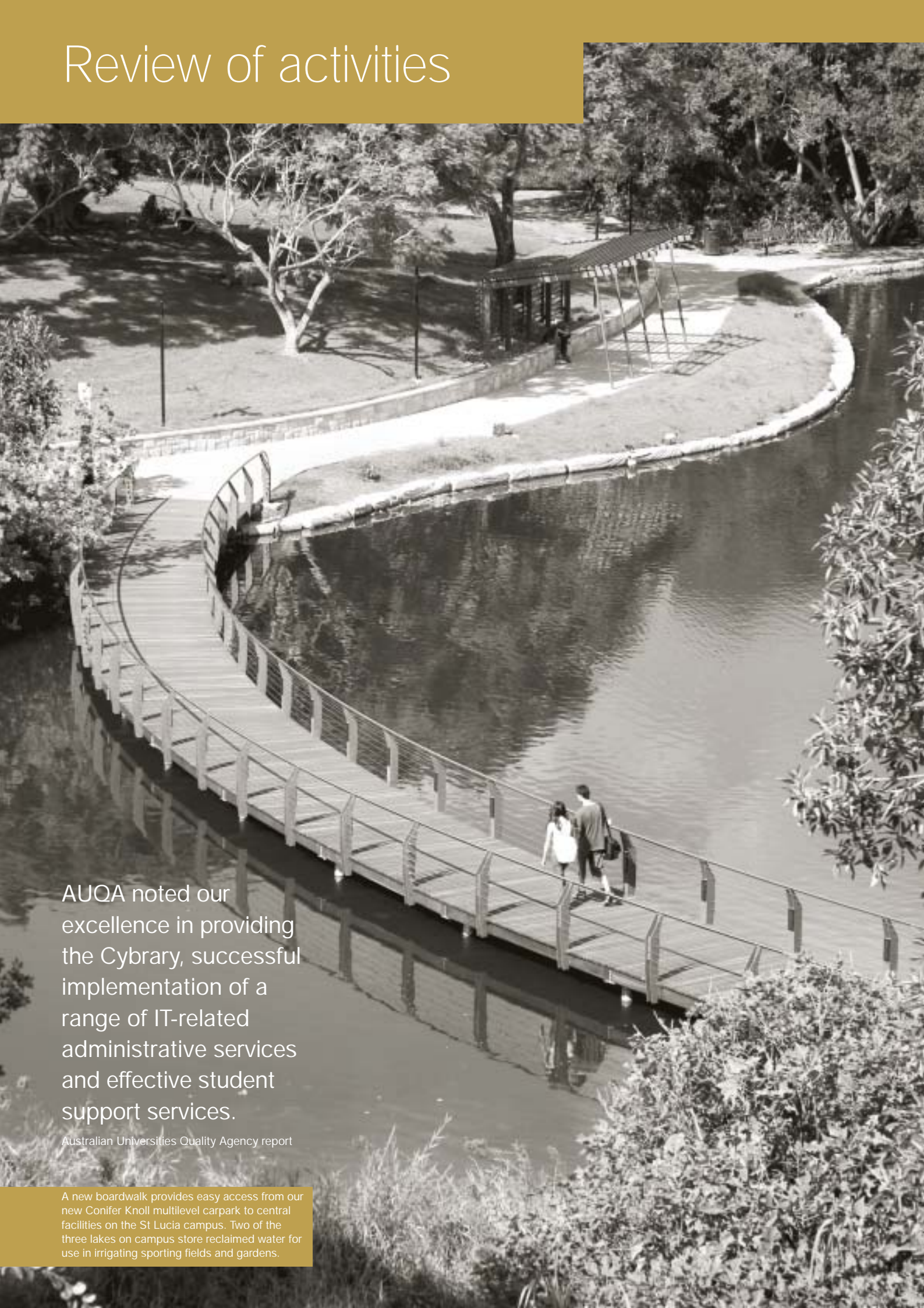


Review of activities



AUQA noted our excellence in providing the Cybrary, successful implementation of a range of IT-related administrative services and effective student support services.

Australian Universities Quality Agency report

A new boardwalk provides easy access from our new Conifer Knoll multilevel carpark to central facilities on the St Lucia campus. Two of the three lakes on campus store reclaimed water for use in irrigating sporting fields and gardens.

Management and resources

Objectives

- to provide professional, client-focused management structures, policies and practices to support and advance academe
- to devolve resource management, increase non-government funding and manage our resources for optimal outcomes
- to encourage and coordinate widespread strategic planning to support the University's overall Plan
- to provide and maintain high-quality physical, teaching and research environments

Key outcomes

- first Australian university accredited by National Certification Services International for quality, safety and environmental management
- designated *Employer of Choice for Women* by Equal Opportunity for Women in the Workplace Agency
- 59 percent of income from non-government sources (goal of 60 percent by 2006)

Outlook for higher education sector

- more income from non-government sources
- streamlined management practices
- detailed, integrated strategic planning

The year ahead

- streamlined, modern systems to support teaching, learning and administration
- rationalisation of activities to promote development of strategic strengths and effective use of resources

In 2003 we employed nearly 4900 staff. Our total operating revenue was \$732.27 million and our financial operations produced a surplus of \$31.7 million. Our assets included 1940 hectares of land on which stood 698 buildings with an asset replacement value of \$827.85 million.

Our systems

Supporting academe

Organisational restructure (page 56) and streamlined systems boosted administrative efficiency. Student and Academic Administration Division initiatives included:

- a Programs Bulletin website to assist faculties with the academic program approval process;
- consolidated undergraduate and postgraduate prospectuses for international and domestic markets;
- new policies for admission to and award of honours and credit transfer;
- beginning a systematic review of Academic Board Committees;
- a CD version of the University Handbook with live web links;
- a five-year teaching space refurbishment plan (including audiovisual equipment);
- commissioning a study on the First-year Student Enrolment Experience; and
- a new offer pack and refined orientation activities for implementation in **2004**.

Accommodation Services

www.accommodation.uq.edu.au

We established two support groups to help

Accommodation Services coordinate accommodation for domestic and international students and staff. These were a Reference Group to oversee strategies and policies; and a Project Control Group to oversee planned and large-scale project maintenance of assets.

The section's activities included:

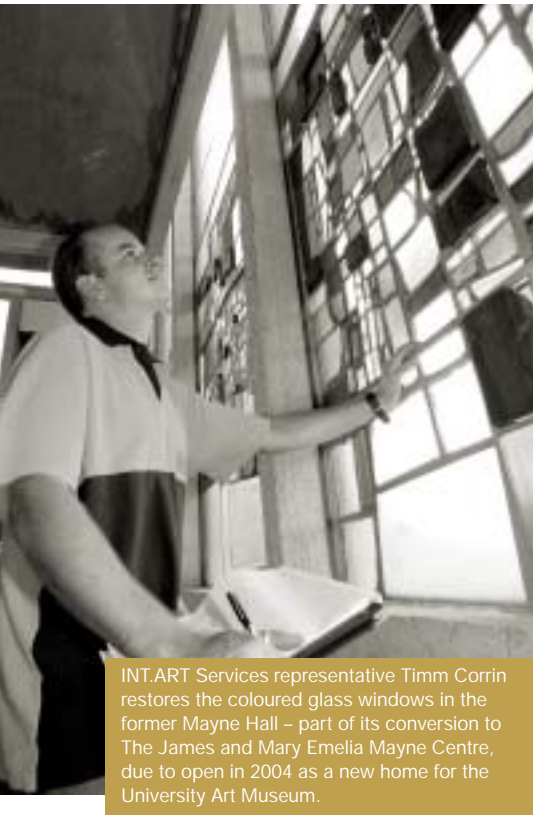
- tenancy management of 80 houses and units;
- a Housing Needs Analysis;
- a property condition audit, to establish an asset management program;
- 78 accommodation information sessions for 776 students;
- advice on complex tenancy issues for 172 students; and
- airport reception and temporary accommodation for 1851 students and immediate family members.

Leading-edge IT

Student/academic administration

Our Student and Academic Administration Division staff:

- finalised purchase of a new class and examination timetabling system, UQCENRA (page 29);
- developed an Electronic Transcript System



INT.ART Services representative Timm Corrin restores the coloured glass windows in the former Mayne Hall – part of its conversion to The James and Mary Emelia Mayne Centre, due to open in 2004 as a new home for the University Art Museum.

- enabling current and past students to order and pay for official academic transcripts online; and
- implemented an online Enrolment Status Report, for use in verifying enrolment for Centrelink benefits and other purposes.

IT Services

www.its.uq.edu.au

- Our Information Technology Services (ITS – page 27) boosted network infrastructure with:
- a Metro Fibre network (1 Gigabit/sec) linking the St Lucia campus with our other Brisbane sites (page 27); and
 - a link to the High Speed national university network, Grangenet.

The staff version of the existing student portal my.UQ (page 60) went live in December with integrated access to Web front ends for the central email and calendar systems. A central email system, together with a simplified email address structure covering all our staff, also went live during the year. This system includes automated virus checking and spam email detection.

Personnel management

IT-based streamlining of our systems included:

- a major technical upgrade of our Aurion Human Resources system to Version Nine, including enhancements to the Employee Self Service (ESS) system;
- development and implementation of a Training Reports for Course Coordinators system, to improve course management and planning;
- a new system for monitoring the annual academic and general staff review process; and
- development of the UQ Org Database to model organisational structures and record a full history of changes (including role assignment). This will become the authoritative database for the University's organisational structure.

Organisational change

Restructuring academe

We seconded the Deputy Director, Personnel Services, to the School of Medicine for six months to help the Head of School and Executive Dean (Health Sciences) review the governance and management structure, including general staff.

The outcome was the creation of a new School Executive group with clear accountabilities for teaching and learning, in particular operation of the flagship MBBS program, and research and

liaison at district and zone levels with Queensland Health. General staff support functions were redesigned to ensure clear functional reporting lines, accountabilities and improved communication.

The Secretary and Registrar initiated an external review of the SI-net Support Group and the Academic Registrar began implementing recommendations such as establishment of an overall Advisory Committee and reorientation of reporting responsibilities for the technical and functional teams supporting SI-net.

We closed two cost-recovery units (the photographic unit and the repair unit) within ITS. Both were generating insufficient revenue to meet costs. The restructuring directly affected seven positions, and we accommodated all of these through voluntary redundancies or redeployment.

Closure of the piggery and the beef unit at Pinjarra Hills affected two positions, again accommodated via redeployment and voluntary redundancy.

Our staff

Enterprise bargaining

Uncertainty over future Commonwealth Government funding for universities (and how this would be tied to workplace reforms) delayed negotiations on new Enterprise Agreements for academic and general staff.

However, some issues have been clarified and negotiations are continuing. We are optimistic about achieving resolution in **2004**.

Issues under discussion impact on the quantum of salary increases the University can sustain.

Additional funds in 2005-2007 will be dependent on compliance with the Commonwealth Government's requirements in relation to workplace reform and National Government Protocols.

Because of the length of time taken to resolve these matters, we decided it was appropriate to increase general and academic staff salaries by 1.5 percent from July 1, 2003 and a further four percent from January 1, **2004**.

These increases will ensure staff salaries are increased in real terms and salary levels remain competitive with those in the general community.

Training our people

Our Staff Development committee, supported by TEDI (pages 26-27), designed and coordinated a \$350,000 staff development program aimed at continuous improvement. This included 679 individual professional development courses for 7658 participants. Focii included staff induction, career advancement,

STAFF FULL-TIME EQUIVALENT

at March 31, 2003

	2002	2003
Academic		
Teaching and research	1259	1263
Research Only	670	716
Non-Academic		
Research only	392	436
Other	2401	2450
All staff	4722	4865

performance enhancement, better working lives and self-development.

We assessed and revamped our induction processes to include:

- a new staff induction policy for review by Senate in February **2004**;
- a proposed induction program for new heads of schools and divisional directors;
- new Web-based resources;
- new starter packs and induction seminars; and
- a new module of the *Becoming a UQ academic* series (page 27).

Six iterations of our new *Essentials for general staff supervisors* series, based on recommendations last year from our workloads working party, were fully booked. Working party concerns about the health and well-being of staff also generated the *Better work life* series. This included workshops on self-care, workplace communications, time management and six lunchtime sessions to improve personal skills.

A pilot course on project management ran twice and was fully booked. This introduced the concept of project management and trained staff to use MS Project as a software tool to define, automate, import, export and share project information.

Academic staff promotions

We offered two, instead of the usual one, rounds of teaching and research academic promotion in 2003. The aim was to avoid disadvantaging academic staff applying for promotion in the interim year to a new timetable (from 2004). Outcomes for the first round are detailed in the chart (right). Results of the second round will not be known until April **2004**.

General staff classifications

We classify all general staff positions in levels ranging from Higher Education Worker (HEW) One to HEW Nine, using the Hay Group Methodology. New and existing positions are assessed initially via questionnaire and then evaluated by a computer-assisted job evaluation system.

Of the 222 positions classified this year, 55 were referred to a manual panel for further evaluation. About half of these improved from their current levels, and the rest either remained unchanged or decreased from the levels set via the job evaluation questionnaire. One position was further referred to our Review Committee and remained unchanged from the determination by the manual panel.

Equity and diversity

For the second year in a row, the Federal Equal Opportunity for Women in the Workplace

Agency designated us an *Employer of Choice for Women* (one of 114 organisations chosen).

We reviewed 16 policies and guidelines, and improved the University's website to provide consistent policy advice.

Our Staff Development committee agreed to fund a *Professional development support for staff with carer responsibilities* scheme, to commence in **2004**; and we restructured equity committees to operate from **2004**. The new framework includes the University of Queensland Senate Standing Committee for Equity, Diversity and the Status of Women plus three sub committees focusing on

- disability,
- gender equity, and
- cultural and linguistic diversity and Indigenous Australians.

Other activities included the:

- inaugural *Diversity Week* to raise awareness and highlight our commitment to equity and diversity;
- introduction of *EO online* to expand staff development;
- staff diversity survey to assist University planning on equity and diversity issues;
- training and coordination of new Discrimination and Harassment Officers to replace the Sexual Harassment Support Officer role; and
- establishment of benchmarking relationships with *Universitas 21* (page 4), Group of Eight (pages 4-5) and local universities. These will focus initially on representation of academic women staff and students in information technology, engineering and architecture, and on the University's initiatives in these areas.

Our Equity Office also coordinated

- *Promoting Women Fellowships* (pages 32, 45),
- the *Career Horizons* program, and
- the *Mid-career Mentoring* program.

Health and safety

Our OH&S Unit recorded 37 lost-time injuries, continuing a trend for decreasing numbers over the past five years (see chart page 58).

This year's activities included:

- implementation of a Web-based risk assessment system, developed in conjunction with the National Safety Council of Australia (NSCA);
- appointment of an assistant biosafety advisor to maintain compliance with Gene Technology Regulations;
- setting up a direct database for individual laboratories and workshops to use in preparing chemical inventories and

ACADEMIC PROMOTIONS 2003		
Academic level	Applications	Successful candidates
Teaching and research (professorial)	22	12
Teaching and research (B - D)	32	23
Research academic (professorial)	2	2
Research academic (B - D)	27	23

FEMALE STAFF			
Female staff	2001 %	2002 %	2003 %
Academic staff	35.6	34.4	34.9
General staff	58.8	59.1	59.3
Total	49.0	48.9	49.2

manifests (initiative relating to the new *Dangerous Goods Safety Management Act*); and

- new risk control measures (related mainly to electrical and plant safety, manual handling tasks, and chemical storage) following inspections at UQ Gatton by workplace health and safety and dangerous goods regulatory authorities.

Our early-intervention ergonomics and rehabilitation program continued to have a positive impact, improving injury outcomes and reducing workers compensation claims. This year, such interventions included 133 cases of musculoskeletal injury resulting in no further claims, plus 21 injuries where claims were lodged.

OH&S training initiatives included support for staff development programs such as the *Better work life* series (page 57) plus courses focusing on issues such as

- risk assessment,
- chemical inventory development,
- manual tasks risk assessment and control, and
- radiation safety.

Our OH&S minor works funding allocation of \$360,000 (unchanged from the previous two years) improved facilities and reduced associated risks. The funds also supported fast responses to urgent risks, by providing:

- a ventilation upgrade for laboratories (Seddon Building, St Lucia);
- deluge showers and emergency eyewashes (Hartley Teakle Building, St Lucia);
- chemical storage cabinets (Chemistry Building, St Lucia); and

- electric winch and lifting devices (Heron Island Research Station).

OH&S Council continued as our referral body for policy. Members discussed and endorsed initiatives including:

- manual handling of furniture and equipment policy;
- drugs and poisons policy;
- boating and diving safety procedures; and
- fire safety management plan.

Self-insured workers' compensation

We managed 185 statutory workers compensation claims in 2003, our second full financial year for self-insurance. This was about the same as in 2002 (181 compensation and two damages claims), but the trend for less-severe injuries continued.

Total costs for the scheme operation also continued to decrease. This year they were less than half the figure required for an indicative WorkCover Queensland premium.

Independent audits by the Queensland Workers Compensation Regulatory Authority, Q-Comp, confirmed full compliance with all *Workers Compensation and Rehabilitation Act and Regulations*. Regulatory data provided as industry comparisons with other self-insured companies in Queensland have confirmed that we are exceeding industry standards and benchmarks for key performance criteria in the delivery of an efficient and effective workers compensation system.

Superannuation

UniSuper member benefits accumulate within the Defined Benefit Plan (DBP), Investment Choice Plan (ICP) and/or Awards Plus Plan

(APP). The Trustees' Report for the year ended June 30, 2003 noted:

- combined DBP/ICP membership of 68,724 (up from 64,086 the previous year);
- APP membership of 139,280 (up from 138,893); and
- total assets under management of about \$10.1 billion (up from \$9.6 billion).

On January 1, 2004, UniSuper's licence under the Financial Services Reform Act will become effective. UniSuper then will be governed by the new requirements of the Corporations Act and Regulations as well as the *Superannuation Industry (Supervision) Act and Regulations 1993*.

Other initiatives of the Trustee included:

- enhanced insurance arrangements under the Award Plus Plan from 2004; and
- an expanded Education and Advisory Service in Melbourne, Sydney, Brisbane, Adelaide and Perth.

Our finances

(Full details Appendix A, separate volume)

Income

Our 2003 financial operations produced a surplus of \$31.7 million, compared with the \$84.6 million surplus outcome of the previous year. This was due in part to the fact that our income increased by only six percent over 2002 while we spent 15 percent more on items such as employee benefits, depreciation and other operating costs.

Expenditure on repairs and maintenance to the University's buildings and other property in 2002 was lower than normal due to a concentration on major capital works. We caught up on the repairs and maintenance program in 2003.

ACCIDENT STATISTICS – TIME-LOST INJURIES (LOSS OF ONE OR MORE WORK DAYS)

Incident Class	Number of incidents				
	1999	2000	2001	2002	2003
Slip/trip/fall	24	18	17	7	10
Needle or sharp	5	2	0	2	1
Muscular effort single	26	17	15	13	4
Step/struck against object	10	8	5	5	4
Chemical single contact	3	1	2	2	2
Equipment/tool non-powered	2	1	0	0	1
Struck by falling/moving object	7	2	6	0	3
Muscular effort repetitive postural	16	6	8	6	7
Equipment/tool powered	2	2	0	1	1
Other agents	5	18	8	3	4
Total number of incidents	100	75	61	39	37

CONSULTANCIES

Category	Expenditure \$	
	2002	2003
Management	173,722	202,117
Human resource management	1270	1163
Information technology advice	261,155	41,580
Communications	84,253	102,897
Finance and accounting advice	1325	48,120
Professional/* technical	4,537,596	7,845,459
Total	5,059,321	8,241,837

*includes fees of \$7,543,213 in 2003 (\$4,203,761 in 2002) relating to consultancy fees paid by Property and Facilities Division

Revenue from fees and charges, particularly tuition fees paid by international and Australian students was \$111.3 million – 12 percent more than in 2002. The amount received in fees from students using the Postgraduate Education Loan Scheme (page 44) increased to \$11.5 million in 2003 from \$7.3 million in the previous year, when it was introduced.

The Queensland Government continued to provide funding amounting to \$17.5 million for various building projects including the Institute of Molecular Bioscience, the Australian Institute for Bioengineering and Nanotechnology and the Sustainable Minerals Institute.

We derived 59 percent of total income from outside sources – up from 58 percent in the previous year, and very close to our goal of 60 percent of non-government income by 2006.

Our Operating Budget represented about 60 percent of our total income. It supported major teaching and research activities and associated services. We derived the remainder of our income from:

- specific research grants and contracts;
- provision of services to the community; and
- funds for scholarships, prizes and other special purposes nominated by donors.

We were again active in direct fundraising and enjoyed significant financial support in the form of gifts, donations and bequests (page 53).

Expenditure

We determined our operating result after capitalising property, plant and equipment (\$81 million) less depreciation (\$57.9 million).

Although our Operating Budget income exceeded actual expenditure by \$8.8 million during 2003, expenditure commitments totalled \$37 million against budget allocations at the end of the year.

After adding the cumulative budget position brought forward from 2002, the operating budget for 2003 showed a deficit of \$20.6 million. We will reduce this deficit to \$15 million over the next two years.

OPERATING BUDGET AND ACTUAL EXPENDITURE

2002 Actual (\$ million)		2003 Budget (\$ million)	2003 Actual (\$ million)	2004 Budget (\$ million)
INCOME				
328.012	Commonwealth government assistance	330.986	337.491	345.313
88.975	Other income	99.409	102.781	115.179
416.987	TOTAL INCOME	430.395	440.272	460.492
EXPENDITURE				
Academic activities				
199.611	Faculties	222.748	213.127	231.755
6.163	Scholarships	6.353	6.274	8.229
27.764	Research Only	25.671	34.986	30.348
12.355	Strategic Initiatives	14.000	12.872	14.000
17.418	Ipswich Campus	16.700	19.036	16.700
Support services				
25.226	Library	25.135	25.126	26.850
6.705	Information Technology Services	7.075	7.172	7.155
29.277	Central Administration	32.429	32.125	34.606
3.183	Student Services	3.260	3.251	3.393
23.903	Property & Facilities	24.242	24.365	25.501
University overheads				
5.162	Power, Lighting and Heating	5.202	5.750	5.660
13.322	Other Overheads	14.627	16.326	18.909
Other costs				
.973	Commercial services	.080	1.328	1.000
.983	Public services	.881	.969	1.026
.150	UQP Operating Grant	.150	.150	.150
1.656	Minor works	2.160	2.159	2.200
	Budget adjustment	1.000		1.000
22.997	Capital	26.782	26.387	29.910
	Teaching hospitals excess expenditure		.079	
396.848	TOTAL EXPENDITURE	428.495	431.482	458.392
20.139	SURPLUS/(DEFICIT) FOR THE YEAR	1.900	8.790	2.100

ANNUAL BUDGET CYCLE

Stage	Time	Action
Review current year's budget	July July	Finance Committee Senate
Budget assumptions and parameters	July July	Finance Committee Senate
Review key operational priorities	July	Senate
Budget Paper 1	July – early August Late August	Secretary and Registrar's Office Vice-Chancellor's Executive Committee of Executive Deans
Budget Paper 2 Forward look University Improvement Fund Asset Management Plan	September Late September	Secretary and Registrar's Office Vice-Chancellor's Executive Committee of Executive Deans Finance Committee
Final Budget Papers	October November November	Vice-Chancellor's Executive Finance Committee Senate

Our investments

Our long-term investment portfolio had a market value of \$83 million at the end of 2003 (compared with \$75 million the previous year).

Our investment policy is to earn a rate of return allowing a long-term distribution of 4.5 percent of the initial value of the portfolio, indexed to the Consumer Price Index for all future years.

Our long-term portfolio is managed by four external specialist managers appointed in 2002. They are required to operate within defined asset allocation benchmarks, and each has separate responsibilities for investments in

- Australian shares,
- overseas shares,
- private equity, and
- listed property, fixed interest and cash.

The combined return by all managers for the

year was 8.9 percent compared with the benchmark return of 8.8 percent. Asset allocation benchmarks were

- Australian shares 40 percent,
- overseas shares 29 percent,
- listed property seven percent, and
- fixed interest and cash 24 percent.

Strategic planning

Our strategic planning cycle and quality management framework is described on page 12 of this Report.

In November, Senate noted revised Faculty and Central Services Operational Plans (which for the first time included specific sections on risk management), an Asset Management Plan and Subsidiary Operational Plans. These support initiatives outlined in the 2004-2008 Strategic

Plan. Earlier in the year, Senate approved a Corporate Risk Profile and Management Plan prepared through PricewaterhouseCoopers.

These measures, together with planning initiatives in teaching and learning (page 25) and research (page 37), support and extend the University's central Strategic Plan (pages 18-21).

Information flows

Marketing and communications

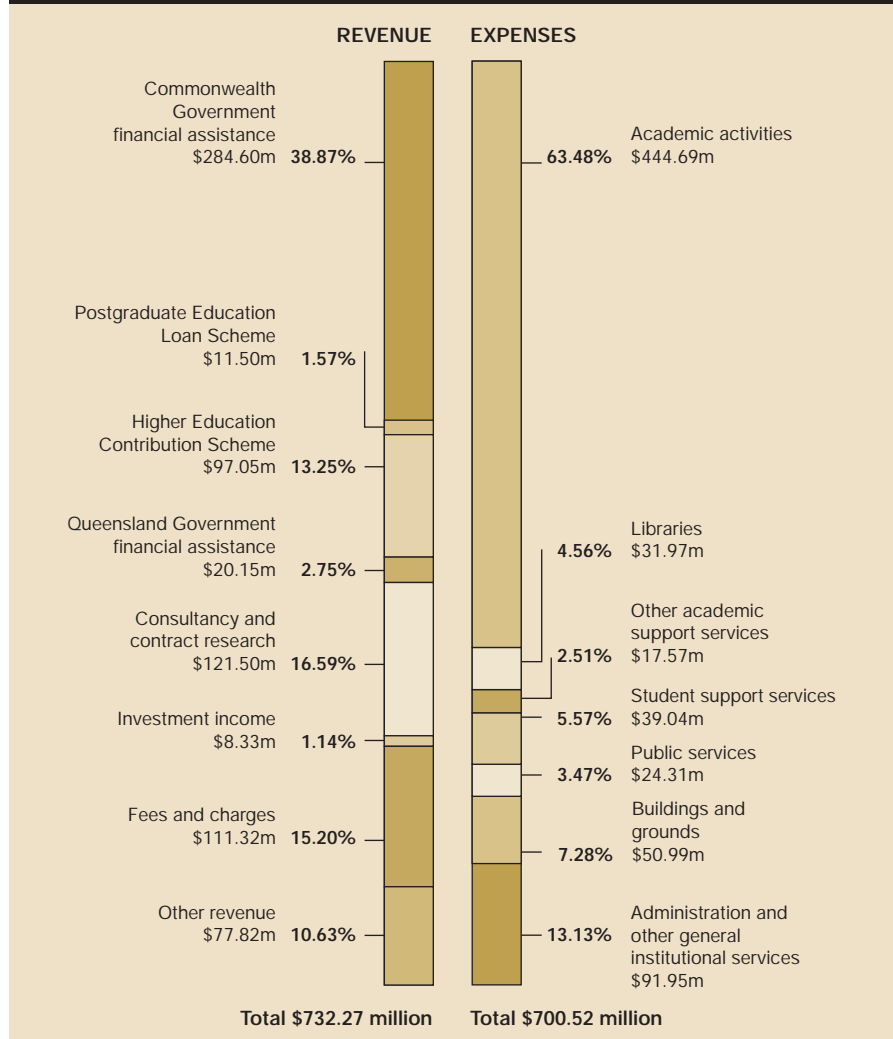
Our Office of Marketing and Communications (OMC – page 48) again provided direction and leadership University-wide, extending the University's profile and strengthening relationships with internal and external publics.

OMC activities included advice and work on internal and external communications, media relations, branding and corporate standards, marketing, advertising, major corporate publications, website development, design and publishing, events, protocol and community relations.

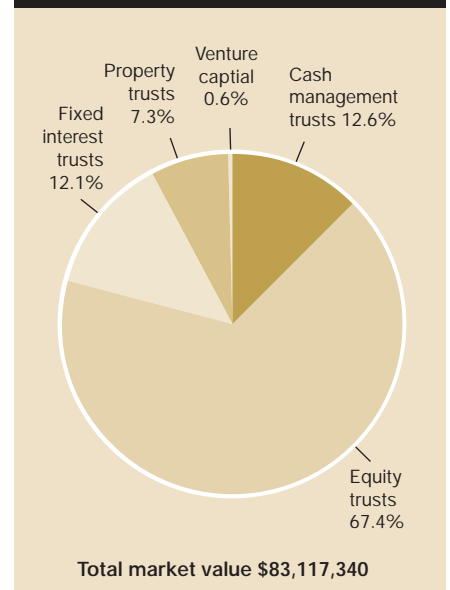
OMC Web Services contributed significantly to our intentions (flagged in our 2002 Annual Report) to streamline IT infrastructure. Output included:

- new Web templates (development and deployment);
- my.UQ staff portal developed in conjunction with ITS (page 56 – 2500 users to date);
- improving the Online Content Management System and applying it to about 120 websites;

TOTAL UNIVERSITY REVENUE AND EXPENSES 2003



INVESTMENT PORTFOLIO 2003



- UQ Images www.uq.edu.au/uqimages for browsing and selecting generic University photographs;
- new databases for UQ experts, current staff, internal vacancies and major events;
- databases for secondary school students, guidance officers, graduations; and
- new websites.

Informing our staff

We used our extensive IT resources for effective internal communications such as:

- *UQ Update* (page 48) weekly news bulletin;
- supplementary email publications at UQ Gatton and UQ Ipswich;
- UQ Staff Bulletin (HR-related matters);
- Student and Administrative Services Weekly; and
- Research Bulletin.

Our environment

Developing our campuses

Property and Facilities section staff managed a capital program totalling \$52.7 million – significantly less than in each of the past two years (\$76.4 million in 2002, \$150 million in 2001). Reducing expenditure reflects completion of several very large building projects.

Major completions this year included:

- the \$105 million Queensland Bioscience Precinct at St Lucia, officially opened on May 21 by Federal Minister for Education, Science and Training Dr Brendan Nelson and Queensland Premier Peter Beattie; and
- Phase One development, UQ Ipswich – a three-stage, four-year, \$51 million transformation of the former Challinor Centre site to an ultra-modern campus. Mr Beattie attended an October 10 ceremony and officially opened the final stage, Building Eight. The UQ Ipswich Library, a major occupant of this building, won an inaugural ALIA Award (pages 27-28) for building design and service delivery.

Other completions included:

- General Purpose North Building, Stage Three (\$15 million);
- consolidation of Faculty of Arts spaces in the Michie, Gordon Greenwood and Forgan Smith buildings (\$7.5 million);
- Conifer Knoll multilevel carpark (746 car spaces, \$5.8 million); and
- stage two of the \$6.5 million Marine Research Station building project, including new accommodation and scientific renovations of Moreton Bay Research Station.

We began three large projects at St Lucia:

- construction of our \$18.2 million Sustainable Minerals Institute;
- refurbishment of levels three and four of the Ritchie Building for use as neuroscience laboratories (\$3.4 million); and
- designs for the \$60 million Australian Institute for Bioengineering and Nanotechnology complex (page 38).

We also:

- began refurbishing the Chemistry Building (\$12.5 million);
- launched a project for the adaptive re-use of Mayne Hall as an artists' self-portrait gallery (\$6.5 million – page 53);
- started the Chancellor's Place Enhancement Project, to streamline traffic and pedestrian flows plus public transport options at the "front door" to our St Lucia campus (\$5.5 million);
- refurbished the Hartley Teakle Building (\$5 million);
- continued addressing issues such as OH&S (\$400,000), disability access (\$100,000), infrastructure (\$1.5million), and teaching and learning space enhancement (\$1.3m);
- upgraded fire safety in the Michie building (\$1.5 million); and
- continued cleaning and conserving the heritage-listed Great Court (\$500,000 per year).

We spent \$1.6 million on projects addressing our deferred maintenance backlog. This included \$200,000 towards refurbishing Hartley Teakle Building, \$156,000 towards riverbank restoration, \$64,000 to replace the ventilation system at the Experimental Mine (page 49) and \$60,000 to reseal Sir Fred Schonell Drive.

Protecting our environment

We continued to care for our environment through sound management plus wide-ranging initiatives and training/awareness strategies. Expenditure on environment/energy conservation in 2003 was \$342,471.

This year we became the first Australian university to be accredited by National Certification Services International (NCSI) for quality, safety and environmental management.

This complements our St Lucia campus ISO 14001 certification (confirmed this year by external audit) by National Association of Testing Authorities (NATA) Certification Services International.

Most activities were pro-active rather than reactive. However, our successful management of a 1000-litre diesel spill on Blair Drive, St Lucia campus showed our ability to cope with



Students enjoy a break at Tanja's Cloister Café in the Great Court adjoining the Library.

challenges. We prevented loss of any fuel to stormwater drains and ultimately the Brisbane River, and conducted significant earth works to remove contaminated soil and restore the site.

We confirmed our high environmental protection record with:

- Environmental Management System (EMS) audits in 14 schools and centres at St Lucia and Gatton;
- Environmental Protection Act compliance inspections (no penalties) of two licensed activities (the Incinerator and UQ Gatton Sewage Treatment Plant); and
- random audits of projects on our campuses to ensure compliance with environmental management plans developed at pre-project, compulsory Contractor Induction programs (no significant incidents).

Measures to reduce waste, energy use and water consumption included:

- joining the Environmental Protection Agency's Wastewise program;
- implementing a water management plan at UQ Gatton;

- trialling energy-saving strategies;
- raising community awareness e.g. with public lectures and activities at UniGreen Awareness Day; and
- retrofitting 10 buildings with water-saving devices – the first stage of a three-stage project involving 30 buildings. The initiative follows a successful pilot in Priestley Building, where monitoring has

The year 2004

- Connection to the new high-speed AARNet3 network will give us one of Australia's fastest network connections to the Internet.
- We will reduce the \$20.6 million deficit in our 2003 operating budget to \$15 million over the next two years.
- We will improve our environment by implementing new stormwater management and St Lucia lakes management plans.

shown about 50 percent reduction in water consumption.

Other initiatives aimed at caring for our environment included:

- installing a room airconditioner wash bay at the St Lucia maintenance workshop to streamline handling and divert wastes from stormwater system to sewer;
- extending UQ Gatton's STP chlorination system to minimise environmental impact in using final-treated effluent for pasture irrigation;
- developing stormwater management and St Lucia lakes management plans for implementation in **2004** (Environmental Management students – page 48);
- trialling stormwater interceptor units at St Lucia to prevent litter and solid rejects entering the stormwater system and then the Brisbane River (rollout planned for other sites);
- training courses for heads of schools, new internal auditors and others;
- finalising EMS for our Pinjarra Hills site; and
- revising EMS for the Heron Island Research Station for implementation in **2004**.

Our faculties

Faculty of Arts

Telephone (07) 3365 1333
International +61 7 3365 1333
Facsimile (07) 3365 2866
International +61 7 3365 2866
Internet www.arts.uq.edu.au
Email arts@uq.edu.au

Faculty of Biological and Chemical Sciences (BACS)

Telephone (07) 3365 1888
International +61 7 3365 1888
Facsimile (07) 3365 1613
International +61 7 3365 1613
Internet www.bacs.uq.edu.au
Email bacs.enquiries@mailbox.uq.edu.au

Faculty of Business, Economics and Law (BEL)

Telephone (07) 3365 7111
International +61 7 3365 7111
Facsimile (07) 3365 4788
International +61 7 3365 4788
Internet www.uq.edu.au/bel
Email facbel@bel.uq.edu.au

Faculty of Engineering, Physical Sciences and Architecture (EPSA)

Telephone (07) 3365 4777
International +61 7 3365 4777
Facsimile (07) 3365 4444
International +61 7 3365 4444
Internet: www.epsa.uq.edu.au/
Email admin@epsa.uq.edu.au (student and course enquiries)
Email: exec.dean@epsa.uq.edu.au (all other enquiries)

Faculty of Health Sciences

Telephone (07) 3365 5342
International +61 7 3365 5342
Facsimile (07) 3365 5533
International +61 7 3365 5533
Internet www.uq.edu.au/health
Email healthsciences@uq.edu.au

Faculty of Natural Resources, Agriculture and Veterinary Science (NRAVS)

UQ Gatton
Telephone: (07) 5460 1279
International: +61 7 5460 1279
Facsimile: (07) 5460 1204
International: +61 7 5460 1204

St Lucia

Telephone (07) 3365 7916
International +61 7 3365 7916
Facsimile (07) 3365 1949
International +61 7 3365 1949
Internet www.uq.edu.au/nravs/
Email nravs.enquiries@uq.edu.au

Faculty of Social and Behavioural Sciences (SBS)

Telephone (07) 3365 7487 or 3365 7954
International +61 7 3365 7487 or 3365 7954
Facsimile (07) 3346 9136
International +61 7 3346 9136
Internet www.uq.edu.au/sbs/
Email sbs@uq.edu.au



The \$105 million Queensland Bioscience Precinct at St Lucia... officially opened this year by Federal Minister for Education, Science and Training Dr Brendan Nelson and Queensland Premier Peter Beattie