Monday to Friday (except on public and University holidays).

PUBLIC INTEREST DISCLOSURE

The University maintains a set of procedures to facilitate the making of Public Interest Disclosures and these are available on the University's web site: https://guard.canberra.edu.au/policy/policy.php?pol_id=3163

A5. RISK MANAGEMENT STATEMENT

The University regards effective risk management as an integral component of the University's efficient operation, enabling the University to identify, assess and manage significant business and operational risks and eliminate or minimise their impact on the University.

Development and oversight of the risk management framework of the University is the responsibility of the Audit and Risk Management Committee, a committee of the Council of the University. The Committee is also responsible for evaluating and reviewing the implementation strategy relating to operational aspects of the University's risk management framework, including fraud control, business continuity and crisis management plans.

The University's risk management framework, strategy and policies are designed to ensure that a risk assessment and risk minimisation process is now an integral part of all major projects and activities of the University. A risk management profile has been developed for each academic and administrative unit of the University and is reviewed and updated annually. The University's risk management program is coordinated through the Audit and Governance Unit.

