



Corporate governance

The University of Queensland Symphony Orchestra
plays at the Queensland Performing Arts Centre,
Brisbane South Bank.

Governance

University staff and executive

Our University is governed by a Senate of 35 members (page 16) representing University and community interests. Senate is led by the Chancellor and the Deputy Chancellor, elected from its ranks.

The *University of Queensland Act 1998* grants Senate wide powers to

- appoint the University’s staff,
- manage and control the University’s affairs and property, and
- manage and control finances so as to promote the University’s interests.

Senate may delegate certain powers to a Senator, University staff member, or committee including one or more Senators. Senate can nominate members and the chair of any committee, and determine a quorum. Senate may not delegate its power to make University Statutes or Rules, adopt the University’s Annual Budget, or approve spending of bequests, donations or special grants.

The Vice-Chancellor is our Chief Executive Officer and is responsible to the Senate for the overall direction of strategic planning, finance and external affairs.

The Vice-Chancellor is supported by an Executive (pages 14-15) comprising a

- Senior Deputy Vice-Chancellor,
- Deputy Vice-Chancellor (International and Development),
- Deputy Vice-Chancellor (Academic),
- Deputy Vice-Chancellor (Research),
- Pro-Vice-Chancellor (Ipswich),
- Secretary and Registrar, and
- President, Academic Board.

KEY GOVERNANCE AND MANAGEMENT BODIES *

BODY	COMPOSITION
Senate (governing body)	35 members
– official members	7
– appointed members	11
– elected members	15
– additional members	2
Vice-Chancellor and executive	8 members
Academic Board	125 members †
Faculties	7 units
Central services and divisions	10 units
Schools	32 units
Research Institutes	4 units

* at December 2004

† may include individuals in dual roles and some vacancies

Monitoring quality

Compliance with AUQA

In June 2004, the Australian Universities Quality Agency (AUQA) advised amended procedures for reporting our progress on addressing AUQA recommendations. These were contained in the report following the highly-favourable AUQA audit www.auqa.edu.au/qualityaudit/sai_reports/index.shtml of our University in June 2003.

Under the amended procedures, our progress report is due for submission by April 2005. To ensure compliance with this deadline, our Deputy Vice-Chancellor (Academic) nominated University action officers to provide an interim report on progress as at September 2004. This report showed good progress in implementing the Action Plan, and Senate noted the AUQA Audit progress report at its November 2004 meeting.

New governance protocols

In December 2003, Federal Parliament passed the *Higher Education Support Act*. The Bill requires universities to comply with 11 National Governance Protocols imposed by the Government, in order to receive maximum funding.

Stipulated changes to university governance structures include a maximum of 22 members of governing bodies such as our Senate. The Protocols www.dest.gov.au/highered/governance/nat-gov-prot.htm include requirements for each governing body to:

- ensure objectives and/or functions are specified in the enabling legislation;
- adopt a statement of primary responsibilities (including eight listed responsibilities);
- include duties of members and sanctions for breaches of duties specified in the enabling legislation (“governing body” not to include ex-officio members except the Chancellor, Vice-Chancellor and President of the Academic Board);
- provide an induction program and professional development for members and regularly assess performance and conformance with Protocols;
- not exceed 22 members (including at least two with financial expertise and at least one with commercial expertise; a majority of external members; no current members of any State or Commonwealth parliament or legislative assembly unless selected by the governing body itself);

- adopt systematic procedures for nominating prospective members;
- select members to serve the university’s needs;
- codify internal grievance procedures with information on submitting complaints to the relevant ombudsman;
- ensure that the Annual Report includes high-level outcomes and risk management strategies;
- oversee controlled entities; and
- assess risk arising from part ownership of any entity.

In April 2004, we applied to the Queensland Government to amend the *University of Queensland Act 1998* to ensure compliance with Protocol requirements and we anticipate amendments to the Act will be considered by State Parliament early in 2005.

As the term of our 30th Senate (page 16) was due to cease on December 31, 2004, the Queensland Government approved transitional arrangements to extend its term until December 31, 2005. The Commonwealth Government accepted our current position as complying with the National Governance Protocols and Workplace Reform requirements and has confirmed the allocation of additional funds for 2005.

Consequently, we suspended our Senate elections in 2004 and will hold elections in 2005 in accordance with the amended Act.

We will also review our Statutes and Rules in 2005 in accordance with proposed amendments to the Act.

Ethical standards

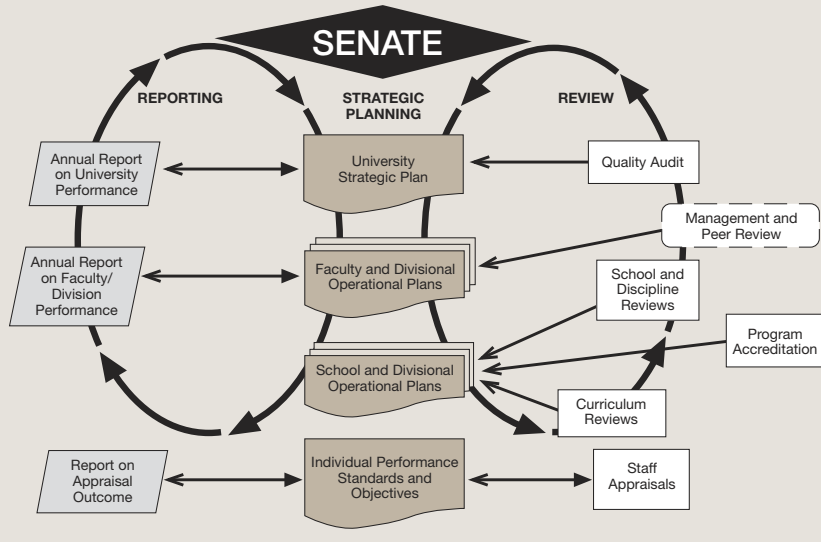
Our **Code of Conduct** www.uq.edu.au/hupp/codeofconduct, launched in 1997, remains unchanged. It is required reading on our new staff induction checklist, discussed at all staff induction seminars and an integral part of our mandatory management training for academic and general staff supervisors.

We maintain high ethical standards for research and teaching involving animals and humans. The following three committees are executive committees reporting to the Vice-Chancellor through the Deputy Vice-Chancellor (Research).

Our **Animal Ethics Committee** and its sub-committees determine animal welfare policy and procedures, and consider applications requesting the use of animals for scientific purposes, both research and teaching. All relevant activities must have Animal

QUALITY MANAGEMENT AND ASSURANCE

Framework includes the annual, rolling strategic planning process; annual reporting on performance against Strategic and Operational Plans; and periodic reviews.



Ethics Clearance from the Animal Ethics Committee and comply with all State and Federal Acts and guidelines governing such activities. Our Animal Welfare Unit administers these requirements. The University is registered under the *Animal Care and Protection Act 2001* as a scientific user of animals (User Number 0020).

Our **Human Experimental Ethical Review Committee** (a registered Human Research Ethics Committee) and its subcommittees determine our policy on research and teaching involving human subjects or human-related materials. These policies are based on the National Statement on Ethical Conduct in Research Involving Humans (1999) and are administered by our Ethics Office.

Our **Institutional Biosafety Committee** reviews research involving genetically-modified organisms as prescribed by the *Gene Technology Act 2000*. It is also responsible for regulating (1) use of high-risk biological material that is not genetically modified; (2) importation of quarantine material (regulated by the Australian Quarantine Inspection Service); (3) export of high-risk material (regulated by the Department of Defence); and (4) transport of biological material by air, post and road. The secretary of the Committee is a member of our Occupational Health and Safety Unit.

In addition, our Institute for Molecular Bioscience and Faculty of Social and Behavioural Sciences employ a Director of Public Policy and Ethics, to research and comment on ethical and policy issues raised by **bioscience research** and **biotechnology**. This is a research rather than a regulatory position, and shows our commitment to fostering collaborations between the social and other sciences.

Whistleblowers

We received one complaint under the *Whistleblowers Act* this year and staff from our Internal Audit Office investigated. One part of the complaint was unsubstantiated, while the other prompted a full operational audit with a view to improving processes and procedures.

Internal audit

Internal Audit Office (IAO) staff completed 64 reports on audits of faculties, schools, centres, IT systems and University-wide areas and one investigation report. Complex reviews included:

- Examination Results Application Security Management;
- business continuity planning (Central Administration);
- firewall security (Central Administration);
- e-business implementations;
- University fundraising;
- School of Engineering;
- interface with Queensland Tertiary Admissions Centre (QTAC);
- interface with UQconnect;
- compliance with gene technology legislation;
- UQ Centre timetabling system;
- insurance;
- accommodation services system;
- compliance with emblematic licensing arrangements;
- wireless network security; and
- our Veterinary Teaching Hospital.

We used self-assessment questionnaires to increase audit coverage and encourage good business practice University-wide in the following areas:

- compliance with privacy legislation;
- website development;

- general policy and procedure compliance;
- records management; and
- casual salaries controls.

In October, IAO underwent an external review as part of the process for reviewing administration and central service units. Findings of the panel were positive. Some changes were recommended (see risk management, below) and a proposal for implementing these was referred to Senate.

The Manager, Internal Audit continued to support the Vice-Chancellor's Executive in its role of overseer of Enterprise Risk Management.

Enterprise risk management

We have managed health and safety and insurance risks through our Risk Management Committee for several years; and we have adopted a risk assessment approach in planning and executing major projects and in prioritising the work of our IAO.

Implementation of Enterprise Risk Management (ERM) moved forward significantly in 2004. The corporate risk profile and plan previously developed using the PricewaterhouseCoopers model was revised through the Vice-Chancellor's Executive and our University Senate approved an ERM policy www.uq.edu.au/hupp which was implemented at the next operational level of management. Details of our risk management process are recorded on a restricted website.

The Manager, Internal Audit continued ERM's coordination through the Vice-Chancellor's Executive.

A significant focus of the recommendations resulting from the external review of IAO included expanding IAO's role in ERM implementation.

Freedom of information

Fifty-one applicants (11 staff, 31 former staff, four students and five members of the public) accessed University documents under the Queensland *Freedom of Information Act 1992*. Most staff and students sought personal information and external applicants generally sought non-personal information about our activities.

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

Senior officers

The Chancellor and Deputy Chancellor lead our 35-member University Senate and are elected from its ranks. The Vice-Chancellor is our Chief Executive Officer. He is supported by a seven-member Executive as detailed on these pages.

University committees

SENATE

Committee	Chair
Art Collections	Chancellor
*Audit	Professor Robert Wensley
*Buildings and Grounds	Dr Mary Mahoney
Chaplaincy	Mr Denis Brosnan
*Finance	Mr Norbury Rogers
*Legislative	Mr Roger Byrom
Occupational Health and Safety	Dr Frederick Schubert
Professorial Promotions	Vice-Chancellor
Standing Committee of Equity, Diversity and the Status of Women	Dr Mary Mahoney
Student Appeals	Deputy Vice-Chancellor (Academic)

* key Senate committees

ACADEMIC BOARD – SENIOR ACADEMIC ADVISORY

Committee	Chair
Academic Board Standing Committee	President, Academic Board
Academic Programs Policy	President, Academic Board
Academic Programs Review	President, Academic Board
Library	Deputy President, Academic Board
Postgraduate Studies	Director, Graduate School
Research	Deputy Vice-Chancellor (Research)
Teaching and Learning	Deputy Vice-Chancellor (Academic)
Appointments and Promotions	President, Academic Board



The Honourable Sir Llewellyn Edwards, AC

MB BS *Qld.*, Hon LLD *Qld.*, Hon DUniv *QUT*, FRACMA, FAIM

Chancellor

Leads the University Senate and presides at Senate meetings

Re-elected to his fourth three-year term as Chancellor from 2002. Member of Senate since 1984. Executive consultant to Jones Lang LaSalle in commercial real estate. Director of several public companies. Former chair and chief executive officer of World Expo '88 Authority. Elected to Queensland Parliament as MLA (Lib.) for Ipswich in 1972; served terms as health minister, deputy premier and treasurer before leaving Parliament in 1983. Member of the Queensland Government's Forde Foundation Advisory Council; chair of UQ Holdings Pty Ltd 1998-; chair of the Asia Pacific Economic Forum.



Professor Robert Wensley, QC

BE(Hons), MEngSc, LLB(Hons) *Qld.*

Deputy Chancellor

Acts as Chancellor in the absence of the Chancellor or when the office of Chancellor is vacant

Re-elected to his second three-year term as Deputy Chancellor from 2002. Senate member 1978-86 and 1988-. A Queen's Counsel, barrister, practising arbitrator and mediator. Adjunct Professor T.C. Beirne School of Law. Director of UQ Holdings Pty Ltd. Annual Appeal President 1998-99. Former chair Queensland Building Tribunal. Memberships: Institute of Arbitrators and Mediators Australia; the University's Audit, Discipline Appeals, Honorary Degrees, Honorary and Adjunct Professorial Appointments Committees; the Business, Economics and Law Faculty Board; Women's College Council; King's College Council.



Professor Margaret Gardner

BEcon(Hons), PhD *Syd.*, FAIM

Deputy Vice-Chancellor (Academic)

Oversees policies on teaching and learning, information technology, quality assurance, equity and academic staffing. Responsibilities include Dean of Students Office, Office of Marketing and Communications, Customs House, the Equity Office and the Teaching and Educational Development Institute

Appointed Deputy Vice-Chancellor (Academic) in 2002. Previously University of Queensland Pro-Vice-Chancellor (Academic) 2000; Griffith University Pro-Vice-Chancellor (Business, Equity) 1996-00. Directorships: Queensland Music Festival; Brisbane Grammar School Board of Trustees; Australian Centre for Complementary Medicine Education and Research. Member of President's Advisory Committee of Queensland Industrial Relations Commission.



Professor David Siddle

BA(Hons), PhD *Qld.*, FASSA, FAPS

Deputy Vice-Chancellor (Research)

Develops and promotes research and research training, collaborations and funding submissions

Appointed Deputy Vice-Chancellor (Research) in 2002. Previously University of Queensland Pro-Vice-Chancellor (Research) 2001; University of Sydney Pro-Vice-Chancellor (Research) 1997-01; and University of Queensland Dean, Postgraduate Studies 1993-97. Former chair ARC Social Sciences and Humanities Panel 1993-94 and deputy chair ARC Research Grants Committee 1994. Directorships: Queensland Parallel Supercomputing Foundation Ltd; AHURI Queensland Research Centre Ltd. Board member for four cooperative research centres.



**Professor
John Hay, AC**

BA(Hons) *W.Aust.* and *Camb.*,
MA *Camb.*, PhD *W.Aust.*,
Hon LittD *Deakin*, FACE,
FAIM

Vice-Chancellor

CEO, responsible to Senate for overall direction of strategic planning, finance and external affairs

Vice-Chancellor and ex officio member of Senate since 1996. Previously Vice-Chancellor and President, Deakin University 1992-95; Deputy Vice-Chancellor, Monash University 1988-91; and Dean of Arts, Monash 1987, establishing National Key Centre for Australian Studies. Chair of *Universitas 21*; the Carrick Institute for Learning and Teaching and Higher Education; and Australian Universities' Teaching Committee. Deputy Chair of the Brisbane Institute. Memberships: Brisbane City Council Economic Development Committee; Board of Trustees, Queensland Performing Arts Trust. Board member Australian Institute for Commercialisation. General editor of *Bibliography of Australian Literature* project.



**Professor
Paul Greenfield**

BE(Hons), PhD *NSW*, BEcon
Qld., FTSE, FICHEM, FIEAust,
MAICHE

Senior Deputy Vice-Chancellor

Responsible for strategic planning and overall management of faculties, IMB, Queensland Brain Institute and Library

Appointed Senior Deputy Vice-Chancellor in 2002. Previously Deputy Vice-Chancellor 2001; Deputy Vice-Chancellor (Research) 1997-00; Executive Dean of the Faculty of Engineering, Physical Sciences and Architecture (est. 1997); and Pro-Vice-Chancellor (Physical Sciences and Engineering) 1993-96. Chair of Scientific Advisory Group to the Moreton Bay and Waterways Partnership; Hazardous Waste Technical Working Group (Basel Convention); Advisory Board of I.P. Australia; and NICTA Ltd. Director of several University companies including UniQuest Pty Ltd.



**Professor
Trevor Grigg**

BE(Hons), BEcon, PhD *Qld.*,
CPEng, FIEAust,
FAIM, FAICD

Deputy Vice-Chancellor (International and Development)

Responsible for international development, policy and strategy, UQ Ipswich (until September 1, 2004), fundraising and development, capital asset management and space planning

Appointed Deputy Vice-Chancellor (International and Development) in 2000. Previously University of Queensland Pro-Vice-Chancellor (Academic) 1997-99; Dean of Business, Queensland University of Technology 1995-97; University of Queensland Head, Graduate School of Management 1992-94. Directorships: Brisbane Water Advisory Board (until September 2004); CRC for Sustainable Tourism Pty Ltd and its subsidiary, Sustainable Tourism Holdings Pty Ltd; Queensland Education and Training Export Board; IDP Education Australia Limited; and Carisgold Pty Ltd. Foundation chair, Ipswich Region Education and Training Cluster Inc; member, Board of Governors of Sohar University, Sultanate of Oman.



**Professor
Alan Rix**

BA(Hons), PhD *ANU*

Pro-Vice-Chancellor (Ipswich)

Responsible from September 1, 2004 for the overall management and development of the UQ Ipswich campus and its external relationships

Appointed inaugural Pro-Vice-Chancellor (Ipswich) from September 1, 2004. Previously Executive Dean of the Faculty of Arts 1997-2004; Pro-Vice-Chancellor (External Affairs) 1994-96; Head, Department of Asian Languages and Studies 1985-94. Directorships: Council of the National Trust of Queensland; Board of St Joseph's College, Gregory Terrace.



**Mr
Douglas Porter**

BA(Hons) *Durh.*, FAIM

Secretary and Registrar

Leads and coordinates the work of central administrative divisions and information technology services; Secretary to the University Senate

Appointed Secretary and Registrar in 1986. Previously Deputy Registrar, University of Manchester; University Planning Officer, University of Aston, Birmingham. Directorships: QTAC Board; UniSeed Pty Ltd Board; UniQuest Pty Ltd; Comquest Group Board; SARV Pty Ltd Board; CiTR Pty Ltd; Joint Company Secretary UQ Holdings. Secretary to The University of Queensland Senate. Member of the PeopleSoft International Customer Advisory Board. Honorary Secretary to the Queensland Rhodes Scholarship Selection Committee.



**Professor
Jenny Strong**

BOccThy, MOccThy, PhD
Qld., GAICD

President of the Academic Board

Chairs and coordinates the Board's work on policies relating to academic programs, teaching and learning, assessment, research, academic staff promotions, prizes and scholarships. Oversees reviews of academic schools, centres and other organisational units offering teaching and research programs

Appointed President, Academic Board in 2002. Professor of Occupational Therapy since 1997. Memberships: International Association for the Study of Pain; OT Australia; Australian Pain Society, NZ Pain Society. Member of steering committee for OT Australia National Standards Scheme Accredited OT Program. Editorial board for *American Journal of Occupational Therapy* and *Occupational Therapy Journal of Research*. Former deputy chair, Occupational Therapy Board of Queensland and former director, Australian Pain Society.

University Senate

2004 was the third year in the term of the 30th Senate of The University of Queensland, beginning January 1, 2002. The term of the 30th Senate has been extended (page 12) until December 31, 2005, pending implementation of new governance protocols outlined in the *Higher Education Support Act 2003*. Senate met formally on seven occasions in 2004.

Chancellor

The Honourable Sir Llewellyn Edwards, AC, MB BS *Qld.*, Hon.LLD *Qld.*, Hon DUniv *QUT*, FRACMA, FAIM

Deputy Chancellor

Professor Robert N. Wensley, QC, BE(Hons) *Qld.*, MEngSc *Qld.*, LLB(Hons) *Qld.*

Vice-Chancellor

Professor John A. Hay, AC, BA(Hons) *W.Aust.*, MA *Camb.*, PhD *W.Aust.*, Hon. LittD *Deakin*, FACE

In attendance at Senate but not members of Senate

Senior Deputy Vice-Chancellor

Professor Paul F. Greenfield, BE(Hons) *NSW*, PhD *NSW*, BEcon *Qld.*, FTSE, FICHEM, FIEAust, MAICHE

Deputy Vice-Chancellor (International and Development)

Professor Trevor J. Grigg, BE(Hons) *Qld.*, BEcon *Qld.*, PhD *Qld.*, CPEng, MIEAust, FAIM, FAICD

Deputy Vice-Chancellor (Academic)

Professor Margaret Gardner, BEcon(Hons) *Syd.*, PhD *Syd.*, FAIM

Deputy Vice-Chancellor (Research)

Professor David Siddle, BA(Hons) *Qld.*, PhD *Qld.*, FASSA, FAPS

Secretary and Registrar

Mr Douglas Porter, BA(Hons) *Durh.*, FAIM

Official members

Vice-Chancellor

Professor John A. Hay, AC, BA(Hons) *W.Aust.*, MA *Camb.*, PhD *W.Aust.*, Hon. LittD *Deakin*, FACE

Director-General of Education

Mr Ken Smith, BSW(Hons) *NSW*, MSW *NSW*

President of the Academic Board

Professor Jenny Strong, BOccThy *Qld.*, MOccThy *Qld.*, PhD *Qld.*

President of The University of Queensland Academic Staff Association

Dr Andrew Bonnell, BA(Hons) *Syd.*, PhD *Syd.*

President of The University of Queensland Union

Ms Margot Balch

Anglican Archbishop of Brisbane

The Most Reverend Dr Phillip Aspinall, BSc *Tas.*, GDipRE *BCAE*, BD(Hons) *Melb.* C.Div., PhD *Monash*, GDipMan *Deakin*, MBA *Deakin*

Roman Catholic Archbishop of Brisbane

The Most Reverend John A. Bathersby, DD, STD *Greg.*, DUniv *Griff.*

Appointed members

Eleven members appointed by the Governor-in-Council

- Ms Eleanor Davidson, BBus *Queens*, FAIM
- Mr G.H. (Ted) Edwards, FAICD
- The Honourable Sir Llewellyn Edwards, AC, MBBS *Qld.*, Hon.LLD *Qld.*, FRACMA, FAIM
- Mr David Gray, BSc *Newcastle (UK)*
- Dr Peter Ho, BSc(Hons) *Warwick*, PhD *Qld.*, MICE, MISTructE, MIEAust, MHKIE
- Ms Rachel G. Nolan, MP, BA(Hons) *Qld.*
- Ms Renaye Peters, BAppSc, *Qld.UT*, BArch(Hons) *Qld.UT*, GDipPMgmt *Qld.UT*
- Mr A.E. de Norbury Rogers, AO, BCom *Qld.*, AAUQ *Qld.*, FCA, FAICD
- Dr David J.H. Watson, MP, BCom(Hons) *Qld.*, AAUQ *Qld.*, MA *Ohio State*, PhD *Ohio State*, FCPA, FCA (until 5 February 2004)
- Ms Lilla Watson, BA *Qld.*
- The Honourable Justice Margaret J. White, LLB *Adel.*

Elected members

One member of the Academic Board

Professor John de Jersey, BSc(Hons) *Qld.*, PhD *Qld.*

Three members of the full-time graduate staff

- Professor Gordon C. Grigg, BSc(Hons) *Qld.*, PhD *Oregon*, DSc *Syd.*, FRZS *NSW*, FAIB
- Ms Jan Massey, BA(Hons) *Qld.*, MAdmin *Griff.*
- Ms Diane J. Zetlin, BA(Hons) *Qld.*

One member of the full-time non-graduate staff

Ms Kay Whitfield

Two students

- Mr Matthew S. Collins
- Ms Juliana E. Virine

Eight members of Convocation

- Mr Donald S. Barrett, BA(Hons) *Qld.*, MA *Qld.*
- Mr Denis J. Brosnan, BA(Hons) *Qld.*, MLitSt *Qld.*
- Mr John A. Desmarchelier, AM, ED, BCom *NSW*, BEcon *Qld.*, MBA *NE*, FAIM, FAICD
- Dr John M. Fenwick, BE(Hons) *Qld.*, DPhil *Oxf.*, MIEAust
- Dr Mary D. Mahoney, MB BS *Qld.*, GDipClinEd *NSW*, FRACGP, FAIM, FAMA
- Professor Kay E.B. Saunders, AM, BA(Hons) *Qld.*, PhD *Qld.*
- Dr Frederick Schubert, BSc *Qld.*, MBBS *Qld.*, BA *Qld.*, FRANZCR, FRCR, DDU, FAMA, FASME, FAIM
- Professor Robert N. Wensley, QC, BE(Hons) *Qld.*, MEngSc *Qld.*, LLB(Hons) *Qld.*

Additional members

- Mr Peter G. Annand BA, LLB *Qld.*, BCL *Oxf.*
- Mr Nicholas W. Stump, MAppSc *Adel.*

Changes to Senate membership during 2004

- December: Ms Margot Balch retired as President of The University of Queensland Union. Her successor was Ms Leah Sanderson.