

2009

ANNUAL
REPORT

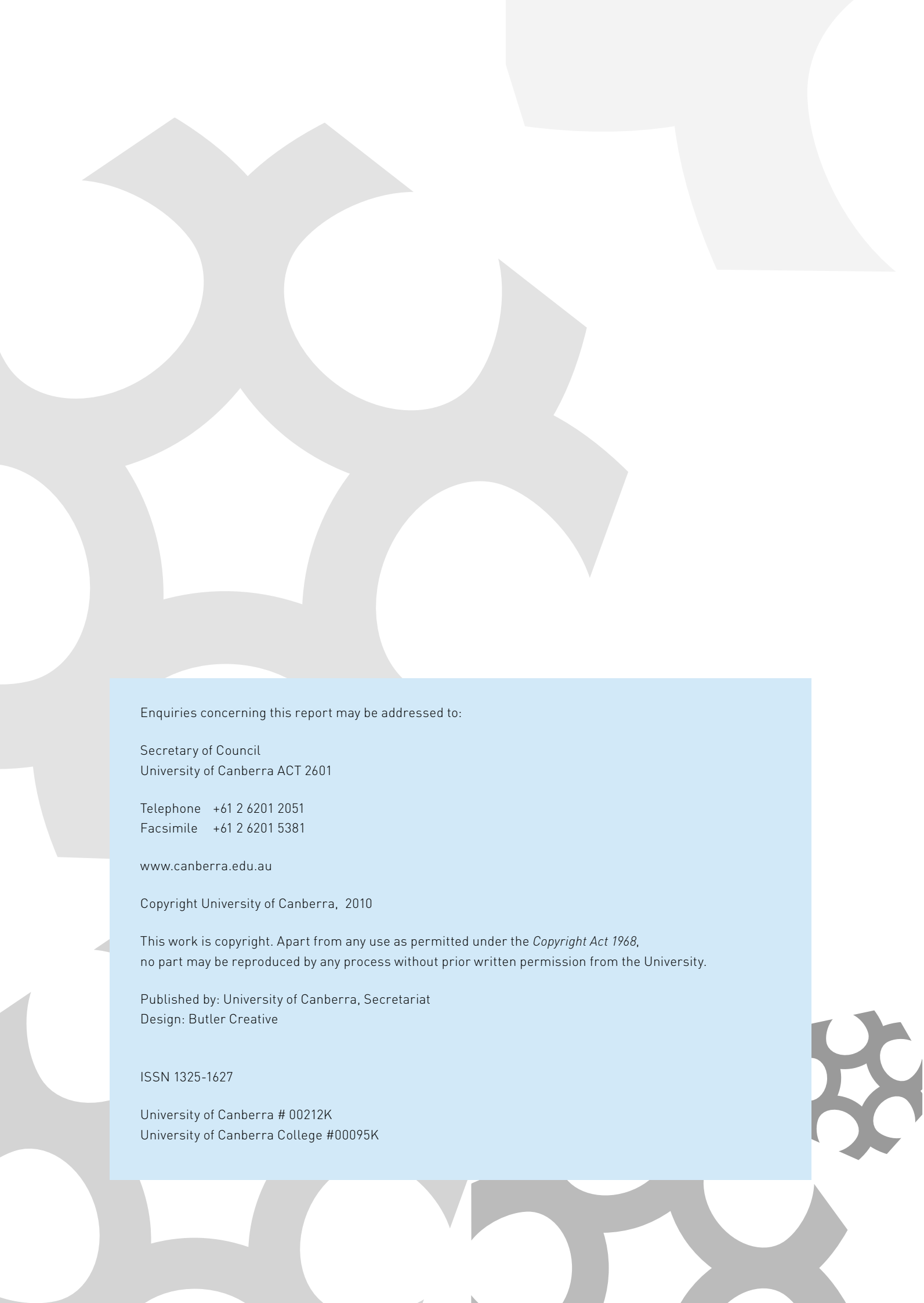


UNIVERSITY OF
CANBERRA

AUSTRALIA'S CAPITAL UNIVERSITY

ANNUAL REPORT 2009





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University of Canberra College #00095K



LETTER TO THE MINISTER

University of Canberra

April 2010

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 2009, 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	EFTSL	Equivalent Full-Time Student Load
ACT	Australian Capital Territory	FAHCSIA	Dept of Families, Housing, Community Services and Indigenous Affairs
AFP	Australian Federal Police	FEAST	Forum for European-Australian Science and Technology Cooperation
AIJA	Australian Institute of Judicial Administration	FTE	Full Time Equivalent
ALTC	Australian Learning and Teaching Council	GAD	Gallery of Australian Design
ANU	Australian National University	GIS	Geographic Information Science
ANZCA	Australian and New Zealand Communication Association	HDR	Higher Degrees by Research
ANZSOG	Australian and New Zealand School of Government	HEEF	Higher Education Endowment Fund
APEC	Asian-Pacific Economic Cooperation	HERDSA	Higher Education Research and Development Society of Australasia
APSC	Australian Public Service Commission	IAE	Institute for Applied Ecology
APPSIM	Australian Population and Policy SIMulation Model	ICOMOS	International Council on Monuments and Sites
ARC	Australian Research Council	ICT	Information Communication Technology
ARC LIEF	Australian Research Council Linkage Infrastructure (Equipment and Facilities)	IEC	International Education Committee
ASEAN	Association of Southeast Asian Nations	InSPIRE	Innovative Sustainable Practical Interactive Research in Education
ATO	Australian Taxation Office	IPAA	Institute of Public Administration Australia
AUQA	Australian Universities Quality Agency	NATSEM	National Centre for Social and Economic Modelling at the University of Canberra
BURF	Better Universities Renewal Fund	NESB	Non-English Speaking Background
CATEI	Course and Teaching Evaluation and Improvement	NISS	National Institute of Sports Studies
CCES	Centre for Customs and Excise Studies	PAL	Peer Assisted Learning
CeRAPH	Centre for Research and Action in Public Health	PICARD	Partnership in Customs Academic Research and Development
CIT	Canberra Institute of Technology	PIM	Professional Institute of Management
CLV	Campus Living Village	RDA-ACT	Regional Development Australia-Australian Capital Territory
CPA	Certified Practising Accountant	RSO	Research Services Office
CRC	Cooperative Research Centre	SES	Socio Economic Status
CSIRO	Commonwealth Scientific and Industrial Research Organisation	TAFE	Technical and Further Education
DAFF	Department of Agriculture, Forests and Fisheries	TATAL	Talking About Teaching and Learning
DEEWR	Department of Education, Employment and Workplace Relations	TNE	Transnational Education
DIISR	Department of Innovation, Industry, Science, and Research	TTA	Trusted Trade Alliance
DOCOMOMO	International Committee for the documentation and conservation of buildings, sites and neighbourhoods of the modern movement	UCC	University of Canberra College
DR	Disaster Recovery	UCSA	University of Canberra Students' Association
EA	Enterprise Agreement	UCU	University of Canberra Union
EDRMS	Electronic Document and Records Management System	UNDP	United Nations Development Programme
		UPP	University Preparation Program
		WCO	World Customs Organization

VICE-CHANCELLOR'S REPORT

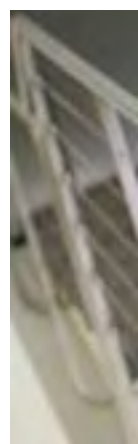


The year 2009 was my third as Vice-Chancellor. It was a busy and tough year; but an important one in the development of the University. We are now much closer to fulfilling the objectives of our strategic plan; in particular those associated with the first two of our five strategies "*strengthening the foundations*" and "*increasing our student load to 9,000 EFTSL by 2013*".

In terms of strengthening the foundations, we built on the reforms of the past two years. A new Enterprise Agreement was signed, securing one of the highest salary increases for Academic and General staff (over three years) in the Australian Higher Education Sector. We adopted a high pay, high performance culture, supported by strengthened Performance Development and Review processes and we created a new category for Academic staff, an "Assistant Professor" band, aimed at attracting highly motivated, research-active staff. These reforms are already starting to pay off, we believe, with the rate and quality of applications for academic positions in the latter half of 2009 being higher than in previous years.

In relation to strategy two, we achieved one of the highest growth rates in commencing students in the sector. With a similar expansion projected for 2010, we expect the University will achieve its target of 9000 EFTSL, three years ahead of schedule.

We embarked on a substantial capital works program, which included the commencement of construction of the \$11 million National Centre for Social and Economic Modelling (NATSEM) International Microsimulation Centre, a new student-led Communications Agency, a National Media Centre, refurbishments to the Library and other learning, teaching and recreational spaces. In addition, we were delighted to learn in October that our application for funding under the Commonwealth Government's Capital Development Pool to build the Innovative Sustainable Practical Interactive Research in Education (InSPIRE) Centre was successful (\$5 million plus \$2 million from the ACT Government). Construction of the building will begin in 2010.





Regarding completed capital works projects, I had great pleasure in opening 507 new student bedrooms on campus, in the presence of the ACT Minister for Education and Training. The new accommodation was built under a scheme where it will be owned and operated by our partner Campus Living Village (CLV).



We established a number of other partnerships in 2009, including with the National Museum of Australia, the Australian Institute of Architects and the Australian Institute of Landscape Architects to create the Gallery of Australian Design (GAD) in the Parliamentary Zone. Launched in May, the GAD is already proving to be an excellent venue for public exhibitions as well as providing a range of opportunities for students and staff in teaching, learning and research.



Other key partnerships formed in 2009 included the establishment of the ANZSOG Institute for Governance, with the ACT Government funding the University to establish a Chair in Governance, and a new partnership with Wipro Technologies, which has enabled the University to access greater economies of scale and technical expertise in the delivery of information technology and business process operating services.

At an institutional level, the Department of Education, Employment and Workplace Relations and the Department of Innovation, Industry, Science and Research commenced their consultations with the University in relation to the implementation of the Commonwealth Government's Higher Education Reform Agenda. For universities this has meant the ushering in of an era of Compact Agreements characterised by distinctive missions, performance-based funding and, from 2012, a new Tertiary Education Quality and Standards Agency, better indexation of university funding and the lifting of the cap on higher education enrolments.

We spent some time in 2009 re-thinking our structure as an institution, to ready ourselves for the challenges that lie ahead. A new vision was endorsed by Council and described in the University's Interim Compact Agreement. The vision, based on a simple concept—UC for Life—will see the University move into the following areas:

- **UC Schooling** will involve the University in specific early childhood to year 12 schools, to provide a training and research environment for teachers and other professionals, and to help raise aspirations of all school students for tertiary education;
- **UC Bridging** will provide programs for transition into tertiary education, through our existing UC College, UC English Language Institute and the Ngunnawal Centre;
- **UC Tertiary** will provide higher and vocational education awards from diploma to doctorate, through a newly-formed UC Polytechnic which will complement the University of Canberra;

- **UC Community** will provide programs for the continuing enrichment of our surrounding communities of all ages, through UC Clubs and Societies, UC Music and a series of other activities to benefit people in their later years.

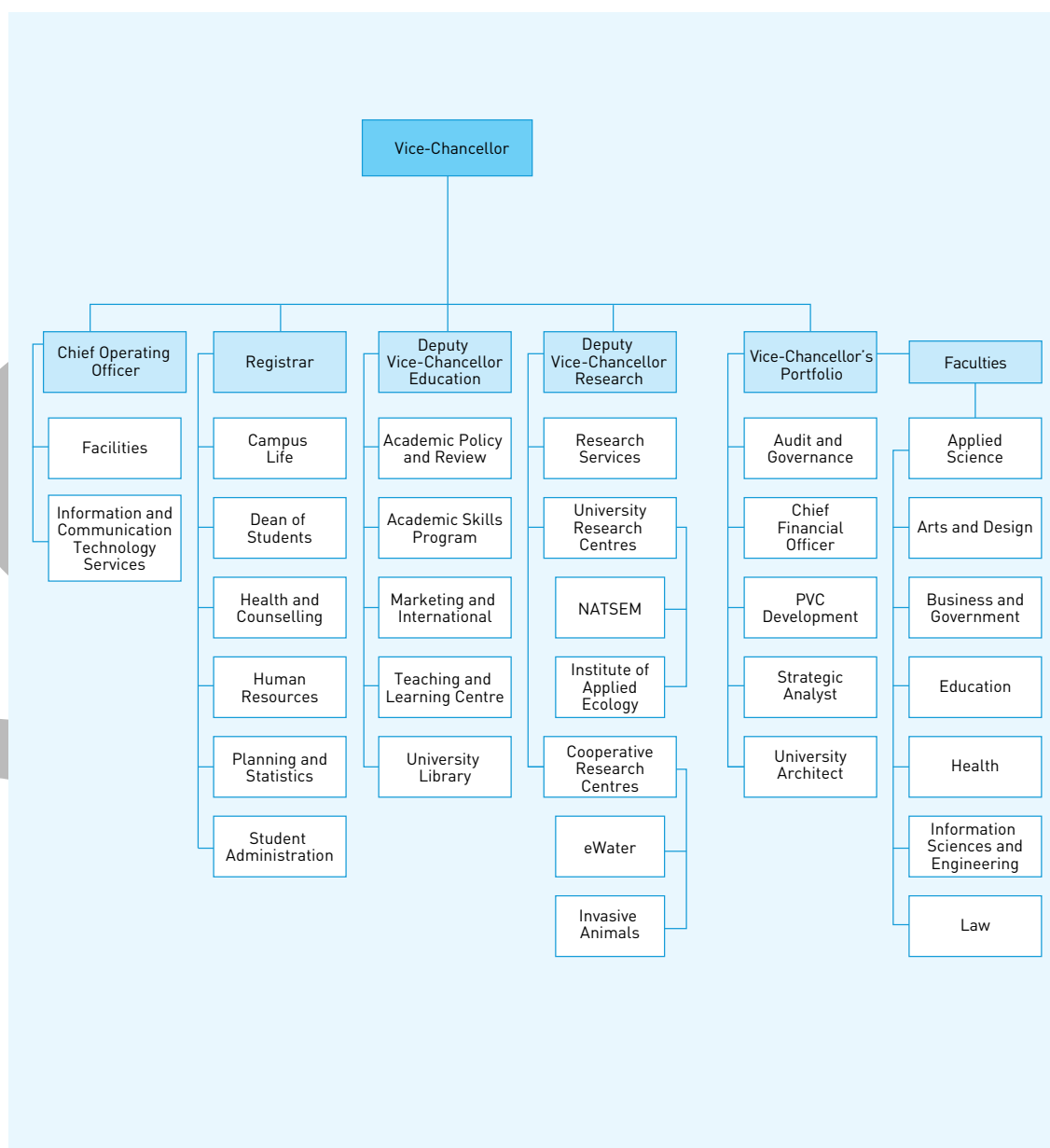
We have committed to expanding our schooling from early childhood education to include Kaleen High School (at Kaleen to the north of our campus) and Lake Ginninderra Senior Secondary College (at Lake Ginninderra to our west). The next phase will be an entirely new institution, similar to what some countries call a polytechnic, which will offer a hybrid of vocational and professional higher education informed by the latest university research. These courses will link seamlessly into University of Canberra degree programs. The Commonwealth Government will be negotiating the first round of Compacts towards the end of 2010, when performance measures, distinctive missions and funding arrangements will be finalised.

I would like to thank my colleagues for their hard work throughout 2009. The reforms implemented over the last three years are now starting to show dividends and have helped to prepare us for the coming changes in the Higher Education Sector. I would also like to thank those Council members who left office during 2009 and to welcome our new ones. I look forward to working with the Chancellor and Council in 2010 to continue building our institution, the University of Canberra, and its vision of UC for Life.

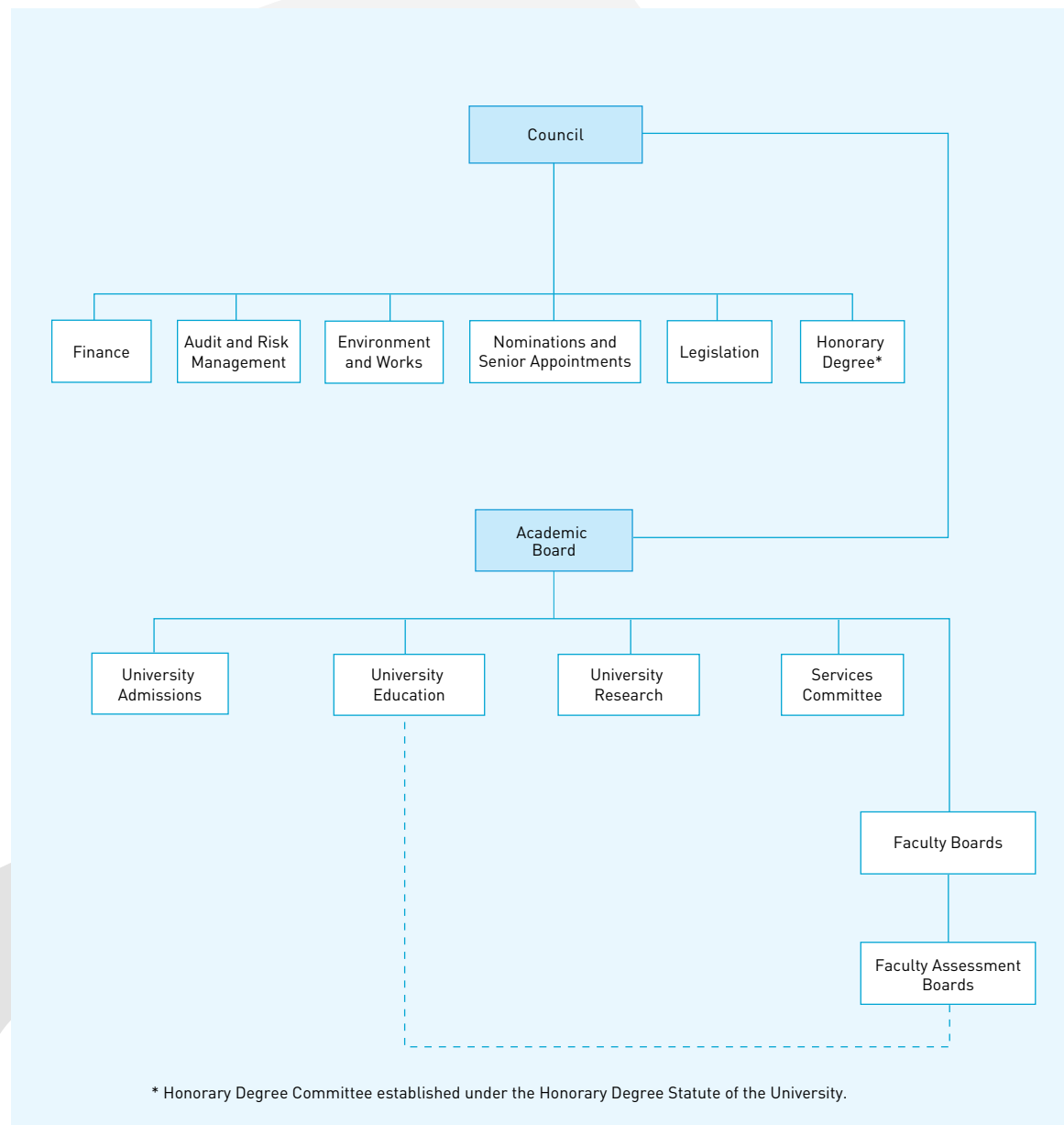
STEPHEN PARKER
VICE-CHANCELLOR



MANAGEMENT STRUCTURE



GOVERNANCE AND COMMITTEE STRUCTURE





COUNCIL REPORT

MEMBERS OF COUNCIL

Members of the University Council During the Year Ended 31 December 2009

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. Tenure expires 31 December 2010.

DEPUTY CHANCELLOR

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

Appointed by Council from 2 October 2005 to 22 March 2007. Appointed by the Chief Minister 23 March 2007. Tenure expired 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. Tenure expires 29 February 2012.

CHAIR, ACADEMIC BOARD

George Cho, *AM, BA (Hons) Malaya, MA UBC; PhD, ANU; LLB(G) ANU, Grad Cert Higher Ed UC, Barrister-at-Law, Supreme Court of New South Wales; Barrister and Solicitor, Supreme Court of the Australian Capital Territory; Barrister-at-law, High Court of Australia*

Appointed by Council 7 December 2007, term commenced 1 January 2008. Current tenure expires 31 December 2010

APPOINTED BY THE ACT CHIEF MINISTER

Tom Calma, *AssocDipSocialWork SAIT*

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

Rosemary Follett, *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.

Marion Reilly, *BA Admin Canberra*

Appointed by Chief Minister 26 March 2004. Reappointed by the Chief Minister 23 March 2007. Tenure expired 31 December 2009.

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

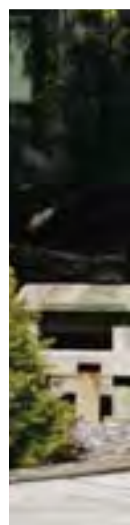
Appointed by the Chief Minister 21 October 2008. Tenure expires 20 October 2011.

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.





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. Tenure expired 26 September 2009.

Greg Barrett, *BAgrEc NE, MAgrEc ANU*

Elected to Council 27 September 2009. Tenure expires 26 September 2011.

ELECTED BY THE GENERAL STAFF

Stacey Durrell, *BA Admin Canberra*

Elected to Council 27 September 2005; re-elected 27 September 2007. Resigned 13 March 2009.

Luke Garner, *GradCert Prof Dev Ed Canberra*

Elected to Council 1 April 2009. Tenure expired 26 September 2009.

Mara Eversons, *BEd Canberra*

Elected to Council 27 September 2009. Tenure expires 26 September 2011.

ELECTED BY THE STUDENTS

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

Elected to Council by undergraduate students on 27 September 2008. Tenure expired 26 September 2009.

Ikram Ullah

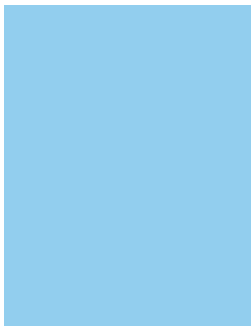
Elected to Council by postgraduate students 13 March 2009. Tenure expired 26 September 2009.

Geoffrey Wakeford

Elected to Council by undergraduate students 27 September 2009. Tenure expires 26 September 2010.

Rohan Goynes, *BA Social Sciences, Canberra CAE, LLB Canberra, Graduate Diploma in Industrial Relations Canberra, Graduate Diploma in Legal Practice College of Law, Solicitor of the Supreme Court of the ACT*

Elected to Council by postgraduate students 27 September 2009. Tenure expires 26 September 2010.



COUNCIL ACTIVITIES

GOVERNANCE

The University Council, the governing body of the University, established under the *University of Canberra Act 1989 (ACT)*, met on eight occasions during 2009 and also held a full-day planning meeting to determine the Council's objectives and strategic priorities for the year. Members of Council were engaged in a range of additional activities during the year, including attendance at University functions, graduation ceremonies, meetings of the advisory committees of Council, and community and diplomatic functions.

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 two of the eight members appointed by the Chief Minister expired on 31 December 2009. Two new members were appointed by the Chief Minister in December 2009 with their terms commencing from 1 January 2010. The terms of the four student and staff members of Council expired on 26 September 2009 and four new members were elected to these positions.

The University continued to face a challenging period through the year and the Vice-Chancellor, with the endorsement and support of Council, initiated a program of Academic Renewal to strengthen

the research foundation of the University and ensure the University is in a position to meet the challenges of a more competitive higher education environment. Significant student growth during 2009, predicted to continue through 2010, is evidence of the University's ability to prepare a strong foundation to meet the challenges of the withdrawal of enrolment caps in the higher education sector from 2012. This growth must be sustained over the longer term and the continued evaluation and refinement of the University's academic and research programs, and the consequent changes to the University's administrative and staff structures required to support the new programs, are integral elements of the University's growth strategy.

As part of Council's program of accountability, the ACT Auditor-General, Ms Tu Pham, addressed Council in December 2009.



COMMITTEE ACTIVITIES

Council's advisory committees met regularly during 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. The membership of all committees was reviewed at the meeting of Council in December 2008 and new members appointed to each committee. Members of Council made valuable contributions to the work of the University through the committees and committee membership allows the University to utilise the expertise, skills and knowledge of each member of Council in their areas of interest and specialisation.

The Audit and Risk Management Committee continued to monitor the University's performance through

an internal audit program utilising the services of the University's new internal auditors. 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 focused on a new capital works program, which has been augmented by the receipt of major capital grants during the year. The Legislation Committee reviewed and revised all statutes and rules relating to the election of members to Council and Academic Board.

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 2009

MEETINGS OF MEMBERS

The number of meetings of the members of the University of Canberra Council and of each board or committee meeting held during the year ended 31 December 2009, and the number of meetings attended by each member were:

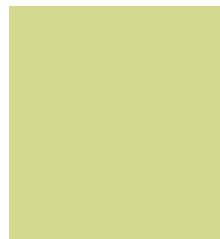
	BOARD MEETINGS		MEETINGS OF COMMITTEES									
			AUDIT & RISK MANAGEMENT		FINANCE		NOMINATION & SENIOR APPOINTMENTS		ENVIRONMENT & WORKS		LEGISLATION	
	A	B	A	B	A	B	A	B	A	B	A	B
Mr Greg Barrett	3	3			2	2						
Ms Liz Bennett	5	5			5	4						
Mr Tom Calma	8	5									2	2
Professor George Cho	8	8					3	3			2	2
Ms Stacey Durrell	1	1							1	1		
Ms Mara Eversons	3	2							2	2		
Ms Rosemary Follett	8	8					3	3	6	6		
Mr Luke Garner	4	3							3	2		
Ms Margaret Gillespie	8	7			7	7	3	2				
Mr Rohan Goyne	3	2	1	0							1	1
Mr Dale Kleeman	5	5	3	3	5	2			4	4		
Professor Ingrid Moses	8	8	4	3	7	5	3	3	6	3	2	2
Professor Stephen Parker	8	8			7	6	3	3	6	3	2	2
Mr Bob Prosser	8	7			7	7	3	3				
Ms Marion Reilly	8	8	4	3					6	5		
Dr Sarah Ryan	8	7							6	6		
Ms Sarah Schoonwater	8	6	4	2								
Ms Maria Storti	8	8	4	4	7	6						
Mr Ikram Ullah	4	4										
Mr Geoffrey Wakeford	3	2							2	2		

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



STRATEGIC STEPS SUBSTANTIALLY COMMENCED OR COMPLETED IN 2009

The University's current Strategic Plan 2008–12 has now been in operation for two full years. The plan is premised on a vision for 2018, when the institution will be 50 years old, but its specific strategies and steps cover only the first five years, taking it to the end of 2012. In the first two years of our plan, the University has made substantial reforms to its institutional, organisational and financial foundations. These reforms place us on a surer footing to meet our teaching, learning and research goals.



PROGRESS
REPORT



KEY OUTCOMES AND REFORMS ACHIEVED IN THE FIRST TWO YEARS OF THE FIVE YEAR PLAN INCLUDE:

STRATEGY ONE

STRENGTHEN THE FOUNDATIONS

REVIEW OF ADMINISTRATION

A comprehensive review of University support services and administration has been completed and a new single service administration and support framework adopted and implemented. The single service framework has reduced duplication, improved service delivery to meet academic objectives and enabled more resources to be applied to teaching and learning.

COURSE AND DISCIPLINE REVIEW

The University has undertaken a substantial review of its discipline and course offerings. The review identified five signature themes to be embedded in each course; student access, choice and flexibility; work-integrated learning; interdisciplinary study; research-led teaching; and intercultural student capability.

ACADEMIC RENEWAL

In 2009, the University implemented an ambitious academic renewal program to address the aging staff profile and increasing national competition for academic staff. The program led to the creation of new "Assistant Professor" positions, designed to attract high performing academic staff. These reforms are already starting to pay off, we believe, with the rate and quality of applications for academic positions in the latter half of 2009 being higher than in previous years.

CAMPUS MASTER PLAN

In 2009 the University appointed a University Architect to finalise and oversee the implementation of the Campus Master Plan, which articulates a vision for the campus as an inclusive centre where learning is part of the community's way of life.

CAPITAL WORKS PROGRAM

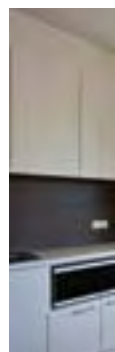
In 2009 the University embarked on a substantial capital works program to improve teaching, learning and research facilities. At the year's end, the following projects were in design or construction.

- Construction of the new National Centre for Social and Economic Modelling (NATSEM) International Microsimulation Centre - funded through the Commonwealth Government's Higher Education Endowment Fund (HEEF);
- Design of a new Student-led Communications Agency and National Media Centre;
- Design towards improving existing facilities, such as the library, refectory, computer lab space, the hub, bar and concourse have also been initiated.

The University received funding in 2009, from the Commonwealth Government's Capital Development Pool to build a new InSPIRE Centre (Innovative Sustainable Practical Interactive Research in Education). The InSPIRE Centre will be attached to the Faculty of Education and works will commence in 2010.

STUDENT ACCOMMODATION

A partnership with Campus Living Villages (CLV) was established in 2007 to deliver new student accommodation on campus, including new 1, 2 and 5 bedroom apartments. The new accommodation is managed by CLV and in 2009 delivered 507 new student accommodation places.





NEW PARTNERSHIP FOR INFORMATION TECHNOLOGY DELIVERY

A partnership with Wipro has been established to provide improved information technology services and to gain access to greater economies of scale and technical expertise in information technology service.

ENTERPRISE AGREEMENT

In 2009, the University negotiated a new Enterprise Agreement. One of the features of the new agreement has been the linking of salary payments to both institutional and individual performance. The new agreement has delivered one of the highest salary increases (over a three year period) in the Higher Education Sector.

STRATEGY TWO INCREASE OUR STUDENT LOAD TO 9,000 EFTSL BY 2013

In 2009, the University achieved one of the highest growth rates in commencing students in the Australian Higher Education Sector (see Key Performance Indicators, page 58). With similar expansion projected for 2010, we expect the University will achieve its target of 9000 EFTSL, three years ahead of schedule (in 2010).

Key outcomes achieved in the first two years of the five year plan include:

NEW DEGREE PROGRAMS

Since 2008 the University has created over ninety new courses and double degrees that reflect the University's position as Australia's Capital University. New course offerings include: Political Science and International Relations, Interior Architecture, Pharmaceutical Science, Urban and Regional Planning, Cultural Heritage, Midwifery (at undergraduate level), Social Science and Justice Studies and many more.

STUDENT SUPPORT SYSTEMS

New systems to increase progression and decrease attrition rates have been introduced, including the Smart Study Passport, Retention Program, In-discipline Support, and Peer Assisted Learning.

OUTREACH

New programs to increase outreach and improve the attractiveness of University programs have been established including UC Accelerate, Gap Plus, and Principal's Recommendation.

REGIONAL STUDENT PROGRAMS

Opportunities for regional student participation in higher education have been increased through the establishment of the Regional Bonus Scheme and the development of Memoranda of Understanding and joint projects with regional TAFEs. The Regional Pathways Project has been funded by the Commonwealth Government and includes a partnership with Illawarra TAFE.

COLLABORATION WITH ANU

Concurrent collaborative courses between Education at the University of Canberra and Science and Asian and Pacific Studies at the Australian National University have been developed. A combined graduate certificate in water management has been developed and both universities have agreed to be part of a combined National Science Teachers Summer School.



ESTABLISHMENT OF THE ANZSOG INSTITUTE

In 2009, the University established the ANZSOG Institute for Governance to provide high quality interdisciplinary research and professional development on governance issues critical to the development of management and policy capacity across the public sector. An ANZSOG Chair in Governance, supported by the ACT Government, was appointed in 2009.

ACCESS AND EQUITY ARTICULATION AGREEMENTS

Articulation agreements with CIT have been reviewed and extended. A new Memorandum of Understanding has been agreed with Riverina TAFE and the University has partnered with Illawarra TAFE to deliver regional educational programs.

DOMESTIC MARKETING

Brand awareness has been substantially improved through the application of the Australia's Capital University campaign and the University's 40th anniversary. Active marketing systems have been developed and deployed in the regions, schools, Public Service and communities.

STRATEGY THREE PERFORM IN THE TOP THIRD OF UNIVERSITIES ON STANDARD EDUCATIONAL MEASURES BY FOCUSING PARTICULARLY ON SELECTED SCALES WHERE WE CURRENTLY PERFORM BELOW THAT LEVEL

The University Performance Indicators provide a comprehensive summary of our progress towards our teaching and learning performance targets (page 58). The latest national data (released 2008, for 2005–2007 graduate

cohorts) shows the University has improved in Good Teaching and Overall Satisfaction, and our performance for Generic Skills has remained level.

Key outcomes achieved in the first two years of the five year plan include:

COURSE AND TEACHING EVALUATION AND IMPROVEMENT

The Course and Teaching Evaluation and Improvement (CATEI) system has been developed and implemented to provide feedback to faculties, course conveners and individuals who in turn, provide feedback to executive and students on improvements made in response to feedback. In one year of CATEI operation the response rate has doubled for our internal questionnaires.

STRUCTURED ADMISSIONS PATHWAYS

Admissions pathways have been implemented which match support to student requirements and backgrounds. This better enables the allocation of teaching and learning resources to where benefit is likely to be greatest.





NEW LEARNING TECHNOLOGY SUPPORT

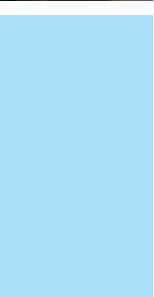
A new learning management system has been implemented which enables staff to create online, dynamic websites for their students.

PERSONAL ADVISER SCHEME

A personal adviser scheme has been developed and implemented for commencing international students. This provides students with a personal adviser throughout their entire degree.

WORK-INTEGRATED LEARNING

New Work-Integrated Learning modules are being designed which are integrating theory and practice by applying academic learning in the workplace and also improving graduate capabilities to perform highly. This provides new opportunities for student, employer and the community in work based education, experience and career development.



STRATEGY FOUR PERFORM IN THE TOP HALF OF UNIVERSITIES ON PER CAPITA RESEARCH MEASURES

The University Performance Indicators provide a comprehensive summary of our progress towards our research targets (page 58). The University is establishing positive trends on per capita research measures. With the exception of higher degree research completions (an area of current focus), rankings on all indicators have improved with the release of the latest benchmark data (for 2008).

Key outcomes achieved in the first two years of the five year plan include:

IMPROVED RANKING ON WEIGHTED RESEARCH PUBLICATIONS

The University moved from a sector position of 23rd in 2007 to 10th in 2008 in terms of our weighted research publications output per academic staff. This is partly due to improvements in data capture and reporting capabilities within the Research Services Office and the increasing performance of Adjunct staff.

CREATION OF SUPPORTIVE RESEARCH STRUCTURES

In addition to the two existing University Research Centres (NATSEM and IAE), a third Centre, focused on Biomedical and Forensic Research was established at the end of 2009. This Centre will conduct research and deliver quality postgraduate education to improve human health, security and wellbeing using a cross-disciplinary scientific approach.

PROMOTING A RESEARCH CULTURE

New performance expectations for academic staff have been implemented to ensure that over time all staff are research active, and provide explicit research performance criteria.

CAPITAL-WATER PARTNERSHIP WITH ANU

Capital-WATER is a major collaboration between the University of Canberra and the Australian National University. The two universities have committed to work together to advance water research, training and education across Australia and throughout the region.

INCREASED STAFF DEVELOPMENT

The Doctor of Philosophy (by Publication) enables the award of a doctoral level degree to candidates on the basis of their original scholarship and contribution to knowledge through a demonstrated capacity for independent research.



STRATEGY FIVE ENGAGE EFFECTIVELY WITH THE WORLD AROUND US

The profile of the Development Office was lifted in 2009 with the creation and filling of the position of Pro Vice-Chancellor (Development). The University has achieved substantial progress in improving engagement to achieve its teaching, learning and research goals. This success is exemplified by the increasing enrolments and profile of the University.

Key outcomes achieved in the first two years of the five year plan include:

ENGAGEMENT WITH TERRITORY GOVERNMENT

A new Memorandum of Understanding has been developed with the ACT Government.

ENGAGEMENT WITH LOCAL SCHOOLS AND COLLEGES

New partnerships with Kaleen High School and Lake Ginninderra College have been established which will enable the University and Schools to collaborate in a range of professional development and research activities. The main goal of the partnerships is to build the aspirations of school students to go onto higher education.

ENGAGEMENT WITH THE COMMUNITY, BUSINESS AND GOVERNMENT

In the three years since his arrival, the Vice-Chancellor has dramatically increased the engagement of the University with its key stakeholders, having hosted 57 events at his Campus Residence and many more on campus. Visitors have included dignitaries of government, business, embassies, community groups, TAFEs, Registered Training Organisations and other universities.

ENGAGEMENT WITH LOCAL EDUCATION INSTITUTIONS

Links with CIT have been strengthened with an enhanced Memorandum of Understanding. An MOU between the ANU and University of Canberra to establish collaborative initiatives in areas of

mutual interest and benefit to both institutions and the communities they serve is being prepared.

MUSIC OUTREACH PROGRAMS

Under the leadership of David Tattersall, the University has established outreach programs in music, including music for adults and juniors, and University choirs.

ESTABLISHMENT OF THE GALLERY OF AUSTRALIAN DESIGN

In 2009, the University established the Gallery of Australian Design (GAD) at Commonwealth Place in the Parliamentary Zone. The GAD is a partnership with the National Museum of Australia, the Australian Institute of Architects and the Australian Institute of Landscape Architects. It provides public exhibitions and new opportunities for teaching, learning and research and for marketing and promotion of the University's design disciplines. His Excellency, Adjunct Professor Michael Bryce is patron of the GAD.

GOING GREEN PROJECT

The University provided funding for a "Going Green Project" in late 2009. It is expected the University will appoint its first Sustainability Planner in early 2010 who will put in place a strategy to reduce the Campus' Ecological Footprint.



VICE-CHANCELLOR'S EXCELLENCE AWARDS 2009

The Vice-Chancellor hosted the 2009 Excellence Awards on 4 November. The event was an opportunity to acknowledge the outstanding achievement of University staff in the categories of Teaching Excellence, Research Excellence and an overall Vice-Chancellor's Award. The key note address was given by Adjunct Professor Marco Lanzetta, who gave a fascinating insight into the world of non-vital organ transplantation. Professor Lanzetta conducted the world's first hand transplant surgery and it was fitting to hear from someone who strives for excellence in their profession.

WINNER

**THE LEARNING SUPPORT TEAM –
MICHELE FLEMING, ANITA CROTTY,
HELEN CARTER AND KATE WILSON**

In 2008, the University began to establish its identity as a high support, high challenge and high access University. This included a new entry and credit scheme, new Admissions entry pathways and a learning support framework.

This Learning Support Team introduced one of the most comprehensive suites of learning support strategies in Australia: the Smart Study Passport, In-discipline Support, Peer Assisted Learning Sessions (PALS), Retention Program, the Library Rovers Scheme and the Personal Adviser Scheme for all new international students. They sought internal funding for specific learning strategies and won external Better University Renewal Funding (BURF) to build the library learning commons hub.



HIGHLY COMMENDED**THE RESEARCH SERVICES OFFICE (RSO)**

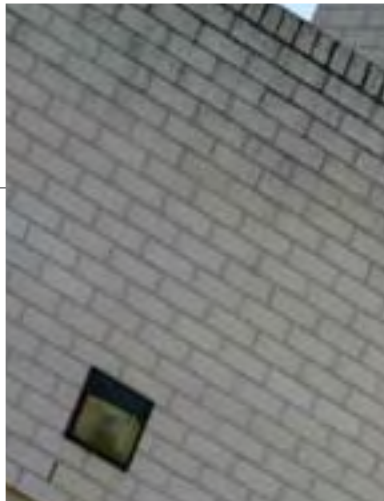
The RSO has worked incredibly hard over the last two years to revitalise research management, reporting and policy as well as provide high level support in response to the needs of staff and students. The groundwork they have laid over the past two years has put the University in a much better position to be able to respond to the national research agenda, as well as ensuring we are prepared for a more research-intensive future.

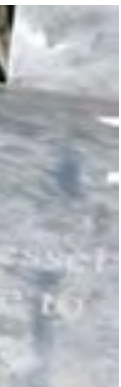
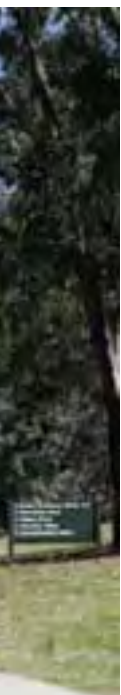
HIGH COMMENDED**THE "MOODLE" IMPLEMENTATION TEAM, ALAN ARNOLD, MINH-TAM NGUYEN AND SUE DEMOOR**

In May 2008 the University decided to adopt Moodle as its primary Learning Management System, and today the uptake rates have been phenomenal - 97 per cent of undergraduate and 90 per cent of postgraduate students now have a Moodle site. What this small team has achieved in little over a year is truly remarkable, and the University is now positioned as an industry leader in the use of Moodle.

COMMENDED**MAREE SAINSBURY, FACULTY OF LAW**

Maree's nomination for this award stated that she personified academic dedication. She has undertaken the role of Associate Dean (Education) and course coordinator and maintains a very high level of performance excellence and dedication to the interests of students. Maree is a successful teacher and researcher and an active participant in Faculty affairs.





2009 TEACHING EXCELLENCE AWARDS

TEACHING EXCELLENCE FOR AN EARLY CAREER ACADEMIC

- Wendy Chesworth, Faculty of Health
- Kasia Bail, Faculty of Health

TEACHING EXCELLENCE FOR A SESSIONAL TUTOR OR DEMONSTRATOR

- Melanie Beacroft, Faculty of Business and Government

UNIVERSITY OF CANBERRA CITATIONS

- Misty Adoniou, Faculty of Education
- Wendy Chesworth, Faculty of Health
- John Gilchrist, Faculty of Law
- Andrew MacKenzie, Faculty of Arts and Design
- Mary-Jane Taylor, Faculty of Arts and Design
- Ting Wang, Faculty of Education

UNIT SATISFACTION SURVEY RECOGNITION AWARD

- Deborah Hill, Faculty of Arts and Design
- Jeremy Jones, Faculty of Arts and Design
- Thea Vanags, Faculty of Health
- Tim Van Dalen, Faculty of Health
- Phil Newman, Faculty of Health
- Tony Di Michiel, Faculty of Applied Science
- The Echochemistry Team: Elliott Duncan; Simon Foster; Frank Krikowa; Bill Maher; Anne Taylor; David Williams
- Janet Smith, Faculty of Education
- Ros Donohoe, Faculty of Education
- Natalie Cujes, Faculty of Law
- Anthony Hopkins, Faculty of Law
- Mary Walsh, Faculty of Business and Government
- Mary Collier, Faculty of Business and Government
- Ian Lisle, Faculty of Information Sciences and Engineering
- David Clarke, Faculty of Information Sciences and Engineering

2009 RESEARCH EXCELLENCE AWARDS

RESEARCH EXCELLENCE AWARD FOR RESEARCH OUTPUTS

- Dharmendra Sharma, Faculty of Information Sciences and Engineering

RESEARCH EXCELLENCE AWARDS FOR RESEARCH INCOME

- Ann Harding, NATSEM

RESEARCH EXCELLENCE AWARDS FOR RESEARCH TRAINING

- Bill Maher, Faculty of Applied Science
- Jen Webb, Faculty of Arts and Design

RESEARCH EXCELLENCE AWARD FOR AN EMERGING RESEARCHER

- Eileen Robertson, Faculty of Health



SECTION REPORTS

EDUCATION

CURRICULUM DEVELOPMENT

Curriculum renewal continued apace in 2009. The University revised 145 undergraduate courses and 79 postgraduate courses. Of these, 45 courses were new at undergraduate level, and 47 were new at postgraduate level, involving significant new academic content. A new Gateway Group considered the academic, financial, business and engagement aspects of all new courses at the planning stage. The University also established the principles, policy and frameworks for associate degrees and facilitated the development of the University's first Associate Degree in Justice Studies.

External linkages for the University's courses and disciplines were a strong focus. Industry partnerships were established for Cultural Heritage, Information Studies, Education and Health. International affiliations were established for a range of disciplines, including Geographic Information Science (GIS), Forensics, and Environmental Science.

An alliance with the Australian National University (ANU) led to concurrent collaborative courses between Education at the University of Canberra and Science and Asia-Pacific Studies at ANU. A Graduate Certificate was developed in Water Management with the ANU's Crawford School.

THE UNIVERSITY'S SIGNATURE THEMES

The University made progress on the signature themes of its courses and disciplines.

Online and Blended Learning.

A new learning management system was introduced at the University, Moodle, with great success. Over 97 per cent of undergraduate and 90 per cent of postgraduate students engaged extensively with Moodle from semester one 2009. The University of Canberra subsequently led sector conversations with the Canberra



Professor
Carole Kayrooz,
Deputy Vice
-Chancellor
(Education)





Institute of Technology (CIT) and ANU regarding the broad adoption of Moodle. This culminated in a very successful Symposium on Moodle for the sector in collaboration with CIT and ANU. A new Online and Blended Learning policy was developed and was supported through a newly established Learning Environments Advisory Group. A number of learning and teaching initiatives driven by online and blended learning were developed through Moodle.

Work-Integrated Learning at the University was awarded \$830,000 by the Commonwealth's Diversity and Structural Adjustment Fund to ensure that students become 'preferred graduates' for employers. Two international experts were hosted at the University in 2009, Professor Marilyn Wedgewood from the United Kingdom and Professor Stephen Billett from Griffith University. Professor Wedgewood conducted a needs analysis and

provided advice on future directions for Work-Integrated Learning at the University. Work-Integrated Learning featured during teaching and learning week held 13-17 July 2009 and was opened by Fiona Buffinton, Group Manager of the Higher Education Group in the Australian Department of Education, Employment and Workplace Relations. Seed incubator projects were established in the faculties and an interdisciplinary research network was formed. The University became an inaugural institutional member of the Australian Collaborative Education Network.

Internationalisation. The University adopted and included in all new policy documents a definition of "Internationalisation" which incorporates intercultural and global perspectives. A project team under the auspices of the International Education Committee (IEC) reviewed the professional development needs of Transnational Education (TNE) and domestic lecturers. A professional development tool is planned for 2010 to support international education, both on-shore and off-shore. An advisory group working to the IEC began research on the relative success rate of international students and planned implementation model for internationalisation in 2010. An English proficiency policy has also been established.

OTHER DEVELOPMENTS

Course and Teaching Evaluation and Improvement (CATEI) System.

The University instituted the CATEI to provide systematic and comprehensive evaluation feedback to faculties and to students. Mechanisms now exist for course improvements based on feedback. The purpose of CATEI has been to link evaluation with action and improvement across the campus. As one indicator of its success, in the space of one year, the response rate doubled for the Unit Satisfaction Survey, one of the main components of the System.

NEW ADMISSIONS SCHEME

A new entry and access scheme, a new Admission Pathways Scheme and a comprehensive suite of learning support strategies was successfully established with excellent outcomes. The learning support strategies included The Smart Study Passport, In-discipline Support, Peer Assisted Learning, Retention Program, Library Rovers Scheme and Outstanding Scholar Program. A Personal Adviser Scheme was implemented for all new international students. All learning support strategies evaluated in their first year of operation showed marked improvement in success and progress. Funding (\$1m) was secured from the Commonwealth for a new Library Learning Commons and Learning Resource Centres were established in most faculties.

The University also won \$800,000 to explore regional pathways in the broader region surrounding the ACT. The University conducted a series of forums across regional towns, including: Cooma, Goulburn, Yass, Bega, Moruya and Ulladulla. There were multiple radio interviews and press releases in regional towns.

PRIZES AND AWARDS

The University developed a series of awards and incentive schemes that recognise key achievements across the University community. The number of institutional and national teaching award applicants increased, and new award and recognition programs were established in faculties. Awards developed included: Unit Satisfaction Survey Awards, Vice-Chancellor's Teaching Award, Citation Awards, Early Career Awards, Sessional Awards. Formal Faculty teaching awards programs were established in the Faculties of Arts and Design, Business and Government, Health and Law; and informal award systems exist in the Faculties of Education and Applied Science.

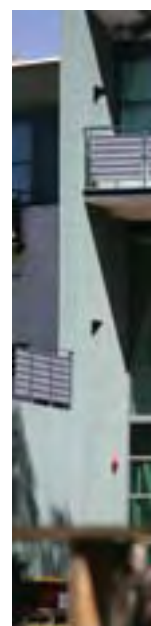
LEADERSHIP DEVELOPMENT PROGRAM

The University increased internal and external links between learning and teaching leaders to build learning and teaching leadership capacity. In particular, the University conducted the ACT/NSW Associate Dean Education Network Forum, a collaborative leadership project between the University of Canberra and the Australian National University. This project provided opportunities to exchange professional ideas and increase awareness of the range of roles undertaken by Associate Deans for academics at the University of New South Wales, University of Sydney and Macquarie University.

Talking About Teaching and Learning (TATAL) is a network for the ACT region and co-sponsored by ACT Higher Education Research and Development Society of Australasia (HERDSA) and ALTC Promoting Excellence Initiative at the University of Canberra. Groups met monthly during 2009 to develop a teaching philosophy statement and a teaching portfolio. Outcomes of TATAL included two successful external teaching award applications, two successful University of Canberra teaching award applications, an application for a HERDSA Fellowship and refereed journal publications.

Further, the University increased the dissemination of the achievements of learning and teaching leaders through the continuation of the 2008 Making Room to Lead initiatives. This included:

- "Stuff That Works" lunches - eight informal gatherings led by national and University of Canberra award winning teachers who shared practical solutions and ideas.
- Higher education forum presentations which included the Chief Executive of The Higher Education Academy (UK) Professor Paul Ramsden among the presenters.
- Breakfasts with a Leader - sessions were conducted throughout 2009 which allowed University learning and teaching leaders to explore solutions to commonly recognised leadership dilemmas.





Professor
Frances
Shannon,
Deputy Vice-
Chancellor
(Research)

RESEARCH

The University of Canberra carries out high quality applied research in areas that are relevant to the local community, the ACT and the nation. Examples include research in economic modeling, environmental science, governance, health and education. In focusing on applied research in these and other areas, the University's academics make significant contributions on two levels; they provide solutions to current problems and contribute to the international knowledge base in the focus disciplines.

The University structures that support research include University Research Centres (URC) formed to create a high quality interdisciplinary research focus,

cross faculty centres and intra-faculty centres. The Institute for Applied Ecology (IAE) and NATSEM are highly regarded for their applied research in environmental science and micro-economic modeling respectively and during 2009 a new URC was formed to provide a focus for the biomedical and forensic research of the University. In addition, the University hosts three Cooperative Research Centres (CRC) (Invasive Animals, eWater and Plant Biosecurity) and many researchers, especially in the IAE receive significant funding for research and research education from these CRCs. Several new faculty research centres were established during 2009 including; the National Institute of Sport Studies (NISS), the Centre for Research and Action in Public Health (CeRAPH), with a focus on translational research and policy development and the ANZSOG Institute of Governance under the leadership of its founding Director, Professor Mark Evans.

2009 RESEARCH HIGHLIGHTS

2009 saw many major achievements in the research activities of the University.

- Professor Suresh Mahalingam was awarded an ARC Future Fellowship valued at \$788,800 over four years in support of his research on *Mosquito-borne viruses—how they cause disease and novel approaches*

to prevention. The ARC Future Fellowships scheme is administered by the Australian Research Council under the National Competitive Grants Program and funds outstanding mid-career academics to enable research capability growth in universities.

- Freshwater ecology researchers in the Institute for Applied Ecology (Associate Professor Mark Lintermans, Professor Richard Norris and their team) have been working with ACTEW Corporation in the Cotter River catchment on projects related to the expansion of the Cotter Reservoir and the subsequent threats to its fish and fauna. Funding of \$2.9m over three years is supporting this work which is a collaboration between the IAE, ANU and the Bulk Water Alliance (GHD, Abigroup, John Holland, Actew Corporation and ActewAGL).
- Two new ARC Discovery Grants, two new ARC Linkage Grants and a DIISR Indo-Australian Biotechnology Fund Grant were awarded to University of Canberra academics during 2009 for research into diverse topics including the development of improved anti-viral treatments, child and youth social exclusion risk, financing aged care in Australia and the reporting of international news in the Australian press.

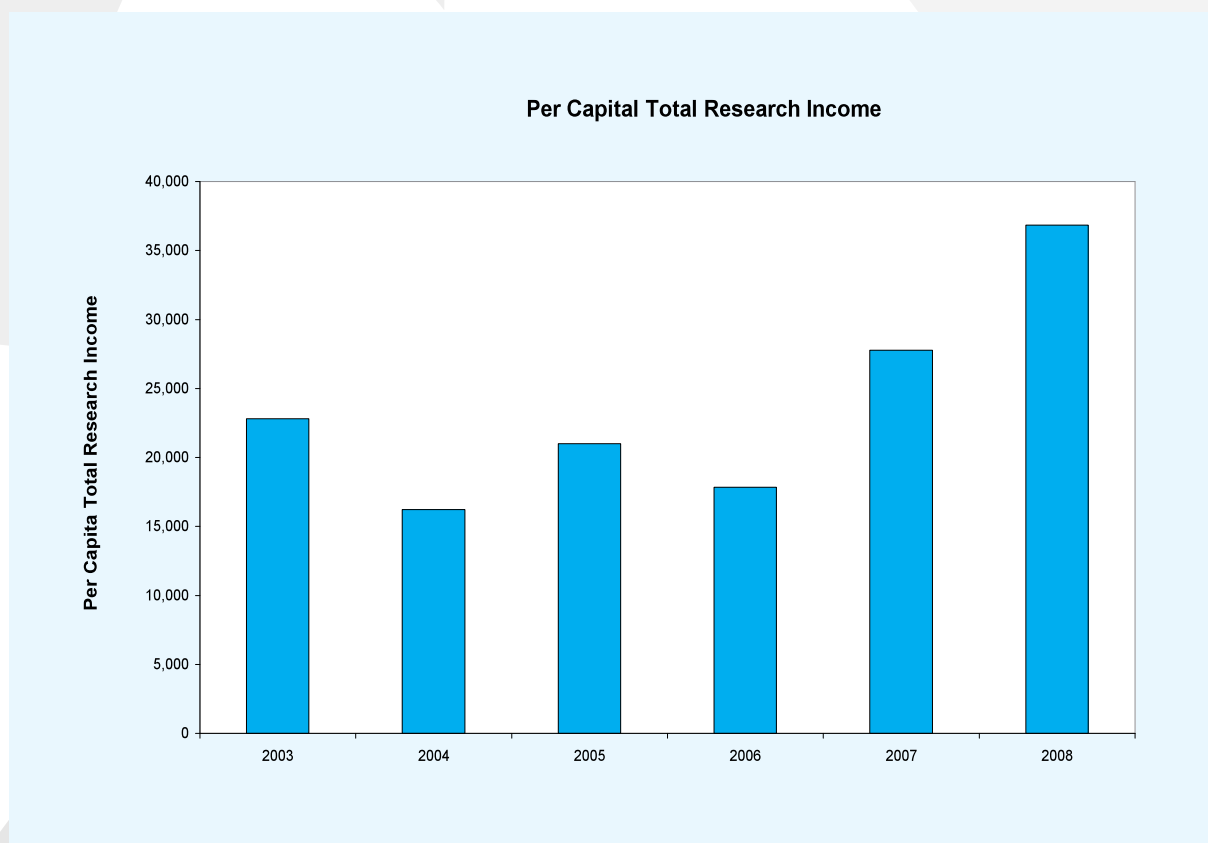
PERFORMANCE MEASURES SHOW RESEARCH AT THE UNIVERSITY OF CANBERRA IS ON THE RISE

One of the core strategies of the University is to perform in the top half of Australian Universities on per capita research measures by 2013. Tracking performance to date shows that there is an upward trend for two key performance measures; the quantity of weighted

research outputs and the amount of research funding won. Both of these measures are maintaining a strong upward trend. The University has improved its ranking on these measures against all Australian Universities and for 2008 was ranked

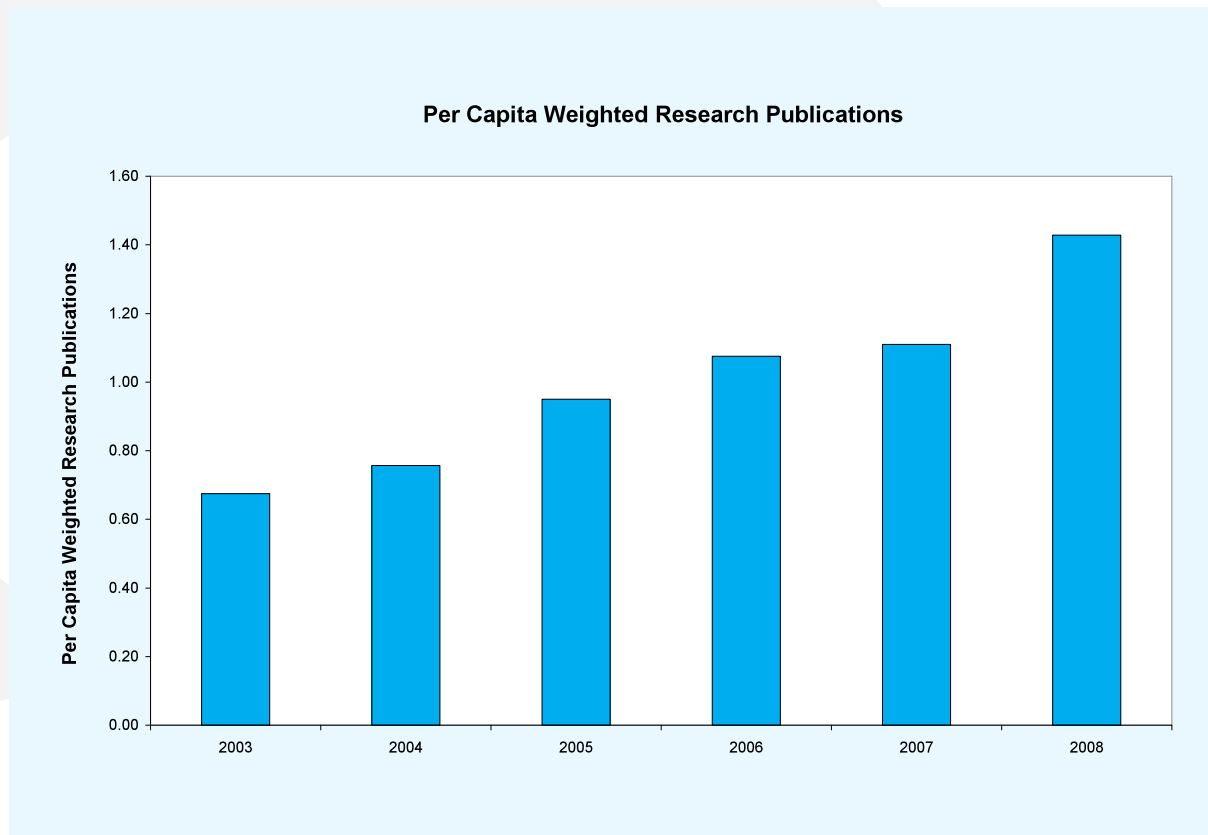
10 out of 39 on weighted publications per FTE, a significant rise in activity. The challenge for the University will be to sustain these improvements through targeting funding of high quality research and recruitment of key research intensive personnel.

Figure 1



The graph in Figure 1 shows the per capita research income in AU\$ for each year between 2003 and 2008.

Figure 2



The graph in Figure 2 shows the number of weighted research publications (books, book chapters, journal articles, conference proceedings) produced per academic staff member.

Source: Higher Education Research Data Collection, Department of Innovation, Industry, Science and Research.

SUPPORTING RESEARCH EXCELLENCE

The Research Services Office, which provides administrative support for research and research training, made significant improvements to its services and processes during 2009 in order to provide best practice support for the research agenda of the University.

During 2009, Professor Sue Thomas, Pro Vice-Chancellor (Research), resigned from the University to take up a new position at Charles Sturt University as Deputy Vice-Chancellor Research, and Professor

Frances Shannon was seconded from The Australian National University, under the auspices of our collaborative partnership, to fill this position. Professor Shannon was subsequently appointed to the substantive position of Deputy Vice-Chancellor (Research) in December. Professor Shannon brings a wealth of experience to her new role at the University, having previously held the position of Acting Director of the John Curtin School of Medial Research and Professor and Group Leader,

Gene Expression and Epigenomics Laboratory. Professor Shannon has had an extensive career in teaching, research, research supervision and administration. She has a significant record in attracting major competitive grants and infrastructure support, an impressive list of publications and she has served on numerous scientific review committees.

OFFICE OF THE REGISTRAR

CAMPUS LIFE

Following an external review of Campus Services and a student survey regarding the quality of services on campus, the Office of Campus Life was established in July 2009. The aim of the Office is to drive desired University Strategic Plan objectives to provide a great student and staff experience, and better engagement with the ACT community. The University adopted a Campus Experience Strategy, 'Imagine UC 2012,' with a goal to enhance its campus experience for students, staff and the ACT community. The University will support diversity and vibrancy in its campus life and offer a great extracurricular experience to students, a great workplace for staff, and inviting facilities and services for the ACT community.

UNIVERSITY OF CANBERRA UNION LTD (UCU)

The UCU governance structure and board composition was changed in June 2009. A new UCU Strategic Plan was adopted in late 2009. These changes better align UCU with the University's Campus Experience Strategy, with a view to making it the primary vehicle to facilitate campus life. This has coincided with work to foster better relationships between the University and UCU and to formalise service level agreements with the University. In 2009, UCU continued to maintain its role as the key services provider to students and staff, for food, sports, events, and for clubs and societies. Much work was undertaken to improve some existing services and deliver new ones. This includes a better

quality restaurant (Bruschetta), the launch of a Jazz Club, and upgrades to fitness and gym areas and equipment. Efforts were also made in restructuring and planning to deliver new service lines for 2010, including UC LIVE! (a music events unit), a University pub, and a review of University Clubs & Societies. UCU has also been in discussions with the Faculty of Health regarding healthy and sustainable food choices and programs for a healthy campus, which it hopes to gradually roll out in 2010.

While at the moment much of this work goes unseen by students, staff, and the ACT community, it has laid important groundwork for the revitalisation of UCU and to position it to deliver vibrant and diverse new ventures. At time of publication, for example, UCU will have announced a partnership to bring to Canberra music lovers a new national touring music festival, of a level Canberra has not seen before.

UCU will continue to work towards making the campus experience memorable for students, staff, and the rest of the ACT community in 2010.



Bruce Lines,
Registrar



DEAN OF STUDENTS

STUDENT EQUITY

Throughout 2009, programs were implemented to assist with overcoming barriers to access and participation for Indigenous students, students from low Socio Economic Status (SES) backgrounds, students with a disability, students from rural areas, Australian students from non-English speaking backgrounds (NESB) and international students. Existing programs such as the Harmony Program and the Migrant and Refugee Student Support Program were also further developed and enhanced throughout the year.

A Student Experience Advisory Group was established in 2009, together with an International Student Support Group. A new business unit, the Student Equity and Support Unit, was also created mid-year to support all students and to improve access, participation, retention and success for students from financially and/or educationally disadvantaged backgrounds.

RURAL STUDENTS

Regional bonus points for domestic school leavers from regional NSW were on offer in 2009. Further support for rural students was provided via access scholarships, offered in partnership with national and regional organisations including the Country Education Foundation of Australia. The Rural Student "Buddy" Support Program was introduced for rural student commencers.

STUDENTS WITH A DISABILITY

In 2009 the University's Disabilities Office was rebranded UC AccessAbility in order to promote a new vision for support services for students with a disability or health condition. Early in the year an Assistive Technology Room was established in the Library. This provides a computer room with ergonomic furniture, a free scanner and printer, and access to assistive technological for students with a disability. In addition a project was undertaken to network a range of assistive technology programs across campus. Staff awareness training continued with Disability Standards for Education workshops run by UC AccessAbility.

NON-ENGLISH SPEAKING BACKGROUND (NESB) STUDENTS

Support for students from non-English speaking backgrounds continued with the enhancement of the Migrant and Refugee Student Support Program. The program aims to increase students' sense of belonging, to foster a sense of community and to assist with the retention and success of students from migrant and refugee backgrounds. Students are invited to a specialised orientation program developed with the support of the ACT's Migrant and Refugee Settlement Services. Students are

provided with a weekly one-to-one peer mentor/tutor session for one academic year. The University's Academic Skills Program also provided a weekly writing session for this group.

INTERNATIONAL STUDENTS

All newly commencing international students were provided with an enhanced orientation and induction program, which included participation in the Smart Study Passport Program. The program assists with acculturation to University life and provides information and training to support academic development.

The Personal Adviser Scheme was introduced for all newly commencing undergraduate international students. All commencing undergraduate international students were assigned an academic staff member from their home faculty as their Personal Adviser. The Personal Adviser is the students' 'go-to' person for information and advice.

ALL STUDENTS

In addition to specialised support offered for particular groups of students, a number of workshops and forums were offered to all students on a range of topics from financial literacy to cooking and nutrition. In order for students from outside the region to make new friends and enhance their support networks, the popular Facebook Program was introduced, which allows domestic and international students to meet on a regular basis over coffee. To provide volunteer, leadership, and citizenship opportunities, the University introduced the Canberra Award, a non-academic award that recognises and acknowledges civic responsibility and a commitment to personal and professional growth.



OUTREACH PROGRAM

The University developed a strong outreach and access partnership with The Smith Family. The Smith Family runs a *Learning for Life* program for students from financially disadvantaged backgrounds. The partnership included joint visits to schools, a joint newsletter, the provision of scholarships to low Socio Economic Status (SES) school students, and visits by school students in the Learning for Life program to the University.

As part of its outreach, the University also undertook a Student for a Day experiential program targeted at students in years 8-10 from financially disadvantaged backgrounds. A number of other outreach initiatives were undertaken including literature competitions for low SES school students.

HUMAN RESOURCES

ENTERPRISE AGREEMENT AND ACADEMIC RENEWAL

Following comprehensive negotiations and consultations a new Enterprise Agreement (EA) was approved by Fair Work Australia on 21 December 2009. The EA links directly to the University's

Strategic Plan and provides for the implementation of Academic Renewal including the new designation of Assistant Professor.

Academic Renewal proposals were presented to Council, staff and unions during 2009. With challenges such as a comparatively lower record in research and teaching benchmarks, an academic staff profile older than the national average, and an increasingly competitive market for talented academics, the priorities of Academic Renewal were to:

- Become a more attractive University to early career academics by reducing the number of steps from the bottom of Level B to the top of Level C from 12 steps to 5;
- Provide recognition for high performing existing staff through introduction of accelerated career progression of Assistant Professor for Levels B/C and encourage academic staff who display an advanced career trajectory to apply for promotion;
- Significantly improve our approach to academic staff development and performance, and;
- Ensure high performance by reference to external benchmarks in research and teaching.

Accordingly, changes to academic staffing policies and processes were put into place during 2009. These changes included strengthening the alignment of the academic promotion and the performance and development review process with the Strategic Plan and incorporating more data on research and teaching outcomes.

A major academic recruitment campaign was successful in promoting the new salary scales and initiatives such as Assistant Professors. The resultant high levels and quality of applications are an indication of the improving profile of the University not only in Australia but globally. Our academic workforce was also shaped by staff electing to take early retirement via an approved Australian Tax Office (ATO) scheme.





INFORMATION COMMUNICATION TECHNOLOGY (ICT)

In 2009 ICT focused on the University's outsourcing initiative and considerably restructured its operations. At the same time ICT continue to deliver new functionality and capability to the University by supporting an extensive range of ICT projects.

A number of projects were progressed with the support of funding under the Workplace Productivity Program. Notable projects include:

EMAIL COMMUNICATION WITH STUDENTS AND GRADUATES

The transition to the Live@EDU email system ensures a reliable electronic communication method between the University, current students and alumni. The implementation of Live@EDU was successfully completed for current students. It is now running as the University's student email system. The final part of the project, which is currently under way, is the ability to allow University Alumni access to the system.

SYLLABUS + 2007 UPGRADE AND TUTORIAL SYSTEM REPLACEMENT

The Syllabus Plus Enterprise Upgrade project will enable the University of Canberra staff access to a suite of web based timetable reporting and room booking tools.

NETWORK FIREWALL AND TRAFFIC ACCOUNTING PROJECT

This project will implement a new system to manage network traffic and provide an accounting service exposing and managing individual usage. In addition a component of the new system will help protect University network from external attack.

DOCUMENT MANAGEMENT SYSTEM

An Electronic Document and Records Management System (EDRMS) was investigated in 2009 and will be a continuing project in 2010. The EDRMS will achieve control over document lifecycle and will allow for central management of security, backup, retention, archiving and various other functions.

BUSINESS INTELLIGENCE

The University has been working on improvements to Business Intelligence by way of improvements to strategic, tactical and operational decision-making processes. Changes to improve information dissemination and access, as well as propagation of knowledge about the University will help strengthen the internal governance function. The aim is to provide the ability for analyses and reports on virtually all thinkable aspects of the University.

IDENTITY MANAGEMENT

This project will establish an effective and efficient system for ongoing management of staff and student identities to support secure access to systems and to enable the deployment of workflows.

DISASTER RECOVERY

ICT is implementing a Disaster Recovery (DR) site in Building 6. This infrastructure will remain in place and provide backup storage and a DR backup server even after a second full data centre has been established.

LECTURE STREAMING

This project aims to update the existing lecture recording technology at the University with a robust, supported solution that has flexibility to expand and extend to meet growing demand and changing needs. It is envisaged that the new solution will improve the quality of lecture recording in large teaching spaces, as well as provide a flexible solution for recordings made in other venues and in the field.

OUTSOURCING

BUSINESS PROCESS AND INFORMATION TECHNOLOGY

The University signed an agreement with Wipro Limited and Wipro Australia Limited in June for the provision of outsourced business processes in the areas of Finance, Human Resources and Student Administration, as well as outsourced Information Technology services.

This arrangement assists the University to focus more on its core business of education and research, as well as improving the delivery of services to staff and students. Already there has been an increase in Service Desk support hours to match the library opening hours so that assistance is available in the evenings and on weekends. In Finance, Student Services and Human Resources, Wipro have commenced work on process improvements which will be implemented during 2010.

FACILITIES

In March the University signed an agreement with Spotless P&F Pty Ltd for the delivery of Facilities Maintenance services. Spotless have taken on responsibility for the delivery of a number of services including security, cleaning and building maintenance services.

PLANNING AND REPORTING

AUQA PROGRESS REPORT

The University forwarded its cycle two progress report on the external quality audit undertaken by the Australian Universities Quality Agency (AUQA) in 2008. The University has made good progress on all affirmations and recommendations.

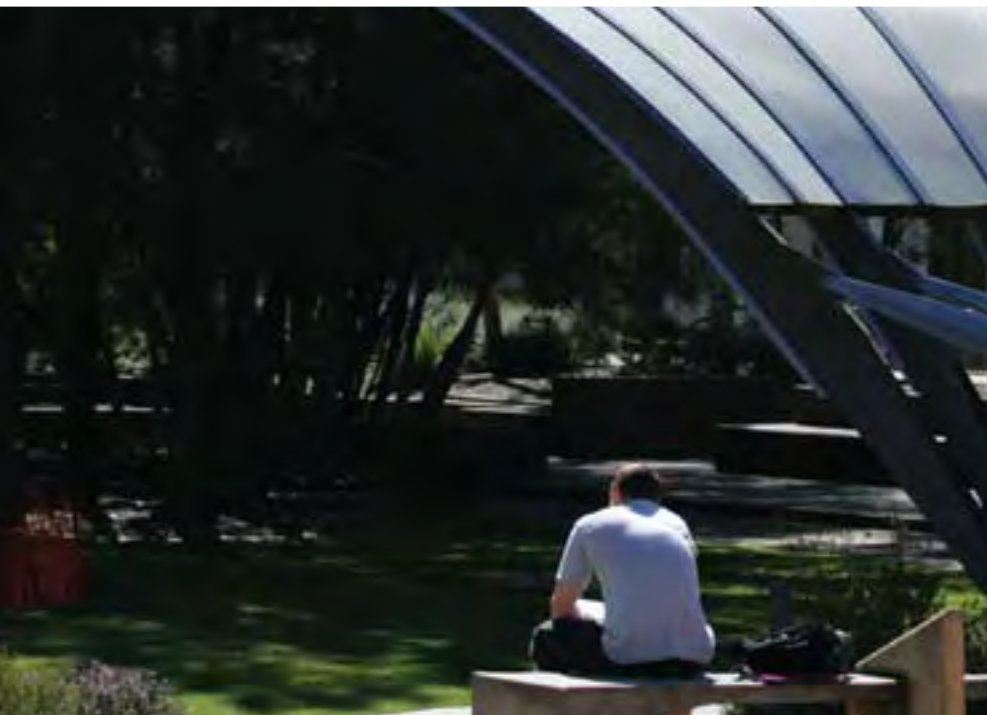
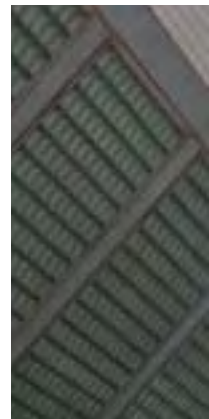
CAPABILITY PLANS

The University has finalised the development of seven capability plans to ensure effective implementation of the strategic plan and the academic plan. The Capability Plan was endorsed by the University Council and the Academic Board in late 2009.

CAMPUS MASTER PLAN

The Master Plan articulates the University's vision for the campus as:

"a unique contemporary environment that delivers learning as a transformative experience for all people, irrespective of their origins, age and circumstance; an inclusive centre where learning is part of the Community's way of life."





Published in June 2009, the University of Canberra's Master Plan builds on past studies and stakeholder consultation and provides a narrative for future campus development. The Plan incorporates a strategic framework for development, an indicative precinct land-use map, and planning and design principles and guidelines. These address the University Heart, entry points and edges to the 118 hectare campus site. They cover views and vistas, landscape and key landmarks. Building design, public and open space, streetscape and the public domain are discussed, as is public transport, access and circulation. It also addresses heritage conservation and culture, safety and security and water sensitive urban design issues.

Detailed urban design guidelines have subsequently been prepared for a number of the campus precincts including Innovation South in which the new Commonwealth funded NATSEM building is currently under construction.

The Campus Master Plan supports and informs the strategic planning, sustainability and accommodation agenda for the University including the student and staff campus experience, capital works, site selection and community and industry engagement. The Master Plan was prepared by the University in conjunction with Parsons Brinckerhoff Australia Pty Ltd.

A GREEN CAMPUS

In June 2009 the Vice-Chancellor convened a retreat focused on meeting the *ambitious targets and standards, as a signatory to the Talloires Declaration, to reduce our ecological footprint.*

As an outcome the University has agreed on a vision that it be: *A university that develops leaders who will inspire and deliver a sustainable future.* A Sustainability Strategy Group, convened by Council Member Dr Sarah Ryan who is also the chair of the University Environment and Works Committee, was also established together with four working groups. These are: Greening the Curriculum; Greening the Research Portfolio; Greening the Campus; and Greening Community Outreach.

To drive immediate campus greening initiatives, a 'Quick Wins' program and tracking report has been devised. Program projects include an awareness campaign, printing improvements, University of Canberra vehicle fleet review, campus lighting, recycling initiatives, mobile phone recycling, a walking and cycling strategy, a transport network plan, and storm water harvesting.

Strategic initiative funding has been approved for 2010 to support a comprehensive 'Going Green' strategy. Expected outcomes include investment strategies, staff and student engagement, an audit of current sustainability performance, a decrease in our ecological footprint, an increase in cross-disciplinary sustainability literacy, strengthened relationships with the ANU Green group and the ACT Government.

In 2009 the University commissioned a Water Management Plan with the objective of creating awareness of our water use as a large water consumer in the ACT. This will lead to further assessment of water consumption behaviour, enable prioritisation of water saving initiatives, and promote investment in alternate water sources.

ENGAGEMENT

The Pro Vice-Chancellor Development is responsible for a portfolio covering engagement with government, business, the region, the community, Alumni, Honorary Appointments, Student Enterprise, Professional Development and Training, Development Projects, and UC Music. UC Knowledge, a consultancy and commercialisation unit also falls within the Portfolio.

ENGAGEMENT WITH GOVERNMENT

During 2009 the Development Office provided a client service relationship with: the Department of Education, Employment and Workplace Relations (DEEWR); the Education Investment Fund's investment in the International Microsimulation Centre (NATSEM Building); the Teaching and Learning Capital Fund; and the Structural Adjustment and Diversity Fund. The Development Office also assisted several faculties in the preparation of applications for grants under a number of Commonwealth funding programs.

The Development Office maintains the University's relationship with the ACT Government through a Memorandum of Understanding signed in October 2008. The Schedule to the MOU includes a listing of 43 collaborative projects with the ACT Government. A project to develop a draft Green Economy Framework for the Government was funded through the Agreement during 2009.

ENGAGEMENT WITH BUSINESS

The University is an important member of the Canberra business community, injecting \$158m into the local economy and providing employment for 800 Canberra residents. The University is one of Canberra's largest employers. There are considerable flow-on effects through the impact of related secondary employment in the ACT and region.

The University is a member of key business and industry organisations in the ACT. The Pro Vice-Chancellor (Development) is a member of the Board of the Business Council and Chairs the Economic Development Task Force. Education, which contributes \$266 million in export revenue to the economy of the ACT, is the territory's second largest export category.



John H
Howard,
Pro Vice-
Chancellor
Development

ENGAGING WITH THE REGION

The University of Canberra is the University *for* Canberra and the surrounding region. Approximately one in five students at the University is resident in the region and a large number of collaborative research projects are undertaken with regional organisations.

During 2009 a number of initiatives were commenced to strengthen relationships with cities and towns including Bateman's Bay, Bega, Cooma, Goulburn, Jindabyne, Moruya and Ulladulla. An important initiative is the collaborative education pathways project with the Illawarra Institute of TAFE.





The University has articulation agreements with the Illawarra Institute and Riverina Institute and is seeking to strengthen arrangements in the present environment of change and reform in the tertiary education sector.

Through the Pro Vice-Chancellor (Development) the University is represented on the Board of Regional Development Australia – ACT. RDA-ACT subsumes the ACT based members of the previous Capital Region Development Board and the Capital Region Area Consultative Committee.

ACT COMMUNITY

The University, and staff, actively participate in the work of cultural, recreational and community organisations in Canberra. Many of these organisations have access to the University's campus facilities and services.

During 2009 the University signed an MOU with Illawarra Retirement Trust, operators of the nearby Kangara Waters Retirement Village, to work collaboratively on teaching, research and extension projects for the advancement of knowledge and the development of professional expertise; and in the creation of social, recreational, cultural and sporting interaction.

The University is represented on the board of Belconnen Arts Centre.

ALUMNI RELATIONS

Following the success of the 40th Anniversary celebrations in 2008, Council agreed (in 2009) to a new strategic direction for Alumni engagement, and allocated funds to continue building the University's relationship with its 60,000 strong Alumni Community.

HONORARY APPOINTMENTS

The University has over 300 Honorary appointments as Adjunct Professors, Adjunct Associate Professors, Adjunct Professional Associates and Visiting Fellows who make valuable contributions in the areas of research, teaching and professional development. A College of Adjuncts is being planned with a Dean to be appointed in 2010.

ENTERPRISE DEVELOPMENT

The University is a supporter of the Lighthouse Innovation Centre, a joint venture between the ACT Government and Epicorp. The University is represented on the Board of Epicorp.

The University has supported a number of Lighthouse events on campus including a September 'Boot Camp' to establish a web-based enterprise.



The University has a partnership arrangement with the ANU to support InnovationACT, a student led business development program. Andrew Dever of the University won an \$8,000 award as a finalist in the business planning competition and attended the MIT Global Startup Workshop in March 2010.

PROFESSIONAL DEVELOPMENT UNIT

The University's Professional Management Programs Unit was restructured during 2009. Short courses provided under panel arrangements with the Australian Public Service are now organised by the ANZSOG Institute to complement their suite of professional education programs in public administration.

The Development Office will continue to arrange short courses and non-award programs for Faculties through a restructured Professional Programs Unit.

AUSTRALIAN CENTRE FOR EXCELLENCE FOR LOCAL GOVERNMENT

During 2009 the University of Canberra was part of a successful consortium bid with University of Technology Sydney to host the Australian Centre for Excellence in

Local Government. Funded by the Commonwealth Government, the Centre's role is to build capacity in Local Government. The University of Canberra, through the ANZSOG Institute, has a lead role in both the Executive Leadership, and the Innovation and Best Practice Programs.

CREATIVE INDUSTRIES INNOVATION CENTRE (ENTERPRISE CONNECT)

The University of Canberra is a partner in the Creative Industries Innovation Centre supported by the Commonwealth's Enterprise Connect Program. The University's bid was supported by the ACT Government and the Lighthouse Innovation Centre.

DEPARTMENT OF AGRICULTURE, FORESTS AND FISHERIES (DAFF) GRADUATE DEVELOPMENT PROGRAM

In 2009 the University won a tender to manage a Graduate Certificate in Public Administration for 52 students on the DAFF Graduate Development Program for two years. The program was successfully run in conjunction with the Faculty of Business and Government. The contract will continue for a further two years from 2011.

ENTRY PATHWAYS TO ENHANCE REGIONAL PARTICIPATION

The University received a grant for this project from the Australian Government Department of Education, Employment and Workplace Relations under the Diversity and Structural Adjustment Fund. The project aims to enhance participation in higher education and improved learning outcomes for students with low socio economic backgrounds resident in towns in South East New South Wales.

UC MUSIC

Numbers enrolling in UC Music classes and performance groups continued to grow during 2009. A successful combined concert was given by course members at the end of the year. International pianist, Evgenny Ukhonov, starred in the first of a series of Celebrity Concerts in the Atrium before a capacity audience.

All three University of Canberra choirs gave concerts during the year. The final University Camerata concert in the Atrium included a fully subscribed end of year dinner. New courses for 2010 include Keyboard Laboratory classes for children and adults, and additional Reading and Voice classes to be held in the Belconnen Arts Centre.



MARKETING AND INTERNATIONAL

2009 saw a marked increase in both domestic and international student numbers and student loads. The year began with a restructure of the unit and the appointment of two Deputy Directors, Alicia Thomson as Deputy Director Marketing, and Shirley Hardjadinata as Deputy Director International.

DOMESTIC MARKETING SUCCESSES

The University achieved an impressive 38 per cent increase in commencing domestic student load for 2009 over 2008. Total domestic student load increased by 12 per cent.

The new structure improves the alignment and integration of the functional units of Brand and

Publishing and Domestic Student Recruitment, allowing for a more coordinated approach to recruitment activities, publications, advertising, the University website and overall brand management.

Two new domestic portfolios were established and appointments made in the areas of Indigenous Student Recruitment and Postgraduate Student Recruitment. The graphic design team was increased to three designers, and 18 Student Ambassadors provided valuable assistance to Marketing, faculties, and other units over a range of events and activities.

A more targeted approach by the new Domestic Student Recruitment Manager, Nadean Perceval, led to an increased presence for the University throughout the ACT region and country NSW. University marketers attended more than

45 career expos and fairs, visited some 40 school and colleges and conducted over 80 group and individual campus tours.

A new emphasis on local community involvement attracted over 5000 visitors to Open Day 2009, an increase of over 1000 visitors compared to 2008.

The University attracted over 500 Principal's Recommendation applications from the Australian Capital Region and NSW schools and colleges for Semester One 2010, an increase of over 350 compared to 2009.

Improvements in the strategic use of Hobsons Enquiry Management Systems has seen a positive increase in the conversion rate of offers to enrolments, and a more strategic approach to prospective student engagement, direct marketing, and communications.

ACHIEVEMENTS IN DESIGN, PUBLICATIONS AND ADVERTISING

The University's unique "C Star" logo was transformed with more new illustrations designed to enhance the University's symbol with imagery of innovation, advanced science, professionalism, creativity, state of the art thinking, environmental concern, and contemporary style.

Brand and Publishing was taken to the next level with the new Senior Graphic Designer, Michael Latter, inspiring the team to develop a range of engaging new advertisements and material for Open Day, Winter Term, Stonefest, and a range of 'street' publications designed to appeal to the school-leaver market.

The University's tightly focused advertising approach successfully used radio, the Internet, television and cinema commercials, supported by spectacular posters in shopping malls, and outdoor advertising to increase brand awareness and interest across all target audiences. 2009 saw the utilisation of new media opportunities such as Adshel posters in bus shelters, Channel Go!, One HD and a colour cover wrap-around for an issue of *The Canberra Times*.

A range of faculty student recruitment advertising campaigns were developed for Arts and Design, Education, Law, Applied Science, Sports Studies, and Information Sciences and Engineering. These highly targeted campaigns were complemented by a range of unique publications, all designed in-house.

A University mini-guide, an innovative future finder 'z-card', and international course guides were compiled and published as part of 400 individual faculty and University promotional pieces.

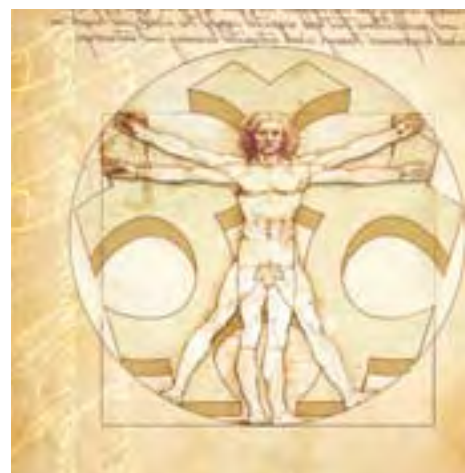
A range of new branded apparel and event signage was developed.

TRANSNATIONAL EDUCATION

University reforms in 2009 included the introduction of a governance and management structure around transnational education. This led to the review and upgrading of policy and procedures, promoting a more structured and systematised approach to transnational relationships.

Greater focus on transnational initiatives led to the development of relationships with quality universities - Hong Kong Baptist, Hunan University, Henan University of Technology, Beijing Normal University. Teaching of the Bachelor of Public Relations successfully commenced at Hong Kong Baptist University. Additional courses will commence in 2010.

A Total Quality Management philosophy now overlays all transnational programs; and to this end, the first of the Quality Assurance Reviews was conducted at Ningbo University. Amidst the many outcomes of this and future Reviews is the further enhancing of the partner relationship and the improvement of the student experience.





INTERNATIONAL MARKETING SUCCESSES

2009 saw a substantial improvement over 2008. The number of new commencing international students increased by 42 per cent. The total international student on-campus load increased by 28 per cent.

The University's top 10 source countries in 2009 were China, Vietnam, India, Indonesia, Pakistan, Saudi Arabia, Sri Lanka, Bangladesh, Thailand and South Korea. Emerging markets capable of development include the Middle East and South America.

As part of our marketing expansion strategy in these regions, 35 new agents were appointed, and four agent familiarisation visits involving 40 offshore and onshore agents were hosted. These visits gave our agents the opportunity to experience the University campus, its facilities, many courses, and its unique position in the nation's capital.

International team members attended a number of education exhibitions throughout our target regions and International marketing continues to work closely with Hobsons on International student enquiries, offers and follow up.

STUDY ABROAD AND EXCHANGE

The Study Abroad and Exchange team has put strong efforts into building new exchange partners all over the world resulting in a 42 per cent increase in students studying at the University and a 15 per cent increase in our students studying overseas. In 2009, 20 new University partners were added giving University of Canberra students more options to study abroad and a wider diversity of students who will study on our campus from those locations.

Adding new agents to represent the University of Canberra overseas has been a major priority. In 2009, the team successfully added 11 new agents. The University maintained

its focus into expanding the South American market in this past year, and now have agents in Argentina, Brazil, Chile, Peru, and Colombia.

Due to the increase in international students wishing to study at the University of Canberra, the goal of providing an outstanding student experience is vital. The University increased the number of activities on offer to enhance the whole student experience.

INTERNATIONAL ON-SHORE COURSES

In 2009 four groups from China, Indonesia and Singapore came to the University of Canberra for short course training programs and one group for a six-week supervised program in the Biomedical Sciences discipline of the Faculty of Applied Science.

Nine international delegations were hosted through the year; six from China and one each from India, Pakistan and Vanuatu.

MEDIA

The University maintained a strong media presence in 2009, with the Canberra media showing particular interest in the University. Big news stories included; kites flying over the Parliamentary Triangle (a student project), the Opening of the Gallery of Australian Design, the lecturer who wrote episodes of the hit TV drama *Underbelly*, the first anniversary of youth mental health service Headspace on campus and the opening of new student residences. Staff and students' charitable activities in support of breast cancer and leukaemia also generated significant local coverage.

In addition to experts offering comment in a range of national publications from *Cleo* to *The Australian* and speaking on programs including *Lateline* and *TripleJ's Hack*, University of Canberra research brought national media attention. Stories included research by the University of Canberra National Centre for Social and Economic Modelling (NATSEM) predicting increases in the instance of type two diabetes, a drug breakthrough in the fight against mosquito-borne viruses, advice on Christmas barbecuing and research on exercise in old age.



CROSS FACULTY INSTITUTES

NATIONAL CENTRE FOR SOCIAL AND ECONOMIC MODELLING (NATSEM)

August 2009 saw the beginning of construction of NATSEM's new home in the University of Canberra's International Microsimulation Centre, funded by a grant from the 2008 Higher Education and Endowment Fund.



The official sod turning ceremony was performed by the Minister for Innovation, Industry, Science and Research the Honourable Kim Carr. Also in attendance were the ACT's Chief Minister Mr Jon Stanhope, the Vice-Chancellor of the University Professor Stephen Parker, and Professor Ann Harding, former Director of NATSEM.

Speaking of the grant Senator Carr said: 'This investment will not only strengthen the University of Canberra's research, research training and teaching base, but more importantly it will build our nation's capacity in evidence-based public policy research and education. Work undertaken by NATSEM enables Australia's decision makers, often those at the seat of government, to examine the distributional impact of policy reforms. Its modelling has directly affected the course of critical public policy debates.'

In June, Professor Ann Harding relinquished her position as Director of NATSEM to concentrate on research and her new role as Professor of Applied Economics and Social Policy. In her time as Director, Professor Harding helped

to secure \$25 million of funding to deliver quality research, and was instrumental in obtaining the \$11 million Commonwealth Government grant to build NATSEM's new state-of-the-art facility. Succeeding her as Director will be Professor Alan Duncan, Head of The Nottingham School of Economics at the UK's University of Nottingham.

In October 2009 a new report, *Bridging the gap in meeting clinical targets for the treatment of type 2 diabetes in Australia*, was launched with great success at Parliament House. The report deals with the growing prevalence of type 2 diabetes among adult Australians and the consequences of not properly managing the disease.

One of the most important features of the modelling infrastructure developed by NATSEM for this project is its capacity to model the effects of hypothetical interventions to control diabetes during the projection period to 2053. The resulting improvements in control and the associated reduction in complications and costs to the health system can then be estimated.

In 2009, NATSEM also formed a new team concentrating on Social Inclusion and Small Area Modelling. This team brings together NATSEM's modelling work on spatial microsimulation and their expertise in social inclusion, poverty estimation and policy analysis. Within this team is another team concentrating on research into well-being and disadvantage for children and families.

NATSEM researchers were very successful in the round of Australian Research Council grants announced in late October 2009. Funding for the University of Canberra and NATSEM will exceed \$550 000 for the three years 2010–12.

In November the latest issue of the AMP.NATSEM Income and Wealth Report, *Don't stop thinking about tomorrow: the changing face of retirement—the past, the present and the future*, was released. In this report using NATSEM's dynamic microsimulation model, APPSIM, to simulate retirement outcomes in 30 year's time, Simon Kelly looked at retirement 100 years ago, today and what might be the case in 30 years.

The simulation suggested that superannuation balances for Australians approaching retirement then will be considerably higher than they typically are now. But some people, particularly women, will rely on the Government Age Pension and will have personal savings that could support only a 'very modest' living standard in retirement.

Like most industrialised countries, Australia is subject to population ageing. The proportion of retirees in the population is increasing, placing fiscal pressures on government outlays and revenue. In 2009 NATSEM is deeply engaged in a five-year project to construct a dynamic population microsimulation model—the Australian Population and Policy Simulation model (APPSIM). This model is being constructed in collaboration with 12 government agencies and with ARC funding.

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, Invasive Animals CRC, ARC Environmental Futures Network, Capital WATER and research projects.



Collaborations with industry partners continued successfully.

Oil Search Ltd funded the continuation of research into the nesting biology of Pig-nosed Turtles in Papua New Guinea.

Infrastructure support was boosted by a partnership with ANU, funded by ARC LIEF grants. One project established a high throughput DNA sequencing facility, the other provided instrumentation for research on how climate change is altering the chemistry of the oceans.



Grasslands research in the ACT revealed that endangered Earless Dragons may become extinct within the decade unless drought and overgrazing cease. Another study is unravelling the biology and habits of the rare and threatened Legless Lizard (*Aprasia parapulchella*).

Long-term research continues into the migration and population structure of marine turtles. Controversial new research was published on the entire taxonomy of freshwater turtles in Australia and New Guinea.

A genetics program has proven the presence of foxes in Tasmania by verifying fox DNA found in scats and other biological material. Other projects on feral cats and pigs were established to gather genetic materials for analysis.

Research into securing new habitat for, and undertaking translocations of the endangered Macquarie Perch in the ACT Cotter Dam continued. Investigation into the movement patterns and spawning habits of the two-spined blackfish was begun.

Surveys of hydrogeological controls on rural landscapes around

Braidwood commenced, exposing potential environmental damage caused by acid sulphate, salinity and erosion hazards.

IAE staff published 54 journal articles, wrote chapters for two books, delivered 25 conference talks and wrote or were interviewed for many newspaper articles and television or radio programs.

Research earnings are derived from nationally competitive grants, other public sector income, research consultancies and CRC income.

The IAE provides quality postgraduate research education and supervision. Our postgraduate programs are integrated with current research projects and research consultancies. PhD graduates in 2009 included Alex Quinn, Anna MacDonald and Erika Alacs; while Kim Edwards and Maria Boyle graduated with First Class Honours.

Staff of the Institute actively engaged in community service and outreach. Arthur Georges

served as Chair of the ACT Flora and Fauna Committee. Richard Norris was reappointed to the ACT Flora and Fauna Committee and the ACT Environmental Flows Advisory Group. Advice was provided to Dr Maxine Cooper, ACT Commissioner for Sustainability and the Environment throughout 2009.

The Institute has an appointed Director, Professor Richard Norris and Deputy Director, Associate Professor Stephen Sarre and is governed by an executive formed from the research professoriate.

The external Board is chaired by Dr Wendy Craik (Productivity Commissioner) and includes Professor Jane Hughes (Griffith University School of Environment), Mr Hamish McNulty (Executive Director, ACT Treasury), Dr Peter O'Brien (Managing Director, Rural Industries Research and Development Corporation) and Dr Brian Walker (Honorary Research Fellow, CSIRO Sustainable Ecosystems).

In December the IAE held its second annual general meeting and seminar with 45 participants including staff, students, and adjuncts.



THE DONALD HORNE INSTITUTE FOR CULTURAL HERITAGE

In its initial teaching year, The Donald Horne Institute for Cultural Heritage exceeded enrolment expectations with 69 students enrolled across its two undergraduate degrees, Cultural Heritage and Cultural Heritage Conservation.

Officially launched in July 2008 with the support of a grant from the ACT Government the Institute's purpose is to provide opportunities for skills development in the cultural heritage management sector. This is being achieved through collaboration with national cultural institutions, other State and Territory governments, community groups and relevant professional associations.

The Institute is named in honour of the late Donald Horne for his prominent contribution to Australian culture as an author, intellectual and public figure, and in lasting recognition of his role as Chancellor of the University of Canberra.

2009 was a year of achievement.

A course advisory committee for heritage conservation, which comprises the heads of conservation from the national collecting institutions, was established.

Memoranda of Agreement were signed with the National Library, the National Maritime Museum, the National Museum of Australia and the Australian War Memorial to support conservation teaching and internships.

Three new academic staff were recruited and appointed.



The renovation and fit-out of new teaching and laboratory facilities, for cultural heritage and conservation education at the University of Canberra, was effected. These were opened by Chief Minister Jon Stanhope in December.

Successful promotion and community outreach programs were initiated.

Two heritage symposia were held in July 2009. The first featured the USA's Gustavo Aroaz, President of ICOMOS (International Council on Monuments and Sites) International. The second presented the University of Bologna's Professor Maristella Casciato, Director of DOCOMOMO (International Committee for the documentation and conservation of buildings, sites and neighbourhoods of the modern movement).

The Donald Horne Institute participated in a joint tender, with La Trobe University's Archaeology Program, and Godden Mackay Logan Heritage Consultants, for the Heritage Chairs and Officials of Australia and New Zealand Heritage Trades and Professional Training Project. A first draft of this study was submitted to the client in December 2009 and is likely to be influential in shaping the future of heritage education in Australia.

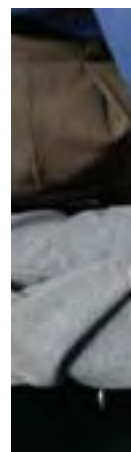


THE NATIONAL INSTITUTE OF SPORT STUDIES (NISS)

In 2009 the University established a National Institute of Sport Studies, (NISS) under the directorship of Keith Lyons.

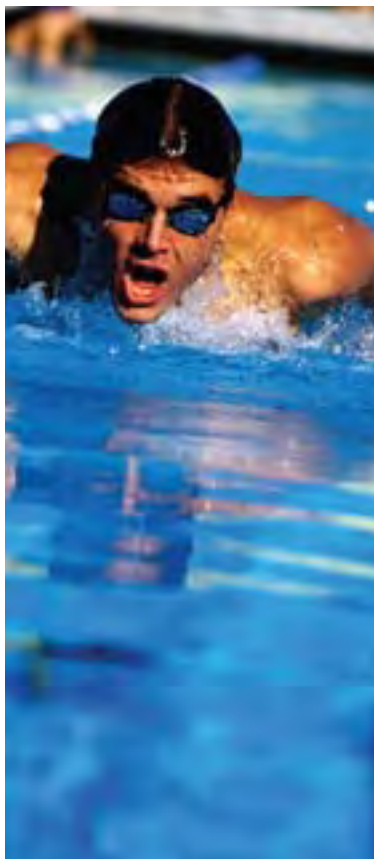
The Institute aims to: develop and expand teaching and research activities in Sport Studies at the University of Canberra; strengthen the relationships with and input from all University faculties, and promote career pathways in teaching, research and practice for coaching science practitioners particularly in exercise science.

NISS will also seek to strengthen relationships with the Australian Sports Commission and the Australian Institute of Sport; and expand its existing relationships with local and national sporting bodies.





The Institute has extensive links with local, national and international sport. Cross faculty research projects have started to energise these links and establish new research areas in exercise and health. Given its position in Canberra, and its proximity to the Bruce Campus of the Australian Sports Commission, the Institute has a great opportunity to become a meeting point at Australia's sporting crossroads.



NATIONAL SECURITY INSTITUTE

In 2009 The National Security Institute, under the directorship of the former Chief of Army, Lieutenant General Peter Leahy AC, continued its efforts to focus 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.

The National Security Institute draws on the wide ranging national security capabilities within the University's existing faculties and centres. The focus of effort during 2009 was on the development and delivery of an undergraduate National Security unit. During 2010 this unit will be offered as part of the new Bachelor of Politics and International Relations.

In addition during 2009 the Institute completed a major consultancy for the Australian Federal Police International Deployment Group. This involved fieldwork in the Solomon Islands and an examination of the role that the AFP can play in promoting the Government's policy of regional and international engagement.

The Institute also contributed to international seminars and conferences in Taiwan, Indonesia and New Zealand, and provided academic and mentoring support to the students at the Centre for Defence and Strategic Studies in Canberra. During 2010 work will be undertaken to develop and deliver graduate level courses in National Security. This work will be done in close cooperation with the ANZSOG Institute for Governance at the University of Canberra.

ANZSOG INSTITUTE FOR GOVERNANCE

In 2009, the ANZSOG Institute for Governance was established at the University of Canberra. The ACT Government generously provided funding for an ANZSOG Professor to be based at the University of Canberra for a period of five years and Professor Mark Evans, from the Department of Politics at the University of York (UK), was appointed the first Director of the Institute.

The creation of the Institute reflects the commitment of both institutions to producing research and professional development which has broad social purpose and genuine public value. With this aim in mind members of the Institute conduct interdisciplinary research and professional development in governance to deepen theory, advance knowledge and improve practice in a way that is significant to Australian and international scholars and practitioners. It has established a neutral space in which experts from academia, practice, the private and third sectors can attempt to solve critical governance issues.

Research outputs in 2009 include six issues of the Institute's international journal *Policy Studies* (edited by Mark Evans), John Halligan's (with Jules Wills) *The Centrelink Experiment* (ANU Press) and Mark Evans' *New Directions in the Study of Policy Transfer* (Routledge/Taylor and Francis) and *Understanding Competition States* (Routledge/Taylor and Francis). It has also attracted research funding from the APSC, the ACT, the West Asia and North Africa Forum and UNDP.

Three research programs deserve a special mention here. Firstly, the Institute is the home to the national research program of the Australian Centre of Excellence in Local Government under the Directorship of Chris Aulich which promises to provide cutting edge research on governance and innovation in the local state. Secondly, the Deputy Director of the Institute, Don Fleming is the coordinator of an AIJA funded research program on the People and the Courts. And, thirdly Roger Wettenhall is the coordinator of a research program which draws on contributions from senior practitioners and academics on Integrity and Public Administration in Australia to be published by Routledge/Taylor and Francis in 2010.

In the professional development area, the Institute has launched a portfolio of new ANZSOG Canberra MPA programs in collaboration with the Australian Public Service Commission, Chartered Secretaries Australia, the Faculty of Education, the Faculty of Law, the Centre for Customs and Excise and NATSEM. Moreover, it has designed bespoke short courses for the ACT government, DAFF, the Australian Bureau of Statistics and the West Australian state government.

In addition, Mark Turner has been appointed to coordinate ANZSOG's prestigious Indonesia program in strategic management for senior practitioners in the Indonesian government and Mark Evans is to convene the Commonwealth sponsored 'Excellence in Local Government Leadership Program' for CEOs and Mayors which will be launched in November 2010 in Melbourne.

The Institute has also organised a broad range of seminar, workshop and conference activities on public sector reform themes in partnership with Minter Ellison, the APSC, IPAA and the Research School of Social Sciences at the ANU. Moreover, new seminar series have been designed for 2010 with FAHCSIA and the Department of Prime Minister and Cabinet and Meredith Edwards is leading the Institute's core professional engagement program for 2010 'Celebrating the Contribution of Women to public sector excellence'. In short, the Institute is certainly living up to its ambition of producing research and professional development which has broad social purpose and genuine public value.



FACULTIES AND CENTRES

FACULTY OF ARTS AND DESIGN

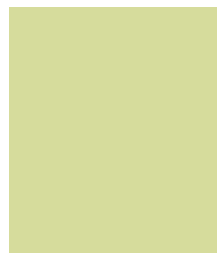
In January 2009, the Faculties of Design and Creative Practice and Communication and International Studies were formally merged into the Faculty of Arts and Design. The new Faculty started the year with 70 Full Time Equivalent Staff accommodated in four buildings, teaching a variety of courses in Arts, International Studies, Languages, Communications, Design and Teaching English to Speakers of Other Languages.

Early in the year the Dean, Professor Monique Skidmore, signed an agreement to offer the University of Canberra's Bachelor of Public Relations through Hong Kong Baptist University and the first classes began in November.

Major changes to Design courses were approved during the year to commence first semester 2010. Changes were made to the Bachelors of Industrial Design, Interior Architecture and Landscape Architecture. These are now three year courses and students are encouraged to consider the advanced level of professional and research expertise provided by a further two years study for their Masters degrees.

Staff and students of the Faculty held a number of exhibitions in both the University's Building 7 Design Gallery and in our new Gallery of Australian Design located in the Parliamentary Triangle. On-campus exhibitions included Down to Earth, the 16th staff art and design exhibition.

The Gallery of Australian Design (GAD), a partnership between the University of Canberra, the National Museum of Australia, the Australian Institute of Architects and the Australian Institute of Landscape Architects, was opened mid-year by His Excellency Adjunct Professor Michael Bryce. The GAD exhibits work by University of Canberra students and hosts prestigious temporary exhibitions from around the world.



The discipline of Design was involved in the Re:Hab Australia – New Zealand student Architecture Conference. The Congress attracted students, graduates and emerging architects from the Asia-Pacific region. Keynote speakers included prize winners and key designers from many countries. The event proved a valuable opportunity to showcase the University in association with advanced contemporary thinking on architecture and design.

2009 HAS SEEN A RICH VARIETY OF ACHIEVEMENTS BY FACULTY STAFF:

Tony Eaton's book *Into White Silence* won an Honours Award in the Children's Book Council of Australia Book of the Year Awards;

Andrew Mackenzie and Mary-Jane Taylor were awarded a University of Canberra Citation for Outstanding Contribution to Student Learning;

Ann Cleary was awarded the 2009 Clem Cumming Medal by the ACT Chapter of the Australian Institute of Architects;

Nicole Porter completed and was awarded a PhD by the University of Melbourne;

Kate Holland won the Christopher Newell Award for Best Paper at the ANZCA conference;

Felicity Packard was shortlisted in this year's Queensland Premier's Literary Awards for an episode of *Underbelly Series Two*;

Warwick Blood was awarded a grant to examine public understandings of the H1N1 Swine Flu pandemic;

Professor Peter Putnis won an ARC grant for his project *Shaping the National Outlook: International News in the Australian Press 1901-1950*; and Dr Mitchell Whitelaw is part of a group awarded an ARC grant for a project titled *A Process-Based Approach to Generative Form Synthesis*.



FACULTY OF INFORMATION SCIENCES AND ENGINEERING

The Faculty of Information Sciences and Engineering (ISE) continued to successfully strengthen its industry engagement, its marketing efforts, industry projects and research output.

The Faculty's ongoing commitment to keeping its courses state-of-the-art led to an annual review in which courses were reviewed and updated in consultation with stakeholders and industry advisory panels. Work-integrated components were further developed for all coursework undergraduate and postgraduate courses.



The Faculty successfully launched its two year Masters in Mainframe Computing following the enthusiastically received launch of an industry-sponsored undergraduate course in this field. The Faculty has also pursued development of engineering courses.

A four year Bachelor of Network and Software Engineering course was developed and approved to be offered from 2010.

Significant progress has been made in the development of a civil engineering course. Stakeholder meetings have been held for a feasibility study, and it is anticipated that the course will be offered in 2011.

The Faculty has developed accelerated versions of its courses making use of the new two semesters plus the winter term opportunity. Course structures have been reviewed and revised to align them to the new model.

The Faculty continued its domestic and international business development efforts with visits and presentations to colleges and industry. International marketing was pursued vigorously in China, India and Indonesia. International and local partnerships have been strengthened and added to resulting in a total of 38 LOIs/MOUs. These initiatives have contributed to a significant improvement in the number of international student enrolments for 2010.

The Faculty's overall student load is steadily improving with a 17.9 per cent increase (to 632 EFTSL) in 2009 over 2008 (536 EFTSL). This in turn was up 18.1 per cent from 2007 (453 EFTSL). A growth in student load in excess of 20 per cent is projected for 2010.

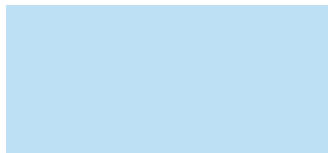
A highlight of the year was Faculty teams winning first, third and fourth places in the Australian finals of the prestigious Microsoft Imagine Cup. In July the University of Canberra's winning student team, e-Green and their ISE mentor travelled to Egypt to participate in the World Finals. ISE's student teams have now won this prestigious prize three times in four attempts.

Microsoft Australia and ISE conducted an inspirational Microsoft Teacher Technical Training Day. Teachers from TAFE, high schools and colleges enjoyed learning new skills and gained an up-to-date understanding of the technologies in vogue and in the future for the corporate world. They also gained insights into how to equip their students with the essential knowledge and skills to prepare them for the realities of business life.

The Faculty's research output continues to strengthen. There were 32 higher degrees by research students and a total of over 80 research publications were produced. Seven research grant applications were submitted in 2009 and grant income is expected to continue to improve. The annual research colloquium for the Faculty was well attended and highly productive.

Five new academic staff were appointed in areas of strategic need to replace those who accepted early retirement and voluntary separation.

The year concluded with a Celebration of Excellence morning attended by over 70 people. Eleven industry and government sponsors presented prizes to 18 outstanding students.



FACULTY OF HEALTH

In 2009, the Faculty extended its engagement with local and national communities, enhanced its training of health professionals and undertook applied research. Student load for undergraduate and postgraduate students increased in line with the University's strategic plan. There was a large increase in higher degree enrolments, and the Faculty performed well on measures of student satisfaction.

New courses were established in Midwifery, Mental Health Nursing and Research Methods. The Physiotherapy, Psychology and Pharmacy departments underwent national accreditation assessment and all were successful.

The National Institute of Sport Studies (NISS) was established as a cross-faculty institute, which has a strong focus on capacity building in research and education. The Institute will offer an Honours' program in 2010. NISS has strengthened relationships with the Australian Sports Commission and the Australian Institute of Sport. During the year it became a member of the Australian Sport Research Network.

The Headspace ACT initiative, a youth mental-health service for 12-25 year olds established in the Department of Psychology, has received a further three years funding. This investment



acknowledged the successful development and implementation of the program and will enable young people to continue to access early intervention mental health and/or substance use support through Headspace ACT at the University of Canberra.

During 2009 Headspace ACT was recognised with two awards: a YOGIE award for Innovation and Quality Improvement; and an award from Mental Health ACT for Innovation and Quality Improvement.

The Faculty developed its teaching and learning activities and recognised staff for their contribution. Kasia Bail (Nursing and Midwifery), Andrew Brown (Pharmacy), John Dodd (Sport Studies), Michelle Minehan (Nutrition), James Neill (Psychology), Disa Smee (Sport Studies) and Thea Vanags (Psychology) were the recipients of individual awards.

Groups from Pharmacy and Psychology received teaching excellence awards. Laurie Grealish oversaw Teaching and Learning activities and played a key role in the Faculty's Work-Integrated Learning initiatives. Danealle Lilley coordinated the development of the Student Led Clinic that increased clinical education capacity.

Eileen Robertson was awarded the 2009 Vice-Chancellor's Award for Excellence as an Early Career Researcher. Gordon Waddington was awarded the New South Wales Sporting Injuries Committee Silver Medal 2009 for his work within a University research team that included colleagues from Arts and Design and Business and Government. Katherine Staniewski received the Australian Psychological Society prize for top fourth year student in psychology.

Michelle Minehan co-authored a book in the Survival series from the Australian Institute of Sport





Nutrition Department. This book, *Survival for Active Families* is the fourth cookbook Michelle has co-authored. The objective being to provide a collection of recipes designed for those interested in maintaining a healthy diet.

Debra Rickwood and Diane Gibson were awarded an NRMA - ACT Road Safety Trust grant to research road traffic behaviours. Their project is titled *Understanding Driving Culture—Vision Zero and the ACT*. Ben Rattray secured an ACT Health and Medical Research Support Grant to investigate eccentric exercise and diabetes.

In total, eleven grant applications yielded \$500,000 in research income.

FACULTY OF BUSINESS AND GOVERNMENT

Overall, 2009 was a remarkably successful year for the Faculty of Business and Government.

The number of international students studying on campus increased significantly. Students appreciate that the University, situated in the nation's capital at the focal point of engagement between Business and Government, is the ideal location to study and research business, government and public policy issues.

Transnational teaching programs also increased their student numbers.

Two new programs were developed with high quality overseas partners: a Bachelor of Commerce, with Hong Kong Baptist University, and a PhD/ Diploma of Business Administration program with Universitas Asia. Existing programs are proving mutually rewarding.

Building and Construction Management received professional accreditation from the Australian Institute of Building and the Australian Institute of Quantity Surveyors. The discipline's first degrees were awarded at the December graduation ceremony.

Professor Mark Evans joined as Director of the ANZSOG Institute for Governance. A number of masters programs have been developed to be offered through the Institute in 2010.

The new discipline of Urban and Regional Planning commenced semester one, and Professor Barbara Norman became its head in November. The degree was accredited by the Planning Institute of Australia in December.

The discipline of Government developed the new degree of Bachelor of Politics and International Relations to be offered from semester one 2010. It is assured a strong level of support from the Centre for Customs and Excise Studies and the National Security Institute.

The discipline of Government won a tender for, and conducted a Graduate Certificate in Public Administration for over 50 staff of the Commonwealth Department of Agriculture, Forests and Fisheries. The first batch of trainees graduated in December.

Mary Collier won the Vice-Chancellor's teaching and learning excellence award.

RESEARCH

The Faculty has increased the number of Higher Degree by Research enrolments to almost one hundred and the completion rate has improved.

Associate Professor Anne Daly won an ARC grant in association with NATSEM and collaborators from Oxford University, Hebrew University, and the Department of Transport, Regional Development and Local Government.



Anne Daly and Phil Lewis won an Australian Competitive research Grant from the National Centre for Vocational Education Research.

Byron Keating won an ARC Discovery grant with collaborators from the University of Wollongong.

Associate Professor Shane West received the prestigious Australian Institute of Building, *President's Award for Research* 2009.

Associate Professors Robert Inbakaran and Byron Keating joined the discipline of Tourism.

Twelve research-active staff were appointed at level B/C/ assistant professor positions across various disciplines.

COMMUNITY ENGAGEMENT

The discipline of Accounting Banking and Finance and ANZSOG co-hosted a symposium titled: *Financial Sustainability in Government Agencies*. This was well attended by Federal and ACT Government staff and senior executives from the private sector.

Professor Milind Sathye was invited to provide expert opinion by the Senate Economics Committee on the Bank Guarantee Bill and Making Banks Accountable Bill and invited by the Victorian Supreme Court to act as an expert witness in a case involving misleading lending practices.

Professor Mark Turner was appointed as the academic director of the ANZSOG Australia Indonesia Leadership and Management Program.

Associate Professor Monir Mir was appointed on the CPA Australia Executive Committee for the ACT.

FACULTY OF APPLIED SCIENCE

2009 was a year of successful initiatives and rewarding cooperation with strategic partners both on and off campus.

A new Bachelor of Pharmaceutical Science has been developed and approved. It offers new opportunities for students in Australia and overseas, and articulates directly into the graduate pharmacy program of the Faculty of Health.

New majors in Science Education, Environmental Genetics, Analytical Chemistry, Environmental Chemistry, Pharmaceutical Science and Earth Systems have been introduced. These will commence in 2010. They are part of the Faculty's strategy of building its base through cross faculty-service teaching in addition to supporting its core programs.

New courses in Geographic Information Systems at graduate level have been developed in collaboration with an Austrian online consortium. They are being offered for semester one 2010.

The Faculty has engaged actively in preparing for the upcoming Winter Term. A range of new units has been designed and will be available for students across the campus. The focus is on financially sustainable units that draw from, and consolidate our existing teaching programs. These exciting new units include Bioinformatics, Applied Geochemistry, Marine Ecological Systems, Conservation Genetics and Evidence and Decision-making in Science.



The construction of new facilities for the Student Resource Centre, funded by \$600,000 from the Better Universities Renewal Fund, has made substantial progress. It will highlight the University's commitment to student support, and enhance the programs of a number of faculties under the direction of Dr Woolnough. It emerges out of and will subsume the Science Resource Centre. It is scheduled to be operational in March 2010.

NATIONAL CENTRE FOR FORENSIC STUDIES

The Centre has exceeded all expectations in terms of generating new teaching and training activities, including international collaborations to train police forces from Iraq and elsewhere in forensics.





BIO MOLECULAR SCIENCE (BMS)—SIEMENS

The Siemens collaboration with the University of Canberra is proceeding and joint applications for Work-Integrated Learning incubation projects have been submitted by Dr Brett Lidbury and Dr Luby Simson. The new major in Diagnostic Pathology within the medical science program draws upon the e-learning programs of the Siemens collaboration. Discussions have been initiated with Siemens to extend the program to Graduate Certificate, Diploma and Masters.



RESEARCH

Research by Faculty of Applied Science staff is conducted through the University Research Centres, the Institute for Applied Ecology and the Faculty Centre for Biomedical and Forensics Research. The Faculty Research Centre for Biomedical and Chemical Sciences has bid for recognition as a University Research Centre.

ACADEMIC RENEWAL

A number of high performing staff on fixed-term contracts have been offered new positions, under the Assistant Professor scheme, in Analytical Chemistry, Forensic Toxicology, Genetics and Molecular Biology. These appointments will introduce new perspectives on teaching, research and renewed vitality that will auger well for the future of the Faculty of Applied Science.

FACULTY OF EDUCATION

In 2009 the Faculty of Education enjoyed a period of growth in key performance areas including a 25 per cent increase in student enrolments over 2008, a 124 per cent increase in research publications; and a 74 per cent increase in research grants income.

EDUCATION PORTFOLIO

Significant growth was recorded in all fields of teacher education, and in community and health education, at both undergraduate and postgraduate levels. Benchmarking against enrolment trends of other Faculties of Education in the sector revealed the University's growth to be higher than average.

2009 was also a year of significant curriculum development. Several new courses and five cross-faculty double degrees were introduced and two degrees were developed in collaboration with ANU.

The Faculty won a competitive tender to deliver teacher professional development programs for 70 ACT Department of Education scholarship holders in School Leadership, Early Childhood Education, and Educational Support and Inclusion.

The University, ANU and the University of South Australia collaborated on a successful proposal to develop DEEWR funded teacher professional learning programs in Asian Language teaching.

Eighteen teacher education courses delivered by the Faculty were approved for accreditation with the NSW Institute of Teachers.

Student numbers in the off-shore Masters Degree programs (in Education and Educational Leadership) conducted in Hangzhou and Harbin in China increased by 100 per cent.

The Faculty was awarded a Commonwealth Government Capital Development Grant for the Innovative

Sustainable Practical Interactive Research in Education (InSPIRE) centre. This comprises \$5m from DEEWR, \$1.2m from ACT Government and land provided by University of Canberra.

Associate Professor Ting Wang and Misty Adoniou received ALTC Teaching Excellence Awards.

RESEARCH PORTFOLIO

Research outputs showed improvement over 2008 both in the number of publications and research income. New grants worth \$163,000 were received for a diverse range of projects.

There was a high rate of completions of Higher Degrees by Research, particularly in the Community Studies Discipline.

Anita Collins and Iain Hay each received an Australian Teacher Education Association Research Recognition Award for Early Career Researchers.

Christie Chang, Robert Fitzgerald, Kathryn Moyle, Affrica Taylor, Ting Wang and Louise Watson were recognised by the Vice-Chancellor as top researchers.

ENGAGEMENT AND INCLUSION PORTFOLIO

In November the Faculty hosted the inaugural International Forum of Deans of Education attendees came from Malaysia, Indonesia, Finland, Russia, and three Chinese universities.

The Faculty developed 10 Equity Scholarships, each of \$1000 per annum for offer in 2010. In addition the Faculty hosted a number of University visits for regional school students.

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.



NGUNNAWAL INDIGENOUS HIGHER EDUCATION CENTRE

More than 80 Aboriginal and Torres Strait Islander students were studying at the University in 2009. Approximately half that number regularly accessed the Indigenous Tutorial Assistance Scheme. Of these, 15 students completed the Aboriginal and Torres Strait Islander Foundation Program, with the majority entering undergraduate programs on completion.

At the end of semester one, Jessica Wanganeen, who began as a Foundation Program student, graduated with a Bachelor of Education Studies.

At the December graduation Marion Bateup was awarded a Bachelor of Nursing, and Glenn Surmann a Bachelor of Applied Psychology.

All three students credited the Nggunawal Centre as being instrumental in helping them successfully complete their studies.

Karel Williams, who is studying part time for her Bachelor of Midwifery, received a Dean's Excellence Award, and Krystal Hurst, who is studying a Bachelor in Environmental Science

majoring in Cultural and Heritage studies, was selected to play in the Indigenous Basketball team that competed in Tahiti in February 2010.

Another 2009 highlight for the University of Canberra's Aboriginal and Torres Strait Islander students was their successful hosting of the National Indigenous Tertiary Education Student Games. Fourteen universities participated, with the University of Western Australia emerging as the overall winner.

The 2009 Nggunawal Lecture, *The History Wars: truce or trench warfare* was delivered by Professor John Maynard from the University of Newcastle.

The Centre initiated a Living Books event, which was hosted by the University Library and co-ordinated by Pat Tandy.

Three outside consultancies were conducted and completed during the year. These were with James Cook University, the Australian Science Academy and the University of South Australia (National Review of Australian Directions in Indigenous Education 2005-2008).



FACULTY OF LAW

The Canberra Law School continued its growth in 2009. The Faculty reached an Equivalent Full Time Student Load [EFTSL] of 650 students (counted by unit). The Faculty also achieved a 77 per cent increase in research publications.

A review of the Faculty's Peer Assisted Learning Scheme found that students who participated in the scheme performed significantly higher than students who did not. A less formal version of the program is now being introduced in first year law units. The Faculty's Law Learning Resource Centre was also considered a great success.

In 2009 a program commenced to bring the Faculty's innovative new undergraduate Justice Studies program, the Bachelor of Social Science in Justice Studies, online.

Student evaluations of teaching positioned the Faculty of Law above the University average, especially in respect of intellectual stimulation, organisation and methods of assessment.

Faculty of Law students, supported by the student-run Isaacs Law Society, won the 2009 Director of Public Prosecution's Mock Trial Competition against the ANU.

Faculty of Law students competed in a number of national and international practical legal skills competitions and engaged with the legal community through careers evenings, mooting competitions and guest lectures.

The Isaacs Law Society hosted the annual Lexis Nexis Constitutional Mooting Competition, which attracted teams from 17 Australian universities.

The new Chief Justice of Australia, the Honourable Justice Robert French, generously allowed the competition to continue at the High

Court, and presided over the final. He invited Professor Murray Raff, Dean of Faculty and University of Canberra academic Dr Bede Harris, who prepares the problems for the competition, to join him on the bench. The Faculty's eCourt was upgraded, resulting in improvements to both technology and layout. The work was funded by a \$190,000 grant from the Better Universities Renewal Fund and project-managed by Ms Anne Wallace, Chair of the eCourt.

The Faculty's initiatives toward internationalisation of the curriculum were advanced by the successful introduction of a new unit in Public International Law and the presentation of a unit in Comparative Law in its Summer School collaboration with ANU's College of Law.

Relationships were enhanced with Law faculties at the China University of Political Science and Law, the Renmin University of China in Beijing and the University of Indonesia in Jakarta.

The objectives and functions of the Faculty's internal research unit, the National Centre for Corporate Law and Policy, were taken on by the ANZSOG Institute for Governance, the University's new inter-faculty research centre. This move will afford greater scope for staff involvement in research initiatives in the Faculty's governance-related research strengths of commercial and corporate law, and justice administration.

The Faculty and the University congratulates Associate Professor Patricia Eastaon on her selection as the ACT's Australian of the Year in acknowledgement of her excellent work in access to justice and domestic violence.



CUSTOMS AND EXCISE

In 2009, the Centre for Customs and Excise Studies (CCES) made a significant contribution to achieving the objectives of the University of Canberra, introducing new courses, increasing student numbers and engaging closely with the local and global community.

Two new postgraduate streams: International Revenue; and Administration and Excise Studies, both offered through the Faculty of Law, were introduced in 2009. The first CCES undergraduate unit, Introduction to Border Control commenced, as did a double Masters program in International Customs Law and Administration/International Revenue Administration.

It was pleasing to see 86 students graduating in this specialisation despite the fact that customs-specific award courses only commenced in 2005. In addition, growing international recognition of the CCES encouraged representatives from 41 countries to attend CCES vocational courses on campus, while students from 47 countries enrolled in specialised online programs.

CCES also supported the Professional Institute of Management (PIM) in jointly delivering its Master of Customs Administration program at the University of Sri Jayewardenepura in Colombo, Sri Lanka.

In engaging with the local community, CCES maintained its strong support for the exporting community in the ACT and region, through its management role and platinum sponsorship of the ACT Exporters' Network, and its



active involvement in the Canberra Business Council's International Business Task Force.

CCES continued to play a significant leadership role internationally through its engagement with the World Customs Organization (WCO), World Bank, European Commission, Asian Development Bank, APEC, ASEAN, AusAID, the Oceania Customs Organization, and the Caribbean Customs Law Enforcement Council. The centre continued its presidency of the International Network of Customs Universities, its publication of the World Customs Journal, and its chairmanship of the WCO's annual PICARD (Partnership in Customs Academic Research and Development) Conference.

To achieve this high level of international engagement, CCES engaged with organisations and individuals in Austria, Belgium, Botswana, Cambodia, Colombia, Costa Rica, Ethiopia, Finland, Germany, Indonesia, Jordan, Kenya, Kiribati, Kuwait, Liberia, Malaysia, Malawi, Maldives, Morocco, New



Zealand, Nigeria, Palestine, Peru, Philippines, PNG, Rwanda, South Africa, Sri Lanka, Sweden, Tanzania, Thailand, UAE, Uganda, USA, and Vietnam.

This high level of international engagement will continue into the future. CCES has won a number of significant capacity building projects, including a major training and development program for Iraqi customs and quarantine officials, which represents a key element of Australia's support of Iraq's transition to an open market-based economy. This AusAid-funded initiative was announced by Prime Minister Kevin Rudd and the Prime Minister of Iraq, H.E. Nouri al-Maliki in Canberra in March.

As a founding member of the Trusted Trade Alliance, an international organisation that provides supply-chain security support services to multinational companies, CCES and its TTA partners once again co-hosted the WCO's annual World Customs Forum, which was held in Seattle, USA.



UNIVERSITY OF CANBERRA COLLEGE

The University of Canberra College (UCC) provides Australian and international students with a range of professional study programs that prepare them for entry to the University of Canberra. Students who succeed in the programs conducted by UCC, gain either advanced standing in their formal studies at the University of Canberra or are accepted to commence undergraduate courses.

Student numbers in all programs grew significantly over 2009 as the College continued to fulfil its primary mission of providing pathways to the University.

The UC-CONNECT program is for Australian recent school leavers who wish to upgrade their study skills and prepare for tertiary study. A course review completed at the end of 2008 enabled significant curriculum and organisational changes to be introduced in 2009 thus improving the relevance of this course. During 2009 160 students enrolled in UC-CONNECT.

UC-PREP is for non school leavers (21 years or above) or for those with at least two years full-time work experience who wish to prepare for study at the University of Canberra. Over 300 students enrolled in the UC-PREP program during 2009.

The UC-START program is ideal for Australian school leavers and recent school leavers who wish to gain entry to the University by

studying two subjects from a degree instead of a full subject load. Around 60 students entered into the UC-START program seeking to complete this course with credits toward their University of Canberra degree.

The University Preparation Program (UPP) 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 in 2009 with one participating student achieving the highest possible equivalent ATAR score of 88.

During 2009 UCC's international student numbers continued to grow. Whilst the articulation programs with China's Renmin and Hunan Universities contribute significantly to total student numbers, the recruitment of individual students through offshore education agents contributed to the growth.

In November of 2009 an accreditation audit was conducted by the ACT Accreditation and Registration Council and the College's status as a Registered Training Organisation was reconfirmed.

UCC continues to work closely with the domestic and international marketing and recruitment teams at the University of Canberra. Joint marketing strategies and planning have proved important and successful in promoting the University and the various pathways the University of Canberra College provides.



UNIVERSITY OF CANBERRA STUDENTS' ASSOCIATION

In 2009 the University of Canberra Students' Association celebrated its 40th anniversary. In its 40 year existence, the Students' Association has survived and prospered through numerous administrations and the considerable impact of Voluntary Student Unionism. Throughout, the Association has remained true to its goals of representation and advocacy on behalf of the student population. Its continued existence, viability and relevance are things of which everyone involved can be proud.

A number of exciting new projects were undertaken during the year. The Unit Outline Review of all faculties continued and has achieved extremely positive responses from students and University management. 2009 also saw the Students' Association work in

conjunction with the University on an assessment policy review. This has been a fantastic opportunity for the Association to have input into one of the most important policies that affects students throughout their studies.

In 2009, much needed renovations were completed to Arscott House, which continues as a great example of collaboration between the University and the Students' Association. It provides the only catered accommodation on-campus, and the UCSA remains the only Students' Association in the country to provide accommodation services. Arscott House provides the Students' Association with a stable revenue stream that ensures adequate funding for advocacy and representation services.

2009 also saw a return to political activism on campus led by the Students' Association with 700 students attending a rally and signing a petition calling for greater student income support. This was a great result and something that it is hoped will continue into the future.

The future looks bright for the Students' Association thanks to the dedication, commitment and hard work of past members and elected representatives over the last 40 years. The UCSA looks forward to maintaining its values, its advocacy and representation of all students for the next 40 years.



APPENDICES

A1. KEY PERFORMANCE INDICATORS

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

Council and other institutional stakeholders cannot and should not monitor large volumes of operational information. They need a small number of high-level Key Performance Indicators (KPIs) that focus on the aspirations of our Strategic Plan and the most critical factors for the University. Following recommendations of the United Kingdom's Committee of University Chairmen Report, Monitoring of Institutional Performance and the Use of Key Performance Indicators (2006), our performance indicators are structured applying a top-down approach.

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

A composite index has been included to provide an indication of the distance between the University's performance and its sector benchmark targets. It is calculated by taking the average of the, University's performance divided by the sector benchmark target for each indicator. A score of below 100 gives an indication that the University is likely below its sector benchmark targets, while a score of 100 or above gives an indication that it is likely above its sector benchmark targets. It is important to note that the University's KPI sector benchmark targets are set for each of the measures, and not the composite index.

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.

KEY PERFORMANCE INDICATORS TRAFFIC LIGHT SUMMARY

	2004	2005	2006	2007	2008	2009	Target 2012
Increase our student load to 9000 EFTSL by 2013 - UC College has been included in the student load from year 2006							
DEEWR load	5645	5656	5170	5391	5692	6394	6037
International load - Onshore	1082	997	899	976	1197	1572	1466
International load - Offshore	992	1024	694	610	495	360	639
Non-DEEWR domestic load	690	739	601	327	129	225	525
Total student load	8409	8415	7364	7303	7513	8552	8667
Top third of universities on standard educational measures							
CEQ: Good teaching	22nd	21st	27th	25th	18th		Top third nationally
CEQ: Generic skills	27th	28th	33rd	30th	30th		Top third nationally
CEQ: Overall satisfaction	19th	31st	33rd	28th	21st		Top third nationally
GDS: Employability of graduates	14th	8th	1st	7th	9th		Top third nationally
GDS: Further FT/PT study	22nd	28th	28th	26th	25th		Top third nationally
Progress rate	11th	12th	14th	19th	29th		Top third nationally
Retention rate	15th	18th	23rd	20th	N/A		Top third nationally
Composite Index for University's standard educational measures							
University of Canberra, Composite Index	94.3	93.8	91.4	92.0	91.9		
Top half of universities on per capita research measures							
National competitive grants	29th	27th	29th	30th	26th		Top half nationally
Non-national competitive grants	29th	26th	31st	21st	19th		Top half nationally
Total research income	29th	28th	30th	26th	23rd		Top half nationally
Weighted publications	33rd	29th	22nd	23rd	10th		Top half nationally
HDR completions	32nd	32nd	28th	18th	29th		Top half nationally
HDR load per academic staff	32nd	32nd	32nd	31st	32nd		Top half nationally
Composite index for per capita average research measures							
University of Canberra, Composite Index	57.1	66.6	61.1	79.5	81.3		
Increase on base revenue to invest in teaching and research							
To achieve \$100 million increase in capital to invest in teaching and research.					\$13m	\$36.5m	\$100m
Increase in real annual revenue per student of 20% by 2018				100	101	103	120 in 2018

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

KEY PERFORMANCE DIMENSIONS TRAFFIC LIGHT SUMMARY

	2004	2005	2006	2007	2008	2009	Target 2012
Reputation							
Good Universities Guide Index:*							
Educational Experience / good teaching **	3 stars	2 stars	3 stars	2 stars	1 star	1 star	5 stars
Non-Govt Earnings	4 stars	3 stars	4 stars	2 stars	3 stars	2 stars	4 stars
Student Demand	3 stars	2 stars	2 stars	2 stars	N/A	2 stars	4 stars
Research Grants	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	4 stars
Getting a job	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	5 stars	4 stars	5 stars
Research							
Share of academic staff with doctorates	6th	6th	6th	6th	6th		Top 2 in Go6
Share of academic staff with publication in year	56.2%	63.0%	61.3%	57.1%	60.4%		75%
Education							
School Leavers							
Share of 90-100 UAI students in ACT	9.2%	9.2%	5.3%	8.2%	7.6%	5.6%	15% (UAC)
Share of UAC first preferences in ACT	34.5%	32.4%	35.1%	28.2%	29.8%	30.3%	40% (UAC)
Non-School Leavers							
Share of 90-100 UAI students in ACT	21.8%	19.0%	26.0%	23.0%	20.4%	14.7%	25% (UAC)
Share of UAC first preferences in ACT	37.9%	35.4%	44.0%	34.8%	37.5%	28.7%	45% (UAC)
Teaching & Learning Composite Indices							
Business & Government	90.5	96.2	91.4	92.5	95.4		Top third nationally
Applied Science	92.8	93.7	93.5	83.6	85.9		Top third nationally
Information Sciences and Engineering	86.6	85.8	77.4	95.6	81.9		Top third nationally
Arts & Design	89.2	89.4	85.3	83.3	83.6		Top third nationally
Education	93.7	86.1	84.4	84.3	91.9		Top third nationally
Health	102.3	98.3	107.3	90.8	97.4		Top third nationally
Law	98.7	99.9	105.5	98.0	103.0		Top third nationally
International							
CEQ: Good teaching	6th	5th	6th	4th	5th		Top 2 in Go6
CEQ: Generic skills	5th	4th	6th	1st	5th		Top 2 in Go6
CEQ: Overall satisfaction	5th	6th	6th	6th	4th		Top 2 in Go6
GDS: Employability of graduates	5th	4th	4th	6th	5th		Top 2 in Go6
GDS: Further FT/PT study	4th	3rd	5th	4th	6th		Top 2 in Go6
Progress rate	3rd	5th	6th	6th	6th		Top 2 in Go6
Retention rate	3rd	5th	1st	5th			Top 2 in Go6
Equity							
Low SES - Participation rate	6th	6th	6th	6th	6th		Top 2 in Go6
Disability - Participation rate	6th	6th	6th	6th	6th		Top 2 in Go6
Regional - Participation rate	5th	5th	5th	5th	6th		Top 2 in Go6
Access for indigenous students - Indigenous Participation	5th	4th	5th	5th	5th		Top 2 in Go6
Women in senior positions - Academic	1st	2nd	1st	1st	1st		Top 2 in Go6
Environment							
Energy consumption (CO2 tonnes per Capita)	-0.6%	6.1%	-1.3%	-1.7%	N/A		20% reduction
Advancement							
Donations and bequests	6th	6th	6th	6th	N/A		Top 3 in Go6
Administration							
General staff / academic staff expenditure	30th	31st	31st	37th	19th		Top half nationally
Finance							
Profit margin	3.7%	1.2%	0.9%	-12.9%	0.4%		3.0%-5.0%
Liquidity ratio (DEEWR Current ratio)	82.8%	38.3%	19.0%	1.0%	33.0%		1.5-3.0
Debt to equity	10.8%	12.0%	8.9%	11.1%	13.7%		15%-25%

Notes:

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

** graduate rating rate is shown in years 2003 to 2006 and good teaching rate is shown from year 2007 to 2009 for the GGI - Educational Experience / good teaching dimension.

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*,
ARMTIC (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)

Dearn, John, BSc (Hons), EAng, PhD *S'ton*,
GradCertHigherEd *Canb*, 5 December 2008

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

Goodrum, Denis, DipEd, BSc, MEd *Sydney*, EdD
NColorado, 4 December 2009

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, DiplSoz Wirt *Erlangen-Nürnberg*,
GradDipTertEd *DDIAE – S.Qld*, MA, PhD *Qld*, HonDLitt
UTS, *CSU-S*, FACE, FSRHE FACEL, 4 October 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*, 15 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

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

Aulich, Chris, Dip Ed, BA *UTas*, BSc Econ *London*,
MPA UC, PhD, *UNSW*, 1 March 2008

Austin, Kevin, BSc, MSc *ANU*, PhD *Flind*,
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 *Canb*, 1 September 2007

Braysher, 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 DUniv *Canb*,
FRAIA, LFDIA, 1 September 2007

Burke, Sheridan, 1 May 2009

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 *Canb*;
PhD *NSW*, 1 January 2007

Crawford, David, BSc *Adel*, PhD *Canb*,
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 *Canb*, B Leg S *Macq*,
19 August 2008

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

Egloff, Albert, BSc(Biochem) *Malta*, PhD *Edin*, IBNS,
1 August 2006

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

Gore, Christopher, 1 July 2009

Green, Brian, BSc (Hons) *London*, PhD *Adel*,
4 April 2009

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

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

Hapel, Andrew, BSc(Hons) *London*, PhD *ANU*,
1 September 2008

Hardman, David, LLB *Canb*, 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

Hickman, Peter, BSc (Hons), MBBS, PhD, FRCPA,
1 January 2009

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 *Canb*, 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

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

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

Kyd, Jennelle, BSc (Hons) *UNSW*, DipEd *Syd Teachers Coll*, PhD *Newcastle NSW*, 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

Mannan, Robert, 10 August 2009

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

Minahan, Sharyn, BA, *UNSW*, Grad Dip, Public Law, *ANU*, Grad Dip Counseling *Canb*, 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

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*, FIEAust, 1 January 2005

Palmer, Jonathan, 1 April 2005

Papandrea, Franco, 24 December 2008

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

Pretorius, Frederik, 16 December 2008

Purdam, Craig, 30 July 2009

Purdom, Robert, Master Town & Country Planning NSW, BA Arts (Hons) *Newcastle*, 2 June 2004

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

Riley, Mike, 1 November 2009

Robinson, Anthony, 1 August 2009

Anaesth Kansas, GradDip Ed, MEd *CCAE*, PhD *Canb*, 1 April 2006

Refshaug, Richard, BA Hons, BLaws *ANU*, *Camb*, PhD (Geography) *Canterbury*, 31 October 2007

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

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

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

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

Sergeev, Sergey, MSc MSU, PhD IHEP, Adv.PhD *Steklov Mathematical Institute*, 1 January 2009

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

Shaddock, Tony, BA (Hons), MEd (Hons) *UNSW*, PhD *NCarolina (Chapel Hill)* MAPsS, 1 December 2009

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

Stewart, Jenny, BA *Macq*, BA PhD *ANU* 1 July 2009

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

Taglietti, Enrico, B Architecture *Milan*, 1 January 2009

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

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

Toomey, Patrick, MBA, BLLB, BA, DipVal, 15 August 2008

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

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

Warne, Leoni, BA, Grad DipLib *CCAE*, GradDip InfSys *Canb*, 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

Wilson, David, 1 July 2009

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

Wolfe, Digby, MFA Dramatic Writing, 1 March 2007

Zompragno, Loretta, BA Comm *James Cook*, BLaws *Qld*, Cert Prac Laws *Syd*, MLaws, SJD, *Canb*, 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 (deceased), 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

Wendy Craik AM, 5 August 2009

Christopher Peters AM, 5 August 2009

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 (deceased),
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 statements 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

APPENDIX: 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.

A6. O H & S

The University continued its commitment to providing a safe and healthy work environment for staff, students, contractors and visitors.

This commitment is underpinned by the University's Occupational Health and Safety (OH&S) Policy; and the identification of staff safety and well being as a priority in the University's Strategic Plan 2008–2012.

In 2009, the University monitored its progress towards achieving the OH&S targets identified in the National Occupational Health and Safety Strategy 2002–2012.

The University's sound approach to injury prevention and management is reflected in its workers' compensation premium reduction performance, as levied by Comcare. Over the last four years, the University has reduced its workers' compensation premium costs from \$553,576 in 2006–07 to \$372,790 in 2009–10.

In 2009, newly reconstituted OH&S Committees met on a quarterly basis across campus. Other committees with key roles in addressing safety included staff consultative forums in Faculties and Business units of the University, the Vice-Chancellor's Group and Senior Management Group, the Audit and Risk Management Committee, and emergency planning committees.

Measures taken by the University in 2009 to ensure health, safety and welfare at work included:

- continuing focus on the University's Workplace Injury Prevention and Management
- providing OH&S programs for first aid services, emergency evacuation systems, fire safety systems and workstation setup assistance for staff;
- employer-funded immunisation for staff and students identified as at risk or presenting a potential risk to clients; and
- provided training, awareness seminars and OH&S guidance material on safety related topics.

In 2009, there were three events for which the University was obliged to submit notifications to WorkCover under Section 38 of the Work Safety Act 2008 - one injury to a worker as a result of which the worker was incapacitated for work for a period of seven (7) days or more and two dangerous occurrences. No directions or notices under the Work Safety Act 2008 as a result of the events were served on the University by WorkCover ACT, Health and Safety Representatives, or Comcare.