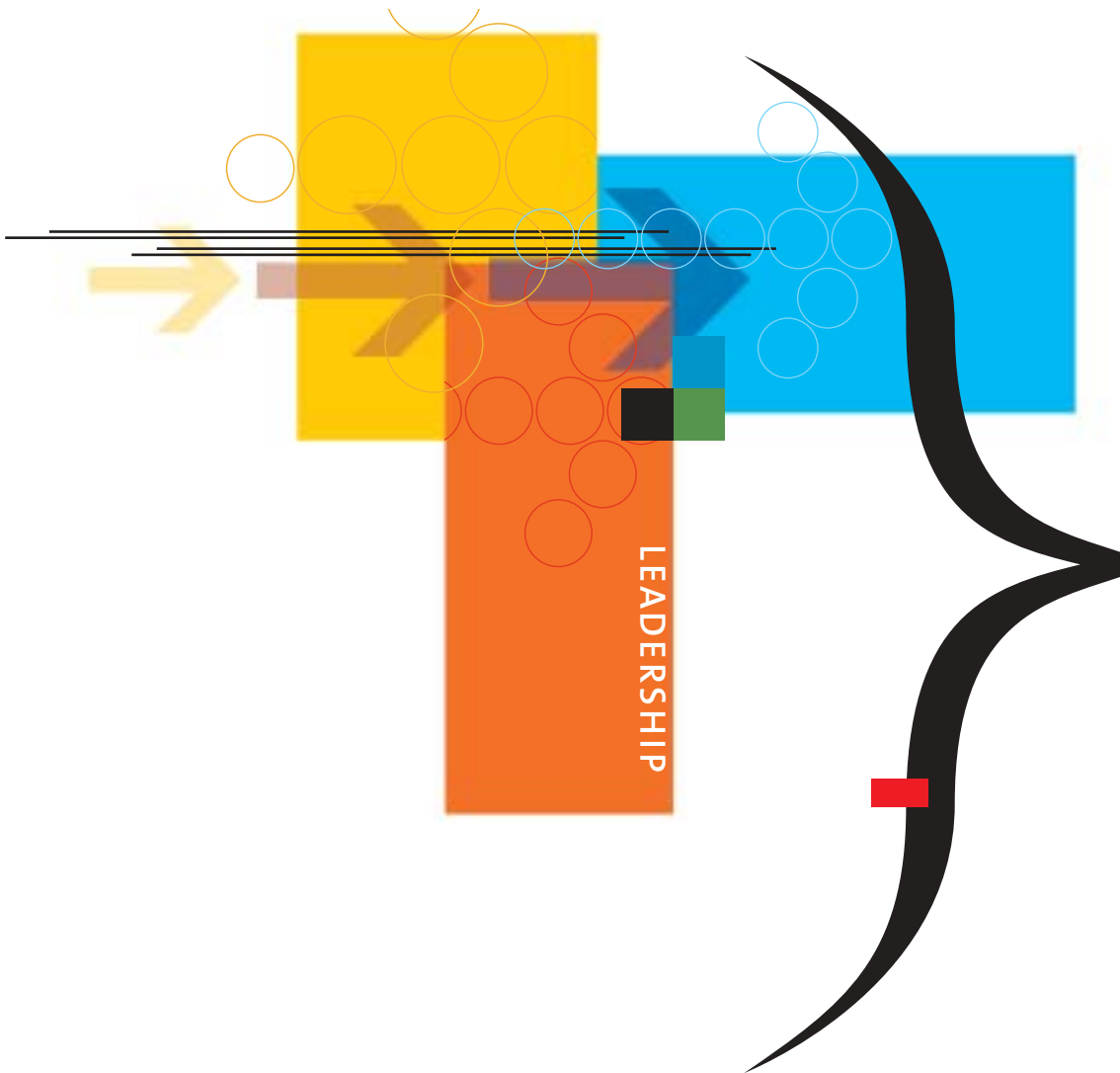


ANNUAL REPORT
Volume One **2002**



1	Introduction	12	Research
2	QUT highlights 2001	15	Community service
4	Organisational structure	17	Resources
5	Mission and goals	21	Technology
6	The world in which we operate	23	Student support, staff and equity
	Achievements against University's plans and goals	27	Academic leadership
7	Teaching and learning	28	Governance
		31	Financial summary

Communication objectives

Under the *Queensland University of Technology Act 1998* and *Financial Administration and Audit Act 1977–91*, QUT is required to present this report to the Queensland Minister for Education. It also affords QUT the opportunity to communicate its achievements and activities in 2002 against its mission, corporate goals (teaching, research and community service) and the University-level plans that translate the Strategic Plan into action. The report aims to increase awareness of QUT's role and activities, demonstrate its effective use of public resources, and meet its financial reporting requirements to the Minister.

Potential readers include students, staff and alumni, donors and partners, members of the business and education communities, media representatives, government leaders, and the international community.

Volume Two

Functions and powers of the University
Audited financial statements
Staff overseas travel

Introduction

The theme of this annual report is leadership. This theme allows QUT the scope to recognise those areas where we have established a clear leadership position, as well as those areas of teaching, research and technology in which we aspire to lead.

For QUT, leadership in teaching means producing sought-after graduates who deliver real value to their professions and the community, both through workplace learning and in their ongoing professional practice.

In research we aim to be leaders in solving real problems in collaboration with industry, government and the community, both here in Brisbane and across the globe.

We are recognised leaders in applying technology to deliver richer, more diverse student experiences, and to assist our researchers to investigate and report on real problems in new ways. You will find examples of all of these throughout this report.

Leadership is also a timely theme as QUT recently farewelled its Vice-Chancellor, Professor Dennis Gibson AO. Professor Gibson's leadership of QUT and QIT over more than two decades made a singular contribution to the enviable place QUT occupies today on both local and international stages.

Professor Gibson was succeeded in April 2003 by Professor Peter Coaldrake, who, for the past several years, was QUT's Deputy Vice-Chancellor. Professor Coaldrake enjoys the strong support of QUT Council and the University community. He is also well known in the Australian higher education sector, government and beyond.



Dr Cherrell Hirst, AO

Chancellor

The Chancellor, who serves in a voluntary capacity, chairs QUT Council, the University's governing body.

Professor Coaldrake's knowledge of the sector and the workings of government will advantage QUT as it comes to terms with significant changes to higher education policy and funding in Australia.

Looking forward, QUT faces an exciting if challenging future as it strengthens its position as a university for the real world.

Dr Cherrell Hirst, AO

Chancellor



Highlights

Teaching and Learning

- QUT continued to be the popular choice for Queensland undergraduate students, attracting the largest share of QTAC first preferences for students commencing mid-year 2002 and in February 2003.
- QUT continued to put more bachelor-degree graduates into full-time employment than any other Australian university.
- Around 40 000 students were enrolled in QUT programs in 2002, with more than 8 000 completing their courses in 2002
- International student numbers continued to grow to more than 4 500 by second semester 2002.

Research

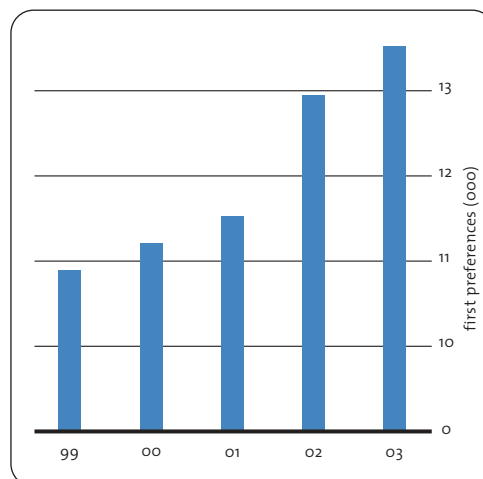
- In 2002 QUT announced the creation of a \$70 million Institute of Health and Biomedical Innovation to be based at the Kelvin Grove Urban Village. The Queensland Government and Atlantic Philanthropies have each contributed \$22.5 million with a further \$25 million from QUT.
- QUT was named lead site for two new national Cooperative Research Centres. The CRC for Interaction Design and the CRC for Integrated Engineering Asset Management will together receive more than \$45 million in government and industry funding.
- The Australian Research Council awarded QUT ARC Linkage grants together worth more than \$5 million for 27 new projects.
- External research income grew by 8 per cent to \$16.6 million in 2002.
- In 2002 the number of research publications grew modestly to 856.



Professor Dennis Gibson, AO
Vice-Chancellor (retired April 2003)
The Vice-Chancellor is the University's chief executive officer.

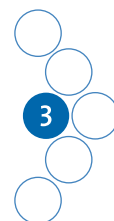
Community Service

- The QUT Innovation Train undertook a five-week tour of regional Queensland. More than 20 000 people visited the train's exciting interactive exhibitions and demonstrations by staff and students.
- Visitors to the Cultural Precinct, comprising Old Government House, the QUT Art Museum and Gardens Theatre, totalled more than 80 000, an increase of 34 per cent on 2001.
- The Faculty of Business hosted a series of successful Business Leaders' Forums. Speakers in 2002 included HRH Prince Philip, The Duke of Edinburgh; former prime minister Paul Keating; and past BHP Billiton CEO Paul Anderson.
- In 2002 QUT launched an Indigenous Employment Strategy which aims to increase the number of Indigenous Australians in its workforce over the next five years.
- Nine grants worth more than \$200 000 were awarded under the QUT Community Service Grants Scheme.



QUT undergraduate first preference applications

In 2002 QUT accepted responsibility to restore and care for Old Government House. This historic landmark, surrounded by QUT's Gardens Point campus, has links to government and education reaching back to the 19th century. Along with the Gardens Theatre and QUT Art Museum, Old Government House forms an integral part of QUT's Cultural Precinct, which in 2002 attracted more than 80 000 visitors.



Alumni

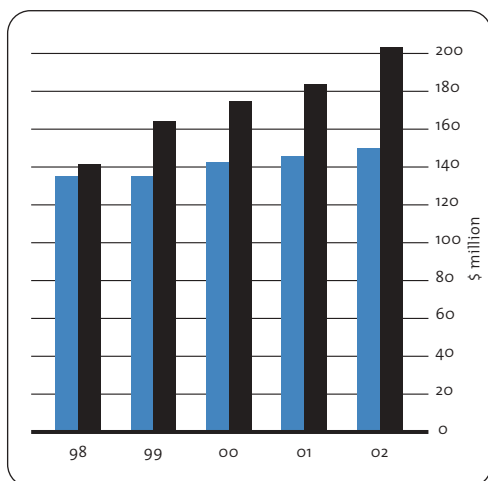
- Bundaberg Sugar managing director Geoff Mitchell AO was named the Chancellor's Outstanding Alumnus for 2002.
- 2001 Queensland Rhodes Scholar Christopher Layton and space engineer James Moody were named inaugural Young Alumni Achievers.

Leadership

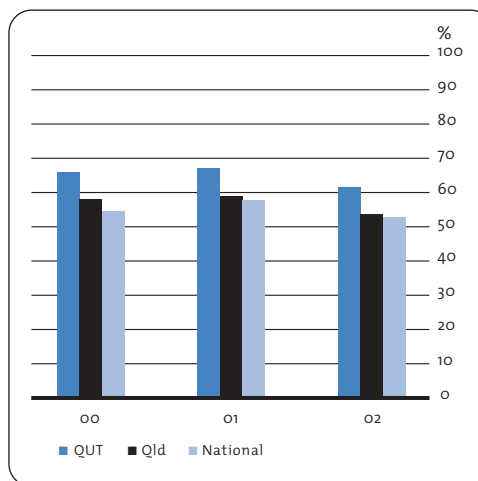
- In 2002 QUT Vice-Chancellor Professor Dennis Gibson AO announced his retirement. Professor Gibson was succeeded as Vice-Chancellor in April 2003 by Professor Peter Coaldrake.
- Professor Martin Betts was appointed Dean of the Faculty of Built Environment and Engineering, succeeding Professor Weilin Chang. Professor Betts will commence at QUT in mid-2003.
- Dr Carol Dickenson commenced as Registrar in March 2002 following the retirement of Mr Ken Bamber.

Resources

- QUT finished 2002 with an annual operating surplus of \$16 million. This outcome is very positive for the University, in terms of both Commonwealth-endorsed benchmarks, and the prevailing externalities within the higher education sector.
- Income from fee-paying students grew by \$14.7 million to \$73.5 million.



Non-government income
 ■ Government ■ Non-Government

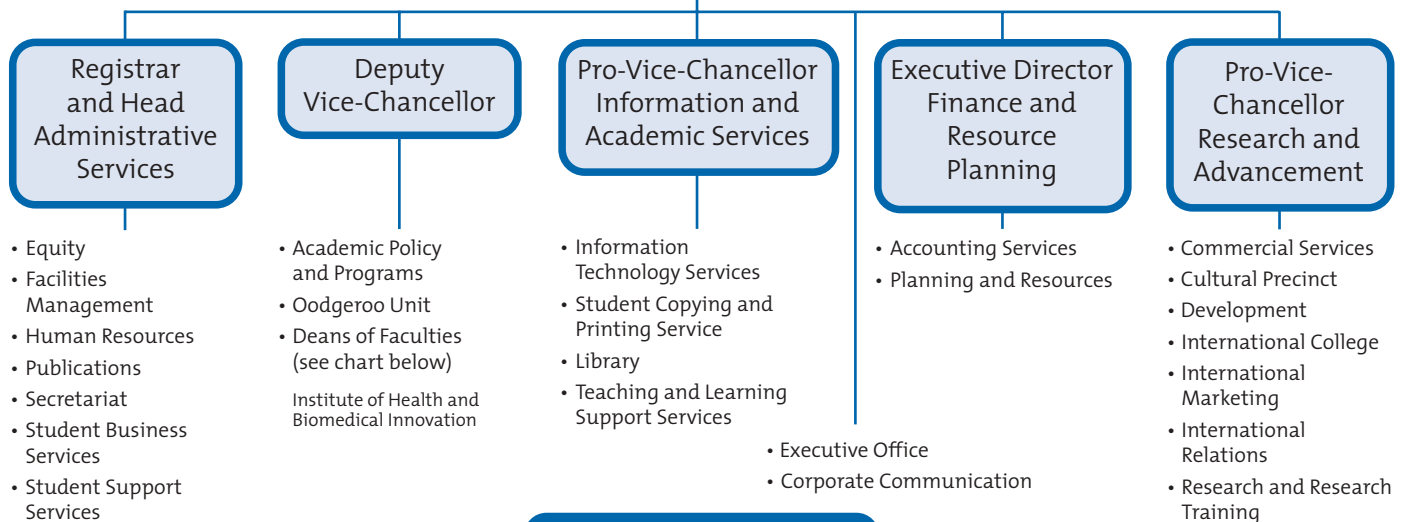


Comparison of graduate activity: full-time employment of graduates 2000-2002 (For more detail see table on page 10)

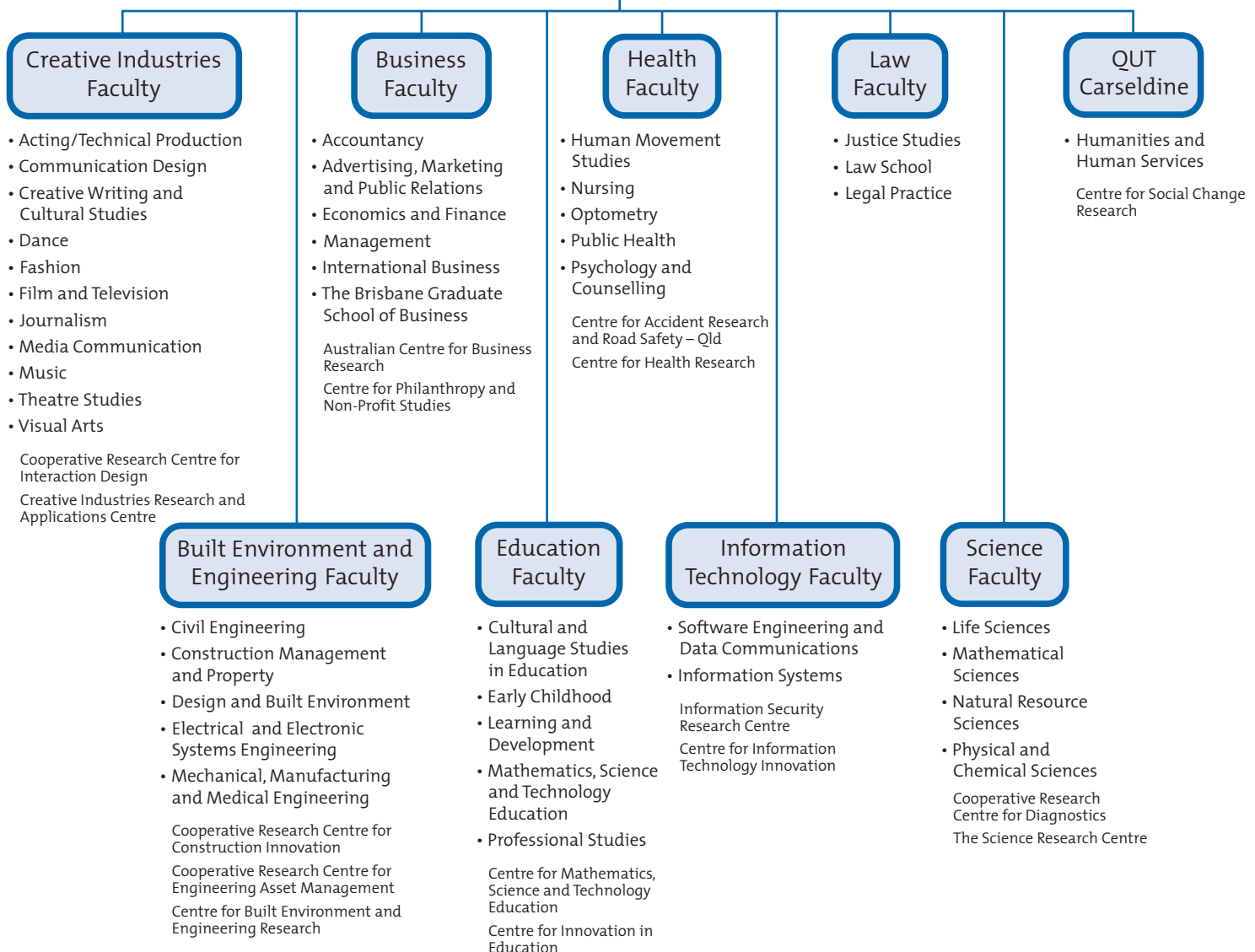
QUT is a member of the Australian Technology Network (ATN) of universities that share QUT's vocational heritage and applied future. Other members are the University of Technology Sydney, RMIT University, the University of South Australia and Curtin University of Technology.

How we are organised

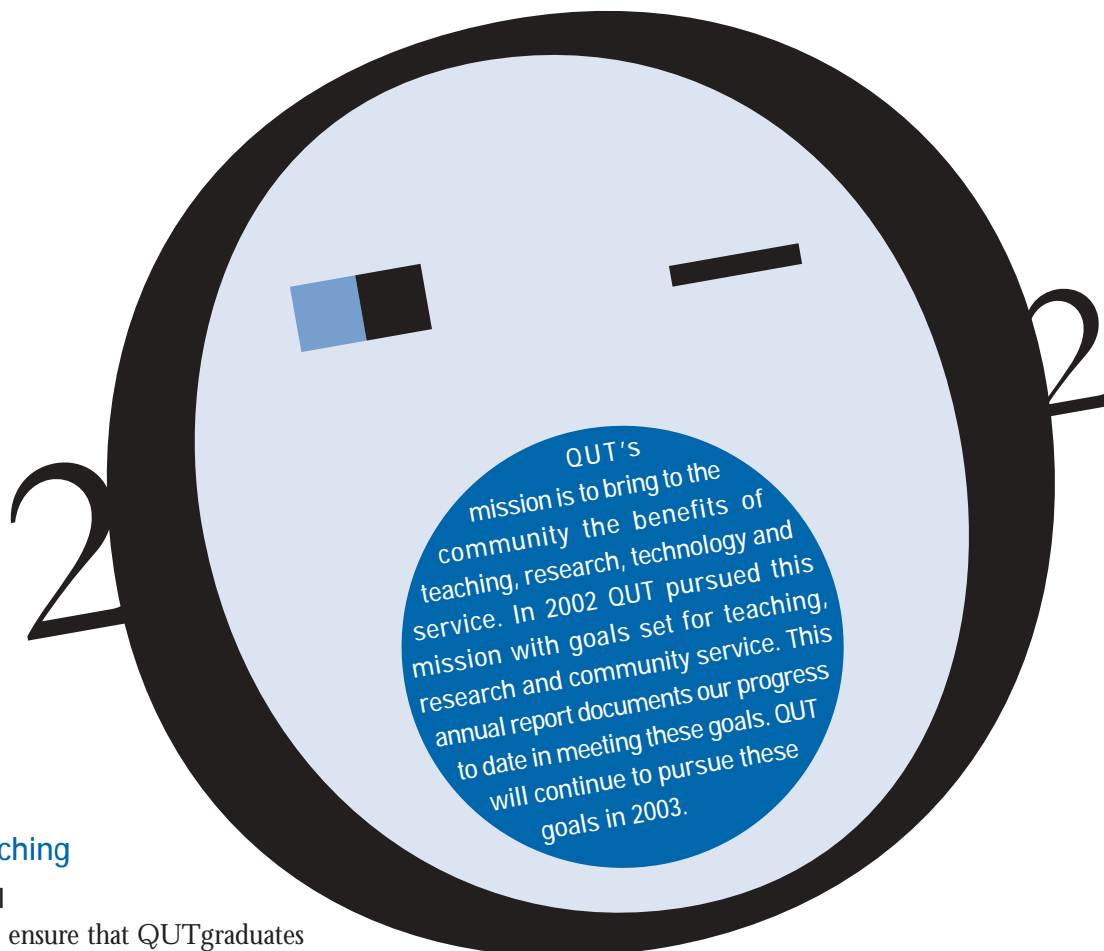
Vice-Chancellor



Deputy Vice-Chancellor



Mission and goals



Teaching

Goal

- To ensure that QUT graduates possess knowledge, professional competence, a sense of community responsibility, and a capacity to continue their professional and personal development throughout their lives.

Performance indicators

- Social justice profile of graduates
- Positive graduate outcomes (employability and further study)
- Graduate satisfaction

Research

Goal

- To advance and apply knowledge germane to the professions and to the communities with which QUT interacts and relevant to the enhancement of economic, cultural and social conditions.

Performance indicators

- External research income
- Research publications
- Higher degree research graduates

Community service

Goal

- To contribute to the development of Australia's international responsibility and competitiveness, to enhance QUT's relationship with the professions, and to increase community awareness of issues through professional service and social commentary.

Performance indicators

- Level of activity in the community
- Quality of service provided to the community
- Awareness of the University's contribution to the community

The world in which we operate

Where we've come from

QUT has its roots in the beginnings of technical and teacher education in Queensland in the 19th century and in vocational education for the professions. QUT was created in January 1989 by the redesignation of the Queensland Institute of Technology (QIT). QIT was formed in 1965 when it took over the professional courses of the Central Technical College at Gardens Point in Brisbane's central business district.

In 1990 the Brisbane College of Advanced Education amalgamated with QUT to form a major Australian university with a broad academic profile. In 2002 QUT, in partnership with the Brisbane Northpoint Institute of TAFE and Caboolture Shire Council, established a community campus in Caboolture.

Where we are now

6

Today, QUT is one of Australia's largest universities with almost 40 000 students and 3000 staff. Its prime concerns are the quality of its teaching, the employability of its graduates, and the application of its research to the benefit of the community. QUT receives the largest share of first preference applications for undergraduate courses in Queensland, and is the nation's biggest provider of bachelor-degree graduates into full-time employment.

With an annual budget of around \$360 million in 2002, QUT has three Brisbane campuses, Gardens Point (City), Kelvin Grove and Carseldine and a multi-partner campus in Caboolture to the north. The physical facilities are supported by extensive virtual services that aid student learning and administration.

Academic programs are offered from university certificate through to doctoral levels with most enrolments in bachelor degrees. Undergraduate courses aim to give students a balance of theory and practical experience to prepare them for professional employment. This is achieved through the close involvement of employers and professional bodies in course planning and lecturing. In addition, a third of students attend part-time, bringing valuable real-world perspectives to the classroom. Academic staff are highly qualified and most have real experience in the professions they teach.

Postgraduate programs provide professionals with opportunities for career development and enable advanced research. More than 20 per cent of enrolments are in postgraduate programs.

The University mainly serves Brisbane and South-East Queensland but has strong international links. QUT is a major exporter of educational and consultancy services. About 4500 international students attend courses at the University, paying full tuition fees. A growing number of local students are completing part of their studies overseas through exchange partnerships with institutions worldwide.

The world we face

A university for the real world must continually respond to the changing needs of students, the professions and the community. Over the past decade QUT has responded positively to market needs and structural change resulting from government policy.

This experience will advantage QUT as it responds to the wide-ranging 'Crossroads' review of Australian higher education funding and policy undertaken by Federal Education Minister Dr Brendan Nelson in 2002. QUT's Vice-Chancellor was a member of the Ministerial Reference Group for the review. Details of the Commonwealth's reform plan were still not public in early 2003, but likely outcomes include top-up fees set by individual institutions, additional to HECS but capped by the Commonwealth; an increase in the allowed percentage of fee-paying domestic undergraduate students; and access to HECS-style finance for fees paid by domestic undergraduate students.

These proposals, endorsed by the Australian Vice-Chancellors' Committee, will spell significant changes to the market for higher education. QUT's strong reputation and clear market orientation will be assets as the organisation maximises the opportunities that the Crossroads reforms offer possibly for 2005 and beyond.

Teaching and learning

QUT's teaching goal is to ensure that graduates possess knowledge, professional competence, a sense of community responsibility, and a capacity to continue their professional development throughout their lives.



Professor Peter Coaldrake
Deputy Vice-Chancellor
(appointed Vice-Chancellor
effective April 2003)

As one of Australia's leading teaching universities, QUT is committed to innovation in teaching and learning. Progress in 2002 toward achieving the objectives of the University Teaching and Learning Plan is detailed below.

Objective 1. QUT will continuously improve its teaching environment to optimise students' learning experiences

The use of, and demand for, online teaching at QUT continued to rise significantly in 2002, with a 49 per cent increase in both usage (page views) and the number of users of the OLT system over 2001. Increasingly, information and communications technologies are being used to support and enhance particular pedagogical approaches, including problem-based learning in the faculties of Science and Health; collaborative learning communities in Creative Industries, QUT Carseldine, Law, and Built Environment and Engineering; self-regulated learning in Information Technology and Business; and work-integrated learning in the Faculty of Health. During 2002, a number of system improvements were also made to OLT to increase its flexibility and efficiency, and to add additional capabilities.

In 2002, a total of 3375 student evaluations (of units or individual teaching) were undertaken, an increase of 11 per cent over 2001. While evaluations of units increased in 2002, the University's target that all ongoing units would be evaluated at least once over the five-year period 1998-2002 was not fully met (70 per cent of eligible units were evaluated in that period). By the end of 2002, 74 per cent of non-casual staff had conducted student evaluations of their teaching on at least one occasion since the beginning of 1998, this being 4 per cent higher than for 2001. QUT's systems for student evaluations of units and teaching were reviewed during 2002, with a number of recommendations for improvement considered by the Teaching and Learning Committee.

Student experiences, defined broadly to include learning and other experiences at QUT, were the subject of a project, "TrackIT", designed to monitor a cohort of students throughout the course of their university life. The first recruitment of students, along with focus groups and questionnaire development, took place in second semester.

QUT provided a wide range of development activities for staff and students in the area of teaching and learning in 2002. Highlights included two major conferences in November: 'Effective Teaching and Learning: Valuing Staff, Valuing Students' (jointly sponsored with Griffith University and the University of Queensland), and the ATN-sponsored 'Evaluations and Assessment: Closing the Loop'. QUT also continued in 2002 its program of structured development for part-time and casual staff, involving more than 500 such staff in programs in April and August.

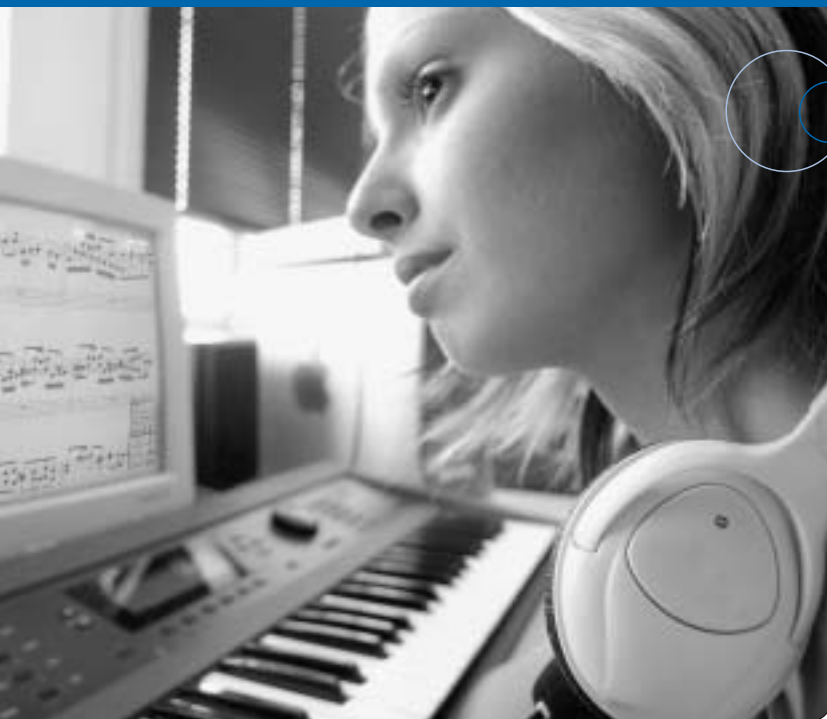
Coordinators of large units received support in 2002 through a series of seminars and workshops on issues such as assessment, teamwork and student learning support. Three faculty-based projects to assist coordinators of large units were also given financial support.

An innovative approach to staff development was implemented in 2002 where staff from faculties were seconded as Teaching Fellows to work with central services on key projects designed to improve teaching and learning. Five such fellows were appointed in 2002.

The Faculty of Education was awarded a grant in 2002 to redesign the Bachelor of Education to emphasise professional learning outcomes, particularly through reconceptualising assessment practices. Intakes in the new program commenced in first semester 2003.

The Faculty of Health received a grant to develop a virtual environment to improve workplace-based learning in areas across the faculty.





QUT continued its innovative approach to teaching technology in 2002 with the launch of a suite of online music tools. The Creative Industries site allows budding composers to ask the computer for help when they hit a creative block. The site uses a combination of maths and artificial intelligence to suggest alternatives for how the piece of music might go on.

8

A grant was provided to the Faculty of Information Technology to address long-standing problems of first-year students in learning programming, including high failure rates and negative attitudes. This project aims to develop an active and collaborative learning environment, which emphasises constructive feedback, problem-solving, collaborative learning and meeting needs of students from diverse backgrounds.

Development work took place in 2002, and a web-based environment will be piloted in 2003.

Objective 2. QUT's graduates will be lifelong learners and highly employable in their chosen professional areas

The Faculty of Science worked on a project in 2002 to enhance information literacy, in conjunction with staff from the Library and a secondment from Teaching and Learning Support Services. This project focused on student assessment and formative feedback.

The Faculty of Law received a grant to focus on assuring quality in assessment. Four areas of generic capability development were chosen for the trial: embedding Indigenous content and perspectives, oral communication, infusion of ethical values and knowledge, and teamwork.

QUT offered a diverse range of continuing professional education programs and non-award courses in 2002, with 588 students recorded in non-award courses, including START QUT where high-achieving Year 12 students can undertake some university study in their final year of school. These programs complemented a wide range of professionally relevant programs, particularly at postgraduate coursework level, which are designed to enhance professional skills. QUT's coordination of continuing professional education was

reviewed as part of a major review of the Division of Research and Advancement during 2002. Recommendations arising from the review will be considered in 2003.

Objective 3. QUT's learning environment will meet students' diverse needs

A review of internationalisation was undertaken in 2002, which included examination of the issue of internationalisation of the curriculum. This review recommended that strategies to encourage further internationalisation of the curriculum be pursued by the Teaching and Learning Committee in 2003.

New undergraduate courses in 2002 included:

- a re-designed Bachelor of Arts and Bachelor of Social Science
- a Bachelor of Applied Science (Innovation)
- a Bachelor of Engineering (Environmental Management)
- a Bachelor of Business Information Management, jointly offered by Business and Information Technology at the Caboolture Community Campus.

A suite of new postgraduate coursework programs was also offered in 2002, including graduate diplomas in:

- Cardiac ultrasound
- Risk management
- Philanthropy
- Designed environments for ageing.

During 2002, four faculties (Education, Law, Creative Industries and QUT Carseldine) worked on projects designed to incorporate Indigenous perspectives in the curriculum in collaboration with the Oodgeroo Unit.

These groups worked together to share ideas and approaches and to work towards a coherent and unified institutional approach.

Student demand and progression

QUT was the university of first choice for Queensland undergraduates recording the highest number of first preference applications through QTAC in 2002 for entry in 2003. As well, QUT continued to be the preferred university for non-school leaver students with its share of mid-year first preferences continuing to grow in 2002.

More than 8000 students completed their course requirements in 2002 including 5649 undergraduates, 2336 postgraduates and 85 PhDs.

Enrolments

At the official census date of 31 August 2002, QUT's total enrolment was 39 187 (27 692 EFTSU).

Graduations

Around 4700 students participated in graduation ceremonies in 2002. These included February, March and April ceremonies for 3556 students who completed their courses in 2001 and July and October ceremonies for 1144 students who completed at the end of semester one 2002. Five overseas ceremonies were held in 2002 including two in Singapore, one in Kuala Lumpur, one in Hong Kong and one in Taiwan.



QUT monitors progress toward its teaching goals using three key performance indicators: social justice profile of graduates; graduate outcomes; and graduate satisfaction.

Social justice profile of graduates

QUT aims to have a student body that reflects the community of which it is part and to ensure that students recruited from target groups go on to complete their studies.

	1999		2000		2001	
	No. of graduates	% of non-FPOS* graduates	No. of graduates	% of non-FPOS* graduates	No. of graduates	% of non-FPOS* graduates
Total non-FPOS graduates	6827		6411		6613	
Aboriginal or Torres Strait Islander	33	0.5	40	0.6	40	0.6
Non-English speaking background	52	8.1	507	7.9	495	7.5
Low socio-economic status	728	10.7	633	9.9	604	9.1
Women in non-traditional fields (undergraduate only)	217	3.2	164	2.6	207	3.1
Total equity graduates	1530	22.4	1344	21	1346	20.4

Data sources: DETYA Student Statistics Data Collection and ABS Socio-Economic Index File

*FPOS – fee-paying overseas students

Positive graduate outcomes

10

QUT prides itself on producing job-ready graduates for business, industry and the professions. The survey shows the continuing high levels of full-time employment for QUT graduates. Employment rates for QUT's first-degree graduates remain higher than the national average.

	2000	2001	2002*
	% of graduate respondents	% of graduate respondents	% of graduate respondents
Full-time employment	65.4	66.5	61.1
Part-time employment	9	9.2	19.3
Further study	17.7	18.8	15.4
Unavailable	4.2	5.5	7.9
Total	100	100	100

Data source: GCCA Graduate Destinations Survey

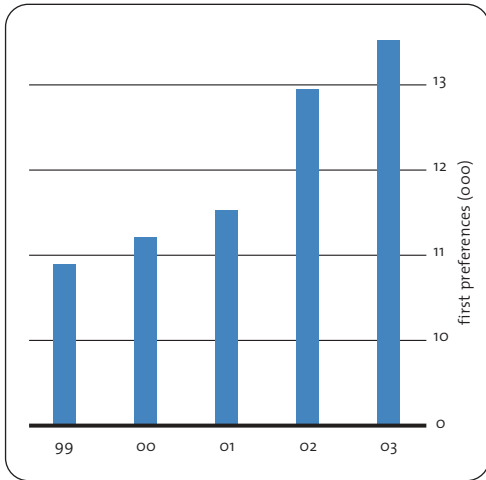
*Figures for 2002 refer to students who completed their courses in 2001 and were surveyed in 2002.

Graduate satisfaction

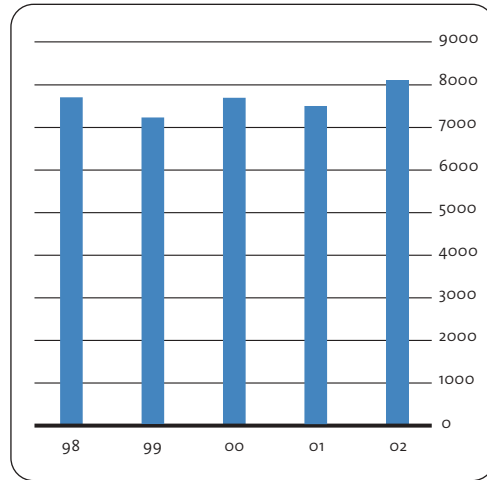
Data about graduate satisfaction with courses is captured in the Course Experience Questionnaire administered by the Graduate Careers Council of Australia.

	2000	2001	2002
	% of graduate respondents	% of graduate respondents	% of graduate respondents
Agreed or strongly agree	63.8	69.3	61.0
Undecided	25.7	23.0	28.1
Disagreed or strongly disagreed	10.5	7.7	10.9
Total	100	100	100

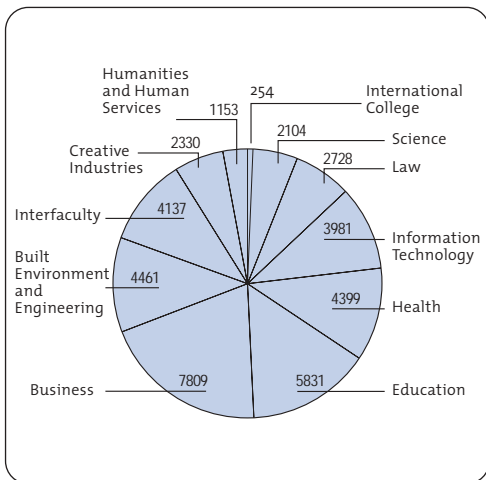
Data source: GCCA Course Experience Questionnaire



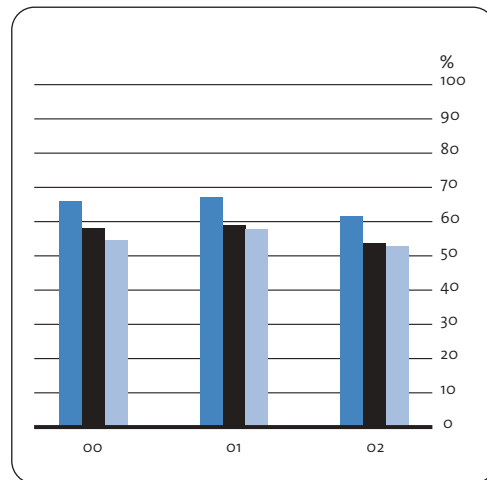
QUT undergraduate first preference applications



Course completions



Enrolments by faculty
Total = 39 187



Comparison of graduate activity: full-time employment of graduates 2000–2002 (Source: 2002 GCCA Graduate Destination Survey)

■ QUT
■ Qld
■ National

Research

QUT's research goal is to advance and apply knowledge that is both germane to the professions and communities we serve, and relevant to the enhancement of economic, cultural and social conditions.



Professor David Gardiner
*Pro-Vice-Chancellor
(Research and Advancement)*

QUT worked hard in 2002 on positioning itself for future success in an increasingly challenging and competitive research environment. Highlights included:

- Strong performance in the 2002 Australian Research Council (ARC) funding round saw QUT attract more than \$5 million for 27 new projects.
- QUT was ranked sixth nationally and first among the ATN* group of universities for funding under the ARC Linkage Grants Scheme for collaborative research with industry. More than half of QUT's ARC funding is under the linkage program, compared to a national average of 20 per cent.
- External research income grew by 8 per cent to \$16.6 million in 2002.
- Weighted research publications held steady at 856.8 compared to 853.9 in the previous year.

QUT recognises that its future success depends on having something valuable and different to offer to potential research partners. Our distinctive approach to research has three key qualities:

- **It is multidisciplinary**—we bring together diverse researchers to solve real-world problems
- **It is collaborative**—we undertake research in partnership with industry, government and the community
- **It is commercial**—we seek to realise the maximum commercial return from the University's intellectual property, alone or in collaboration with business and industry partners.

This approach extends to both the efforts of leading researchers and to the training the University delivers for the researchers of tomorrow.

Multidisciplinary

Announced in 2002, QUT's Institute for Health and Biomedical Innovation (IHBI) is a clear example of these three qualities in action. Top researchers will collaborate across disciplines to solve major health problems, commercialise discoveries and provide health consultancy services throughout the Asia-Pacific region. IHBI has attracted initial funding of \$70 million from QUT, the Queensland Government and Atlantic Philanthropies with total funding of more than \$300 million expected over the next eight years. It is designed to play a leading role in health research throughout the region.

The institute will focus on advanced diagnostics, injury prevention and rehabilitation, molecular farming, health development, tissue regeneration and vision impairment. It will bring together and enhance QUT's existing research strengths in the CRC for Diagnostics, Centre for Injury Prevention, Centre for Molecular Biotechnology, Centre for Public Health and Centre for Accident Research and Road Safety—Queensland (CARRS-Q).

Collaborative

2002 saw QUT consolidate its leadership in the field of collaborative applied research, especially through its continuing success in the Commonwealth government's Cooperative Research Centre program. CRCs bring together researchers from universities, CSIRO and other government laboratories, and private industry partners to solve problems or exploit opportunities in areas of national interest.

Late in 2002 QUT was named as home base for two new CRCs, one in engineering asset management and one in interaction design. This builds on QUT's success with the CRC for Construction Innovation, launched in 2002, and the CRC for Diagnostics, which has an impressive track record in research commercialisation.

The CRC for Engineering Asset Management will lead new research to maintain Australia's physical infrastructure for the defence, process, rail, water and electricity industries. The centre has attracted government and industry funding of around \$30 million. The CRC for Interaction Design will be a global leader in creative content creation for the game development, digital art, film, television, multimedia and design industries. It has attracted government and industry funding of more than \$23 million. In 2002 QUT continued to be a partner in CRCs for enterprise distributed systems technology, railway engineering, eye research, renewable energy, and satellite systems.

QUT also worked directly with industry partners in 2002 on a range of collaborative projects, for example:

- Maths researchers worked with BHP on novel ways of making iron that reduce greenhouse emissions without adding to costs
- Civil engineering researchers worked with Brisbane Airport Corporation on software to support decision-making about future airport development
- Information technology researchers collaborated with Microsoft in the lead-up to the release of its new computing framework for managed execution, Microsoft.NET.

Commercial

QUT aims to be a leader in developing and commercialising the discoveries and inventions of the University's researchers. Highlights in 2002 included:

- A discovery delivering superior detection of a wide range of genetic diseases was sold to US biotechnology industry leader Affymetrix.

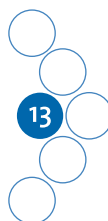
- QUT's Faculty of Science and industry partner Powerlink developed and patented a device allowing routine inspection of the insulation on high-voltage powerlines, reducing the likelihood of blackouts.
- QUT filed 18 patent applications in 2001, up from 16 in 2000.
- The number of worldwide patents issued increased from 11 to 16.
- The number of licence agreements executed increased from two to four.

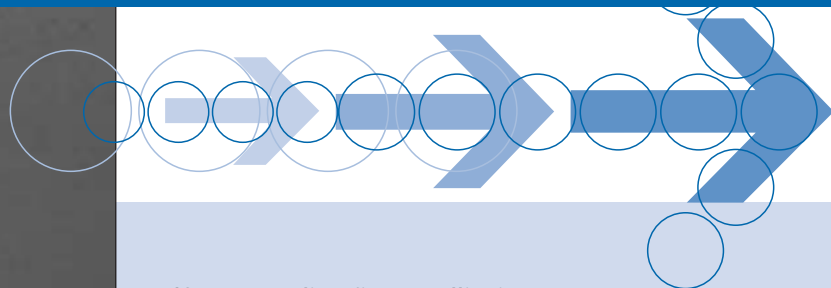
In a national survey of university research commercialisation released in 2002, QUT compared favourably with other Australian universities, particularly its peers in the ATN network. The survey ranked QUT first among the ATN for licence income, research expenditure, patent applications and patents issued worldwide.

Research Training

In 2002 QUT introduced a range of initiatives designed to position the University as a leader in research training quality.

- In conjunction with its ATN partners, QUT collaborated on LEAP (Learning Employment Aptitudes Program), linking QUT research students to their peers nationally. QUT led the development of a LEAP module focusing on the business skills needed to commercialise research.
- In 2002 QUT opened a dedicated Research Students' Centre on the Gardens Point campus to provide a one-stop-shop for higher degree research students.
- Research students from QUT were awarded 40 Australian Postgraduate Award (Industry) scholarships, up from 36 in 2001.
- QUT continued to forge strategic research partnerships with key overseas institutions, notably with the launch in 2002 of an International Doctoral Scholarship Scheme. The scheme is expected to double the number of international research students at QUT over the next three years.





FedSat, Australia's first satellite in 30 years, was launched in Japan in December 2002. Its payload included a global positioning system and high-performance computing experiment developed by QUT researchers through the Cooperative Research Centre for Satellite Systems. QUT's satellite research received significant financial support from the Queensland Government.



QUT has three performance indicators it uses to measure performance against its research goals: external research income; research publications; and higher degree research graduates. Most recent DETYA data is 2001.

External research income

14

	1999	2000	2001
	external income \$	external income \$	external income \$
Competitive grants	5 463 015	5 632 527	5 140 021
Cooperative research centres	1 640 311	1 364 177	1 908 961
Other public sector	4 004 503	3 154 040	3 169 538
Industry and other non-government	4 487 433	4 827 410	6 401 321
Total	15 595 262	14 978 154	16 619 841

Note: The method for calculating income for CRCs changed in 2000.

Data sources: DETYA research income and publications data collection and QUT statistics data collection.

Research publications

	1999	2000	2001
Weighted number of research publications	747.8	853.9	856.8

Note: Each type of research publication is categorised and weighted according to DEETYA guidelines.

Data sources: DETYA research income and publications data collection and QUT statistics data collection.

Higher degree research graduates

	1999	2000	2001
Weighted number of graduates	354	297	306

Note: The following weightings apply: doctorate by research 3.0; Masters by Research 1.0.

Data sources: DETYA student statistics data collection and DETYA staff statistics data collection.

Community service

The QUT Innovation Train undertook a five-week tour of regional Queensland. More than 20 000 people visited the train to experience exciting interactive exhibitions and demonstrations by staff and students.

The train was sponsored by QR, the Department of Innovation and Information Economy and WIN Television.

QUT's community service goal is to contribute to the development of Australia's international responsibility and competitiveness, to enhance QUT's relationship with the professions and to increase community awareness of issues through professional service and social commentary.

Beyond our core functions of teaching and research, QUT serves a variety of communities through a wide range of activities, both locally and around the globe. These include consultancies, professional education and conferences and through a grants scheme to promote staff community service.

Community service highlights in 2002 included:

- QUT took responsibility for the care and restoration of Old Government House (OGH) on the Gardens Point campus.
- Visitors to the Cultural Precinct, comprising OGH, the QUT Art Museum and Gardens Theatre, totalled more than 80 000, an increase of 34 per cent on 2001.
- Nine grants worth more than \$200 000 were awarded under the QUT Community Service Grants Scheme.
- The value of expert commentary in the media increased to \$3 million.

Consultancies

The international dimension of QUT's community service activities is easily seen in the consultancy services we provide. Examples from 2002 include:

- A \$5 million agreement with the Malaysian Ministry of Education to offer a 'teaching English as a foreign language' course for Malaysian primary school teachers



- International aid projects through a consortium with TAFE International and Education Queensland
- A secondary teacher education project in Papua New Guinea
- Closer to home, the Queensland Mining Council contracted the Faculty of Law to educate Indigenous Australian company directors on issues of corporate governance.

Total consultancy income for 2002 was \$7.7 million, an increase of more than 20 per cent on 2001 earnings of \$6.3 million.

Community Service Grants

Cabbage Tree Creek Lower Catchment Project

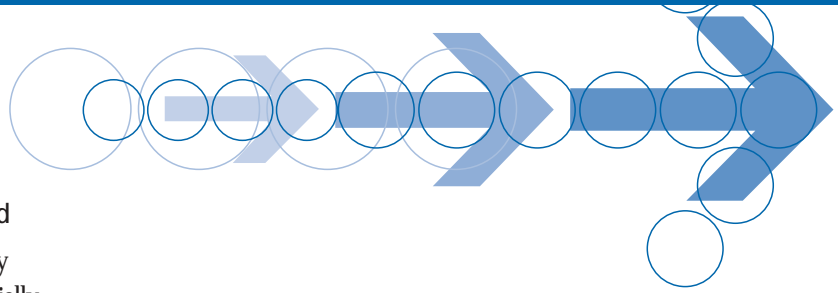
QUT's Carseldine campus borders Cabbage Tree Creek. This project engaged local education providers from all sectors with the community to develop a shared learning environment focused on the catchment.

Tablelanders Sharing Skills Online

This project helped develop new social and electronic networks for socially isolated people within and outside the Tablelands community.

A Community Web Site for Job Seekers who speak English as a Second Language

This web site focused on skills and confidence for job interviews.



Web Site for Community Leaders in Queensland

The community leadership programs offered by Volunteering Queensland were enhanced with a specially designed web site.

Extreme Science Van

The QUT Extreme Science Van delivers hands-on science enrichment activities to primary and middle school students.

Strong and Smart – DVD

A documentary was produced on Cherbourg State School that can be used as an educational/cultural resource.

Arilla Mob Paper Mill

This project in Mt Isa established a sustainable creative industry focused on fine papers made by hand from local materials by 12 Indigenous women.

Extending Parent Support at the Gerald Ashby Family Centre

A dozen teenage mothers and their babies were funded to attend weekly sessions at the Gerald Ashby Family Centre to access support and guidance from qualified early childhood staff.

Improving Service Delivery of the Refugee Claimants Support Centre to Brisbane-based Refugees on Bridging Visas

This project focused on assisting volunteer English tutors, improving access to language networks and building contacts for refugees with a professional background.

Internationalisation

In 2002 QUT considered the report of a wide-ranging external review of its international activities. The review noted that QUT had much to be satisfied with in its pursuit of internationalisation. It enjoys status as a 'top 10' institution for on-shore student recruitment. It is also achieving success in diversifying the source countries from which these students come. They are serving as a platform on which other initiatives are building, including off-shore student enrolments, inter-institutional agreements, placements for domestic students off-shore, and international research collaborations.

The successful pursuit of a comprehensive international agenda has the potential to deliver far-reaching and positive effects on the quality of experience enjoyed by students and staff alike and for those communities and stakeholders the University

serves. Such activities bring with them a significant level of risk which must be managed carefully and with on-going vigilance. The review concluded QUT was well placed to reap the benefits of a richer international agenda and well able to manage the risks involved.

By October 2002 international student numbers had grown to more than 4500. The number of source countries grew from 81 to 87.

QUT offered short-term study experiences to 282 students through the Study Abroad Program. The University also has student exchange agreements with institutions in more than 50 countries. QUT hosted 112 exchange students, while 107 QUT students took advantage of the chance to study overseas. These QUT students received support from 10 travel bursaries and 10 international exchange bursaries provided by the University. QUT students also received grants totalling more than \$60 000 under the University Mobility in Asia and the Pacific (UMAP) program for study in the USA, Canada, Singapore, China and Malaysia.

QUT was host to 414 official international visitors.

Resources

QUT employs a diverse mix of resources—financial, human and capital — in the delivery of its services. The University's top-level Resources Plan provides the long-term focus through which these resources are deployed to support the achievement of QUT's broader objectives in teaching, research and community service.

This report provides information on progress against the targets and strategies outlined in QUT's 2002–2006 Resources Plan.

Financial Management

The following financial information is extracted from the draft (unaudited) financial statements as presented to Audit Committee on 12 February 2003.

The University reported a surplus of \$16 million as at 31 December 2002. This figure excludes the contribution received from Atlantic Philanthropies towards the Institute of Health and Biomedical Innovation totalling \$14.3 million, which has been recorded as a liability being financial assistance received in advance.

Income has increased by 11 per cent over 2001 and expenditure has increased by 10 per cent.

Revenue from fee-paying students has increased by \$14.7 million to \$73.5 million and includes Postgraduate Education Loan Scheme funding of \$4.4 million. This is a 25 per cent increase on the 2001 result (well in excess of the Resources Plan target) and continues to provide the University with the capacity to pursue future strategic opportunities.

Performance against benchmarks

Benchmark		Sector 2001	QUT 2001	QUT 2002*	Target
Safety margin	Surplus before abnormal items/total revenue	4.6	3.4	4.4	>5
Current ratio	Current assets/current liabilities	2.0	2.19	2.83	>2.5
Cash and investments	Cash and investment balances	\$4.8m	\$147.4m	\$160.1m	N/A

*unaudited, draft only



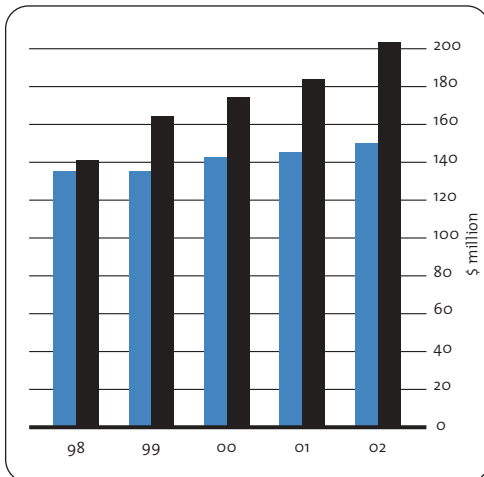
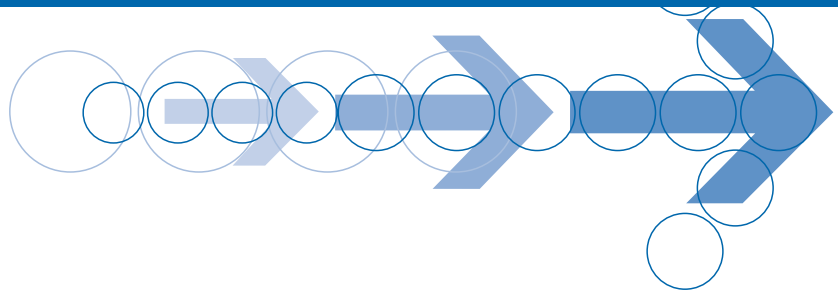
Mr Peter Sullivan
A/Executive Director
(Finance and Resource Planning)

Expenditure on salaries and related costs is currently 56 per cent of total revenue and continues to meet the strategic target of 'less than 60 per cent' outlined in the University's Resources Plan.

Cash on hand increased by \$18 million to \$94.3 million. However, the investment in Queensland Investment Corporation's balanced fund has fallen by 7 per cent to \$65.8 million

Load management was a significant issue during 2002, with over-enrolment and pipeline impacts rolling out over the triennium. The University has responded to this situation by implementing a staged reduction in commencing load, supported by improved systemic and reporting processes.

Significant progress was made towards the University's Financial Management Reform Initiative with the key feature being the staged introduction of accrual budgeting and reporting, involving major policy reviews, process re-engineering and system changes. A new budget tool (OFA) is also being developed under this initiative to assist the University to develop and review budgets. This tool will be available for the June 2003 reforecast. Other projects in progress include a review of the chart of accounts, costing and service level agreements.



Non-government income

■ Government
■ Non-Government

During 2002 QUT's income from sources other than the Commonwealth Government (which includes HECS and PELS) increased by \$27.4 million or 14.8 per cent to \$212.3 million. In terms of proportionality, this represents 58.1 per cent of total income, an increase on the 2001 result of 56.3 per cent.

18

Human Resource Management

The University Workforce Plan was implemented in 2002 and faculty and divisional position profiles were adjusted in response to the outcomes of the 2001 strategic planning and budgeting round. Work areas introduced strategies to address issues identified in their workforce information, with a key strategy being a revised long service leave policy, which attempts to reduce the level of organisational liability in this area.

In 2002 QUT vigorously pursued the development of a performance culture. Highlights included:

- The performance pay scheme for senior staff was expanded.
- Performance management processes for academic and general staff were introduced.
- Personal promotion procedures for academic staff were revised.
- An expanded outstanding contribution award scheme for general staff was introduced.
- Grievance procedures to address workplace bullying were revised.
- Development programs were recast to address desired future workforce capabilities in the areas of 'Being Businesslike', 'Building Alliances', 'Applying Technology' and 'Focusing on Clients'.

- Significant progress was achieved in the year towards identifying teaching capabilities.
- Successful change processes were undertaken with the introduction of faculty research centres, school mergers in the faculties of Education and Information Technology, and a department review in the Student Services Department.

Information Resources

Governance

Growth in demand for key services continued to stretch the University's information resources during 2002. The University, through the IT Strategic Governance Committee, allocated \$14.1 million to develop information technology and telecommunications infrastructure. Decisions about funding were tied to the University's strategic priorities in the areas of teaching and learning, research and community service and were documented in the University's asset management plan.

An internal audit of the project portfolio reporting mechanisms recommended a review of the University's project management framework. The review is aimed at developing a robust and accountable project methodology to underpin the University's allocation of resources to information technology development. This process is due for completion in 2003.

Corporate IT Systems

QUTVirtual experienced 4 per cent growth between 2001 and 2002. Growth of this magnitude is challenging but the performance during peak load times remained acceptable. A major upgrade of QUTVirtual was implemented in September, offering clients a portal environment, modern look and feel, and calendarisation. BPAY was also made available at this time for the payment of HECS and Student Guild fees. System performance issues during implementation in late September and early October marred an otherwise high availability rate for the service throughout 2002.

Teaching and Learning, and Research

The course materials database almost doubled in size between 2001 and 2002 and now contains approximately 15 000 items allowing students to access a greater percentage of course materials electronically while complying with copyright legislation.

The Online Teaching (OLT) system experienced a 49 per cent growth in usage between 2001 and 2002. Greater flexibility, functionality and growth were achieved and technical issues were resolved.

A new system called Research Master was implemented to manage the University portfolio, including the research training scheme.

The 2004 library target of 70 per cent electronic serial access has already been achieved. The percentage of serials available in electronic format in 2002 was 81 per cent. The number of print serials reduced by approximately 1000 between 2001 and 2002. Electronic serials increased by approximately 10 000.

Capital Management

In 2002 ongoing improvement of the asset management planning, development and review processes continued to provide a solid foundation for strategic decisions concerning physical and virtual infrastructure. Of particular note was the widespread consultation undertaken with each faculty and division during the year regarding their capital priorities. The information gained, and the subsequent analysis and review, was a valuable contribution to the 2003–2007 Asset Management Plan.

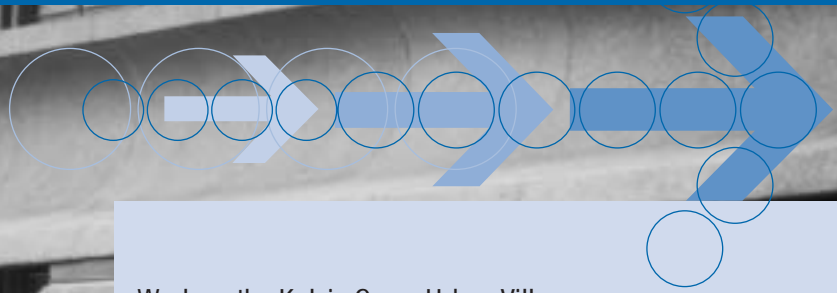
During 2002 the University spent \$31.7 million on capital projects (including \$20.2 million on major projects), approximately \$3 million on the deferred maintenance program, and \$2.2 million for minor works projects.

In response to the 2001 facilities condition audit, the majority of the 2002 deferred maintenance funding allocation was directed toward addressing the high-priority works, as set out in the audit report, with the exception that all high-risk items will be rectified by the end of 2003.

Major capital works projects commenced or completed in 2002 included:

- Kelvin Grove Urban Village (\$23 million)
- Creative Industries Precinct, Kelvin Grove (\$54 million)
- Institute of Health and Biomedical Innovation, Kelvin Grove (\$45 million)
- B Block Refurbishment, Gardens Point (\$4 million)
- Caboolture Community Campus (\$1 million)
- Teaching and Learning Building, Carseldine (\$11 million)
- Northern Busway Link, Kelvin Grove (\$3.2 million)
- P Block Refurbishment and Extension, Kelvin Grove (\$10.6 million).





Work on the Kelvin Grove Urban Village commenced in 2002. QUT and the Queensland Government are jointly developing the combined education, residential and commercial precinct on a site adjacent to the University's Kelvin Grove campus. QUT's Creative Industries Precinct and Institute for Health and Biomedical Innovation form a key part of the development.



Technology

Technology is never an end in itself at QUT. Its value lies in its ability to enhance the quality of our core business of teaching and research, and to deliver a better experience for students and staff.



Tom Cochrane
Pro-Vice-Chancellor
(Information and Academic
Services)

This strategic approach has helped QUT to establish itself as a leader in applying technology to teaching and the wider operations of the University. This strength was recognised in 2002 both internally and externally.

The Division of Information and Academic Services, which includes the Library, Information Technology, and Teaching and Learning Support, was reviewed as part of QUT's cycle of five-yearly external corporate reviews. The review panel found the division in 'a very healthy state, enjoying strong leadership and commanding high levels of respect from the wider university community.'

QUT's integrated e-business model was also featured in a collection of best-practice case studies in education e-business published by the National Office for the Information Economy. The panel congratulated QUT for 'clarity of business drivers; clarity about students needs; a focus on return on investment; high level executive support; and a commitment to adequate funding.'

In 2002 QUT made significant advances in student and staff information literacy, access and infrastructure development.

Student and staff information literacy

High-quality digital services only deliver value when end users have the skills to use them to full advantage. This is as true in a university as in the workplace. Significant advances in 2002 included:

- QUT responded to research showing varying degrees of staff comfort with technology by introducing a tailored induction program and revamped guide to computing.
- At the other end of the scale, QUT funded five teaching fellowships for academic staff to undertake six- to 12-month projects focusing on innovation in teaching technology.

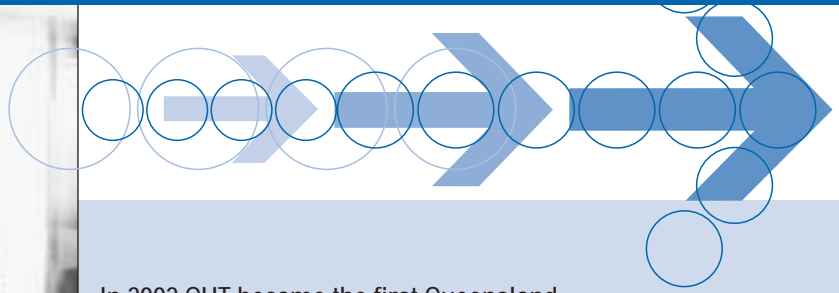
- The Faculty of Science was funded to trial the first systematic, faculty-wide attempt to embed information literacy skills across all levels of the curriculum.

Access

QUT aims to use technology to deliver reliable access to relevant information in formats appropriate for the audience. In 2002 QUT saw significant improvements in the reliability, scope and utility of online services including:

- An enhanced version of QUTVirtual was introduced. QUTVirtual is the University's customisable online portal that delivers students and staff secure access to academic and administrative services.
- QUT's sophisticated online teaching system continued to be the defining feature of the University's teaching in 2002. The system gives academics the tools to build their own teaching sites to support their own individual teaching style. Demand for OLT services grew by 49 per cent in 2002.
- Access to online services for people with disabilities was reviewed and improved.
- QUT's collection of online research resources grew in 2002, with a significant addition being Web of Science, a powerful citation database indexing more than 8500 journals in science, social science, arts and humanities.
- Ongoing enhancements were made to the QUT web site, delivering superior search results both on the site and externally.





In 2002 QUT became the first Queensland university to connect to the national GrangeNet network when it launched an Access Grid Node, jointly funded by the University and the Queensland Parallel Supercomputing Foundation. The advanced communication and information sharing capabilities of this superfast network will benefit industries including health, biotechnology and creative industries.

- Technical support after hours and on weekends was increased to ensure prompt attention to network faults. As a result, student access from home or work to the full range of library and other teaching resources became more reliable.

Infrastructure

22

QUT, with support from industry and government partners, delivered significant improvement in the technology backbone of the University in 2002.

Highlights included:

- State Information Economy Minister Paul Lucas launched a high-performance dark-fibre link between the Gardens Point and Kelvin Grove campuses. A similar link is planned between the Kelvin Grove and Carseldine campuses.
- QUT, with support from the Queensland Parallel Supercomputing Foundation, connected to a new super-fast Australian network, GrangeNet, delivering superior bandwidth for high-end videoconferencing
- Technology services for students at the Caboolture Community Campus were successfully deployed.

Student support, staff and equity

QUT's 2002–2006 Student Support Plan is the University's blueprint for continued excellence in services for students.

Student support

The Student Support Plan was initiated during 1997 to focus on improving services that support and enhance student life at QUT. Objectives focus on:

- consolidating a service culture
- recognising and supporting student diversity
- encouraging student participation in planning
- maintaining systems that are student-centred, flexible and simple
- providing a stimulating, safe and supportive environment on campus.

Highlights and outcomes in 2002 included:

- A review of the Student Services Department. The review recommended that the existing department be split into two departments, to provide a realignment of areas/business functions. The new departments came into being on 1 January 2003 and review recommendations are being implemented progressively during 2003. It is expected that students will benefit from the new service culture and improved communication made possible by the new structures.

- The First Year Experience program moved into operation, after the successful completion of the 2001 pilot. The three elements of the program:
 - engaging learning experiences
 - practical and timely support services, and
 - a sense of belonging

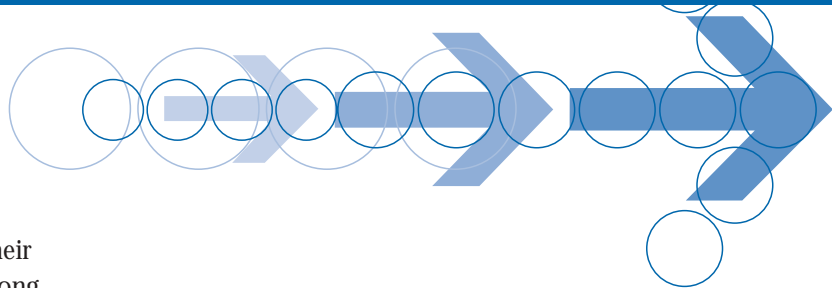
are designed to reduce unnecessary attrition and to maximise the quality of the student experience at QUT.

- Use of the QUT web site to provide timely and accurate information to students continued to improve in 2002.
- QUT's Careers and Employment service offered employers, for the first time, the capacity to place jobs directly online for students to access.



Dr Carol Dickenson
Registrar

- The Career Mentor Scheme developed a site where students and mentors can retrieve information, share ideas and register online.
- Online enrolment for new students was successfully implemented, complementing the online enrolment for continuing students introduced in 2001.
- QUT's Student Ambassador program was expanded from 35 ambassadors to 50. The program employs QUT students to work at a variety of events. On-campus events include orientation and the prospective student seminar. Ambassadors were provided from all faculties.
- The University and the Student Guild initiated new arrangements to address the inter-campus travel needs of students. The Student Guild now operates a minibus between the Kelvin Grove and Carseldine campuses and the University meets the operating costs for a Brisbane Transport service between the Kelvin Grove and Gardens Point campuses.
- Student safety is of primary importance in providing a supportive on-campus environment. The Australian Heads of Government, Certificate of Merit was presented to QUT in recognition of the contribution to crime and violence prevention on campus that the University's 'Be aware...take care!' security awareness program has made.
- A protocol for student overseas travel was developed to ensure a central point of contact in the case of emergency, critical incident or risk to safety of students travelling overseas on programs of exchange, overseas placements, internships, work experience or study tours.
- Safe practices in student learning conducted away from the lecture theatre continued to be monitored by the University's Health and Safety unit.



- A specialist international career counsellor was appointed to assist international students with their career and employment issues and to develop strong employer connections, particularly in Asia. The international career counsellor collaborated on an ATN-wide web site, which was runner up in the latest DEST National Best Practice Awards.
- For the first time, a graduation ceremony was conducted in Shanghai.

Staff

HR policies and practices were further aligned with University directions in 2002 in the following ways:

- E-recruitment was used to reduce advertising costs and to develop a database of people interested in working at QUT as well as to promote the benefits of working at QUT.
- An online resource kit to assist managers to build effective job descriptions and use of e-workflow to streamline recruitment and selection processes was introduced.
- Staff orientation and induction processes were reviewed and enhanced.
- Targeted leadership development programs were introduced for academics on probation and those coordinating large units.
- Performance management training for supervisors and staff was enhanced.
- Enhanced worker rehabilitation processes were introduced.
- Workload allocation guidelines for general staff were introduced.
- Separate workplace arrangement for educators employed within QUT International College were negotiated.
- Semester-based employment arrangements for general staff were introduced.
- Management loadings were introduced to attract and retain senior academic staff.
- The Indigenous Employment and Career Development Strategy and an agreement with the South-East Queensland Council of Elders for QUT to receive participants through the Community Development and Employment Program (CDEP) was launched.
- Second-round funding under the Federal Government's Workplace Reform Program was achieved.

- A new web-based version of the HR information system was upgraded.
- Web-based application and approval of leave was piloted.
- The recruitment processes for a number of senior management positions including Vice-Chancellor, Registrar and Dean, Faculty of Built Environment and Engineering were managed.

Recruitment and promotion

Senior staff appointments commencing in 2002 included:

- Professor Wendy Patton as Head, School of Learning and Professional Studies
- Professor Anne Chang as Professor of Nursing (Acute Care), School of Nursing
- Professor Brian Fitzgerald as Head, School of Law
- Myles McGregor-Lowndes as Professor, Faculty of Business
- Judith Clements as Professor, School of Life Science
- Professor Stephen Towers as Director, Academic Programs/Staffing, Creative Industries
- Professor Michael Bromley as Professor of Journalism and New Media, Creative Industries
- Professor Andrew Arthurs as Professor of Music, Creative Industries
- Dr Neville Bofinger as Student Ombudsman, Office of the Registrar
- Dr Carol Dickenson as Registrar, Division of Administrative Services.

Health and safety

The health and safety self-assessment audit was repeated across the University in 2002 with the addition of in-depth questions related to laboratory safety and the safety of plant and equipment. An improvement of approximately 10 per cent overall was noted. In addition, a new position has been created to further advance the safe management of pathological organisms and chemicals across the University.

Staffing statistics as at 31 March 2002

Full-time equivalent staff (FTE)

	FTE	Casual	Total
Academic staff			
Female	354.27	169.17	523.44
Male	550.04	159.51	709.55
Academic staff total	904.31	328.68	1232.99
General staff			
Female	952.72	138.45	1091.17
Male	687.31	86.08	773.39
General staff total	1640.03	224.53	1864.56
Total – all staff	2544.34	553.21	3097.55

Review of Personal Promotion Scheme for Academic Staff

A revised academic promotion scheme was introduced in 2002. The new policy includes revised criteria for promotion and a variation to procedures for assessing applications for promotion. Following its first year of operation, academic staff were invited to comment on their experiences with the new promotion scheme including any suggestions for changing or clarifying the policy and its procedures. Comments were also sought and received from staff who had served as promotion committee members on both faculty and University promotion panels.

Training and Development

A coordinators of large units (CLU) program with five sessions was presented in 2002, including topics such as assessment, teamwork, managing upwards, student learning support, and IT user issues and perspectives. A grant program was completed distributing \$10 000 among three successful faculty applications. The CLU program was reviewed and funded again for 2003.

More than 400 academic staff attended programs focusing on areas such as orientation, academic leadership, probation, promotion and performance management during 2002.

2002 Outstanding Contribution Awards

Exceptional service, innovation and initiative from staff were recognised by the University through Outstanding Contribution Awards. The recipients for 2002 were:

Outstanding Contribution Award for Academic Staff

Teaching

Dr Carol Dalglish, Brisbane Graduate School of Business

Research and Scholarship

Dr Ashantha Goonetilleke, Civil Engineering

Dr Gavin Turrell, Public Health

Service

Dr Neil Cranston, Learning and Professional Studies

Dr Kathryn Gow, Psychology and Counselling

Dr Doug Mahar, Psychology and Counselling

Outstanding Contribution Award for General Staff

Individual Awards

Gary Allen, Secretariat, Division of Administrative Services

Mark Keir, School of Electrical and Electronic Systems Engineering

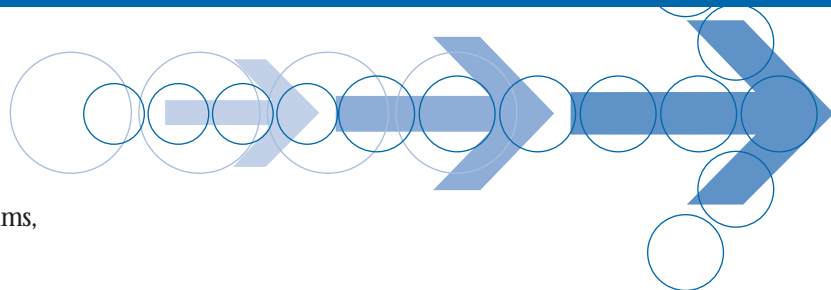
Pam Koger, Teaching and Learning Support Services

Team Awards

Project Workshop: Terry Beach, Steve Bihari, Wayne Moore

CMD Operational Team: Sarah Fredline, Colleen Cleary, Judy Stokker, Wendy Harper, Craig Comerford, Mike Lean





Legal Practice Administrative Team: Christine Williams, Liz Clark, Irene Wiseman

Equity

During 2002, good progress was made on the three priority areas of the University's Equity Plan—student poverty, cultural diversity, and reconciliation between Indigenous and non-Indigenous people. Recruitment of low-income students remained at about 13 per cent of the commencing cohort. Efforts to increase this enrolment share focused on developing a broad range of financial support measures to assist students with education and living expenses. Across the University in 2002, nearly 100 bursaries were made available to low-income students, as well as dozens of book vouchers, photocopy cards and other support measures.

Scholarships to attract prospective students and a scheme to give computers to 100 needy students were developed for 2003. Pleasingly, the retention rate for low-income students continued to be higher than that of other students. Issues relating to student poverty were a strong feature of QUT's submissions and activities within the Nelson review process.

26

The issues of cultural diversity and anti-racism continued as a priority with activities focused on awareness-raising of staff and students, and embedding respect for cultural diversity in the core business of the University, including the curriculum. The University's web-based cultural diversity calendar was a popular resource. A community service grant was awarded to assist the Brisbane Refugee Claimants Centre.

Since QUT launched its Reconciliation Statement in 2001 there has been a great deal of activity implementing the commitments in the statement. Last year a memorandum of understanding was signed with the South-East Queensland Regional Council of ATSIC covering employment and capacity-building issues. The University hopes this systematic approach to partnerships with Indigenous communities will be a long-term strategy for both organisations. Within the University, the Indigenous Employment Strategy continued to grow in influence. Significant curriculum development occurred in four faculties that are cooperatively pursuing embedding Indigenous perspectives in their courses. The Reconciliation Statement is the subject of an annual report to Council so that progress may be monitored and maintained.

The University endeavours to embed equity practices and philosophies in all of its core business. Some indicators of progress in 2002 include:

- All faculties and divisions have equity committees with activities and project officers to progress equity issues in their local work area.
- The percentage of students from equity groups who enrolled in the University increased, particularly for students from non-English speaking backgrounds and Indigenous students. The retention rates for all equity groups improved or were maintained, compared with 2001.
- Two-thirds of successful community service grants were focused on equity target groups, a significant increase over the previous year.
- Female staff career outcomes improved and compared well to national benchmarks. QUT was awarded 'Employer of Choice for Women' by the Equal Opportunity Employer for Women in the Workplace Agency.

Academic leadership



Professor Anthony Maeder
*Acting Dean
Faculty of Built Environment
and Engineering*



Professor Sandra Harding
*Dean
Faculty of Business*



Professor John Hartley
*Dean
Creative Industries*



Professor Ruth Matchett
*Director
QUT Northern Campuses*



Professor Vi McLean
*Dean
Faculty of Education*



Professor Ken Bowman
*Dean
Faculty of Health*



Professor John Gough
*Dean
Faculty of Information
Technology*



Professor Malcolm Cope
*Dean
Faculty of Law*



Professor Graeme George
*Dean
Faculty of Science*

Governance

QUT Council

QUT is governed by a council of up to 22 members, constituted in accordance with the *Queensland University of Technology Act 1998* (functions and powers of QUT Council under the Act are detailed in Volume Two of this report).

QUT Council consists of official, appointed, elected and additional members. Appointed and elected members serve a three-year term. The current term expires in November 2004.

A new council came into office late in 2001. Early in 2002 members met for a weekend orientation program focused on Council's governance and leadership role in the University, including assessment of Council's performance. Council met nine times in 2002, including two special-purpose meetings to select and appoint a new Vice-Chancellor.

28

The following aspects of the University's operations provide critical support to Council in its pursuit of good governance.

Internal audit

Based in the Division of Finance and Resource Planning, the Internal Audit section provides a whole-of-business support and advice role. The section reported on 53 internal audits in 2002 including audits of chemical disposal, IT project management, ESOS compliance, IT security, and financial management. In 2002 the section also assisted with the development of a business risk management framework and a corruption prevention strategy.

Corporate reviews

QUT is committed to a continuous cycle of faculty, division and thematic external reviews. During 2002, reviews were undertaken of international activities, the Division of Information and Academic Services, and the Division of Research and Advancement.

Ethical conduct

The QUT Code of Conduct – Guidelines for Ethical Conduct 1998 outlines the ethical obligations of all staff and officers including members of Council. New staff are alerted to it during induction and it is available

online. The Corporate Governance Guidelines 2001 apply to members of Council. The guidelines describe the University's expectations of Council members and are designed to assist them to discharge their responsibilities in an ethical and responsible manner, including in regard to conflicts of interest.

The University recognises that the interests of public office and personal or other interests may come into conflict. A register of disclosed interests was established in 2002 to assist members of Council to identify in advance interests that may potentially come into conflict with those of the University. The University also has specific policies on conflicts of interest related to research activities and gifts.

The University Animal Ethics Committee, established in accordance with relevant state legislation and national protocols, reviews all teaching and research activities involving animals. The University Human Research Ethics Committee, established in accordance with relevant national protocols, reviews all research involving humans. The University's Biosafety Committee ensures relevant activity complies with the requirements of the national Gene Technology Regulator.

There were no complaints this year under the Whistleblowers Protection Act 1994.

Compliance

In 2002 Council approved a compliance policy and established a compliance program under the Registrar as Secretary to Council. Internal Audit continues to audit compliance. The key elements of the program are a register of obligations, an annual compliance reporting process and a communication strategy for developing a positive compliance culture. The register was developed during the year with specific obligations identified under 35 Commonwealth Acts and 55 Queensland Acts. Compliance with these was surveyed for the first time in 2002. Results are detailed below:

- 113 annual compliance return forms were distributed to 18 different responsible officers (some pieces of legislation had multiple responsible officers)
- three obligations deleted as not relevant and six put on hold until 2003 pending further discussion
- 104 returns from possible 104

- of these 104, 12 identified non-compliance issues (11.54 per cent), 51 identified continuous improvement activities for 2002 (49 per cent), and two identified suggestions for University-wide continuous improvement.

Council Membership in 2002

Chancellor (Chairperson)

Dr C Hirst, AO, MBBS BEdSt *Qld*, DUniv *SCU*, DUniv *Griff*, FAICD, FAIM

Deputy Chancellor and Nominee of Council

Dr D F McTaggart, BEc *ANU*, MA PhD *Chicago*, FAICD, FAIM
Chief Executive Officer, Queensland Investment Corporation

Vice-Chancellor

Prof R D Gibson, AO, BSc(Hons) *Hull*, MSc PhD *N'de(UK)*, DSc *CNA*, DUniv *USC*, FAIM, FTS

Nominees of the Governor in Council

Dr C Dillon

Policy Advisor, Indigenous Business Consulting

Ms G Fisher

BA GradDip(IR) *Qld*
Commissioner, Queensland Industrial Relations Commission
(Term ceased August 2002)

Dr F Haly

AO, DUniv *QUT*, AAUQ *Qld*, FCA, FASACPA

Consultant, Deloitte Touche Tohmatsu

Mr K Hilless

BE(Elec) *Qld*
Chairman, Ergon Energy

Mr S Keim

BA LLB(Hons) *Qld*
Barrister, Higgins Chambers
(Term commenced December 2002)

Mrs L Lavarch

LLB GradDip(Legal Practice) *QUT*
State Member for Kurwongbah

Dr E Mellish

EdD(Leadership) *QUT*
Director, Mellish and Associates

Mr K Smith

BSW(Hons) MSW *NSW*
Director-General, Education Queensland

Ms J Withey

LLB BA *Qld*, GradDip (Legal Practice) *QUT*
Consultant, McCullough Robertson Lawyers

Nominee of the Director-General of Education

Mr N Whittaker, BComm *JCU*, CertCivEng *QIT*
Assistant Director-General, Education Queensland

Nominees of Council

Mr K H Dredge, BE (Chem) *Syd*, BEc *Qld*
Chair, Tarong Energy Corporation
Term commenced April 2002

Elected General Staff Members

Ms H Goss, DipTeach BAppSc *CQU*
Associate Director, Online Teaching
Manager, Software, Multimedia and Internet Learning Environments

Miss S Smith

BComm *Griff*, MEdAd *Qld*
School Administration Officer, School of Electrical and Electronic Systems Engineering

Elected Academic Staff Members

Dr R Cope, CertT *Sydney TC*, BEd(Hons) *JCU*, MEdSt *Qld*, PhD *QUT*
Practicum Academic Coordinator, School of Learning and Professional Studies

Mr R Daniels

BA(SocWk) BA(Econ) MSPD *Qld*
Lecturer, School of Humanities and Human Services

Ms L Wiseman

LLB(Hons) *QIT*, LLM *Lond*
Senior Lecturer, Law School

Elected Student Members

Ms J Jensen

President, QUT Student Guild
(Term commenced December 2002)

Mr S Orr

General-Secretary, QUT Student Guild
(Term commenced December 2002)

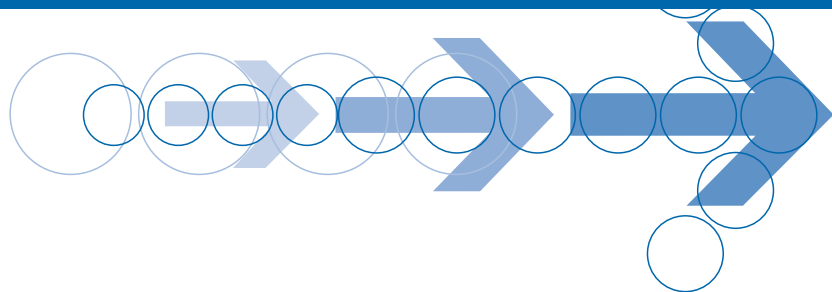
Ms J Wheeler

President, QUT Student Guild
(Term ceased September 2002)

Mr R Wheeler

General-Secretary, QUT Student Guild
(Term ceased September 2002)





Elected Alumni Members

Ms A McDiarmid, LLB *QUT*, LLM *Monash*
Barrister

Mr M Thatcher, BSc(Hons) *Qld*, BAppSc(Comp)
MAppSc(Comp) *QUT*
CEO and Managing Director

Registrar and Secretary

Mr K E Baumber, BSc *St And(Scot)*, Fellow *W'gong*
(Term ceased April 2002)

Dr C E Dickenson, BBus *QIT*, Phd *Qld*
(Term commenced April 2002)

Deputy Vice-Chancellor (attends by invitation)

Prof O P Coaldrake, BA(Hons) *JCU*, PhD *Griff*,
FAIM, FRIPAA

Council Committees

Council has established a number of committees, detailed below, to assist in overseeing the various activities of the University. Additional information is provided on the Audit Committee due to its special role in corporate governance.

Academic Board. Faculty academic boards have other standing and advisory committees. Senior appointment panels are convened by Council as necessary. In 2002 a panel was convened for the position of Vice-Chancellor. Review panels are convened by Planning and Resources Committee as scheduled.

Audit Committee

Audit Committee acts on behalf of Council on audit-related matters and advises Council, and the Vice-Chancellor as accountable officer, on the performance or discharge of functions and duties under the *Financial Administration and Audit Act 1977*, the Financial Management Standard 1997 and the University's internal audit charter. Audit Committee's main functions are to:

- assess and contribute to the audit process including evaluating and facilitating the internal audit function
- monitor the authorised external auditors

30

In addition, each faculty has an academic board, chaired by the dean, reporting to the University

Committee	Chairperson
Academic Policy and Procedures (reports through University Academic Board)	Ms L Wiseman, Deputy Chairperson of UAB and member of Council
Alumni Board	Mr A Chambers, President of Alumni
Appeals Committee (reports through University Academic Board)	Dr D Field, member of UAB and Director of Academic Policy and Programs
Audit Committee	Dr F Haly, AO, member of Council
Buildings and Grounds Committee (reports through Planning and Resources Committee)	Dr C Hirst AO, Chancellor
Chancellor's Committee	Dr C Hirst, AO, Chancellor
Discipline Review Panel	Professor A Pettitt, Head of School of Mathematical Sciences
Honorary Doctorates Committee	Dr C Hirst, AO, Chancellor
Planning and Resources Committee	Dr D McTaggart, member of Council
QUT Development Board	Mr K Hilless, member of Council
Research Degrees Committee (reports through University Research and Development Committee and University Academic Board)	Professor R Wissler, Director of Research and Research Training
Teaching and Learning Committee (reports through University Academic Board)	Professor O P Coaldrake, Deputy Vice-Chancellor
University Academic Board	Professor R D Gibson, AO, Vice-Chancellor
University Research and Development Committee (reports through University Academic Board)	Professor D Gardiner, Pro-Vice-Chancellor (Research and Advancement)

- oversee and approve financial and operational reporting
- assess and mitigate business risk
- assess and enhance the University's corporate governance.

Audit Committee's terms of reference were revised in 2002 to:

- make the Committee's role more explicit in regard to business risk, including corporate compliance
- provide for the Committee to review its terms of reference annually
- refer to the Committee meeting annually with stakeholders, such as the external and internal auditor and management.

Membership

External Council Member nominated by the Chancellor

Dr Frank Haly, AO (Chairperson)

External person with professional accounting expertise nominated by Council

Mr D Somerville (from 25 February 2002)

External Council member nominated by Council

Dr Cherrell Hirst, AO (Chancellor)

The Vice-Chancellor, the Executive Director, (Finance and Resource Planning), the Efficiency and Audit Director, and such other persons as determined by Audit Committee have rights of audience and debate but are not members of the Committee.

Vice-Chancellor

Professor Dennis Gibson, AO

Director, Efficiency and Audit

Ms Seema Patel

Executive Director, (Finance and Resource Planning)

Ms Joy Williams (resigned December 2002)

The committee met six times in 2002. Drs Haly and Hirst were present at all six meetings. Mr Somerville was eligible to be present for five, attending four and sent apologies for one meeting.



Financial summary for the year ended 31 December 2002

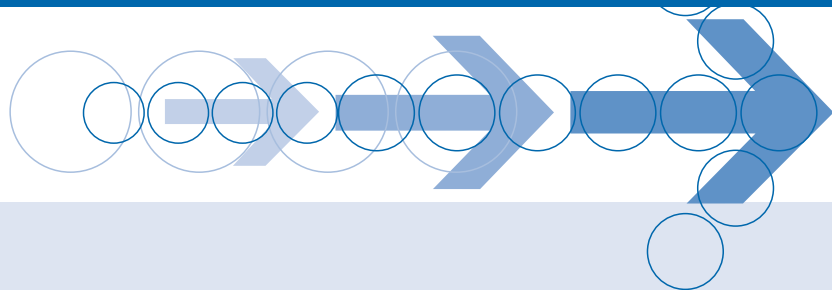
The University's operating surplus of \$21.5 million in 2002 represents a 93.5 per cent increase on the 2001 operating surplus of \$11.1 million. A number of factors contributed to the 2002 surplus, the most significant being increased fees and charges and government financial assistance, and additional income associated with the introduction of the Postgraduate Education Loans Scheme (PELS). These increases in income were offset by a growth in employee benefits.

Income from international full-fee-paying students totalled \$56.9 million, an increase of \$9.6 million on the 2001 figures. Income from domestic fee-paying students (exclusive of PELS) reflected a 6.4 per cent increase and totalled \$12.1 million.

The University's investment in Queensland Investment Corporation decreased by \$5.2 million and highlights the nervousness within the global equity markets in 2002.

Salary expenditure (including on-costs) increased by \$8.8 million on the 2001 figures and represents 56 per cent of total revenue.

Property, plant and equipment increased by \$17.6 million, reflecting the University's building and construction activities across all three campuses and in particular the KG Urban Village. Depreciation was \$28.8 million compared with \$23.4 million in 2001. This increase was predominantly associated with the library collections, which are now being depreciated.



Key elements – Operating result

	2002 \$000	2001 \$000	2000 \$000	1999 \$000
Operating surplus	21 531	11 126	17 250	8 363
Total revenue	365 185	328 493	315 760	297 804
Commonwealth Government grants	152 930	143 551	139 767	129 849
Higher Education Contribution Scheme (HECS)	89 434	81 822	78 223	85 710
Fees and charges	77 660	65 880	57 387	46 008
Queensland Government grants	4 645	2 302	2 949	2 043
Other revenue ¹	40 516	34 938	37 434	34 194
Total expenses	343 654	317 367	298 510	289 441
Salaries and on-costs	204 192	195 314	182 070	173 667
Maintenance of buildings and grounds	16 402	9 112	5 744	5 458
Depreciation	28 849	23 448	21 659	24 479
Other expenses ²	94 211	89 493	89 037	85 837
Key ratios	2002 %	2001 %	2000 %	1999 %
Government grants (excl HECS)/Total Revenue	43.1	44.4	45.2	44.3
Salaries/Total expenses	59.4	61.5	61.0	60.0

¹ Other revenue consists of other research grants and contracts, scholarships and prizes, donations and bequests, investment income, postgraduate education loans scheme and sales.

² Other expenses consist of general and administrative expenses, library acquisitions, scholarships and prizes and cost of sales.

32

Key elements – Assets and liabilities

	2002 \$000	2001 \$000	2000 \$000	1999 \$000
Total net assets	556 957	534 374	623 110	588 303
Total assets	629 833	595 366	674 280	634 614
Cash and investments	161 155	147 348	136 740	125 049
Property, plant and equipment net of accumulated depreciation	448 530	430 865	517 474	499 848
Total liabilities	72 876	60 992	51 170	46 311
Provision for recreation leave	6 720	6 281	5 719	5 538
Provision for long service leave	23 442	23 156	22 001	18 081

Major capital expenditure

	2002 \$000	2001 \$000	2000 \$000	1999 \$000
Buildings and infrastructure constructed	15 400	21 859	6 763	11 086
Plant and equipment purchased	12 884	13 075	12 237	10 107
Total	28 284	34 934	19 000	21 193

Consultancy expenditure

	2002 \$000	2001 \$000	2000 \$000	1999 \$000
Communications	42	10	119	127
Finance/accounting	45	184	97	127
Human resource management	–	22	56	63
Information technology	28	416	543	118
Management	192	105	123	197
Professional/technical	7 088	2 826	3 546	4 355
Total	7 395	3 563	4 484	4 987

Note: Disclosure of consultancy expenditure is a requirement of the State Purchasing Policy

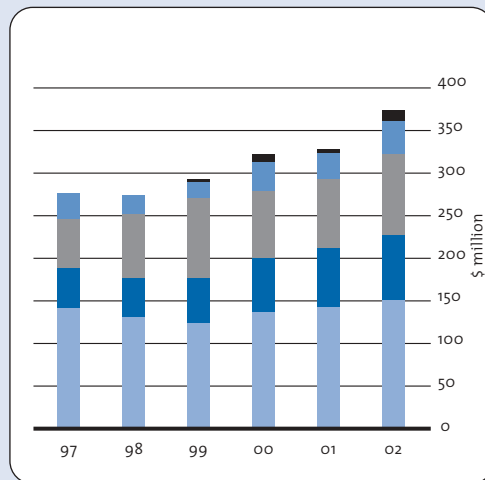
Controlled Entities

The following bodies are controlled by the University and are audited by the Queensland Audit Office, where necessary.

- GeneCo Pty Ltd
- The Brisbane Business School Pty Ltd
- QUT Enterprise Holdings Pty Ltd
- QUT Enterprise Holdings Trust
- Creative Industries Precinct Pty Ltd

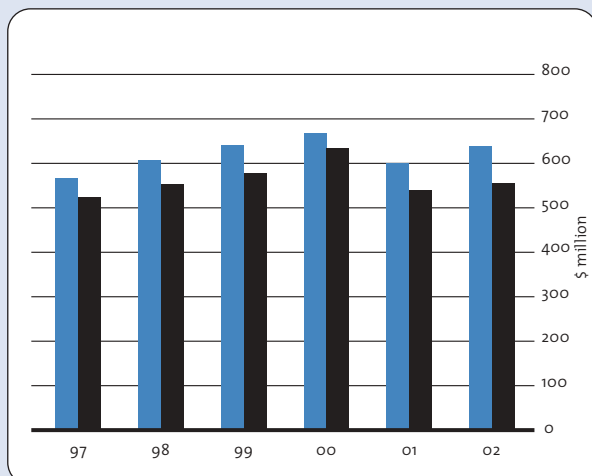
QUT Enterprise Holdings Trust was established in August 2002 to further the objectives of the University. As the above entities did not trade in 2002, they have not been audited.

A complete description of functions and financial reporting arrangements for entities controlled by QUT is provided on page 45 of Volume Two of the Annual Report.



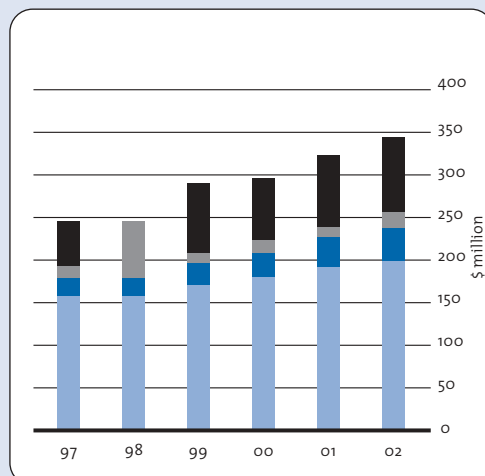
Revenue

- Commonwealth Government grants
- Fees and charges
- HECS
- Other revenue
- Qld Government grants



Assets

- Total assets
- Net assets



Expense

- Salaries
- Depreciation
- Maintenance of buildings and grounds
- Other expenses



Gardens Point

2 George Street
GPO Box 2434
Brisbane Qld 4001
Australia
Phone +61 7 3864 2111

Kelvin Grove

Victoria Park Road
Kelvin Grove Qld 4059
Australia
Phone +61 7 3864 2111



CAMPUSES

Carseldine

Beams Road
Carseldine Qld 4034
Australia
Phone +61 7 3864 2111

www.qut.com

Copies of this Annual Report are available from
QUT Corporate Communication Department on (07) 3864 1840

ISSN 0819-209X
ABN 83 791 724 622