OBJECTIVES
- to provide professional, client-focused management structures, policies and practices to support and advance the University
- to devolve resource management, increase non-government funding and manage our resources for optimal outcomes
- to encourage faculties and support areas to complete strategic plans which complement the University’s overall plan

KEY RESULTS
- launch to deadline of new degree structure
- exponential expansion of I.T. services including my.UQ and mySi-Net
- smooth transition to GST
- best-practice rating for our Environmental Management Plan
- Centenary Learning Centre ($700,000) and Student Centre ($280,000) completed and a $5 million building started at UQ Gatton

OUTLOOK
- decreasing government funding
- more funding from other sources
- increasingly streamlined, cost-effective management systems

THE YEAR AHEAD
- continuing construction for three major buildings – the $110 million UQ/CSIRO Joint Building Project, our $20.6 million UQ Centre and a $5 million building at UQ Gatton for the School of Natural Resources and Systems Management.

The January 2001 launch of a brand-new degree structure (see page 17) was a milestone for our University – and a tribute to those working behind the scenes. Our transition to course standardisation began in 1998 and has since involved staff University-wide in the huge task of program restructuring, policy development and implementation planning. This year’s highlights included:
- implementation of the PeopleSoft Student Administration System, dubbed mySi-Net – a major investment of material and human resources, including staff working an extra 3100 hours to deliver the project on time;
- conversion of 23,500 student records from credit points to units. We worked with the faculties to complete this task and on December 20 sent letters to all students continuing in 2001.
- PeopleSoft is a global leader in its field. Chosen for its up-to-date technology and other attributes, its implementation this year was driven by the course standardisation project. However, its launch on a sophisticated technical platform accommodates a range of corporate systems including Aurion (see page 41) and ResearchMaster.
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Course standardisation: helping it happen.

OLD AND NEW AT UQ IPSWICH: THE HISTORICALLY-SIGNIFICANT FORMER ADMINISTRATION BUILDING (LEFT) HARMONISES WITH THE ONLY BRAND-NEW BUILDING ON CAMPUS.

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MySi-Net is a distributed administration system facilitating data viewing and updates. It will help us manage and track each student’s progress admission and enrolment through graduation. It went “live” on schedule, on January 2001, and by March 5 nearly 32,900 students had used it to enrol.

These student-focused enterprises were in turn supported by the launch of two more initiatives:
- myUQ (see page 39), a personalised, user-friendly student portal and another Australian university-first; and
- www.studyatuq.net (see page 39), a recruitment tool which registered 37,250 hits in January 2001.
SUPPORT FOR ACADEME

Besides contributing significantly to this year’s University-wide effort in implementing a new degree structure (see page 38), Central Administration staff maintained high levels of service in supporting our teaching, research and other functions.

We completed a host of projects including:
- new academic guidelines for flexible delivery;
- establishment and review of centres and institutes;
- implementation of new program nomenclature policy;
- elimination of subject duplication; and
- reviews (through Academic Board Standing Committee) of four departments as part of our ongoing academic departmental review process.

An expanded Student Class Allocation System (SCAS) streamlined student administration, with 10,000 students signing on electronically for more than 100 subjects in each semester. SCAS allocates students to classes as part of the timetabling process and its use will increase now that SCAS is part of PeopleSoft.

The availability of up-to-the-minute program information from our website, in the computerised Student Handbook or program database, also continued to smooth the path of student administration; www.uq.edu.au/student/courses/index.html is now the definitive source of program data for inclusion in our prospectuses and other publications.

We continued progressive upgrades of central teaching facilities (see page 43) with a minimum $500,000 per year committed until 2005.

Work focused on airconditioning and furnishing of larger teaching spaces at St Lucia and UQ Gatton. Next on the list will be facilities tailored to take advantage of the trend towards high-tech teaching and flexible delivery. This year’s evaluation of teaching at UQ Ipswich (see page 19) will be a valuable guide in developing modern approaches to learning.

NEW E-STRATEGIES

We launched a pilot Standard Operating Environment scheduled to go into production in April. The full desktop service will be available initially to faculties, schools and administrative divisions as part of the timetabling process and its use will increase now that SCAS is part of PeopleSoft.

The system contains applications for mail and calendar, Microsoft Office, Aurion, SI-Net and ResearchMaster. Other applications will be added over time. Applications can be accessed using a browser, or on a wide range of desktop hardware including PCs, MACs, PDAs, Linux systems and Unix workstations. Access is also available from Internet kiosks and cafes.

A range of new electronic services for students was introduced including:
- my.UQ
  http://my.uq.edu.au
  (see page 33) providing a personalised one-stop web interface for each student; and
- studyatuq.net
  www.studyatuq.net
  which provides students with information on gaining entry and choosing programs. This has been very useful for school guidance officers and international students.

We developed a standards-based directory service to run on our central servers. The directory is integrated with our University-wide authentication system and has been implemented in conjunction with my.UQ, mySI-Net and the implementation by ITS of WebCT. The directory will be linked to the central mail system during 2001.

STUDENT CENTRES

Student Centre staff worked with the Office of Marketing and Communications (see page 33) to incorporate the Centre’s knowledge base with the...
Frequently asked questions and Student (academic) advice on-line and to provide information to all clients, including remote and international students.

Our new Student Centre at UQ Gatton (see page 18) complemented those at UQ Ipswich and St Lucia.

We also boosted Centre resources via links with:
- faculties and departments, to streamline work processes (for example, Centre staff can now enter data on PeopleSoft instead of sending students back to their faculties);
- other sections of the University such as Health Service and Chaplaincy; and
- the wider community, for example Brisbane City Council, Queensland Transport and government departments handling issues such as work visas.

NEW MARKETING PLAN

Executive Deans and other key staff collaborated to develop a University of Queensland Integrated Marketing Plan to guide marketing, communications and development activities University-wide. The aim is to make the most of our competitive advantage in attracting high-quality students, boosting our national profile and helping win funds for teaching and research.

MANAGING ORGANISATIONAL CHANGE

Organisational change has become a feature of University life. Personnel Services staff helped various units to reorganise structures, roles, reporting relationships and duties, with the aim of boosting efficiency by doing more with less. Changes this year included the following.
- The Faculty of Engineering, Physical Sciences and Architecture reorganised into four schools from 13 pre-existing departments.
- The Faculty of Arts reorganised into four schools from 10 pre-existing departments.
- Enrolments Section deployed some staff to faculty offices to implement the new student system.
- UQ Gatton student administration and the NRAVS Faculty office merged to streamline management.
- The School of Population Health and the School of Medicine were restructured to facilitate the Graduate Medical Course.
- The Library downsized (see page 19) to counteract a harsher budget and foreign exchange climate.

 ADVANCES IN ENTERPRISE BARGAINING

We concluded a successful third round of enterprise bargaining with the National Tertiary Education Union (NTEU), representing academic staff, after 18 months of negotiations.

The agreement, which ceases on March 31, 2003, includes salary packaging of employee contributions to superannuation. It also provides for increases of:
- 2 percent on July 1, 2000 and July 1, 2001,
- 3 percent on July 1, 2002 and
- 2.5 percent on January 1, 2003.

We gave a flat payment of $750 and a salary increase of 2.5 percent in December 1999 and January 2000 respectively. The increases did not depend on, but assumed we would receive, an extra grant from the Government’s Workplace Reform Program.

We received the equivalent of two percent of our salary grant under this Program.

The DETYA assessment in May 2000 judged we had met nine of the 14 criteria and allocated us $4.29 million. We distributed most of the funds to budget managers to help them meet increased salary bills in 2001. The rest went to staff employed on NHMRC grants to make up the shortfall for salary increases passed on after enterprise bargaining.

We convened two working parties consequent to the 1999 Enterprise Agreement for General Staff.

The Workloads Working Party surveyed all general staff and the 32 percent who responded indicated they were coping surprisingly well with pressures resulting from workplace changes and reduced Government funding.

The Classifications Working Party aims to streamline evaluation procedures and proposed a “broad-banding” of classification across levels to boost flexibility for staff “growing” into more responsible roles.

EQUAL OPPORTUNITY

We continued to support career aspirations for women on our academic and general staff with well-established initiatives such as our:
- Career horizons and Women and leadership mentoring programs; and
- fellowships and scholarships (see page 27).

Our University Senate accepted revisions to career’s leave and family leave policies following recommendations from a sub-committee established by our Office of Gender Equity (OGE). Our Senate Standing Committee on the Status of Women revised parental leave and job sharing policies.

WOMEN ON STAFF

| % of |
|------|------|------|
| Academic staff | 33.2% | 33.5% | 33.7% |
| General staff | 60.4% | 60.3% | 59.7% |
| All staff | 49.4% | 49.7% | 48.9% |
OGE staff also worked with the Committee on improving parking facilities for parents, and distributing a brochure on Balancing work and family responsibilities to existing and prospective staff.

UQ Ipswich gained an official gender equity presence when we expanded the OGE Policy and Project officer’s role to include one day a week on that campus. OGE also expanded its capacity for networking and communication by maintaining a University-wide network of trained gender equity contact officers and sexual harassment support officers.

TRAINING OUR PEOPLE

We base our staff professional development program on our belief that staff are central to our endeavours.

This year we budgeted $350,000 for a program of 435 courses attended by 5096 participants. Topics included orientation, career advancement, performance enhancement and self-development. An increased focus on I.T. reflected an escalating trend towards flexible delivery and the use of I.T. in teaching.

We reviewed all aspects of the Staff Development Program in preparation for the 2001 implementation of Aurion, our new human resource and payroll computer system. The Training and Development module went “live” on January 1. The Staff Planning and Budgeting modules are scheduled for implementation next. The Web-based Employee Self-Service module one, and the Recruitment module will be implemented in 2001.

We joined the UNIJOB website, established by SEEK.COM. This site offers online job advertising with options for users to search and apply electronically for all vacancies at all 18 universities now present on the site.

Accident Statistics – Loss of One or More Work Days

<table>
<thead>
<tr>
<th>INCIDENT CLASS</th>
<th>1999</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slip/trip/fall</td>
<td>24</td>
<td>18</td>
</tr>
<tr>
<td>Needle or sharp</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Muscular effort single</td>
<td>26</td>
<td>17</td>
</tr>
<tr>
<td>Step/stuck against object</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Chemical single contact</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Equipment/tool non-powered</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Struck by falling/moving object</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Muscular effort repetitive postural</td>
<td>16</td>
<td>6</td>
</tr>
<tr>
<td>Equipment/tool powered</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Other agents</td>
<td>5</td>
<td>18</td>
</tr>
<tr>
<td><strong>TOTAL NO. OF INCIDENTS</strong></td>
<td><strong>100</strong></td>
<td><strong>75</strong></td>
</tr>
</tbody>
</table>

HEALTH AND SAFETY

Our OH&S Council again proved an effective forum for reviewing and improving health and safety in the workplace.

We appointed two new staff (a biosafety adviser and a diving and boating safety officer) and reviewed bicycle use on campus. This prompted improvements such as safer guidelines for training on campus roads.

Other initiatives focused on:
- better radioactive waste management;
management and resources

- roof safety, asbestos, and indoor air quality management plans (in cooperation with Property and Facilities Division);
- health surveillance to combat risks in using Schedule Six substances such as asbestos and chemicals;
- education and immunisation (Hepatitis B and Q Fever) for Animal House workers;
- hearing and vision testing referrals;
- safe transport of biological and infectious substances; and
- quarantine procedures.

The Australian Quarantine Inspection Service nominated our quarantine strategy for a national award.

Our OH&S screen-based equipment furniture budget of $125,000 funded ergonomic furniture to prevent musculo-skeletal injury and to comply with legislation; and our OH&S minor works fund of $360,000 was used to purchase furniture to prevent musculo-skeletal injury.

Before the merger, the Trustee of TESS reported (at June 30, 2000) an interest crediting rate of 15.6 percent; total membership of 271,466; and total assets worth $1.371 billion. TESS investment reserves equalled 3.65 percent of member balances.

SUPERANNUATION

The year 2000 was a busy and productive year for the Trustees of the Superannuation Scheme for Australian Universities (SSAU) and the Tertiary Education Superannuation Scheme (TESS).

TESS merged with SSAU on October 1 under the trusteeship of Unisuper Limited. The combined scheme, known as Unisuper, is the largest superannuation industry fund in Australia with assets worth $8.5 billion at the date of merger. Member benefits accumulate within the Unisuper Defined Benefit Plan, Unisuper Investment Choice Plan and/or Unisuper Award Plus Plan.

Unisuper is yet to report for the year ended December 31, 2000. However, for the year ended December 31, 1999, Unisuper Limited (then the trustee of SSAU) reported:

- combined Defined Benefit Plan/Investment Choice Plan fund membership of 52,341 (up from 47,968 in the previous year, 1998);
- assets totalling $6.698 billion;
- a net after-tax investment return to the Defined Benefit Plan of 12 percent; and
- in the Investment Choice Plan, net after-tax investment returns of 4.6 percent (Secure Strategy), 6.8 percent (Stable Strategy), 12 percent (Trustee Selection), and 14.7 percent (Shares).

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On November 1, 2000, Unisuper Limited increased benefits for members of the Defined Benefit Plan by distributing plan surplus in excess of 10 percent of vested member benefits. Each member’s surplus distribution was paid into the member’s Award Plus Plan account. A review will be undertaken each November with the aim of distributing any additional surplus in excess of the 10 percent buffer.

On December 31, 2000, Unisuper Limited also enhanced member benefits within the Award Plus Plan by distributing the TESS reserves of 3.65 percent of member balances at June 30, 2000.

INTERNAL AUDIT

Our Internal Audit Office staff focused attention on a mix of audit projects – first, to provide assurance in relation to potential high-risk areas and second, to continue their cyclical coverage of all University functions.

This year we completed 65 reviews of general and I.T. areas including:

- use of research funds;
- Graduate School of Management;
- Stores system;
- Aurion application system;
- corporate credit card system;
- accounts payable system;
- joint venture status review;
- medical schools;
- ResearchMaster application system;
- UQ Ipswich I.T. environment;
- payroll verification;
- Halls of Residence, UQ Gatton;
- central cashier operations; and
- paid consultative and related outside work.

After finalising the Year 2000 Project, the Information Systems Audit manager concentrated again on I.T. development and application reviews, provision of on-going advice on major implementations such as the Aurion system and Student 2000, and provision of audit consultation as the University moves into the world of e-business.

We developed a new five-year Strategic Audit Work Plan for 2001-2005. This gives priority to areas of potentially-high business risk. We also developed self-evaluation programs to support the internal audit process and to act as guides to good practice for organisational units.
WHISTLEBLOWERS

Two matters were dealt with in accordance with procedures set out in the Criminal Justice and Whistleblowers Acts. Internal Audit Office staff investigated these and found the complaints to be unsubstantiated in each case.

FREEDOM OF INFORMATION

We received 24 applications, mostly from students, to access documents under the Queensland Freedom of Information Act 1992. Applicants included members of the public seeking non-personal information about our activities.

We gave access to many documents (usually personal to the applicant) as part of routine administrative processes not subject to the formal FOI process.

PROPERTY AND FACILITIES

The capital program managed by Property and Facilities section in 2000 was the largest in our University’s history. Projects worth a total of $173 million were underway or completed including:

- design and a start on excavation/construction for UQ/CSIRO Joint Building Project to house the IMB (see pages 24, 29-30) including a 219-space car park ($110 million);
- new grandstand, Oval Five ($1.58 million);
- rehabilitation of Skerman Building for Botany ($950,000);
- refurbishment of McElwain Building for Key Centre in Cognitive Science ($660,000);
- another floor internally in Hawken Building ($615,000);
- a start on refurbishment of Steele Building ($450,000);
- refurbishment of the Law Library and Moot Court in Forgan Smith Building ($250,000);
- new computer laboratory in Chamberlain Building ($220,000);
- major roof renovations to Chemical Engineering, Priestley and Prentice Buildings ($600,000);
- upgrade for centrally-controlled teaching facilities in Forgan Smith, Priestley, Connell, Goddard, Hartley Teakle, Seddon, Prentice and Hawken Buildings ($1 million);
- design and contract to tender, General Purpose North Stage Three ($15 million);
- rehabilitations at Otto Hirschfeld Building: ($6 million);
- relocation of Entomology from Hartley Teakle Building to Goddard Building ($2.5 million);
- two-level car park adjacent to Oval Six ($2.6 million); and
- completed design for UQ Centre ($20.6 million). This will include a 520-seat, state-of-the-art lecture theatre to accommodate large classes and provide a premium venue for academic symposia. The use of retractable seating will allow conversion to flat floor space, thus extending the building’s usefulness outside teaching times as a venue for other events.

The Vice-Chancellor fully supported advice from the Senior Deputy Vice-Chancellor on strengthening the physical infrastructure at UQ Gatton. Consequently, designs were completed and work began on a new building for the School of Natural Resources and Systems Management ($5 million). We also completed UQ Gatton’s Centenary Learning Centre ($700,000) and the Student Centre ($280,000).

Other completions during the year included:

- the John Oxley Walk on the river bank funded by a Centenary of Federation grant, the University and UQ-SPORT;
- an upgrade to the central chiller plant for the Commerce precinct; and
- an upgrade to the water supply for fire systems to Blair Drive and Union Road.

CARING FOR OUR ENVIRONMENT

Research outcomes (see page 28) and responsible management of our resources helped the environment, and we maintained ISO 14001 certification with a very positive report from NATA Certification Services International.
Consultancies

<table>
<thead>
<tr>
<th>Category</th>
<th>Expenditure $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>204,023</td>
</tr>
<tr>
<td>Human resource management</td>
<td>9383</td>
</tr>
<tr>
<td>Information technology advice</td>
<td>3,317,245</td>
</tr>
<tr>
<td>Communications</td>
<td>39,460</td>
</tr>
<tr>
<td>Professional/technical*</td>
<td>7,730,375</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>11,300,486</strong></td>
</tr>
</tbody>
</table>

* includes fees of $3,929,678 relating to the Institute for Molecular Bioscience building project (see pages 24, 33), paid by Property and Facilities Division

In 2000, we spent $121,000 (including $16,000 from the Environment Protection Agency for energy management work) on:

- environmental projects;
- EMS (Environmental Management Systems) and certification;
- audits;
- consultancies (including energy management);
- environmental licensing; and
- environmental clean-ups/emergency response.

We met requirements for the new Environmental Protection (Waste Management) Regulation 2000 thanks to our 10-year plan to develop EMS for all campuses and high-risk sites.

A volumetric analysis by our waste contractor of the general waste-stream at our St Lucia campus confirmed that:

- no regulated (e.g. clinical, chemical, biological) wastes are entering our system, and
- 60 percent of general waste is recyclable through existing facilities.

We are looking at new ways to capture wastes, to reduce collection costs and the volumes going to landfill.

This year’s audits investigated air, water and energy issues. Energy use at St Lucia exceeded predictions, mostly because of a mild winter (requiring more air-conditioning than usual) and underestimation of energy use in new buildings. We are reviewing ways to cut future consumption.

Smooth Move to GST

Our financial and related administrative systems converted to GST smoothly and without incident on July 1 – a major coup given our large budget and the complexity of our operations. Business Activity Statements have also been filed efficiently to date.

Many of our services as an educational provider are GST-free, and we are registered for the deferred GST scheme on imported goods, the diesel and alternative fuels grants scheme and the educational textbook subsidy scheme.

Preparations for the July 1, 2000 changeover began in late 1999 when we reviewed all systems and completed a briefing paper. System specifications were then written for various modules of the Departmental Accountant (our University-wide system) and forwarded to our computer programmers.

They released the first GST version of the system in April, 2000 for extensive testing in Business Services Division. It was then road-tested at the Dental School and the School of Social Work and Social Policy before being released to departments on May 18.

Between April 17 and June 30, about 45 Business Services staff and 285 departmental staff attended 20 all-day GST training sessions at St Lucia, UQ Gatton and the Medical School.

Attendance was compulsory for administrative officers before they could download the new version of Departmental Accountant – and when they turned on their PCs on July 1, the system automatically converted to the full GST version for a trouble-free transition. Business Services Division appointed extra staff over the first few months to check transactions and ensure compliance.

Our Finances: An Overview

Our 2000 financial operations produced a surplus of $12.6 million which represented a significant increase on the $3.1 million reported in the previous year. There was a substantial growth in income received for Research Projects and for Bequests and Donations.

We determined our operating result after

- capitalising property, plant and equipment ($41 million) less depreciation ($48.1 million) and
- recording surpluses of $22 million in restricted funds.

These represent Bequests and Donations (see pages 36-37), Specific Research Grants and Other Funds.